



CA and CT 2-hour Manager

Topic 1 – What Is Harassment?

1. **Video:** Definition of harassment. Examples of real-life stories that illustrate the impact of harassment.
2. **Interactive Screen:** What harassment includes, when harassment becomes unlawful conduct, and what constitutes a hostile work environment.
3. **Interactive Screen:** Affirmative Defense – under federal law, an employer can avoid liability for discrimination if it can show three things.
4. **Scenario:** Jokes based on an individual's nationality.
5. **Key Learning:** Even if someone doesn't intend any harm, if the target of the jokes is hurt by the jokes and this is happening on a regular basis, this could create a hostile work environment.
6. **Scenario:** Risqué emails that sometimes contain jokes on religion and sexuality.
7. **Key Learning:** Jokes that offend some colleagues could contribute to an offensive, hostile work environment.
8. **Scenario:** Friendly conversation offering dating advice.
9. **Key Learning:** Intent and perception are key to determining if a statement could be considered harassment.
10. **Assessment:** Five-question quiz on the content presented in this topic.

Topic 2 – What Is Discrimination?

1. **Interactive Screen:** Definition of discrimination. Examples of real-life stories that illustrate the impact of discrimination. Discrimination is never acceptable.
2. **Interactive Screen:** Laws and enforcement. Title VII of the Civil Rights Act of 1964. US Equal Employment Opportunity Commission (EEOC). State-Specific Laws.
3. **Scenario:** Time off for a religious holiday.
4. **Key Learning:** Religious accommodation laws allow employers to engage in discussion about these kinds of issues.
5. **Scenario:** Promoting when pregnant.
6. **Key Learning:** It is never acceptable to discriminate against anyone because of pregnancy.
7. **Scenario:** Age considerations when promoting someone.

8. **Key Learning:** You cannot decide against promoting or hiring someone because they are too old.
9. **Assessment:** Five-question quiz on the content presented in this topic.

Topic 3 – What is Sexual Harassment?

1. **Interactive Screen:** Definition of sexual harassment. It doesn't have to be sexual in nature – could include offensive remarks about a person's sex.
2. **Interactive Screen:** State laws for states with specific sexual harassment training requirements; California, Connecticut, Delaware, Maine, New York State, New York City.
3. **Scenario:** A drunken proposal while at a work conference.
4. **Key Learning:** Just because an employee is not at work, does not mean they may engage in inappropriate conduct that would otherwise be impermissible in the workplace itself.
5. **Assessment:** Five-question quiz on the content presented in this topic.

Topic 4 – Types of Sexual Harassment

1. **Interactive Screen:** Types sexual harassment; hostile work environment and quid pro quo.
2. **Interactive Screen:** What constitutes a hostile work environment? Verbal harassment, non-verbal (visual) harassment, physical harassment.
3. **Interactive Screen:** What is quid pro quo harassment? Essence of quid pro quo. Typical cases. Examples.
4. **Scenario:** Spreading rumors about a colleague's sexuality.
5. **Key Learning:** Offensive comments about a person's sexuality are harassment, even if the victim doesn't hear.
6. **Scenario:** Quid pro quo scenario.
7. **Key Learning:** Always report incidents of quid pro quo sexual harassment.
8. **Assessment:** Five-question quiz on the content presented in this topic.

Topic 5 – Preventing Sexual Harassment

1. **Interactive Screen:** Your role in preventing sexual harassment. Who can be impacted? Who can perpetrate sexual harassment? Where can sexual harassment occur? What is sex stereotyping? How can I speak up?
2. **Scenario:** Same-sex harassment – one colleague sending another flirty emails and sticky notes.
3. **Key Learning:** Conduct constitutes harassment because the conduct is unwelcome and it has unreasonably interfered with a colleague's work.
4. **Scenario:** Bystander intervention.
5. **Key Learning:** We encourage you to intervene and call out the sexual harassment, if you are comfortable doing so. This is called "bystander intervention."
6. **Assessment:** Five-question quiz on the content presented in this topic.

Topic 6 – Sexual Orientation & Gender Identity Harassment

1. **Video:** Define gender identity. Discrimination against an individual because that person is transgender is discrimination because of sex.
2. **Scenario:** Hiring a new team member who is in a same-sex relationship.
3. **Key Learning:** You cannot treat individuals differently because of their sexual orientation or preference.
4. **Scenario:** Whispers about gender reassignment.
5. **Key Learning:** When someone at work goes through a gender transition, it's important to have in-person training with the employee's managers and the colleagues who work directly with the transitioning employee.
6. **Assessment:** Five-question quiz on the content presented in this topic.

Topic 7 – What Is Retaliation?

1. **Interactive Screen:** Retaliation, protected activity, and adverse actions. Retaliation is never acceptable.
2. **Interactive Screen:** Real-life examples of retaliation and the impact they have.
3. **Text & Image Screen:** Definition of a 'covered individual.'
4. **Scenario:** Senior colleague verbally abusing a junior colleague.

5. **Key Learning:** If you witness harassment or discrimination, you should report what you see and hear without fear of retaliation.
6. **Scenario:** What constitutes retaliation?
7. **Key Learning:** Any targeted action taken in response to being reported may be considered an act of retaliation.
8. **Scenario:** Action to take if subjected to retaliatory practices.
9. **Key Learning:** Speak to the individual. If actions continue, report them.
10. **Assessment:** Five-question quiz on the content presented in this topic.

Topic 8 – Protected Groups

1. **Interactive Screen:** What do we mean by protected groups? Examples of protected groups. Types of discrimination.
2. **Scenario:** Drafting a job advertisement without discriminating against any protected groups.
3. **Key Learning:** Discriminatory conduct is prohibited in all aspects of the employment process, including recruitment.
4. **Scenario:** Candidate for an interview is in a wheelchair.
5. **Key Learning:** Unless it causes an employer undue hardship, refusing to accommodate an applicant or employee with a disability is discrimination.
6. **Scenario:** Consequences of rejecting a candidate because they might become pregnant.
7. **Key Learning:** Pregnancy is a class that is protected under both federal and state law. Marital status is a class that is protected under certain state anti-discrimination laws.
8. **Assessment:** Ten-question quiz on the content presented in this topic.

Topic 9 – Intent vs. Perception

1. **Interactive Screen:** The difference between intent and perception. The burden of proof. The importance of perception.
2. **Scenario:** Proof of general discrimination.
3. **Key Learning:** Employees who assert discrimination claims must show that they suffered an adverse employment action because of their protected class or trait. Proof of this “causal connection” is at the heart of employment claims.
4. **Scenario:** Proof of age discrimination.
5. **Key Learning:** It’s important that a manager can show that they hired a candidate because they were the best candidate for the job.

6. **Scenario:** Legitimate non-discriminatory reasons for not offering a promotion.
7. **Key Learning:** If required, you must be able to present a legitimate, non-discriminatory reason why a candidate didn't get promoted.
8. **Scenario:** Perception of a joke about nationality.
9. **Key Learning:** You might not intend a comment to be offensive, but it may be perceived in that way. The impact of a perceived offense can be given greater weighting in law than the original intent.
10. **Assessment:** Five-question quiz on the content presented in this topic.

Topic 10 – The Impact of Harassment & Discrimination

1. **Interactive Screen:** Outline the impact that harassment has on the victim, the workforce, the company brand and reputation, productivity and profitability, and on management.
2. **Scenario:** Overhearing two colleagues mocking another colleague about religious dress.
3. **Key Learning:** In some cases the perpetrators of inappropriate behavior don't believe they're doing anything wrong. If you feel comfortable, speak to the perpetrators and ask them to stop.
4. **Scenario:** Mocking over religious dress continues.
5. **Key Learning:** When the perpetrator doesn't change their behavior, it's best to report the incident before the situation escalates.
6. **Scenario:** Wider impact that discrimination has in the workplace.
7. **Key Learning:** Discrimination may cause a colleague to become withdrawn and less engaged in the workplace. This could have an adverse effect on the workforce, as it may make other colleagues uncomfortable and could cause a divide in working teams and groups.
8. **Assessment:** Five-question quiz on the content presented in this topic.

Topic 11 – Preventing Harassment & Discrimination

1. **Interactive Screen:** A manager's obligations, responsibilities, and reporting requirements.
2. **Scenario:** Educating your team on how to prevent harassment and discrimination.
3. **Key Learning:** We do not tolerate harassment or discrimination of any kind. Ensure that all of your team are aware that there are multiple channels for raising concerns.
4. **Scenario:** Handling a potential harassment and discrimination situation.

5. **Key Learning:** Empathize with an employee making a complaint, and assure them that the company will investigate the complaint. Do not investigate any concerns or complaints yourself, even though your efforts might be well-intentioned.
6. **Scenario:** Dealing with an offensive joke.
7. **Key Learning:** A key factor in preventing harassment and discrimination in the workplace is the faith an employee has in their manager to deal with such matters.
8. **Assessment:** Ten-question quiz on the content presented in this topic.

Topic 12 – Recognizing Harassment & Discrimination

1. **Interactive Screen:** How to recognize and deal with potential harassment and discrimination situations.
2. **Scenario:** Possible discrimination based on sexual orientation.
3. **Key Learning:** Discuss the situation with the individual to see what he or she says, and also speak to the other team members. Then, you can make a decision on whether you need to take any further action.
4. **Scenario:** Dealing with possible retaliation.
5. **Key Learning:** We do not tolerate retaliation, whether it comes directly from the individual or individuals involved in the original incident, or from their colleagues or friends.
6. **Scenario:** Assigning projects to groups from the same ethnic background.
7. **Key Learning:** Be on the lookout for instances of harassment and discrimination, and where such instances occur, whether real or perceived, report them. Treat everyone equally and apply the same rules to everyone.
8. **Assessment:** Ten-question quiz on the content presented in this topic.

Topic 13 – Managing Harassment & Discrimination

1. **Interactive Screen:** Handling complaints. Keeping an open mind. Understanding approach. Don't shoot the messenger. Never retaliate.
2. **Interactive Screen:** . Follow policies. Confidentiality. Malicious complaints.
3. **Scenario:** Handling a sexual harassment complaint.
4. **Key Learning:** Certain situations don't immediately warrant launching a formal investigation. However, if talking to both parties doesn't result in the required behavior change, you'll need to inform the appropriate department.

5. **Scenario:** Continuation of scenario on handling a sexual harassment complaint.
6. **Key Learning:** You should never investigate any concerns or complaints that are brought to your attention. Always inform the employee making the complaint that the company will keep the complaint confidential to the fullest extent possible under the law.
7. **Scenario:** Handling a complaint about failing to obtain a promotion.
8. **Key Learning:** If you fail to handle a situation like this with tact and compassion, it could lead to the employee filing a discrimination complaint. It is also important to keep HR informed of any situations in your team that could potentially escalate into discrimination cases.
9. **Scenario:** Handling a complaint about harassing behavior.
10. **Key Learning:** Sometimes, employees can find it very difficult to raise harassment or discrimination issues, so it's vital that you act in an understanding manner and let the person know that we will investigate thoroughly. It's also important that you inform HR of the situation immediately.
11. **Assessment:** Ten-question quiz on the content presented in this topic.

Topic 14 – Sexual Harassment: A Manager's Responsibilities

1. **Interactive Screen:** A manager's obligations, responsibilities, and reporting requirements. What to do if personally accused. Consequences of failing to report sexual harassment.
2. **Scenario:** Inappropriate physical touching.
3. **Key Learning:** Conduct may be considered harassment if it is unwelcomed and it makes the victim uncomfortable.
4. **Scenario:** Personal history interfering in a promotion decision.
5. **Key Learning:** Must have solid reasons for reaching a hiring decision.
6. **Assessment:** Five-question quiz on the content presented in this topic.

Topic 15 – Inclusive Manager

1. **Interactive Screen:** A workplace that promotes inclusion gains true value from its diverse workforce. Inclusive managers value diversity. What does an inclusive workplace look like? Promoting inclusivity. Fostering inclusion. Benefits of a diverse workplace.
2. **Scenario:** Team member considering a transfer because he doesn't fit in with the team.

3. **Key Learning:** Actively support inclusion by encouraging a diverse group of employees to learn about their colleagues.
4. **Scenario:** Making a team member feel part of the team.
5. **Key Learning:** You are responsible for providing opportunities for staff to interact, inside and sometimes outside of work.
6. **Assessment:** Five-question quiz on the content presented in this topic.

Topic 16 – Bullying in the Workplace

1. **Interactive Screen:** What is bullying? Examples of bullying. What to do if you are a victim. Subtle forms of bullying.
2. **Interactive Screen:** Real-life examples of the impact of bullying.
3. **Scenario:** Persistent and public criticism from a colleague.
4. **Key Learning:** Constant public criticism can have an adverse effect on a person's confidence in their work, and may cause them to be less engaged in group activities or team meetings.
5. **Scenario:** Action to take when someone refuses to stop criticizing a colleague in public.
6. **Key Learning:** Bullying doesn't always involve raised voices or threats of violence. It can take the form of repeated criticism, or even non-verbal actions such as aggressive body language. Exclusion is also a form of bullying.
7. **Assessment:** Five-question quiz on the content presented in this topic.

Topic 17 – Abusive Conduct

1. **Interactive Screen:** What is abusive conduct? Verbal. Physical. Protected characteristics.
2. **Scenario:** Identifying actions that constitute abusive conduct.
3. **Key Learning:** In situations that involve abusive conduct, employers must take affirmative action, and in some cases disciplinary measures, against offending employees.
4. **Scenario:** Identifying the actions that should be taken when abusive conduct is reported.
5. **Key Learning:** The company should act to ensure that all employees are aware of what constitutes abusive conduct and that this conduct will not be tolerated.
6. **Assessment:** Five-question quiz on the content presented in this topic.

Topic 18 – Violence in the Workplace

1. **Video:** Workplace violence can happen to anybody, whatever their role and whomever they work for. It is any form of violent or aggressive behavior that creates a hostile work environment.
2. **Interactive Screen:** Prevention. Zero-tolerance policy. Don't stay silent. Don't remain a victim. Know who protects you.
3. **Interactive Screen:** Real-life experiences of violence in the workplace.
4. **Scenario:** Identifying behaviors that may indicate the potential for workplace violence.
5. **Key Learning:** Overreacting to a normal request, abusing a customer, taking a lot of time off with no explanation, and obsessing about shootings are all potential red flags for workplace violence. No single one of these signs is a sure indicator that someone may turn violent, but they should be enough to alert you to the possibility that action may need to be taken.
6. **Scenario:** Identify the actions to take when someone becomes verbally threatening.
7. **Key Learning:** It's your duty to recognize the warning signs for workplace violence, and to implement our zero-tolerance policy by reporting all incidents and concerns immediately. You will never be asked to directly intervene with an individual.
8. **Assessment:** Five-question quiz on the content presented in this topic.

Topic 19 – Social Media Risks

1. **Interactive Screen:** Additional risks of harassment and discrimination posed by social media. Vicarious liability. Use outside of business hours.
2. **Interactive Screen:** Real-life example of the misuse of social media and the consequences that follow.
3. **Scenario:** Hacking into a colleague's online dating profile and changing their sexual orientation.
4. **Key Learning:** Sexual orientation is a protected group. Mocking someone's sexual orientation will likely upset many people and cause hurt.
5. **Scenario:** Posting inappropriate comments on social media outside of working hours, while wearing a polo with a company logo.
6. **Key Learning:** Employees can be held liable for their actions outside of work hours and off work premises, as well as for their conduct within the workplace.
7. **Assessment:** Five-question quiz on the content presented in this topic.

Topic 20 – Diversity

7. **Interactive Screen:** Define what diversity means. Innovative ideas and solutions to challenging issues can come from seeking input from those whose perspectives are different from our own.
8. **Scenario:** Encouraging diversity in the workplace.
9. **Key Learning:** It's important that every member of the team is supporting and contributing to workplace diversity.
10. **Scenario:** Question on religious attire.
11. **Key Learning:** It takes time and patience to commit to diversity in the workplace. Grasp the opportunity to learn.
12. **Assessment:** Five-question quiz on the content presented in this topic.

Topic 21 – The Inclusive Workplace

1. **Interactive Screen:** Creating an inclusive workplace. Include everyone. Take time to learn. Participate. Broaden your horizons.
2. **Scenario:** After-work drinks that compromise a team member's beliefs.
3. **Key Learning:** Social activities and practices that are comfortable for you may not be for everyone, and vice versa.
4. **Assessment:** Five-question quiz on the content presented in this topic.

Topic 22 – Speaking Up

1. Summary screen that wraps up the module and provides details of where to go to speak up.
2. Attestation screen where learners attest that they will always adhere to anti-harassment and discrimination policies.