

Durable Skills in Homeland Security Occupations

In 2008, the Center of Excellence for Homeland Security at Pierce College published a report entitled, "*Skill Panel Formation for Homeland Security*." This report provided a comprehensive review of the all-important competencies, skills and tasks that were being performed in the field by employees in the key occupational clusters designated by the Department of Homeland Security as having training, equipment, organization and exercise requirements in the event of a major catastrophe. These occupational clusters included: Public Works, Public Health, Health Care, Emergency Management Agencies, Special Teams (HAZMAT), Law Enforcement, Fire Services, Emergency Medical Services, and Emergency Communications. In addition, because of its importance to Homeland Security, this report also included an analysis of Private Sector Security. 9/11 Commission Vice Chair Lee H. Hamilton, estimated that "*nearly 85% of the critical infrastructure of our country is owned and operated by the private sector*" and its protection is so vital that its incapacity has the potential to harm the nation's physical security, economic security, or public health. Therefore, the inclusion in this report of an analysis of Private Sector Security was deemed essential. The overarching recommendation of this report was to integrate the skills identified in this report that were related to Homeland Security into existing curriculum at our State's community and technical colleges.

As a follow-up to the above referenced report, the Workforce Education Council of the Washington State Board for Community and Technical Colleges recently requested a list of those durable skills (often referred to as soft skills) for those occupations being taught at our state's community and technical college.

On Tuesday, April 12, 2011, the Center of Excellence for Homeland Security at Pierce College hosted a Durable Skills Workshop for the Homeland Security occupational clusters. The process involved utilizing a modified Designing a Curriculum (DACUM) approach to identify the durable skills in each of the ten occupational clusters. The Center brought together a panel of subject matter experts representing all of the occupational clusters. (See Attached List of Workshop Panelists) These panelists identified the durable skills necessary to be successful in each of the ten occupational clusters. They also identified their top three durable skills overall and those durable skills that transcend all categories. To validate the results of this workshop, the results were disseminated to the ninety-seven subject matter experts who had participated in the original Skill Panel focus group workshops. Their feedback was incorporated into this final report.

It is our sincere hope that you will find this information to be useful and that you consider integrating these durable skills identified in this report into existing programs. We stand by willing to assist you in any way that we can and would welcome your feedback or lessons learned from the field.

Mike Campbell, Director
Center of Excellence for Homeland Security
Pierce College

Durable Skills Workshop for Homeland Security
Occupational Clusters
Tuesday, April 12, 2011
Pierce College

Workshop Facilitators	
Steven Fenton Consultant Fenton & Associates	Linda Crerar Special Projects Manager Center of Excellence Homeland Security Pierce College
Workshop Panelists	
Michael L. Smith Terrorism & Disaster Response Department of Health	Ed Reed Emergency Management Specialist Terrorism Research Center (intelligence)
Cindy Gleason Countermeasures and Training Section Manager Washington State Department of Health Emergency Preparedness Unit	Dr. Terry Egan Planning, Training, & Exercise Section Washington State Emergency Management
David Hall Pumping, Treatment, and Storage Dept. Head Lakewood Water District	Eileen Newton Disaster Coordinator Franciscan Health System
Nedda Davies Tacoma-Pierce County Health Department	Jason York Emergency Management Production Manager DSHA
Larry Whelan Steilacoom Dept. of Public Safety	Barb Matson LESA Communications Supervisor Law Enforcement Support Agency
Workshop Observers	
Keith Weir Seattle Building Trades	Dr. Erik Tingelstad Center of Excellence for Careers in Education Green River Community College
Cort Ockfen Pierce College Center of Excellence Homeland Security	Kevin McMicheal Pierce College Center of Excellence Homeland Security

Emergency Medical Services

Emergency Medical Services Defined: Individuals who, on a full-time, part-time, or voluntary basis, who provide ground-based and aeromedical services and pre-hospital care. This category includes but is not limited to:

- EMT (basic)
- Paramedic (advanced)
- First Responders

Durable Skills of Emergency Medical Services Personnel

- Listening and Speaking effectively (1)
- Reading and writing effectively (1)
- Flexibility
- Adaptability (1)
- Resiliency
- Credibility (1)
- Powers of Observation (6 R's)
- Empathy=risk communication
- Confidence (2)
- Common sense
- Responsibility
- Integrity
- Humility
- Dependable
- Punctuality
- The ability to relate to people
- Cultural sensitivity - not stereotype. Also be aware of age/gender
- Taking responsibility for actions, not victimizing or fault finding.

Emergency Communications

Emergency Communications Defined: Individuals who, on a full-time, part-time, or voluntary basis, through technology, serve as a conduit and put persons reporting an incident in touch with response personnel and emergency management, to identify an incident occurrence and help support the resolution of life-safety, criminal, environmental, and facilities problems associated with the event. This category includes but is not limited to:

- Call Takers
- Shift Supervisors
- Medical Control Centers
- Dispatchers (EMS, Police, and Fire)

Durable Skills of Emergency Communications Personnel

- Flexibility
- Honesty (1)
- Integrity
- Empathy
- Stress Tolerance (1)
- Commitment (1)
- Ability to multi-task (1)
- Function in a stressful environment
- Effective language skills (listening, reading, writing, speaking)
- Organization skills
- Dependability
- Adaptability (1)
- Trust
- Intelligent
- Problem solving skills (1)
- Sound Judgment
- Customer service
- Active Listening
- Patience
- Calm
- Situational Awareness
- Analyze
- Credibility
- Common sense
- Responsibility
- Integrity
- Humility
- Punctuality
- The ability to relate to people
- Cultural sensitivity - not stereotype. Also be aware of age/gender
- Taking responsibility for actions, not victimizing or fault finding.

Emergency Management

Emergency Management Agency Defined: Organizations, both local and State, that coordinate preparation, recognition, response, and recovery for WMD incidents. This category includes but is not limited to:

- State and Local Emergency Management Agencies (EMAs)
- Voluntary Organizations Active in Disaster (VOADs)
- Professional Associations (e.g., American Society of Civil Engineers, American Institute of Architects)
- Human Service Agencies
- Private Agencies Supporting EMA Activities

Durable Skills of Emergency Management Personnel

- Ethical
- Flexible
- Adaptable
- Resilient
- Durability-emotional & physical (1)
- Work in teams (2)
- Team building
- Situational leadership (1)
- Facilitation skills
- Ability to see macro (big picture) & understanding it (1)
- Futuring-where we're heading (1)
- Self-directed/self-motivated
- Imagination-creative
- Credibility
- Common sense
- Responsibility
- Integrity
- Humility
- Punctuality
- The ability to relate to people
- Cultural sensitivity - not stereotype. Also be aware of age/gender
- Taking responsibility for actions, not victimizing or fault finding.

Fire Services

Fire Services Defined: Individuals who, on a full-time, part-time, or voluntary basis, provide life-safety services, including fire suppression, rescue, arson investigation, public education, and prevention. This category includes but is not limited to:

- Firefighters
- Company Officers
- Fire Marshal's Office
- Urban Search and Rescue (USAR) Teams
- Technical Rescue Teams

Durable Skills of Fire Services Personnel

- Effective listening and speaking
- Critical thinking and decision making (common sense)
- Communication list copy
- Emotional/physical durability
- Team member: able to follow lead
- Learn from experiences
- Listen to your intuition "sixth sense"
- Courage
- Risk taking/assessment
- Professionalism-attitude: Confidence, self-awareness, belief in mission, knowledgeable, empathy
- Credibility
- Common sense
- Responsibility
- Integrity
- Humility
- Flexible
- Punctuality
- The ability to relate to people
- Cultural sensitivity - not stereotype. Also be aware of age/gender
- Taking responsibility for actions, not victimizing or fault finding.

Health Care

Health Care Defined: Individuals who provide clinical, forensic, and administrative skills in hospitals, physician offices, clinics and other facilities which offer medical care including surveillance (passive and active), diagnosis, laboratory evaluation, treatment, mental health support, epidemiology investigation, evidence collection, along with fatality management for humans and animals. This category includes but is not limited to:

- Physicians, Dentists, Nurses, Physician Extenders (Physician Assistants and Nurse Practitioners), Veterinarians, Pharmacists, and Technicians
- Medical Examiners/Coroners, Therapists, Epidemiologists, Facility Management, Security, Environmental Investigators, and Medical Records

Durable Skills of Health Care Personnel

- Ethical
- Flexible
- Adaptable
- Resilient
- Possess effective oral, written, and visual communication skills
- Credibility
- Situational awareness
- Organizational skills
- Analytical skills
- Calm
- Decision making under pressure "Think on your feet"
- Self-directed/self-motivated
- Durability-emotional & physical
- Team building
- Situational leadership
- Facilitation skills
- Ability to see macro (big picture) & understanding it
- Futuring-where we're heading
- Imagination-creative
- Empathy
- Compassionate
- Good listener
- Effective Communication (2)
- Critical thinking (2)
- Process large amounts of information and make decisions-take action under stress
- Team work (2)
- Organization skills
- Professional detachment
- Trust
- Common sense
- Integrity (1)
- Ethical framework-patient centered-do no harm maintaining your integrity
- Common sense
- Responsibility
- Integrity
- Humility
- Punctuality
- The ability to relate to people
- Cultural sensitivity - not stereotype. Also be aware of age/gender
- Taking responsibility for actions, not victimizing or fault finding.

Public Health

Public Health Defined: Individuals whose responsibilities include the prevention of epidemics and spread of disease, protection from environmental hazards, the promotion of healthy behavior, responding to disasters and assistance in recovery, as well as assuring the quality and accessibility of health services. This category includes but is not limited to:

- Epidemiologists, Environmental Engineers, Environmental Scientists, Occupational Safety and Health Specialists, Health Educators, Public Health Policy Analysts, Community Social Workers, Psychologists, Mental Health Providers, and Counselors

Durable Skills of Public Health Personnel

- Flexibility
- Honesty
- Integrity
- Empathy
- Stress Tolerance
- Commitment
- Ability to multi-task
- Function in a stressful environment
- Effective language skills (listening, reading, writing, speaking)
- Organization skills
- Dependability
- Adaptability
- Trust
- Intelligent
- Problem solving skills
- Sound Judgment
- Customer service
- Active Listening
- Patience
- Calm
- Situational Awareness
- Ethical
- Resilient
- Possess Critical Thinking Skills
- Credibility (3)
- Situational awareness
- Analytical skills
- Decision making under pressure “Think on your feet”
- Self-directed/self-motivated
- Durability-emotional & physical
- Work in teams
- Team building
- Situational leadership
- Facilitation skills
- Ability to see macro (big picture) & understanding it
- Futuring-where we’re heading
- Imagination-creative
- Observant-integrate data
- Ability to integrate the “Birkenstocks with the flat tops”

- Ability to work with variety of generations & cultures
- Advocacy (1)
- Plain speak-talk
- Awareness of whole community & diversity
- Not be an alarmist
- Speak slow-softly
- Ability to integrate information and use what you observe
- Common sense
- Responsibility
- Integrity
- Humility
- Punctuality
- The ability to relate to people
- Cultural sensitivity - not stereotype. Also be aware of age/gender
- Taking responsibility for actions, not victimizing or fault finding.

Law Enforcement

Law Enforcement Defined: Individuals who, on a full-time, part-time, or voluntary basis, work for agencies at the local, municipal, and State levels with responsibilities as sworn law enforcement officers. This category includes but is not limited to:

- Patrol Officers
- SWAT Teams
- Bomb Technicians
- Evidence Technicians
- Supervision/Management/Incident Command
- Investigations

Durable Skills of Law Enforcement Personnel

- Read, write and comprehend appropriate information (1)
- Ability to communicate appropriately in a one-on-one interaction within a culturally diverse community
- Cultural sensitivity - not stereotype. Also be aware of age/gender
- Active listening skills
- Ability to express (physically & verbally) the appropriate amount of intensity and tone
- Must be able to manage people, events & time
- Ability to multi-task
- Consider political implications
- Physical/emotional confidence (1)
- Presence-ability to demonstrate leadership authority
- Good work ethic (3)
- Self-directed-motivated
- Durability
- Tenacity
- Problem solver (2)
- Self-assessment (Example: Know your limitations. Be realistic about what you can do physically and emotionally)
- Advocacy
- Discretion
- Approachable-accessible
- Adaptability
- "Officer Presence"
- Sense of humor
- Optimism
- Courage-decision making
- Credibility
- Common sense
- Responsibility
- Integrity
- Humility
- Flexible
- Punctuality
- Taking responsibility for actions, not victimizing or fault finding.
- Understanding what's important now, one step at a time. Work the problem to a solution.

Private Sector Security

Private Sector Security Defined: Individuals who protect businesses, communities and private citizens by providing services such as personal and corporate security, loss prevention, risk management, crowd control, event security, emergency preparedness crisis management and homeland security-related services. The purpose of this industry is to protect people and assets to maintain their ability to live and work freely and safely. This category includes but is not limited to:

- Security/Loss prevention management
- Physical security
- IT Security
- Informational Security
- Operational Security
- Program Security
- Computer Security

Durable Skills of Private Sector Security Personnel

- Nonverbal communication skills
- Understand the decision making matrix
- Attention to detail
- Capable of performing multiple tasks and changing job functions
- Capable of and willing to endure physically challenging work
- Willingness to perform shift work
- Self-motivated
- Assertive
- Team player and team leader
- Ability to endure routine activities while maintaining situational awareness, and ability to immediately respond to a crisis situation
- Common sense
- Naturally inquisitive
- Willingness to remain knowledgeable in current events and trends
- Desire to help others
- Understands who else needs information “networking”, “collaborations”-ability to recognize situations & take actions- “see the big picture”
- Team building-building a collaborative community
- Attitude-important to share vs. being in control
- Knowing your role (not being something you’re not)
- Credibility
- Responsibility
- Integrity
- Humility
- Flexible
- Punctuality
- The ability to relate to people
- Cultural sensitivity - not stereotype. Also be aware of age/gender
- Taking responsibility for actions, not victimizing or fault finding.

Public Works

Public Works Defined: Public Works refers to those organizations and individuals who make up the public/private infrastructure for the construction and management of these roles at the Federal level. The categories/roles include administration, technical, supervision, and craft (basic and advanced). This category includes but is not limited to:

- Environmental Services (Water Quality)
- Solid Waste
- Animal Services
- Water Treatment
- Public Buildings and Parks
- Telecommunications, Electric Districts, and Digital Cable
- Engineering and Equipment Services

Durable Skills of Public Works Personnel

- Demonstrate basic speaking and listening skills under stress (1)
- Know how to refer individuals and agencies to access public or individual assistance programs
- Taking responsibility, not being a finger pointer/fault finder
- Patient, active listening, empathy
- Know your “publics”
- Ability to take criticism
- Hark skills important-technical knowledge
- Passionately dedicated (3)
- Resilience
- Ability to work in teams
- Ability to work alone
- Self-improvement
- Lifelong learning (1)
- Adaptable
- “Thick-skinned”
- Dependability-credibility (1)
- Common sense
- Responsibility
- Integrity
- Humility
- Flexible
- Punctuality
- The ability to relate to people
- Cultural sensitivity - not stereotype. Also be aware of age/gender
- Taking responsibility for actions, not victimizing or fault finding.

Special Teams

Special Teams (HAZMAT) Defined: Individuals, who, on a full-time, part-time, or voluntary basis, perform search and rescue, mitigate threats, identify, characterize, provide risk assessment, and mitigate/control the release of a hazardous substance or potentially hazardous substance. This category includes but is not limited to:

- SWAT Teams
- Hazardous Materials Personnel
- Structural Collapse Rescue
- High Angle Rescue
- Urban Search and Rescue
- Bomb Squads
- Confined Space
- Metropolitan Medical Response System (MMRS)

Durable Skills of Special Teams Personnel

- Ability to be a team player
- Meet or exceed physical conditioning standards
- Know your limitations
- Adaptability (2)
- Ability to multi-task
- Ability to work in a Para-military setting
- Detail oriented (1)
- Possess interpersonal skills (outgoing personality, empathic, friendly, effective communicator)
- Being positive-helping to build people
- Risk taker
- Ability to think outside the box
- Creative
- Ability to focus on basics
- Want to know the why and how
- Self-motivated
- Inquisitives-2nd/3rd order effect
- Passion for the profession
- Interest/experience in doing this activity
- Credibility
- Common sense
- Responsibility
- Integrity
- Humility
- Flexible
- Punctuality
- The ability to relate to people
- Cultural sensitivity - not stereotype. Also be aware of age/gender
- Taking responsibility for actions, not victimizing or fault finding.

Most Frequently Preferred Durable Skills Ranked by Panelists:

Most Preferred Skills:

- Adaptability
- Passionately dedicated
- Problem solver
- Good work ethic
- Credibility

Second Most Preferred Skills:

- Team work & Work in Teams
- Effective communication
- Critical thinking skills

Third Most Preferred Skills:

- Situational leadership
- Ability to see macro (big picture) & understanding it
- Futuring – where we're heading
- Honesty
- Stress tolerance
- Commitment
- Ability to multi-task
- Detail oriented
- Dependability –credibility
- Lifelong learning
- Integrity
- Physical/emotional confidence
- Read, write and comprehend appropriate information
- Advocacy
- Demonstrate basic speaking and listening skills under stress
- Durability-emotional & physical

The following durable skills were viewed as transcending all occupational clusters and important to being successful in any homeland security-related occupation:

- Understand generational communication differences
- Work ethic is different across generations and cultures
- Understand diverse backgrounds and cultures
- Understand organization and cultures