UC Course description:

FST4081 PERSONNEL MANAGEMENT FOR THE FIRE AND EMERGENCY SERVICES -- 3 cr. -- Examines relationships and issues in personnel administration and human resource development within the context of fire-related organizations, including personnel management, organizational development, productivity, recruitment and selection, performance management systems, discipline and collective bargaining.

If student is not an active firefighter, must establish mentor who is a FD Officer.
(Trish Brooks)

Student Learning Outcomes:
Upon completion of this course, students will be able to:

1. Identify and explain leadership characteristics and the difference between leadership and management.
2. Identify and explain contemporary personnel management issues.
3. Identify potential legal and political issues in fire and emergency services.
4. Describe legal lessons learned from recent cases and personal experiences, and identify best practices in the fire service to avoid legal liability.
5. Classify the collective rules, procedures, laws, policies that relate to personnel management issues.
6. Analyze simple/complex personnel management issues from recruitment to retirement.
7. Formulate political and legal conclusions with recommendations and solutions to personnel issues.
8. Locate and apply recent legal and legislative online resources, which will apply to organizational and personnel development and leadership styles and how they relate to personnel relationships.

Resume:
Professor’s resume and photo are posted on Blackboard - Discussion Board; each student shall post their resume or work history summary, as well as your telephone numbers (cell, home, work). Posting your photo is helpful to all in the class, but is optional.

Mentor:
If you are not an active member of a fire department, you must have a Mentor for this class. You can establish a Mentor relationship with an Officer on a paid or part-paid fire department from your community (not volunteer FD since not facing similar legal issues covered in this class), or you may contact one of the UC Fire Science graduates who have kindly agreed to serve as a Mentor: http://aerospace.ceas.uc.edu/FireScience – FACULTY / MENTORS.

Students using a mentor shall post along with your resume, the Mentor’s name, rank, fire department and cell phone number. I will check on the mentor to make sure there is a good working relationship with your mentor.

Textbooks:
Fire Service Law, by Lawrence T. Bennett (Prentice Hall / Brady; 2008); ISBN 0-13-155288-0. This textbook is listed by the National Fire Academy for use by universities teaching this course in their Degrees at a Distance Program (DDP).

Online Bennett:
Each Chapter of the textbook has been updated with recent case decisions, posted on UC Fire Science web page: http://aerospace.ceas.uc.edu/FireScience - ONLINE BENNETT. Each student shall sign up for future editions of the professor’s free newsletter, Fire & EMS and Safety Newsletter.

For further information about the other classes available for you, please visit:

http://aerospace.ceas.uc.edu/FireScience/curriculum_coursework/courses.html

Current Events:
Current Events items are posted by professor in 18 chapters listed on first page of your Blackboard course.
Your local current events are important for your research on personnel issues. You must reference them appropriately so that the professor can check the references. If the research is found by hearsay, you must qualify the information by taking the appropriate steps to assure accuracy. There will be times that you have heard rumors about a particular subject and when you research the issue, you find that there is no validity to the rumor. The mere fact that the rumor has been out there indicates that there may have been something behind it, but this is merely a lesson in what not to do as a leader. You may utilize this information as long as you know the outcome, but do not use real names of real departments in any slanderous way.

E-mails:
When sending e-mails, please use only your UC e-mail address. I prefer that you use my personal e-mail address: trishbrooks@cinci.rr.com. Each e-mail shall identify name / number of the course, since professor is teaching multiple courses.

UC Blackboard Help Desk:
If need technical advice, call 513-556-1602.

Grading:
Grades will be based on maximum of 100 points.

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Weekly Assignments:
They are posted in Discussion Board. They may be updated during the course to reflect breaking news events or new fire service studies. If the assignment is a written assignment, it must be written in APA Format. If you are unfamiliar with this style, please look it up on-line. All assignments must be in this format.

a. Weekly Postings (max of 70 points; 5 points per week for 14 weeks):
   1. Weekly assignments are due on Friday night by midnight.

Discussion Board Grading Rubric:

- Weekly scores will focus on how well you have educated the rest of the class and the Professor on “real world” issues / lessons learned concerning your fire department or your mentor’s fire department.

- Particular emphasis will be on your sharing personal experiences in the fire service, or the experiences of your Mentor.
• You will receive 3 of the week’s points for being on time. **Points will be deducted** if you do not meet the criteria for the assignment and if there are too many mistakes in grammar and sentence structure. If you are more than 24 hours late and you have not contacted me with an explanation, you will not receive the 3 points for that week. *(Time management is an important leadership trait that will help you in your career.)* The other 2 points are earned by making comments on everyone’s assignment. You will be required to make these comments before Sunday night. If you are late for any of the above, points will be deducted to reflect your tardiness.

• Each assignment is worth up to 5 points and will be graded for meeting the assignments purpose, spelling and grammar and following the directions. *(The first week will be worth the entire 5 points and I will grade it and let you know the mistakes that should be corrected for the remainder of the class.)* If the paper must be re-written, you will receive a deduction until you re-write, but may earn some of the points back for comments and the re-write.

• You will be expected to make significant comments about the other students about their assignments for each week. These comments will be turned into the Discussion Board by no later than Sunday night by midnight. Comments should consist of suggestions or specific conversation about the subject. It should consist of more than one paragraph and should be thought provoking in content. **If you fail to make comments to each of the other students, the two points will be deducted from that week’s assignment.**

b. **Mid and Final Term papers.**

**Term Papers Grading Rubric:**

• The mid-term paper will be worth 10 points and should reflect the student’s quality research, as applied to a current issue or lesson learned relevant to the student’s fire department [students are encouraged to discuss the subject with Professor].

• Length: 5 to 7 pages including the Title and Reference page.

• The final term paper will be worth 20 points. This paper will focus on the entire class and the impact this class has had on your opinion of management and leadership. The first assignment will be about a change initiative that will take the fourteen weeks of assignments
and reflection on the change that you have determined will make you a better leader and manager.

- Length 8 to 10 pages including the Title and Reference page.
- Final Term papers are due Week 14 by Sunday night. All point deductions will apply as throughout this class. If you are late in turning your final assignment in by Sunday night at or before midnight, you will receive at least one grade reduction. Ie. If you have an “A” before you turn your final paper in and you are late, your final grade for the entire class will be dropped on grade letter. You will be given a “B”.

The first week is basically a time for us to get to know who makes up our class. Please take the time to put your resume’ on the discussion board at your leisure. There is not a grade for this assignment; it is an opportunity for all of us get started by introducing ourselves to each other. A picture would be great also, but not required for those who would like to remain anonymous. But we would like to know your department and how you fit in it. If you do not belong to a fire department, please explain your circumstance and let us know what your plans are for your career. How is it that this class will be of assistance to you in your career?

I will be putting my resume’ and picture up in the next day or so.

Thanks,
Trish Brooks, Instructor

August 26, 2012 by midnight.

See attached files: (360 Evaluation)

Your first assignment is due this Friday, August 24, 2012 by midnight. First take the motivation survey to determine what your personal leadership/management score is, then send the 360 evaluations out to at least 5 of your co-workers and make sure that it remains anonymous so that the evaluations are honest. After you review your returned evaluations, you will then begin to determine what your strengths and weaknesses are from the perspective of people who work with and for you. You should take the results of these scores and then write a two page paper about what you believe your strengths and weaknesses are from your perspective and then what others believe your strengths and weaknesses are and how they differ. The two page paper should be in APA Format, double spaced with a title page and a reference page.
The difference between leadership and management will be discussed over the next fourteen weeks. You will find that it takes a leader to manage personnel and your leadership is a very specifically personal trait. We all know and have worked for or with bad managers and, hopefully, you have had the opportunity to work for or with a great leader. You should take the time to determine what the good leader had that the bad leader did not have and then determine what you will need to do to make yourself that "great leader”. This is a process and will not end with one class. It will continue for the rest of your life and can be a great journey; it is up to you to determine how much you want to grow.

Include in your first assignment:

- What is my style of leadership?
- What is the style of leadership to which I am held accountable?
- What skills, specific to my style of leadership, need to be changed in order to help me become a more effective leader / manager?

If you have any questions, please e-mail me or call me on my cell phone (513-615-5232). I check the Blackboard Discussion Board everyday and will respond to any e-mails as soon as possible.

Thanks and welcome to Personnel Management in the Fire Service.
Fire and Emergency Medical Services are provided as a public service by the governing agency of the community or state. Although there are private businesses that provide fire service to communities, those businesses must still answer to the governmental agency contracting for the service. Whether you are a Public Agency, Private Agency or Volunteer Agency, you must still adhere to and follow the Federal, State and Local laws involving public employment. (Volunteer Agencies may have some levity, but are not completely without some liability. #1) There are other laws / rules that must be considered in the public service that many public employees must take into consideration when managing personnel.
Ethical Decision Making Workforce Issues

Internal Investigations Health and Safety

Union Contracts Legal Issues

Civil Service Commission
Performance expectations

Arbitration / Mediation Job performance

Disciplinary Procedures Labor Relations

Standard Operating Procedures / Guidelines Training

(This is merely a few of the many things that a manager must consider.)

Assignment #2:

Last week we wrote about the changes that you need to make personally, this week we will discuss the fire department and the changes that need to be made. Define your organization with the above in mind. In your opinion what are the things that need to be changed in your fire
department in order to comply with the Federal, State and Local Laws. Research the laws that apply and determine what issues must be addressed and in what order of importance.

There may not be any laws that would apply to the needed changes, but you cannot ignore some of the character traits that may lead to unlawful activities. For example, there may be a leader in your organization that is dishonest. Dishonesty may not be against the law, but it will lead to issues that would be the root of many problems or disciplinary concerns. Trust and respect may be the root of the change that needs to be addressed in your department.

It is helpful to read the chapters in the textbooks for this assignment. Also, you must define your organization so that we can understand what issues you will be facing in the future. A good definition of your community will give us an idea of the values and principles that are predominant for the community you are serving. An example of a community that may have specific ideals, standards, or values might be a community that has multiple families / neighborhoods of a specific ethnic or religious group. Define the issues that need changes and give solutions
from your perspective. If this is a law that should be followed, you may not have the authority to make these changes but you might begin to make suggestions for change.

This assignment should be at least two pages in APA format, double-spaced with a Title and Reference page.

#1 Volunteer Protection Act of 1997 / SEC. 4. LIMITATION ON LIABILITY FOR VOLUNTEERS.

“This law provides that no volunteer of a nonprofit organization or governmental entity shall be liable for harm caused by an act or omission of the volunteer on behalf of the organization or entity if the volunteer meets four requirements.

First, the volunteer must have been acting within the scope of the volunteer's responsibilities in the nonprofit organization or governmental entity at the time of the act or omission. Next, if it is required or appropriate, the volunteer must have been properly licensed, certified, or authorized by the appropriate authorities for the activities or practice in the State in which the harm occurred, where the activities were or practice was undertaken within the scope of the volunteer's
responsibilities in the nonprofit organization or governmental agency. Third, the harm may not have been caused by willful or criminal misconduct, gross negligence, reckless misconduct, or a conscious, flagrant indifference to the rights or safety of the individual harmed by the volunteer. And finally, the harm may not have been caused by the volunteer operating a motor vehicle, vessel, aircraft, or other vehicle for which the State requires the operator or the owner of the vehicle, craft, or vessel to possess an operator's license or maintain insurance.[5]

Week 3 - Sexual Harassment and Discrimination

Textbook “Fire Service Personnel Management” Chapt. 3 pages 70-83 Textbook “Fire Service Law” Chapter Seven & Eight

- Define each of these laws and how they relate to the fire service. Utilize the cases provided as part of your research to determine whether your department is compliant with the law and whether in the recent past has appropriately complied with any issues that
would apply. Speak to your Administration/Chief/Human Resource Director for information about the impact of these issues on your department or community. (If you are not aware of any of these issues within your own department, then define an issue in a local fire department within your area—reminder that personal names or department names should not be used unless the issue or case is public knowledge.) This course is designed to share your personal experiences and you must be candid without divulging personal confidences. If it is common knowledge or has been in the news; as long as it is true, it is public knowledge.

- Suggestion: You should research old newspaper articles as well as utilizing the sites suggested. This would give you a feel for how the news is treating the local public servants. Some areas may have a crisis within the rank and file of the public services, including police and fire. Cincinnati, Ohio has recently, over the past 8/10 years, had several firefighters and police officers on the front page because of illegal or bad moral/ethical irresponsibility. The City Manager asked the Chiefs of both
departments to get to the bottom of the problems and have them corrected. There has been a lot of speculation about the causes of this kind of moral/ethical crisis within the public and private emergency services. Is this a trend or is this a cultural change within our society?

- Strong suggestion: [http://aerospace.ceas.uc.edu/FireScience - ONLINE BENNETT](http://aerospace.ceas.uc.edu/FireScience) will be invaluable when doing research on all of these subjects for your assignments. If you are not already signed up to receive this invaluable tool, YOU MUST sign up to receive this free site. It will help you for your entire career.

**Week 4:** Textbook: “Fire Service Law”: Chapter #9-#10 / Family Medical Leave Act (FMLA) / Americans with Disabilities Act.

“Fire Service Personnel Management”: Chapter #3 / pg. 76,78,80

Define each of these laws and how they relate to the fire service. Write a two page (APA style) paper and utilize the cases provided as part of your research to determine whether your department is compliant with the law and whether in the recent past has appropriately complied with any issues that would apply. (If you are not aware of any of these issues within your own department, then define an issue in a local fire department within your area-reminder that personal names or department names
should not be used unless the issue or case is public knowledge.) This course is designed to share your personal experiences and you must be candid without divulging personal confidences. If it is common knowledge or has been in the news; as long as it is true, it is public knowledge and may be discussed in your assignment.

Strong suggestion: http://aerospace.ceas.uc.edu/FireScience - ONLINE BENNETT will be invaluable when doing research on all of these subjects for your assignments.

Questions for consideration:

- Have any of your employees served in Iraq or Afghanistan? If so, what federal laws applied to their job while they were serving and after they have completed their service to our Country?
- What would you do if you were the soldier and returned to find that while you were serving in the armed services, the department had a promotional test and you were not given an opportunity to apply?
- If a female employee becomes pregnant, what federal laws will protect her employment? Is the fire department responsible for giving her light duty? Does the pregnant employee have the right to continue to work as a firefighter/EMT/Medic until she delivers her baby? What laws protect her? What laws protect her unborn baby? Who is responsible for her and the unborn baby’s health and well-being? What measures can be taken in order to protect the well-being of anyone on the department for any reason?
- If an employee is suffering a lengthy illness that keeps them from being able to work, what are the steps to be taken to protect their employment?

Week 5 / Mid-Term
It is mid-term and time for us to evaluate your experience to this point. By now, we have discussed several subjects of importance to the fire service.

Your assignment for week #5 is to find a recent event that mirrors one of the subjects of the past four weeks. These subjects include:

1. Leadership vs. Management
2. Sexual Harassment in the work place and the impact it has on the department
3. Discrimination and how it has changed and not changed since 1964
4. ADA and whether the fire service has different rules in application to the law
5. Family Medical Leave Act (FMLA) and what affect is has on the fire service

Pick one of the above subjects and research [www.uc.edu/cas/firescience](http://www.uc.edu/cas/firescience) go to ONLINE BENNETT which will take you to the newsletter that has been reviewed by thousands of fire professionals for many years. Also use your textbooks and investigate the subject on the
Internet. Find a case that applies to your subject and answer these questions:

1. What was the outcome?

2. How would you have handled this situation differently?

3. What mistakes were made and by whom?

4. What impact did this case have on the department and the fire service?

5. If you had been the Chief, could you have made a difference in the outcome due to the information you have learned in this class?

Write a Mini-Research Paper (less than five (5) pages--APA format with references) on your findings by answering the questions above. This paper will be due on Friday February 3, 2012 by 2200 hours. Then read the other research papers and make comments about the subjects to the author. Your comments should be made by Sunday night.

Week 6 – Textbook: “Fire Service Law”: Chapter #6 Employment and Personnel Issues
“Fire Service Personnel Management”: Chapter #6 Selection for Employment and Promotion
Employment: How you hire personnel is very important because once they pass probationary they are employed for the duration of their career. Legislation has an impact on what we are capable of accomplishing as administrators and also determines the moral of our personnel.

Discussion: Employment is a large part of this course because how we hire, train, mediate, evaluate, discipline, develop and motivate an employee is in direct reflection to the leadership within your individual department. What is the hiring process for your department? (Pre-requisites for hiring, written tests, civil service commissions, assessment centers, physical agility tests, psychological evaluations, polygraph, social network and background investigations, phone interviews, interview of family, social activity interview, in-depth investigation of neighbors in present / past residents, medical physical examination, drug screen, etc.) Who you hire will determine the future of your department.

Week 7  --  “Fire Service Law” Chapter #16
Discipline: Misconduct on Duty and Off Duty and Ethical Decision Making
Disciplinary Discussion: The disciplinary process is the single issue, which causes most of the dissatisfaction and frustration within the fire service. It could be said that if you have never been written up for an infraction or filed a grievance, it may be likely that you are not actually in the fire service. How does your disciplinary process work within your department? Is it progressive? Do you have Standard Operating Guidelines/Policies that define the rules and consequences of any major or minor infractions of these SOG/P’s?

• ASSIGNMENT: Choose one of the above subjects for research. You will prepare a five-minute power point presentation answering the questions and giving solutions to the issues as if you were presenting it to your Administration for approval. Anything more than five minutes will be overkill and lose their attention. (the ability to present an argument to the Council or Trustees will determine your ability to lead an organization--this is an important skill that needs to be cultivated) Spend time telling the audience (ME) what the process is and how you want to
change it to make it better and with better results. What are your expected results with the changes in the policy? What are the consequences of the changes you intend to make? How do you intend to overcome the obstacles?

Week 8-9-10 – “Fire Service Law”: Chapter 11 / Fair Labor Standards

“Fire Service Personnel Management” Chapter #5--Recruitment / Chapter #6—Selection for Employment and Promotion / Chapter #7—Training and Development / Chapter #8--Performance Appraisal

Each week you will research the subject and determine what your department has done or is doing. Then you will prepare a five-minute power point presentation answering the questions and giving solutions to the issues, especially as it relates to your own department. These issues can become an advantage or disadvantage for continued employment and are critical to the growth of the fire service. Traditionally, Fire Chief's have made decisions on education, promotion, or even raises or promotions because they liked or disliked the individual. Unions, on the other hand, have made rules for these issues to make the process more fairly driven. Both
sides have faulty processes and need to be corrected. Choose a side and try to convince your Administration with a five-minute power point presentation. Remember you must come across as if you have researched both sides and have enough research data to prove your point and convince ME. This is not a time for fence sitting. CHOOSE A SIDE and MAKE A CONVINCING ARGUMENT!

Week 8 · Recruitment and retention in the fire service is a critical issue. Diversity of minorities on your department may have an impact on your ability to get the support of your community. Does your department actively recruit minorities? If so, what is your policy? If not, why not? Write a policy for minority recruitment utilizing the federal laws and cultural impact on your community and department.

Week 9 · Does your department have consistent performance evaluations? How are they given and are they "merit based"? (This subject is a hot topic right now in Ohio. Senate Bill #5, Issue #2 and in the State of Wisconsin, and will have an impact on evaluations for public employees and whether they receive a "seniority based" raise or a "merit based" raise.) Look these issues up and
quote the laws and how they have affected the union positions in the Fire Service as well as Education. How often are evaluations conducted and by whom? If your department has an evaluation process, give an example of an employee evaluation. If your department does not have an evaluation process, find a process and use it as an example and write the SOG/P to apply the process on a yearly basis and determine whether it should be merit based or seniority based.

Week 10 · Professional Development and Promotional Process is a fairly new concept within the fire service. Traditionally, the older employee with the most experience would take the new employee to train and give him/her advice. This unfortunately has not promoted change in the many and outdated traditions of the fire service. It should be the job of the administration and human resources to encourage continued education along with formal education with a planned outcome. The Promotional Process is much the same in many departments. The Chief decides that he/she might like to have an officer, then they write the job description to fit a specific person on the department or, even worse, they just decide to
promote someone and make the announcement that they have made the decision and that is the end of the subject. Write an SOG/P to define how this process should be instituted within your department. If there is already a policy in place, review it and make changes with suggestions for improvement.

Week 11 – Social Media / Internet use at the fire house / cell phone use on duty and the fire service:

Social Media has had an impact on our culture. It is changing every day and the young firefighter has grown up communicating in an entirely different way than the officers of most fire departments. There are implications that should be taken into account when we communicate with each other. The new firefighter may not have communication skills that will be required to do his/her job in today’s emergency services. This could impact whether the officer with years of experience will be able to communicate with the new employee.

There is no doubt that we must learn to communicate within the “media” that is in every household and pocket of everyone in our employ, so what do we do to control and yet embrace the
new communication tools at our disposal? Things change and we must embrace the future if we intend to be a part of it. It was not long ago that we had to learn the streets in our territory by heart in order to be allowed to drive the emergency vehicle. But now most emergency response vehicles have a GPS that will direct the vehicle to the emergency.

1. How can these new tools improve our communication?

2. Have these new communication tools caused problems in the fire service?

3. What should we be planning now to address this issue in the future?

4. What has your department done to address the use of multi media/social networking within your department? (Give us your SOG/P for review)

5. Has anyone been reprimanded or dismissed because of a youtube/social media issue?

6. Does your department have any rules about Internet use at the station?
7. Has anyone in your department or a department in your area lost their job because of irresponsible use of multi-media/internet use?

8. Go to http://www.youtube.com/watch?v=1Xbnu2Sijq0
What would you do if you were the Chief? How would you have handled this?

Write a two page SOG to address the issue of Social Media / Internet Use at the Station / Cell phones on duty / etc. The questions above will help you address the issues, but they are not inclusive of all the problems that may occur. As the leader in your department, it is your responsibility to address as many of these issues before they become a problem. Discipline is in place to correct irresponsible behavior, but the rules must define your expectation of the employee.

Week 12 - "Fire Service Law" / Chapter #15-- Drug Free work place

After reviewing this video, utilize your present drug policy to evaluate your action as an administrative officer to this employee as if you had the authority to do so. If you do not have a policy, search for one that would fit your department and apply it as if you had the authority to do so.

Week 13 - / Critical Incident Stress Management

Research two programs: “Catch a Falling Star” http://www.catchafallingstar.net/index.html and watch the video “When Trauma Doesn’t Bleed”. Then research ERIN (Emergency Responders In Need at the Southwest Ohio Critical Incident Management internet site) http://www.cism-southwestohio.org/ As part of your research you will need to call the Director and speak with Linda King Edrington. (cell phone: 513-520-1065) She will give you a clear idea of how well the ERIN program is working. (she is expecting your call and willing to help you with answers to any questions you might have about the alcohol and drug addition program)

• How would this concept address your policy within your department?
• What steps would need to be taken in order to address this policy?

If your area has a Critical Incident Stress Management Team, you may want to interview the team coordinator to discover the success or failure of the team within your area and then evaluate how this team could impact your department during or after a critical event. If you do not have a team in your area, go the International Critical Incident Stress Foundation web site and evaluate how a team within your area would be effective.

Also as research for this assignment, please read in Course Documents the Thesis by Captain Steven G. Cohn, “An Evaluation Of The CISM and Colerain F.D. Response To The Squirrelsnest Lane Firefighter Tragedy.” Posted in Course Documents.

Questions to answer in your assignment: (Do the research first, then determine the answers to the questions below)

• Does your department have a policy for Alcohol and Drug Abuse?

• Does your area have a team that deals with Critical Incident Stress Management?
• If not, what is in place to help firefighters and medical personnel in your department or area that may be dealing with abuse and Post Traumatic Stress Disorder?

• If nothing is in place, What do you intend to do to assure that the First Responders to Emergencies have some kind of help when in need?

• Write a paper indicating why your department should have policies in place for alcohol / drug abuse and Post Traumatic Stress Disorder. These subjects are similar because one is a symptom and the other is a solution.

Week #14

Final Term Paper Requirements:

Length:  8 - 10 pages.

Format:  APA format utilizing an Index, Abstract, and References.

Final Term Papers are due Week 10, Sunday night March 11th, 10 pm. Post in Discussion Board as normal. Late term papers result in a COURSE FINAL GRADE REDUCED BY ONE
LETTER (for example, final course grade of “B” reduced to “C”).

Your Final Term Paper will discuss the weaknesses that have been pointed out from the results of your surveys and your plan to begin making the necessary changes in order to change your management/leadership style.

This is your “Change Initiative Project” about your leadership style in relationship to your work environment. The directions are in the syllabus above.

Think about the subjects we have covered and some of the “AHA” moments from feedback from your instructor and the other classmates. This should be an evaluation of your leadership and management styles and how the knowledge from this class has changed you in your ability as a leader and manager. Use the textbooks to research how you will be a different leader/manager because of this class. Outside examples are encouraged and will add to the validity of your research. For example: Last year, I handled this issue in this manner and today I would handle this issue in an entirely different way because ............