

SYLLABUS
SAINT LEO UNIVERSITY
School of Education and Social Services
HUS 520 Working in Human Services Administration
SA04
TERM SPRING II, 2016

Instructor: William Richard Griffin Jr. (Bill Griffin)

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Class Meets: Saturday mornings

Office hours: By appointment

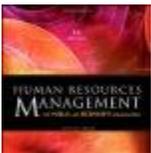
PREREQUISITES: Successfully completed HUS 510 Legal and Ethical Issues

COURSE DESCRIPTION

This course introduces students to the field of management in human services organizations. It focuses on the knowledge and skills required by those who supervise employees on a daily basis. Employee and agency rights as well as legal issues pertaining to employment will be discussed as well as recruiting and training a volunteer workforce. Interviewing skills in the workplace will be practiced. The course provides an overview of the numerous federal laws, executive orders, and court decisions which have shaped the field of management in human services. A solid understanding of these concepts and laws are essential to operating successfully in the field of human services administration.

REQUIRED TEXT

Pynes, J.E. (2013). *Human Resources Management for PUBLIC and NONPROFIT Organizations*. 4th Ed. San Francisco, CA: Jossey-Bass. ISBN-13: 978-1118398623 ISBN-10: 1118398629 Also available by e-Book. (To obtain instructor materials for the course textbook, contact the Saint Leo University Wiley representative found on <http://www.wiley.com/WileyCDA/>)



OPTIONAL TEXTS (these texts are optional and can added to the required text)

Heyman, D. (2011). *Nonprofit management 101: A complete and practical guide for leaders and professionals*. San Francisco, CA: Jossey-Bass ISBN: 978-0-470-28596-1 eBook ISBN: 978-1-118-07192-0. Bill Griffin and Louise Walters have used this book in a course on Managing Nonprofit Organizations. The students enjoyed the book, and the instructors did too. It would be a useful supplement to any HUS course.



Sakaduski, N. (2013). *Managing volunteers: How to maximize your most valuable resources*. Santa Barbara, CA: ABC-CLIO, LLC. ISBN-13:978-1440803642 ISBN-10 1440803641



WEBSITE RESOURCES

Society of Human Resource Management <http://www.shrm.org/pages/default.aspx>

National Organization of Human Services <http://www.nationalhumanservices.org/>

Center for Credentialing Education <http://www.cce-global.org/hsbcp>

Council for Standards in Human Services Education <http://www.cshse.org/standards.html>

The chronicle of philanthropy <http://philanthropy.com/>

ARNOVA <http://www.arnova.org/>

Center for nonprofit management <http://www.cnm.org/>

The nonprofit times <http://www.nptimes.com/>

National Center for Charitable Statistics <http://nccsdataweb.urban.org/FAQ/index.php?category=31>

Also <http://nccsdataweb.urban.org/PubApps/profileStateList.htm>

Nonprofit Law <http://www.nonprofitlaw.com/>

Nonprofit Hub <http://www.nonprofithub.com/>

Nonprofit guides <http://www.npguides.org/>

The Leadership Center research papers www.theleadershipcenter.com

UNIVERSITY'S COMMITMENT TO ACADEMIC EXCELLENCE STATEMENT

Academic excellence is an achievement of balance and growth in mind, body, and spirit that develops a more effective and creative culture for students, faculty, and staff. It promotes integrity, honesty, personal responsibility, fairness, and collaboration at all levels of the university. At the level of students, excellence means achieving mastery of the specific intellectual content, critical thinking, and practical skills that develop reflective, globally conscious, and informed citizens ready to meet the challenges of a complex world.

LEARNING OUTCOMES

At the end of the course the student will be able to:

1. Define the basic concepts of management
2. Apply management and administrative concepts in a human services setting
3. Identify various ethical issues that challenge administrative professionals in a human services setting
4. Demonstrate mastery of key content areas through the completion of a management project in human services
5. Discuss various federal laws, executive orders, and court decisions which have shaped the field of human services management and its affect on the employment relationship
6. Evaluate management practices and develop problem-solving skills relevant to situations faced in employee and volunteer management
7. Employ professional research and tools in the field of human services administration by applying them in real world scenarios
8. Recognize the Saint Leo University core value of *Excellence* and the professional Human Services standards and ethics (CSHSE) in working with human services management and administration

SAINT LEO UNIVERSITY CORE VALUE

For this course, the Saint Leo University core value of *Excellence* is most applicable.

Excellence – Saint Leo University is an educational enterprise. All of us, individually and collectively, work hard to ensure that our students develop the character, learn the skills, and assimilate the knowledge essential to become morally responsible leaders. The success of our University depends upon a conscientious commitment to our mission, vision, and goals.

Council for Standards in Human Services Education (CSHSE) Curriculum Standards

Standard 9: The curriculum shall include the historical development of human services.

Standard 16: The curriculum shall provide knowledge, theory, and skills in the administrative aspects of the services delivery system.

METHODS OF ASSESSMENT

(Instructors: These assessments are required but you can add additional assessments. Add due dates)

Management Analysis Final Paper – (25%). 100 points spread over five assignments.

Students will select a specific organization, and report on the overall management and administrative function including philosophy, structure, programs, etc. The focus should be how human resources functions and how human resources should be a strategic player in the agency. (You may select your current organization, but a formal letter of permission should be acquired). Research should be gathered from available interviews (podcasts, etc), organizational publications, and/or other published material. The project is to be individually completed. Here are the guiding questions for your project. This is a policy analysis paper and not an employee analysis paper. Since no surveys or individual

interviews are required, nor will be conducted with employees, the IRB process will not be necessary. However, if any human subjects are involved in the analysis of the program, then a proposal will be sent to the IRB at Saint Leo University for approval before any research is conducted using human subjects. If no actual human services organization is interested in participating in this project, the student can create a fictional organization and develop the materials for the project based upon best practices for management. Here are the guiding questions for your project.

1. Briefly discuss (1 – 2 pages) the role of management in a human services setting.
2. Review, critically analyze and examine the structure of the organization and of the human resources department. Is it positioned to be a strategic partner? Describe the structure, and comment on what you believe are its challenges and strengths.
3. Examine the various personnel practices and policies of the organization. (e.g., the strategic planning, training, diversity management, recruitment, performance management, job analysis compensation, benefits, etc. as covered in class.) Are their policies and practices up-to-date, relevant to the organization, and enforced consistently and fairly? Should any policy be changed? Improved upon or be eliminated? Why? How?
4. It has been said that the ultimate goal of management is to *increase worker productivity while maintaining a high level of employee morale and job satisfaction*. Is this goal of management being achieved in your selected organization? Analyze from a variety of organizational perspectives and draw verifiable conclusions.
5. If you were an outside consultant hired by this organization to analyze the personnel department for efficiency and effectiveness, what recommendations, both structural, strategic and tactical would you make to the senior organizational management team?

This paper will be an in-depth analysis of management in a selected organization. The student will apply the Saint Leo University core value of Excellence and professional Human Services standards and ethics (CSHSE) in working with management that best informs an understanding of the analysis. This paper must be between 12- 15 pages, typed and double-spaced. (12 pages of content are required). Graphs and visuals may be included but do not count towards the content pages. Confidentiality is necessary for any information collected from the agencies. Names of the agencies should be concealed for any classroom discussions about the agency analysis and findings. Agencies wanting the results of the analysis should be granted a copy of the final paper, with a written understanding that the student is not a professional at this point, but rather is learning and practicing the theory related to management in human services settings. Correct spelling, grammar, and sentence structure are imperative. References must be appropriately cited with a reference list included. **The paper must follow the American Psychological Association (APA) format. The Final Report is due on Saturday April 30 (Week 8). However, there will be intermediate milestones with deliverables due in Weeks 2, 4, and 6. NO LATE PAPERS WILL BE ACCEPTED.**

Guidelines for Management Analysis Paper

Each student will follow the above stated guidelines for the paper. The student must follow the American Psychological Association (APA) format. Student will be graded on thoroughness of content area, correct spelling, grammar, sentence structure and correct use of APA.

Please consult the following rubric when writing your paper. Detach the rubric from the syllabus and staple it to your paper. Your instructor will use this rubric when grading. When your paper is returned, the comments should help you with your writing skills as you progress through your academic program.

Prepared in five stages

The Management Analysis Paper will be prepared in five stages. These stages and methodology are described in a separate document. These will include:

Topic Memo. 10 points. One or two pages that summarize the topic selected by the student. The topic memo has two purposes. (1) It helps the student clarify their topic and begin planning for data needs, sources of information, and structure of the Paper. (2) It provides an opportunity for the instructor to review and approve the topic. **Due in Week 2.**

Word Outline. 10 points. It provides an opportunity for the student to identify information that must be collected (i.e., plan the **research** portion of the research project). This provides an opportunity for the student to plan how their analysis will be translated into a structured report (i.e., plan the **report** portion of the research project). **Due in Week 2.**

Sentence Outline. 10 points. It provides an opportunity for the student to identify in more detail the information that must be collected (i.e., plan the **research** portion of the research project). This also provides an opportunity for the student to plan in more detail how their analysis will be translated into a structured report (i.e., plan the **report** portion of the research project). **Due in Week 4.**

Draft Full Text. 30 points. It provides an opportunity for the student to identify in final form the information that must be collected to complete the report (i.e., complete the planning of the **research** portion of the research project). This also provides an opportunity for the student to plan in more detail how their analysis and outlines will be translated into a structured report (i.e., detailed planning and nearly complete execution of the **report** portion of the research project). In particular, the student is putting on paper the large majority of the words that will make up the Final Report. **Due in Week 6.**

Final Report. 40 points. This includes all information that the student has collected. It includes all words necessary to constitute a complete report. It may also include tables and figures. This is an integrated report in which all text, tables and figures are consistent with each other. **Due in Week 8.**

Rubric for Management Analysis Paper

Rating:

Exceptional corresponds to an A (95-100%). Performance is outstanding; significantly above the usual expectations

Proficient corresponds to a grade of B to A- (83-94%). Skills and standards are at the level of expectation.

Basic corresponds to a C- to B- (70-83%). Skills and standards are acceptable but improvements needed to meet expectations well.

Novice corresponds to a D (69 to 60%). Performance is weak; the skills or standards are not sufficiently demonstrated at this time.

Criteria	% of paper	Ratings				
		0	N o v i c e	B a s i c	P r o f i c i e n t	E x c e p t i o n a l
The paper is scholarly in nature; well organized and coherent with clear introduction, solid discussion on management topic, concise analysis and meaningful conclusion.	15%					
Paper includes an extensive analysis that examine the various personnel practices and policies of the organization as it relates to employee productivity, strategic planning, training, diversity management, recruitment, performance management, job analysis compensation, and benefits of the selected organization. Solid recommendations are made on appropriate management practices.	20%					

Thorough identification and discussion of the Saint Leo University core value and address CSHSE standards relevant to final topic.	20%					
The paper is appropriate, delineated, with solid analysis relevant to the management topic; academic resources utilized and current information is presented.	20%					
Correct grammar, punctuation, sentence structure is evident.	10%					
References are appropriately cited using APA Style with accompanying Reference page at the end of the paper.	15%					

Presentation 12%. 48 points

Students will present their paper during the last two weeks of the course. Each student will have 10-15 minutes (depending on the final class size). Students must use Power Point or Prezi and send it to the instructor the day before the presentation. Please bring your presentations on a flash drive. Confidentiality is to be maintained when presenting information on agencies that have been actual participants in this project. Names of the agencies will be changed or camouflaged when describing the analysis in the classroom setting or on the Powerpoint slides.

Chapter Quizzes. Total 50 % of the course grade. 198 points.

These 11 quizzes cover 12 chapters. Quizzes will consist of multiple choice, true/false, and matching questions. Questions will be from readings. Each quiz is a take-home, open book assignment that will be completed immediately after the student has finished the reading assignment.

Class participation and attendance 10%. 40 points.

Class participation is defined as the informed presentation of your thoughts, inferences, and ideas based on the readings, experience, and contribution to class discussion. Students score points for attendance. Excessive absence is defined as missing more than two classes per term and can result in failure. Five points per week.

Evaluation for course grade will be computed according to the following:

My Plan for the Course	1%
Experience with HR on the job	1%
Course Recap	1%
Presentation	12%
Class Participation and attendance	10%
Quizzes	50%

Term Paper (five parts) 25%

TOTAL POINTS 400

GRADING

A final course grade will be based upon the following:

95-100%	A	Exceptional
90-94%	A-	Excellent
86-89%	B+	Very Good
83-85%	B	Good
80-82%	B-	Fair
75-79%	C	Marginal
< 75%	F	Failure

COURSE RUBRIC

COURSE MODULES		
M o d u l e s	Topics	Readings/Assignments
W e e k O n e	Introduction to the course Introduction to Human Services Management in the Public and Nonprofit Sectors Review syllabus and requirements Discuss Saint Leo value relevant to the course <i>In-class activities/Active Learning exercises</i>	<u>Required Readings</u> <i>Chapter 1</i> <u>Quiz.</u> <i>Chapter 1, 16 points. Due in Week 2.</i>
W e e k T w o	Strategic Human Resources Management and Planning; Federal Equal Employment Opportunity Laws and Other Employee Protections <i>In-class activities/Active Learning exercises</i>	<u>Required Readings</u> <i>Chapters 2 & 3</i> <u>Quiz.</u> <i>Chapter 2, 23 points Due Week 3</i> <u>Research Project.</u> <i>Submit Topic Memo and Word Outline. Due in Week 2</i>

<p>W e e k T h r e e</p>	<p>Managing a Diverse Workforce; Job Analysis</p> <p>Review for Midterm <i>In-class activities/Active Learning exercises</i></p>	<p><u>Required Readings</u> <i>Chapters 4 & 5.</i></p> <p><u>Quiz.</u> <i>Chapter 3 & 4, 34 points</i> <i>Chapter 5, 14 points.</i> <i>Both due in Week 3</i></p> <p><u>Research Project.</u> <i>Return Topic Memo and Word Outline to students</i></p>
<p>W e e k F o u r</p>	<p>Recruitment and Selection Interviewing skills in the workplace; best practices</p> <p>Take Mid-Term Exam</p> <p><i>In-class activities/Active Learning exercises</i></p>	<p><u>Required Readings</u> <i>Chapter 6</i></p> <p><u>Quiz.</u> <i>Chapter 6, 20 points.</i></p> <p><u>Research Project.</u> <i>Submit Sentence Outline</i></p>
<p>W e e k F i v e</p>	<p>Compensation; Benefits <i>In-class activities/Active Learning exercises</i></p>	<p><u>Required Readings</u> <i>Chapters 7 & 8</i></p> <p><u>Quiz.</u> <i>Chapter 7, 13 points</i> <i>Chapter 8, 13 points</i></p> <p><u>Research Project.</u> <i>Return Sentence Outline to students.</i></p>
<p>W e e k S i x</p>	<p>Training and Career Development; Performance Management</p> <p><i>In-class activities/Active Learning exercises</i></p>	<p><u>Required Readings</u> <i>Chapter 9 & 10</i></p> <p><u>Quiz.</u> <i>Chapter 9, 13 points</i> <i>Chapter 10, 22 points</i></p> <p><u>Research Project:</u> <i>Submit Draft Full Text</i></p>
<p>W e e k S e v e n</p>	<p>Labor-Management Relations: Collective Bargaining in the Public and Nonprofit Sectors; Volunteers</p> <p>Begin student Power Point Presentations (depending on size of class)</p> <p>Review for final</p> <p><i>In-class activities/Active Learning exercises</i></p>	<p><u>Required Readings</u> <i>Chapter 11 & 12</i></p> <p><u>Quiz. Return draft full text.</u> <i>Chapter 11, 16 points.</i> <i>Chapter 12, 14 points</i></p> <p><u>Research Project:</u> <i>Submit Final Report</i></p>

W e e k E i g h t	Wrap-up. Student Presentations	Clean-up <u>Research Project:</u> Submit Final Report
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ADA POLICY:

Students with disabilities who may need academic accommodation(s), should contact the Disability Office email: adaoffice@saintleo.edu or call (352) 588-8464. For more information, please review the Policy and Procedure Manual on the Disability Services web page at: <http://www.saintleo.edu/SaintLeo/Templates/Inner.aspx?pid=391>.

ACADEMIC HONOR CODE:

As members of an academic community that places a high value on truth and the pursuit of knowledge, Saint Leo University students are expected to be honest in every phase of their academic life and to present as their own work only that which is genuinely theirs. Unless otherwise specified by the professor, students must complete homework assignments, with only their team members. If they receive outside assistance of any kind, they are expected to cite the source and indicate the extent of the assistance. Each student has the responsibility to maintain the highest standards of academic integrity and to refrain from cheating plagiarism or any other form of academic dishonesty. Academic dishonesty is representing another’s work as one’s own, active complicity in such falsification, or violating test conditions. Plagiarism is stealing and passing off the ideas and words of another as one’s own or using the work of another without crediting the source.

STUDENT MISCONDUCT/CLASSROOM DISRUPTION

Saint Leo University students are expected to conduct themselves at all times in accord with good taste and observe the regulations of the University and the laws of the city, state, and national government. All University community members—faculty, staff, employees, students—have the right and obligation to report violations of civil or University regulations to the appropriate University Vice President or Associate Vice President of Academic Affairs. Should a University community member encounter a disruptive student, the student shall be asked politely, but firmly, to leave the classroom (or wherever the locus of disruption). A University community member has the authority to do this if the student is acting in a disruptive manner. If the student refuses, the appropriate office shall be notified.

ATTENDANCE:

Attendance is required. Excessive absence will result in a lower final grade that may include failure. Excessive absence is defined as missing more than two classes during the term for any reason. Missing four or more classes will result in failure of the class. Students will be held responsible for all information provided during class sessions.

COURSE POLICIES:

This course encompasses four components: Reading the textbook, quizzes on the textbook material, seminar-type class discussions, and preparing a large research paper. Guest lecturers will occasionally be used to supplement the class lecture. Class participation is a required component of the course.

Students are expected to come to class with reading and quizzes completed, and be ready to discuss.

ASSIGNMENT POLICIES:

Promptness in completing assigned tasks and readings is a requirement of this course. Assignments are to be turned in on the day they are due. Your grade will be dropped ten percent for an assignment that is late.

Assignments are to be typewritten. All written assignments will be graded on the basis of content, clarity, punctuation, grammar, sentence structure, proofreading, **APA style and overall quality of work.**

Make-up Policy: **THERE WILL BE NO MAKE-UP EXAMINATIONS WHATSOEVER. PLEASE DO NOT ASK.**

GRADE:

All written assignments will be graded on the basis of content, clarity, punctuation, grammar, sentence structure, proofreading, **APA style and overall quality of work.**

Cannon Memorial Library Resources
Accessible in Ecollege, mySaintleo, library homepage

Library Instruction

To arrange library/research instruction for your classes, please contact:

Elana Karshmer elana.karshmer@saintleo.edu University Campus
 Viki Stoupenos viki.stoupenos@saintleo.edu FL, GA, SC Centers
 Steve Weaver steven.weaver@saintleo.edu CA, MS, TX, VA Centers
 Sandy Hawes sandy.hawes@saintleo.edu COL

Aimee Graham aimee.graham02@saintleo.edu DL

Writing Help

The Cannon Memorial Library now offers instruction in writing and research to all center students at all levels, across the curriculum. Ángel L. Jiménez, M.A., Instructor of Writing and Research, offers instruction on all aspects and stages of the writing process. Please make an appointment: **Appointment Form**

Ángel Jiménez angel.jimenez@saintleo.edu 1-352-588-8269

Cannon Memorial Library

Librarians are available during reference hours to answer questions concerning research strategies, database searching, locating specific materials, and interlibrary loan (ILL).

Reference Hours

Monday – Thursday 9 a.m. – 10 p.m.

Friday 9 a.m. – 5 p.m.

Saturday 9 a.m. – 6 p.m.

Sunday 10 a.m. – 6 p.m.

The library provides an 800 number and an email address for general reference services: 1-800-359-5945 or reference.desk@saintleo.edu. The library's mailing address and local telephone numbers are:

MC2128, 33701 State Road 52, Saint Leo, FL 33574

352-588-8477 (Reference Desk)

352-588-8476 (Circulation Desk)

352-588-8258 (Main)

352-588-8259 (Fax)

Online Catalog “LeoCat” (All Books and Media)

Click on the [Library Catalog](#) link on the [Cannon Memorial Library](#) website. To borrow books in person from the library, present your SLU ID at the Circulation Desk. Online and off-campus students may have materials delivered to them by completing and electronically submitting article or book request forms from the [Interlibrary Loan](#) page.

Online Library Resources (Articles and E-books)

Saint Leo provides its own array of online article databases and e-book resources. Use the [Databases](#) and [E-books](#) links on the Cannon Memorial Library website to search the latest subscription databases and e-book/e-reference collections.

Subject Research Guides

Click on [Research a Subject](#) for an introduction to relevant online and print resources the library has to offer in your given subject area – this is a great place to start your research.

Central Region - Georgia

Librarian

For help locating books, database searches, reference assistance, or to arrange library instruction for a class, Georgia students and faculty may contact:

Viki Stoupenos, Central Region – Georgia Librarian

Viki.stoupenos@saintleo.edu 1-912-352-8331 ext. 3025

Library Tutorial

A [library tutorial](#), which takes students through accessing Saint Leo library materials, is available on the library homepage. A short quiz is included which takes approximately 20 minutes to complete.

Supplemental Area Library Resources

Local Georgia public and area academic libraries are listed for each center: [Libraries Near Your Center](#)

Library Card Reimbursement

To ensure that every student has academic book borrowing privileges, Saint Leo annually reimburses off-campus students up to \$150 to obtain a library card at one area college or university library. Students should submit their receipt and a completed reimbursement form at their Saint Leo Center office. The reimbursement form is available online at http://saintleolibrary.cloudaccess.net/images/Library_Reimbursement_Form.pdf

Florida Region

Librarian

For help locating books, database searches, reference assistance, or to arrange library instruction for a class, Florida Region students and faculty may contact:

Viki Stoupenos, Florida Region Librarian

Viki.stoupenos@saintleo.edu 1-912-352-8331 ext. 3025

Library Tutorial

A library tutorial, which takes students through accessing Saint Leo library materials, is available on the library homepage. A short quiz is included which takes approximately 20 minutes to complete.

Supplemental Area Library Resources

Local Florida public and area academic libraries are listed for each center: [Libraries Near Your Center](#)

Library Card Reimbursement

To ensure that every student has academic book borrowing privileges, Saint Leo annually reimburses off-campus students up to \$150 to obtain a library card at one area college or university library. Students should submit their receipt and a completed reimbursement form at their Saint Leo Center office. The reimbursement form is available online at http://saintleolibrary.cloudaccess.net/images/Library_Reimbursement_Form.pdf

Central Region – South Carolina

Librarian

For help locating books, database searches, reference assistance, or to arrange library instruction for a class, South Carolina students and faculty may contact:

Viki Stoupenos, Central Region – South Carolina Librarian

Viki.stoupenos@saintleo.edu 1-912-352-8331 ext. 3025

Library Tutorial

A library tutorial, which takes students through accessing Saint Leo library materials, is available on the library homepage. A short quiz is included which takes approximately 20 minutes to complete.

Supplemental Area Library Resources

Local South Carolina public and area academic libraries are listed for each center:

[Libraries Near Your Center](#)

Library Card Reimbursement

To ensure that every student has academic book borrowing privileges, Saint Leo annually reimburses off-campus students up to \$150 to obtain a library card at one area college or university library. Students should submit their receipt and a completed reimbursement form at their Saint Leo Center office. The reimbursement form is available online at http://saintleolibrary.cloudaccess.net/images/Library_Reimbursement_Form.pdf