Essentials – Course Syllabus

| **Topic** | **Lesson** | **Activity** | **Points** |
| --- | --- | --- | --- |
| **Course-Long Activities** | | | |
|  |  | ★Final Assignment: Leadership Expectations in Action |  |
|  |  | Discussion: Questions about the final assignment? |  |
|  |  | Peer Feedback: Review presentations |  |
|  |  | Assignment: Connect with your Supervisor |  |
| **Week 1 - Getting Started** | | | |
| **Getting Started** | | | |
|  | Introduction | | |
|  | Using NovoEd | | |
|  | Getting to Know You | | |
|  |  | ★Assignment: Complete Your Profile |  |
|  |  | Discussion: Introductions |  |
|  | The Benefits of Learning in a Cohort | | |
|  | Meet Your Team | | |
|  | Getting to Know Your Team | | |
|  |  | Team Assignment: Get Organized with Your Team |  |
|  | What's Next? | | |
| **Kickoff Call** | | | |
|  |  | Live Session: Kickoff Call |  |
| **Weekly Reflection & Feedback** | | | |
|  |  | ★Assignment: Week 1 Reflection |  |
|  |  | Survey: End of Week Feedback |  |
| **Week 2 - Leading at Yale** | | | |
| **Leadership Expectations** | | | |
|  | Yale Leadership Overview | | |
|  |  | Discussion: What's the value and risk? |  |
|  | Enduring Institutional Objectives | | |
|  | Leadership Expectations | | |
|  | Yale Manager Accountabilities | | |
|  | Yale Manager Accountabilities Assessment | | |
|  |  | Yale Manager Accountabilities Assessment |  |
| **Business Standards and Ethics** | | |  |
|  | Business Standards and Ethics Overview | | |
|  |  | Discussion: Uncomfortable Scenario |  |
|  | Definitions | | |
|  | Standards of Business Conduct | | |
|  | Resources | | |
| **Team Assignment: Collaborative Slide Presentation** | | | |
|  |  | Team Assignment: What Does This Manager Accountability Mean for You? |  |
|  |  | Feedback for Team Presentation: What Does This Manager Accountability Mean for You? |  |
| **Live Sessions** | | | |
|  |  | Live Session on Leadership Expectations |  |
|  |  | Live Session on Business Ethics |  |
| **Weekly Reflection & Feedback** | | | |
|  |  | ★Assignment: Week 2 Reflection |  |
|  |  | Survey: End of Week Feedback |  |
| **Week 3 - Leading with Emotional Intelligence** | | | |
| **Emotional Intelligence** | | | |
|  | Emotional Intelligence Overview | | |
|  |  | Discussion: Share a challenging conversation |  |
|  | Background on EI | | |
|  | Our Approach to EI | | |
|  | EI Video Series | | |
|  |  | Video: Emotional Intelligence: "How are you?" |  |
|  |  | Video: Emotional Intelligence: "Matching Emotions" |  |
|  |  | Video: Emotional Intelligence: "Reading People" |  |
|  |  | Video: Emotional Intelligence: "Causes of Emotions" |  |
|  | Optional Reading | | |
| **Preventing Sexual Harassment** | | | |
|  | Harassment Prevention | | |
| **Post Session Reflection** | | | |
|  | Post-Session Reflection on EI | | |
|  |  | Assignment: Leveraging the Blueprint (6 Steps) |  |
| **Live Session** | | | |
|  |  | Live Session on Emotional Intelligence (**not recorded**) |  |
| **Weekly Reflection & Feedback** | | | |
|  |  | ★Assignment: Week 3 Reflection |  |
|  |  | Survey: End of Week Feedback |  |
| **Week 4 - Upholding Yale's Employment Standards** | | | |
| **Employment Law** | | | |
|  | Employment Law Overview | | |
|  | Anti-Discrimination Statutes | | |
|  | Interviewing Questions | | |
|  |  | Appropriate Interview Questions |  |
|  | Testing | | |
|  | Referencing | | |
|  | On the Job | | |
|  | Ending the Employment Relationship | | |
|  | The Importance of Records | | |
|  | FMLA Knowledge Check | | |
|  |  | FMLA Knowledge Check |  |
|  | Summary & Point of Contact Knowledge Check | | |
|  |  | Knowledge Check: Who do you call when… |  |
| **Labor Relations** | | | |
|  | Introduction | | |
|  |  | CBT: Labor Relations at Yale Introduction |  |
|  | Labor Relations Overview | | |
|  | Labor Relations and NLRA | | |
|  |  | Video: HR Basics: Labor Relations |  |
|  |  | Discussion: What questions do you have? |  |
|  | Introduction to Employee Rights | | |
|  |  | Discussion: Reflections on Weingarten Rights |  |
|  | Ask Labor Relations | | |
|  |  | Padlet Discussion: Ask Labor Relations |  |
|  | Labor Relations Resources | | |
| **Live Sessions** | | | |
|  |  | Live Session on Employment Law |  |
|  |  | ★Live Session, Labor Relations #1 (**not recorded**) |  |
|  |  | ★Live Session, Labor Relations #2 (**not recorded**) |  |
|  |  | Live Session Q&A, Labor Relations #3 (**not recorded**) |  |
| **Weekly Reflection & Feedback** | | | |
|  |  | ★Assignment: Week 4 Reflection |  |
|  |  | Survey: End of Week Feedback |  |
| **Week 5 - Management Best Practices** | | | |
| **Getting to Know HR** | | | |
|  | Mission Statement | | |
|  | HR Overview | | |
| **Yale Staffing and Career Development** | | | |
|  | Yale Staffing Overview | | |
|  | Interview Techniques | | |
|  | Behavior Based Interviewing | | |
|  |  | CBT: Behavior Based Interviewing |  |
|  | Yale Policy on Equal Employment Opportunity | | |
|  | Additional Resources | | |
|  | Staffing and Career Development Knowledge Check | | |
|  |  | Staffing and Career Development Knowledge Check |  |
| **Compensation Team** | | | |
|  | Overview | | |
|  | The Compensation Consultant | | |
|  | Partnering with HRGs & Recruiters | | |
|  | M&P Job Evaluation - Manager Initiated | | |
|  | Top Compensation Projects for 2020-2021 | | |
| **Employee Relations** | | | |
|  | Employee Relations Overview | | |
|  | A Strategic HR Partner | | |
|  | Building the Partnership | | |
| **Performance Management** | | | |
|  | Overview | | |
|  | Our Commitment, Approach, and Philosophy | | |
|  | Our Roles | | |
|  | Performance Essentials | | |
|  |  | Assignment: Your SMART Goal |  |
|  |  | Assignment: Feedback for Your SMART Goal |  |
|  | Baseline for High Performance | | |
|  | The Performance Wheel | | |
|  |  | Discussion: Roadblocks to High Performance |  |
|  | Interference | | |
|  | The Performance Management Cycle | | |
|  |  | CBT: Performance Management at Yale |  |
|  | Feedback Reflection | | |
|  |  | Discussion: Helpful Feedback |  |
|  |  | Discussion: Non-helpful Feedback |  |
|  | 4 Step Feedback Model | | |
|  |  | CBT: 4 Step Feedback Model |  |
|  | Feedback Role-Play | | |
|  |  | Team Assignment: Feedback Role-Play |  |
|  | Performance Management Tools | | |
|  |  | Assignment: Workday Talent Profile |  |
|  | Ask HR about Performance Management | | |
|  |  | Assignment: Ask HR about Performance Management |  |
| **Organizational Effectiveness & Staff Development (OESD)** | | | |
|  | Overview | | |
|  | Learning & Development Programs | | |
|  | Leadership Readiness @ Yale | | |
|  | Team Structure | | |
| **WorkLife & Flexible Work Arrangements** | | | |
|  | Why Flexible Work Arrangements | | |
|  | Benefits of Flexible Work Arrangements | | |
|  | Key Concepts and Questions | | |
|  | Suggestions for Success | | |
|  | Tracking in My Time | | |
|  | Next Steps and Resources | | |
| **HR Operations** | | | |
|  | HR Operations Overview | | |
|  | HR Operations Team | | |
|  | Employee Services | | |
|  | Using HR Tools | | |
|  | Employee Onboarding/Offboarding | | |
|  | My Time Reports | | |
|  | HR Operations Scavenger Hunt | | |
|  |  | HR Operations Scavenger Hunt |  |
|  | Let’s Practice: Using the Tools | | |
|  |  | Assignment: Use the Tools |  |
| **Live Sessions** | | | |
|  |  | Live Session: HR Panel |  |
|  |  | Live Session on HR Operations |  |
|  |  | Live Session on Performance Management |  |
| **Weekly Reflection & Feedback** | | | |
|  |  | ★Assignment: Week 5 Reflection |  |
|  |  | Survey: End of Week Feedback |  |
| **Week 6 - Reflection Week** | | | |
| **Final Activities** | | | |
|  | Overview | | |
|  |  | Survey: Comparison to Your Manager Accountabilities Assessment |  |
|  | Staying Connected | | |
| **Weekly Reflection** | | | |
|  |  | Assignment: Week 6 Reflection |  |
| **Course Feedback** | | | |
|  |  | ★Survey: End of Course Survey |  |
|  |  |  |  |