

Date: July 22, 2008
To: All TSA Employees
From: Richard A. Whitford,
Assistant Administrator for Human Capital

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Subject: 1100 - Zero Tolerance of Retaliation in the Workplace

This memorandum is being issued to reiterate the Transportation Security Administration's (TSA) commitment to preventing retaliation in the work environment. To accomplish this goal, TSA has established standards that impact staff at all levels. The following is an overview of these standards.

- a. Fairness and respect are key to TSA's mission, as evidenced by our vision statement: "TSA will continually set the standard for excellence in transportation security through its people, processes and technology." Therefore, every manager and supervisor has a personal responsibility to assure that all employees, applicants for employment, and the public we serve are treated in a respectful, lawful, and equitable manner.
- b. Managers are expected to model TSA's commitment to fair and equitable employment and to provide a work environment free from hostility and reprisal. Moreover, it is our individual responsibility to ensure employees have full access to fair and transparent processes for addressing workplace concerns without fear of retaliation.
- c. While employees are encouraged to engage in problem-solving within established supervisory levels, the use of local peer review, and the agency grievance process, employees may also seek assistance through various forums, including the Integrated Conflict Management System Coordinator, the Federal Equal Employment Opportunity (EEO) complaint process, the Office of the Ombudsman, the Office of Inspection, the Office of Security Operation's Management Inquiry Branch, and the Office of the Inspector General.
- d. Regardless of the avenue chosen by an employee, any form of retaliation against an employee for raising a concern or complaint through any established process, formal or informal, is strictly prohibited. Retaliation includes, but is not limited to, adverse job actions such as termination, denial of bonus, benefit or training, reduction of salary or decrease in hours, or change or transfer to a lesser position.
- e. This means no management official or employee who in good faith reports waste, fraud, abuse, mismanagement or a violation of law or agency policy shall be subjected to any form of harassment, adverse employment consequences or other form of retaliation.
- f. A management official or other person of authority who retaliates against an employee who has reported such an occurrence in good faith shall be subject to disciplinary action, up to and including termination of employment. Likewise, anyone who is found to have intentionally submitted a report knowing the same to be false and not in good faith shall be subject to appropriate disciplinary action.
- g. Furthermore, I hold each management official personally responsible for:
 - * Specifically supporting proactive problem-solving of internal disputes or issues;
 - * Affording all employees full and equal access to agency conflict resolution services; and

* Safeguarding employees against retaliation for seeking such services.

h. Any questions concerning TSA policy on retaliation in the workplace should be referred to Paul V. Ross, of the Office of Human Capital, at the e-mail address at the beginning of this message.
