



Courses include interactive activities and an assessment — which increase comprehension and retention while making learning enjoyable. After successfully completing each final course assessment you can print a personalized course completion certificate.



### **7 Steps to Return an Injured Employee to the Federal Workplace**

This course provides managers with a step-by-step approach for returning injured employees to the workplace, along with guidance on the role of human resources and workers' compensation specialists in the process.

### **ADR in the Federal Workplace: What, Why, and How**

This course describes the federal manager's role in the alternative dispute resolution (ADR) process, explains why ADR is a better option than a grievance or equal employment opportunity complaint for all involved, and details the different methods used. Managers gain the knowledge to put everyone at ease about using ADR and ultimately increase the chances of a successful outcome.

### **Advanced Actions and Complex Cases in the Federal EEO Process**

The course provides the detailed information necessary for EEO practitioners to confidently tackle the higher-level challenges of dismissals, mixed cases, settlements, and class complaints.

### **Applying Disability Laws When Identifying Employees With Disabilities**

This course provides a foundational knowledge of the laws, regulations, and requirements that is crucial to avoiding disability discrimination in the workplace. Practitioners are equipped to advise management on the best ways to prevent and address disability-related EEO complaints.

### **Building and Leading Teams to Meet Agency Objectives**

When properly built and run, teams are an effective means of getting complex jobs done. This course provides managers with specific guidance on when it is appropriate to form a team, along with action steps for leading a successful team that meets its objectives.

### **Collective Bargaining Agreements: Your Role and Responsibilities as a Federal Manager**

This course explains the significance of collective bargaining agreements and how managers can fairly and consistently enforce all of the agreement's provisions, from keeping track of official time to reviewing leave requests, without violating the union's contractual rights.

### **Compliance and Liability Issues of Age Discrimination in the Federal Workplace**

This course clarifies the legal concepts related to age-based employment discrimination and provides guidance to avoid successful age discrimination claims. You also learn about the unique issues that arise in the context of the protections against age discrimination when settling claims.

### **Conducting Effective Federal Employee Performance Appraisals Based on Appropriate Standards**

This course provides important guidance on all the steps in conducting a proper performance appraisal, from developing the standards upon which the employee will be judged to the actual delivery of the appraisal.

### **Conducting Timely and Effective EEO Investigations**

This course outlines the roles of the investigator, complainant, agency, and witnesses, as well as the manner in which an EEO investigation should be carried out. It also addresses what constitutes an appropriate factual record and the time frames applicable to an EEO investigation.

### **CSRS: Planning Effectively for Your Retirement**

This course provides an overview of the retirement options and eligibility for federal managers covered by the Civil Service Retirement System. It also provides a roadmap for the last five years before retirement, with actions steps to take at specific times in the process.

## **Cultivating Diversity and Inclusion in Your Work Unit**

This course explains the concepts of diversity and inclusion, and why each is important to the success of your work unit. Managers will learn how to leverage diversity and foster inclusion to improve the work environment, employee and agency performance, and mission accomplishment.

## **Decision-Making and Problem-Solving Skills for Federal Managers**

Problem-solving and decisiveness are competencies on which managerial performance is often evaluated. This course provides managers with the appropriate tools to take responsibility for decisions at their level and make sound recommendations to those at higher levels.

## **Determining Appropriate Penalties for Misconduct Using the 12 Douglas Factors**

This course provides guidance on how to select an appropriate penalty through the *Douglas* factors analysis and other helpful penalty selection strategies.

## **Determining the Right Penalty: How Federal Managers Should Weigh the Douglas Factors — Part I**

This course reviews *Douglas* factors 1 through 5 that managers must evaluate and balance when determining the appropriate disciplinary penalty and explains how to analyze each factor to ensure the proper penalty that withstand third-party review.

## **Determining the Right Penalty: How Federal Managers Should Weigh the Douglas Factors — Part II**

This course reviews *Douglas* factors 6 through 12 that managers must evaluate and balance when determining the appropriate disciplinary penalty and explains how to analyze each factor to ensure the proper penalty that withstand third-party review.

## **Developing a Model EEO Program by Complying With MD-715**

The course walks you through the goals and methodologies of the MD-715 report process and provides specific, practical guidance on completing the various components of the report.

## **Developing the Fundamental Competency of Effective Written Communication**

Managers must be able to clearly communicate their thoughts and ideas. This course provides guidance on how to write effectively in the federal workplace, particularly when composing emails and reports.

## **Disability and the Law: Your Role and Responsibilities as a Federal Manager**

This course presents a broad overview of the Rehabilitation Act and the ADA Amendments Act so managers can ensure that employees and applicants with disabilities are not victims of discrimination in the workplace.

## **Disciplining Your Federal Employees: What You Should Know**

After a review of the key concepts of discipline, this course provides guidance on how to use documentation to support a disciplinary action, discipline options, and the considerations that go into determining an appropriate penalty.

## **Discriminatory Harassment: Understanding and Applying the Law**

Detailing the nuts and bolts of discriminatory harassment, this course equips practitioners to advise management on the best ways to prevent EEO complaints involving harassment, and how to avoid agency liability when complaints do occur.

## **Diversity and Inclusion in the Federal Workplace**

This course explains the relationship between the concepts of diversity and inclusion, describes why agencies should value employee diversity, and outlines ways your agency can achieve diversity through inclusion.

## **Diversity, Equity, Inclusion, and Accessibility: Implementing Executive Order 14035 in the Federal Workplace**

This course reviews the requirements, goals, and objectives of Executive Order 14035 which is focused on achieving equity and inclusion for federal employees and applicants who are part of underserved communities. The course also explains the responsibilities of specific agency heads and outlines the actions all agency leaders will need to take in implementing the EO.

## **Documenting Performance, Providing Feedback and Conducting Appraisals in the Federal Workplace**

This course helps managers navigate the federal performance management system by providing guidance to measure, track, and document employee performance; provide ongoing, quality feedback; and conduct effective performance appraisals.

## **Driving Employee Engagement: Your Role as a Federal Manager**

This course explains the concept and benefits of employee engagement and provides strategies for retaining talented employees by inspiring them to emotionally invest in their work.

## **Driving Strong Employee Performance in the Federal Workplace**

This course is designed to teach federal managers specific techniques to improve employee performance, turning acceptable employees into good employees and good employees into great performers.

## **EEO Case Law Update:**

### **Part I — The EEO Process**

The review of EEO cases is an integral part of any EEO counselor and/or investigator training. Specifically, this course alerts practitioners to decisions addressing case processing that have a significant impact on the body of EEO law or illuminate a particularly difficult area of the law.

## **EEO Case Law Update:**

### **Part II — Findings on the Merits and Damages**

This course reviews Equal Employment Opportunity Commission (EEOC) decisions that address the merits of EEO complaints raising claims of discriminatory harassment, retaliation, and disability discrimination. You also learn about EEOC decisions that apply some of the remedies available for successful EEO complaints, including compensatory damages.

### **The EEO Process: Step-by-Step Guidance for Federal Managers**

The federal EEO process was designed as a model of complaint resolution. This course identifies each step of the process, provides guidance on the manager's role in each step, and discusses the opportunities for resolution.

### **Employee Attendance and Tardiness Issues: Best Practices for Federal Managers**

This course walks managers through the appropriate steps for handling tardiness—tracking the situation, consulting HR, warning the employee, and applying progressive discipline. It also provides tools for fostering good attendance.

### **Enforceable Rules and Employee Due Process Rights When Misconduct Occurs**

This course provides guidance on how to establish valid and enforceable rules for employees and to ensure that employees' due process rights are not violated during disciplinary actions.

### **Equal Opportunity Hiring and Promotion for Individuals With Disabilities**

This course is designed to help HR and EEO practitioners effectively guide agency officials in making selection decisions that comply with disability law and fulfill the federal government's role as a model employer of individuals with disabilities. Practitioners will also learn how to avoid claims of disability discrimination stemming from the selection process and how to defend against such claims.

### **Ethics — What is Expected of You as a Federal Manager**

This course details the expectations of federal managers to act ethically and provides guidance on how to recognize and avoid situations and actions that could create an appearance of a lack of ethical standards.

## **Evolving Law: LGBTQ Matters in the Federal Workplace**

This course provides federal managers with an overview of the evolving law regarding discrimination based on sexual orientation and gender identity in the federal workplace.

### **The Federal EEO Administrative Complaint Process From Counseling to Remedies**

The federal administrative process used to address EEO complaints by employees and applicants is aimed at helping the parties settle their differences as early as possible. This course gives practitioners an overall understanding of the steps in this process from beginning to end, and provides tips to navigate the more difficult issues.

### **Federal EEO Counseling: Complying With Regulations, Working Toward Resolution**

This course walks you through the first stage of the EEO process. From the initial contact with an EEO counselor to the final report, you learn about the counselor's duties, the aggrieved individual's obligations, and the opportunities for the parties to resolve their differences before they become entrenched.

### **Federal Managers' Best Practices for Creating a Fair Workplace**

This course details the steps a manager can take to foster a fair workplace, thereby limiting discrimination while increasing morale and productivity.

### **Federal Managers' Guidance for Leave Requests Beyond Sick and FMLA**

This course provides details on what you need to know about less common forms of leave, such as leave without pay, leave transfers, military leave, jury and court leave, home leave, and funeral leave.

### **The Federal Manager's Role and Responsibilities in Handling Employee FMLA**

This course explains the eligibility requirements and regulations of Title II of the Family and Medical Leave Act (FMLA), and equips managers with the skills and knowledge to manage the day-to-day issues related to FMLA.

### **A Federal Manager's Role in Accommodating Mental Disabilities**

This course assists managers in navigating the reasonable accommodation process for individuals with mental and emotional disabilities and discusses several common accommodations.

### **A Federal Manager's Role in Accommodating Physical Disabilities**

This course assists managers in navigating the reasonable accommodation process for individuals with physical disabilities and discusses several common accommodations.



## **A Federal Manager's Role in Challenging Workers' Compensation Claims**

Managers have a right and responsibility to dispute questionable workers' compensation claims. This course explains what makes a claim questionable and what the manager should do when circumstances of a claim are suspicious.

## **A Federal Manager's Role in Limiting Religious Discrimination and Harassment**

This course explains how to balance the sometimes competing interests of religious expression and religious discrimination. Managers get guidance on handling requests for religious accommodation, including specific accommodations and situations that could lead to discrimination claims.

## **A Federal Manager's Role in the Negotiated Grievance Procedure**

This course provides federal managers with a broad overview of their role in negotiated grievance procedures along with detailed guidance on managing each step of the process.

## **Federal Qualification Standards: What HR Needs to Know**

This course describes the standards used to determine the qualification of applicants for federal employment, focusing on the major types of standards, their core components, and the differences between the qualification systems for General Schedule and Federal Wage System occupations.

## **FERS: Planning Effectively for Your Retirement**

This course provides an overview of the retirement options for federal managers covered under the Federal Employees Retirement System. It also offers a planning guide, enabling you to make informed decisions regarding your retirement.

## **Formal Discussions and Weingarten Meetings: The Union's Role**

This course details the rules on Weingarten meetings and formal discussions so that federal managers know when it is necessary to notify the union and observe the union's rights.

## **Framing Charges in Formal Disciplinary Actions**

This course guides HR practitioners through the legally complicated world of crafting charges that will be used in formal disciplinary actions, such as reprimands, suspensions, demotions, and terminations. Practitioners will also learn to recognize the major charging pitfalls and how to avoid penalty reversal.

## **From Discipline to Accommodation: Substance Abuse in the Federal Workplace**

This course provides a comprehensive overview of workplace challenges caused by drug and alcohol abuse and how those challenges should be addressed.

## **From Grievance to FLRA Review: Understanding the Federal Arbitration Process**

The course examines the federal arbitration process from the grievance stage through the arbitrator's service of the award; arbitrability and jurisdictional issues; and exceptions and the Federal Labor Relations Authority's review of the award.

## **From Standards to PIPs: Addressing Unacceptable Performance**

This course provides guidance on taking action against unacceptable performers by explaining how to: analyze, revise, and implement valid performance standards; design and implement a performance improvement plan (PIP); and take formal action through reassignment, demotion, and removal.

## **Grant or Deny LR Official Time Requests?**

### **A Federal Manager's Role**

This course provides federal managers with an overview of the rules for labor relations official time and practical guidance for handling official time requests.

## **Harassment in the Federal Workplace: A Manager's Role and Responsibilities**

This course stresses the importance of acting quickly to halt harassment of any kind. It provides managers with a basic understanding of the legal concepts related to harassment, as well as guidance for preventing, recognizing, and acting effectively to stop it.

## **Identifying and Avoiding Age Discrimination in the Federal Workplace**

Along with explaining the basic concepts of age discrimination, this course provides managers with the tools to eliminate age as a consideration in selection decisions and prevent harassment and hostile work environments, while leveraging older workers' experience and institutional knowledge.

## **Impact and Implementation Bargaining: Agency and Union Rights and Obligations**

This course examines the elements necessary to give rise to an impact and implementation bargaining obligation and explores the limits of the union's right to bargain over negotiable procedures and appropriate arrangements. You also learn what can happen when the parties' respective rights are violated.

## **Inappropriate Behaviors in the Fed Workplace: Managing Bullying, Gossiping, and More**

This course explains how to deal with inappropriate workplace behavior that does not necessarily rise to the level of disciplinary action, but nonetheless needs to be addressed and documented. Managers learn strategies to respond to time pilfering, gossip, profanity, and workplace bullying.

### **Interviewing Federal Applicants: Steering Clear of Bad Hires and Discrimination**

This course explains to managers how to prepare effective interview questions and successfully conduct the interview, while avoiding actions and questions that could be considered discriminatory.

### **Laying the Groundwork to Get an Edge in Federal-Sector Bargaining**

This course equips those who are expected to negotiate agreements between agency management and unions with the knowledge and skills to effectively prepare for bargaining over collective bargaining agreements, midterm agreements, and changes to conditions of employment.

### **Leading Productive Meetings: From Prep Work to Completion**

Effective meetings are integral for agencies to meet their missions. Running a productive meeting is also a core leadership skill for federal managers. This course details how to prepare for, structure, and effectively manage the meeting, and ways to work through common barriers to achieving meeting goals.

### **Leading With Integrity: Guidance for the Federal Manager**

The Office of Personnel Management has identified integrity/honesty as one of the competencies leaders must have to run an effective, modern workforce. This course offers guidance for managers on how to act ethically and supervise with integrity.

### **Managers' Responsibilities When Federal Employees Abuse Alcohol or Drugs**

This course explains how to address workplace issues involving employees who abuse alcohol and/or drugs. It provides guidance on how to handle an employee who shows up impaired, when and how to reasonably accommodate employees with substance abuse issues, and when and how to discipline employees.

### **Managing a Federal Employee in the Midst of an EEO Claim**

After explanation of the legal concepts of retaliation, this course equips managers with the skills and knowledge to respond appropriately to EEO activity, recognize potential problems, and identify and avoid conduct that leads to retaliation complaints.

### **Managing Annual Leave in the Federal Workplace**

This course provides an overview of leave procedures and how leave is accrued so managers can administer annual leave appropriately, even when there are intersecting EEO and FMLA issues. Managers also get guidance to handle special leave situations, unplanned absences and workload challenges.

### **Managing Contract Employees in the Federal Workplace: Limitations, Performance, and Benefits**

Examining the challenges of managing a blended workforce, this course provides guidance on how to ensure that managers avoid actions that would entitle contract employees to the same benefits as federal employees or lead to termination of the contract.

### **Managing Disruptive Behaviors in the Federal Workplace: From Hygiene to Foul Language**

This course gives managers the tools to address the difficult, embarrassing, and rude behaviors that can disrupt the workplace and destroy work unit morale. Managers learn when to take disciplinary action and how to do so without violating EEO principles.

### **Managing Federal Employees Before, During, and After Parental Leave**

This course provides guidance on managing employees before and after they go on parental leave, as well as balancing the workload while employees are on leave. Managers also learn about the various leave options for employees seeking parental leave.

### **Managing Federal Staff During Emergencies and Severe Weather**

This course details federal managers' responsibilities during severe weather and other emergency situations, looks at the flexibilities when employees can't make it to work, and explains the importance of continuity of operation plans and telework.

### **Managing Poor Performers in the Federal Workplace**

This course explains the causes of poor performance in the federal workforce and the remedies available to managers, including the counseling of poor performers, using an improvement opportunity period, and agency options if performance does not improve.

### **Managing Sick Leave Entitlements and Abuse in the Federal Workplace**

This course provides federal managers with the knowledge and strategies to balance employees' rights with the need to enforce sick leave rules, as well as guidance to recognize and respond to sick leave abuse.

### **Managing Telework in the Federal Workplace**

This course reviews agency and supervisory responsibilities under the Telework Enhancement Act of 2010, and provides guidance on how to best manage employees on telework — from employee training prior to telework, to addressing performance problems.

### **Mastering Political Savvy, Partnering, and External Awareness: A Federal Manager's Guide**

This course guides managers through building and demonstrating the management competencies of political savvy, partnership building, and external awareness on which they are evaluated.



## No FEAR Act Training

This course provides federal employees with an overview of their rights and remedies under federal antidiscrimination and whistleblower protection laws. It also meets the requirements for agencies to provide No FEAR Act training to all employees.

## The Nuts and Bolts of the Reasonable Accommodation Process

This course gives HR and EEO practitioners an understanding of when reasonable accommodation of a disability is required and how best to approach the reasonable accommodation process. You also learn both the legal background and the practical process of providing — and denying — accommodation.

## Performance-Based Actions Under Chapter 43 and Chapter 75

This course provides guidance on taking formal action against unacceptable performers under either Chapter 43 or Chapter 75, and building a case under either chapter that will stand up on appeal.

## Physical Disabilities: Applying the Law and Providing Reasonable Accommodation

This course provides EEO practitioners with guidance to process claims of disability discrimination and address reasonable accommodations issues. Practitioners also learn how to advise management on the best ways to prevent and address physical disability related EEO complaints.

## Position Descriptions and Performance Evaluation in the Federal Workplace

This course explains all aspects of performance evaluation — from position descriptions to final appraisal — providing the guidance that HR staff and management need to cultivate a high-performing workforce.

## The Probationary Period: The Final Step in the Federal Hiring Process

This course explains how managers can use the probationary period effectively as a tool to evaluate and, if necessary, terminate a candidate before an appointment becomes final.

## Properly Deliver Removal and Termination Notices as a Federal Manager

This course details how to effectively deliver the final notice of removal and termination, including guidance on how to prepare for a meeting and how to successfully communicate management's decision in a dignified and respectful way to facilitate the employee's orderly departure.

## Proving Employee Misconduct and Selecting the Penalty in the Federal Workplace

This course provides guidance on complying with the procedures and rules for disciplining employees, with specific focus on how to appropriately prove misconduct and select a reasonable penalty after identifying the relevant *Douglas* factors and analyzing the seriousness of the misconduct.

## Mental Disabilities: Applying the Law and Providing Reasonable Accommodation

This course reviews when individuals with mental impairments are protected by employment law and how to provide fair opportunities for such individuals. EEO practitioners will gain guidance to address reasonable accommodation issues and to advise management on preventing and addressing mental disability related EEO complaints.

## Mentoring Federal Employees to Develop Their Careers — and Yours

This course lays out the structure of mentoring and the various roles of both the mentor and protégé. Managers get guidance on how to use mentoring as a development tool for employees and as a career-enhancer for themselves.

## Merit System Principles and Prohibited Personnel Practices: Guidance for Federal Managers

This course provides critical information about merit system rules, how they apply to managers, and how managers can use the rules to make sound decisions regarding personnel and staffing.

## Motions, Hearings and Sanctions in the Federal EEO Process

After a timely investigation, an EEO complainant may request a hearing before an administrative judge. Although agency counsel is usually responsible for representing the agency at the hearing, this course will give EEO and HR personnel a working knowledge of the process that is essential for carrying out their role.

## The MSPB Appeal Process: Step-by-Step Guidance for Federal Managers

This course guides managers through each step of the Merit Systems Protection Board appeal process. It clearly defines what the MSPB does and doesn't do, and outlines the manager's role during a deposition and during a hearing before an administrative judge.

## Navigating Investigatory and Appellate Forums When Handling Employee Complaints and Appeals

This course gives managers and HR staff an understanding of the protections and appeal routes employees can use to challenge management actions, with a focus on the Office of Special Counsel and the Merit Systems Protection Board.

## Navigating the Rules for When and How to Order Agency Medical Exams

This course provides guidance on when an agency medical examination can be offered or ordered and the process for obtaining medical information on an employee. It also covers specific issues including psychiatric examinations and employee refusal to submit to an exam.



## **Putting a Federal Employee on a PIP — and Seeing It Through**

This course equips managers with the skills and knowledge to determine when a performance improvement plan (PIP) is necessary. The course also provides guidance on writing a PIP, delivering it to the employee, monitoring it, and following through once the improvement period has ended.

## **Race, Color, and National Origin Discrimination: How to Recognize and Address It in the Federal Workplace**

This course outlines the many ways race, color, and national origin discrimination can arise, sometimes unexpectedly, and how to successfully avoid and address claims. You also learn about words and actions that can create a hostile work environment based on race, color, and/or national origin.

## **Recognize and Improve Employee Performance Using Monetary and Nonmonetary Awards**

This course explains positive reinforcement, incentive awards, honorary informal recognition, and time off awards as well as ways to use them to acknowledge employees' contributions to the agency's mission.

## **Recognize Formal Discussions and Weingarten Meetings to Avoid Unfair Labor Practices**

The course examines the rights and obligations of the parties in two important types of meetings between management and employees: Weingarten meetings (or investigative interviews) and formal discussions. It also reviews the unfair labor practice process, which comes into play when union/employee rights have been violated.

## **Recognizing and Addressing Discrimination in the Federal Workplace**

This course reviews the legal bases of discrimination, lays out in concise terms what is protected under each anti-discrimination law, and provides guidance on the best ways to prevent discrimination complaints.

## **Recognizing and Addressing EEO Retaliation in the Federal Workplace**

This course gives HR and EEO practitioners a solid understanding of the legal concepts of employment discrimination, such as disparate treatment and harassment, as they are applied to claims of retaliation for EEO activity. It also outlines unique elements of viable retaliation claims supported by examples.

## **Recognizing and Addressing Religious Discrimination in the Federal Workplace**

This course details how religious discrimination can occur in the workplace and how agencies can best avoid successful EEO complaints. It also provides guidance on issues unique to religion in the workplace, including reasonable accommodation of religious practices and First Amendment protections.

## **Recognizing and Resolving Conflict as a Federal Manager**

Conflict in the federal workplace is unavoidable. This course provides managers with the tools needed to identify, resolve, and manage workplace disagreements, while also recognizing the positive potential of conflict.

## **Recognizing and Responding to Bullying in the Federal Workplace**

This course equips managers with the knowledge and skills to identify when somebody is bullying coworkers, details how to respond to the bully, and outlines the dangers of not acting to stop the bullying.

## **Recognizing and Responding to Gender Discrimination: What Federal Managers Must Know and Do**

This course explains the concept of gender discrimination and provides managers with guidance on how to prevent complaints. It highlights the distinction between various types of gender discrimination, such as sexual orientation and same-sex discrimination, and outlines ways to provide a discrimination-free workplace for transgender individuals.

## **Recognizing and Responding to Race, Color, and National Origin Discrimination in the Federal Workplace**

This course explains the basic concepts of discrimination based on race, color, and national origin. It provides managers with the tools and knowledge to limit unfair treatment on these three bases and to take prompt action when harassment occurs.

## **Recognizing and Responding to Sexual Harassment: What Federal Managers Must Know and Do**

This course provides managers with an understanding of the legal concepts of sexual harassment, the tools to recognize it, guidance for preventing it, and strategies to effectively stop it if harassment should occur.

## **Recognizing and Responding to Technology Misuse by Federal Employees**

This course provides guidance on recognizing and disciplining employees for misuse of government computers and other equipment that results in reduced productivity, harassment, illegal activities, or the loss of confidential information.

## **Recruiting and Hiring Individuals With Disabilities for the Federal Workforce**

This course provides federal managers with the guidance necessary to successfully recruit, interview, hire, and promote individuals with disabilities without running afoul of equal employment opportunity law.

## **Resolve Federal Workplace EEO and Labor-Management Issues Using ADR**

This course outlines how alternative dispute resolution (ADR) techniques may be used — particularly in EEO and LR — to resolve workplace disputes more quickly and less expensively.

## **Sex Discrimination: How It Occurs and How to Stop It**

This course equips practitioners to advise management on the best ways to prevent complaints of sex discrimination and how to properly address complaints that arise under Title VII of the Civil Rights Act of 1964 and the Equal Pay Act. You learn the legal concepts related to sex-based employment discrimination and gain guidance on the many unique issues that arise.

## **Sexual Harassment: Understanding and Responding to Claims in the Federal Workplace**

This course covers sexual harassment in its entirety, from stating a claim, to proving a claim, to assessing agency liability for harassment. Practitioners gain the knowledge to advise management on the best ways to prevent claims of sexual harassment and how to properly address complaints that do arise.

## **Sharpening Your Influence as a Federal Manager**

This course provides guidance on developing the skills necessary for the management competency of influencing and negotiating, from active listening to preparing for meetings.

## **Talking, Listening, and Responding: Effective Communication for Federal Managers**

Oral communication is a leadership competency federal agencies use to evaluate managers. This course guides managers through improving their skills in talking with employees, superiors, and colleagues; employing effective listening behaviors; and connecting with others in the workplace.

## **Testifying at Administrative Hearings: What to Expect, How to Prepare**

Many managers will be required to testify at an administrative hearing at some point in their careers. This course provides an overview of how hearings work and step-by-step guidance on how to provide effective testimony.

## **Understanding and Avoiding Claims of Disparate Treatment in EEO**

This course provides a complete overview of how claims of disparate treatment can arise and how they should be addressed. It also equips practitioners to advise management on the best ways to prevent EEO complaints, and how to avoid agency liability when complaints do occur.

## **Understanding RIFs and Your Responsibility as a Federal Manager**

This course provides federal managers with a basic understanding of what a reduction in force entails, with explanations of the terms, the entire process, and managers' appropriate role throughout the process.

## **Understanding the Arbitration Process From Grievance to FLRA Review**

This course provides a detailed look at the entire arbitration process — how it works, who the players are, and what's involved — so managers can carry out their role most effectively.

## **Understanding the Union's Rights, Avoiding ULPs**

This course reviews the most common unfair labor practices committed by federal managers, and explains when it's necessary to notify the union of a meeting and how to recognize the union's rights.

## **Using Delegation and Work Assignment as a Federal Manager to Increase Productivity**

This course explains the differences between work assignment and delegation, the advantages of each, how to do them correctly, and how to handle challenges that commonly arise.

## **Using Feedback to Improve Employee Performance as a Federal Manager**

This course provides practical guidance on how managers can deliver, solicit, and use feedback as a performance management tool for employees and themselves.

## **Whistleblowers in the Federal Workplace: Recognizing Protections, Avoiding Retaliation**

This course provides managers with an overview of whistleblower protection laws and guidance on how to avoid committing a prohibited personnel practice in the management of employees who may be whistleblowers.

## **Workplace Violence: How Federal Managers Can Recognize and Respond to It**

This course is designed to help managers plan for and minimize the chances of workplace violence whenever possible and to respond appropriately when it happens.

## **Your Career Development as a Federal Manager**

This course provides federal managers with guidance to develop their careers further, delivering specific suggestions for how to strengthen the skills necessary to improve their chances of reaching their career goals.