



Module Overviews



**INSTRUCTOR-LED
TRAINING**
for Leaders

**APPROXIMATELY
6 HOURS**



Introduction

- How do your leaders' behaviors impact the agency's mission?
- How do your leaders model agency values and how can they best respond to issues when they come up?

Learning Objectives

- Civil Treatment® is important to create and maintain a fair and professional workplace culture.
- The Prescriptive Rules® and CT Leader Actions™ are models that can be used by your leaders to proactively promote agency values and standards.

Business Insights

- Leaders set the tone for what is and isn't acceptable, and leader behavior directly impacts the agency's mission.
- In order for people to do their best work, leaders must model and communicate the values of the agency.

**60
minutes**

Topics

The Prescriptive Rules®, CT Leader Actions™, Harassment, Discrimination



"Some meeting..."

- How do your leaders hold employees accountable and coach effectively for optimal performance?
- Can effective leadership practices be compromised by inappropriate behavior?

Learning Objectives

- Inappropriate comments and actions may taint the legitimacy of business decisions.
- The agency has a duty to inform employees of policies regarding harassment and discrimination.
- Supervisors should model appropriate workplace behavior.
- Employees have a responsibility to speak up according to policy guidelines.

Business Insights

- Leaders are responsible for managing employee performance and workplace behavior, even their own.
- Sexual and other forms of harassment present business risks that can affect the agency's productivity, reputation, and, ultimately, the mission.

**60
minutes**

Topics

Performance Management and Coaching, Sexual Harassment, Third-Party Harassment



"What am I supposed to say?"

- How do your leaders behave when they learn of an employee complaint?
- How does social media impact today's workplace?

Learning Objectives

- Sex-based discrimination exists when employees or applicants are treated differently because of their gender.
- Retaliation occurs when an employee is disciplined or fired, or his/her employment is adversely affected because he/she raised a complaint, participated in an investigation, or took legal action.
- Social media may have negative impacts on the workplace environment.

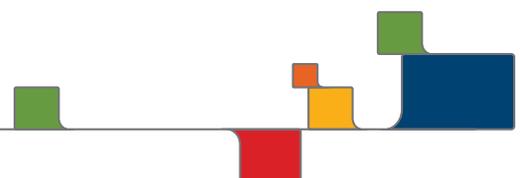
Business Insights

- Leaders should not take adverse action against an employee because he or she raised a good faith complaint, regardless of its merit.
- Social media may impact others at work, and leaders need to be aware of agency guidance and resources for addressing concerns that stem from social media activity.

**45
minutes**

Topics

Retaliation, Gender, Social Media





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“What’s on your mind?”

- How do your leaders build trust and appropriately fulfill their responsibilities to ensure a fair and professional workplace for everyone?
- How can your leaders document workplace events effectively?

Learning Objectives

- All forms of harassment and inappropriate behavior require management intervention.
- Inaction implies that harassment is not a serious business issue and/or that the agency condones the behavior.
- Supervisors should partner with EEO, HR, Employee Relations, or General Counsel to investigate employee complaints.

Topics

Internal Complaints, Duty to Act, Documentation

Business Insights

- Leaders build trust by taking action and understanding when they are obligated to report violations of the agency’s standards.

**50
minutes**



“Did I miss anything?”

- How can bullying/abusive behavior impact business results?

Learning Objectives

- Abusive behavior is not an effective or acceptable management style or performance management method.
- Behavior that is not illegal may still harm the workplace environment and put the agency at risk.
- Bystanders have a responsibility to address inappropriate workplace behaviors.

Topics

Bullying and/or Abusive Behavior, Bystander Responsibilities

Business Insights

- Preferential treatment damages leader credibility.
- Abusive/bullying behavior is unacceptable in a professional workplace.
- If leaders witness or become aware of abusive behavior, they have a responsibility to address it or get others involved to help.

**25
minutes**



“When’s my turn?”

- What’s your leadership responsibility when people are casually talking and joking at work?
- When and where does today’s workplace extend?

Learning Objectives

- Inappropriate banter in the workplace may be part of a broader issue.
- Supervisors must act on inappropriate behavior even if no one appears offended.

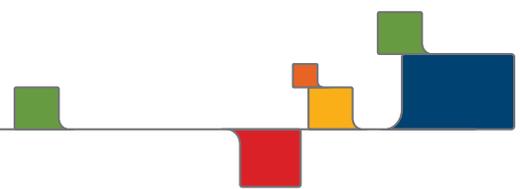
Topics

Mutual Banter, Workplace Environment

Business Insights

- Leaders need to be aware of the ways that inappropriate mutual banter may negatively impact the work environment.
- By failing to intervene to address inappropriate behaviors, people may perceive leaders as agreeing with or participating in inappropriate behavior, thereby damaging credibility.

**30
minutes**





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“I put a lot of thought into this.”

- How do your leaders make and communicate business decisions effectively?

Learning Objectives

- Supervisors should not discriminate against employees based on their age, but use objective criteria when making business decisions.
- Employment decisions should be conducted in a manner consistent with agency policy.

Topics

Business Decision-Making, Age Discrimination

Business Insights

- Leaders should avoid making assumptions about an employee’s abilities, career goals, or intentions based on his/her age or other protected characteristics.
- When communicating decisions, leader should highlight the application of objective business criteria and to the process to help avoid perceptions of unfairness.

**35
minutes**



“We have a little problem.”

- How should your leaders balance urgency to address external concerns with commitment to fair decision-making?
- What are the risks of acting too hastily, without relevant and objective facts?

Learning Objectives

- Discrimination may exist without evidence of written or verbal comments.
- Failing to investigate prior to making business decisions may lead to discrimination.

Topics

Race Discrimination, Disparate Treatment

Business Insights

- Leaders may put themselves or the organization at risk if they react impulsively.
- Even perceived discrimination puts the leader and the agency at risk.
- Leaders must make fact-based decisions and comply with agency standards applicable to termination or any other type of corrective action.

**25
minutes**



“You look really busy.”

- How should your leaders welcome and respond to employee concerns?

Learning Objectives

- Employees are encouraged to report concerns, and leaders need to be prepared to listen and take action to address issues as they come up.
- The Welcome Model® provides leaders with a model for gathering pertinent information and taking action on concerns.

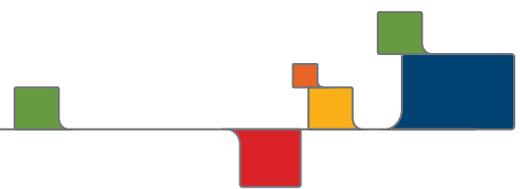
Topics

Welcoming Concerns, The Welcome Model®

Business Insights

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**35
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AD-HOC TOPICS



"No doubt about it."

- What are valid considerations when making selection decisions?
- What impacts do pregnancy or FMLA have on decision-making?

Learning Objectives

- Pregnancy and related conditions are covered under both the PDA and FMLA.
- Assumptions applied in the decision-making process may create risk.

Topics

Selection Decisions, Pregnancy Issues

Business Insights

- Making assumptions about pregnancy and related conditions may create risk in the decision-making process.
- Selection decisions should be made based on an applicant's qualifications, and not on personal characteristics or conditions.
- Leaders should *Get Help* whenever employees require leave from work, for whatever reason.

**20
minutes**



"I'm really in a bind."

- How should your leaders respond to requests for accommodation?
- What are important considerations under the ADA?

Learning Objectives

- *Get Help* when faced with disability issues.
- ADA and FMLA often intersect in areas of disability management.
- Create a partnership with employees who request accommodation for reasons of disability.

Topics

Disability Discrimination and Requests for Accommodation

Business Insights

- Leaders should *Get Help* whenever employees request some form of help or accommodation in order for them to perform their jobs.

**20
minutes**



"I'm not going to be available."

- How should your leaders respond to requests for religious accommodation?

Learning Objectives

- Requests for religious accommodation should be handled consistently with agency policy and past practice.

Topics

Discrimination, Religious Accommodation

Business Insights

- Leaders should *Get Help* whenever employees request some form of religious accommodation.

**15
minutes**



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"Strictly business."

- Why is it important for your leaders to avoid intimate relationships with employees?
- In what other ways is a leader's credibility impacted by personal relationships at work?

Learning Objectives

- Sexual relationships between a supervisor and employee taint the legitimacy of business decisions.
- Leaders should avoid actual, potential, or perceived conflicts of interest.

Topics

Interoffice Relationship, Favoritism, Quid Pro Quo Harassment, Conflict of Interest

Business Insights

- A leader's mistake in judgment may be more costly if the leader tries to cover it up.
- Leaders need to appear impartial and fair; they should avoid personal relationships that would impair their credibility.

**30
minutes**



"I've heard he's one of the best."

- How should your leaders affirm the agency's commitment to a diverse and inclusive workplace?

Learning Objectives

- Inappropriate treatment based on sexual orientation or gender identity/expression is unacceptable and may be illegal.

Topics

Race Discrimination, Disparate Treatment

Business Insights

- Leaders are responsible for creating an inclusive work culture.
- Leaders must respond to employee concerns in a manner consistent with agency values and standards.

**25
minutes**



Interviewing Skills

- What questions may or may not be asked when interviewing a candidate for a position?
- Why are some questions inappropriate?

Learning Objectives

- Using non-measurable criteria in making business decisions creates risk for the agency.

Business Insights

- Leaders should tailor their questions during an interview to determine whether candidates have the required skills and qualifications for the position.

**10
minutes**

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