**Testing Methodology**
Exam sessions will consist of a three hour Morning Session (9:00 AM-12:00 Noon), followed by a one hour break for lunch (12:00 Noon- 1:00 PM), followed by a three hour (1:00 PM-4:00 PM) Afternoon Session.
The test is administered through Blackboard. Your proctor will read you instructions prior to beginning the exam and students will be required to review the Instructions listed within Blackboard prior to beginning the exam. **REMEMBER: You must upload BOTH questions/answers to Blackboard before submitting the exam.**

In the afternoon it is NOT possible to return to any Morning Session question. No extensions of time are permitted. All exams and exam materials will be collected no later than 12:00 Noon for the Morning session and 4:00 PM for the Afternoon session. No exceptions. If you have an emergency and must leave the testing area and not return until beyond the time limit, you will have to retake the entire session the next time it is offered. An exception is that it is a “short time” emergency and you can return within the allotted time to complete the session- no extension of time will be permitted. You may also take the Afternoon session provided you have returned by 1:00pm after having left due to an emergency. Bathroom Breaks are permitted.

This is a CLOSED BOOK test so no materials can be used during the exam to assist in answering the questions.

**Sequence of Test**

As noted and listed in your handout, the three(3) Morning session questions for those in the OLD CORE will come from SSE 815(SSEM Administration); SSE 822(Workers’ Compensation/Labor Law); and SSE 826 (Emergency Preparedness and Response). The three (3) Afternoon questions will come from SSE 833 (Legislation and Regulatory Compliance); SSE 865(SSEM Auditing); SSE 880(Research/Planning). For those in the NEW CORE Morning session questions will come from SSE 815(SSEM Administration); SSE 827(Issues in Security Management) and SSE 826 (Emergency Preparedness and Response). The three (3) Afternoon questions will come from SSE 833 (Legislation and Regulatory Compliance); SSE 865(SSEM Auditing); SSE 885(Quantitative Analysis in SSEM). **Students admitted into the program beginning in FALL 2013 are in the NEW CORE.** If you are unsure you can view your DegreeWorks which will indicate your Core Classes required or email me at kim.chitwood@eku.edu for assistance. You should only answer questions from those classes that you have taken.

For each session you are to only answer TWO (2) of the three (3) questions. This flexibility is due to the consideration that you may not have taken a particular course with the professor writing the question. Thus it is, HIGHLY ADVISABLE, for you to initially review all 3 questions before you begin recording your responses. Use this initial time to make any notes or to outline the answer you intend to write. Should you attempt an outline, it would be prudent to type this in case you run short of time. This gives the grader(s) an idea of what you would have typed. IT IS 100% YOUR RESPONSIBILITY TO KEEP TRACK OF YOUR TIME — YOUR PROCTOR IS NOT BEING ASKED TO DO THIS, NOR IS THE PROCTOR BEING
Testing Score

The SSEM instructor who wrote the question will grade the question. He or she will assign either a HIGH PASS; PASS; LOW PASS; or FAIL grade. The grade that you receive from EKU Graduate School Office will be either PASS or FAIL.

WHEN SHOULD I BEGIN PREPARING FOR THE EXAM?

You should already have begun. Review the past exam questions and you should see a pattern of the content of each question. Most questions for the exam will not be created by the professor until a few days prior to the exam date, but in plenty of time for your proctor to receive the exam. Please be certain that you have turned in your proctor form and that your proctor has been approved by Kim Chitwood.

PITFALLS TO AVOID/OTHER QUESTIONS

1. Failure to read the question carefully and not answer all parts.
2. Failure to get a good night’s sleep- your best offensive weapon is a clear head!
3. Should you be unclear as to what is being asked, begin your answer with a statement that reads something like this: “I am answering the question assuming you are asking this “. Do not ask your proctor for clarification.
4. Do not depend entirely upon material found in old exam questions. A current exam question could be along an entirely new line of reasoning from previous questions Know the basic concepts and be able to apply them to the scenario presented.
SSE 880 Research and Planning for Safety, Security & Emergency Management  
(Sarah Morris)

Topics to review:

- Choosing a research topic
  - Start with a broad topic and narrow down into specific research questions.
  - Hypotheses or research objectives
- Research Design
  - Different types of qualitative or quantitative studies
- Selecting a sample
  - Different types of non-random and random sampling procedures
  - General guidelines for sample size (depends on research design)
- Research ethics
  - Potential ethical issues for study participants
  - IRB or other permissions to conduct research
- Conducting a Literature Review
- Collecting data
  - What data was collected
  - How data was collected (interviews, surveys, etc.)
- Reporting research results
  - Different methods of summarizing and presenting data (tables, figures, summarize in words-consider the audience)
  - Discuss conclusions, strengths, limitations, implications of results
  - Reliability and validity

Previous comprehensive exam questions for SSE 880:

1. As a newly hired Safety Manager for a facility, you have decided to conduct an evaluation of the existing Environment Safety and Health management system. You have access to all existing program documents, records and facility personnel. Describe in detail the methodology that you will use to conduct the assessment and what activity you will engage in within each part of your methodology.

2. Conducting a literature review is a key element in designing research. Please describe:
   - What a literature review is designed to accomplish
   - What literature you will review in the context of an applied research project
   - The differences between peer reviewed and non-peer reviewed journals and your justification for including which one or both in your literature review
• Information you should include when addressing each journal article in the literature review

3. Throughout your graduate school and work experience you have identified that the fields within Safety, Security, and Emergency Management can benefit from more research to improve how we manage and lead organizational efforts in these areas. You have identified one area of particular interest. Please describe how you would design your research and what things must be accomplished in each phase of the research design.

4. Managing data can be a challenge when conducting research. Within the context of a practical research project, describe what data you will collect, how you plan to analyze the data and how you will represent it in your research findings. (Note-this is essentially the information that would be contained in the Methods section of a research paper.)

5. Compare and contrast the objectives, strengths, and weaknesses of qualitative/observational research methods versus quantitative/experimental research methods in conducting empirical research in Safety, Security, and Emergency Management. Address in your response issues of generalizability, practicality, reliability, validity, and ethics. Describe a practical situation where one methodology or the other may be most appropriate.

6. A research design may include either non-random sampling or random sampling procedures. Provide examples and discuss strengths and weaknesses of each sampling strategy. Discuss how the use of these procedures contributes to the meaningfulness and interpretation of the research outcome.

Suggestions:
• Review all course materials (lecture notes/videos, assigned readings)
• In this course you were asked to design a proposal for a specific research study. Review this research proposal! If appropriate, be sure to apply your answer to a specific research question (like in questions 3 and 4 above). In most cases it can be helpful to discuss specific examples from the research study you designed for this course.

SSE 885 Quantitative Analysis in SSEM (Sarah Morris)

Topics to review:
• Presenting data with graphs and charts
• Descriptive statistics
  o Mean and standard deviation
  o Median and range (maximum and minimum values)
• Hypothesis testing
  o Two-sample problems
    ▪ Independent samples t-test
    ▪ Paired t-test
Updated October 2014

- ANOVA
- Analysis of categorical data
  - $\chi^2$ test
- Scatterplots and Correlation
  - Correlation does not imply causation.
- Simple Linear Regression

Suggestions:

- Review all course materials (lecture notes/videos, assigned readings, homework assignments, exams).
- There are no previous comprehensive exam questions to review for this course. The best approach is to review homework assignments and exam questions to prepare for the comprehensive exam question. In particular, be able to use Excel to create graphs and charts, calculate descriptive statistics, and conduct the statistical tests listed above.
- It is not likely that the appropriate statistical test you must use will be explicitly stated. Understand when each statistical test is used, how to conduct each test, and how to summarize the result using the test statistic (if appropriate) and a p-value.

Previous 885 questions:

Fall 2014 will be the first time that SSE 885 has been on the Comp Exam so no previous questions are available at this time.

SSE 833 - Legislation and Legal Compliance (Tom Schneid)

Welcome again to the SSEM Comprehensive Final Examination Study session. My name is Tom Schneid and I have been your instructor for SSE 833 - Legislation and Legal Compliance.

First, there is absolutely no substitutions for study time. I know we are all very busy and things come up at work and at home which can derail our study intentions. I would recommend a minimum of a week for review and study for each core course. In essence, six weeks in total before the examination. Second, the questions are usually broad in scope testing your overall knowledge acquired from the specific course... You don't need to memorize details. Many of the questions, as can be seen from the study materials, are hypothetical situations where the professors expect you to apply the knowledge you gained in the class to a real world situation. You need to have a firm grasp on the theories, concepts and ideas which were discussed in your class. Ok, let's take a look at SSE 833 - Legislation and Legal Compliance. This class focused on your understanding of the OSH Act, OSHA requirements and standards, development of
compliance programs and legal rights and responsibilities under the OSH Act. We covered a substantial amount of material in this class however please remember to review your assignments and discussions. Are you able to design a program to prepare for an inspection by OSHA? What are your company’s rights and responsibilities? Individual rights and responsibilities? How do you find and interpret an OSHA standard? How do you design and develop a compliance program to meet all of the requirements of the specific standard? What is the appeal process if a citation is received? What are your company’s appeal rights under the OSH Act?

**Let’s look more specifically at the major issues addressed in our class:**

- Occupational Safety & Health Act
- State plan states
- General Duty Clause
- OSHA Enforcement
- OSHA Requirements
- Employer rights
- Employee rights
- Designing and managing a safety program
- Criminal sanctions under the OSH Act.
- How to develop a compliance program.
- OSHA citations and monetary penalties
- Appeal rights and procedure up to and including the OSHRC
- Liability for corporations and individuals
- Other laws which impact the safety function including ADA, WC, etc.

As identified earlier, the question will be broad in scope to permit you to identify the issues and apply your knowledge from our class to the situation. Please remember to address each and every issue posed by the question and provide a detailed response to each issue. For SSE 833, it is important that you review past questions which are provided in this Study Guide. I would highly recommend that you “test yourself” by selecting a question and writing a response to the question. Please provide specific attention to the issues, your response and the time in completing the response.

Remember, you will not have any resource materials with you in the examination. If you need to remember specific items, such as the required elements of a compliance program, I would recommend writing them down immediately after the exam starts. Additionally, if the question is substantially complex, I would recommend that you outline your answer before starting to write to ensure that you have everything covered in your answer.

The comprehensive final examination is your one last 'hurdle' before graduation and the instructors simply want to ensure that you have a firm grasp on the materials from the courses. Don't Worry. Don't stress out....You know the materials or you would not have made it through the classes. Just refresh your memory, try a few of the past questions for practice and you will be ready!
Congratulations! You have been selected to present at the upcoming World Safety Senate Conference in Chicago on the topic of OSHA inspections. Specifically, you have been asked to address what a safety professional should do to prepare for an OSHA compliance inspection as well as the steps involved in a compliance inspection from the “knock on the door” through the citation appeal process with the OSHRC. Please OUTLINE each step in this process AND BRIEFLY EXPLAIN each step identifying the IMPORTANT ASPECTS of each step in your outline (No Powerpoints). You have been provided 45 minutes for your presentation.

SSE 833 - Question

You have been hired as the safety director at XYZ Corporation which manufactures widgets for the international market. You employ 1000 employees working 3 shifts. On your first day on the job, you review the OSHA 300 logs for the past 2 years and find the following information:

<table>
<thead>
<tr>
<th>Injuries/illnesses</th>
<th>Recordable</th>
<th>Lost Time Case</th>
<th>Lost Time Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lacerations</td>
<td>42</td>
<td>7</td>
<td>45</td>
</tr>
<tr>
<td>Backs</td>
<td>5</td>
<td>5</td>
<td>230</td>
</tr>
<tr>
<td>Sprain/strain</td>
<td>29</td>
<td>14</td>
<td>126</td>
</tr>
<tr>
<td>Unconscious</td>
<td>2</td>
<td>2</td>
<td>56</td>
</tr>
<tr>
<td>Fatality</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Hearing loss</td>
<td>5</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

(1) Please identify and explain the FIRST program you would put in place at XYZ Corporation.
(2) OUTLINE your first compliance program and explain in detail each and every element of your program.
SSE 833 - Question

Congratulations! You have been selected to serve on the President’s new commission on worker’s safety. The President has tasked the commission in identifying areas and issues which are NOT already addressed in the current OSHA standards and DRAFTING proposed standards for possible inclusion in the OSHA standards. Please IDENTIFY ONE (1) workplace safety issue which does NOT currently possess a specific standard (1 page or less) AND please OUTLINE the elements of your proposed standard addressing this issue.

SSE 833 – Question
Question:

Congratulations! You have been selected to serve on the President’s new commission on worker’s safety. The President has tasked the commission to review and evaluate the current OSHA inspection procedures as well as the current OSHA penalty schedule. To accomplish these tasks, please OUTLINE the standard “steps” in a typical OSHA inspection, up to any appeal to the OSHRC and BRIEFLY DESCRIBE each step (no more than 1 paragraph per step). Additionally, please provide an EXECUTIVE SUMMARY of no more than 2 pages describing the current OSHA monetary and criminal penalties for the various levels of violations as well as your thoughts and ideas as to how to improve this system.

SSE 865 – Auditing (Scotty Dunlap)

There are a few suggestions for studying for SSE 865. Upon review of the past comp questions you will find a general pattern of questions and information you are expected to know with respect to the scope, objective, and various activities needed to be performed within each of the three stages of an audit, which are pre-audit; on-site audit, and post-audit. You must know these stages and activities within each stage.

You must remember that the course was generic in nature, in that, although the three stages are present in any audit, each audit is unique. Therefore, the scope and the activities within each stage must be modified to fit the situation, such as whether it is an environmental, safety, or security audit.

One common denominator of all audits is to ascertain whether situations exist that could be in regulatory non-compliance or operating below a certain minimum management standard. The end result of all audits is to provide the audited organization with recommended corrective actions which can mitigate either the occurrence or reoccurrence of an event that could lead to litigation, fines, and possibly imprisonment. Keep this in mind when answering certain questions.
You should notice that virtually all previous exam questions were centered on the issues just mentioned, including definitions and personal interpretations. You can expect to continue to see very general questions and not ones necessarily situation specific. The exception would be if you were asked to develop a set of hypothetical audit instrument questions, a specific scenario would have to be provided and specific questions developed. Do not forget the necessity of including a corrective action tracking record for each area requiring action.

A written audit program is a critical component of auditing. You should review all of the section that would be included in a written audit program and what information would be included in each section. This would include such things as scope, objectives, auditor selection and training, and many other issues. Be prepared to discuss the sections of a written audit program and what would be in each section.

In most of the recent classes, either a mid-term or final exam was given that closely approximated old comprehensive exam questions. These would be a good review source in addition to your class notes, quizzes, and homework assignments.

**Previous 865 questions:**

**SSE 865 Question**

Part One

You have been hired into an organization that currently has no Audit Program and you are the Safety Manager responsible for 20 plants across the United States. You have convinced upper management of the need to address this issue. Before moving forward, your supervisor (Vice President of Operations) has asked you to draft a written Audit Program to be reviewed. Describe the key elements that you will include in your written Audit Program. This question refers to your comprehensive written program, not the written audit document. Identify each component and describe it in detail.

Part Two

When examining the audit process as a whole, there are three key phases of the process. Describe each phase and what activity you will engage in throughout each phase. Be specific as to what each phase is designed to accomplish and what activities must be conducted to achieve the objectives of that phase.
SSE 865 - Question

Instructions: Answer questions A - I below regarding Loss Prevention and Safety Auditing. In answering A - I restate the question (type it in BOLD) and answer the question(s) directly beneath.

One general definition of an Environmental, Health and Safety Audit is that it is an “objective, systematic, documented, and periodic program for the verification and identification of facility operations and practices related to meeting regulatory standards and minimum company performance.” It has been reiterated by many professional Loss Prevention, Environmental, Health, Safety and Security auditors that the task of preparing for and performing a safety and health audit requires much more attention to detail than first meets the eye because of the ever-evolving nature of the audit process. To put together the audit requires the selection of the proper team members, proper communication with the industry/business to be audited, in addition to a well-developed audit instrument capable of measuring and reporting the desired audit information. The need for timely follow-up and assurances that any serious problems uncovered have been resolved is one of the final steps of an effective and efficient audit. With this as a brief general overview:

A. Explain the primary purpose of any Environmental, Health and Safety audit.

B. What is meant by (1) the objective of the audit; and (2) the scope of the audit? I need 2 distinct answers - one for the objective and one for the scope.

C. The auditing process involves several steps or tasks contained within each of three distinct phases: the Pre-Audit Preparation (Phase I); the actual audit (Phase II); and the Post-Audit (Phase III). Briefly list and explain what tasks are required in each phase.

D. Loss prevention, environmental, health and safety audits are prompted or required for both proactive (pre-loss) and reactive (post-loss) purposes. Explain the differences between the two.

E. Root-Cause Analysis can assist the audit team in finding the source of a regulatory deficiency. Explain what is meant by Root-Cause Analysis and briefly outline the process of utilizing such an analysis.

F. An audit instrument is often referred to as a “checklist” and a guide for arriving at recommended corrective actions. List the elements that are normally contained within the audit instrument. Why is a checklist needed?

G. In selecting audit team members, what is the primary characteristic, other than an expertise in the area being audited, would you look for? WHY?
The final audit report must contain recommendations and suggested corrective actions. What are the possible consequences of not implementing the recommendations?

I. What purpose does a self-evaluation of the audit serve?

SSE 865 – Question

One general definition of a Safety, Security, and/or Emergency Management Audit is that it is an “objective, systematic, documented, and periodic program for the verification and identification of facility operations and practices related to meeting regulatory standards and minimum company performance.” Audit programs are typically designed to meet one or more of the following objectives:

- Assuring compliance with regulations
- Determining liabilities
- Protecting against liabilities for company officials
- Fact-finding for acquisitions and divestitures
- Tracking and reporting of compliance costs
- Increasing Safety, Security, and Emergency Management awareness
- Tracking accountability

It has been reiterated by many professional Safety, Security, and Emergency Management auditors that the task of preparing for and performing an audit requires much more attention to detail than first meets the eye because of the ever-evolving nature of the audit process. To put together the audit requires the selection of the proper team members, proper communication with the industry/business to be audited, in addition to a well-developed audit instrument capable of measuring and reporting the desired audit information. The need for timely follow-up and assurances that any serious problems uncovered have been resolved is one of the final steps of an effective and efficient audit. With this as a brief general overview:

SSE 865 – Question

1. You have been hired into an organization that currently has no Audit Program and you are the Safety Manager responsible for 20 plants across the United States. You have convinced upper management of the need to address this issue. Before moving forward, your supervisor (Vice President of Operations) has asked you to draft a written Audit Program to be reviewed. Describe the key elements that you will include in your written Audit Program. This question refers to your comprehensive written program, not the written audit document. Identify each component and describe it in detail.

2. You have made a recommendation to upper management to initiate an Audit Program. Your written Audit Program has been approved and you are now able to move forward with drafting the audit document. Describe in detail:

   - What software tool you will use to develop the audit document
   - Why that tool is most appropriate for your application
• How you will design the audit protocol within the software
• Your scoring methodology and justification
• Strategy for designing it in such a way that it will be intuitive to a Plant Manager

3. Upper management has reviewed your written Audit Program and your written audit document. They have approved both items and you are now prepared to conduct your first pilot audit to test the process. Describe the three key areas in which you will audit the plant and how you will go about auditing each area.

4. You have conducted your first audit and you have validated the usefulness and value of the audit document. You have also found that your written Audit Program needs no significant revision based on the pilot audit experience. However, you have realized that auditing each of your 20 facilities this year is beyond your ability in relation to your other job responsibilities. You have identified the need to incorporate other people to help you conduct audits. Please describe:

   • Who you will recruit to become part of your Audit Team and how you plan to justify that choice to upper management.
   • The qualifications that you will seek in potential auditors
   • The complete process that you will use to train auditors and your justification for selecting each step in the training process.

5. When examining the audit process as a whole, there are three key phases of the process. Describe each phase and what activity you will engage in throughout each phase. Be specific as to what each phase is designed to accomplish and what activities must be conducted to achieve the objectives of that phase.

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**SSE 826 – Emergency Prep/Response (Fred May)**

**Comp Exam Study Guide - Note from Dr. Fred May**

Welcome to the SSEM Comprehensive Final Examination Study Session. My name is Fred May and I have been the instructor for several of you in SSE 826. I will discuss with you the central themes of the core course that I teach, SSE 826.
The textbook, Emergency Management Handbook, by Kay Goss et al. is a comprehensive introduction to overall emergency management, emphasizing preparedness and response. It was written in 2007 and has timely references to the programs of the Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA). Interestingly, it also has a local government focus which is important because most emergency management happens at the local levels of government. The textbook, and course, both have primarily a public sector focus, explaining how government prepares for and responds to emergencies. The textbook also includes adequate treatment of private sector management of emergencies.

My professional background is in public sector emergency management, but I also serve on the Kentucky Private Sector Working Group (PSWG) for the Kentucky Division of Emergency Management (KYEM). As such, I am knowledgeable in the role and importance of the private sector in helping communities get back on their feet again.

To prepare for the comp exam question for SSE 826, think globally about a community preparing to respond to future disasters that it may face. The emergency manager needs to consider many questions in preparing his/her community for such events. Put yourself in his/her shoes about how to make the community safe, responding both at the impact area (Incident Command Post = ICP) where the Incident Command System (ICS) is implemented and at the Emergency Operations Center (EOC) where resources needed throughout the community are obtained and provided, as needed. This is the ultimate coming-together of the content of the textbook, plus the inclusion of my knowledge and experience about emergency management.

If you can speak to the issues and requirements of a local government emergency manager planning and exercising to prepare his/her community to respond to an emergency event, using the content of the text and lectures, you should do fine. Having completed the SSE 826 course, you should reflect on what you learned globally and what you now know to do.

Be aware that the EKU Graduate School indicates that graduate courses should contain applications of the principles and tools of critical and creative thinking. These are the Paul and Elder principles and tools, and SSE 826 does require these applications. The SSE 826 comp exam question will require that application in its answer. Thus, brush up on the eight (8) Elements of Thought, and the Intellectual Standards (especially “Clarity”) to be able to address the posed question. In other words, it is not enough to give a direct answer to the question but to also explain in your answer about Purpose, Information, Interpretation, Concepts, Assumptions, Implications/Consequences, and Points-of-View. Also, relative to clarity, once you have stated your thought (answer), be sure to adequately elaborate, exemplify, and illustrate your answer, by saying things like “to elaborate…”, “for example…”, and “it is like…”. Be able to ask and answer Type 1 and Type 3 questions, remembering that a Type 1 question requires only one knowledge system to answer it, having only one answer (Example: what is my population?), and that a Type 3 Question requires multiple knowledge systems to answer it and has multiple answers (Example: Why do I want to protect my community?) This effort places you into deeper explanation, considering all things in the content of your answer. If you need to review these principles and tools, go to the website of the Foundation for Critical Thinking.
It is possible that some of you took SSE 826 in a prior iteration. I am certainly flexible in accepting answers that reflect what you learned in that prior iteration. In this case, you should still be able to answer the question based on what you learned previously about preparedness and response. Be sure to explain briefly about the nature of the SSE 826 course that you took and the perspective that course gave you relative to the question. Then do your best to answer the SSE 826 comprehensive exam question. I will be able to score your answer based on your perspective. You might also obtain a copy of the current textbook from one of the more recent students to scope out the contents, main concepts, and approaches to preparedness and response.

**Previous 826 Questions:**

**SSE 826 – Question**

Congratulations! You have just been appointed the chair of the new Private Sector Emergency and Disaster Preparedness Committee for FEMA. You committee had been tasked with developing a format for emergency and disaster planning which would be recommended to all private sector employers. Please OUTLINE your recommendations for each and every component of your emergency and disaster plan and explain the need for this component within your format or plan.

**SSE 826 – Question**

You are the safety director for XYZ Manufacturing Corporation. Your company possesses 50 manufacturing facilities around the world and employs over 20,000 employees. You have manufacturing facilities on every continent and ship your products worldwide.

In your recent board meeting, the chairperson requested that you provide a brief presentation addressing the “potential risks to the operations” and the “key elements” of an emergency and disaster preparedness plan which all facilities should have in place. PLEASE OUTLINE AND EXPLAIN EACH OF THE POTENTIAL RISKS. PLEASE OUTLINE AND EXPLAIN THE KEY ELEMENTS WHICH SHOULD BE CONTAINED WITHIN ALL EMERGENCY AND DISASTER PREPAREDNESS PLANS.

**SSE 826 Question**

Based on the textbook and lecture information you received when you took SSE 826 Preparedness and Response, explain how you would implement preparedness and response actions during an emergency. Provide five examples.

**SSE 826 – Question**

You have just been hired as the safety director at the new widget facility which employs 1000 employees located in (Your City) in the state of (Your state). Before you are even able to unpack your boxes, your boss comes into the office and informs you that the board of directors needs an EXECUTIVE SUMMARY of the reasons why Widget, Inc. should develop and implement an emergency and disaster preparedness plan at the facility. Additionally, your boss requests that you also assemble an OUTLINE of the required elements of an emergency and disaster preparedness plan. Please provide you EXECUTIVE SUMMARY and OUTLINE.
SSE 827 – Issues in Security Management (Norm Spain)

The different topics in the course readings and discussions can be synthesized into a few core competencies. These are common competencies of security operations managers for private and public organizations who are responsible for protecting the organization’s assets, i.e., people, property, information, and reputation.

The comprehensive exam uses an applied case study model. Students are provided basic case facts that set the foundation for analysis. Using this foundational information you will be asked to address typical security issues that require you to apply a professional working knowledge of the core competencies.

In preparation for this examination you need to evaluate your preparedness in the following core competencies.

- **Risk/Vulnerability Assessment**: Can you explain how to conduct a security risk vulnerability assessment? Can you apply the facts of a case study to the process? You must follow a recognized and commonly available risk vulnerability model such as: ASIS International General Security Risk Assessment or Risk Analysis and Vulnerability Assessment (RAVA). You may use a different recognized, publically available model in your analysis provided you properly cite it and use it appropriately. The focus of your effort should be on the process you will follow with reasonable application to the conditions described in the case study.

- **Physical Security**: Can you explain the principles of physical security, e.g. layered security and CPTED, and the components of a balanced physical security program, e.g., personnel, security hardware and technology, and security policies and procedures? Can you apply this information to develop a reasonable, cost effective physical security program responsive to case study facts? Note, in light of the “reasonable, cost effective” requirements avoid the temptation to recommend excessive security and subsequent unnecessary cost for the degree of risk.

- **Personnel Management**: Can you explain how to properly staff and develop security personnel? Can you justify your decision to use proprietary security officers, contract security officers, or hybrid staffing model? Can you make reasonable recommendations on how to handle difficult and non-performing employees? Can you apply this information to develop a appropriate to case study facts?

- **Fiscal Management**: Can you explain how to develop a security department operational budget? Can you develop a reasonable budget for a security program appropriate to case study facts?
Updated October 2014

- **Security Problem Solving:** Can you synthesize your knowledge and use it to develop security programs to address specific problems such as workplace violence and employee theft?

**Special Notice:** You are expected to adhere to the basic rules of written communication. Papers that are poorly organized and/or contain multiple grammar and/or spelling errors will receive an unsatisfactory evaluation.

When the time arrives for the exam, I hope you are prepared and write a quality paper that reflects your professionalism.

**Previous 827 questions:**

Fall 2014 will be the first time that SSE 827 has been on the exam so no previous questions exist.

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**SSE 822 – Workers’ Compensation and Labor Law - Dr. Barry S. Spurlock, CSP**

It has been said that the key to mastery is the ability to make distinctions. Being able to distinguish circumstances that may make a particular workers’ compensation claim compensable or not is, as you likely expected, a focal point of this portion of the comprehensive examination. Students should be able to analyze a hypothetical situation, and then:

- apply the legal theories covered in class to reach a conclusion regarding compensability;
- explain the administrative framework and steps to filing and resolving disputes with the claim; and
- Identify one or more labor law pitfalls that may exist in managing the workers’ comp claim.

Students should be intimately familiar with the two-prong test for compensability, as well as the various doctrines (or “lines” according to Dr. Schumann and the Larson text), concerning compensability. Students should not only “be intimately familiar” with the two-prong test and associated doctrines, but should be able to articulate the test and doctrines in an essay analysis. Students would be well served to study cases and scenarios involving: pre-existing medical conditions; injuries/illnesses of uncertain origin; detours in travel; dual purpose trips; personal comfort doctrine; as well as horseplay or other misconduct. One excellent strategy for preparation is taking a case, and then listing facts or circumstances that would have changed the outcome of the case.
In addition to understanding compensability, students should have a **basic** understanding of the administrative law framework through which claims and disputes involving workers’ compensation benefits are resolved. Students should be prepared to explain, in general terms, the basic steps that will take place in filing a claim, and the role a particular state’s workers’ compensation board (cabinet, department, etc.,) will play in resolving any disputes with the claim. Students should be able to demonstrate an understanding that workers’ compensation claims are handled according to state law that is established by a state’s legislature (statutes) and administrative body (regulations), and that administrative law judges preside over disputes according to the agency rules. In essence, students should be able to make general, broad distinctions between normal civil litigation (i.e., car accidents, slip-n-fall cases, etc.) and a workers’ compensation claim.

As SSEM professionals many times interact with labor unions and the employees they represent, or may be have to work in an environment where an organizing campaign takes place, knowing essential rights and liabilities with respect to the National Labor Relations Act is important. Students should be able to spot potential, **common** violations of employee rights if presented with a hypothetical situation, and explain what the employer’s rights are in a particular situation. Students are advised to review the various employee and employer/union rights as posted on the National Labor Relations Board’s website: [www.nlrb.gov](http://www.nlrb.gov). A review of these rights should complement discussions from class, and help students in spotting issues and articulating responses on the exam.

Again, the ability to distinguish operable facts and circumstances concerning compensability is key. Best of luck!

**Previous SSE 822 Questions:**

**SSE 822 Question**

You have been hired as the Corporate Safety Director for a large U.S. Corporation with 10 plants. The Executive VP of the company has asked you to personally train a group of new safety coordinators who did not attend Eastern Kentucky University and have never had a class in workers compensation. However, they will be handling Workers Compensation issues in the plants they will be assigned to after their initial orientation.

Obviously, of key importance is the 2 prong test of compensability. Please explain this is in complete detail including the terms – arising out of – and – in the course of – employment? Please also discuss the lines of interpretation and the types of risks associated with these tests. Do not forget to discuss issues such as:

1. Assaults and defenses; assaults from strangers; and assaults from labor disputes
2. Dual purpose trips
3. Deviations
SSE 822 – Question

Hypothetical Situation:

You are the Corporate Safety Director (or you can pick Security/ or Homeland Security Director) for your organization. You have held this position for 3 years. Your boss has asked for a meeting with you to discuss workers compensation issues within your department. He is very concerned about workers compensation costs within the organization. However, he is currently very concerned with the potential for tort litigation as he has heard about some employees who were injured on various equipment that other companies had in their plants.

Question One: Explain what you would say to your boss regarding the situation where one of your injured employees tried to sue the manufacturer of equipment that is used in your facility. Can this employee do this or are they prevented by the exclusive remedy provisions of the workers compensation statute in your state?

Question Two: In addition to the above issue, you know that your boss has no formal education dealing with the concepts and theories of workers compensation. He worked his way up the corporate ladder over the past 15 years with a background in manufacturing. Now that he trusts you, he has asked you to explain to him how workers compensation really works. What do those terms "arising out of" and "in the course of" employment really mean? Please explain these concepts in great detail, including the categories of risk, the lines of interpretation, and examples of each.

Question 3: Finally, there are three concepts that he doesn’t quite understand. One is dual purpose trips, another is the extent traveling employees are eligible for compensation when they get hurt while traveling, even if they are staying in a motel and eating meals late at night. Finally, what are mental-mental cases and how do they fit within the concept of compensable cases? What is the trend in these types of cases in most jurisdictions?
SSE 822 - Question

Hypothetical Situation:
You have just been hired as the corporate safety training director for the large Japanese conglomerate, Toyo Motors (the world’s largest automotive manufacturer). One of the areas that Toyo Motors has historically been concerned with is the safety culture in their American plants. As they have hired experienced managers from other automotive companies, they keep getting these individuals who do not understand the historical foundations and legal concepts associated with workers compensation in America— which greatly surprises the Japanese. The end result is that the American managers, while working hard at controlling costs, create a distrustful atmosphere in their workforce. Employees who are injured on the job are sometimes treated like lying thieves.

You have been asked to create a training script, to be used in all of the Toyo Motors American plants, to basically explain the workers compensation law history in America, how the system works and what the trade-offs are within the system, and what no-fault insurance means. At a minimum, also include in your training script the following concepts: “arising out of”, “in the course of”, “dual purpose trips”, the “positional risk doctrine”, “mixed risks”, idiopathic falls, and the compensability of “heart attacks.”

Write your training script below and do not forget your introduction.

SSE 822 - Question

Part 1. You have been the Loss Control Manager for XYZ Widget Corporation (North-East Division) for the last 3 years. The Corporate Loss Control Manager has asked for a meeting with you. He is very concerned about workers compensation costs within the corporation. Fortunately, your division has been the shining star with the corporation. He wants to know why your plan, the one you set forth 3 years ago has been so successful. He has heard that, unlike the other plants in other divisions, you attend all WC hearings and the employees have no resentment of your or your staff (again, unlike the other plants). Fewer employees are actually filing claims through lawyers, as they are working out deals with your WC carrier.

How has this been accomplished? What would you tell him your approach has been to achieve these results?

Part 2. Your boss has admitted to you that he no formal safety education background. He worked his way up the corporate ladder over the past 15 years. He has also quietly asked you about 2 workers compensation issues he heard about at an executive conference. They are “arising out of” and “in the course of”? He really didn’t understand what these 2 concepts mean and whether they apply to all of XYZ’s plants throughout the nation because each state has different workers compensation laws. He has also knows that the company recently paid out large sums for a situation where an employee was injured playing basketball during break time. This (the installation of the basketball hoop and court) was a concept that he implemented along with the plant manager to improve morale.
Please explain these two phrases (“arising out of” and “in the course of” employment ----in great detail, using this injury situation as a template for the basic discussion. Point out some of the other issues that can arise with these two concepts.

SSE 815 – SSEM Administration (James Pharr)

SSE 815, SSEM Administration’s Student Learning Outcomes are focused on administration of programs within a company or situation. It is our management/leadership class for those in SSEM. The question addresses your ability to examine a hypothetical situation and tell us how you would handle it based upon what you have learned in this class. Answer considering the perspective of the long standing management theories (classic theories) and with teachings of more modern management gurus you have read about or read one of their books. You will apply these theories to handle the situation, while considering your personal management/leadership approach. I expect the answer include information of how you compare and contrast various theories for the particular situation and discussion justification for selecting method(s). You are addressing your answers to upper management, therefore they must know and understand that you are not just spouting platitudes and shooting from the hip but are referencing from some expert in management theory about how you might handle a particular situation. Usually once you’ve gained experience and your manager's trust, your own opinions without any support can carry without any discussion; however as situations change, regardless of experience we are often required to reestablish trust. We recommend that you study any outlines of the chapters you made from the textbook. Know in detail the concepts of planning, organizing, leading, and controlling. Be very familiar with at least two well know management guru to whom that you can site their approach to any given situation and cite their works within discussion. You may chose against their method, however describe why methods are not selected as well as telling why others are chosen.

SSE 815 Student Learning Outcomes

1. Apply various administration structures to situations and simulations.
2. Describe and compare interaction and communication methods and dynamics within organizational structures that involve employees.
3. Analyze various factors that influence organizations in their management structures and methods.
4. Evaluate and justify chains of command as depicted in organization charts for various functions and organizations.
5. Evaluate internal and external influences such as technology and environment that influence/affect organization culture and management preferences.
6. Assess interactions of production, sales, procurement, and technology relative to management and leadership of safety programs within an organization.
7. Propose and/or support personnel practices as they related to administration of a loss prevention, safety, security or emergency management department.
8. Describe and justify the budgeting process in managing a safety, security, or emergency management department.
9. Compare and contrast various management theories which are utilized in management and leadership.

Previous SSE 815 Questions:

SSE 815 Question

You have been hired by a Colonel Manufacturing and Sales (the Colonel) that has four (4) manufacturing and sales locations, each in a different geographical region of the United States. The smallest facility employees around 200 people, the largest has about 500 employees. Each facility has a management team including a site safety manager. Recently the company has experienced a spike in reportable injuries and accidents in the two largest facilities. Corporate management is perplexed about this and is intent on reducing numbers of incidents. Their concerns include paying OSHA fines and increased Workers’ Compensation claims.

Recently, very large penalties have been associated with citations for alleged violations of the standards on recordkeeping, machine guarding, housekeeping, air quality, and fall protection. You have been advised by the company representatives that they feel OSHA will next cite them for willful and repeat citations in the future if they don’t get the company in line.

Corporate management has scheduled initial meetings first you will be meeting the corporate safety director, who has informed the company that he will retire in two (2) years. You are also scheduled to meet with their chief legal counsel and corporate workers compensation director. Following this you decide the pathway for the Colonel.

Address the following issues and how you will approach each with three scheduled interviews noted above and in choosing your path to achieve compliance.

Describe your management philosophy in this type of setting.

NOTE: Your management philosophy may or may not be based upon any published management “experts”, however compare and contrast it to at least two published management theories. Discuss those theories to support your approach (theories/philosophy), then compare and contrast these individuals, your philosophy and why you believe your approach will work in this situation.

Discussion should include:

1. How you would initially approach the problems cited above?
2. How will your actions change with time?
3. What do you expect to accomplish in 1 year and in 5 years?

4. What management approach(es) would you employ to facilitate change.

5. Use modern management terminology in your answer (with definitions). Examples may include terms such as Six Sigma, MBO, benchmarking, PODC, organizational culture, behavior safety, MBWA, job enrichment, Kaizen, SWOT analysis, continuous improvement, mechanistic approach, Theory X & Y, etc...

A good response should compare and contrast at least 10 management methods discussed in your textbook.

**SSE 815 - Question**

You were hired just one (1) year ago as the sole safety coordinator for a local manufacturing company that produces stamped and welded parts for the automotive industry. You largest customer is Nissan North America/Nissan Mexico, who a couple of years ago was bought out by a large French corporation (actually they only bought the controlling interest in Nissan).

The new French majority owners of Nissan North American and Nissan Mexico, have announced plans to build new assembly plants in Mexico. They want most of their supplier base to move with them, but your Japanese parent corporation is unwilling to build a new plant in Mexico. In the past 10 years, sixty percent (60%) of your business has been with Nissan North America/ Nissan Mexico. You currently ship parts to several states and Mexico.

In the last 10 month, Nissan has been ordering fewer and fewer parts from your company. Your management believes they are phasing out your company because you refuse to build a plant in Mexico. They are also becoming highly critical of your quality control.

Therefore, you management has been downsizing the workforce and putting added pressures on production for quality and higher efficiencies. There is also a general recession in the automotive industry as new car sales are down. There is a rumor of a major downsizing in your company, although in the past 20 years, you have never had any major layoffs.

Management is also concerned about your safety department. They are concerned that employees will try to file more WC claims when they hear of the downsizing. In addition, your accident/illness rate has been steadily increasing over the past 2 years. With the reduction in the workforce over the past 6 months, you have seen a moderate increase in injuries and especially repetitive trauma cases (including backs).
During the past year, you have discovered that this company tries to be innovative in its management style and organization. Self-empowerment, self-autonomy, self-motivation and self-directed teams are the mantra of this organization. Unfortunately, you believe that much of this has actually been only lip service and there is still a safety culture that bends to the will of production. When money is tight, little or no money is spent on safety.

You have been asked to present to senior management what you think needs to be done to improve the safety in the plant and reduce costs. Expect senior management to question you on your approach and whether you have any support in the literature for the methods you would use. You should be able to describe 2 or more management guru’s you most admire and how they would approach this situation. In your answer, identify what you consider are the root problems, what your recommended approach would be, and outline what you would recommend to senior management to deal with their concerns, and discuss any management guru’s philosophy or approach that you might recommend to utilize to deal with this situation.

SSE 815 - Question

This is a Three (3) Part Question. Each part should correlate to the other parts.

Hypothetical:

You have recently graduated from EKU with a Master Degree in Safety, Security and Emergency Management. Because of this achievement, you have also been hired as the new corporate safety manager for a large and long established multi-plant organization. This organization (called SEMO Corp. for purposes of this hypothetical) considers itself very stale with respect to safety and environmental concerns. Despite its efforts, its safety record continues to be above its industry average or accidents, occupational illnesses and lost time injuries.

You have also been told that because of any lack in improvement, senior management has terminated your predecessor and a number of first line supervisors for not fixing this problem. They have hired you to fix it. They readily admit that this is now a stressful situation, both at their level and yours. They desperately want a new safety culture, based upon sound management principles. They are open to new ideas and organizational structures. You are expected to provide them with a “game plan” for improvement within the next 30 days.

Part 1. Describe your thoughtful approach to addressing this situation, how you will go about determining what to do, what you will do, and the issues you feel need to be addressed (include your comments regarding planning, organizing, directing and controlling, as well as organizational design, leadership and communications in this section).
Part 2. What time frame do you need and why?

Part 3. What other management gurus can you suggest that may help with this problem and what would they provide to the solution? Present their detailed approach, recommendations or solutions to your problem.

SSE 815 – Question

You have been hired in one of the following positions (depending upon your option area):

1. Corporate Safety Director
2. Director of Homeland Security in State (X)
3. Corporate Director of Security

Your moderately large organization is currently in a huge budget crunch, partly due to poor management and partially due to the current national economy. The structure of your organization and your department are undergoing scrutiny by your superiors. Given your moderate staffing needs and budget, defend why your department should not (which is your stated position) receive any reduction in force layoffs or budget reductions. You can be creative with the facts of your organization.

However, in discussing your stated position, incorporate at least 12 of the following terms and theories (explaining and using the correct definitions of each):

1. Fayol=s principles of management
2. Benchmarking
3. Behavioral theories of leadership
4. Contingent workforce
5. Closed systems
6. Basic correlation action
7. Functional departmentalization
8. Planning, organizing, directing and controlling (PODC)
9. Management by walking around (MBWA)
10. Job enrichment
Finally, incorporate the theories of 2 management guru=s, with whom you are familiar, to support your position.