APEXOS ADVISORY · FREE SELF-CHECK

10-Minute Supervisor Briefing Self-Check

A practical readiness checklist for airport and public safety supervisors

EXECUTIVE SUMMARY

Before the next shift, drill, or badging-office rush, take ten minutes. Score six briefing habits that show up in real airport and public safety work: purpose, roles, risks, voice, fairness, and follow-through.

Each habit scores 0, 1, or 2. Your total out of 12 points to a practical next step. This is a development self-check, not an inspection grade, not a certification, and not a promise about outcomes.

WHY BRIEFINGS FAIL IN AIRPORT AND PUBLIC SAFETY SHOPS

Briefings collapse for ordinary reasons: the clock is short, the roster is thin, and everyone assumes the veterans already know the plan. On an airfield, in a badging office, or in a police or fire supervisor's office, that assumption is expensive. Missed role clarity, unspoken hazards, and silent disagreement travel into the next hour of work.

This check borrows habits that public standards already treat as normal leadership practice:

NIMS / ICS expectations for clear roles, span of control, and plain communication in incident and planned work settings. (Source framing: FEMA NIMS doctrine. Prefer "NIMS/ICS habit" wording over inventing a requirement for routine non-incident briefs.)

HSEEP emphasis on clear objectives and participant understanding in exercises and improvement planning. Use only as a briefing-habits analogy for routine shift briefs, not as a claim that this checklist is an HSEEP product. (Source framing: FEMA HSEEP.)

Procedural justice / fair process: people judge decisions as fairer when the criteria are clear, the rules are applied consistently, and they are treated with respect and given honest explanations (Colquitt, 2001; in policing, Wolfe & Piquero, 2011). This self-check uses those ideas as habits to practice. It is not a measure of justice in your agency.

HOW TO SCORE

Score each habit **0**, **1**, or **2**. Add the six scores for a total out of **12**.

Score	Meaning
2 Pass	You can show this habit in the last two weeks with a concrete example.
1 Partial	You mean to do it, but it is inconsistent, rushed, or only in your head.
0 Flag	It is missing, or it depends on one person remembering.

Have nearby: your last shift/office briefing notes (sanitized), your current roster or desk schedule, and one recent change you had to explain (OT, lane closure support, badge surge, mutual aid drill, policy tweak).

Disclaimer: *This tool is for professional development reflection. It is not legal advice, not a regulatory determination, and not an accreditation or certification instrument. ApexOS Advisory makes no outcome promises. Follow your agency's policies, any collective bargaining agreement, and applicable law.*

HABIT 1 Purpose in one sentence

Can you state the purpose of this briefing in one sentence your newest person would understand?

Score	Criteria
2 Pass	You open with a plain purpose line every time (example: "Today we keep SIDA processing moving while the system cutover runs," or "This drill checks first-vehicle commitment timing only").
1 Partial	Purpose is implied, or only veterans understand the shorthand.
0 Flag	The briefing jumps straight into tasks with no purpose line.

Why it matters: Purpose is the filter for what belongs in the brief and what can wait.

Your score: ____ / 2

HABIT 2 Roles and handoffs

Does everyone leave knowing their role, who they hand off to, and who has the decision if you are pulled away?

Score	Criteria
2 Pass	Roles and handoffs are spoken out loud. A backup decision-maker is named for the window you are covering.
1 Partial	Roles are assumed from the roster. Handoffs are informal.
0 Flag	Two people think they own the same call, or nobody owns it.

Standards anchor: Clear roles and manageable span of control are basic NIMS/ICS communication habits. Keep language general; do not invent a NIMS "shall" for routine non-incident briefs.

Your score: ____ / 2

HABIT 3 Risks and constraints (public, non-SSI)

Do you name the operational risks and constraints that change today's work - without sharing security-sensitive detail?

Score	Criteria
2 Pass	You name weather, staffing, equipment status, queue volume, construction, or schedule pressure in plain words. You keep ASP internals and SSI out of open briefings.
1 Partial	Risks are mentioned vaguely ("be careful out there").
0 Flag	Known constraints stay in one supervisor's head.

Guardrail: Sensitive Security Information under 49 C.F.R. Part 1520 may be shared only with covered persons who have a need to know (see §§ 1520.7, 1520.9(a)(2), and 1520.11). It does not belong in a general briefing or in this worksheet. Route internal SSI questions to your Airport Security Coordinator or approved channel. Refer requests by other persons for SSI to TSA (§ 1520.9(a)(3)).

Your score: ____ / 2

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HABIT 4 Voice without humiliation

Is there a real invitation for questions, catches, or "I am not sure," and does the room stay respectful when someone speaks up?

Score	Criteria
2 Pass	You ask a specific check question (example: "What did I miss?" or "Where could this handoff fail?"). People answer. Dissent is handled without embarrassment.
1 Partial	You ask "Any questions?" into silence and move on.
0 Flag	People have learned that speaking up costs them.

Development note: This habit draws on research on psychological safety, a team's shared belief that it is safe to speak up, ask questions, and admit mistakes (Edmondson, 1999). That study looked at work teams and linked psychological safety with team learning. This checklist is a self-reflection tool. It does not measure, diagnose, or score psychological safety in individuals or teams.

Your score: ____ / 2

HABIT 5 Fair process when the plan changes

When assignments, OT, windows, or priorities change, do you explain criteria, apply them consistently, and deliver the message respectfully?

Score	Criteria
2 Pass	You can state the criteria, show consistency with the last similar call, and deliver the change without sarcasm or public shaming.
1 Partial	The decision may be right, but the explanation is thin or uneven.
0 Flag	Changes feel personal, last-minute, or unexplained.

Why it matters: Unexplained changes create resistance that looks like attitude and is often process failure. If the rulebook itself is unclear, fix the policy path instead of pushing harder briefings.

Your score: ____ / 2

HABIT 6 Follow-through the crew can see

After the briefing, can the crew see one concrete follow-through inside the next shift or the next 30 days?

Score	Criteria
2 Pass	You close with one visible action, owner, and time check (example: "Radio discipline check at 1400," "Queue audit at end of window," "After-action notes posted before next drill").
1 Partial	You intend to follow up, but there is no owner or time.
0 Flag	Briefings end with inspiration and no check.

Your score: ____ / 2

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SCORE GUIDE

Total: ____ / 12

Band	Range	Honest next step
Strong floor	10-12	Keep the rhythm. Pick one habit to teach a new supervisor this month.
Working, uneven	6-9	Choose the lowest 0-1 habit. Write a one-line standard for it and use it for five consecutive briefs.
Fragile	0-5	Stop adding content to briefings. Rebuild Habits 1-3 first (purpose, roles, risks), then reopen voice and fairness.

If your lowest scores sit on Habit 5 and your agency's written rules are unclear, the issue may be policy design, not briefing skill. If the gap is emergency plan roles or exercise design, the issue may be operations planning. If the gap is credentialing queues and access media controls, the issue may be badging program design. ApexOS Advisory works those problems through consulting offers when Kevin scopes them. This magnet does not sell a leadership academy product.

ONE-PAGE FIELD CARD (PRINT OR PHONE)

Copy these six prompts onto a card you can hold during the brief:

1. Purpose in one sentence
2. Roles and handoffs (including backup decision-maker)
3. Risks and constraints (public only; no SSI)
4. Voice check question
5. If the plan changed: criteria + consistency + respect
6. One follow-through: action / owner / time

BOOK A FREE 20-MINUTE DISCOVERY CALL

If you want a practitioner walkthrough of where briefings, staffing, policy, or badging controls are colliding in your shop, book a free 20-minute discovery call with ApexOS Advisory:

apexosadvisory.com/booking-calendar/free-20-minute-discovery-call

Kevin Stormer, Founder & CEO, has 24+ years of public safety and aviation security leadership experience. Discovery calls are conversations, not sales scripts, and they do not promise inspection outcomes, accreditation results, or personnel decisions.

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