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 |  |
|   |   |   |  |