**Center Name: Homeland Security Emergency Management**

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| **Focus Area** | **Activity 1** |
| [ ]  Economic Development[x]  Sector Strategy[x]  Ed/Innovation/Efficiency[ ]  Supply/Demand |  ***Supply Chain Management Curriculum Collaboration***Building on the FY 14-15 Work Plan’s Industry Forum we will partner with the CoE for Global Trade & Supply Chain Management to bring together managers and faculty from three BAS International Business (NSC), Global Trade & Logistics (Highline), Transportation & Logistics (Lake Washington), and industry representatives to address technology and security curriculum needs and gaps. . |
| **Funding Sources %** | **Purpose** | **Projected Outcomes and Products** |
| 50% CoE HSEM50% Coe Global Trade | . Purpose:* Identify industry’s best practices needed for securing the supply chain as it relates to technology.
* Identify curriculum needs and gaps.
* Utilize the information gathered to work with CTC programs to modify or add new curriculum to meet training and education requirements that meet business and industry needs.
 | * A report resulting from the engagement of ten (10) organizations/businesses actively involved in providing best practices and resources related to risk management security concerns.
* A report identifying the supply chain risk management core curriculum content.
* A forum where faculty from CTC programs and industry representative engage in the development of curriculum, instructional materials, and resources.

Timeline: January 15, 2016 – May 2016  |
| **Report on Actual Outcomes and Products** |
| **Quarter 1** | Centers’ met and discussed content and date for Forum which will be April 13, at Highline College. Attended meeting in August with the Department of Homeland Security on Regional Supply Chain Resilience and invited DSH, FBI and supply chain employers to participate and present at the Forum.  |
| **Quarter 2** | We have secured Eric Kready, Intelligence Manager, FreightWatch International; four panelists have been invited including Dept. of Homeland Security. Promotional materials are under development. Centers have identified contact lists for both industry and faculty/program coordinators who will be involved/invited to the Forum. A conference call was held with presenters where Forum goals and proposed outcomes were identified. Outreach efforts are focused on organizations and businesses who are interested in helping develop curriculum, share content, instructional materials, and lessons learned with program faculty from the three (3) BAS in Business, Trade, Transportation Logistics (supply chain management) Management programs along with other affiliated CTC programs. Content areas for the Forum will include: 1) Security issues and challenges facing businesses and government, and 2) An overview of federal, state and municipal law enforcement issues and resources. The Forum will include information centered on national and international level security, theft prevention and enforcement. The Center met with and presented information about Supply Chain Security at the October quarterly meeting of the American Production & Inventory Control System Association. The Association indicated their interest in promoting the Forum to their membership. |
| **Quarter 3** |  |
| **Quarter 4** | .  |
| **Analysis** | **Quarter 1**: Activities are proceeding and target dates and outcomes are projected to be met.**Quarter 2:** We are well on our way to a well-planned forum; the upcoming challenge will on how to promote to achieve high attendance. Next step in the outreach is directed to the College programs and affirming current information on existing curriculum and faculty issues/needs and gaps. |

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| **Focus Area** | **Activity 2** |
| [ ]  Economic Development[ ]  Sector Strategy[x]  Ed/Innovation/Efficiency[x]  Supply/Demand | ***Employer Engagement Pilot**** Using the HSEM pathway employers as a six (6) month pilot, the Center will use a structured interview approach to engage hiring managers in the public and private sectors in emergency management, security-cybersecurity, and business continuity departments within a variety of organizations and employers statewide. Will collaborate with CTC colleges’ program faculty and staff prior to these employer engagement meetings to identify their key employer questions. Will make modification and continue the next series of engagements with HSEM occupation clusters including: Criminal Justice (Forensics, Corrections, Pre-Law, and Security), Cybersecurity, Emergency Medical and Health Sciences, Fire Service/Command, Occupation Safety and Health, and Public Works.
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| **Funding Sources %** | **Purpose** | **Projected Outcomes and Products** |
| 100% | * Gather information about industry demands, trends, skills and competency gaps.
* Analyze how to enhance industry participation with college programs including work based training (internship) opportunities.
* Determine how successful programs are at producing graduates who are prepared to enter the workplace.
* Use information to work with CTC programs to improve employability outcomes.
 | * Program faculty have identified key employer questions.
* Structured interview template developed and modified as needed.
* Complete interviews with a minimum of 20 employers in the Pilot.
* Complete interviews with a minimum of 20 employers during Phase II.
* Provide summary to HSEM collaborating colleges and SB of findings from Pilot including hiring trends, skill set needs and worker training needs.
* Increased awareness of current pathways by distribution of Program Resource Guidebook during interviews and meetings.

Timeline: July 15, 2015 - January 15, 2016 (Pilot) January 16, 2016 – June 15, 2016 (Phase II) |
| **Report on Actual Outcomes and Products** |
| **Quarter 1** | Structured interview template developed after consultation with HSEM program faculty. Completed six (6) structured interviews and fifteen (15) informal interviews using the interview template at Washington State Emergency Management Conference in October. Career Guide being uploaded to Center website and access card w/QR code distributed during interviews and meetings.  |
| **Quarter 2** | Center staff continued to refine the interview template after conducting outreach with additional collaborating colleges including Skagit, Big Bend, and Peninsula. All colleges that reviewed the employer discussion guide endorsed the questions and provided minor edits. Center staff completed an additional 10 structured interviews October thru early December and have started drafting a 2 page summary document. Employer engagement pilot project report will be sent to the State Board in mid-January and to collaborating colleges. Hiring Managers participating in the Employer Engagement pilot seem to be pleased with the opportunity to share their thoughts on what additional skill sets, competencies and training need to be see strengthened for HSEM AA and Certificate program graduates.  |
| **Quarter 3** |  |
| **Quarter 4** |  |
| **Analysis** | **Quarter 1**: Pilot activities are proceeding and on track. Preliminary data has identified need for curriculum changes for the COOP/Risk Management curriculum. Current curriculum teaches government acronyms and terms only so graduates are not meeting private industry expectations for broader understanding and terminology usage in their sector. This information has been shared with Program Coordinator and faculty with the collaborating colleges.**Quarter 2:** Pilot activities are wrapping up and will meet projected target dates and outcomes. Preliminary data has continued to emphasize a need to strengthen written communication, project management, and grants/financial management skills sets where possible in existing HSEM curriculum and any future curriculum that gets added. Also as stated in the 1st Qtr. Report, private sector participants recommend that students have a basic business overview class.  |

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| **Focus Area** | **Activity 3** |
| [x]  Economic Development[ ]  Sector Strategy[x]  Ed/Innovation/Efficiency[x]  Supply/Demand | **Expand HSEM Career Pathways through Articulation Opportunities**Coordinated, standardized and accessible Homeland Security Emergency Management (HSEM)/CyberSecurity workforce education programs are critical to Washington's emergency preparedness and economic resilience.  Discuss w/colleges their interest in building HSEM pathways with K-12. Meet with new Ex. Director of T -2-4 to learn about roles and responsibility of this new initiative to address competencies in career pathways. Evaluate and determine feasibility of establishing agreements and the possibility of dual credit agreements for school students.  The Center with OSPI to explore the opportunity for a statewide articulation agreement between college HSEM AA degree programs and HSEM related courses offered through Skills Centers.   |
| **Funding Sources %** | **Purpose** | **Projected Outcomes and Products** |
| 100% | Increase awareness of current HSEM-all hazard career pathways and expand the HSEM career pathway at all educational attainment levels with a focus on K-12 through engagement of Skills Centers in HSEM cluster program delivery. | * Survey all HSEM collaborating colleges and 50% of career cluster programs to determine interest.
* Meet w/new T-2-4 Program Director, learn out program and provide briefing for CTC system.
* Outreach to OSPI to discuss and explore opportunities for statewide articulation of HSEM AA degree courses to Skills Centers offering HSEM and related programs.
* Distribute the Center’s Career Pathways Program Resource Guide to all skill centers statewide in hardcopy and digit access information.
* Complete one (1) articulation agreements and dual credit option if feasible.

Timeline: July 1, 2015 – June 30, 2016 |
| **Report on Actual Outcomes and Products** |
| **Quarter 1** | Met with OSPI to discuss interest in both HSEM career pathway expansion and possibility of articulation agreements. Met with HSEM program coordinator and collaborating colleges to determine interest. Identified new OSPI Program Director just appointed for the T – 2 – 4 pathways program and will set a meeting in October to learn about the role and responsibilities of this new position and how we can collaborate. |
| **Quarter 2** | Center staff is working with the K-12 system to expand public safety, security, and emergency management career pathways through articulation and other collaboration opportunities. Staff met with Dr. Thomas Mosby, Executive Director, Career Pathways and Partnership Office, Puget Sound Skills Center (PSSC), Chance Gower, Director for Career and Technical Education, Highline School District, along with Criminal Justice and Fire Services faculty from PSSC. The primary topic was articulation opportunities between the Pierce HSEM AA degree program and HSEM related programs offered through PSSC.  |
| **Quarter 3** |  |
| **Quarter 4** |  |
| **Analysis** | **Quarter 1**: Determined interest with both the HSEM program colleges and OSPI in expanding homeland security and emergency management curriculum into the K-12 system classroom and the Skills Centers. In meeting with Kathy Goebel from SBCTC we discussed the challenge of developing statewide articulation agreements in the K-12 system and we have scaled back on activities. Believe with the establishment of the new OSPI T-2-4 position may have an opportunity to facilitate a more modest outcome. **Quarter 2**: The meeting with Puget Sound Skills Center resulted in a high level of interest by both Pierce College and the Puget Sound Skills Center to pursue an articulation between PSSS HSEM related programs and the Pierce College HSEM AA degree program. Center staff will follow-up with Pierce administrators and program staff to coordinate a faculty led discussion to develop an articulation agreement. |

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| **Focus Area** | **Activity 4** |
| [ ]  Economic Development[ ]  Sector Strategy[x]  Ed/Innovation/Efficiency[x]  Supply/Demand | **Military Pathways Project** The Military Pathways Project for HSEM career clusters is part of a larger statewide effort to bring the SBCTC system colleges and programs in compliance with SSB 5969. This legislation addresses Prior Learning Assessment and efforts to identify program curriculum that could be cross walked to a Military MOS to receive program credit. The Center will continue to facilitate CJ/HSEM/OSH Military Pathways Work Groups activities to identify eligible MOS’s and other Military Training. That information will be provided to each of the colleges’ CJ/HSEM/OSH programs who will make final credit eligibility determinations. Assessment will be completed regarding necessary steps for addressing additional career cluster programs. There may be an opportunity to piggyback work already completed at that time. Program Guidebook will be updated with MOS’s information and distributed electronically to CTC colleges.  |
| **Funding Sources %** | **Purpose** | **Projected Outcomes and Products** |
| 100% | Establish a more streamlined process for Veterans & Military to have their training and experience recognized and qualify for academic credit. Supports HB 1795, 2933 and SB 6357 support military personnel in gaining needed educational credential to meet employment requirements.  | * Meet w/program coordinators at colleges with to complete MOS cross walk review and for HSEM, Fire Service/Command, OSH and other affiliated program areas by March.
* Distribute the MOS credit crosswalk updated Guide for HSEM Programs to utilize in awarding credit.
* Evaluate the steps necessary to address remaining career pathways programs and proceed to meet and complete additional Guides w/crosswalks.
* Participate on the PLA Work Group and provide quarterly updates to WSAC & WEC Committee.

 Timeline: July 15, 2015 – June 30, 2016 |
| **Report on Actual Outcomes and Products** |
| **Quarter 1** | CJ/HSEM/OSH program coordinators have received the Pathways Guidebook and subsequent data gathered on MOS’s and other trainings. Meetings and discussions have proceeded with CJ Workgroup Members, Stone Center at JBLM and Center research staff in collaboration with the SBCTC WACareerPaths.com project. Next step will be a meeting with CJ programs in October to review MOS data and additional information acquired from the WA Career Pathways project. |
| **Quarter 2** | The Center will continue to work with CJ program coordinators/directors. A survey of CJ program curriculum and electives offered by each college program resulted in the creation of a curriculum matrix. The curriculum matrix will form a basis for discussion around establishing a common core curriculum and how the information can be used to establish a military “crosswalk” of course equivalencies. The CJ workgroup members have indicated their interest in meeting face-to-face and are being surveyed for dates and location. At this time we anticipate a meeting date late February in either Ellensburg or Yakima.  |
| **Quarter 3** |  |
| **Quarter 4** |  |
| **Analysis** | **Quarter 1**: The PLA workgroup, WA Career Paths and the Center’s cross walk workgroup(s) have determined that the HSEM career pathway is so broad that one could make a case for perhaps dozens of specialties and what we are now evaluating is an opportunity to look at competency based assessments of the MOS and military portfolio to evaluate its use to determine levels of competency. Will collaborate with the WA Career Paths workgroup in a training workshop on competency based assessment to determine the value of adding this approach to credit eligibility determination. Believe that Program Coordinator are more likely to use information that can more accurately provide them with competency based information when awarding credits. **Quarter 2**: Analysis of the statewide program data shows a lack of common core curriculum. The analysis outcomes will require additional research and discussions with CJ program managers. All 19 programs were surveyed and only 1 course (Introduction to CJ) was offered by all of the programs. Program managers/faculty are eager to meet face-to-face to discuss their program similarities and gaps, as well as discuss current national trends that may need to be incorporated into future curriculum. Once this discussion has happened, program managers/faculty can begin to identify opportunities for veterans “crosswalk” credits.  |

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| **Focus Area** | **Activity 5** |
| [ ]  Economic Development[ ]  Sector Strategy[x]  Ed/Innovation/Efficiency[x]  Supply/Demand | **Work Experience – Marketplace**Establish a user friendly internship, volunteer and job marketplace site on the Center’s website for students, employers, colleges and their faculty focused in the public safety, security, cybersecurity and emergency management fields. The site will service the CTC system statewide. One of the Center’s current website icons has been renamed the “Work Experience Marketplace”. Populate the “Marketplace” with information on work experience opportunities (volunteer, internship and employment opportunities). Contact CTC colleges to determine level of existing outreach efforts with employers to establish permanent volunteer and internship placements at all CTC colleges. Provide information, guidance/Internship Guidebook and resources on the website for programs and colleges can access on internship program basics, effective interviewing and other resources to increase student success. The Center through its Employer Engagement Pilot will work with employers to promote the critical importance of increasing student work experience to make them more competitive when competing in the job marketplace. Employers will be recruited to participate in the internship program and once engaged will receive a copy of the Internship Guidebook published by the Center.  |
| **Funding Sources %** | **Purpose** | **Projected Outcomes and Products** |
| 100% | Increase work based training opportunities, student employment and job placement in the HSEM career cluster programs. Utilize statistics like traffic from affiliated students to provide college programs with information that will add value in the assessment of how to improve their student success in securing jobs.  | * Establish a user friendly internship, volunteer and job marketplace website for students, employers, colleges and program faculty.
* Secure a commitment of a minimum of 25 employers to host permanent internships in CTC career cluster.
* Report metrics on numbers of employers, students and college programs utilizing the website.
* Complete a report on the analysis of a sample of a minimum of 35% of the users to determine the effectiveness of site in meeting objectives and make modifications/adjustments based on the analysis

Timeline: July 1, 2015 – June 30, 2016 |
| **Report on Actual Outcomes and Products** |
| **Quarter 1** | Six (6) employers offering permanent internships including two paid internships have been secured. Working with HSEM collaborating colleges to identify numbers of students who will need internship opportunities during the next school year and the area/region they are in so that recruitment can be targets to those colleges’ areas. Additional internship guidance information has been acquired and distributed to Program Coordinators and volunteer staff has been hired to support website activities and gather information on volunteer opportunities and employer leads.  |
| **Quarter 2** | Working through the HSEM AA Program Coordinator, Robert Lord, and the Center has assisted in placing 8 interns within the collaborating college system for the upcoming winter term that begins in January. Center staff held an internship partnership meeting with Amazon. Amazon indicated they are interested in beginning to host HSEM AA program interns, even though they generally require a Bachelor’s degree for long term hires. Their growth potential for future jobs is huge especially in the Seattle area. We are still l waiting to hear back from Skagit Valley and Peninsula College regarding their internship needs for winter term. The HSEM AA program has many other new internship hosts coming on board in January—we have more internship opportunities than students. Center staff, in coordination with the Pierce College HSEM Program Coordinator are already proactively beginning the process of lining up internship opportunities for spring and summer quarters.  |
| **Quarter 3** |  |
| **Quarter 4** |  |
| **Analysis** | **Quarter 1:**  Information gathered to date from CTC Program Coordinator and faculty determined that Programs have serious difficulty in find sufficient time in their limited schedules to identify and pursue high value internship and volunteer employers. Employers who have been contact had utilized interns but usually the interns were from public or private colleges and universities. Criminal Justice and Fire Program have had more long terms placement opportunities in fire stations and law enforcement. We have found that these public safety service employers also need assistance with emergency/disaster planning, preparation and training and are asking for interns with those skill sets along with the CJ/Fire skills. Program funding for work experience development and placement is a challenge due to limited resources and competing priorities. Students interviewed who have participated in internships and other work experience opportunities agree that internships offer them a major opportunity to effectively compete for jobs in the HSEM profession. **Quarter 2:** The Center continues to invest time and energy in adding value added content on our Work Experience Marketplace with a goal toward strengthening internship outcomes for students. Employer engagement interviews have confirmed that universally employers highly value internships as a direct pathway and testing ground for long term career success in their organizations.  |

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| **Focus Area** | **Activity 6** |
| [ ]  Economic Development[x]  Sector Strategy[x]  Ed/Innovation/Efficiency[ ]  Supply/Demand | **Women in HSEM Leadership Forum**Hosted the Forum on October 8, for up to 50 participants**.** Videotaped plenary sessions and provided access on HSEM COE website in addition to providing a written summary of the training and leadership presentations online. A summary of the Forum will be compiled and distributed to participants and CTC Program Coordinators, faculty and advisors.  |
| **Funding Sources %** | **Purpose** | **Projected Outcomes and Products** |  |
| 100% | Fostering diversity at every level of leadership is key to keeping the HSEM profession on the cutting edge. The Forum provides an opportunity for women to learn about leadership, lessons learned and participate in industry specific mentoring. This Forum is designed to provide a positive environment for women entering the HSEM field to discuss, share and learn from those who have a proven track record in leadership in the field. Outcomes include improving to understand the needs and issues for students and incumbent workers going into the field and to identify additional training and education needs on leadership and management. | * Establish a workgroup made up of a cross section of women in the industry who will organize and present at the Forum.
* Market and secure a commitment of a minimum of 40 attendees and coach mentors.
* Complete video and Forum summary for distribution and access on website.
* Complete analysis of need for future events and activities to address leadership development for women in the field that address curriculum development/modification or other training.

Timeline: July 1, 2015 – November 30, 2015 |  |
| **Report on Actual Outcomes and Products** |  |
| **Quarter 1** | Forty-four participants are registered for the Forum which will be held on October 8, at Lakewold Gardens in Lakewood. All presenters, resources, agenda and facilities are secured and complete.  |  |
| **Quarter 2** | Thirty-five women attended the Forum (at no cost) from all different sectors ranging from Criminal Justice, TSA, Department of Justice, students from the HSEM degree program, and Infrastructure Planning Master’s program at the UW. The forum provided educators and industry partners the opportunity to come together and learn about diversity at every level of leadership. Participants were offered mentoring opportunities around leadership development, industry specific information about new best practices, and emerging trends designed to revolutionize how Homeland Security Emergency Management (HSEM) curriculum and training are delivered. Industry leaders shared their perspectives, experience, and lessons learned. |  |
| **Quarter 3** |  |  |
| **Quarter 4** |  |  |
| **Analysis** | **Quarter 1**: The Forum has been very well received by HSEM Career Cluster Programs all over the region. HSEM, CJ, Corrections, Fire, IT, EMT and other Program areas who heard about the event responded extremely well and took extra effort to get the Forum information out to their students directly and encouraging them to attend. We have a variety of age groups and leadership experiences. Coach/Mentors were personally identified by the work group and come from government, private and private non-profit sector in a variety of career and experience backgrounds. The Forum is on target for being very successful.**Quarter 2**: With organizations cutting budgets, training programs are being reduced. To help maximize occasions for training it is vital to help establish a mentor/mentee program amongst women in the all-hazard and security field. Next steps are to meet with the workgroup and make decisions around what type of follow-up event and/or activities will be offered to bring women together on a quarterly basis.  |  |