

Transportation Security Administration  
Veteran Recruitment Strategy  
CY2014

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February 20, 2014



TSA Office of  
**Human  
Capital**  
People • Service • Excellence



## Table of Contents

<b>1. Scope</b>	<b>3</b>
<b>2. Purpose</b>	<b>3</b>
<b>3. Veteran Recruitment Review: FY2013</b>	<b>4</b>
<b>4. Veteran Recruitment Strategy Calibration</b>	<b>5</b>
<b>5. Veteran Recruitment Strategy Goals</b>	<b>6</b>
<b>6. Measures and Sustainment</b>	<b>6</b>
<b>7. Addendums</b>	
<b>A. 2013 Veteran Media Plan</b>	<b>7</b>
<b>B. 2013 TSO and FAM / MAP Veteran and Non-Veteran Applications</b>	<b>8</b>
<b>C. You Have Earned It – Veteran Employment Initiative Campaign</b>	<b>9</b>
<b>D. TSA Careers for Veteran Flyer - TAP Center Campaign</b>	<b>10</b>
<b>E1. Veterans’ Preference Recruitment Flyer FAQs - VEI Campaign</b>	<b>11</b>
<b>E2. Veterans’ Preference Recruitment Flyer FAQs - VEI Campaign</b>	<b>12</b>
<b>F. Veterans Day Salute – VEI Campaign</b>	<b>13</b>
<b>G. What We Do Matters – VEI Campaign</b>	<b>14</b>
<b>H. Veteran Outreach – TSA Homepage</b>	<b>15</b>



## Veteran Strategic Recruitment

### 1. Scope:

The Transportation Security Administration (TSA) protects the Nation's transportation systems to ensure freedom of movement for people and commerce. The TSA will continuously set the standard for excellence in transportation security through its people, processes, and technology.

As part of the agency's over-all recruitment efforts in support of diversity and executive initiatives, and in support of creating a compelling employer brand as part of the TSA Workforce Strategic Plan, the TSA is committed to supporting the employment of veterans. An active and aggressive recruitment strategy to ensure the TSA career opportunity reaches the veteran community and exiting active duty military personnel. Currently, veterans make up a significant portion of our work force. TSA provides the broadest application of Veterans' Preference in the Federal Government.

In November, 2001, Congress passed the Aviation and Transportation Security Act (P.L. 107-71) which established TSA as an excepted service agency. As a result, TSA is not governed by most of Title 5, United States Code, or the policies and procedures established by the Office of Personnel Management (OPM). However, TSA does provide Veterans' Preference to eligible applicants. In addition, certain requirements and qualifications for some of TSA's mission-critical positions such as the Transportation Security Officers (TSOs) and the Federal Air Marshals (FAMs) are based in statute and may not be adapted.

Preference consists of giving qualified, eligible veterans an advantage over others when recruiting under competitive external procedures (i.e., announcements open to anyone in the general public). Depending on the position being filled and the evaluation method being used, it may mean adding 5 or 10 points to a candidate's earned score; placing the veteran ahead of other candidates in a category group or eligibility to apply under limited areas of consideration. TSA will provide preference at the point of selection to eligible veterans who were discharged or released from military service under honorable conditions. Current TSA employees do not receive Veterans' Preference when applying under internal procedures.

Operating on the front lines of America's security, TSA is committed to increasing the employment of people with disabilities and offering skilled individuals an environment in which they may excel. TSA's mission-critical occupations include strict physical and medical requirements that are based on statute; jobs potentially available for individuals with disabilities and disabled veterans are more likely to be in TSA's Management, Administrative and Professional (MAP) positions.

### 2. Purpose:

The purpose of this plan is to outline a comprehensive strategy for the recruitment of veterans for career opportunities within the Transportation Security Administration (TSA).



The key contributors to the successful implementation of the plan are:

- TSA Office of Human Capital (OHC)
- HRAccess Recruitment Strategy Team (RST) & Field Operations
- Coordination of efforts and information exchange with Department of Homeland Security Office of Human Capital counterparts (DHS, Office of Diversity and Inclusion)
- Return on Investment reporting (ROI) to measure the successes of the strategy

### 3. Veteran Recruitment Review: FY2013

In 2013, TSA/HRAccess continued to seek targeted recruitment venues to encourage active military and veteran applicants to apply for opportunities within the agency. In addition to the general recruitment initiatives utilized, specialized and focused recruitment tools were included in recruitment planning. These efforts included, but were not limited to:

- Disabled military/veteran events
- Military/Veteran career events
- Military/Veteran focused e-mail blasts
- Military/Veteran focused internet advertising
- Veteran community outreach
- Veteran referrals
- Women in military/veteran career event
- Women in military/veteran focused outreach

In 2013, TSA/OHC continued outreach with the field offices of Operation Warfighter (OWF), to sustain TSA's interest in recruiting recovering wounded service members.

TSA/HRAccess attended 120 military and veteran focused recruiting events and job fairs. As a result of these efforts, veteran applications for all TSA positions represented 25% of the applicant pool or 113,811 veteran applications.

In FY2013, veterans represented 49% of TSA MAP new hires and 27% of the MAP applicant pool. Veterans represented 14% of TSO new hires and 20.21% of all applications for this position. Disabled veterans made up 2.8% or 179 of TSA's new hires. MAP generated a significantly higher veteran new hire yield.

Job Title	Tour	Veteran	Non-Veteran	Percent Veteran New Hires (FY13)
TSO	Full time (4% of TSO hires)	59	194	23.32%
	Part-time (96% of TSO hires)	750	4,742	13.65%
MAP (Non FAM and Non TSO)	Full time	218	223	49.43%
	Part-time	1	6	14.29%
<b>Total</b>		<b>1,028</b>	<b>5,165</b>	<b>16.60%</b>



In FY2013, 8% of the open Job Opportunity Announcements (JOA) for TSOs were for full time positions. A comparative review of the D Band salary range for full time TSO positions duty. However, the reduced compensation for part-time TSO positions represents a 50% reduction in compensation for this level applicant. This factor contributed significantly to the lower offer acceptance rate of veterans.

As TSO positions represent a significant percentage of the TSA workforce, this shortfall had a negative impact on the agency's over-all performance in veteran hiring percentages. This may offset the efforts in attracting veteran candidates and explain the higher veteran employment rates within MAP positions. MAP positions generally offer full time employment at higher pay band levels and subsequently higher compensation.

Additional considerations:

- Continued business rules do not apply Veterans' Preference to applicants awaiting Computer Based Testing (CBT), the entry point into the assessment process. The application of the "first applied, first tested" rule restricts the agency's ability to apply preference to those applicants in the pool until further in the process.
- Most veterans and exiting military personnel may have two to three years of supervisory experience and may not be attracted to the "entry level" pay band TSO position.
- Exiting military personnel's location at the time of discharge may not be their original home of record making it difficult to align TSA workforce need with the location of preference to exiting service members.
- Many veterans and exiting military personnel may be seeking Federal government employment where LEAP pay is included.
- Many veterans and exiting military personnel may have transferable skills that can generate higher paying civilian and government opportunities, especially in law enforcement.
- Many veterans and exiting military personnel may not be knowledgeable of the Federal hiring process and/or timeline.
- Military Occupational Specialties (MOS) may translate into higher paying civilian careers in Defense and High Technology areas.

#### **4. Veteran Recruitment Strategy Calibration**

To improve the performance of the overall recruitment strategy for veterans and exiting military personnel, and based on performance in 2013, the following enhancements to the current strategy are recommended. Although not all of the challenges and candidate preferences can be resolved through recruitment, a more refined plan may further maximize veteran sourcing efforts.

- Communicate – develop an information session for Transitional Assistance Program (TAP) Centers focusing on the advantages of Federal employment, the process and career growth potential with TSA.
- Alignment – focus the veteran and exiting military personnel recruitment resources specifically at those Military Occupational Specialties (MOS) that align with TSA vacancies.



- Recruit – source from unemployed veteran groups, the disabled military and veteran population, and women in the military/veteran communities.
- Deployed – utilize deployed resources, at those specific locations with an open Job Opportunity Announcement (JOA), to ensure we are recruiting veterans in those locations of preference with a current opportunity.
- Sole Survivor Preference (SSP) – enhance sourcing of Sole Survivor and Derivative Preference eligible.

The President’s veteran hiring objectives includes both the hiring of veterans, as well as the spouses of those veterans who were injured or died in combat. Facilitating the hiring of the spouses of wounded military members enables military families to preserve their financial livelihood.

### 5. Veteran Recruitment Strategy Goals

The following recruitment goals have been identified for this recruitment strategy and will be reviewed on a monthly basis in CY2014:

- Expand targeted recruitment to disabled military/veterans and women in the military/veterans
- Increase the number of veteran applications and hires
- Review the performance of veteran applications on a monthly basis to determine effectiveness of the Veteran Recruitment Strategy
- Revise and refine strategy based on continued applicant flow analysis

### 6. Measures & Sustainment

The TSA/OHC will continue to communicate with DHS Office of Diversity and Inclusion on the results of this enhanced recruitment plan on a routine basis, will reach out to hiring managers and selection officials regarding the TSA’s commitment to the veteran employment initiative, and will review policies and procedures that may have impact on the successful hiring of veterans and exiting military personnel recruited through this effort.

- Track quantity of increase in veteran applications and hires

Fiscal Year	MAP Veteran Applicants	TSO Veteran Applicants	Total Veteran Applicants	Total Veteran Hires	Percentage of Veteran New Hires
2011	113,423	49,856	163,279	1,204	14.7%
2012	101,299	68,791	170,090	990	15.5%
2013	85,056	28,755	113,811	1,031	16.4%

- Communicate veteran hiring effort with stakeholders on a monthly basis.
- Recommend strategic or tactical adjustments based on veteran hiring efforts on a monthly basis.



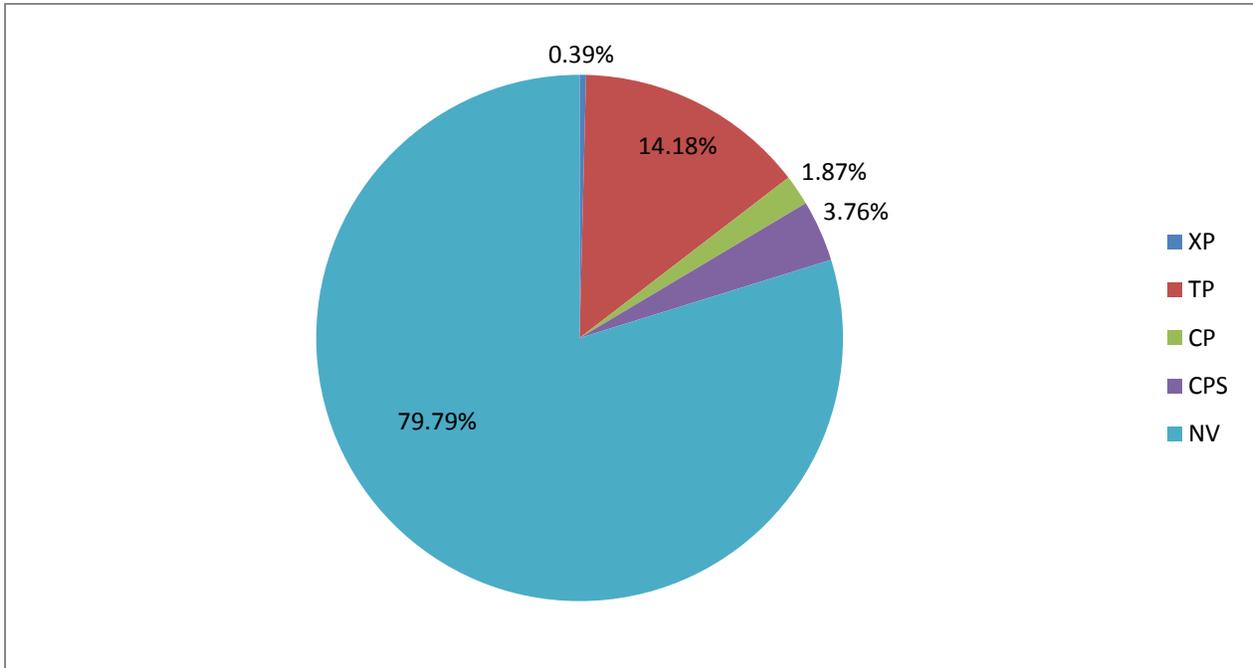
**Addendum A: 2013 Veteran Media Plans**

<b>MEDIA</b>	<b>RECOMMENDED PLACEMENT</b>	<b>IMPRESSIONS</b>
Monster Military (can divert some impressions to the Spouse Channel)	Military.com Homepage Featured Employer	193,750
	Veteran Career Center Military Friendly Employer (Government only)	106,500
	Recruitment Veteran Jobs Newsletter (4 newsletters)	455,700
	Fast Track Careers Newsletter (2 newsletter)	70,000
Military-Civilian.com	15 Job Slots per Month, Home Page + Career Page Rotating Banner	14,000+
Veteran Email Blast	Veteran E-Blast , 500K emails 2x (1,000,000 total)	1,000,000
Transition Assistance Online	1 Dedicated Hiring Email Alert Emails (68,000 recipients each)	68,000
	5 Job Slots	N/A
Recruit Military	3-month manual Job Posting Subscription - up to ten 30-day postings.	N/A
	Email (text-driven) Blast Campaigns to up to five designated market areas; a total of up to 2,500 sends. Each Email Blast includes a 30-day Job Posting.	2,500
	RecruitMilitary staff will distribute TSA marketing collateral/flyers at every expo during the 3-month term. (Creative must be received 15 days prior to the first event date).	6,000

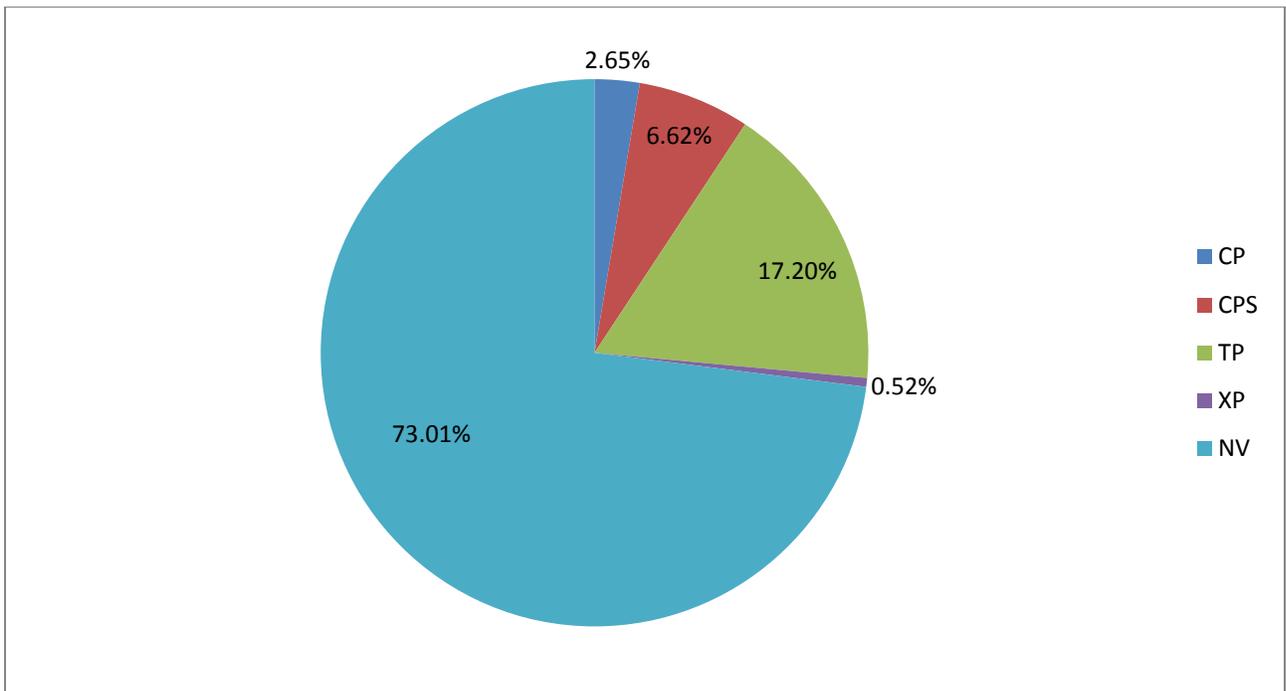


## Addendum B: 2013 TSO and FAM / MAP Veteran and Non-Veteran Applications

### 2013 TSO Applications Veterans' Preference



### 2013 FAM / MAP Applications Veterans' Preference





### Addendum C: You Have Earned It – Veteran Employment Initiative Campaign



**YOU'VE EARNED IT.**

U.S. Air Force photo by Scott Brown/Tillay Tapp

**CAREERS FOR VETERANS AT THE TRANSPORTATION SECURITY ADMINISTRATION**

Your uniform speaks volumes. Dedication, vigilance, love of country. You've proven your valor and earned a place among the nation's finest defenders. But the journey continues. Today, thousands of veterans just like you are finding the next stage of their careers at TSA. In fact, with Federal benefits, competitive wages, and significant growth potential, there's never been a better time to renew your commitment to service.

Learn more and apply at <https://tsajobs.tsa.dhs.gov> or call 1.877.872.7990



**Transportation Security Administration**

U.S. Citizenship Required.  
TSA is an Equal Opportunity Employer.



**YOU'VE EARNED IT.**

Photo Courtesy of U.S. Army

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U.S. Navy photo by Marc Commins/Naval Special Ops Command / MCRD Parris

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Official Marine Corps photo by Sgt. Ronald A. Chasen

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**Addendum D: TSA Careers for Veteran Flyer - TAP Center Campaign**

**YOU'VE EARNED IT.**

**Transportation Security Administration Careers for Veterans**  
 Dedication, vigilance, love of country. Today, thousands of veterans just like you are finding the next stage of their careers at TSA. In fact, with Federal benefits, competitive wages and significant growth potential, there's never been a better time to renew your commitment to service. Opportunities are open nationwide, including the following areas:

- Alliance, NE
- Dickinson, ND
- Dodge City, KS
- Dubuque, IA
- Garden City, KS
- Great Bend, KS
- Joplin, MO
- Kingsford, MI
- Liberal, KS
- Madison, WI
- McCook, NE
- Midland, TX
- Minot, ND
- Moab, UT
- Oklahoma City, OK
- Springfield, MO
- Williston, ND

These locations were updated on 8/30/2013 and are subject to change. Other opportunities exist across the nation. To learn more, visit <https://tsajobs.tsa.dhs.gov> • Call 1.877.872.7590 • Text TSA to 55495

**Transportation Security Administration**  
 Keeping a Nation in Motion

U.S. Citizenship Required. TSA is an Equal Opportunity Employer. Standard Messaging and Data Rates Apply.

**YOU'VE EARNED IT.**

**Transportation Security Administration Careers for Veterans**  
 Dedication, vigilance, love of country. Today, thousands of veterans just like you are finding the next stage of their careers at TSA. In fact, with Federal benefits, competitive wages and significant growth potential, there's never been a better time to renew your commitment to service. Opportunities are open nationwide, including the following areas:

- Albany, NY
- Annapolis Junction, MD
- Arlington, VA
- Belgrade, MT
- Billings, MT
- Bloomington, IL
- Chicago, IL
- Colorado Springs, CO
- Crescent City, CA
- Denver, CO
- Dickinson, ND
- Juneau, AK
- Meridian, MS
- Minot, ND
- Omaha, NE
- Rook Springs, WY
- Springfield, IL
- Springfield, VA
- Wendover, UT
- Williston, ND
- Worland, WY

These locations were updated on 1/24/2013 and are subject to change. Other opportunities exist across the nation. To learn more, visit <https://tsajobs.tsa.dhs.gov> • Call 1.877.872.7590 • Text TSA to 55495

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 Keeping a Nation in Motion

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**YOU'VE EARNED IT.**

**Transportation Security Administration Careers for Veterans**  
 Dedication, vigilance, love of country. Today, thousands of veterans just like you are finding the next stage of their careers at TSA. In fact, with Federal benefits, competitive wages and significant growth potential, there's never been a better time to renew your commitment to service. Opportunities are open nationwide, including the following areas:

- Alliance, NE
- Annapolis Junction, MD
- Arlington, VA
- Atlantic City, NJ
- Billings, MT
- Boise, ID
- Boston, MA
- Bullhead City, AZ
- Kearney, NE
- Lafayette, LA
- Louisville, KY
- Massena, NY
- Nantucket, MA
- New York, NY
- Owensboro, KY
- Pittsburgh, PA
- San Antonio, TX
- Tulsa, OK
- Multiple openings: -CO, KS, MN, ND

These locations were updated on 12/13/2013 and are subject to change. Other opportunities exist across the nation. To learn more, visit <https://tsajobs.tsa.dhs.gov> • Call 1.877.872.7590 • Text TSA to 55495

**Transportation Security Administration**  
 Keeping a Nation in Motion

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**YOU'VE EARNED IT.**

**Transportation Security Administration Careers for Veterans**  
 Dedication, vigilance, love of country. Today, thousands of veterans just like you are finding the next stage of their careers at TSA. In fact, with Federal benefits, competitive wages and significant growth potential, there's never been a better time to renew your commitment to service. Opportunities are open nationwide, including the following areas:

- Arlington, VA
- Brington, MO
- Des Moines, IA
- Fort Worth, TX
- Gering, NE
- Great Falls, WY
- Garrison, CO
- Ironwood, MI
- Kingsford, MI
- Macouhah, IL
- North Platte, NE
- Omaha, NE
- Reston, VA
- Rosemount, IL
- Salt Lake City, UT
- Santa Ana, CA
- Seattle, WA
- Sheridan, WY
- Vermil, UT
- Victoria, TX
- Wendover, UT
- Multiple openings: - Kansas - North Dakota

These locations were updated on 1/9/2014 and are subject to change. Other opportunities exist across the nation. To learn more, visit <https://tsajobs.tsa.dhs.gov> • Call 1.877.872.7590 • Text TSA to 55495

**Transportation Security Administration**  
 Keeping a Nation in Motion

U.S. Citizenship Required. TSA is an Equal Opportunity Employer. Standard Messaging and Data Rates Apply.



## Addendum E1: Veterans' Preference Recruitment Flyer FAQs - VEI Campaign



**Transportation Security Administration**



**YOU'VE EARNED IT.**

**Veterans' Preference Employment Fact Sheet**

**1. Does TSA provide a hiring preference to veterans?**  
 Yes! TSA is committed to supporting the employment of veterans and provides a hiring preference to eligible veterans. See question #4 below for specific information on how veterans' preference is applied at TSA.

**2. Does TSA follow the policies and procedures from the Office of Personnel Management?**  
 In 2001, Congress passed the Aviation and Transportation Security Act (EL. 107-71) which established TSA as an excepted service agency. As a result, TSA is not governed by most of Title 5, United States Code, or the policies and procedures established by the Office of Personnel Management (OPM). However, TSA does provide veterans' preference to eligible applicants (see question #4 below). In addition, certain requirements and qualifications for some of TSA's mission critical positions such as the Transportation Security Officers (TSOs) and the Federal Air Marshals are based in statute and may not be adapted.

**3. How does a veteran apply for employment with TSA?**  
 Our standard process is for applicants to apply directly to open vacancy announcements. TSA vacancy announcements are posted on USAJOBS at: [www.USAJOBS.opm.gov](http://www.USAJOBS.opm.gov) or <https://tsajobs.tsa.dhs.gov>. If you are not already aware, USAJOBS offers some valuable services that help to reduce the stress and streamline the process of applying for jobs. On the USAJOBS website, you can click on the tab at the top of the page labeled "My USAJOBS" to create your account. This will allow you to do certain things online, such as posting your resume, applying to Federal jobs, and receiving automated job alerts. You may set up your

*Please see other side*

Please apply online at <https://tsajobs.tsa.dhs.gov> or call 1.877.872.7990.



Addendum E2: Veterans' Preference Recruitment Flyer FAQs - VEI Campaign



**Transportation  
Security  
Administration**

**Veterans' Preference  
Employment  
Fact Sheet**



YOU'VE EARNED IT.

All other TSA positions: TSA provides preference at the point of selection to those eligible for veterans' preference as defined under the provisions of 5 U.S.C. §2108. Information on eligibility for veterans' preference under 5 U.S.C. §2108 can be found on the OPM website at [www.opm.gov](http://www.opm.gov).

**5. How do I claim veterans' preference?**

You must identify your claim for veterans' preference on your application and provide proof of your entitlement by submitting appropriate documentation such as a copy of your DD-214, Certificate of Release or Discharge from Active Duty (Member 4 copy). If you are claiming a disability, you must submit an SF-15, Application for 10 Point Veteran Preference, (this form is available at: [http://www.opm.gov/forms/pdf\\_fill/SF15.pdf](http://www.opm.gov/forms/pdf_fill/SF15.pdf)) and the appropriate documentation from the military service or a current letter of disability from Department of Veterans Affairs.

**6. Can I apply for a vacancy when I am on active duty?**

TSA will consider applications from individuals, not already employed by TSA, who are about to be released from active duty military. Such an applicant will be removed from consideration if not separated or released from active duty prior to the effective date for filling the position. This does not apply to individuals on terminal leave from U.S. military service. A member of the uniformed service may accept a civilian position if they have performed active duty service and are on terminal leave pending separation or release from active duty under honorable conditions. In addition, current TSA employees who are absent for the purpose of performing military duty may apply for any vacancy announced in their absence and will be given consideration

for vacancies as if they were present in their TSA civilian positions.

**7. If I am hired by TSA, will I be able to move to other Federal agencies since TSA is an excepted service agency unlike most of the other Federal agencies which are in the competitive service?**

OPM and DHS/TSA have entered into agreement for an Interchange Agreement, which allows certain permanent TSA employees to apply and be selected for vacancies in competitive service agencies. Information from OPM on this or other Interchange Agreements is available at <https://www.opm.gov/employ/html/sroa2.asp>.

**8. Who can I contact if I have additional questions?**

TSA is committed to the hiring of veterans and your interest in employment with TSA is appreciated. If you have any questions on the above information, please feel free to contact the TSA Selective Placement Coordinator at telephone (571) 227-2357 or via email at [tsavets@dhs.gov](mailto:tsavets@dhs.gov).

**9. Where do I find out more about TSA employment opportunities?**

To learn more about employment opportunities with TSA, please visit <https://tsajobs.tsa.dhs.gov> or call 1-877-872-7990.

**TSA is an Equal Opportunity Employer:** All qualified candidates will be considered regardless of political affiliation, race, color, religion, national origin, sex, sexual orientation, marital status, age, disability, personal favoritism, protected genetic information, or other non-merit factors.

Please apply online at <https://tsajobs.tsa.dhs.gov> or call 1.877.872.7990.



## Addendum F: Veterans Day Salute - VEI Campaign



**"LEST WE FORGET"**

U.S. Navy photo by Mass Communication Specialist 1st Class Brian Brunson

On this Veterans Day, the TSA salutes those brave men and women of our Armed Forces who stand between the citizens of this great nation and those who would do us harm. You who protect us selflessly volunteered to defend our freedom, and your patriotism, dedication, and service represent all that is good about America.

It is fitting that our nation set aside a special day to honor the veterans who have served and to remember those who have made the ultimate sacrifice. We who are indebted to you would do well to reflect on your contribution not just once a year, but every day we live the liberty you safeguard.

The TSA is proud of the members of its workforce who have served our country and who are now helping the agency further our shared mission: Protecting our homeland. Know that the TSA remains steadfast in our support of veterans who return home to seek new and fulfilling career opportunities.

America's veterans, both past and present, you have earned our respect and our gratitude. We thank you, today and every day, "Lest We Forget."

To learn more about TSA, go online at <https://tsajobs.tsa.dhs.gov>



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Administration

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## Addendum G: What We Do Matters - VEI Campaign





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## Addendum H: Veteran Outreach – TSA Home Page

### TSA Veteran Home Page Link:

<http://www.tsa.gov/join/careers/veterans.shtm>

- [See the Frequently Asked Questions on Veterans' Employment](#)
- [See Current TSA Vacancies](#) (USAJobs.opm.gov)
- [Learn more about TSA](#)
- [Know about Other Possible Opportunities for Veterans](#)
- [Know more about how USERRA applies to TSA](#)
- [Visit the Department of Homeland Security's Veterans Outreach Program](#)

### TSA Individuals with Disabilities (IWD) Home Page Link

<http://www.tsa.gov/join/careers/disabilitiesoutreach.shtm>\*

- [Reasonable Accommodations](#)
- [Personnel Rules and Procedures](#)
- [How to Apply](#)

\* **VEI Link for Disabled Veterans to return to Veteran's Link**