Training and Supervision of Staff in Human Service Settings

BEHV 5570, Spring 2021 Semester

Staff Training | Gordon Ramsay
Course Overview

What the Catalog Says: Includes analysis of political and social contingencies existing in most institutional settings. Describes training considerations and ways to establish a positive work environment for staff and clients. Principles underlying effective supervisory practices are described.

What Joe Says: Over the course of the semester, you'll be learning about staff training and supervision, with a focus on both the day-to-day, practical issues related to staff training and supervision and systems-level issues, including the role of leadership, organizational policies and processes, and the maintenance of change. To those ends, the learning objectives are:

1. Describe empirically-supported staff training and supervision practices.
2. Design a package for training staff on a specific skill, including the initial acquisition of the skill, maintenance of the skill under training conditions, maintenance of the skill under the relevant job conditions, and generalization of the skill to novel conditions.
3. Describe systems-level issues in staff supervision and training.
4. Describe how the approach and values of leaders are relevant to staff training and supervision.
5. Describe empirically-supported methods for assessing and treating staff performance issues.
6. Identify systems-level processes that affect leadership goals and their relation to staff performance.
7. Assess current processes and design a leadership-based, system-level intervention for staff training and supervision practices, including maintenance of the entire system.
Readings

Textbooks

1. **The Supervisor's Guidebook (TSG): Evidence-Based Strategies for Promoting Work Quality and Enjoyment among Human Service Staff** (https://www.amazon.com/Supervisors-Guidebook-Evidence-Based-Strategies-Promoting/dp/0964556251/ref=sr_1_1?ie=UTF8&qid=1547150943&sr=8-1&keywords=the+supervisor%27s+guidebook) by Reid, Parsons, and Green (2012)

2. **Measure of a Leader (MoaL): The Legendary Leadership Formula For Producing Exceptional Performers and Outstanding Results** (https://www.amazon.com/Measure-Leader-Leadership-Exceptional-Outstanding/dp/0071482660/ref=sr_1_1?ie=UTF8&qid=1547151031&sr=8-1&keywords=Measure+of+a+leader) by Daniels and Daniels (2007)

3. **Analyzing Performance Problems (APP): Or, You Really Oughta Wanna--How to Figure out Why People Aren't Doing What They Should Be, and What to do About It** (https://www.amazon.com/Analyzing-Performance-Problems-Really-Wanna-How/dp/1879618176/ref=sr_1_1?ie=UTF8&qid=1547151071&sr=8-1&keywords=analyzing+performance+problems+or+you+really+oughta+wanna) by Mager and Pipe (1997)

Articles


**Course Components**

**Reading Guides**

For each group of readings, I will post a reading guide. The guide will contain questions that highlight important points in the readings and synthesize information in the readings. You should complete the reading guide before the class it is due and have a copy available during class, to use during the lecture and discussion. You will use the reading guide when you complete the interteach.

**Interteach**

After each remote class, you will partner with one or two other students to conduct an interteach, based on your Reading Guide. You will have until Thursday at midnight to submit your interteach record. Part of that record will include 1-2 topics you had the most difficulty with/disagreed with/want to know more about/etc. I will then create a brief (5 minute-ish) video reply to your record.
Quizzes

You will take two quizzes. The quiz will include basic information from the readings, lecture, and discussion from the previous weeks. The quizzes format will be short answer and will be 50-points each.

Skill Training Package

During the first half of the semester, you will develop a set of procedures to train staff. As part of this package, you will identify the skill you will be teaching, assess the current performance of the skill and the conditions under which you want it to occur, and develop a set of empirically-supported procedures for training staff, and develop a set of procedures for feedback and maintenance of the training. You will have the opportunity to submit portions of this for feedback before the final write-up and presentation. Additional details will be provided throughout the first half of the semester.

Maintenance Package

During the second half of the semester, you will develop a set of procedures for a systems-level process to support the staff performance you training in the Skill Training Project. As part of this, you will identify leadership goals, analyze the current, and desired, processes in place that support these goals and staff performance, and design an intervention to optimize the process, including on-going feedback and maintenance of the process and staff performance in the absence of programmed intervention. You will have the opportunity to submit portions of this for feedback before the final write-up and presentation. Additional details will be provided throughout the second half of the semester.

Attendance/Make Up Policy

Attendance is important for obtaining information from lectures, and for taking quizzes and completing in-class assignments. Students with religious obligations, severe medical illnesses, or family problems need to contact me IN ADVANCE to discuss the situation. To contact me with such issues, send me an e-mail or talk to me in person rather than leaving a message on my office phone. Out of fairness, I can only make special arrangements and give incompletes when students contact me beforehand. I recommend that you send me an e-mail and provide me documentation whenever you need to miss class due to legitimate reasons. It is not enough to tell me about absences, I need a permanent record (i.e., an e-mail and/or a note).

Classroom Behavior
I expect you to attend class fully prepared with appropriate materials and electronic devices silenced. You can use laptops, tablets, smartphones, and other devices to take notes and view files related to the class, but not for other purposes.

**Class Participation**

You will occasionally be asked to present material as part of in-class activities; these dates are notated in the Course Summary below.

**Remote Instruction**

Summary: This course is a hybrid course, meaning some classes will occur remotely and some classes will occur on campus. For the first two weeks of the semester, all classes will occur remotely. For the remainder of the semester, we'll meet in person every third week.

UNT Official Policy: Remote instruction may be necessary if community health conditions change or you need to self-isolate or quarantine due to COVID-19. Students will need access to a desktop, laptop, or tablet computer with a webcam and microphone to participate in fully remote portions of the class.

**Grading**

<table>
<thead>
<tr>
<th>Item</th>
<th>Each</th>
<th>Number</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reading Guides</td>
<td>10</td>
<td>11</td>
<td>110</td>
</tr>
<tr>
<td>Interteaches</td>
<td>9</td>
<td>5</td>
<td>45</td>
</tr>
<tr>
<td>Quizzes</td>
<td>2</td>
<td>50</td>
<td>100</td>
</tr>
<tr>
<td>Skill Assessment Draft</td>
<td>25</td>
<td>1</td>
<td>25</td>
</tr>
<tr>
<td>Skill Training Draft</td>
<td>25</td>
<td>1</td>
<td>25</td>
</tr>
<tr>
<td>Skill Training Write-Up</td>
<td>100</td>
<td>1</td>
<td>100</td>
</tr>
<tr>
<td>Skill Training Presentation</td>
<td>100</td>
<td>1</td>
<td>100</td>
</tr>
<tr>
<td>Goal and Process Identification Draft</td>
<td>25</td>
<td>1</td>
<td>25</td>
</tr>
<tr>
<td>Identification Draft</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------</td>
<td>---</td>
<td>---</td>
<td></td>
</tr>
<tr>
<td>Process Improvement &amp; Maintenance Draft</td>
<td>25</td>
<td>1</td>
<td>25</td>
</tr>
<tr>
<td>Training and Maintenance Write-Up</td>
<td>100</td>
<td>1</td>
<td>100</td>
</tr>
<tr>
<td>Training and Maintenance Presentation</td>
<td>100</td>
<td>1</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td><strong>755</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>679+</td>
</tr>
<tr>
<td>B</td>
<td>604-678</td>
</tr>
<tr>
<td>C</td>
<td>528-603</td>
</tr>
<tr>
<td>D</td>
<td>475-527</td>
</tr>
<tr>
<td>F</td>
<td>&lt;475</td>
</tr>
</tbody>
</table>

*I reserve the right to change the schedule as necessary. All changes will be announced.*

**CLASS RECORDINGS**

Synchronous (live) sessions in this course will be recorded for students enrolled in this class section to refer to throughout the semester. Class recordings are the intellectual property of the university or instructor and are reserved for use only by students in this class and only for educational purposes. Students may not post or otherwise share the recordings outside the class, or outside the Canvas Learning Management System, in any form. Failing to follow this restriction is a violation of the UNT Code of Student Conduct and could lead to disciplinary action.

**Academic Integrity Standards and Consequences**

According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University.
ADA ACCOMMODATION STATEMENT
UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one’s specific course needs. Students may request accommodations at any time, however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the ODA website (https://disability.unt.edu/).

Emergency Notification & Procedures
UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to Canvas for contingency plans for covering course materials.

Acceptable Student Behavior
Student behavior that interferes with an instructor’s ability to conduct a class or other students’ opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The University's expectations for student conduct apply to all instructional forums, including University and electronic classroom, labs, discussion groups, field trips, etc. Visit UNT’s Code of Student Conduct (https://deanofstudents.unt.edu/conduct) to learn more.

PROHIBITION OF DISCRIMINATION, HARASSMENT, AND RETALIATION (POLICY 16.004)
The University of North Texas (UNT) prohibits discrimination and harassment because of race, color, national origin, religion, sex, sexual orientation, gender identity, gender expression, age, disability, genetic information, veteran status, or any other characteristic protected under applicable federal or state law in its application and admission processes; educational programs and activities; employment policies, procedures, and processes; and university facilities. The University takes active measures to prevent such conduct and investigates and takes remedial action when appropriate.

Sexual Assault Prevention
UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment sexual assault, domestic violence, dating violence, and stalking. Federal laws (Title IX and the Violence Against Women Act) and UNT policies prohibit discrimination on the basis of sex, and therefore prohibit sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking, and/or sexual assault, there are campus resources available to provide support and assistance. UNT’s Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim’s compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at SurvivorAdvocate@unt.edu or by calling the Dean of Students Office at 940-565-2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at oeo@unt.edu or at (940) 565 2759.
### Access to Information - Eagle Connect

Students’ access point for business and academic services at UNT is located at: my.unt.edu. All official communication from the University will be delivered to a student’s Eagle Connect account. For more information, please visit the website that explains Eagle Connect and how to forward e-mail Eagle Connect ([https://it.unt.edu/eagleconnect](https://it.unt.edu/eagleconnect)).

### Student Evaluation Administration Dates

Student feedback is important and an essential part of participation in this course. The student evaluation of instruction is a requirement for all organized classes at UNT. The survey will be made available from April 12 to April 29th, to provide students with an opportunity to evaluate how this course is taught. Students will receive an e-mail from "UNT SPOT Course Evaluations via IASystem Notification" ([no-reply@iasystem.org](mailto:no-reply@iasystem.org)) with the survey link. Students should look for the email in their UNT e-mail inbox. Simply click on the link and complete the survey. Once students complete the survey they will receive a confirmation e-mail that the survey has been submitted. For additional information, please visit the SPOT website ([http://spot.unt.edu/](http://spot.unt.edu/)) or e-mail [spot@unt.edu](mailto:spot@unt.edu).

### Course Summary:

<table>
<thead>
<tr>
<th>Date</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tue Jan 12, 2021</td>
<td>BEHV 5570 Section 001 - Training and Supervision of Staff in Human Service Settings (Spring 2021) (<a href="https://unt.instructure.com/calendar?event_id=348418&amp;include_contexts=course_47592">https://unt.instructure.com/calendar?event_id=348418&amp;include_contexts=course_47592</a>) 6pm to 9pm</td>
</tr>
<tr>
<td>Tue Jan 19, 2021</td>
<td>BEHV 5570 Section 001 - Training and Supervision of Staff in Human Service Settings (Spring 2021) (<a href="https://unt.instructure.com/calendar?event_id=348419&amp;include_contexts=course_47592">https://unt.instructure.com/calendar?event_id=348419&amp;include_contexts=course_47592</a>) 6pm to 9pm</td>
</tr>
<tr>
<td>Thu Jan 21, 2021</td>
<td>Assessment 1: Selecting What to Change Readings (<a href="https://unt.instructure.com/courses/47592/assignments/987005">https://unt.instructure.com/courses/47592/assignments/987005</a>) due by 6pm</td>
</tr>
<tr>
<td></td>
<td>Assessment 1 Interteach (<a href="https://unt.instructure.com/courses/47592/assignments/987674">https://unt.instructure.com/courses/47592/assignments/987674</a>) due by 11:59pm</td>
</tr>
<tr>
<td></td>
<td>BEHV 5570 Section 001 - Training and Supervision of Staff in Human Service Settings (Spring 2021) (<a href="https://unt.instructure.com/calendar?event_id=348418&amp;include_contexts=course_47592">https://unt.instructure.com/calendar?event_id=348418&amp;include_contexts=course_47592</a>)</td>
</tr>
</tbody>
</table>
Tue Jan 26, 2021

**Service Settings (Spring 2021)**
([https://unt.instructure.com/calendar?event_id=348420&include_contexts=course_47592](https://unt.instructure.com/calendar?event_id=348420&include_contexts=course_47592))

6pm to 9pm

Assessment 2: Causes of Performance Problems Readings
([https://unt.instructure.com/courses/47592/assignments/987006](https://unt.instructure.com/courses/47592/assignments/987006))
due by 6pm

Tue Feb 2, 2021

**BEHV 5570 Section 001 - Training and Supervision of Staff in Human Service Settings (Spring 2021)**
([https://unt.instructure.com/calendar?event_id=348421&include_contexts=course_47592](https://unt.instructure.com/calendar?event_id=348421&include_contexts=course_47592))

6pm to 9pm

Assessment 3: Translating to Training Readings
([https://unt.instructure.com/courses/47592/assignments/987608](https://unt.instructure.com/courses/47592/assignments/987608))
due by 6pm

Intervention 1 Quiz
([https://unt.instructure.com/courses/47592/assignments/986998](https://unt.instructure.com/courses/47592/assignments/986998))
due by 6pm

Fri Feb 5, 2021

Skill Assessment Draft
([https://unt.instructure.com/courses/47592/assignments/987020](https://unt.instructure.com/courses/47592/assignments/987020))
due by 11:59pm

Tue Feb 9, 2021

**BEHV 5570 Section 001 - Training and Supervision of Staff in Human Service Settings (Spring 2021)**
([https://unt.instructure.com/calendar?event_id=348422&include_contexts=course_47592](https://unt.instructure.com/calendar?event_id=348422&include_contexts=course_47592))

6pm to 9pm

Intervention 1: Selecting an Intervention Readings
([https://unt.instructure.com/courses/47592/assignments/987009](https://unt.instructure.com/courses/47592/assignments/987009))
due by 6pm

Intervention 2 Quiz
([https://unt.instructure.com/courses/47592/assignments/986997](https://unt.instructure.com/courses/47592/assignments/986997))
due by 6pm

Intervention 2 Quiz
([https://unt.instructure.com/courses/47592/assignments/987000](https://unt.instructure.com/courses/47592/assignments/987000))
due by 6pm

Tue Feb 16, 2021

**BEHV 5570 Section 001 - Training and Supervision of Staff in Human Service Settings (Spring 2021)**
([https://unt.instructure.com/calendar?event_id=348422&include_contexts=course_47592](https://unt.instructure.com/calendar?event_id=348422&include_contexts=course_47592))

6pm to 9pm
Quiz 1: Assessment due by 11:59pm

Intervention 2: Design and Practical Approaches Readings due by 6pm

Intervention 3: Effective and Valid Change Readings due by 6pm

Leadership 1 Discussion due by 11:59pm

Staff Training Video Summary due by 11:59pm


<table>
<thead>
<tr>
<th>Date</th>
<th>Assignment</th>
<th>Due Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sun Mar 21, 2021</td>
<td><a href="https://unt.instructure.com/courses/47592/assignments/987603">Supervision 1 - Concepts and Approaches Readings</a></td>
<td>6pm</td>
</tr>
<tr>
<td>Tue Mar 23, 2021</td>
<td><a href="https://unt.instructure.com/courses/47592/assignments/987003">Leadership 2 Discussion</a></td>
<td>11:59pm</td>
</tr>
<tr>
<td>Tue Mar 30, 2021</td>
<td><a href="https://unt.instructure.com/calendar?event_id=348428&amp;include_contexts=course_47592">BEHV 5570 Section 001 - Training and Supervision of Staff in Human Service Settings (Spring 2021)</a></td>
<td>6pm to 9pm</td>
</tr>
<tr>
<td>Sun Mar 28, 2021</td>
<td><a href="https://unt.instructure.com/courses/47592/assignments/987008">Feedback Preference Assessment</a></td>
<td>11:59pm</td>
</tr>
<tr>
<td>Tue Mar 30, 2021</td>
<td><a href="https://unt.instructure.com/courses/47592/assignments/987023">Supervision 2: Effective Practices Readings</a></td>
<td>6pm</td>
</tr>
<tr>
<td>Tue Mar 31, 2021</td>
<td><a href="https://unt.instructure.com/calendar?event_id=348429&amp;include_contexts=course_47592">BEHV 5570 Section 001 - Training and Supervision of Staff in Human Service Settings (Spring 2021)</a></td>
<td>6pm to 9pm</td>
</tr>
<tr>
<td>Sun Apr 4, 2021</td>
<td><a href="https://unt.instructure.com/courses/47592/assignments/987025">Video Description/Script</a></td>
<td>11:59pm</td>
</tr>
<tr>
<td>Tue Apr 6, 2021</td>
<td><a href="https://unt.instructure.com/courses/47592/assignments/987007">Feedback PA (From 3/4 to 1)</a></td>
<td>12pm</td>
</tr>
<tr>
<td></td>
<td><a href="https://unt.instructure.com/calendar?event_id=348430&amp;include_contexts=course_47592">BEHV 5570 Section 001 - Training and Supervision of Staff in Human Service Settings (Spring 2021)</a></td>
<td>6pm to 9pm</td>
</tr>
<tr>
<td>Date</td>
<td>Assignment</td>
<td>Due Time</td>
</tr>
<tr>
<td>--------------</td>
<td>-----------------------------------------------------------------------------------------------------------------------</td>
<td>-----------</td>
</tr>
<tr>
<td>Tue Apr 13, 2021</td>
<td><strong>Supervision 2 - Effective Practices</strong> (<a href="https://unt.instructure.com/courses/47592/assignments/986999">link</a>)</td>
<td>6pm</td>
</tr>
<tr>
<td></td>
<td><strong>Supervision 3: Evaluation and Long-Term Success Readings</strong> (<a href="https://unt.instructure.com/courses/47592/assignments/987614">link</a>)</td>
<td>6pm</td>
</tr>
<tr>
<td></td>
<td><strong>BEHV 5570 Section 001 - Training and Supervision of Staff in Human Service Settings (Spring 2021)</strong> (<a href="https://unt.instructure.com/calendar?event_id=348431&amp;include_contexts=course_47592">link</a>)</td>
<td>6pm to 9pm</td>
</tr>
<tr>
<td>Tue Apr 20, 2021</td>
<td><strong>Maintenance: Feedback and Long-Term Systems Readings</strong> (<a href="https://unt.instructure.com/courses/47592/assignments/987015">link</a>)</td>
<td>6pm</td>
</tr>
<tr>
<td></td>
<td><strong>BEHV 5570 Section 001 - Training and Supervision of Staff in Human Service Settings (Spring 2021)</strong> (<a href="https://unt.instructure.com/calendar?event_id=348432&amp;include_contexts=course_47592">link</a>)</td>
<td>6pm to 9pm</td>
</tr>
<tr>
<td>Tue Apr 27, 2021</td>
<td><strong>Leadership: Concepts, Considerations, and Actions Readings</strong> (<a href="https://unt.instructure.com/courses/47592/assignments/987012">link</a>)</td>
<td>6pm</td>
</tr>
<tr>
<td></td>
<td><strong>BEHV 5570 Section 001 - Training and Supervision of Staff in Human Service Settings (Spring 2021)</strong> (<a href="https://unt.instructure.com/calendar?event_id=348433&amp;include_contexts=course_47592">link</a>)</td>
<td>6pm to 9pm</td>
</tr>
<tr>
<td></td>
<td><strong>Leadership 2 - Action Reading Guide</strong> (<a href="https://unt.instructure.com/courses/47592/assignments/987013">link</a>)</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Leadership 2: Action Reading Guide</strong> (<a href="https://unt.instructure.com/courses/47592/assignments/987014">link</a>)</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Maintenance 2 - Leaving is Hard</strong></td>
<td></td>
</tr>
</tbody>
</table>