

Karen Shelton Waters

Assistant Administrator for Human Capital



Karen Shelton Waters was named the Assistant Administrator for the Office of Human Capital in July 2013. Previously, she had served as the Assistant Administrator for the Office of Acquisition since March 2012.

As the Assistant Administrator for the Office of Human Capital, Shelton Waters is responsible for programs that empower TSA to hire, retain, and optimally deploy a qualified workforce to support the agency's counterterrorism mission and provide risk-based security for the nation's transportation systems. Among the programs under her direction are human capital policy, strategic workforce planning, performance management and accountability, recruitment and hiring, position management and classification, pay and benefits, personnel transactions, employee and labor relations, assessment development, and work/life programs.

Shelton Waters joined TSA in 2009 as the Deputy Assistant Administrator/Chief Administrative Officer with the Office of Finance and Administration where she was responsible for developing and implementing administrative service programs, property management, and real estate services for the agency. She also provided oversight and management of approximately \$300 million in contracts and ensured the efficient and effective use of resources.

Before she joined TSA, Shelton Waters served as the Director of the Administrative Services Division for the United States Department of Agriculture's (USDA), Food Safety and Inspection Service. She also served as Branch Chief for USDA, Food and Safety Inspection Service and as a Procurement Analyst for the Department of Treasury, Office of the Comptroller of the Currency.

Shelton Waters holds a Bachelor of Arts from East Carolina University and completed programs at the Federal Executive Institute in Charlottesville, VA. She received a Master's Certificate in Contracting from George Washington University.