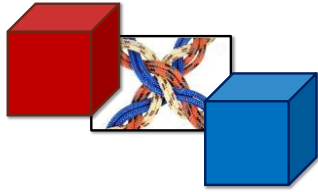


Team Leader Guide



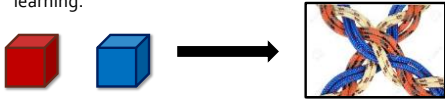
An informational series of webinars to support leadership skills
Module 1



Effective Leadership

From: Méndez-Morse, S. (1992). Leadership characteristics that facilitate school change. Austin, TX: Southwest Educational Development Laboratory.

- [There are] “two dimensions considered necessary for effective leadership — initiating structure, which is primarily concern for organizational tasks, and consideration, which is the concern for individuals and the interpersonal relations between them.”
- “Leaders of educational change illustrate this with their vision and belief that the purpose of schools is students' learning.”



Consider these questions ...

- Does your administration support your SWPBS Program?
- Does your staff buy-in to your SWPBS Program?
- Do you communicate with District Coach and feel supported by him or her?



Consider these questions ...

- Does your administration support your SWPBS Program?
- Does your staff buy-in to your SWPBS Program?
- Do you communicate with District Coach and feel supported by him or her?
- Do you feel comfortable organizing meetings ?
- Do you look at data at least monthly, and have you made changes based on this data?
- Does your school have a plan to monitor fidelity?



Why are we here?

- To develop and enhance skills in the areas of **Communication** and **Organization**
- To provide resources, forms, and information to assist with these skill areas
- To develop a network of Team Leaders throughout the state



Communication:



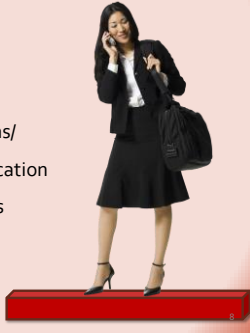
Communication: Why is this important?

- A strong communication structure can promote buy-in from administration and staff, students, parents, and community members.
- Communication skills are infused through all aspect of team leadership.



Communication Skills

- Reflective Skills
 - Paraphrasing
 - Summarizing
 - Asking Clarifying Questions/
Requesting Clarification
 - Asking Relevant Questions
 - Active Listening

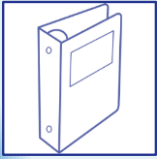


Communication Team Mission and Purpose

- As a team, reflect upon district & school mission and vision.
- Establish the team's mission in connection with the big picture of the school and district.
- Work towards shared understanding and commitment.
- Communicate with school community team membership and mission



Organization:



Team Leaders Organize...

- School-wide PBS Team Materials
- Scheduled Monthly Meetings / Data Analysis
- Professional Development Opportunities
- Working with Administration
- District Coach Contact
- Staff and Student Kick-Offs
- Data (Semi-Annually and Annually)



Organization in...

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...leads to Communication



Organization in...

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...leads to Communication



SW Team Materials

	Beginning of year	During the year
Organization	<ul style="list-style-type: none"> • Expectations • Behavior Matrix • Acknowledgment Matrix • Lesson Plans 	<ul style="list-style-type: none"> • Update lesson plans • Keep Working Notebook Updated • Agendas
Communication	<ul style="list-style-type: none"> • Lesson Plans • Staff Training • Kick Offs (Students and Staff) • Brochure • Website • Newsletter 	<ul style="list-style-type: none"> • Agendas • Meeting Minutes • Newsletters • Data • Lesson Plans



SWPBS Team Materials

- **Permanent Products Notebook Model**
 - Program materials the team creates to support implementing a Schoolwide PBS program
 - Materials used year to year
 - E.g., Expectations/poster templates, behavior matrix, expectation lesson plans
- **Working Notebook Model**
 - PBS Team monthly meeting materials
 - E.g., agendas, minutes & sign-in documents, data reports



Organization in...

- School-wide PBS Team Materials
- **Scheduled Monthly Meetings / Data Analysis**
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...leads to Communication



Scheduled Monthly Meetings

	Before Meeting	During Meeting	After Meeting
Organization	<ul style="list-style-type: none"> • Establish a meeting schedule • Get Big 5 Data for sharing (from system or data sub-committee) • Review action items from last mtg. to discuss 	<ul style="list-style-type: none"> • Have template for notetaking • Utilize sub-committees for specific initiatives 	<ul style="list-style-type: none"> • Make sure Action Plan is updated • Add materials to Permanent and Working note(s)
Communication	<ul style="list-style-type: none"> • Create and send out agenda SW • Reach out to administration to attend meeting • Send reminders to sub-committee if they need to present 	<ul style="list-style-type: none"> • Ask for team members to take team roles • Maintain meeting norms/ground rules 	<ul style="list-style-type: none"> • Share teacher PD needs with school leadership/district coach • Share mtg. details with administration, colleagues and district coach



Monthly meeting schedule

- Pre-set monthly meeting schedule for the year
 - Avoid month to month scheduling to support team participation
- Set consistent day & time – e.g., 2nd Tuesday afternoon of the month at 2:20-3:30.
- Select location that is distraction-free as possible



Clear Meeting Agenda

- Provide an outline for meeting topics
- Assign meeting roles ahead of time
- Can share through e-mail, print and put in mailboxes, add to staff newsletter



Clear Meeting Agenda

- Have a reasonable agenda for each meeting and set time limits per topic
- Include:
 - **Review of data** to make informed decisions on program effectiveness
 - Revisit action plans/goals and celebrate successes
 - Identify information to share with whole staff
 - How will this information be shared?



Sample Meeting Agenda

- Meeting Date, Time, Location
- Action items from previous meeting
- Review school-wide data trends
- New action items:
 - What? How? By Whom? By When?
- Communication with staff
 - What? How? By Whom? By When?



Facilitating the Meeting

- Allow for time restraints and focused discussions for everyone



Facilitate a *problem-solving team process* for planning, development, implementation, and evaluation of evidence-based practices across all three levels of prevention and intervention (primary, secondary, and tertiary).



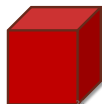
"The most valuable resource that all teachers have is each other. Without collaboration our growth is limited to our own perspectives"

--Robert John Meehan



Meeting minutes

- Meeting Date, Time, and Location
- Meeting Participants and Roles
- Updates/ Decisions on previous action items
- Summary of data reviewed
- New action items and person responsible
- Communication items
- Items for next meeting



Establish Meeting Norms/ Ground Rules

- A set of guidelines that a team establishes to shape the interaction of team members with each other and with staff outside the team.
- Team norms can encompass as many topics as the team deems necessary for successful functioning.
- Post norms and mission at meetings for review & reference



Meeting Norm Examples

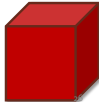
Team problem solving, conflict resolution, and decision making

- Team members will make decisions by consensus, but majority will rule if timely consensus is not reached;
- Conflicts will be resolved directly with the persons in conflict.



Team member interaction in meetings

- Team members use 1 voice at a time
- Hold no side or competing conversations
- Arrive on time
- Work from an agenda
- Record minutes
- End meetings on time



What role will you play on PBS Team?

- Specific roles can include:
 - **Facilitator** (create the agenda, lead the meeting) *
 - **Time-keeper** (keeps team on task) *
 - **Recorder/Note-taker** (takes and distributes minutes; archives material) *
 - **Reporter/Communicator** (shares information on activities and data to staff, families, and communities) *
 - **Data Manager** (brings data to team meetings)
- **Others as needed** (consider team/school culture):
 - Door keeper
 - Jargon buster
 - “But” Buster



Parking Lot

- Strategy to capture valued ideas, thoughts, concerns, etc. that are not on the meeting agenda
- Post-its, index cards, etc. available to all to jot down thoughts to be collected for follow up at end of meeting if time, or post-meeting.



Highlight Your Team Assets

PLAN TO USE
the skills/gifts of
your team!



Form Subcommittees

- As your program is developing and growing, the team may benefit from breaking off into subcommittees that report back to the whole team.
 - Data Review & Summary
 - Product Development
 - Expectation Teaching Plans/Activities



Organization in...

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- Data (Semi-Annually and Annually)



...leads to Communication

Monthly Data Analysis

	Before Meeting	During Meeting	After Meeting
Organization	<ul style="list-style-type: none"> • Gather Big 5 Data • Summarize trends • Prepare to share visually 	<ul style="list-style-type: none"> • Share Big 5 data trends • Brainstorm ideas to address needs • Plan next steps 	<ul style="list-style-type: none"> • Complete steps from action planning • Include data in minutes • Enter information in DDRT
Communication	<ul style="list-style-type: none"> • Add data to agenda • Gain staff input about data concerns 	<ul style="list-style-type: none"> • Share ideas to address trends • Determine what will be shared with staff and students and when 	<ul style="list-style-type: none"> • Share data and decisions with staff, students, and families • Celebrate successes!

Big 5 Data

- Average referrals per day per month
- Referrals by Location
- Referrals by Time
- Referrals by Behavior
- Referrals by Student

Big 5 Data Analysis

- [PBS Team Monthly Data Analysis Guide](#)
- [Data](#)
- [Average Referrals/Day/Month - Every meeting](#)
- Review of Average Referral/Day/Month data for current year
- Review of comparison Average Referral/Day/Month data
- What trends has our data made from last month(s) to this month?

- _____
- _____
- What trend(s) has our data made from last year to this year?

- _____
- _____
- What has our staff been doing to cause these trends?

- _____
- _____
- What has our team been doing to cause these trends?

- _____
- _____
- What will our staff and team now do to change or maintain positive trends?

- _____
- _____



Data Summaries

- School Climate Data
- DDRT/ Discipline referral data
- Positive referrals/ shout outs
- DASN-PBS
- Surveys
- Big 5 Data
- Other ideas?



DDRT

		Average number of referrals per day per month											
		August	September	October	November	December	January	February	March	April	May	June	
# of referrals		201	211	142	251	124	121	260	142	147	147	147	188 Total Referrals
# of out-of-school suspensions	# of OOS referrals	1,300	1,448	824	1,777	1,392	1,302	1,310	1,317	1,317	1,382	1,382	135 Total Out-of-School Suspensions



Organization in...

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...leads to Communication



Professional Development

Throughout the Year

Organization

- Data collection of PD needs.
- Decide which staff needs a particular PD.

Communication

- Share collected information with administrative .
- Share PD date/time with staff.



Professional Development

- Opportunities for growth and learning
- Provided by DE-PBS Project with the Delaware Dept. of Education
 - Substitute reimbursement
 - Importance of registration and follow-up
- Seek out other resources
 - DE Inclusion Conference



Organization in...

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- Data (Semi-Annually and Annually)

...leads to Communication



Working with Administration

Ongoing throughout the year

Organization	<ul style="list-style-type: none">• Set up regular meeting time with administration<ul style="list-style-type: none">• Monthly?• Quarterly?
Communication	<ul style="list-style-type: none">• Staff newsletter/ email• Sharing minutes• Parent/ Student newsletters• Phone updates (e-calls)• Talk through data sources before team/staff discussion



Organization in...

- School-wide PBS Team Materials
- Scheduled Monthly Meetings / Data Analysis Professional Development Opportunities
- Working with Administration
- **District Coach Contact**
- Staff and Student Kick-Offs
- Data (Semi-Annually and Annually)

...leads to Communication



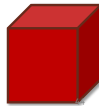
District Coach Contact

Ongoing throughout the year	
Organization	<ul style="list-style-type: none">• Set up regular meeting time with coach<ul style="list-style-type: none">• Monthly?• Quarterly?
Communication	<ul style="list-style-type: none">• Monthly data• Monthly Agendas• Monthly Meeting Minutes• Questions



Communicating with District Coach

- Information from Cadre Meetings
- Professional Development Needs
- District Support
- District networking and contacts



Organization in...

- School-wide PBS Team Materials
- Scheduled Monthly Meetings / Data Analysis Professional Development Opportunities
- Working with Administration
- District Coach Contact
- **Staff and Student Kick-Offs**
- Data (Semi-Annually and Annually)



...leads to Communication

Kick-Offs

Summer/ Beginning of the Year	
Organization	<ul style="list-style-type: none"> • Offer information about your program • Assembly • Games • Parent Volunteers
Communication	<ul style="list-style-type: none"> • Set the tone for the year • Support buy-in • Welcome input and feedback



Organization in...

- School-wide PBS Team Materials
- Scheduled Monthly Meetings / Data Analysis Professional Development Opportunities
- Working with Administration
- District Coach Contact
- Staff and Student Kick-Offs
- **Data (Semi-Annually and Annually)**

...leads to Communication



Data (Semi-Annually and Annually)

	Before	During
Organization	<ul style="list-style-type: none"> • School Climate Survey • Previous Year's ODR Data 	<ul style="list-style-type: none"> • DDRT • Big 5 Data • Visual graphs/ Triangle
Communication	<ul style="list-style-type: none"> • Gain input from staff on areas of need • Share information 	<ul style="list-style-type: none"> • Newsletter • Monthly updates • Lesson plans based on need



School Climate Data

- Participation e-mails in Fall
- Home, Student, and Staff versions
- Session in May to guide through the Data Analysis



Delaware Assessment of Strengths and Needs for Positive Behavior Supports (DASNBS)

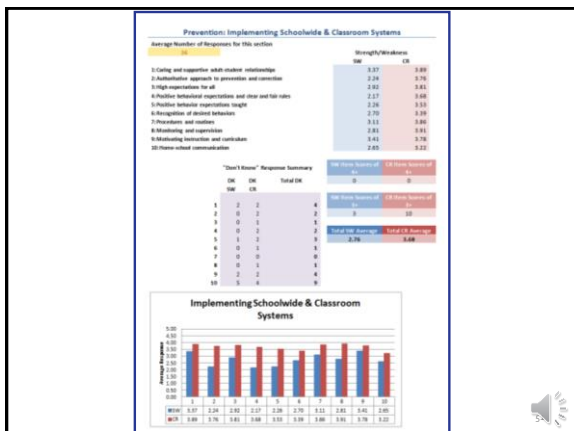
What is this?

What's the purpose?

- Staff survey aligned to Delaware's Key Features of DE-PBS and major components of schoolwide discipline
- Designed to help schools assess their strengths and needs regarding comprehensive school discipline.
 - Program Development & Evaluation
 - Prevention: Implementing Schoolwide and Classroom Systems
 - Developing Self-Discipline
 - Correcting Behavior Problems.

- Schools are encouraged to select 1-2 sections of the survey (10 items each) based on area of implementation focus.
 - Self-Assessment and Reflection
 - Schoolwide Assessment and Reflection
 - Action Planning
 - Professional Development Plans





DE-PBS Key Feature Evaluation

- The Key Feature Evaluation (KFE) is a tool used to provide feedback to schools based on their School- wide PBS (SW-PBS) program and implementation.



Status Tracker

- The Key Feature Status Tracker is a self-assessment tool that your team can use to evaluate your SWPBS program.
- Key Feature Status tracker has 4 sections that mirror the SWPBS Framework. Teams are prompted to assess if elements are "In Place," "Partially in Place," or "Not in Place."



Additional Resources

- www.delawarepbs.org
 - Templates
 - Examples (e.g., Cool Tools)
- Other PBS websites
 - pbis.org
 - interventioncentral.org
 - behaviordocor.org



Click to complete
[Team Leader Module 1](#)
[Content Reflection.](#)

https://delaware.ca1.qualtrics.com/SE/?SID=SV_ouINBZQmCGYiRSt

Note: MOU requirement for SCSS School Team Leaders.

Questions?

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