Course Description

Examines relationships and issues in personnel administration and human resource development within the context of fire-related organizations, including personnel management, organizational development, productivity, recruitment and selection, performance management systems, discipline, and collective bargaining.

Course Textbook


Course Learning Objectives

Upon completion of this course, students should be able to:

1. Identify and explain contemporary personnel management issues.
2. Explain potential personnel management issues.
3. Classify the collective rules, procedures, laws, and policies that relate to personnel management issues.
4. Analyze simple/complex personnel management issues from recruitment to retirement.
5. Formulate recommendations and solutions to personnel management issues.
6. Explore organizational development and leadership styles and how they relate to personnel relationships.

Credits

Upon completion of this course, the students will earn three (3) hours of college credit.

Course Structure

1. **Unit Learning Objectives**: Each unit contains Unit Learning Objectives that specify the measurable skills and knowledge students should gain upon completion of the unit.
2. **Unit Lessons**: Each unit contains a Unit Lesson, which discusses the unit material.
3. **Reading Assignments**: Each unit contains Reading Assignments from one or more chapters from the textbook. Supplemental Readings are provided in the unit study guides to aid students in their course of study.
4. **Key Terms**: Key Terms are intended to guide students in their course of study. Students should pay particular attention to Key Terms as they represent important concepts within the unit material and reading.
5. **Discussion Boards**: Discussion Boards are a part of all CSU term courses. More information and specifications can be found in the Student Resources link listed in the Course Menu bar.
6. **Unit Assignments**: Students are required to submit for grading Unit Assignments in Units I-VI. Specific information and instructions regarding these assignments are provided below. Grading rubrics are included with the Unit I-VI Assignments. Specific information about accessing these rubrics is provided below.
7. **Research Paper**: Students are required to submit for grading a Research Paper in Unit VIII. Specific information and instructions regarding this assignment are provided below. A grading rubric is included with this assignment. Specific information for accessing this rubric is included below.
8. **Ask the Professor**: This communication forum provides you with an opportunity to ask your professor general or course content related questions.
9. **Student Break Room**: This communication forum allows for casual conversation with your classmates.
CSU Online Library

The CSU Online Library is available to support your courses and programs. The online library includes databases, journals, e-books, and research guides. These resources are always accessible and can be reached through the library webpage. To access the library, log into the myCSU Student Portal, and click on “CSU Online Library.” You can also access the CSU Online Library from the “My Library” button on the course menu for each course in Blackboard.

The CSU Online Library offers several reference services. E-mail (library@columbiasouthern.edu) and telephone (1.877.268.8046) assistance is available Monday – Thursday from 8 am to 5 pm and Friday from 8 am to 3 pm. The library’s chat reference service, Ask a Librarian, is available 24/7; look for the chat box on the online library page.

Librarians can help you develop your research plan or assist you in finding relevant, appropriate, and timely information. Reference requests can include customized keyword search strategies, links to articles, database help, and other services.

Assignments

Unit I Scholarly Activity

Assignment Option 1

Read the Case Study on pages 25 to 26 regarding possible ethical issues in the reception of special treatment. Thoroughly answer the associated questions using the concepts provided in Chapter 1 using appropriate APA citation when necessary.

The Case Study should be answered in a minimum two to three page paper and appropriately cited using APA style writing. The minimum page count does not include the title or reference pages.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Assignment Option 2

For this assignment, you are to choose an issue within personnel management. These may include:

- Ethical issues related to the code of ethics of your department (or as illustrated on pages 16 to 17).
- Ethical issues outside of the code of ethics that you identify.
- Issues surrounding personnel management as a whole.

These are a few issues surrounding personnel management within the fire service. If you have a topic of choice that you would like to write about outside of the topics outlined above, consult your professor to determine if it is a viable topic.

You should discuss your topic in a minimum two to three page “mini” research paper using appropriate APA style writing. The minimum page count does not include the title or reference pages.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit II Scholarly Activity

For this assignment, you are to choose a legal issue surrounding personnel managers in the fire service, or an issue within the workforce of the twenty first century. These may include:

- Managing diversity
- The handling of EEOC and Affirmative Action and subsequent hiring procedures
- Developing a positive work environment
- Dispute resolution
- The effect of various statutes, executive orders, and laws upon the fire service
- Supreme Court decisions which affected the fire service
- Sexual Harassment in the workplace
These are a few issues surrounding legal issues in the fire service and workforce issues of the twenty first century. If you have a topic of choice that you would like to write about outside of the topics outlined above, consult your professor to determine if it is a viable topic.

You should discuss your topic in a minimum three to four page “mini” research paper using appropriate APA style writing. The minimum page count does not include the title or reference pages.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**Unit III Scholarly Activity**

**Job Analysis**

For this assignment, you are to perform a job analysis for the position of a personnel management officer within your fire department. A job analysis is the process of determining the knowledge, skills, and abilities (KSAs) required for performing jobs in an organization. It provides a summary of a job’s duties and responsibilities, its relationship to other jobs, the knowledge and skills required, and the working conditions under which the job is performed.

You should rely on your experience, information from Chapter 4 of the textbook, or both to complete this activity. The job analysis should contain the following headings:

1. Class Specification
2. Definition of Class
3. Personnel Management Skills
4. Conflict Management Skills
5. Coaching and Mentoring Skills
6. Examples of Duties
7. Minimum Qualifications
   a. Define your organization’s minimum qualifications

The assignment should be minimum two pages; however, each section should be thoroughly discussed and delineated, using examples when necessary.

**Unit IV Research Paper Topic**

Within Unit VIII you will have a final project of the course, in which you are to write a Research Paper outlining a long-term strategy for personnel management. Since this Research Paper is a culmination of your work in the course, you will research six problems or issues related to personnel management and develop solutions and responses to those six problems. To begin this project, start by selecting six research topics of your choice.

Sample topics might include, but are not limited to:

- Recruitment and Retention
- Discipline
- Training Programs or Strategies
- Sick Leave Abuse
- Diversity
- Morale

For each topic you select, write a brief description (no more than two sentences) for this assignment. In addition, be sure to indicate the titles, authors, and publications for at least three peer-reviewed articles you might use to support your research. You may also indicate your textbook as a source.

You will use the link within the classroom under Unit IV to submit your Research Paper Topic assignment. Please make sure you receive approval before proceeding with your Research Paper.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.
Unit V Scholarly Activity

For this assignment, you are going to put together a training plan outline for your department based upon a topic of your choice. This training plan must contain the following areas:

1. Goals of the Training Plan
2. Overview/Summary of the Training Plan
3. Learning Objectives
   a. Ex. At the end of this lesson, the student should be able to:
      i. Identify the differences in firefighter ranks.
4. Instructional Outline
   a. Point 1
   b. Point 2
   c. Point 3
5. Assessment Questions
   a. For this you will create at least 10 assessment questions of your choosing.
6. Appendix
   a. This section will contain any training material you find relevant to the lesson (e.g. statistics, graph, images, etc.).

There are many considerations to take into account when developing a training regimen. The outline above is relatively simplified when compared with more complex topics and subjects.

Use the concepts and topics covered within Chapter 7 to your advantage as you develop your training regimen. Determine if the training is physical training where students have to practice performing something, or if it is strictly instructional with a paper and pencil test. Also, take into account how your training might be deliverable in an online format. If another department wanted to access your training online, how might you make it available for them?

The training plan should be at least three to four pages with appropriate APA style writing.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Unit VI Scholarly Activity

Assignment Option 1

Read the Case Study on page 225 regarding the performance appraisal of an engine company. Thoroughly answer the associated questions using the concepts provided in Chapter 8. Use appropriate APA citation when necessary.

Read the Case Study on page 346 regarding productivity and performance of the fire department. Thoroughly answer the associated questions using the concepts provided in Chapter 12. Use appropriate APA citation when necessary.

Both Case Studies should be answered in a minimum three to four page paper and appropriately cited using APA style writing. The minimum page count does not include the title or reference pages.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

Assignment Option 2

For this assignment, you are to choose an issue surrounding productivity and performance within the fire service. Since this topic is based upon productivity or performance issues within the workplace, you can choose to make this a hypothetical scenario or base it off a real problem you observe within the fire service.

Whether the scenario is real or hypothetical, you should describe the problem, how it affects the fire service, and possible solutions for implementation. Your solutions should be viable and realistic, not a farcical pipe dream where you have an unlimited budget and access to any materials that you want. This assignment is meant to have you think about realistic solutions you could develop as a personnel manager within the fire service.
This assignment should be written in a minimum three to four page paper and appropriately cited using APA style writing. The minimum page count does not include the title or reference pages.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**Unit VIII Research Paper**

For your final project of the course, you are to write a Research Paper outlining a long-term strategy for personnel management. Since this to be a Research Paper and a culmination of your work in the course, you will research six problems or issues related to personnel management and develop solutions and responses to those six problems. You will develop these topics yourself and submit them to your professor for approval.

This Research Paper needs to be a minimum of eight pages, double spaced, with appropriate APA style writing. The title page and references page do not count towards the overall page count.

Information about accessing the Blackboard Grading Rubric for this assignment is provided below.

**APA Guidelines**

The application of the APA writing style shall be practical, functional, and appropriate to each academic level, with the primary purpose being the documentation (citation) of sources. CSU requires that students use APA style for certain papers and projects. Students should always carefully read and follow assignment directions and review the associated grading rubric when available. Students can find CSU’s Citation Guide by clicking [here](#). This document includes examples and sample papers and provides information on how to contact the CSU Success Center.

**Grading Rubrics**

This course utilizes analytic grading rubrics as tools for your professor in assigning grades for all learning activities. Each rubric serves as a guide that communicates the expectations of the learning activity and describes the criteria for each level of achievement. In addition, a rubric is a reference tool that lists evaluation criteria and can help you organize your efforts to meet the requirements of that learning activity. It is imperative for you to familiarize yourself with these rubrics because these are the primary tools your professor uses for assessing learning activities.

Rubric categories include: (1) Discussion Board, (2) Assessment (Written Response), and (3) Assignment. However, it is possible that not all of the listed rubric types will be used in a single course (e.g., some courses may not have Assessments).

The Discussion Board rubric can be found within Unit I’s Discussion Board submission instructions.

The Assessment (Written Response) rubric can be found embedded in a link within the directions for each Unit Assessment. However, these rubrics will only be used when written-response questions appear within the Assessment.

Each Assignment type (e.g., article critique, case study, research paper) will have its own rubric. The Assignment rubrics are built into Blackboard, allowing students to review them prior to beginning the Assignment and again once the Assignment has been scored. This rubric can be accessed via the Assignment link located within the unit where it is to be submitted. Students may also access the rubric through the course menu by selecting “Tools” and then “My Grades.”

**Again, it is vitally important for you to become familiar with these rubrics because their application to your Discussion Boards, Assessments, and Assignments is the method by which your instructor assigns all grades.**
Communication Forums

These are non-graded discussion forums that allow you to communicate with your professor and other students. Participation in these discussion forums is encouraged, but not required. You can access these forums with the buttons in the Course Menu. Instructions for subscribing/unsubscribing to these forums are provided below.

Click here for instructions on how to subscribe/unsubscribe and post to the Communication Forums.

Ask the Professor

This communication forum provides you with an opportunity to ask your professor general or course content questions. Questions may focus on Blackboard locations of online course components, textbook or course content elaboration, additional guidance on assessment requirements, or general advice from other students.

Questions that are specific in nature, such as inquiries regarding assessment/assignment grades or personal accommodation requests, are NOT to be posted on this forum. If you have questions, comments, or concerns of a non-public nature, please feel free to email your professor. Responses to your post will be addressed or emailed by the professor within 48 hours.

Before posting, please ensure that you have read all relevant course documentation, including the syllabus, assessment/assignment instructions, faculty feedback, and other important information.

Student Break Room

This communication forum allows for casual conversation with your classmates. Communication on this forum should always maintain a standard of appropriateness and respect for your fellow classmates. This forum should NOT be used to share assessment answers.

Grading

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<th>Component</th>
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<tr>
<td>Discussion Boards (8 @ 2%)</td>
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<td>Scholarly Activities (5 @ 9%)</td>
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<td>Unit IV Research Paper Topic</td>
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<td>Unit VIII Research Paper</td>
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<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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Course Schedule/Checklist (PLEASE PRINT)

The following pages contain a printable Course Schedule to assist you through this course. By following this schedule, you will be assured that you will complete the course within the time allotted.
By following this schedule, you will be assured that you will complete the course within the time allotted. Please keep this schedule for reference as you progress through your course.

## Unit I
### Overview of Personnel Management

**Review:**
- Unit Study Guide

**Read:**
- Chapter 1: Overview of Personnel Management
- Supplemental Reading: See Study Guide

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- Scholarly Activity by Tuesday, 11:59 p.m. (Central Time)

### Notes/Goals:

## Unit II
### Issues and Conflicts Surrounding the Workforce

**Review:**
- Unit Study Guide

**Read:**
- Chapter 2: Workforce Issues of the Twenty-First Century
- Chapter 3: Legal Issues
- Supplemental Reading: See Study Guide

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- Scholarly Activity by Tuesday, 11:59 p.m. (Central Time)

### Notes/Goals:

## Unit III
### The Design of Health and Safety in Fire Service

**Review:**
- Unit Study Guide

**Read:**
- Chapter 4: Job Analysis and Design
- Chapter 10: Health and Safety
- Supplemental Reading: See Study Guide

**Discuss:**
- Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- Scholarly Activity by Tuesday, 11:59 p.m. (Central Time)

### Notes/Goals:
### Unit IV
**Careers in the Fire Service: From Recruit to Fire Chief**

**Review:**
- [ ] Unit Study Guide

**Read:**
- [ ] Chapter 5: Fire Service Recruitment
- [ ] Chapter 6: Selection for Employment and Promotion
- **Supplemental Reading:** See Study Guide

**Discuss:**
- [ ] **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- [ ] **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- [ ] **Research Paper Topic** by Tuesday, 11:59 p.m. (Central Time)

**Notes/Goals:**

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### Unit V
**Training and Discipline in the Fire Service**

**Review:**
- [ ] Unit Study Guide

**Read:**
- [ ] Chapter 7: Training and Development
- [ ] Chapter 9: Discipline
- **Supplemental Reading:** See Study Guide

**Discuss:**
- [ ] **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- [ ] **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- [ ] **Scholarly Activity** by Tuesday, 11:59 p.m. (Central Time)

**Notes/Goals:**

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### Unit VI
**Performance and Productivity in the Workforce**

**Review:**
- [ ] Unit Study Guide

**Read:**
- [ ] Chapter 8: Performance Appraisal
- [ ] Chapter 12: Productivity and Performance
- **Supplemental Reading:** See Study Guide

**Discuss:**
- [ ] **Discussion Board Response:** Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)
- [ ] **Discussion Board Comment:** Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time)

**Submit:**
- [ ] **Scholarly Activity** by Tuesday, 11:59 p.m. (Central Time)

**Notes/Goals:**
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<th>Unit VII</th>
<th>Labor Relations and Collective Bargaining</th>
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<tr>
<td>Review:</td>
<td>Unit Study Guide</td>
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| Read:    | Chapter 11: Labor Relations and Collective Bargaining  
|          | Supplemental Reading: See Study Guide     |
| Discuss: | Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)  
|          | Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time) |
| Submit:  | None                                     |

Notes/Goals:

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<th>Fire Service Professional Development</th>
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<tr>
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<td>Unit Study Guide</td>
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</table>
| Read:     | Chapter 13: Fire Service Professional Development  
|          | Supplemental Reading: See Study Guide |
| Discuss:  | Discussion Board Response: Submit your response to the Discussion Board question by Saturday, 11:59 p.m. (Central Time)  
|          | Discussion Board Comment: Comment on another student’s Discussion Board response by Tuesday, 11:59 p.m. (Central Time) |
| Submit:   | Research Paper by Tuesday, 11:59 p.m. (Central Time)   |

Notes/Goals: