

PA Alliance for Security & Preparedness (PAASP) Overview 2007

Identification/Definition and Mapping of Occupations

Workforce Development for Personnel in Occupations

Abstract & Project Goals (with Accomplishments)

Mission of PAASP, Occupational Focus & Geographic Scope

“The Pennsylvania Alliance for Security & Preparedness (PAASP) supports innovative and collaborative efforts across all private & public sector industries, that increase the professionalism and development, raise the profile, and improve recruiting and retention of security and preparedness professionals.”

Security & Preparedness occupations are critical to the profitability of ALL industry sectors, by being critical to the protection against cyber & physical threats & security breaches, as well as to the continuity of business and recovery from disasters & emergencies.” PAASP partners say that organizations cannot be profitable that ignore the need to have a skilled workforce in security & preparedness occupations.

[Occupational Focus Clusters include: (1) Cyber/IT Security, (2) Physical Security & Investigations, (3) Business Continuity Planning/Disaster Planning & Management, (4) Fraud & Forensics, including Forensic Accounting, and (5) Public Sector Law Enforcement, Fire & EMS]. Clusters & List of Jobs in [Appendix D](#).

There are 13 counties & 6 Workforce Investment Boards currently within PAASP initial region – see [Appendix D](#).

PAASP Key Goals with Accomplishments

- (1) Research current practices and develop industry standards, certifications, resources, needs, curriculum, etc.

A - 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

- (2) Develop occupational model & career ladders and make this information available to jobseekers and employers

A - 5 occupational clusters identified and defined; Occupational model & career ladder format developed

A - 20 occupations completed, along with related career ladders

- (3) Identify high priority occupations and critical skills needed in security and preparedness-related occupations

A – Gathered evidence of occupational demand in 5 industry clusters; also articles documenting demand

A – Career ladder model has wage rate information, from completed research

- (4) Develop & implement programs that address training, recruiting & retention needs & collaboration/innovation
A – Initial needs assessment at partnership mtg. Further needs developed in employer 1-1 & group mtgs.

A – A number of training programs completed & employees trained. See numbers/detail in Appendix D.

A - Scholarship fund guidelines developed & scholarship promoted to partnership

A – Worked with CLAAAY/youth program & Career link to promote jobs & connect job-seekers
- (5) Coordinate providers and employers to improve the value & quality of training
A – Developed list of some potential providers/vendors & institutions and conducted a small needs assessment

A – Coordinated providers for 7 different training programs (multiple sessions of several programs)
- (6) For Job Seekers -- Raise the profile and increase awareness of security occupations
A – Promoted several HS & college career events to the partnership

A – Provided networking contacts and information to several job seekers
- (7) For Employers -- Raise the profile and increase awareness of security occupations
A – Spoke to 11 industry groups/professional associations, and to employers/groups in all **13 counties in sw PA**

A – Held IP meetings: 1st-needs assessment, 2nd-meet providers, 3rd--summit: 89 attendees, speakers, vendors

A – Developed temporary website for initial info. about PAASP www.paasp.com (more to come)
- (8) Develop/provide info. clearinghouse for security-related events, exercises, training resources & associations
A – Collected information for resources & security-related events, etc. and distributed in E-News to partnership
- (9) Manage the sustainability plan, including building funding
A - Initial ideas for sustainability developed
- (10) Develop and implement a plan for expansion across PA
A – Established expansion plan based on DHS Regions in PA (nine) for existing resources and connections

A -- Developed a few initial contacts in the regions east and north of Region 13 (see map below)
- (11) Develop & use guidelines for PAASP
A – Guidelines/protocol developed for research, employer requests, funding, advisory board, & scholarship

# PARTNERS & # TRAINED: (also 700+ on distribution list)		# TRAINED & COST BY COUNTY			CONTRIBUTIONS	
# of Companies (small, medium & large)	35	Butler	19	\$10,318.78	Industry Part.	
# of Law Enforcement, Fire & Emerg Resp	38	Beaver	47	\$18,872.00	IN-KIND	\$7,450.00
# of Educational and Training Institutions	21	Washington	23	\$11,155.00	CASH	\$250.00
# of Unions	1	Allegheny	113	\$57,948.22	Worker Trg.	
# of Economic Development Partners	10	Lawrence	1	\$853.00	IN-KIND	\$70,165.92
# of Other Partners (incl biz/industry groups)	12	Dauphin	1	\$853.00	CASH	\$10,473.00
# of Employees trained	204		204			

Needs Statement and Business Strategy

Security & Preparedness professionals/occupations are critical to the profitability of ALL industry sectors, by being critical to the protection against cyber & physical threats and security breaches, as well as to the continuity of business and recovery from disasters & emergencies. PAASP partners say that organizations cannot be profitable that ignore the need to have a skilled workforce in security & preparedness occupations. PAASP addresses the training, recruitment & retention of this workforce.

Customers, Innovation and Trends

Customers are more aware of the need for security and preparedness of organizations and are demanding it. Customers expect organizations to be responsible with their financial and personal data, with cyber and physical security, and with contingency and business continuity plans should anything go wrong. Customers in some sectors are taking their business to organizations that have security & preparedness practices and personnel in place. There are also changes in regulations & liability that are driving needs around security & preparedness.

There is emerging innovation in crime/disaster response. Almost all security & preparedness professions now require the use of the computer for monitoring, investigating or researching crime and potential threats. Increased awareness of needs & liabilities after 9-11 & Katrina is driving interest in developing new technology, equipment, physical plant changes and training. Changes to the technologies of security are rapidly driving the need for more training in areas such as the use of global position satellite technologies and new non-lethal weapons. Digital forensics, cyber security, technologies to detect weapons of mass destruction, and advanced communications are driving the need for training. Also, due to the War on Terror, new security & preparedness technology is in rapid development, and typically the technology that's available to the military, is available for civilian/business use 5 years later. There's a lot

of new equipment coming out to law enforcement and county Emergency Management groups via DHS (that are used to protect the private sector), but there's no training in how to use the equipment. This could be an opportunity between DHS and the IP -- when equipment is distributed, training is provided through the industry partnership.

Cross-Industry Security & Preparedness Workforce Needs – and PAASP's Response

Better coordination of responders, consolidation of resources, collaboration and sharing of ideas between private & public are needed. Emerging innovation in crime/disaster response creates a skill gap and drives the need for ongoing training. There's a need to raise the profile of and increase training, certifications & wages for security & preparedness occupations/industry. And there's a lack of standard requirements for professions; certifications are "optional" – need to develop industry recognized certification requirements that meet needs with changing regulations, practices and liability. Another need is to create an industry-recognized training curriculum for occupations & updates to curriculum.

Due to the hi-tech & bio-tech nature of business growth in the region, cyber & IT security training is in demand and is being planned by this IP. The training we've provided has allowed companies to provide more well-protected services and products; to provide protection for trade-secrets, patented products, algorithm-driven processes and products. And this will likely lead to retention of and attraction of customers by having businesses that can provide this level of protection. The security-related training we provide, over time, should contribute to a decrease in business losses due to crime, disasters, and emergencies.

Businesses need to be able to attract, train & retain security and preparedness personnel, and in order to do that, both employers and potential job-seekers need to work from standard industry requirements for training, certification and even occupational responsibilities. Employers need an entity to coordinate and qualify the vast number of providers and this IP is working on that. And the profile of the security occupations needs to be raised in order to attract talent. Due to the regional need to work more collaboratively, share best practices/resources/ideas, this IP also provides the connection that allows that. And uniquely, even does that between professional associations that typically have a very narrow occupational focus - this IP is able to become the collaborative bridge between those organizations.

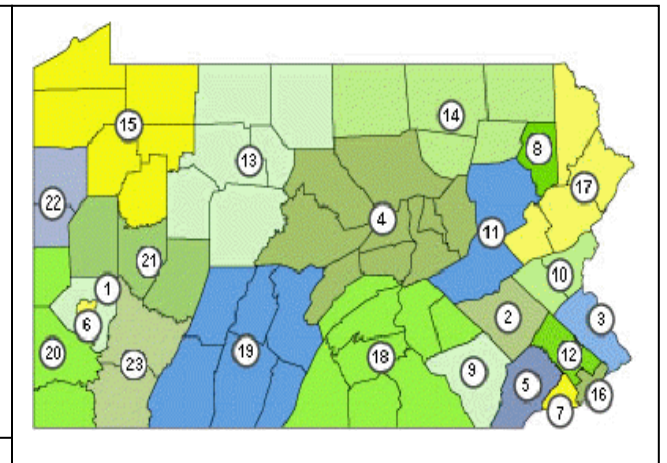
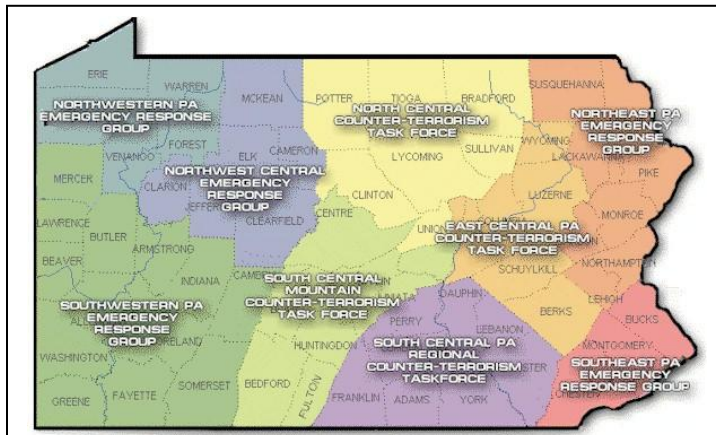
Some firms are leading the charge to develop industry standards for hiring and certification, like a Class A (high-rise) building security officer certification in Allegheny County that will be offered through PAASP. Pennsylvania lacks standard requirements for many security professions that other states have already adopted. The only state-regulated requirement for security professionals in PA is Act 235, to carry a firearm.

Description of Partnership

The mission and goals with accomplishments of this partnership appear in the Abstract section of this proposal. The same goals, with projected outcomes, appear in the Projected Outcomes section of this proposal.

Organization of Partnership, and Growth & Collaboration Strategies, Partners/Supporters, Governance

The PA Alliance for Security & Preparedness developed the first subgroup of the partnership in southwestern PA in DHS “Region 13” (including 13 counties and 7 WIBs). The reason for organizing along DHS regions is because there are pre-existing resources, connections and relationships related to security and preparedness. The expansion plan for 07-08 includes building PAASP subgroups in 1-2 more DHS regions in PA. (see map #1). Also, there’s a need to coordinate employers interested in security & preparedness with WIB regions & related PA CareerLinks within those regions (see map #2), for the purpose of sharing resources, collaboration and project management.



Map 1 source: PEMA Counter-Terrorism Task Force Regions Investment Areas

(also Dept. of Homeland Security [DHS] Regions).

Map 2 source: PA Partners: Workforce

<http://www.papartners.org/pawia.htm>

<http://www.pema.state.pa.us/pema/cwp/view.asp?A=200&Q=221357>

Please see the full list of partnership members and supporters in Appendix D. The recruitment strategy for new employers, worker representatives and other stakeholders includes a two-forked approach of (1) working with the WIB regions, PA CareerLinks and current PAASP partners/supporters, to increase coverage and support in the existing region through networking & “cold-calling,” and (2) expanding to at least one other DHS region in PA by building another subgroup and advisory board within that regions

For a history of previous activities of the partnership, please refer to the Abstract which lists accomplishments/previous activities. PAASP has an advisory board in Region 13, and plans to develop an advisory board in each of the DHS regions where growth occurs; eventually with a common leadership advisory board. Advisory Board guidelines members, see Appendix D. Four subject matter experts provided initial research and data collection support to the industry partnership in 2006. One consulting group is working with PAASP on the completion of the occupations/pathways/career ladders for security & preparedness. Partnership meetings are held at key times through the year, depending on the cycle and needs of the industry partnership. Three partnership meetings were held during the 06-07 year, with the last one being a summit that included 89 attendees, speakers and vendors. Other meetings included a needs assessment, meet & greet with providers and overview of PAASP. The project manager for the 06-07 year will continue in 07-08 with same Project Management Team. Resume in Appendix D.

The WIBs currently involved in this partnership provided letters of support for this proposal. Some of the WIBs have provided employer contacts, attended partnership meetings and are looking to talk about this IP to more employers. Recently, a number of project managers of the industry partnerships managed by World-Class Industrial Network, began meeting with the western PA regional coordinators for PA CareerLinks in order to work on developing a plan for collaboration, communication and referral between the industry partnerships and the PA CareerLinks and Business Service Units, and in order to help employers connect with some of the other programs such as WedNET, CJT, etc.

The PAASP project manager has met with several institutions about the objectives of the partnership and their programs and potential connections. The CERT group at the Software Engineering Institute at CMU provided links to free training and online programs that could be valuable to the partnership. In addition, to CMU, PAASP also met with a number of other institutions identified on the Partner list in Appendix D. A number of public and government sector agencies have either attended partnership meetings or spoken at partnership meetings and/or assisted in research and/or continue to provide support and maintain connection with this partnership – see Appendix D. A representative of the PA CareerLinks spoke to the IP about PA CareerLinks, Job Training, & State funding (like WedNET and CJT).

Needs and challenges for Employers were outlined in the Needs Statement & Business Strategy Section. Other reasons/benefits for employers to get involved include: State subsidies to support workforce development/training, Economies of scale in purchasing & developing training/services, Industry partnership coordinates efforts around information & communication for the industry, Improved readiness for and response to security concerns & emergencies, Collaboration, innovation, knowledge sharing, resource sharing & networking among industry leaders, Improved skills and career advancement readiness among employees, Improved readiness & skills of potential workforce. A needs assessment survey and employer survey are included in [Appendix D](#), and were used to determine training needs.

Project Design

The strategic goals of PAASP are succinctly outlined in the Mission statement & the 11 goals listed in the Abstract.

PAASP conducted research with a number of firms and looked at anecdotal evidence of job openings to develop a career model for this industry that includes 5 occupational clusters related to security & preparedness. The career pathways/ladders model was based on a model already in use by another industry partnership – the Financial Services Workforce Initiative. This model is being used to complete descriptions and the career paths for a number of occupations across the five occupational clusters identified. To date, 20 jobs and related career ladders have been completed. For a sample of a job in the occupational and career ladder model, refer to [Appendix D](#). We are also doing a salary analysis (with a certified compensation professional – CPP) on each of the jobs included in the model. Further collaboration with the PA CareerLinks will support this work on an ongoing basis potentially.

The needs assessment strategy includes continuing to use the comprehensive employer survey for the 1-1 meetings with employers when they approach the partnership or when meeting employers through industry meetings, etc. Additionally (& pending funding), PAASP plans to conduct a more comprehensive survey of employers in PA related to security & preparedness occupations/workforce compared to state trends and demographics.

Employers/firms can support the sustainability of the partnership in a number of ways and these are listed in the sustainability plan in [Appendix E](#).

Sustainability ideas for this partnership have been discussed by the advisory board. We are actively researching other government (DHS & DOJ, etc) and philanthropic/foundation grants and other resources available to PAASP. Procuring other funds will be a large focus in the coming year. Other sustainability ideas developed by the advisory board include the following, though PAASP does not plan

to take action on all of these: Membership Fees – need to decide how much and also the Value Proposition for employers, Honors dinner with a nationally known keynote speaker, Corporate sponsorships; Corporations fund/support this initiative – corporations may want to support PAASP as part of their corporate citizenship – cleaning up their city areas (from a security perspective) & investing in preparing people for the future, because “it’s the right thing to do.” Offering certifications & prep courses at a less expensive rate than if individuals or employers completed them on their own, Alliances with academic institutions -- they may have related programs and they could help with marketing given the name recognition of the universities. We may check with the Pittsburgh Tech Council and the Small Manufacturers Council about connections with them. We plan to offer the Class A (high-rise) Building Certification for Security Officers only through PAASP.

Activities that have contributed to the sustainability of PAASP to date are described in the Sustainability Plan – Appendix E.

Training providers will be identified initially either by PAASP board or by Employers. A list of potential training providers has been developed, though this is not complete. A list of potential providers will be developed for each training program topic. Potential training providers that are interested in working with the partnership will complete a qualification/credentials form and PAASP may elect to do more follow-up interviews or reference checks. PAASP will make the final determination on the provider based on qualifications/credentials provided, as well as considering the geographic and other demographic diversity representation needed among providers. There are plans in 07-08 to develop a list of all college & university programs offering education in security & preparedness, and to begin to add potential providers (who have completed the qualifications/credentials check) to a provider listing that can be posted on PAASP website and made available to employers & job-seekers.

Skill gaps were identified in the Need Assessment and Business Strategy section. Primary focus will be on topics that are part of a curriculum that supports the certification or qualification of employees in security & preparedness occupations, according to the industry standards described in the job descriptions/career pathways. Each of the five occupational clusters of jobs has key certifications for certain jobs/occupations. Additionally, due to the needs and trends mentioned earlier in this proposal, there will be some focus on the cyber/IT or technology aspect of security & preparedness occupations. Some regulatory requirements, such as a potential new industry certification for any security officer working in Class A (highrise) buildings in Allegheny county, may also be included in training offerings. Also, topics dealing with business continuity planning and disaster/emergency management, especially those that have the public & private sectors collaborating, may also be offered in 07-08.

The process for development/selection of the training programs, the selection of providers/instructors, the certificates provided to employees, the evaluation of the training, these are all practices that this IP has in place, and by working with companies using these practices, we ensure and encourage that best HR practices are adopted at least in situations where they interact with the partnership. We have also engaged the employers and thus encouraged them to look within their companies, in order to assess training and workforce needs. Some of the questions we've used in our survey (related to HR practices) had never before been considered by some of these companies. Workers are recruited and selected for training by the employers, with approval/oversight by PAASP to ensure things like: diversity (when possible), employees are full-time paid making family-supporting wages, this training is critical to their jobs, etc. By developing an occupational model and career path/advancement model and working with companies to understand their occupations and career advancement paths, PAASP encourages them to think about planning for these positions and creating standard requirements and descriptions. Guidelines for potential projects that employers may suggest to PAASP (Employer Request for Training) are in [Appendix D](#).

Projected Outcomes

PAASP Key Goals with Projected Outcomes (qualitative & quantitative measures)

- (1) Research current practices and develop industry standards, certifications, resources, needs, curriculum, etc.
 - P** - Continue research regarding certifications, industry standards & best practices of curriculum/programs to develop white paper recommendations or incorporate into occupational/career ladder/pathways model

 - P** – Distribute employer assessment/survey more widely and gather data regarding issues, needs, trends, jobs, and satisfaction with and suggestions for PAASP (pending adequate funding for research support)

- (2) Develop occupational model & career ladders and make this information available to jobseekers and employers
 - 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 by Dec. 07

 - P** – Once website is operational, use the occupations & career ladders to develop an interactive career/occupation model on the website. Operational by June 08 (pending adequate funding)

- (3) Identify high priority occupations and critical skills needed in security and preparedness-related occupations

P – Submit a group of occupations to PA for consideration as high-priority occupations; have majority approved.

- (4) Develop & implement programs/initiatives that address training, recruiting & retention needs & collaboration/innovation

P – Identify/develop industry recognized curriculum for key occupations (where possible), rather than single programs. Curriculum at least 75% developed by June 08

P – (pending adequate funding) Provide training for a minimum of 375 employees during 07-08

P – Work with employer groups, associations and private/public partnerships to build on collaboration and innovation among employers (more listings in E-News of partnership events and at least 2 examples of collaboration other than training)

P – Begin development of programs in other regions of PA during 07-08 (1-2 additional regions)

P – Develop collaborative process/method for communication and referrals between the industry partnerships and the PA CareerLinks and other state programs and have several employers use process by June 08.

P – Work with CLAA program to develop an internship and/or mentoring program with employers before June 08, and to look at programs geared toward recruitment & retention of minorities

- (5) Coordinate providers and employers to improve the value & quality of training

P – Develop by Nov 07 & use provider qualification guidelines ; Encourage providers to get added to the PA Qualified Vendor/Provider list

P – Develop list/description of all PA institutions offering programs/courses in security or preparedness and make available to partnership by June 08

- (6) For Job Seekers -- Raise the profile and increase awareness of security occupations

P – In plans for expansion, increase focus on speaking to employer groups & associations across the state. Speak with at least 5 industry/employer/association groups per region of inclusion (2-3 regions 07-08)

P – Develop a model & method of using the PA CareerLinks system for job board postings, job seeker information & business resources (see #4 above)

- (7) For Employers -- Raise the profile and increase awareness of security occupations

P – Growth plan: increase focus on speaking to employer groups & associations across the state (see #6)

P – Complete two phases of website development, supported by businesses & universities (pending adequate funding. Only one phase will be completed if additional funding is not procured).

P – Develop a model & method of using the PA CareerLinks system for job board postings, job seeker information & business resources (see #4 above)

P – develop relationships with media & promote through media; at least 2 articles or PR-radio, etc. announcements in 07-08

(8) Develop/provide info. clearinghouse for security-related events, exercises, training resources & associations

P -- Once website is operational, develop a resource & training vendor database for access on the website

P – Provide access to issues of PAASP E-News and other resources on website

(9) Manage the sustainability plan, including building funding

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

P - Develop a plan & expand to 1-2 more DHS regions in 07-08, including development of employer contacts, advisory group & an initial program in each region

(11) Develop & use guidelines for PAASP

P – Develop guidelines for membership and follow-up/evaluation standards to evaluate effectiveness of programs by June 08

PAASP will provide all data referred to in Appendix A, including projected outcomes and required reports. If additional outcomes are expected from the partnership, we would also address those. This project has brought together multiple Workforce Investment Board regions; currently 6 are involved with this industry partnership. As growth continues to occur into other DHS regions, PAASP will also work with the WIBs within those regions. This partnership also involves employers across all ten industry clusters in PA. There is also some collaboration with other industry partnerships such as the Financial Services Workforce Initiative, Mining Industry Partnership and Logistics & Transportation Industry Partnership in western PA. And it is a critical collaborative effort between the public & private sectors to increase the professionalism and development, raise the profile, and improve recruiting and retention of

security and preparedness professionals in order to ensure and support the competitiveness, profitability and viability of PA organizations.