SSEM Comprehensive Exam Review
Study Guide
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.

In the afternoon it is NOT possible to return to any Morning Session question. No extensions of time are permitted. All exams must be submitted 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 of any kind 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 COMPENSATED FOR THEIR TIME BY
EKU.

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. Students will see a
grade of “IP” recorded for In Progress if they fail at least one question OR a grade of “S”
for Satisfactory if they pass all parts of the exam.

Note: The instructor that taught your core classes may have changed since you took
the class. The instructor that is currently teaching the course will be responsible for
writing and grading the exam questions. Content typically remains the same but
students may review the study guide below and email any questions to the current
instructor prior the exam.

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. Please be certain that you have turned in your
proctor form and that your proctor has been approved by Kim Chitwood by the deadline.

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 – sarah.morris@eku.edu)

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.

7. You are a safety manager for a small manufacturing firm and are responsible for providing mandated safety training to all line manufacturing personnel. Since you are a staff of one, you have contracted for an outside consultant to do a workshop on the latest government requirements. You have observed the first of ten session she is to deliver and it is apparent that though she is a subject matter expert, she is not effectively presenting the material to the employees. Her straight lecture style has caused many of the participants to fall asleep or tune her out. Before you continue to pay this consultant for the remaining sessions you would like to determine if her training sessions are beneficial. Discuss a strategy to research the effectiveness of the safety training provide by the consultant. Describe in detail the research design, sample selection, data collection, ethical issues, and how you will present the results and overall conclusions.

8. Design a research project using a public program or policy problem with which you are familiar. Make sure to discuss the following in the context of a specific research project:
- defining the research question and selecting the appropriate research design
- types of data to be collected and special problems and properties of the data
- analytical methods to be used and special reliability and validity issues related to these methods
- if you plan to use survey research, be sure to cover questionnaire preparation, sampling, and interpretation of survey results
- if you plan to use secondary data sources, be sure to cover issues involved with using administrative data defining and discussing policy implications of your research
9. The way in which data is collected when conducting a research study is important. Compare and contrast the objectives, strengths, and weaknesses of nonrandom sampling procedures versus random sampling procedures in conducting empirical research in Safety, Security, and Emergency Management. Address in your response issues of generalizability, practicality, and ethics. Describe a practical situation where one sampling procedure or the other may be most appropriate.

10. Collecting the appropriate data can present a significant challenge when conducting research. Outline a specific research question within the context of a practical research project. Describe what data you will collect, how you will collect that data, and how you plan to analyze the data and present research findings. Be sure to identify potential sources of bias, ethical considerations, and any limitations of your study methodology.

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.

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**SSE 885 Quantitative Analysis in SSEM**

*(Sarah Morris – sarah.morris@eku.edu)*

**Topics to review:**

- Presenting data with graphs and charts
- Descriptive statistics
  - Mean and standard deviation
  - Median and range (maximum and minimum values)
- Hypothesis testing
  - Two-sample problems
    - Independent samples t-test
    - Paired t-test
  - 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:

You attend a professional presentation on sedentary work (job positions occasionally lifting no more than ten pounds and sitting with occasional walking and standing) and obesity. The presenter surveyed 30 people (15 men and 15 women) from the Richmond community regarding their hours of sedentary work, weight, and eating habits. He calculated a correlation ($r=.21, p<.05$) between participants’ weight and the number of hours spent in sedentary work. He also reported that the mean weight for men was 264 pounds (SD=8.43) and the mean weight for women was 189 pounds (SD=1.57). He does not conduct a hypothesis test to determine if the difference in weight is statistically different among men versus women. The presenter concludes the presentation by stating that sedentary work causes weight gain in Richmond citizens and that men in Richmond weigh more than women in Richmond.

a. What is wrong with the presenter’s conclusions?
b. What does the difference in the sizes of the standard deviations for the mean weight among men and women indicate?
c. Why is it important to always report a standard deviation when reporting a mean?
d. What limitations were present in the methodology of the study?
e. What specific recommendations do you have for improving the study?

SSE 885 Questions

1. Often researchers analyzing policy or programs discuss the statistical significance of their findings. What does “statistical significance” mean? What is the role of statistical significance in policy and program evaluation? When is it appropriate? When is it not appropriate? What are the strengths and weaknesses of relying on statistical significance in making policy recommendations? Be sure to discuss Type I Error, Type II Error, significance level alpha, p-values, and power.
2. You attend a professional presentation on workers’ compensation claims. The presenter looked at 15 incidents that lead to workers’ compensation claims at one manufacturing facility in the Central Kentucky area. He calculated a correlation (r=.32, p<.05) between years of experience and number of reported injuries of the 15 employees. The presenter concludes the presentation by stating that older workers (those with a higher number of years of experience) should be targeted by safety professionals in the US for training as they are more likely to be involved in an incident leading to workers’ compensation claims.

a. What is wrong with the presenter’s conclusions? What limitations were present in the methodology of the study?

b. What specific recommendations do you have for improving the study?

3. Fall 2015 Question -

Refer to the attached peer-reviewed journal article and answer the following questions:


1. What was the main objective of this study?
2. Who were the study subjects?
3. Where was this study conducted?
4. What is the main outcome of this study? To whom do the authors generalize these results?
5. Discuss strengths and limitations of the study.
6. If you worked in a related industry in the Central Kentucky area, would you make recommendations for change upon reading this study? If so, what would those changes be? If not, why?
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!

**Previous SSE 833 questions:**

**SSE 833 – Question**

You are the safety director for XYZ Corporation. Your company currently has three (3) locations in Georgia, Texas and Ontario (Canada) and will be adding a new facility in Kentucky. As a result of your expansion, your boss has asked you to develop an OUTLINE and a BRIEF EXPLANATION of the activities which your current and new operations must follow in PREPARING for an OSHA inspection as well as “what happens after the inspection if we need to appeal a citation up to the highest court.” Additionally, your boss asks that you address any “unique features” which may be different among and between the facilities, such as Kentucky being a “state plan state.” Please OUTLINE AND PROVIDE A 1-2 SENTENCE EXPLANATION for each activity or element.

**SSE 833 Question**

Congratulations! You have been promoted to the new corporate safety position with your organization. In preparation of the upcoming corporate safety summit meeting, your CEO has asked you to develop a one (1) hour presentation for the management team titled “Everything You Need To Know About O.S.H.A.” More specifically, the CEO has asked you to address proactive measures, company and employee rights, O.S.H.A. inspection procedures, citation requirements, appeal procedures and defenses to proposed violations. Please OUTLINE each element of your presentation and EXPLAIN each element of your presentation. Please do NOT use PowerPoint.

**SSE 833 Question**

You have just been hired as the safety professional for XYZ Corporation. On your first day on the job, your boss comes into your office to welcome you and also hands you a large envelope addressed to your company. You open the envelope and identify an O.S.H.A. citation document with fourteen (14) alleged violations and a proposed penalty
of $325,000.00. Your boss stated she received this envelop last week and was waiting for you to start so you can address this issue.

Your boss identifies that there will be a meeting tomorrow to address the issue(s) and directs you to prepare an OUTLINE of the key points to address/appeal the citation(s) and possible defenses. She states that the management staff “has no knowledge” of how to address these citation(s) and requests that each and every point/issue be explained in 1-2 sentences. The OUTLINE should include, but not limited to, the possible options, appeal procedure, possible defenses and other pertinent aspects of the appeal process as well as your recommended course of action.

SSE 833 – Comprehensive Final Examination Question

Congratulations! You have just accepted the position as the safety director for XYZ Corporation. On your first day on the job, the President of XYZ Corporation calls you to her office and hands you an OSHA citation identifying 25 alleged violations and a proposed penalty of $300,000.00 which she signed for early in the day. **Question 1:** The President wants to know her options as to how to address the current citation. **PLEASE IDENTIFY AND EXPLAIN AT LEAST TWO (2) POSSIBLE OPTIONS.** **Question 2:** The President requests that you provide her an OUTLINE AND BRIEF EXPLANATION identifying the steps involved in an OSHA inspection including, but not limited to, the reasons for inspections, what happens when OSHA knocks on the door and the process up to and including an appeal of a citation.

SSE 865 – Auditing

(Scotty Dunlap – scotty.dunlap@eku.edu)

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**

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 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

2. 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.

3. 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.

4. 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**

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 826 – Emergency Prep/Response

(Barry Spurlock – barry.spurlock@eku.edu)

This supplement is provided to help both the students who have taken SSE 826 in the format and content prior to the Fall 2015 course redevelopment, as well as those students who may have taken the Fall 2015 online or campus redevelopments of SSE 826. The Fall 2015 redevelopment of SSE 826 made the course more safety-centric, and had students presume the role of a safety professional in guiding and developing emergency actions and responses plans for a particular organization. The prior iterations of the course placed the student more in the role of a community/municipal/state agency with respect to preparedness. Indeed, there is overlap in both approaches and the exam considers this overlap.

One part of the exam will ask a discussion question that is general to both versions of the class. Then, students may choose a question approached from the community/county/city/state, etc., emergency response agency perspective, or one that is approached more from a safety professionals’ standpoint for a particular organization. This approach helps accommodate students taking both versions of the course.

Students taking the Fall 2015 versions of SSE 826, should not be alarmed by instructions in the previous study guide that refer to a text by Goss. While that text may prove helpful to those taking the old version of the class, it is not necessary for success on the comprehensive examination.
**Study Tips:**

Regardless of which version of SSE 826 a student may have taken, she or he should be familiar with the various, prominent national standard(s), federal regulation(s) (i.e., OSHA, EPA, or other Homeland security regulations), statute(s) and/or federal agency guidelines (FEMA, etc.) that serve as fundamental guidance documents for emergency preparedness. In familiarizing oneself, a student should be proficient at knowing the professional agency that develops/promulgates the standard/reg; 2) who it applies to (its primary audience); 3) why it is important; and 4) what assistance it provides to those who follow it.

Students should focus on being able to articulate a systematic process/approach to emergency planning as well as key considerations in developing emergency action and response plans for communities and/or organizations. Students should be prepared to apply what they know to hypothetical situations that may require them to think and explain how they would approach and solve a challenge with respect to emergency planning.

**Previous 826 Questions:**

**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 826 Question

You have just interviewed for a job to become the new emergency manager for a community (population 60,000). Part of the interview had to do with your ability to ask essential questions (questions essential to your success in community preparedness) and find answers to those questions. You were asked to state ten essential questions that you would need to ask and answer to assist you in better preparing this community for emergencies. Five of these questions must require only one answer; such as, what was the most recent emergency to face this community? This question would require only one answer (category of knowledge is History). Five of these questions must require multiple answers each; such as, why is it important to prepare this community for an emergency? This question would require multiple answers; provide multiple answers. State and answer your ten questions (five with single answers and five with multiple answers), also indicating the kinds/categories of information you would need to answer each of them (history, demographics, economics, psychology, climatology, sociology, etc.). Thus, in this comps question, you must provide each of your ten essential questions and associated single or multiple answers, plus provide for each answer the kinds/categories of knowledge required to answer that question. List these as: 1) One Answer Questions (provide 5 requiring only one answer each; plus knowledge category), and 2) Multiple Answer Questions (provide 5 requiring multiple answers; plus knowledge categories).

Be sure to write with clarity, both in your written expression (how clearly you express your thoughts) and in the organization of your content (how well you organize your content). Use correct spelling, punctuation, paragraphs with headings, bullets, bolded and underlined print, etc. This is for organizational clarity. Points will be lost for poorly expressed or organized content. Points can also be lost for asking irrelevant or illogical questions. Remember that you are asking and answering "essential questions" that an emergency manager would ask and answer to be able to better prepare a community for emergencies.

The Question:

How would you develop Phase 1 of an Incident Action Plan (IAP) for the following emergency?

The Scenario:

As the emergency manager for a medium-size community (population 40,000), you were just alerted to a train derailment on the outskirts of your community that has caused a substantial release of anhydrous ammonia into the area. Four railroad tanker cars are involved. It is Wednesday, March 18, 2015, and the event happened at 11:25 a.m.

Guidance for Answering This Question:
To answer this question, prepare a concise explanation of what you would consider/include/do to develop an Incident Action Plan (IAP) for Phase 1: Understand the Situation. The steps involved for Phase 1 are: 1) Gaining Initial Situational Awareness, 2) Establishing Initial Incident Priorities, 3) Developing the Action Planning Team, 4) Initiating Incident Action Planning, and 5) Conducting Incident Action Planning Meetings and Briefings.

Identify the considerations you would include/address in your planning for each of these Phase 1 five steps. Include in your answer terms like situational awareness, collection, analysis, dissemination, assessment, incident priorities, prevention, protection, mitigation, response, recovery, and other important terms you have learned; such as, hazard, threat, risk, vulnerability, loss, consequence and change. These are common terms taught in SSE 826.

Be concise, but do not be vague and provide examples of what you would consider.

Graduate students are expected to write with clarity. Points will be lost for lack of clarity. In developing your answer to this comprehensive examination question, give thought to clarity in your writing, using the SEE-I Tool for Clarity, as part of the Critical and Creative Thinking process.

SEE-I Tool: The SEE-I Tool for Clarity means to: 1) State your thought(s), 2) Elaborate on your thought(s), 3) Exemplify your thought(s), and Illustrate your thought(s).

Additionally, give much consideration to organizational clarity in your writing, using adequate paragraph organization, titles, headings, bullets, bolding, underlining, spacing, etc. Providing an excellent organizational framework will assist you in developing an adequate answer to this question.

SSE 826 Question


Most work that emergency managers do is based in federal, state, and/or local law. Emergency managers must be knowledgeable in an array of these laws to be able to perform their responsibilities.

One term that we hear often in emergency management is compliance. Emergency managers must be compliant with these laws and authorities.

Knowledge of necessary laws and applicable authorities provide many benefits relating to public safety during times of emergency.

EARNING AND LOSING POINTS: Be aware that in answering these questions and parts that earning or losing points will based on correct answers with clarity of thought and, also, organizational clarity. Organizational clarity refers to the effective use of paragraphs, titles, headings, bullets, underlinings, boldings, etc., to organize
content for college-level writing quality. Misspelled words will also result in the consideration of loss of points; a couple of typos might be allowed. Compacted and jumbled paragraphs containing comprehensive content that is not organized clearly will be one consideration for deducting points.

This question comes in three parts:

**PART 1:**

1. Explain five main benefits that come from the standard requirements of the National Fire Protection Association 1600 (NFPA 1600) relating to emergency preparedness.
2. Provide examples of five NFPA 1600 standard requirements that relate to emergency preparedness.
3. Analyze the NFPA 1600 using the eight Elements of Thought (Critical Thinking). For example, explain the Purpose of the NFPA 1600 standard requirements for emergency preparedness. Then explain the remaining seven Elements of Thought relative to the NFPA 1600. Be brief and concise.

**PART 2:**

1. Explain the main benefits that come from Sections of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) relating to emergency preparedness.
2. Provide examples identifying five Sections of the Stafford Act that relate to emergency preparedness.
3. Analyze the Stafford Act relative to emergency preparedness using the eight Elements of Thought (Critical Thinking). Be brief and concise.

**PART 3:**

1. Identify and briefly explain three other major national laws that govern or influence emergency preparedness at the Federal, State, or local levels of government.

**SSE 826**

Instructions:

There are three separate essay prompts for the SSE 826 component of the SSEM comprehensive examination. You must write a response to prompt number one, and then CHOOSE either prompt two OR prompt three. In other words, you must respond to number one, and then either two OR three. Your response to prompt one accounts for 40% of your score, and your response to either two or three accounts for 60% of your score. Please make sure you write complete, yet concise responses to the prompts and address everything requested in the prompt.
Prompt One (Required):

Fully discuss four prominent national standard(s), federal regulation(s) (i.e., OSHA, EPA, or other Homeland security regulations), statute(s) and/or federal agency guidelines that serve as fundamental guidance documents for professionals charged with managing emergencies either for a community or private organization. In fully discussing each standard, regulation, statute or agency guideline, be sure to explain: 1) the agency who develops/promulgates it; 2) who it applies to (its primary audience); 3) why it is important; and 4) what assistance it provides to those who follow it.

CHOOSE ONE OF THE FOLLOWING TWO PROMPTS:

Prompt Two:

You are the corporate safety director for Big Dawg Manufacturing Company, Inc. Recently, Big Dawg acquired a small plant in a rural area of Kentucky. Unfortunately, you were not included in the due diligence evaluations when Big Dawg was considering the acquisition. This newly acquired plant manufactures product that is quiet different than the products manufactured at other Big Dawg plants. The newly acquired plant never had a safety director, and the status of its safety systems and programs are crude to non-existent. You identify developing an emergency action and response plan as high priority for this newly acquired plant. Fully discuss the process you would undertake to develop an emergency action plan for this plant (from evaluation to planning to implementation), and discuss what key elements of the plan you anticipate being present.

Prompt Three:

You have just been hired as the emergency manager for small to medium sized city in the Midwest region of the United States. You were hired because the city’s long time emergency manager suddenly passed away. During your first week on the job, you learn that your predecessor was lax in updating the city’s emergency plans and in maintaining relationships with municipal emergency agencies, local industries, hospitals, schools, etc. It also appears the community’s preparedness for an emergency has not been tested in a long time. Explain what steps you would take to assess the city’s current state of emergency preparedness, and the purpose of each step. Then, identify key areas of concern (including but not limited to incident command structure, emergency notification systems, etc.) when you examine the city’s state of emergency preparedness. Finally, discuss strategies that may be in order to improve the city’s state of emergency preparedness as well as various resources and guidance you would explore in carrying out the improvement mission.
SSE 827 – Issues in Security Management  
(Frank Kubala – frank.kubala@eku.edu)

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?

• **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:**

**SSE 827 Question**

You are a newly appointed security director of a large Midwest corporation. As a newly appointed director the executive staff wants you to audit all security programs for the facility and make recommendations for change. The following information is applicable:

- The facility is 50,000 square foot and is an urban area. It is located on the fringe of the urban area that has a population of 450,000.
- The facility manufactures parts for Boeing Aircraft; part of the facility has military contracts requiring high level clearances for personnel.
- The facility has 100 employees ranging from custodial staff to executive staff.
- The facility operates 2 shifts from 8:00 am to 11:00 pm—Monday through Friday
- Company currently uses a mixture of proprietary security and contract security

The executive staff wants you to address several issues within the first six months of your position:

- The pros and cons of using propriety and contract security and make recommendations.
- Describe the process to be used to assess risks.
- Address the use of access control, barriers, fencing, lighting, CCTV & alarms.
- Explain Crime Prevention through Environmental Design (CPTED) in your report.

**SSE 827 Question**

You are the Security Director for a corporation who makes vehicles for both public sales and military sales. Your company is looking to build a new plant in central Florida to manufacture these products. Your CEO has asked you to perform a security assessment of the area and devise a security plan.
• The company will employ 500 people
• The company will be located within a metropolitan community having a populations of over 2,000,000
• The part of the plant that manufactures military equipment must hire personnel with a high security clearance
• The plant’s design has not been finalized but will exceed 500,000 square feet

Please describe the following

1. What elements should be present in the security/risk assessment and how you will go about completing that?
2. Define Crime Prevention by Environmental Design and explain how that may be implemented into this project
3. Discuss the Pros and Cons of using proprietary and contract security personnel.

SSE 827 Fall 2015 Comp Question

You are a security director of a large corporation. The executive staff is newly appointed and wants you to audit all security programs for the facility and make recommendations for change. The following information is applicable:

• Facility is 20,000 square feet with multiple entrances, multiple much smaller outbuildings used for storage
• The facility employs over 300 personnel
• The building is older and can be modified if necessary
• There are two separate parking lots on two sides of the building
• The facility is in an urban environment that has a high crime rate
• The facility has had recent burglaries, robberies and auto thefts.
• The facility is surrounded by an 8 foot chain link fence that is falling down in places

The executive staff wants you to specifically address and explain the following issues. You should have a summary of conclusions to offer the new executive staff:

• The pros and cons of using propriety and contract security and make recommendations.
• Describe the process used to assess risks.
• Explain the process and key elements for a proper internal investigation.
• Explain Crime Prevention through Environmental Design (CPTED).
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. 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**

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 822 Question

Below you will find the facts surrounding an injury an employee sustained in a motor vehicle accident, his claim for workers' compensation benefits, the employee’s eventual termination and his ensuing unfair labor practice charge. You will also find three questions dealing with these facts. You must answer all three. The respective weighting (percentage of points) for each question relative to the SSE 822 component is indicated.

In responding to the questions, you do not have to presume any particular states’ workers’ Compensation laws are in place. In fact, you are encouraged to analyze the facts with the general/majority rules of law as discussed in the text used for SSE 822. In other words, you don’t have to apply any particular state’s law, and you can use the various, still-valid laws as set forth in the book. Please note that some questions are more heavily weighted than others.

I. Facts

Background

Mr. Justin X. Sample (“Sample” or “Charging Party”) was hired by Mega Appliance, Inc., (“Mega”) on June 1, 2009, to work at its Bubbaville plant. Sample worked as an onsite, appliance repairman from the time he was hired until his employment ended on January 15, 2013. Throughout Sample’s employment with Mega, he received only good performance evaluations and received no verbal or written warnings for job performance, behavior, attendance or any other reason. Justin was terminated on January 15, 2013, after an injury investigation conducted by Mega’s safety director revealed Sample falsified a health history questionnaire he completed during his post-job offer physical.

During the early summer of 2012, the Appliance Repairman’s International Association, Local 105, AFL-CIO, (the “Union”) began an organizing campaign at Mega. Sample supported the Union, and frequently wore pro-Union shirts to work. The Union filed a petition for an election with the NLRB. This election was set to be held on December 30, 2012, however, because it appeared Mega’s aggressive union avoidance campaign had dissuaded sufficient votes of support, the Union withdrew its election petition on December 20, 2012.

The Injury

On November 15, 2012, Justin was asked by the appliance repair supervisor to take the company van and drive to an appliance parts dealer in Cletusville (approximately 30 miles away) to pick up a small electronic part for a washing machine. Justin’s job did not involve driving company vehicles, as he was an onsite repairman. Despite Justin telling his supervisor that he was not approved to drive the company van, Justin’s supervisor told him that it didn’t matter, and that the employee who normally drove the van was out sick. The supervisor desperately needed Justin to pick up the part because the customer had been promised the washing machine would be repaired by the close of business that day. In accord with Justin’s supervisor’s direction, he got the keys, hopped in the van, and took off to Cletusville.

As Justin drove out of the parking lot, he remembered that his cousin lived in Cletusville; approximately five miles beyond the appliance parts warehouse. He also remembered his cousin owed him money from a poker game, and decided this was a great opportunity to swing by and have his cousin pay up.

After Justin picked up the part at the appliance warehouse, he set out to his cousin’s house. When he was about two miles from his cousin’s house, Justin decided to text his cousin and let him know he was coming. Justin was texting as he approached a red light, and because of his
distraction, he rear ended the car in front of him. Fortunately, Justin saw the impending crash and slammed on his brakes in time to avoid a more serious collision. The company van actually received no damage, and the other party’s car had only a minor scratch. Also, the third party in the stopped car received no injuries. At the scene, Justin stated also stated he was not injured. Justin immediately notified his supervisor of the accident, who in turn notified Mega’s safety director. Mega’s safety director conducted an investigation of the accident.

**The Workers’ Comp Claim and Investigation**
Two days after the accident, Justin reported having back pain and attributed it to the aforementioned motor vehicle accident. He specifically stated he would like to file a workers’ comp claim and requested medical treatment. Justin’s supervisor immediately contacted Mega’s safety director, who also manages the company’s self-insured workers’ compensation plan. The Safety director is stunned that Justin would have the audacity to ask for workers’ compensation benefits; particularly since Justin was traveling to his cousin’s house. The Safety director was further stunned that Justin would even imply he sustained a back injury from such a minor crash. The Safety director immediately contacted the company’s third-party workers’ comp claim adjuster and expressed his frustrations and desires for the claim to be denied.

The workers’ comp adjuster took the Safety directors concerns to heart, and called Sample to take a recorded statement. The adjuster contacted Sample via phone to take the recorded statement and later reported to the Safety director that Sample had become frustrated and uncooperative during the statement, and even indicated he couldn’t remember where he worked just prior to being employed by Mega. The adjuster also reported that Sample was very evasive with many questions she asked concerning his health history and any prior workers’ comp claims.

**The Termination**
After the Safety director received the report from the adjuster about Sample’s “suspicious behavior,” the safety director ordered an open records request of Sample’s workers’ comp history (permissible in this state). The open records request yielded a report that indicated Sample had sustained a back injury while working for Lacy’s Department Store in 1998. In fact, Sample had received a 5%, permanent disability rating as a result of this injury at Lacy’s. Immediately after receiving the injury history report, the Safety director pulled Sample’s medical file and referenced the health history questionnaire that he completed while undergoing his post-job offer physical. Turns out, Justin never reported this permanent disability during the physical.

Upon identifying the discrepancies between Sample’s health history questionnaire and the injury history report, the Safety Director made Mega’s HR Director aware of the issue. Mega’s HR Director consulted with the General Manager and Sample’s immediate supervisor about the matter, and pointed out Sample had violated the company’s zero tolerance policy for falsification of employment records. Based upon Mega’s zero tolerance policy for falsifying employment documents, the decision was made to terminate Sample. On January 15, 2013, Sample was instructed to report to the HR office, where he was met by the HR Director, his supervisor, and the Safety Director. When confronted about the discrepancy, Sample stated that he forgot about the Lacy’s injury. Despite Sample’s explanation, Mega terminated his employment for falsifying employment records.

**The Unfair Labor Practice Charge**
About one month after his termination, Sample, through assistance from the Union, filed an unfair labor practice charge with the NLRB against Mega. The NLRB, in turn, filed a complaint against Mega alleging it had discharged Sample because he engaged in protected activity in support of the Union’s organization efforts. Mega timely filed an answer denying the NLRB’s allegations, and it contends it discharged Sample for legitimate business reasons.
II. Questions

QUESTION 1 (30%): Fully explain the two-part test that Justin will have to satisfy in order for his workers' compensation claim to be deemed compensable.

QUESTION 2 (60%): Name and explain the legal doctrine(s) concerning compensability that may be at issue in Justin's claim. (The text also referred to these as "lines.") Using the facts of the case, further explain how Mega may argue Justin’s claim is NOT compensable under these doctrines/lines.

QUESTION 3 (10%): Explain what Justin and the Union will have to show in order to be successful in the unfair labor practice charge.

SSE 822 Spring 2015 Comp Question

I. Instructions:

Below you will find the facts surrounding an employee's injury, his claim for workers' compensation benefits, his eventual termination, and his ensuing unfair labor practice charge. You will also find two questions dealing with these facts. You must answer both questions in order to be eligible for maximum credit. Please note that question one is more heavily weighted than question two. The respective weighting (percentage of points) for each question relative to the SSE 822 component is indicated.

In responding to question one, you do not have to presume any particular state’s workers’ compensation laws are in place. In fact, you are encouraged to analyze the facts with the general/majority rules of law as discussed in the text used for SSE 822. In other words, you don’t have to apply any particular state's law, and you can use the various, still-valid predominant laws as set forth in the text.

II. Facts

Background

Mr. Justin X. Sample (“Justin,” “Sample,” or “Charging Party”) was hired by Haul-It Fast, Inc., (“Haul-It”) on June 1, 2009, as an over-the-road (OTR) truck driver. Sample worked as an OTR driver from the time he was hired until his employment ended on January 15, 2013. Throughout Sample’s employment with Haul-It, he received only good performance evaluations and received no verbal or written warnings for job performance, behavior, attendance or any other reason. Justin was terminated on January 15, 2013, after an injury investigation conducted by Haul-It’s safety director revealed Sample falsified a health history questionnaire he completed during his post-job offer physical.

During the early summer of 2012, the Trucksters International Association, Local 105, (the “Union”) began an organizing campaign at Haul-It. Sample supported the Union, and frequently wore pro-Union shirts to work. The Union filed a petition for an election with the NLRB. This election was set to be held on December 30, 2012, however, because it
appeared Haul-It’s aggressive union avoidance campaign had dissuaded sufficient votes of support, the Union withdrew its election petition on December 20, 2012.

**The Injury**

As an OTR driver, Justin usually drove trucks to a location, opened the trailer doors and had personnel at a warehouse unload freight from the trailer. On November 15, 2012, Justin was asked by the dispatch supervisor to cover for a less-than-truckload (LTL) driver and deliver freight to four different destinations. As an LTL driver, Justin would have to unload freight using a pallet jack at each stop. Justin’s last stop on the trip would be in Osha, Wisconsin. In accordance with the dispatch supervisor’s request, he accepted the assignment and took off on the trip.

While Justin was unloading the last pallet of freight in Osha, Wisconsin, he started experiencing pain in his right shoulder. Justin presumed this was normal soreness/pain from doing a task he was not accustomed to doing—unloading freight by pulling on a pallet jack. Justin took a brief rest, and the pain subsided. While resting, Justin recalled that he had surgery on this same shoulder 20 years ago to repair his rotator cuff after a high school football injury. The surgeon performing this surgery informed Justin then that he would “always have problems and pain with the shoulder.”

After the pain subsided, Justin got in the cab of the truck to drive home. As he drove out of the Osha warehouse parking lot, he remembered that his cousin lived in Osha, Wisconsin; approximately five miles beyond the warehouse destination. He also remembered his cousin owed him money from a poker game, and decided this was a great opportunity to swing by and have his cousin pay up. So, instead of driving home, Justin set out for his cousin’s house.

When he was about two miles from his cousin’s house, Justin decided to text his cousin and let him know he was coming. Justin was texting as he approached a red light, and because of his distraction, he rear ended the car in front of him. Fortunately, Justin saw the impending crash and slammed on his brakes in time to avoid a more serious collision. The Haul-It truck actually received no damage, and the other party’s car had only a minor dent. Justin, however, claimed that the force he applied to the steering wheel while bracing for the collision made his shoulder start hurting again.

Justin immediately notified his supervisor of the accident, who, in turn, notified Haul-It’s safety director. The safety director conducted an investigation of the accident, and during the investigation, Justin informed the safety director that he experienced pain while using the pallet jack, the pain subsided, and then started again after the minor collision.

**The Workers’ Comp Claim**
Two days after the accident, Justin reported his shoulder pain was worse, and he attributed it to the aforementioned motor vehicle accident and pulling on the pallet jack. He specifically stated he would like to file a workers’ comp claim and requested medical treatment. Justin was treated by a medical professional, and it turns out that the pain he was experiencing is a flare up of the old football injury. Justin was ordered off work for 30 days.

**The Termination**

The safety director is stunned that Justin would have the audacity to ask for workers’ compensation benefits; particularly since he was traveling to his cousin’s house when the accident occurred. The safety director was further stunned that Justin would even imply he sustained a shoulder injury from such a minor crash, or want benefits for an injury that clearly stems from his high school football glory days.

The safety director’s disdain for Justin’s injury and workers’ compensation claim continued to grow, and his suspicions for Justin’s motives increased. The safety director pulled Justin’s medical file and referenced the health history questionnaire that he completed while undergoing his post-job offer physical. Turns out, Justin never reported his prior, football-related shoulder injury on the questionnaire, nor did he make Haul-It’s physician aware of the prior shoulder injury. Upon identifying this discrepancy, the safety director made Haul-It’s HR director aware of the issue.

Haul-It’s HR Director consulted with the General Manager and Justin’s immediate supervisor about the matter, and pointed out that he had violated the company’s zero tolerance policy for falsification of employment records. Based upon Haul-It’s zero tolerance policy for falsifying employment documents, the decision was made to terminate Justin. On January 15, 2013, Justin was summoned to the HR office, where he was met by the HR Director, his supervisor, and the safety director. When confronted about the discrepancy, Justin stated that he simply forgot about the high school football injury when undergoing the post-job offer physical. Despite the explanation, Haul-It terminated Justin’s employment for falsifying employment records.

**The Unfair Labor Practice Charge**

About one month after his termination, Justin, through the assistance of the Union, filed an unfair labor practice charge with the NLRB against Haul-It, alleging that Justin was terminated in retaliation for supporting the Union. The NLRB, in turn, filed a complaint against Haul-It alleging it had discharged Sample because he engaged in protected, concerted activity in support of the Union’s organization efforts. Haul-It timely filed an answer denying the NLRB’s allegations, and contends it discharged Mr. Sample for legitimate business reasons.
III. Questions

QUESTION 1 (90%): Using the facts and circumstances from the hypothetical, fully explain whether Justin’s claim is compensable or not. In your response, you must: 1) name and explain the two-part test that Justin will have to satisfy in order for his workers’ compensation claim to be deemed compensable; 2) name and apply the legal doctrine(s) (lines) concerning compensability that may be at issue in Justin’s claim; and 3) explain how Haul-It may argue Justin’s claim is NOT compensable under these doctrines/lines.

QUESTION 2 (10%): Explain what Justin and the Union will have to show in order to be successful in the unfair labor practice charge.
Justin was concerned that his son wasn’t feeling well when he dropped him off that morning. While on his way to the daycare, Justin looks down at his cell phone when a Speedy dispatcher is calling him and is involved in an automobile accident. Justin sustained remarkable injuries in the accident. What facts/factors, if they existed, might allow Justin to argue his claim is compensable, and what facts/factors, if they existed, might allow Speedy to argue Justin’s claim is non-compensable. Don’t simply list the factors; explain how they help Justin’s and Speedy’s arguments.

Question #3. (30% of Overall Grade) Ann Ellistation and Slim Shady work as landscapers and irrigation system installers for Sally’s Super Gardens. One day, Ann and Slim are planting a flower bed and installing some simple underground sprinklers for a customer’s lawn. While planting the flowers, Ann puts a scoop of dirt down Slim’s shirt as a joke. Slim is slightly upset, and says to Ann, “Payback is coming!” A couple of hours pass, and while Ann is making a connection in the sprinkler lines, Slim turns the water on to get payback. Ann gets soaked by the sudden, unexpected spray of water, and immediately points the water line back at Slim. To avoid getting wet, Slim starts to run and slips on the now wet grass. While falling, Slim strikes his head on a nearby decorative stone and suffers a rather serious head injury. A field supervisor was also on the jobsite with Ann and Slim. What facts/factors, if they existed, might allow Slim to argue his claim is compensable, and what facts/factors, if they existed, might allow Sally’s Super Gardens to argue Slim’s claim is non-compensable. Don’t simply list the factors, explain how they help Slim’s and Sally’s Super Gardens’ arguments.

Question #4. (10% of Overall Grade) Jane Doe has been working for WidgetCo for only two months. Jane is a parts inspector. WidgetCo is currently a non-union company, but the International Brotherhood of Widget Makers, Local #305, (the “Union”) is trying to organize a union at WidgetCo. In fact, the organization campaign is in full swing, and an election date has been set with the NLRB. (THIS TELLS YOU THERE IS NO COLLECTIVE BARGAINING AGREEMENT YET – THE UNION HAS NOT YET BEEN FORMED.) Jane was convinced to be a supporter of the union and she openly wore a pro-union shirt. After only two months of working at WidgetCo, Jane complains of wrist pain associated with inspecting parts. Jane is sent to the company doctor and diagnosed with severe, bi-lateral carpal tunnel syndrome. Before working at WidgetCo, Jane worked at a nearby electronic assembly plant for 15 years. Turns out, Jane developed carpal tunnel syndrome while working at the electronic assembly plant, but failed to disclose this when she filled out the health history questionnaire that is part of the post-job-offer physical with WidgetCo. WidgetCo has a strict, zero-tolerance policy for falsification of employment documents. WidgtCo terminates Jane pursuit to this policy. Jane and the Union file an ULP with NLRB claiming Jane was terminated because she supported the union, and that WidgetCo simply used the “petty falsification of employment records” reason as an excuse to get rid of a Union supporter and potential vote in favor of the unionization. Discuss what facts and/or practices, if they existed, would help Jane and the Union prevail in the ULP charge.
SSE 815 – SSEM Administration
(James Pharr – james.pharr@eku.edu)

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 known 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/aff ect 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.

Suggested review for SSE 815 includes:

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
11. Organizational culture
12. Continuous improvement
13. Charismatic Leadership theory
14. Herzberg’s Motivation-hygiene theory
15. McGregor’s Theory X and Theory Y
16. Contingency approach
17. SWOT analysis
18. Mechanistic organization
19. Autocratic, democratic and Liaise Fare styles of leadership

Previous SSE 815 Questions:

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
11. Organizational culture
12. Continuous improvement
13. Charismatic Leadership theory
14. Herzberg’s Motivation-hygiene theory
15. McGregor’s Theory X and Theory Y
16. Contingency approach
17. SWOT analysis
18. Mechanistic organization
19. Autocratic style of leadership

Finally, incorporate the theories of 2 management guru’s, with whom you are familiar, to support your position.

**SSE 815 Question**

**Question:**
Approximately 500 employees are in a single operational area and have experienced a spike in reportable injuries and accidents. 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. Concerns relate to fire safety. Flammable and toxic materials are prevalent throughout the facility. Handling equipment includes belts conveyors, chain conveyors, moving floors, and industrial trucks. Machinery includes metal fabrication, laser
cutting and welding. Assembly includes employees handling parts that range from .5 to 200 pounds repeatedly during the day. Recently, very large penalties have been associated with citations for alleged violations of the standards on recordkeeping, machine guarding, housekeeping, air quality, fall protection, handling flammable materials and hazardous materials control (including reporting). Your task is to remediate issues. Much information and rumor has indicated that management is lax in controlling issues thus employees are not motivated to engage in a safety culture. You have been asked to describe and discuss measures you believe are important to alleviating management issues in building a culture that focuses on safety. Address this question from an administrative rather than technical perspective, address issues with employees. Your team of safety engineers is helping with equipment and procedures in another forum, this should address culture of the employees.

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:

a. How you would initially approach the problems cited above?
b. How will your actions change with time?
c. What do you expect to accomplish in 1 year and in 5 years?
d. What management approach(es) would you employ to facilitate change.
e. 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 Spring 2015

A local construction company is the contractor for development of an area including building roads with numerous bridges. Their last project went well over budget because of numerous employee injuries and two deaths, which resulted in large fines against them from OSHA. The company’s general manager believes that employees and lower level managers do not display sufficient concern for safety, thus hired you to improve their safety record.

An evaluation of the company’s records show they have valid, comprehensive procedures and guides for all aspects of their safety program, yet these are not followed. Reports are not completed in a timely manner and training is neglected although both are mandated by company policy.
Describe your plan for improving the company’s safety program through administrative initiative. Include specific information that relates to administrative theory learned during your curriculum, citing the source and/or theories described.

Using theories of management and administration, explain how you plan to develop a safety culture within the organization. Outline proposed times for the program. Reference historical theories of administration and leadership/management gurus in your answers with explanations of how these apply to the current situation.

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:

f. How you would initially approach the problems cited above?

g. How will your actions change with time?

h. What do you expect to accomplish in 1 year and in 5 years?

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

j. Use modern management terminology in your answer (with definitions). Examples may include terms such as Six Sigma, MBO, benchmarking, PODC, organizational culture, behavioral 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.

**Grading Rubric**

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<td>Well thought out</td>
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<td>Situation evaluation</td>
<td>None</td>
<td>Not well considered</td>
<td>Adequate consideration</td>
<td>Exceptional Consideration</td>
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**Question:**

Approximately 250 employees are in a four physical sites within a 20 mile radius. Three of the four sites have experienced a spike in reportable injuries and accidents over the past 3 years. The other plant maintains a consistently low number of
Corporate management is perplexed about this and is intent on reducing numbers of incidents in these three sites while maintaining low rates in the properly operating site. Their concerns include paying OSHA fines and increased Workers’ Compensation claims. Flammable liquids are used in numerous parts of manufacturing and some are toxic. Handling equipment includes belts conveyors, chain conveyors, moving floors, and industrial trucks. Machinery includes metal fabrication, laser cutting and welding. Assembly includes employees repeatedly handling parts that weigh up to 100 kilograms.

In the past two years large penalties have been associated with citations for alleged violations of the standards regarding machine guarding, housekeeping, air quality, fall protection, handling flammable materials and hazardous materials control (including reporting). The company developed policies for all these hazards yet employees do not embrace them and additional accidents have occurred. Your task is to lead activates to remediate these issues. Corporate management has asked you to describe, discuss and explain measures you believe are important to alleviating management issues in building a culture that focuses on safety.

Address this question from an administrative rather than technical perspective, address issues with employees’ motivation and management. Your team of safety engineers is helping with equipment and procedures in another forum; this should address culture of the employees.

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:

k. How you would initially approach the problems cited above?

l. How will your actions change with time?

m. What do you expect to accomplish in 1 year and in 5 years?

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

o. Use modern management terminology in your answer (with definitions) this includes both classical management theories and teachings of more modern management gurus.

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

SSE 815 Question:
You have accepted the position of safety director for a company that manufactures, stores and transports chemicals used in industry. These include begin chemicals in solid form to flammable liquids. Operations involve mixing, processing, drying and packaging these commodities. Approximately 200 employees work in procession on-site and another 75 work to package and transport these commodities to customers.

Recently, very large penalties have been associated with citations for alleged violations of the standards on recordkeeping, machine guarding, housekeeping, air quality, fall protection, handling flammable materials and hazardous materials control (including reporting). Your task is to remediate issues.

Your initial observations are that previous management has given little attention to safety culture, rather was quick to fire employees after incidents at the recommendation of the previous safety director. Results are a revolving door of employees with little experience. You have been tasked to describe and discuss measures you believe are important to alleviating management issues in building a culture that focuses on safety. Address this question from an administrative rather than technical perspective, address issues with employees. Your team of safety engineers is helping with equipment and procedures in another forum, this should address culture of the employees. This is not a safety plan rather a plan to instill a safety culture in the organization.

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:

p. How you would initially approach the problems cited above?
q. How will your actions change with time?
r. What do you expect to accomplish in 1 year and in 5 years?
s. What management approach(es) would you employ to facilitate change.
t. Use modern management terminology in your answer (with definitions). Explain the theory and how it may apply to the situation.

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