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PEI-911 Online

Profile Evaluations, Inc.'s **Building for Excellence –**

Management and Leadership Tools for 9-1-1 Professionals

I LOVED the section about culture and the identifying of the "problem employees" by definitions. I feel like the way the course handled that was in a way I have not learned it from other Leadership classes. It was AWESOME. I think employees like these are a big part of what is "ruining" or bringing down our Centers (AND the profession). I also thought the info about evaluations was beneficial. Seeing different ways to grade and standardize things was a great take away.

Karla K., OH

This class has to be, hands down, one of the BEST classes I have ever taken. I looked forward to it every week and to the challenges it presented me, personally, to be more open and think outside my box. I'm not a supervisor or a manager and I don't have goals to become either. But I wanted to learn more about leadership and how I could become a better, more positive, leader on the floor. Mission accomplished. Not only did I learn about what makes a good leader and how I can aspire to that but I also learned so much about others and what makes them tick - about personality traits and how to better handle problem behaviors, how generations differ in views/values and how to better communicate by really listening to others and being open to their viewpoints. Going forward, I think I will be more open to really understanding others, more patient and more willing consider other viewpoints and to think outside my box. And that will make me a better person and a stronger leader. *Judi V., CO*

This class was excellent! I thoroughly enjoyed the interaction between my instructor and classmates. As others have stated, I didn't know what to expect in an online course like this but it far exceeded my expectations! Several of the topics hit home for me and were extremely timely. It was great to see the ideas of others and how they handle similar circumstances. I was surprised by some things I learned from my classmates. I'm going to miss the interaction as it made me feel as if I was in a classroom with them and got to know them! I especially thought the grouping of the behavior types was spot-on! I would highly recommend this course to other aspiring or new supervisors! *Harold D., IL*

This course has been amazing for me. As I have said before, I am not currently a supervisor but hope to be in that role soon. This course has showed me the path that I want to go to make my coworkers lives a little bit better. I believe it has given me some good building blocks to start from. I have appreciated the guidance from Candice, you have been one of the best online instructors I have had. And being from Alaska we do a lot of online trainings. Thank you for putting together a great course! *Lisa A., AK*

I thought this was a great course! I love the positive feedback from the instructors and how easy to follow the content is. Sometimes when taking classes, they beef up the vocabulary and people can get lost in the content and not get the message that was intended. I appreciate how well laid out the course was, and how REAL it is! Having something that is tailored to 911 professionals is the best! *Emily J., MN*

With doing the class online like this, it was much different than a normal class in so many ways. I truly did not know how this would work. Balancing trying to do this while at work, and on my off days was challenging, but beneficial. I have never been a "good student" especially with teachers starting off with one thing and circling around to something completely different. This definitely was not one of those classes, and I was able to learn more than I would normally learn in a classroom environment. This was probably a class I participated in more than I have ever done in a normal class. It allowed me to speak, without feeling like I was the eye of attention, with everyone looking at me. It allowed me to get ideas and feedback from agencies other than those right around me, that could be useful and helpful with my center.

Corey R., TN -

Honestly, I wasn't sure what to expect from an online class like this. I was hopeful but skeptical. I've really enjoyed how interactive the instructors and my classmates have been. I've enjoyed learning about the struggles and the triumphs of my classmates. It's very interesting to see how things are handled state-to-state and department-to-department. Knowing that we face the same challenges but that so many of us have the same goals is encouraging for the future of the field. It is great to see people wanting to lead their centers and help recruit and train good replacements. *Kendra S., MO*

I must admit I was concerned when my director told me he signed me up for this class. I was thinking how am I going to be able to fit 6 weeks of class into my already busy schedule. I realized quickly how much I enjoyed this class and looked forward to doing my work each week. One of the many things I learned was the difference between being a Leader and Manager, and the qualities that make a true leader. I became excited. It made me realize, taking on the supervisor position I made the right choice. It made me excited to share my vision with my peers, and as a team what we could accomplish with our center. I personally want to thank you for teaching this class. It really has been a pleasure! *June D., TN*

This is my very first online adventure and what a positive experience! Once I'd made the decision to enroll in a leadership course, I thoroughly investigated which one would be right for me. I can say with 100% Confidence, I made the right decision. I enrolled in a course that truly supported my application to becoming a Supervisor in our Comms Centre. It was written in a manner that I felt related to me in my role as a leader, and spoke to the issues I would be facing daily. It dealt with real people, real issues and real life responses. I found the course set up in such a way that it lent itself to establishing good work life balance. I never once felt pressured to complete an assignment as they were set up in a way that was manageable. Much better to have had 10 smaller assignments that covered more material than 3 large assignments. Although this course is coming to an end, it's certainly not over for me. I will continue to grow and draw from the knowledge I have acquired through you Candi as the instructor as well shared experiences over the past 6 weeks by my classmates. THANK YOU Candi for your expertise and all your feedback. Also huge thanks to my classmates. The ones that allowed me a look into their centers, their struggles, and their successes. *Lynn H., Canada*

I think this has been a wonderfully in-depth class. There has been a lot of useful information provided. I've already started implementing some of it and have passed them along to my supervisor for her use. *Pam C., VA*

. I enjoyed this class immensely. I have seen bits and pieces of the information in this course in several other courses, however this course really helped to tie it all together in one place. *Megan D., NC*

I chose to sign up for this class on my own, so I did not go into it disgruntled. I was pleasantly surprised that I enjoyed it as much as I did and didn't dread "coming to class" each week. I thought there was enough time to get the assignments done while still working a full-time job. I like that we got to read our classmates responses. I got a lot of good ideas out of it. The class material was short and to the point which I appreciated. Plus it was down to earth and relevant! It was so refreshing to have a class that was geared towards our profession 100%. *Molly R., KS*

I enjoyed the course. I commented to my coworker several times about how much I liked the text book. It was brief and to the point. The lesson and message were clearly stated and not buried in pages and pages of material. Many management texts have left me wondering what the message was that I was supposed to receive. As other students have said, I enjoyed reading others' posts and responses. While there was a common theme, everyone's perspective added to it. I gained several ideas I can use myself and share with our PSAP Managers. *Dan K, FL*

Most informative class I've had in a long time!!! The real-life scenarios and the fact this class was geared towards 911 specifically helped make it even better. *Deborah C., GA*

I want to thank everyone for sharing their stories and experiences with this line of work. I haven't been in the job as long as some of my classmates, and hearing their experiences throughout the years on how dispatch has evolved was eye opening. The material presented was great, I feel like I could follow it well and learn from it, but at a pace that was appropriate for me. I am going to take this information and scenario practice and hopefully strengthen my leadership skills. I'm currently not a supervisor, but do enjoy mentoring others who are new and making their time in dispatch as enjoyable as possible, while still focusing on the work we have to do everyday, and having the knowledge and practice from this course will help me in mentoring new employees and show them that we can enjoy the hard work that we put in every day. *Roy Q., VA*

This was my first PEI class that I've taken and I very much enjoyed it. I have taken classes from many other sources that are industry specific and more generalized sources. This class offered a fresh approach to 911 training in the presentation, moderation and instructor feedback. I've already recommended PEI as a go to source for future classes for our staff. *Evan H., CO*

I've taken many classes over the past 30 years. I must say, this has been one of the best! I enjoyed sharing outside of the box ideas, and bantering around (in a normal and easy way) with my classmates about all the good and bad aspects of this job. The topics covered were on point, and sparked excellent conversations. Sometimes, it's hard to feel normal in this profession, and hearing similar perspectives from others can give you the "Ahhhhhh Haaaaaa" moment. To be honest, it's like rejuvenation. I created a save file from this class. This is a first for me. It is a list of ideas, stories, and comments posted in this class that I took particular fondness too. Whether it be a gentle reminder to me when I need it, or whether I use it to better serve the people I work with, I do know I will reference it often! Lastly Candice, thank you so much for all your feedback. I really appreciated that you took the time to respond to every one of us individually. I have never had an instructor as attentive. It was awesome! *Elisa F., NH*

This class was immensely helpful in its entirety. I have learned a lot and there is so much I can start trying to apply at my center not just from the text but from my classmates as well. *Mark N., FL*

This was first class I have taken with PEI. I wasn't thrilled with having to take another online class as most have had insufficient information and I never really received feedback that was individual, it was more general. I was pleasantly surprised with this course. Not only did the text have great updated information, but the feedback I got was personal and quick. I enjoyed the WWYD sections and how the class made me actually think and use my experience instead of restate the text. I will bring this information back to our Training Coordinator for future classes. Thanks for all you do. *Greg O., IN*

I thoroughly enjoyed all of the material presented in this class, along with reading the responses of other classmates and the instructor. Each chapter presented us with subject matter that was current, involved critical thinking and relatable to the job that we perform on a daily basis. I appreciate the feedback given on each assignment and look forward to using the knowledge I obtained throughout this course to be the best leader-manager that I can be. *Christine B., NC*

The Building for Excellence course has been extremely beneficial to me as a supervisor. The information provided does provide the "leadership tools" necessary to be a successful manager. The insight concerning the different personality types and how best to manage those different personality types provides a more approachable method of communicating with all employees. This method of communicating is on a personal level and demonstrates the supervisor's efforts to have a better understanding of each employee's needs and goals. Candice, you are extremely knowledgeable in this field and I appreciate the constructive feedback you provided. I am excited for our 911 supervisor to be taking this same course in a couple of weeks. *Shawn S., OK*

The depth and thoroughness in this course surprised me. Some of the topics in it have been touched upon on other courses but not in as much detail. I enjoyed the fact that it challenged us to not only think about different subjects in new ways but also made us apply those new ways to real world issues. Thanks to this course I now have many more tools in my supervisory tool box. *Bryan P., NB*

I really enjoyed this class. I have taken quite a few online courses and this has probably been the best one. 6 weeks just flew by. I have already implemented some of the skills I've learned and know this course has and will make me a better manager. Thank you. *Jason B., MA*

Thank you all for all your discussion's and responses throughout the last six weeks of this course. It's been awesome to read about and put myself in the shoes of fellow dispatchers in other areas of the Country. I've definitely learned some great ideas and concepts to apply to my career in public safety. Having spent a great deal of my time in the Fire & EMS side of public safety so far, it's been a pleasure to focus on the dispatch side of things and has helped me to apply and refine much of my leadership experience and training, and gear it more toward Communications. *Shaun M., ME*

I love reading everyone else's stories, and ideas of improvements, staffing models, and discipline models. There were so many helpful ideas, suggestions, perspectives and tools that were presented. My notebook is full! *Rebecca F., CO*

I enjoyed the class and I feel that anyone in a leadership role would greatly benefit from taking this course. I learned a lot and took a lot of notes for future reference. I was great to learn from each other on ideas and input that everyone provided as well. I think the course material was presented well and everything was explained well. *Donnie G., TN*

Wow, there is so much that I liked about this course. From the very beginning, it had me thinking outside the comfort of my little box and putting me right on the front lines of management. I wish this was the first management course that I took when I became a Supervisor a little over a year ago; I feel that I would have been better prepared. Taking this course helped me see that I do have what it takes to be a good Supervisor and that I'm not alone in my fears and insecurities. We touched on so much, but what stands out for me the most are the public speaking section in Chapter 3 and the performance standards section in Chapter 4. The public speaking section helped me to become a little more comfortable with the idea that I may be called up to speak on a Teletype or Center topic in the future. The performance standards section really opened my eyes to how much goes into creating standards that the entire department will be measured by. *Dazery D., FL*

I'm very impressed with all the information that was presented in this course! There were so many things I learned that I will bring back to my center and use to become a successful team leader. I especially enjoyed the section on performance reviews and counseling! I also really enjoyed the classmate discussions. Sometimes people don't interact unless it's required, but when you do it makes learning much more fun. It's exciting to hear about everyone's different centers and what you all have implemented. I just want to say thank you to everyone! *Nicole W., ND*

This class was very informative and helpful. It will help me to become a better leader and manager. there were many tips from the class and the classmates that will be helpful in dealing with the challenges we face daily with staffing, staff and technology as well as dealing with upper management and administration. I think by taking this class I have learned how to deal better with all people and have some tools to utilize in making my workplace a healthier, happier place to work. *Valeta R., WY*

Thank you Candice for a great class! This was my first online class and you made it not only informative but fun. I learned a great deal from my classmates and wish them well going forward. I hope to keep up with each of you. I found this class to be full of great information, encouraging and inspiring. I am now better equipped to handle some of the challenges that lay before me. *Timothy S., GA*

I have very much enjoyed the information provided during this course. Some things I have seen before, other things were new information and very helpful. The insight provided regarding dealing with difficult employees, the introduction of NG911 and dealing with all the different generations was especially helpful. I am amazed to see how so many of the issues I have felt were specific to my center are actually part of the culture of all communication centers. While it doesn't make all of the angst of dealing with the issues go away, it is a bit of a relief to know we aren't all alone. *Darlene F., CA*

I can't remember EVER being so excited taking a class. I have talked to co-workers about it, my mom, my daughter. The information is just SO RELEVANT to what is going on with our center. I have been trying to think of why this class is so different from others I have taken and I think it is because it is addressing actual issues. Other classes tell you what you should be doing and how things should be run and how not to get sued, but this class addressed actual issues and expected me to figure out how I would respond and apply it. I got that you knew what my center was like rather than a legal beagle just telling me the way it should be. It was also not just retyping what the textbook said to answer questions. The assignments were not designed that way. I WILL be taking more PEI classes. *Donna C., AR*

There was so much I enjoyed learning and reading about throughout this course. I honestly can't pick just one section because it was all valuable to me and I will continue to use what I have learned. This course also made me realize that there is also a lot that I need to learn and work on to be the best supervisor that I can be. I will be definitely be keeping ahold of the course material so I can go back on to help me along the way. *Ashley H., KS*

I enjoyed this course very much. It reinforced many of the core values I believe in as a supervisor. The breakdown of the different generation differences was on point too. I also realized the importance of Performance Standards. They can constantly be referred to when dealing with problem employees. I would definitely suggest this course to others. *Jammi F., FL*

I enjoyed this class. I actually loved reading the chapters and answering the questions. I also really loved reading what everyone else posted. Sharing experiences can be so helpful sometimes. Especially for me since I'm new in a leadership role. Great class!! *John P., GA*

I really enjoyed this class. With it being online I was kind of intimidated at first, but being able to read and do the assignments when the time was right for me was very beneficial and the ability to read other classmates comments was nice to see other departments ways of doing things. I loved learning about people their personality types and generational values. I have a better understanding of people and how I can use different techniques in order to help them succeed not only in this career, but as a better person. Learning the importance and the value of leading by example is just one of the things I will strive to do every day from here on out. The history, legal aspect, and technological info where very informative and sparked a fire to do even more research on those aspects of 911. Thank you all for letting me be part of such a great experience. *Amanda L. OK*

I was concerned that I would be overwhelmed by this class, especially because I am not yet a supervisor. I was pleasantly surprised that this class was not at all what I was expecting. This class was not only very helpful but fun! This is my second PEI class and I should have known that I would have a great experience with it! I like that I can work at my own pace. Being able to see how my classmates view the different topics definitely helps me keep an open mind and see things from a different perspective. Thank you all! *Ashley F., CO*

I can say in all honesty that this is one of the best online courses that I've ever taken. I took this course even though I am not in a leadership position because I want to prepare myself for promotion. I feel like this course has adequately done that. It made me think. It challenged my thinking and my problem-solving skills. It gave me some great ammo myself to take into my future career. The instructor is phenomenal. She always gave excellent feedback to all of our posts, kept us on our toes, and made sure that we thought things out for ourselves. Really really a great job. *Duana D., NC*

I fully enjoyed ALL the information provided. It wasn't too much or too little, just the right amount. The topics were exactly to the point of what we are all dealing with. Useful information that can be put to use immediately. There were topics that I knew but needed a refresher and this was exactly it. *Nancy P., FL*

You know how there are times when you have to let go of something but you really don't want to...that's how I feel about this class. I want to continue staying in this class but it's almost time for me to let go. Well, the good thing is, this class may almost be over but what I gained from this class will stay with me forever. Candi, thank you for everything! *Takahiro T., U.S. Navy, Japan*

This is the 2nd course that I have taken and I am amazed at the things I get from each course. I come away from these courses very motivated and determined to make things better in my center and for my co-workers/employees. There are always tons of new ideas and changes that I want to try. I love reading about other centers and how they do things. It lets me know that we are not alone in our thoughts or struggles. We all have a lot of the same issues and problems and I love being able to work together and voice our thoughts and ideas on how to make those issues better. As always, you walk away with tons of material to guide you in the future. *Kelly S., AL*

As I've said throughout this course, I have never been in a supervisor role and I have learned a ton of beneficial information from both the instructor and other classmates. From how to handle insubordinate employees, to knowing how to communicate with other co workers with different personalities, this class was extremely valuable and helpful. *Madison P., TX*

I have taken a few online courses over the years, and this one was by far the most enjoyable. I found the course to be thorough and it covered a great range of subjects without spreading anything too thin or being overbearing. I particularly enjoyed learning about different personality types, methods for counseling, and setting a vision. I also enjoyed reading everyone's assignments. It brought to new light different ways to do things, and that in itself was very educational to me. Feel free to add me on Facebook or Linked In, because I also feel like this class has been a great networking opportunity, and what better way to get help with tough decisions than consulting your peers. I hope I run into everyone again, it's been a joy. *Christopher H., FL*

Another great PEI course!! The course material is well laid out and not so much that you're overwhelmed. It will be very easy to go back through the course textbook to pinpoint important aspects I would like to bring up at our supervisor meetings. *Kristina M., MA*

Wow!! 6 weeks already. I was not excited when I found out I had to take a class. Not to mention an online class. I've never taken a class online, I am more of a hands on person so I was very nervous about this. This course has really helped me and I am grateful to have been a part of it. I've notice the different challenges that we all face and it surely gave me a different outlook on the way things really are. This course also gave me a second wind when it comes to motivation and being positive. As a leader-manager, our subordinates rely on us to be the atmosphere changers. Again, I am very grateful for this course and I plan on using everything I've learned to better my career. *Nikki H., GA*

I have been very pleased with this class. I always enjoy the online learning experience, just as much as the in-person training classes. This class has been very informative. I feel that I have a better understanding of what it takes to be a leader in our field and in life as well. *Michael M., OH*

This course surpassed my expectations. I am quite excited to start applying what I've learned. Thank you for this great opportunity and experience. *Valerie S., Canada*

For me this class has been awesome. It's made me think in different ways and how to see things differently. I look forward to taking another course. *Francine D., FL*

I was very impressed with how well this class was conducted, I've taken a few online courses and I feel that the instructors feedback and knowledge on the subject was a major factor in making this class a success. Anyone can read the material but if the instructor doesn't put forth the effort you'll gain nothing. I would definitely look forward to taking another class with this instructor. *Stacey P.FL*

This class has been extremely helpful and it gives me hope for the future. Coming into this, I didn't know if moving into a supervisory position is the right move but this class has really given me some helpful tips and some more confidence. My biggest concern was how to handle different people and different situations people come to you about. The information in this class will definitely be put to use. I will be recommending this class to my coworkers. *Danelle W., CO*

I have taken many management courses over the course of being a supervisor and an operations manager. Without a doubt this course was the most informative and educational course I have taken. The chapters provided good information and the activities were right on target for the management positions. They really made you think before answering. I can't tell you in words how impressed I have been with this course. You have out-done yourself. I am looking forward to taking other courses provided by PEI because they are the only company that "GETS IT" when it comes to public safety, dispatch, etc. Not all is created equal, no matter what anyone says. You can't have one without the other. Keep up the GREAT work! *Lynn W., AL*

This class has been very informative and will help in my supervisory ability. I always enjoy taking classes with people from different areas of the country and different structures of agencies. I have taken a bunch of online classes and this one is definitely at the top. Thanks to everyone who made it enjoyable - and even comical at times. Hope to work with you guys again soon! *Peter K., MA*

This was my first on-line learning experience and I must say it by far exceeded my expectations! I found the course itself amazingly motivational and I have been left hungry for more. A printed copy of the textbook chapters, reference materials and my completed exercises are now a part of my library for future reference. With this class under my belt, I have a renewed spirit and desire to make a difference. It has helped me identify and provided the tools needed to make improvements not only in myself but in the comm center, procedures and team members in general. *Karen D., TX*

This class had a variety of topics that address the issues of being a new leader. Being able identify potential "problem employees" and how to speak with them was my biggest take away. After being on the floor for so long, now learning how to manage the employees and not the callers is a big change. This course gave me a lot of tools in my toolbox to address issues, and to keep moral up! *Stephanie K., IL*

I have enjoyed this class and have taken away a great deal of useful information from the course material. Thank you so much for taking the time to make this available to us and for all of your feedback. As was pointed out in the material, not too long ago, finding dispatch training was difficult if not nearly impossible. By utilizing the internet, PEI-911 has filled this training void so that dispatch centers across the country can meet their training and continuing education needs in a fiscally responsible manner. Traveling to classes is rarely approved in this day and age. Because of PEI-911 we can continue to grow and learn as telecommunicators and as an agency. Thanks again! *Vickie P., TN*

I really enjoyed this class. I would say it is the best training opportunity I have had thus far because it was so specific to our industry and filled with quality materials. I enjoyed the scenarios and getting a chance to see how other centers are operating. I like learning in an online environment because I think your participation is expected. Sometimes taking a class in a group setting you aren't pushed to contribute as much, and that is how I learn best. *Heidi H., MN*

This class was AWESOME! I have taken other leadership and management classes in the past and I would have to say that this class is the one I took the most away from. I appreciate the opportunity for this class and totally hope to take more in the future. There is a lot of change that is still to come within my Center and I have realized now what we need to do to implement the change. Candice – I feel you have given us the courage and tools to proceed with the hopeful changes. We were a little lost on direction and you helped us see the way. *Angie H., MT*

I learned a lot in this course and really enjoyed all the topics covered. The topics and the instructors were top notch. I enjoyed reading and learning from all my classmates in the class as well. You guys do a great job. I love your online setup. I have taken a lot of online courses and this is by far the best format I've seen. I'm looking forward to taking more PEI-911 Online courses! *Brian P. OK*

I have enjoyed this class and feel like I have grown as a person. I never realized my flaws as a dispatch supervisor until I took this course. I have definitely had my eyes opened and know I will benefit from everything I have learned. Thanks to everyone and their input, I feel like we all have learned something new in the last 6 weeks. *Sherry W., AL*

My thoughts on the course are...."terrific." User friendly and plenty of time for the completion of assignments was a bonus. I will be recommending this course and the learning website to others. I take with me many beneficial tips. Learning about me promotes personal growth. The importance of policies and procedures along with performance standards and problem employees are all very beneficial categories that can be applied to our workplace. And, as always.. It's nice to have the opportunity to interact with others who know our world and can relate to the issues we face. Candi – always available and very helpful. The one-on-one interaction was very beneficial. Thank you! *Karen W., Canada*

What a great course! I will certainly recommend this course to my peers and hopefully I will encourage more of my staff to enroll. Many books are written on leadership, it's nice to have some examples in public safety to relate to and this course identified many excellent examples. After I have completed the final exam, I will review our current policies and procedures to update them based on the performance standards and liability issues taught in the course. The information on problem employees was very beneficial and will help solve a few problems with our organization. I learned a lot about me in this course, which was very beneficial. Getting an introspective perspective has allowed me to identify areas to work on for personal growth. And of course it always so nice to hear about other 911 communications centres and the challenges facing each centre and the communities they serve. We may be geographically different but we have the same challenge across North America. Thank you all for such a wonderful learning experience. *Kim G., Canada*

This was my first online class experience and really enjoyed it. I've recommended it to other people on my crew to take when it opens next, since it was a real eye-opener for me. I mostly enjoyed that this was not a standard "read the chapter and answer the questions" type of class. The open-ended assignments and the ability to re-state what we've learned in the form of forum posts made me think deeper about the chapters. Reading other classmates thoughts about their agencies and their challenges was very interesting. We are all so different yet still so similar, it was nice to be reminded of that. This class has helped me turn my eyes into "supervisor mode" at times, even though I'm not one yet. I think I can be a better mentor to new employees, and be more of an example than I was before taking this class. *Jonathon L., NC*

It's been funny how during the different weeks, the topics that are being discussed are actual situations that I've had to deal with in the center. It's given me good insight about different ideas to deal with the certain situation or reaffirmed to me that the way I'm handling it is correct. Overall it was a good course and included important parts of other supervisory training I've attended through the years. There have been times when a topic from the class has caused me to think deeper about different things in our center, and made me realize things that I need to change. Or even reminded me about projects that I've let sit by the side that I need to get on and implement. *Rachel M. UT*

I must say that this class was very beneficial for me. It re-emphasized things I knew were important and it also helped me view things from a different perspective. I learned areas I need to work on personally and areas where our center needs improving. I learned many things from my fellow classmates. One thing that I did note is that most Communication Centers have the same issues and challenges we face on a daily basis. I am considering having my Supervisors enroll in this course. There were a lot of topics mentioned, such as, dealing with difficult employees, evaluations, etc. that I feel they would benefit from. Candi, you have created an excellent class for the professionals in P.S. Communications to learn and become effective leaders. *Rebecca B., NC*

I have thoroughly enjoyed this class and have learned so much. I have learned how to better manage my team, to share my vision for our center with my team so that we can all work on it together, importance of being an active listener and explaining my expectations to my subordinates. Some of it just helped me fine tune certain areas but others such as evaluations and how to do them effectively was a huge learning experience for me. It was a comfort for me to read about the problem employees and know that I (we) are not the only center who deals with them. As I think I've stated several times, this class has made me take a long look at myself and my performance as a leader and shown me so many areas that I need to work on for my own growth as well as the growth of this center. I thank you all for your honesty and informative responses. Candice...you guys really know your stuff and I personally appreciate your pushing me to get this right! Thank you! *Brandy R., ID*

I have really learned a lot in this class. I have found myself reading and rereading things just to realize how uninformed I have been and to educate myself on some very important issues currently within our Center. I have learned to use active listening as part of my daily life both inside and outside of dispatch. I appreciate the opportunity to be part of this class and the knowledge it had to offer. I hope to be a part of future classes as well. Thanks to everyone. *Tammy C., AL*

I have learned so much in this class. It is my second experience with these online classes and I think they are the wave of the future! The convenience of being able to do homework anytime and the ability to sell the cost savings to the county manager makes it an unbeatable learning experience. I have enjoyed reading about other centers across the country and have learned a lot from them as well. I have learned many different techniques and styles of how to deal with the daily problems we deal with in 911 centers. I think classes like this will also help us to get closer to the day of national NG911. It is a step closer to us all doing things together and becoming one as the first of the first responders in an ever-growing technical world! *Melissa H., NC*

It's been a privilege taking this class. I've learned a lot from the instructors and classmates alike. I look forward to another class with you all in the future. I much prefer an online class opposed to attending a class. It doesn't take so much time away from the family. This class was the most challenging online class yet. I enjoyed it very much. Thanks for making me think! *Amy C, GA*

I have enjoyed this class very much due to all of the informative information I have gained as a manager/supervisor of a 9-1-1 Center. It has helped me become more secure with not only my ability to dispatch and the way I view the future of the 9-1-1 system but my ability to manage people. *Lisa L., AL*

This was a great opportunity for me. I am so glad to have been able to take this class. I had a lot of fun and have learned so much to help me in the future. I can't thank all of you enough for your great ideas and the inspiration that you have given me. Candi – you have done an incredible job with this course and thank you for all of your help. This has been one of the best classes that I have taken! *Laurie F., IL*

I am never disappointed by the courses I have taken with PEI-911 online. I love the self-paced and continued instructor feedback. Candi is by far my favorite instructor, and she is always patient and helpful. *Jae D., NC*

This course has been an eye opener. Some things have been new and some have been reminders of what I knew but had forgotten. Networking with others from outside my immediate area and normal working group have enabled me to see new ideas, to refresh my own way of thinking and open doors for expanding what I do here for my own small part of the 911 community. It's great, it's convenient and it has been a pleasure. *Peggy S., TX*

I want to thank you for bringing me out of the mold I created for myself as a supervisor. I have been supervising for a long time now and I think sometimes we get "stuck." It brought me back to the importance of performance standards and policies. It helped me identify some of the problem employees I have been dealing with and how to lead them to a better path. Thank you for bringing me back to leadership. *Debbie K., IL*

This was well worth it. It was more than I thought it was going to be. The first few chapters made you really stop and think about a lot of key issues, not just as a supervisor, but as a person as well. I enjoyed reading other people's responses. It's amazing how small our world is and that the same issues are everywhere. I will definitely be referring back to the course materials on any issues that I currently have and will have in the future. *Kelly T., ID*

I think this has been a great opportunity to see the challenges that face other centers and a chance to understand that we all basically deal with the same issues. I'm very happy to see the push for more professionalism and "excellence" in the 9-1-1 profession. It is so much more today than it was even 10 years ago. Let's not settle for anything else! Thanks Candice for putting this together. *Craig W., OR*

I thought this course was very comprehensive and well laid out. The examples in the text were appropriate to the material as well. I have taken an online course previously so I knew what to expect. The instructor feedback with this PEI course was heads and tails better than the other one. All in all, it was a great course! *Theresa B. Canada*

I am still very moved and inspired by the poem "My Influence" on page 1 of the course book. This poem seems to be written by or for a person in our industry. I have shared it with all my staff and we have decided to post it in our 9-1-1 Center as a reminder of why we do what we do! Thank you Candi and Dick for sharing your vast knowledge and encouraging me to want to be a better leader-manager! I only wish I had the funding so that every one of my staff could take this course and get out of it what I have! *Laurie S., IL*

This course has been very informative and well-rounded. It has covered many aspects of leadership, how to understand different personalities, how to lead by listening and using good communications skills, and the importance of clear, sound policies and performance standards. I've learned good skills that I can put to practical use. *Bruce W., LA*

I really enjoyed this course. Although I am not in management, I believe this course gave me the foundation to become a great leader for excellence. I also liked seeing things from another communication center's point of view. Not every center or telecommunicator does things the same. I have learned so much during this course from my unique personality to how to deal with problem employees to public speaking. I have learned how to get over my fear of public speaking and how to actively listen to others. I believe all the information presented and discussed makes this a worthwhile course to take. *Brian W., LA*

I thought it was a great course. Harder than I thought it would be – which is a good thing! I really enjoyed the class and learned so much! I find it interesting that we are all over the country but we have the same problems and concerns. I am going to have my 3 supervisors take the course. *Mary M., IL*

I feel this course was very beneficial to me in my dispatching and for my use on the streets as a police officer. I have learned to reflect on the past and look into the future. I have learned about many different types of people and learned how these people think and can take down your communications center if you let them. This has also been a refresher type course for me for the previous management courses that I have had in my past 18 plus years in the industry. I would definitely recommend it for all management. Nice job in presentations and feedback. *Steven G., IL*

I enjoyed the class quite a lot more than I thought I would. I learned that geography is NOT an issue between centers because we all seem to have the same issues and we all have really good ideas for how to approach our obstacles. I also learned a lot about the liability of our job. I catch myself thinking about my answers a little longer before I speak when one of my employees asks a question. It was quite an invaluable course to take, I believe. It has certainly put a much needed spark back into the job as far as why I do this job and why I care so much. I really enjoyed reading other supervisors' responses for some of the questions and I took a lot of it with me. Thanks, guys! *Kelly A., GA*

I really enjoyed this course. As someone who is looking at becoming a supervisor, I have taken several courses having to do with leadership and dealing with difficult people. With this course being more job specific for 911 I feel like it gave me a better direction with my goal to become a supervisor. I have taken a few classes that talk about the difficult people in the work place but when you ask how to handle them, the answer never seemed to go well with how a communication center functions. *Katherine M., OH*

This was an excellent class. I had a great time, and it taught me a lot. This will be extremely beneficial to me in my current position at work. This is a class that I believe everyone should take, whether or not they are in a supervisory role. It will assist you in viewing things from a different perspective. I'm really looking forward to trying to convince my guys and gals to take this class. I believe they will learn a great deal. Also, I learned from my classmates, who came up with some good ideas on important issues while also showing me how others on the dispatch floor might feel. Thank you all for this experience! *Staci W., AR*

When first advised of taking the course, I was not sure if it was something I wanted to do. But now I am very glad I did take the course. I have learned so much from my classmates and instructor and I cannot wait to use what I have learned. I met with my new shift today and started by sharing my vision statement. It went great. I feel that the knowledge I have gained from this class will make me a better supervisor. I hope to have the privilege of taking another course very soon. *Della B., GA*

This course was informative and interesting. Candi and Dick really exposed the major topics facing managers today and in the future. Each of the topics presented were well organized and provided the information in a clear, concise manner. I would definitely recommend this course to personnel who wish to become management. *Charlee L., FL*

Thanks for bringing my attention back to my role as a leader. When I was a newly-made manager, I was very bright-eyed and bushy tailed; thinking up all of these new ways to do things. Now that I have experienced the reality of managing for a while, I realize it's not quite that easy. I think that I have found a middle ground where I can effect change that is realistic. *Heather M., IL*

A great class. I have learned a lot about myself and what kind of leader I want to be. I am going to use a lot of this information, especially the performance standards. I got a new outlook on that. I enjoyed the feedback from the instructors. This class made think outside the box on some questions. Keep up the good work. Very inspiring course. Every dispatcher should take this. *Twana W., SC*

What an awesome course! I've learned a lot during the past 6 weeks. I'm sure I will be referring back to our textbook frequently in the future as my center grows and changes. Thanks for the great information. I have already recommended this course to all of the other supervisors at my agency! *Kelli S., IN*

I really enjoyed this class. I thought the information was informative and challenging. I really had to think about how I would handle potential situations and employees. I enjoyed reading others comments and responses on how they would handle their situations and apply them to my own. *Mandy H., TN*

I have really enjoyed this course. This is the 2nd course that I have taken with PEI and I hope to be able to do many more. The course has helped me learn how to be a better leader and how to build excellence in our communications center. *Kerri B., SC*

Thank you for sharing experiences, ideas, and perspectives that made these lessons come alive. It's encouraging to know that across centers and agencies, so many of us are striving toward the same goal: a resilient, forward-thinking, and compassionate 9-1-1 community. *Christy E., FL*

This course was very well organized and I feel I gained some beneficial knowledge to move forward in my management position. The course book was a great start to each week - but processing and using that information to do the assignments was the biggest benefit. I really enjoyed and learned from reading the classmates postings and assignments, as it's always a nice to hear how other centers govern themselves. Good class and I would recommend it. *Brett H., MI*

Great class!! I learned so much in a short amount of time. I not only took information from the text but each and every one of you. Your thoughts, comments, suggestions, what ifs on our assignments gave me another way of thinking about things. I think I am on the right track of having a "heart of excellence". *Shantelle O., TX*

I really have enjoyed the class. I found the course material very helpful and also enjoyed reading others discussions and ideas. I feel like the information I have learned will help me in improving myself hopefully helping to improve our center. I think I learned a lot about myself in the exercises we completed. *Stephanie C., NC*

I thought this was a well-constructed and well-written course. I am very impressed by both the depth of knowledge and the presentational ability of the instructor. I would highly recommend this course. *Kellie O., TX*

This is the longest class I have had to take along with working the center and other responsibilities all at the same time. In my career of almost 20 yrs I have been a supervisor 2 different times for a total of just over 10yrs of that. I thought I knew a lot about people, and the job, and how to handle certain things. I mean I have all sorts of different training totaling almost 1000hrs of training over my career. Well, after this class I realized that I didn't have some important tools but now I believe that I do. I believe that it will help me become a more effective supervisor and will help me fix my weaknesses and it has showed me what my strengths are. *Corey G., TX*

I enjoyed this course. It provided me with a lot of information that could be useful if I decide to go for a leadership position. I liked how the course was broken down into a weekly schedule that you could do at your own pace and at your own time. It made it a lot easier for me to do on night shift. *Aaron K., M*

I've taken another leadership class and I like the practical terminology and the non Rah Rah way this class was presented. It gave me clear cut ways to work on and hopefully cure a problem employee. I understand better how and why others feel the way they do. I've gathered a wider variety of information in one class than I expected. We touched a little bit on a lot of things, but I didn't feel overwhelmed or confused. I enjoyed my classmates advice, tidbits and wisdom. The humor sprinkled in throughout the weeks was a nice break. It motivated me that I can be a leader and a good leader and that it is hard but it's worth it. I liked that I could save what I and others contributed to reference later. I found myself often thinking "I know!!" and "I feel the same way". It's always welcome to feel not alone in your fears, concerns, and inexperience. I will be telling my coworkers about my great experience taking this class. *Tara J., MN*

I have really enjoyed this class. Learning about different personality types, difficult employees, and generational differences has given me a new outlook and understanding of my coworkers. It will be very helpful in the future for me. The scenarios were also very thought provoking and very useful as well. It was very interesting to read the point of views of others in the class and gain some new ideas and perspectives. I will definitely recommend this class to my coworkers. *Amy M., VA*

When I signed up for the course I was excited and then I realized - 6 weeks - and part of it through my holidays, what did I do! But, as I got into the course, I knew I was going to like what I signed up for. I can't believe all the fantastic information I was able to extract from this course and the timing couldn't have been better for me. This was the 2nd course I have taken through PEI Online and again, Candi - you did not disappoint! The course demonstrated ways that I can be an effective leader - even if I'm not a manager. It gave me some insight into myself and where I'm at in my career and how I can get motivated moving forward. I definitely have a better understand of what it takes to be a supervisor, and a greater appreciation for being a supervisor who is a TRUE leader-manager. I was able to recognize that I currently possess some great qualities and that I do go out of my way to lead by example, to be that cheerleader when the negativity gets overwhelming and I now have a lot more confidence moving forward towards my goal of Communications Supervisor. *Cheryl S., Canada*

As a seasoned "supervisor" (was an assistant supervisor for 7 or 8 years before being promoted to shift supervisor), I found that this class gave me a fresh perspective on today's role as a supervisor. One thing I've learned in this industry and in life is that when you quit learning you quit living. As long as you are able to learn new things or new ways to do old things, you are always fresh in your field. There's always new ways to look at things but there's always a need for the old perspectives as well. Been a great learning experience. *Marc P., NC*

First, the *almost* 6 weeks has flown by!! I have really enjoyed this class and I have printed the "textbook" to keep as a reference as I further my career in the 911 profession. The personality test was spot on for me and I really enjoyed seeing what the outcome was, it did not disappoint. Every chapter had a section in it that I learned something new and it was a reminder to myself that I have so much more to learn. I definitely need to educate myself on the "laws and legislations" of 911. I feel that is a weak point for me therefore any class that you can recommend or training opportunities that I would benefit from please let me know. The chapter about the different types of employees in dispatch was right on point and I believe we all can relate to those types. Overall the class was beneficial and look forward to taking more classes through PEI-911! *Kristie H., NC*

I honestly think this was a great course! I have learned a lot of different techniques and skills that I will continue to build on and grow with. Having this chapters are reference will be helpful if I need to refer back to them as different situations arise. It was good to read other classmates articles and get their thoughts and ideas. I am going to recommend this class to all my fellow supervisors and hope they sign up for it. *Korey R., New Hampshire*

This whole course was so beneficial for me. Being self-paced but interactive was huge. I enjoyed the course material and the ideas and discussions each of my individual classmates brought to the table. I will be taking these back to my own communication center here in Colorado and using it in my future professional and personal life and growth. Thank you all for a wonderful 6 week course. I learned to much and am so grateful (and relieved) to hear other people's struggles, solutions, problem solving, and leadership methods from around the nation. *Kara H., CO*

This course really helped me understand the foundation of being a leader-manager and information that will assist in improving the work done in this profession. From learning different personality types, effective managing, and reflecting on the work we do and how we do it, this course has helped me approach situations more open-mindedly and with a new perspective. I've also learned a lot from how other classmates operate in their centers and from their input on the assignments in this course. There's so much knowledge to be gained from one another and so much potential to improve with the knowledge we can share. *Kris G., MO*

I found this class to be very insightful! I appreciated being reminded of things I knew, but maybe had forgotten about. And also, learning about new things that I can take and apply in everyday life. I also really enjoyed hearing about everyone else's centers or policies/procedures. I think it is very beneficial for us to brainstorm together and be able to take away ideas from others that we had never thought of. It was super helpful ! *Cally S., MN*

Now that I have completed the class I have better understand how to manage and work with others. Since I have only been in the field 1 year, I still have a lot of dispatch learning to do. I think that these skills will help me get along with my coworkers better and understand where people are coming from. Also, I can watch how my current manger reacts to problems on the shift and understand why they are reacting like that. With the new knowledge I can make these situations my own and see if I would respond the same way. When the day comes for me to think about a promotion, I will have the skills in order to help me become a well-rounded manager. *Jamie W., FL*

I feel that this course would be beneficial to anyone entertaining the idea of working towards a management position. It touched on so many aspects of the responsibilities of a supervisor/manager that agencies may or may not teach their employees. Some people can naturally go throughout a career with minimal training and be successful, but most could benefit from it. One way to keep great employees is with great management, and this class is a way to start that. *Heather C., TN*

I really enjoyed this class. A lot of direct information was learned related to the 911 industry from a leader/manager perspective. My senior supervisors and I have discussed over the years how we need to find a truly beneficial training for new supervisors, and this is definitely the class. You'll be seeing one of my newer supervisors in this class early next year. *Jillianne C., IL*

I really enjoyed this course and the material. At first I was a bit nervous about posting responses that everyone could read, but after the first week I was engaged in the course after discovering how similar my classmates' experiences in their Communications Centers were to my own. Candice, thank you for all of your timely and well-thought out feedback. It is obvious you are knowledgeable and passionate about the material and teaching, which made the course more enjoyable. *Meredith L., Canada*

Taking part in this course has been an enriching experience for me. It has left me with new insight and skills and has given me a deeper understanding of what it really means to be a leader. I am coming away with fresh perspectives on various aspects of leadership, especially how to connect with my team on a level that is meaningful to them, and has encouraged me to "think outside the box." I feel like I now have a "toolbox" full of new communication techniques, problem solving strategies and a new approach to decision making. I feel much more confident and prepared to tackle any challenges that come my way as a leader and supervisor. I've really enjoyed getting to know you all and being able to share in your insight, wisdom, and different perspectives! *Melissa R., Canada*

This course has provided me with crucial knowledge and different perspectives on many things surrounding my job duties as a Telecommunications Supervisor. I appreciate the invaluable knowledge I obtained, not only from the course material but from the instructor and my classmates as well. Building for Excellence has helped give me a clearer goal of the leader-manager that I want to be, and I will carry what I learned through the rest of my career. Thank you for a rewarding and educational 6 weeks! *Graycie E., GA*

This class has been truly enlightening, revealing aspects I hadn't anticipated needing to be mindful of as I strive to become a leader-manager. I now feel significantly more prepared to take on the responsibilities at my Center, including advocating for its benefit. Equipped with the tools acquired from this course, I am confident that I can be an even better role model and effectively boost morale within the Center. *Courtney J., FL*

I wasn't sure what to expect when I took this course, one of the most beneficial things I'm taking away from it is that not only do I have to be able to lead my team effectively, with all the knowledge of their traits we learned about and making a strong self-evaluation. By having an honest evaluation of self, it will help lead your team to excellence. Start by leading by example. There are things from our generation, to our overall personalities, that make us who we are however none of it is an excuse or crutch to be leaned on, we must use our strengths and work on our opportunities and only by being honest and leading by example can we truly be good leaders. *Janna D., NC*

I appreciated how in depth this course was even though it was only six weeks. It seemed to go through all the important issues and ways in which to resolve them. I will definitely learn from this information and think it will help me when I apply to be a supervisor. *Charles E. CO*

I really appreciate how clear and readable the textbook was. The examples and solutions were very practical and immediately applicable. It didn't feel like there was any fluff in the material. The prompts were relevant and guided consideration of the material. *Karen S., OR*

As we conclude the course, I appreciate the course's comprehensive focus on the evolving demands of emergency communications leadership. The insights into managing multi-generational teams, addressing mental health, and fostering resilience were particularly impactful. I am leaving with practical strategies and a renewed commitment to lead with empathy and adaptability in a rapidly changing field. Thank you to Candi and classmates for an engaging and valuable experience. *Russ P., GA*

I have thoroughly enjoyed this course and will save the booklets for review. All agencies should send their leaders to a course such as this because it is tailored to educate leaders in this profession to deal with issues unique to Public Safety and 911 Communications. The simplified format used to educate us on the different generations and the section that identifies the different problem employees in Chapter 4 was also helpful. Next Gen 911 is coming! Agency Heads had better prepare, in the 911 Center and on the field responder side of the house! The information on NG911 was useful and something I can share with our County officials. I will budget for this course to be a part of our managerial training plan for next year. *Diane P., GA*

It has been a long time since I've done any online training or schooling, but this course was fantastic! I learned a great deal and was able to put some of it into practice right away. I haven't heard back on my proposal yet, likely due to the time of year, so I doubt I'll know anything before the new year. Thank you for the guidance on how to put it together! This course also inspired me to take the time to better understand the personality types of my dispatchers. It's already helping with effective communication and team building. I'm also incorporating some of the motivators we learned about to help my team get to know each other better. The information provided here was truly invaluable to me! *Robert J. NH*

This course was an excellent reminder for me of why I became a supervisor, and how to be the type of leader that I want to be. It helped to keep my goals on being a strong leader that supports my team through their struggles and works to make them better so the team is better overall. It gave great insights on how to handle tough situations, and what to expect in the future as nextgen 911 progresses. I enjoyed the calls and would recommend it to others at my department. *Ali J., FL*

I think I will go back to the course the textbook often to remind me of how to handle different situations with different generations and different saboteurs in the department. There is so much information in the textbook that I can use on a daily basis. Understanding liability issues is another big one for me. I think this course was very beneficial for me. *Lisa M., SD*

WOW, this class provided so much for me to utilize as a Director and make sure that I can better manage the center. I think that this will benefit my employees greatly and improve the center. I strive to make it better and be better for my employees. I appreciate the information and will strive to make employees jobs better here. *Jennifer B., TX*

I've enjoyed this course and would highly recommend to those with a desire to further their career in any level of 911 Center management. The instructor was most helpful and it was refreshing to hear from other students. I look forward to seeing improvements within our own 911 Center. *Jonathan D., NC*

As we come to the end of Building for Excellence, I've realized just how much this course has shifted my perspective, not just on leadership in a 911 center, but on the kind of environment we're capable of creating when we lead with intention. I appreciated how the course didn't just focus on policies and procedures but really emphasized people and how to support them, motivate them, hold them accountable, and help them grow. One of the biggest takeaways for me was how critical it is to create a culture of trust, consistency, and wellness. I never truly considered how much of an impact creative thinking and emotional intelligence could have on performance and morale. *Fantasia S., NC*

My final thoughts are I really enjoyed this course, there was so much information and insight from our instructor, materials and also classmates that I will take and use in my time here at our center being a supervisor. The feedback and seeing other thoughts on how they would do things or are doing things was very helpful, I look forward to being better and growing and also helping our current and future employees grow as well. *Nakindra D., NC*

This class was informative and actually fun, not like others were there is no interaction and is a bore to take. Thank You. *Donny M., NC*