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WHITE PAPER
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Pennsylvania Alliance for Security & Preparedness (PAASP)
Formerly called the PA Business & Homeland Security Industry Partnership (PABHSIP)

Suffice it to say that the Pennsylvania industry partnership related to security, is not what everyone thought it was, including the project management team. High-growth and high-demand security and preparedness occupations which were not previously considered, have now been included due to the security and preparedness needs facing all industries across Pennsylvania, in this world of threats and risks including Katrina, 9-11, VA Tech and scores of other disasters and attacks affecting both personnel and assets. This industry partnership is not only vital to the viability and protection of Pennsylvania industries, it is a model for an occupational driven industry partnership that links to all 9 of PA's industry clusters. It is also a partnership between the private and public sectors.

Significant Cross Industry Support, all sizes of Private & Public Employers
And, industry support for this partnership across all sectors is high, with members or supporters from small, medium and large employers, private and public, totaling 100+. Distribution list is around 700+. And this is just within one of the nine Department of Homeland Security Regions within PA. We expect the demand to increase as we move across the state to the other DHS regions.

Initial Research and Project Direction – This is what we thought at the time
When this industry partnership was started in July 2006, after a year-long research project undertaken by World-Class Industrial Network, it was thought that the focus should be on security guards and law enforcement. That was also supported by legislative interest at the state and federal levels.

Some of the initial findings from the research project in 2005-2006 included: lack of knowledge in the public sector on how to mobilize existing resources, specifically available programs designed to fund training and education; Totally insufficient preparation on the part of private security personnel (for instance, under Act 235 only 40 hours of training are necessary to allow an individual to carry a lethal weapon); High liability costs, carried ultimately by businesses and communities, as a result of the lack of preparedness of public and private law enforcement personnel (due to the elevated number of law suits, among other factors); The limited quality of the individuals recruited to the private side of law enforcement, coupled with difficulties of recruitment associated with low wages and the absence of career ladders within security firms; and The lack of clear standards and requirements regulating the access of individuals to the private security industry, and the absence of state certifications for the various steps of a career in law enforcement (for instance, there is no state certification for investigators).

Research & Findings Drives New Direction with Partnership
And though those prior points are some issues and trends related to law enforcement & security guards, the initial four-six months of the industry partnership (from July – December 06) wound up underscoring the need to head in a different direction due to employer demands issues, trends and workforce needs. A significant amount of time was spent conducting extensive research with employers across the nine PA industry clusters, identifying occupations, assessing needs and developing and conducting the first series of training programs for employees of partner employers.

What we found is that in order for industries to be viable, they relied significantly on a number of security and preparedness occupations that had not been identified previously. After 1-1 interviews with about 40-50 employers, a number of them completing an extensive research survey, we identified industry issues & trends related to security and preparedness and also identified five major occupational clusters related to security and preparedness.

Transition and Refocus Successfully Completed; Partnership Continues to Grow
In December 2006, this IP applied to the state for further IP funding in order to make the transition and complete the refocus of the partnership to include these high-demand occupations and broader issues & trends of employers. From January – June 2007, we have worked to complete the transition and refocus, and to successfully grow the partnership. We've renamed the industry partnership to better reflect its inclusiveness and direction, and the new name is the Pennsylvania Alliance for Security & Preparedness (PAASP), formerly called the PA Business & Homeland Security Industry Partnership (PABHSIP). What we've accomplished is described below.

Industry Partnership Members & Supporters
The first industry partnership sub-group has been built in one of the nine Department of Homeland Security Regions in PA (Region 13 – the southwest 13 counties in PA). Partners include:

Private Companies   30
Public Sector Groups   39
Educational & Training Institutions   21   (with more than 70 identified)
Unions   1
Economic Development Partners   7
Other Partners   13

The "other partners grouping" includes a significant number of business/industry groups that have a number of members totaling over 400). We believe this is something unique about this industry partnership in terms of the number of professional associations and employer groups who are supportive of and participate in this industry partnership.

Researched & Outlined Issues & Trends Across Industries
These issues and trends are driving the need for workforce development of security personnel & innovative collaboration across industries & professionals:
- Critical infrastructure protection needs
- Better coordination of responders needed
- Disaster recovery/contingency planning
- Emerging innovation in crime/disaster response
  - Almost all professions are improved by use of computer, creating a cyber/IT component to security occupations
  - Increased use of non-computer technology (e.g. videography)
  - Evidence handling & crime scene analysis
- Emerging/changing threats, crimes & disasters
- Increased awareness of need after 9-11 & Katrina
- Criminals always finding ways to commit fraud & crimes
- Changing regulations & Liability
- Consolidation of resources
- Public's perception of profession -- low value & low profile/awareness, drives low wages (for some occupations) & issues with retention
- Lack of standard requirements for profession; certifications are "optional"
- Need to create an industry-recognized training curriculum for occupations

Mission of PAASP
The Pennsylvania Alliance for Security & Preparedness (PAASP) supports innovative and collaborative efforts across all private & public sector industries and security occupations, that increase the professionalism and development, raise the profile, and improve recruiting and retention of security and preparedness professionals. Security & preparedness professionals are vital to private & public sector organizations in the prevention of, response to, and recovery from security risks and breaches, emergencies and disasters. PAASP also provides resources, encourages knowledge sharing and serves both as a catalyst and communication clearinghouse for collaboration among employers and employees.

Five Occupational Clusters Identified and Job Descriptions & Career Ladders Built
We have identified five major occupational clusters of security and preparedness professionals for which there is employer demand, and which can not only pay family-sustaining wages, but some also are high paying. Those five, along with some occupational examples are listed below. We have also built an occupational description, including certifications and standard, and a career ladder model, adapting a model that was already being used by the financial services workforce initiative (industry partnership). To date, we have completed the descriptions and career ladders for 20 occupations across the 5 clusters. We will be making this information available to employers & employees/job seekers via our website. Our website at www.paasp.com will have some initial information up by mid-June 2007. This will be funded by employer contributions and potentially in partnership with academic institutions which have computer design & website management programs.

Security & Preparedness Occupations
PAASP is focused on professions within 5 occupational clusters, and **some examples** of professions within those clusters include:

1. **Cyber/IT Security & Investigations**
   - Computer Security Analyst/Specialist
   - Systems Security Analyst/Specialist
   - Information Systems Security Analyst/Specialist
   - Information Security Analyst
   - Mainframe Security Analyst/Specialist
   - Firewall Administrator
   - Manager of IT/IS Security
   - Director of IT/IS Security
   - Computer Forensics Examiner

2. **Physical Security & Investigations**
   - Physical Security Specialist
   - Security Supervisor, Trainer, Manager or Director
   - VP of Security
   - Security Systems Consultant
   - Physical Security Consultant
   - Security Officer or Guard
   - Executive Protection Specialist or Consultant
   - Private/Corporate Investigator
   - Loss Prevention Security Specialist
   - Transportation Security Specialist

3. **Contingency & Disaster Planning/Management and Business Continuity Planning**
   - Emergency Management Coordinator, Manager, Director
   - Business Resiliency Specialist, Manager, Director
   - Business Continuity or Contingency Planning Specialist, Manager, Director
   - Business Recovery Specialist, Manager, Director
   - Director, Disaster Management Center

4. **Fraud Investigation & Forensic Accounting**
   - Industrial Espionage Security
   - Fraud Examiner
   - Internal Auditor
   - Manager or Director of Fraud & Forensics

5. **Emergency Services, Fire & Law Enforcement**
   - Law Enforcement
     i. Patrol Officer
     ii. Sergeant or Corporal or Detective
     iii. Training Officer
     iv. Chief/Captain
   - Fire/Medic (paid full-time only)
     v. Fire Fighter or Rescue
     vi. Technical – EMT or Hazardous Materials Responder
     vii. Captain or Chief

Key Objectives with Accomplishments & Plans
The Key Objectives for the PAASP, as developed by the advisory board, with input from the PAASP membership. **A**ccomplishments & **P**lans for each key objective are also outlined below:

(1) Research current practices and develop benchmarks for industry standards, certifications, resources, business needs, curriculum, peer practices
A - Extensive research conducted with employers, industry groups & associations regarding trends, occupations, needs
A - Research used to develop occupational model and career ladders, and focus direction of PAASP
P - Continue research regarding certifications, industry standards & best practices of curriculum/programs

(2) Develop occupational model & career ladders and make this information available to jobseekers and employers
A - 5 occupational clusters identified and defined
A - Occupational model & career ladder format developed
A - 20 occupations completed, along with related career ladders
P – Complete other occupations, identify cross-applicable core competencies and build matrixed career ladder options that connect different security fields and options & make this information available to IP
P – Once website is operational, use the occupations & career ladders to develop an interactive career/occupation model on the website

(3) Identify high priority occupations and critical skills needed in security and preparedness-related occupations (high priority occupations are determined by the demand for labor in those positions, current # of openings, wage rate for positions, and/or how critical these skills are to the industry)
A – Gathered evidence for demand of occupations in 5 industry clusters; collected articles documenting demand
A – Career ladder model has wage rate information, from completed research
P – Submit a group of occupations to PA for consideration as high-priority occupations

(4) Develop & implement innovative security & preparedness related programs/initiatives that address training, recruiting & retention needs to support viable & robust organizations, and collaboration and innovation among those employers
A – Initial needs assessment at partnership mtg. in Oct. Further needs developed in employer 1-1 & group meetings
A - Three training programs developed & delivered in Dec. – 64 trained
A - Five training programs developed & delivered between Feb.-June 07 ~131 training spaces/people
A - Scholarship fund guidelines developed & scholarship promoted to partnership
A – Worked with youth program & Career link to promote jobs & connect job-seekers
P – Work with employers & associations to identify complete industry recognized curriculum plans for key occupations (where possible), rather than single programs
P – Work with employer groups, associations and private/public partnerships to build on collaboration and innovation among employers
P – Begin development of programs in other regions of PA

(5) Coordinate providers and employers to improve the value & quality of training
A – Developed list of some potential providers/vendors & institutions
A – Coordinated providers for the delivery of 7 different training programs (multiple sessions) to train ~198 employees
P – Continue to research potential providers/vendors & institutions and their offerings
P – Develop & use provider qualification guidelines; Encourage providers to get added to the PA Qualified Vendor/Provider list

(6) For Job Seekers -- Raise the profile and increase awareness of security occupations
A – Promoted several HS & college career events to the partnership
A – Spoke to 11 industry groups or professional associations, and employers & employer groups within all 13 counties in sw PA
A – Provided networking contacts and information to several job seekers

P – In plans for expansion, increase focus on speaking to employer groups and associations across the state
P – Develop a model & method of using the CareerLink system for jobboard postings, job seeker information & business resources

(7) For Employers -- Raise the profile and increase awareness of security occupations
A – Spoke to 11 industry groups or professional associations, and employers & employer groups within all 13 counties in sw PA
A – About 100 supporters & partners of IP, across industries
A – About 600 on E-News distribution
A – held several IP meetings – 1st needs assessment, 2nd meet & greet with providers, 3rd – summit: 64 attendees, 12 speakers, 13 vendors
A – released RFP for development of website
P – In plans for expansion, increase focus on speaking to employer groups and associations across the state
P – Complete two phases of website development, supported by businesses & universities
P – Develop a model & method of using the CareerLink system for jobboard postings, job seeker information & business resources
P – develop relationships with media & promote IP through media

(8) Develop & provide information clearinghouse for security-related events, exercises, training resources, associations & meetings
A – Collected information regarding resources & other security-related events, etc. and distributed in E-News to partnership
P – Research available opportunities & resources ongoing & promote the clearinghouse aspect to the IP so they forward info. to PAASP
P -- Once website is operational, develop a resource & training vendor database for access on the website

(9) Manage the sustainability plan, including building funding
A - Initial basic ideas for sustainability developed
P – research & secure additional funding for partnership & for incumbent worker training
P – research & secure funding for public sector employees

(10) Develop and implement a plan for expansion across PA
A – Established a structure that mirrors the Department of Homeland Security Regions in PA (nine) where there are already developed resources and connections between employers
A -- Developed a few initial contacts in the regions east and north of Region 13
P - Develop a plan & expand to 2 more regions in 07-08, including development of employer contacts, advisory group & an initial program in each region

(11) Develop & use guidelines for PAASP
A - Guidelines & protocol developed for research/interviews with employers, employer requests, awarding funding, advisory board, & scholarship
P – Develop guidelines for membership, revisions to employer request, and follow-up/evaluation standards to evaluate effectiveness of programs

Given Accomplishments & Plans – We're Requesting Full Amount of Funding
Based on what this industry partnership has accomplished after making a transition and refocus, which is significant, and based on the number of employers who are invested in seeing this partnership continue to grow, as well as the geographic plans for expansion across PA, we are planning to request the full amount of funding in the proposal that we'll submit following this white paper, and respectfully ask for continued full support of this industry partnership. Again, this industry partnership is vital to all of the other industry sectors in PA, has employer support from all of those industry sectors, is a link between the private and public sectors and has the momentum and structure to be viable over the long run, if given a little more time to guarantee sustainability before the state discontinues funding PAASP.