

Liebert Cassidy Whitmore is proud to offer a variety of preventative training workshops to California's public employers and private educational institutions. Please use the links below to find the Master Workshop Topics list that is applicable to you:

- [Master Workshop Topics List for Public Agencies](#) (*Cities, Counties, and Special Districts*)
- [Master Workshop Topics List for California Community Colleges](#)
- [Master Workshop Topics List for Public K-12 School Districts](#)
- [Master Workshop Topics List for Private Schools](#)

For complete information on our training services contact us at info@lcwlegal.com.

MASTER WORKSHOP TOPICS LIST

Supervision and Performance Management

#	Title	Audience	Workshop Length
1	<p>Maximizing Supervisory Skills for the First Line Supervisor</p> <p>This program is designed to provide first-line supervisors with the knowledge and tips to understand their responsibilities and to refine their supervisory skills. It also covers the full gamut of “need to know” legal requirements from a first line supervisor’s perspective with emphasis on practical approaches in areas including leadership, goal-setting, problem-solving, delegation, discipline, evaluation and ethics.</p>	Supervisors and Managers	Full Day
2	<p>Managing the Marginal Employee</p> <p>This workshop is designed to train supervisors and managers on how to manage the employee who does the “bare minimum” and/or “pushes the envelope.”</p>	Supervisors and Managers	Half Day
3	<p>Prevention and Control of Absenteeism and Abuse of Leave</p> <p>From a legal and practical perspective, this workshop provides effective solutions to the most persistent and vexing problems of employee absenteeism and/or abuse of leave privileges.</p>	Supervisors and Managers	Half Day
4	<p>Difficult Conversations</p> <p>Interpersonal problems are a fact of life. Wherever you interact with people, it is likely that you will have problems from time to time. Our natural instinct may be to avoid these conversations for as long as possible, but when you are a supervisor or manager, that is not always possible or advisable. This workshop teaches the participant how to transform difficult conversations on such issues as personality conflicts between co-workers, body odor or emotional outbursts into successful conversations.</p>	Supervisors and Managers	Half Day
5	<p>Performance Management: Evaluation, Documentation and Discipline</p> <p>This workshop takes the supervisor and manager through each step of performance management from objectively evaluating performance using effective communication techniques, documenting performance issues and, if necessary, imposing discipline.</p>	Supervisors and Managers	Half Day
6	<p>The Art of Writing the Performance Evaluation</p> <p>Supervisors sometimes fall into the trap of viewing evaluations as just another record-keeping requirement, without appreciating the importance of evaluations and how evaluations impact the organization. Well-written performance evaluations encourage improvement, support discipline/termination, defend against litigation and help set a culture of fairness and openness in how performance issues are addressed. This workshop provides concrete examples and tips on how you can write an effective and meaningful performance evaluation.</p>	Supervisors and Managers	Half Day

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7	<p>A Guide to Implementing Public Employee Discipline</p> <p>This workshop addresses the steps that must be taken to ensure due process in disciplining employees. It focuses on the <i>Skelly</i> process, including practical tips as to the structure and language of a proper <i>Skelly</i> notice.</p>	Supervisors and Managers	Half Day
8	<p>The Future is Now – Embracing Generational Diversity and Succession Planning</p> <p>This is the first time four generations have been present in the workforce at the same time. The generational differences brought by each group, if properly channeled, can enhance every organization. If not, these differences can lead to frustration and turnover, as well as potential legal challenges. This workshop aims to assist agencies in making the most of their generationally-diverse workforce.</p>	Supervisors and Managers	Half Day

Risk Management

#	Title	Audience	Workshop Length
9	<p>12 Steps to Avoiding Liability</p> <p>This session will provide managers and supervisors with preventive steps to take before a lawsuit is filed as well as steps to follow if that dreaded lawsuit is filed.</p>	Supervisors through Executive Management	Half Day
10	<p>Risk Management Skills for the Front Line Supervisor</p> <p>Public agencies are facing increasing risks of being targeted by grievances, harassment/discrimination claims, unfair practice charges and wage and hour litigation, to name a few. Front-line supervisors can provide an effective front-line defense to these dangers, or they can expose your agency to even greater risk. This workshop will train supervisors to effectively and appropriately respond to situations that place the agency at risk by offering real-life scenarios and recommendations for dealing with a myriad of legal and interpersonal issues in the workplace.</p>	Supervisors and Managers	Half Day
11	<p>Disciplinary and Harassment Investigations: Who, What, When and How</p> <p>This workshop prepares directors and managers to conduct thorough and effective investigations of disciplinary incidents or alleged harassment. It includes guidance on how to organize the investigation, how to interview witnesses, and how to reach conclusions.</p>	Upper Management, Human Resources/Employment Relations Staff, Agency Counsel, Supervisors and Managers	Half Day

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12	<p>Advanced Investigations of Workplace Complaints</p> <p>This is an advanced investigation workshop which focuses on interview techniques, the general background on the laws of harassment and discrimination, how to focus the investigation to prevent a “runaway” interview, dealing with a difficult or evasive witness, responding to union representatives or attorneys who insist on controlling the investigation and making factual findings.</p>	Upper Level Management, Human Resources Staff and Agency Counsel	Half Day
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Promoting Respectful Workplaces

#	Title	Audience	Workshop Length
13	<p>Preventing Workplace Harassment, Discrimination and Retaliation</p> <p>This practical workshop, designed for all levels of agency employees, provides guidance on managing day-to-day interactions to prevent unlawful discriminatory harassment and retaliation. It fully meets requirements of AB 1825 and AB 2053. (English or Spanish presentations available)</p>	All Staff	Half Day
14	<p>Iron Fists or Kid Gloves: Retaliation in the Workplace</p> <p>This workshop discusses the legal aspects of potential retaliation claims under federal and state law, the sources of retaliation claims, including Constitutional issues such as freedom of speech and association. It includes practical discussions of what constitutes “protected activity” and “adverse action.” This workshop also includes preventive steps the agency can take to prevent and/or minimize retaliation claims.</p>	Supervisors, Managers and Human Resources Staff	Half Day
15	<p>Workplace Bullying: A Growing Concern</p> <p>This workshop will define bullying and distinguish it from simple rudeness, and identify strategies for recognizing when it occurs, including when a supervisor is bullying subordinates (versus merely supervising). The session will also provide pragmatic advice for holding bullies accountable for their conduct and for assisting “targets” of bullying in reporting and responding to bullying conduct.</p>	Supervisors and Managers	Half Day
16	<p>Addressing Workplace Violence</p> <p>This workshop teaches agency employees how they can minimize the potential for violent episodes in the workplace – and how to respond to violence when it does occur.</p>	Upper Management, Human Resources/Employment Relations Staff, Agency Counsel	Half Day

Employment Law

#	Title	Audience	Workshop Length
17	<p>Public Sector Employment Law Update</p> <p>This workshop provides a practical and focused review of new laws and court cases to keep management employees on top of significant changes in labor and employment law.</p>	Executive Managers, Human Resources/Employee Relations Managers	Half Day

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18	<p>Supervisor’s Guide to Public Sector Employment Law</p> <p>This workshop covers the unique aspects of being a public sector employee, including the discoverability of email, off-duty conduct, conflict of interest, ethics, personal liability, the Brown Act, and the Public Records Act.</p>	Supervisors, Managers and Above	Half Day
19	<p>Legal Issues Regarding Hiring</p> <p>This workshop is designed for supervisors and managers involved in the selection process of potential candidates for employment. It takes its participants through all steps of the hiring process.</p>	Supervisors and Managers, HR Staff	Half Day
20 New	<p>File That! Best Practices for Document and Record Management</p> <p>Supervisory files and Personnel records and files are a necessary and useful tool for public agencies. Used properly, they can aid supervisors in documenting performance and correcting employee deficiencies. Misused (or not used at all) they can result in liability for the agency. This workshop covers what records to save, how long to keep the documentation and how to best use the records to achieve greater results from your employees. It also covers privacy rights related to these records.</p>	Supervisors, Managers and HR Staff	Half Day
21	<p>The Meaning of At-Will, Probationary, Seasonal, Part-Time and Contract Employment</p> <p>This workshop addresses the meaning of at-will employment including determining which employees are at-will, identifying their rights, preserving at-will status, and disciplining and evaluating at-will employees. It also includes definitions of all types of part-time and contract employment as well as how to manage these employees.</p>	Upper Management, Human Resources/Employment Relations Staff, Agency Counsel	Half Day
22	<p>Introduction to the FLSA</p> <p>This workshop provides a basic introduction to the Fair Labor Standards Act, including the responsibilities of managers. This FLSA overview addresses such issues as compensability of breaks, mealtimes and how 9/80 work schedules are supposed to work.</p>	Supervisors, Managers, Department Heads	Half Day
23	<p>Advanced FLSA</p> <p>One of LCW’s FLSA experts presents this workshop which addresses some of the difficult FLSA issues agencies face. This workshop also provides suggestions on how to bring your agency into compliance with the law.</p>	Supervisors, Managers, HR, Finance/Payroll and IT staff responsible for ensuring compliance with the FLSA and already have a basic understanding of the FLSA	Half Day
24	<p>Labor Code 101 for Public Agencies</p> <p>This workshop identifies those sections of the California Labor Code that apply to public agencies, and provides practical tips for complying with them.</p>	Human Resources Staff, Managers	Half Day

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25	<p>Principles for Public Safety Employment</p> <p>This workshop informs participants of the unique laws regulating law enforcement and fire management employment, including the Public Safety Officers Procedural Bill of Rights Act, Firefighters Procedural Bill of Rights Act internal affairs investigations, Pitchess motions, background investigations, and industrial disability leave.</p>	Public Safety Management, Human Resources Staff, Agency Counsel	Half Day
26	<p>Leaves, Leaves and More Leaves</p> <p>This workshop focuses on the various paid and unpaid leaves, e.g., FMLA/CFRA/ADA/FEHA/sick leave, etc., and will provide participants with important information for addressing and responding to leave requests, including such issues as determining when employees are eligible for leaves and the employers' responsibilities in providing these leaves.</p>	Supervisors, Managers and above	Half Day
27	<p>Family and Medical Care Leave Acts</p> <p>This workshop will cover the Family and Medical Leave Act, the California Family Rights Act, and related family and medical leave laws. The presentation will address the conflicts and overlap of the various laws.</p>	Human Resources Staff, Supervisors and Managers	Half Day
28	<p>Issues and Challenges Regarding Drugs and Alcohol in the Workplace</p> <p>This workshop will help public agency managers deal with the impact of drugs and alcohol in the workplace.</p>	Upper Management, Human Resources/Employment Relations Staff	Half Day
29	<p>Employees and Driving</p> <p>This workshop helps employers minimize their liability and maximize their understanding of driving-related rules. Everything you need to know about auto insurance requirements, DOT regulations, DMV reports and even what happens when an employee is charged with a DUI will be covered in this hands-on, practical program.</p>	Human Resources Staff, Risk Managers, other Managers responsible for Driving Programs	Half Day
30	<p>Disaster Service Workers – If You Call Them, Will They Come?</p> <p>Talk of pandemics is on the rise. Some predict that absenteeism could reach 40% during a severe pandemic. Is your agency prepared? This workshop will help identify what “disaster service” means and what agencies should do to prepare for disaster before it strikes. It discusses registration, training, classification and liability of disaster workers as well as activation, immunity and workers' compensation benefits.</p>	Managers, Human Resources Staff, and Risk Managers	Half Day
31	<p>An Agency's Guide to Employee Retirement</p> <p>This workshop provides an easy-to-follow, comprehensive guide to the many different aspects of retirement -related issues that Human Resources personnel commonly face. This workshop will guide professionals through pension and retiree health care issues. The presenter will discuss pension topics such as employee eligibility, determining final compensation, early retirement incentives and employment of retirees. In addition, the presenter will discuss the disability retirement process from beginning to end, including local safety determination appeals. The presenter will focus on CalPERS related issues, but will also address '37 Act issues where they differ.</p>	Human Resources Staff	Half Day

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32	<p>Terminating the Employment Relationship This workshop focuses on best practices for voluntary and involuntary separations of employment and will include information on PERS buyouts; possible tax issues; drafting legally sound settlement and severance agreements, addressing such topics as: the pros and cons of confidentiality clauses; disclosure obligations under the Brown Act and Public Records Act; workers compensation and EDD issues;" sealing the file" and must-have clauses. The workshop will also cover Unemployment Appeals.</p>	Human Resources, Upper Level Management	Half Day
33	<p>Privacy Issues in the Workplace This workshop guides managers and supervisors through the maze of laws and court decisions dealing with an employee's right to privacy and management's right to information. It includes discussion of the developing area of privacy issues in the computerized workplace.</p>	Upper Management, Human Resources/Employment Relations Staff, Agency Counsel	Half Day
34	<p>Technology and Employee Privacy This workshop explores the wide range of issues arising from the interplay between technology and privacy in the workplace. It guides managers through the patchwork of federal and state laws and court decisions that govern these issues. It also identifies ways to respond to inappropriate employee use of social networking media, as well as when employers can use this same media in hiring, investigations and discipline.</p>	Managers and Supervisors	Half Day

Labor Relations

#	Title	Audience	Workshop Length
35	<p>Exercising Your Management Rights This introductory overview workshop identifies the rights of supervisors and managers with respect to employee associations/unions and shows them how to exercise those rights in ways that can improve their management skills and preserve management rights.</p>	Supervisors and Managers	Half Day
36	<p>A Supervisor's Guide to Labor Relations This workshop provides attendees with an overview of employment relations issues including: meeting and conferring, union organizing, union representation, past practice, and grievances. This is an excellent workshop for first-time managers or as a refresher to seasoned managers.</p>	Supervisors and Managers	Half Day
37	<p>Negotiating Modifications to Retirement and Retiree Medical Retiree benefits are being carefully monitored by legislative bodies who are concerned with their long term costs. Negotiators must deal with the technical requirements of the retirement system, the political spotlight as well as ensuring that the proposals legally viable. This workshop will focus on strategies for modifying retiree benefits, current constraints to those modifications and retiree medical issues. Issues that will be discussed include: implementing two-tier pensions; reducing or eliminating retiree health benefits; unilateral implementation and lawful "spiking" issues. The workshop will address the current state of the law regarding vested rights and meet and confer obligations in connection with pensions and other post-employment benefits.</p>	Members of the agency's negotiation team	Half Day

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<p>38 New</p>	<p>Unfair Practice Charges and PERB This workshop identifies conduct that could constitute an unfair labor practice, and provides tips to avoid having an unfair practice charge filed against your agency. This workshop guides participants through the entire unfair practice charge process, from the initial filing of a charge to judicial review, and provides useful information for each stage of that process. This workshop also includes an interactive component that will allow participants the opportunity to immediately practice the skills learned.</p>	<p>Upper Management, Human Resources/Employment Relations Staff, Agency Counsel</p>	<p>Half Day</p>
<p>39 New</p>	<p>FLSA at the Collective Bargaining Table There are many issues that members of the agency's negotiation team need to take into account at the bargaining table. Wage and hour issues impact so many provisions in your agreement. These include overtime, work schedules, standby pay, compensatory time and the impact of special pays on the regular rate just to name a few. This workshop addresses strategies for dealing with all of these issues to ensure legal compliance and to help the agency to accomplish its goals at the table regarding each of these issues.</p>	<p>Members of the agency's negotiation team</p>	<p>Half Day</p>
<p>40 NEW</p>	<p>Labor Negotiations from Beginning to End From pre-negotiation planning to negotiation strategy, to negotiations and post negotiation follow up, this workshop walks you through every step of the process so you know what to expect.</p>	<p>Members of the agency's negotiation team</p>	<p>Half Day</p>
<p>41 NEW</p>	<p>MOU Auditing and The Book of Long Term Debt Your collective bargaining agreement contains many provisions which contribute to the long term debt of your agency. Any provision which creates cost in the future beyond that which is provided to employees in this fiscal year (for which you have budgeted) has the potential to impact public services. Many of these provisions were negotiated many years ago, some are vested rights which cannot be impacted and some are not. This workshop will explore this issue and get you to look at your agreements as books of long term debt. We will explore solutions to minimize the impact while at the same time remaining sensitive to the need your agencies to remain competitive employers. We will look at several collective bargaining agreement provisions and discuss options for addressing the future financial impact of those provisions. Topics will include retirement, retiree medical, health insurance and pays which are provided as additional pays for meeting minimum job qualifications.</p>	<p>Members of the agency's negotiation team</p>	<p>Half Day</p>
<p>42 New</p>	<p>Labor Negotiations and PERB: Five Common Errors That Lead to Unfair Labor Practice Charges No one wants an unfair practice charge - this workshop outlines 5 things your agency can do at the bargaining table that will minimize the risk of a future charge.</p>	<p>Members of the agency's negotiation team</p>	<p>Half Day</p>

Employee Disability and Injuries

#	Title	Audience	Workshop Length
43	<p>Navigating the Crossroads of Discipline and Disability Accommodation</p> <p>Absenteeism, tardiness, emotional outbursts, and alcoholism. When is an employee's bad behavior disability related and what bad behaviors are employers required to accommodate? This interactive workshop will help employers navigate the intersection between disability, protected leave and discipline. You will learn what to do when an employee identifies a disability in response to proposed disciplinary action. We will discuss the interactive process and how to identify reasonable accommodations. We will also discuss how and when to separate a disabled employee, including the disability retirement process.</p>	Supervisors and Managers	Half Day
44	<p>Case Study for Managing Illnesses or Injuries</p> <p>This hands-on workshop presents a series of real life case studies involving employees with both industrial and non-industrial illnesses and/or injuries. It addresses frequent challenges stemming from overlapping laws, including the Americans with Disabilities Act, the Fair Employment and Housing Act, the state and federal family and medical leave acts, Family Sick Leave, and others, including MOU provisions and the Workers' Compensation Act.</p>	Supervisors and Managers	Half Day
45	<p>Workers Compensation: Managing Employee Injuries, Disability and Occupational Safety</p> <p>This workshop focuses on helping management deal effectively with issues surrounding occupational safety, employee injuries and disability. It also provides tools to institute risk management programs that can prevent and tackle those problems.</p>	Supervisors and Managers	Full Day
46	<p>Current Developments in Workers' Compensation</p> <p>This workshop is designed to give supervisors and managers the knowledge necessary to deal with the issues surrounding disability and workers' compensation, with an emphasis on the latest workers' compensation laws and rulings.</p>	Supervisors and Managers	Half Day
47	<p>The Disability Interactive Process</p> <p>This workshop covers the legally mandated reasonable accommodation interactive process including: starting the interactive discussion; what is reasonable accommodation; light-duty assignments; leaves; vacancies and how long the interactive process must continue.</p>	Human Resources Staff, Managers and above	Half Day
48	<p>Administering Overlapping Laws Covering Discrimination, Leaves and Retirement</p> <p>This workshop focuses on how these laws interrelate and how agencies can practically, intelligently and economically comply with each of them.</p>	Upper Management, Human Resources/Employment Relations Staff, Agency Counsel	Full Day

Expectations and Ethics in Public Service

#	Title	Audience	Workshop Length
49	<p>Public Meeting Law (the Brown Act) and the Public Records Act</p> <p>This program focuses on these important laws and includes a review of the fundamentals as well as an update on recent developments related to these laws. It is designed for those most responsible for complying with the legal requirements contained in the laws.</p>	<p>Members of Legislative Bodies, Administrative Boards, Top Managers, Human Resources/ Employment Relations Staff, Agency Counsel & Risk Managers</p>	Half Day
50	<p>Mandated Reporting</p> <p>This workshop meets all legal requirements for those obligated to report suspected abuse or endangerment. The workshop covers everything from what triggers a duty to report through the details of the reporting process</p>	<p>Employees and Managers who have Direct Contact/Supervision of Minors</p>	Half Day
51	<p>Public Service: Understanding the Roles and Responsibilities of Public Employees</p> <p>Maybe you're new to the public sector or maybe you've been here awhile. Your success is dependent upon many factors you can't control: the economy, the budget, staffing levels etc. It is also dependent upon how you react to those uncontrollable items. This workshop covers the best practices successful public employees have undertaken to not only succeed but excel.</p>	<p>All Employees</p>	Half Day
52	<p>Ethics in Public Service</p> <p>AB 1234 requires that certain local agency officials receive ethics training on a regular basis. This session covers all required topics including ethics codes, gift limitations, honoraria prohibitions, and conduct upon leaving office.</p>	<p>Members of the Legislative Body</p>	Half Day

New Workshops (for easy reference)

<p>20 New</p>	<p>File That! Best Practices for Document and Record Management Supervisory files and Personnel records and files are a necessary and useful tool for public agencies. Used properly, they can aid supervisors in documenting performance and correcting employee deficiencies. Misused (or not used at all) they can result in liability for the agency. This workshop covers what records to save, how long to keep the documentation and how to best use the records to achieve greater results from your employees. It also covers privacy rights related to these records.</p>	<p>Supervisors, Managers and HR Staff</p>	<p>Half Day</p>
<p>38 New</p>	<p>Unfair Practice Charges and PERB This workshop identifies conduct that could constitute an unfair labor practice, and provides tips to avoid having an unfair practice charge filed against your agency. This workshop guides participants through the entire unfair practice charge process, from the initial filing of a charge to judicial review, and provides useful information for each stage of that process. This workshop also includes an interactive component that will allow participants the opportunity to immediately practice the skills learned.</p>	<p>Upper Management, Human Resources/Employment Relations Staff, Agency Counsel</p>	<p>Half Day</p>
<p>39 New</p>	<p>FLSA at the Collective Bargaining Table There are many issues that members of the agency's negotiation team need to take into account at the bargaining table. Wage and hour issues impact so many provisions in your agreement. These include overtime, work schedules, standby pay, compensatory time and the impact of special pays on the regular rate just to name a few. This workshop addresses strategies for dealing with all of these issues to ensure legal compliance and to help the agency to accomplish its goals at the table regarding each of these issues.</p>	<p>Members of the agency's negotiation team</p>	<p>Half Day</p>
<p>40 NEW</p>	<p>Labor Negotiations from Beginning to End From pre-negotiation planning to negotiation strategy, to negotiations and post negotiation follow up, this workshop walks you through every step of the process so you know what to expect.</p>	<p>Members of the agency's negotiation team</p>	<p>Half Day</p>
<p>41 NEW</p>	<p>MOU Auditing and The Book of Long Term Debt Your collective bargaining agreement contains many provisions which contribute to the long term debt of your agency. Any provision which creates cost in the future beyond that which is provided to employees in this fiscal year (for which you have budgeted) has the potential to impact public services. Many of these provisions were negotiated many years ago, some are vested rights which cannot be impacted and some are not. This workshop will explore this issue and get you to look at your agreements as books of long term debt. We will explore solutions to minimize the impact while at the same time remaining sensitive to the need your agencies to remain competitive employers. We will look at several collective bargaining agreement provisions and discuss options for addressing the future financial impact of those provisions. Topics will include retirement, retiree medical, health insurance and pays which are provided as additional pays for meeting minimum job qualifications.</p>	<p>Members of the agency's negotiation team</p>	<p>Half Day</p>
<p>42 New</p>	<p>Labor Negotiations and PERB: Five Common Errors That Lead to Unfair Labor Practice Charges No one wants an unfair practice charge – this workshop outlines 5 things your agency can do at the bargaining table that will minimize the risk of a future charge.</p>	<p>Members of the agency's negotiation team</p>	<p>Half Day</p>

COMMUNITY COLLEGE WORKSHOP TOPICS LIST

The Big Picture

#	Title	Audience	Workshop Length
1	<p>Human Resources Roundtable This workshop gives human resources managers and staff a chance to bring to the table their specific questions on employment law.</p>	Human Resources Managers and Staff	Half Day <i>(Not available as webinar)</i>
2	<p>Public Sector Employment Law Update An informative review of new laws and court cases to keep you on top of significant changes in labor and employment law.</p>	District Office Administrators, Site Administrators and Human Resources Staff	Half Day
3	<p>Human Resources Academy I for Community College Districts This workshop will provide an overview of issues facing CCD HR staff including labor negotiations, personnel files, confidential employees, recruitment, categories of employees, and key education code provisions.</p>	Human Resources Staff with 1-3 years experience	Half Day
4	<p>Human Resources Academy II for Community College Districts This workshop will focus on advanced issues that experienced HR staff must face including key education code provisions, 67% rule compliance, fitness for duty, 39 month re-employment and more. Participants are encouraged to bring their tough HR questions to the workshop.</p>	Human Resources Staff with 3+ years experience	Half Day
5	<p>Name that Section: Frequently Used Education Code and Title 5 Sections for Community College Districts The Education Code and Title 5 of the California Code of Regulations present daily challenges to managers, supervisors and HR professionals of community colleges. Over the years, our attorneys have received thousands of questions about so many of the applicable sections. This workshop will be a survey into many of the more common (and perhaps less common) sections/topics with which our clients have struggled. As a sample, this workshop will address the tenure review process, classified employee probationary periods, administrator contracts, the Title 5 process for responding to a discrimination complaint, classified and academic leaves of absence provisions, the 67% law, Title 5 issues regarding recruitment, records retention, proper use of short term, substitute and limited term classified employees, benefits of part-time employees, proper use of criminal records, and student records.</p>	Managers, Supervisors and HR professionals	Half Day
6	<p>An Employment Relations Primer for Community College District Administrators and Supervisors This workshop provides district managers with an overview of employment relations issues including: past practice, grievances, discipline, evaluation and discrimination. This is an excellent workshop for first time managers or as a refresher to seasoned managers.</p>	Supervisors, Managers and Administrators	Half Day

Supervision and Performance Management

#	Title	Audience	Workshop Length
7	<p>Managing the Marginal Employee This workshop is designed to train supervisors and managers on how to manage the employee who does the “bare minimum” and/or “pushes the envelope.”</p>	Supervisors and Managers	Half Day
8	<p>The Art of Writing the Performance Evaluation Supervisors sometimes fall into the trap of viewing evaluations as just another record-keeping requirement, without appreciating the importance of evaluations and how they impact the organization. Well-written performance evaluations encourage improvement, support discipline/termination, defend against litigation and help set a culture of fairness and openness in how performance issues are addressed. This workshop provides concrete examples and tips on how you can write an effective and meaningful performance evaluation.</p>	Managers and Supervisors	Half Day
9	<p>Evaluation, Discipline and Non Re-employment of Contract Faculty This workshop will explore the correct procedures for evaluation of new faculty and will discuss the options available if a new faculty member does not meet the expectations of the college administration and/or fellow faculty.</p>	Human Resources Managers, Instructional Administrators at all levels and Department Chairs	Half Day
10	<p>Managing Performance Through Evaluation This practical workshop is designed to help supervisors strike the delicate balance between their responsibility to uphold employment standards on the one hand and the employee’s rights to fair warning and due process on the other.</p>	Supervisors, Managers and Administrators	Half Day
11	<p>Prevention and Control of Absenteeism and Abuse of Leave This workshop provides effective solutions to the most persistent and vexing problems of employee absenteeism and/or abuse of leave privileges.</p>	Supervisors, Managers and Administrators	Half Day
12	<p>A Guide to Implementing Classified Employee Discipline This workshop addresses the steps that must be taken to ensure due process in disciplining classified employees. Including the rights of employees during investigation, application of the <i>Skelly</i> process, and best practices in classified discipline procedures.</p>	Supervisors and Managers	Half Day
13	<p>Privacy Issues in Community Colleges This workshop guides managers, supervisors and administrators through the maze of laws and court decisions dealing with an employee’s right to privacy and management’s right to information. In addition, particular emphasis is placed on a continuously developing area of law - privacy issues in the computerized workplace.</p>	Human Resources Managers, Instructional Administrators at all levels and Department Chairs	Half Day
14	<p>Technology and Employee Privacy This workshop explores the wide range of issues arising from the interplay between technology and privacy in the workplace. It guides managers through the patchwork of federal and state laws and court decisions that govern these issues. It also identifies ways to respond to inappropriate employee use of social networking media, as well as when employers can use this same media in hiring, investigations and discipline.</p>	Managers and Supervisors	Half Day

Promoting Safe and Respectful Workplaces and Educational Environments

#	Title	Audience	Workshop Length
15	<p>Creating a Culture of Respect This workshop was developed to address some of the issues surrounding diversity and its impact on the workplace. This session will cover subjects including: creating a culture of respect; confronting prejudice; managing differences; and understanding the power of diversity. This workshop does not address statutory requirements of hiring a diverse workforce (see "Hiring the Best While Developing Diversity in the Workforce: Legal Requirements and Best Practices for Screening Committees").</p>	Supervisors, Managers and Administrators	Half Day <i>(Not available as webinar)</i>
16	<p>Preventing Harassment, Discrimination and Retaliation in the Academic Setting/Environment This practical workshop, designed for all levels of management, provides guidance on structuring personnel policies and practices as well as managing day-to-day interactions to prevent unlawful harassment. Fully meets requirements of AB 1825 and AB 2053. Can also be conducted in Spanish.</p>	Supervisors, Managers and Administrators	Half Day
17	<p>Promoting Safety in Community College Districts This workshop can provide important protection for you, your co-workers and your district by showing how you can minimize the potential for violent episodes in your workplace and how to respond to violence when it does occur.</p>	Supervisors, Managers and Administrators	Half Day
18	<p>Workplace Bullying: A Growing Concern This workshop will define bullying and distinguish it from simple rudeness, and identify strategies for recognizing when it occurs, including when a supervisor is bullying subordinates (versus merely supervising). The session will also provide pragmatic advice for holding bullies accountable for their conduct and for assisting "targets" of bullying in reporting and responding to bullying conduct.</p>	Supervisors and Managers	Half Day
19	<p>Allegations and Reports of Sexual Misconduct: Effective Institutional Compliance with Title IX and Related Statutes The OCR has recently issued several documents setting out how Title IX applies to sexual misconduct. The documents discuss: the broad scope of Title IX as applied by OCR and its sweeping enforcement authority; colleges' procedural and substantive responsibilities with regard to the prevention, investigation, deterrence and response to sexual misconduct; and the overlapping (sometimes conflicting) legal obligations to comply with FERPA, employee and student due process rights, free speech and other legal obligations. This workshop will review the recent guidance; flag what is new, discuss the Dear Colleague Letters of 2001, 2011, and 2015, as well as recent question and answer guidance; summarize District procedural and substantive obligations; and suggest best practices to foster compliance with both Title IX and overlapping legal obligations under both state and federal law. This workshop will also include case studies and a discussion of strategic planning.</p>	Administrators and Title IX Coordinators	Half Day
20	<p>Mandated Reporting This workshop meets all legal requirements for those obligated to report suspected abuse or endangerment. The workshop covers everything from what triggers a duty to report through the details of the reporting process</p>	Supervisors and Managers who have direct contact/supervision of minors.	Half Day

LCW COMMUNITY COLLEGE WORKSHOP TOPICS LIST

Investigations

#	Title	Audience	Workshop Length
21	<p>Disciplinary and Harassment Investigations: Who, What, When and How</p> <p>This workshop will help you establish personnel management practices that not only protect you and your district, but that also contribute to a more positive and productive atmosphere in the workplace. In addition, we will provide the materials you'll need to create an "investigations binder" that documents every step of your investigative proceedings.</p>	District Office Administrators, Site Administrators and Human Resources Staff	Half Day <i>(Not available as webinar)</i>
22	<p>Advanced Investigations of Harassment and Other Formal Employee Complaints</p> <p>This is an advanced investigation workshop which focuses on interview techniques, the general background on the laws of harassment and discrimination, how to focus the investigation to prevent a "run away" interview, dealing with a difficult or evasive witness, responding to union representatives or attorneys who insist on controlling the investigation and making factual findings.</p>	Upper Level Management, Human Resources Staff and District Counsel	Half Day <i>(Not available as webinar)</i>

Risk Management

#	Title	Audience	Workshop Length
23	<p>Speaking Freely or Shouting "Fire"</p> <p>College campuses are flashpoints for First Amendment clashes. Protesters, employee complaints, academic freedom, invocations, religious clubs, school newspapers, Facebook, blogs, cell phones, use of campus mailboxes - what can a college regulate, and when? How does technology affect the right to regulate speech? Having extensive experience in litigating First Amendment issues, as well as drafting policies and procedures that have helped colleges more effectively regulate these issues as they arise, our attorneys are in a unique position to provide guidance and solutions to colleges regarding these challenging matters.</p>	Supervisors, Managers and Administrators	Half Day
24	<p>Terminating the Employment Relationship</p> <p>This workshop will focus on best practices in ending voluntary and involuntary separations of employment. Topics include: PERS buyouts; Possible tax issues; Drafting legally sound settlement and severance agreements, including: the pros and cons of confidentiality clauses, Brown Act and Public Records Act issues, workers compensation and EDD issues, is there such a thing as "sealing the file?" and must have clauses. The workshop will also address Unemployment Appeals.</p>	Human Resources, Upper Level Management	Half Day
25	<p>12 Steps to Avoiding Liability</p> <p>This session will provide managers with the tools they need to take preventive steps before a lawsuit is filed and invest necessary time and resources to defend a lawsuit</p>	Supervisors, Managers and Administrators	Half Day

LCW COMMUNITY COLLEGE WORKSHOP TOPICS LIST

Organizing the Workplace

#	Title	Audience	Workshop Length
26	<p>Going Outside the Classified Service: Short-Term Employees, Substitutes and Professional Experts This workshop will address relevant education code provisions and legal interpretations with respect to short term employees, including, part-time and substitute employees. This workshop will also cover the requirements of A.B. 500.</p>	Human Resources Managers, Instructional Administrators at all levels and Department Chairs	Half Day
27	<p>Adjunct Faculty This workshop will unravel the mysteries of this important employment action. The topics that will be discussed include: when & how faculty can acquire tenure, the "67 % rule," and the differences between persons employed before 1967 and after 1967.</p>	Human Resources Managers, Instructional Administrators at all levels and Department Chairs	Half Day
28	<p>Reductions in Staffing March 15 of this year has come and gone, but March 15 of next year looms ahead. Every year brings challenges that involve the legendary "Ides of March." We will talk about how to navigate the legal requirements when making the hard choices. Districts can benefit whether they are implementing staff cuts or planning for the coming year.</p>	District Office Administrators, Site Administrators and Human Resources Staff	Half Day
29	<p>Disaster Service Workers – If You Call Them, Will They Come? Talk of pandemics is on the rise. Some predict that absenteeism could reach 40% during a severe pandemic. Is your agency prepared? This workshop will help identify what "disaster service" means and what agencies should do to prepare for disaster before it strikes. It discusses registration, training, classification and liability of disaster workers as well as activation, immunity and workers' compensation benefits</p>	Managers, Human Resources Staff, and Risk Managers	Half Day
30	<p>Hiring the Best While Developing Diversity in the Workforce: Legal Requirements and Best Practices for Screening Committees The Model Equal Employment Opportunity Plan requires all members of district screening and/or selection committees to receive training in Title V equal employment opportunity requirements. This interactive session meets this requirement and includes discussion on state and federal discrimination laws as well as title V requirements.</p>	Members of Screening/Selection Committees and those involved with recruitment	Half Day <i>(Not available as webinar)</i>
31	<p>Legally Compliant Strategies for Diversity Enhancement This workshop briefly reviews the applicable law and clarifies the new terminology of EEO and diversity hiring. It then explores strategies that are both legally compliant and designed to diversify. The workshop also provides a much-needed opportunity for colleagues to share what they are doing on their own campuses.</p>	Human Resource Officers, EEO Officers, and Campus Administrators involved in the Hiring Process	Half Day <i>(Not available as webinar)</i>

LCW COMMUNITY COLLEGE WORKSHOP TOPICS LIST

District Governance

#	Title	Audience	Workshop Length
32	Governance Issues for Educational Entities This workshop is designed to assist senior level staff with issues that come up in Board meetings and when dealing with Board members. Topics covered include: placement of personnel matters on the agenda, when 24 hour notice is required and how to manage open session when open meeting is requested, who should be in closed session with the board, when HR should be there, when does chief negotiator go into closed session and what may be discussed—avoiding crossing line into open session topics like budget.	Board members, Chief Executives, Executive Assistants, and Senior Level Administrators	Half Day
33	Public Meeting Law (the Brown Act) and the Public Records Act This program provides a focus on these important laws, including a review of the fundamentals and an update on recent developments related to these laws. This workshop is particularly designed for those most responsible for complying with the legal stipulations outlined in the laws.	Members of Legislative Bodies, Administrative Boards, Executive Managers, Human Resources Staff and Risk Managers	Half Day
34	Ethics in Public Service This workshop is geared towards districts wanting to take a proactive approach regarding ethics codes, conflicts of interest, gift limitations, honoraria prohibitions and conduct upon leaving office.	Board Members, Supervisors and Managers	Half Day

Employee Disability Injury and Protected Medical Leave

#	Title	Audience	Workshop Length
35	Accommodating Bad Behavior: The Limits on Disciplining Disabled Employees Absenteeism, tardiness, emotional outbursts, and alcoholism. When is an employee's bad behavior disability related and what bad behaviors are employers required to accommodate? This interactive workshop will help employers navigate the intersection between disability, leave and discipline. You will learn what to do when an employee identifies a disability in response to proposed disciplinary action. We will discuss the interactive process and how to identify reasonable accommodations. We also discuss how and when to separate a disabled employee, including the disability retirement process.	Supervisors and Managers	Half Day
36	Leaves, Leaves and More Leaves Participants in this workshop will leave with a better understanding of the various paid and unpaid leaves (FMLA/CFRA/ADA/FEHA/sick leave etc.) including when employees are eligible for leaves and the employer's responsibilities.	Supervisors, Managers and above	Half Day
37	Sick and Disabled Employees This hands-on workshop will present a series of real life case studies involving employees with both industrial and non-industrial illnesses and/or injuries. In each case study, the presenter will address frequent problem areas which arise as a result of the impact of the overlapping laws, including the Americans with Disabilities Act, the Fair Employment and Housing Act, the state and federal Family Sick Leave and others including MOU provisions and the overlap of the Workers' Compensation Act.	Supervisors and Managers	Half Day

LCW COMMUNITY COLLEGE WORKSHOP TOPICS LIST

38	Managing Employee Injuries, Disability and Occupational Safety This workshop will focus on helping management deal effectively with issues surrounding occupational safety, employee injuries and disability. It also provides tools to institute risk management programs that can prevent and tackle those problems.	Supervisors, Managers and Administrators	Full Day
39	Current Developments in Workers' Compensation This workshop is designed to give supervisors and managers the knowledge necessary to deal with the issues surrounding disability and workers' compensation. This workshop will familiarize you with the latest workers' compensation laws and rulings.	Supervisors, Managers and Administrators	Half Day
40	The Disability Interactive Process This workshop will cover the interactive process from start to finish. Included in the discussion will be starting the interactive discussion, reasonable accommodation and light duty assignments.	Human Resources Staff, Managers and above	Half Day

Labor Relations

#	Title	Audience	Workshop Length
41	Essentials of Labor Relations This workshop provides district managers and Human Resources staff with an overview of employment relations issues including: mandatory subjects of bargaining, past practice, unfair labor practices, grievances and applying bargaining agreement language. This is an excellent workshop for anyone wanting an overview of labor relations issues.	Administrators, Managers and Human Resources Staff	Half Day
42	Advanced Labor Negotiations Roundtable Join us as one of LCW's seasoned negotiators answers your tough negotiation questions as well as provides insight into some of the more sensitive aspects of the process.	Anyone involved with negotiations	Half Day <i>(Not available as webinar)</i>
43 NEW	Labor Negotiations from Beginning to End From pre-negotiation planning to negotiation strategy, to negotiations and post negotiation follow up, this workshop walks you through every step of the process so you can effectively facilitate the negotiations process.	Members of the district's negotiation team	Half Day
44 NEW	Unfair Practice Charges and PERB This workshop identifies conduct that could constitute an unfair labor practice, and provides tips to avoid having an unfair practice charge filed against your district. This workshop guides participants through the entire unfair practice charge process, from the initial filing of a charge to judicial review, and provides useful information for each stage of that process. This workshop also includes an interactive component that will allow participants the opportunity to immediately practice the skills learned.	Upper Management, Human Resources/Employment Relations Staff, District Counsel	Half Day
45 NEW	CBA Auditing and The Book of Long Term Debt Your collective bargaining agreement contains many provisions which contribute to the long term debt of your agency. Any provision which creates cost in the future beyond that which is provided to employees in this fiscal year (for which you have budgeted) has the potential to impact public services. Many of	Members of the district's negotiation team	Half Day

LCW COMMUNITY COLLEGE WORKSHOP TOPICS LIST

	<p>these provisions were negotiated many years ago, some are vested rights which cannot be impacted and some are not. This workshop will explore this issue and get you to look at your agreements as books of long term debt. We will explore solutions to minimize the impact while at the same time remaining sensitive to the need your agencies to remain competitive employers. We will look at several collective bargaining agreement provisions and discuss options for addressing the future financial impact of those provisions. Topics will include retirement, retiree medical, health insurance and pays which are provided as additional pays for meeting minimum job qualifications.</p>		
46 NEW	<p>Labor Negotiations and PERB: Five Common Errors That Lead to Unfair Labor Practice Charges</p> <p>No one wants an unfair practice charge – this workshop outlines 5 things your agency can do at the bargaining table that will minimize the risk of a future charge.</p>	Members of the agency's negotiation team	Half Day
47	<p>Exercising Your Management Rights</p> <p>This introductory overview workshop identifies the rights of supervisors and managers with respect to employee associations/unions and shows them how to exercise those rights in ways that can improve their management skills and preserve management rights.</p>	Supervisors and Managers	Half Day
48	<p>A Supervisor's Guide to Labor Relations</p> <p>This workshop provides attendees with an overview of employment relations issues including: meeting and conferring, union organizing, union representation, past practice, and grievances. This is an excellent workshop for first-time managers or as a refresher to seasoned managers.</p>	Supervisors and Managers	Half Day

Wage and Hour

#	Title	Audience	Workshop Length
49	<p>FLSA Fundamentals for School Districts and Community Colleges</p> <p>This workshop will provide a basic introduction to the Fair Labor Standards Act including the responsibilities of managers. This overview of the act will address such issues as compensability of breaks, mealtimes and how 9/80 work schedules are supposed to work.</p>	Human Resources Professionals, Supervisors, and Personnel Administrators	Half Day
50	<p>Advanced FLSA</p> <p>One of LCW's FLSA experts presents this workshop which addresses some of the difficult FLSA issues districts face as well as suggestions on how to bring your district into compliance with the law.</p>	Supervisors, Managers, HR, Finance/Payroll and IT staff responsible for ensuring compliance with the FLSA and already have a basic understanding of the FLSA.	Half Day <i>(Not available as webinar)</i>

Retirement Issues

#	Title	Audience	Workshop Length
51	<p>Retirement Issues for California’s Public Employers</p> <p>This workshop discusses some of the most common retirement issues faced by public school and community college employers. This workshop is intended for employers to understand administration of retirement benefits and the ins and outs of their public retirement systems with particular emphasis on the Public Employees’ Retirement Law (PERS) and the State Teachers’ Retirement System (STRS). Discussion will include compulsory and optional membership, what qualifies for membership in PERS versus STRS, retirement formulas, special and pensionable compensation, service credit, compensation creditable to the STRS defined benefit plan versus the defined benefit supplement plan, and employer and member contributions. This workshop will also cover other items such as retiree medical, vested rights, modifying pension benefits, employment after retirement for both PERS and STRS annuitants, and early retirement incentives. There will also be a thorough discussion of the Public Employees’ Pension Reform Act of 2013 and its impact on these public retirement systems.</p>	Human Resources Staff	Half Day

Contracts and Facilities

#	Title	Audience	Workshop Length
52	<p>Public Works Construction Project: From Bidding Through Completion</p> <p>This workshop is designed to provide facility directors, construction managers, project managers, and other facility staff with practical tools and information for bidding, overseeing, and completing a public works construction project. It includes information on the latest requirements and procedures regarding bidding; bid protest; contract and contract award; subcontractor substitution; insurance and bonds; evaluation and handling of disputes with architect, contractor, subcontractor, surety, and insurance companies; and closing-out a project. It also provides useful tips to manage risks of litigation during your construction project and prepare for litigation.</p>	Facility Directors, Construction Managers, Project Managers and other Facility Staff	Half Day
53	<p>Non-Construction Contracts and Purchasing Agreements</p> <p>This workshop trains business and purchasing personnel about the limitations and scope of a public entity’s authority to contract; the requirements and procedures for different types of contracts and purchasing agreements; and essential contract terms and conditions. It also prepares business and purchasing personnel to draft and negotiate basic contracts and purchasing agreements, work effectively and efficiently with legal counsel on complex contracts, and to prepare for potential litigation. We will also discuss best practices to minimize future contract claims.</p>	Business and Purchasing Personnel	Half Day
54	<p>The Future for Schools – A Basic Course in Design-Build</p> <p>This workshop provides <i>community college</i> districts an overview of the design-build process available for its construction projects. We will discuss the basic legal requirements, discuss the allocation of risk between the parties, and explore the potential benefits of using design-build. Utilizing flowcharts and checklists, we will provide you with the tools needed to become familiar with the process and terminology. Specifically we will highlight the qualifications process, requests for proposals, selection procedures, and statutory compliance. Finally, we will discuss best practices for a <i>district</i> to follow in implementing the design-build process.</p>	Facility Directors, Construction Managers, Project Managers and other Facility Staff	Half Day

The Summit Series

The Summit Series will include a range of opportunities for small group discussions, sharing information, and application through interactive and practical scenarios.

#	Title	Audience	Workshop Length
55 NEW	Bringing Our Communities Together for Effective Compliance with Title IX, Clery and SaVE <ul style="list-style-type: none"> • Overview of overlapping (and sometimes conflicting) legal obligations under Title IX, the Clery and Campus SaVE Acts, FERPA, and related state law. • Specific information on legally compliant complaint procedures based on LCW's recent negotiations with OCR. • Strategies for preserving essential administrative functions while meeting legal requirements. • Best practices to ensure compliance and efficacy. • Strategies for operational collaboration and efficiency. 	Academic Affairs, Student Discipline, Human Resources, Facilities, Risk Management, DSPS, Safety & Police, Athletics, Title IX Coordinators	Full Day <i>(Not available as webinar or videoconference)</i>
56 NEW	Bringing our Communities Together for Effective Compliance with FERPA <ul style="list-style-type: none"> • Overview of overlapping federal and state law. • FERPA compliance where there are competing laws, policies and obligations such as: <ul style="list-style-type: none"> ▪ Maintaining a safe campus and workplace; ▪ Administering student discipline, including the rights and roles of faculty in the discipline process; ▪ Administering remedial measures to address harassing conduct by a student; and ▪ Implementing accommodations, including the rights and roles of faculty in the interactive process. • Best practices to ensure compliance and efficacy. • Strategies for operational collaboration and efficiency. 	Academic Affairs, Student Discipline, Human Resources, Facilities, Risk Management, DSPS, Safety & Police, Athletics, Title IX Coordinators	Full Day <i>(Not available as webinar or videoconference)</i>
57 NEW	Building Workforce Diversity: It Takes a Village <ul style="list-style-type: none"> • Overview of legal requirements regarding EEO hiring post-Prop 209 • Legally compliant EEO Plans under the new Title 5 Regulations <ul style="list-style-type: none"> ▪ Legal requirements ▪ Roles across the institution in creating EEO Plans ▪ Strategies for completing the centerpiece of the new EEO Plan model: "developing & maintaining institutional commitment to diversity" • Overview of legally compliant strategies to promote diversity across the institution <ul style="list-style-type: none"> ▪ The importance of institutional commitment at all levels ▪ The key role of campus climate in effective recruiting ▪ Strategies for building highly qualified and diverse applicant pools (academic, classified & administrative) ▪ Essential components of screening committee composition and training ▪ Retentions strategies ▪ Labor issues regarding internal candidates and succession planning • Linking workforce diversity and student success 	Human Resources, Academic Affairs, Risk Management, Deans, Vice Presidents and Presidents	Full Day <i>(Not available as webinar or videoconference)</i>

PUBLIC K-12 WORKSHOP TOPICS LIST

The Big Picture

#	Title	Audience	Workshop Length
1	Human Resources Roundtable This workshop gives human resources managers and staff a chance to bring to the table their specific questions on employment law.	Human Resources Managers and Staff	Half Day
2	Public Sector Employment Law Update Through the use of current case studies, this workshop will help top executives anticipate emerging new trends in labor and employment law before problems arise.	District Office Administrators, Site Administrators and Human Resources Staff	Half Day

Supervision and Performance Management

#	Title	Audience	Workshop Length
3	Managing Performance Through Evaluation This practical workshop is designed to help supervisors strike the delicate balance between their responsibility to uphold employment standards on the one hand and the employee's rights to fair warning and due process on the other. This covers both classified and certificated employees.	Supervisors, Managers and Administrators	Half Day
4	Prevention and Control of Absenteeism and Abuse of Leave This workshop provides effective solutions to the most persistent and vexing problems of employee absenteeism and/or abuse of leave privileges.	Supervisors, Managers and Administrators	Half Day
5	Leaves, Leaves and More Leaves Participants in this workshop will leave with a better understanding of the various paid and unpaid leaves (FMLA/CFRA/ADA/FEHA/sick leave etc.) including 5 month differential leave and as well as when employees are eligible for leaves and your responsibilities as an employer.	Supervisors, Managers and above	Half Day
6	Privacy Issues in the Workplace This workshop guides managers, supervisors and administrators through the maze of laws and court decisions dealing with an employee's right to privacy and management's right to information. In addition, particular emphasis is placed on a continuously developing area of law – privacy issues in the computerized workplace.	Human Resources Managers, Instructional Administrators at all levels and Site Administrators	Half Day
7	Super Manager or Super Spy: The Use of Technology in Monitoring Employee Conduct This workshop explores the wide range of issues arising from the interplay between technology and privacy in the workplace. It guides managers through the patchwork of federal and state laws and court decisions that govern these issues.	Supervisors and Managers	Half Day

Promoting Safe and Respectful Workplaces and Educational Environments

#	Title	Audience	Workshop Length
8	<p>Allegations and Reports of Sexual Misconduct: Effective Institutional Compliance with Title IX and Related Statutes</p> <p>The OCR has recently issued several documents setting out how Title IX applies to sexual misconduct. The documents discuss: the broad scope of Title IX as applied by OCR and its sweeping enforcement authority; colleges' procedural and substantive responsibilities with regard to the prevention, investigation, deterrence and response to sexual misconduct; and the overlapping (sometimes conflicting) legal obligations to comply with FERPA, employee and student due process rights, free speech and other legal obligations. This workshop will review the recent guidance; flag what is new, discuss the Dear Colleague Letters of 2001, 2011, 2015 and 2016, as well as recent question and answer guidance; summarize District procedural and substantive obligations; and suggest best practices to foster compliance with both Title IX and overlapping legal obligations under both state and federal law. This workshop will also include case studies and a discussion of strategic planning.</p>	Administrators and Title IX Coordinators	Half Day
9	<p>Promoting Safety on School Campuses</p> <p>This workshop will discuss the tools needed to promote campus safety and review the responsibilities of reporting crimes that occur on campus. The interactive, multimedia format of this workshop will provide participants with the opportunity to raise issues of particular interest and importance to them and their district, and to discuss issues in light of current legal developments.</p>	Supervisors, Managers and Administrators	Half Day
10	<p>Bullying at School and the Workplace: A Growing Concern</p> <p>This workshop will define bullying and distinguish it from simple rudeness. It will cover bullying between employees and between students. The session will cover a school's legal obligation when responding to claims of bullying and provide pragmatic advice for avoiding liability.</p>	All Staff	Half Day
11	<p>Preventing Harassment, Discrimination and Retaliation in the School Setting/ Environment</p> <p>This practical workshop, designed for all levels of management, provides guidance on structuring personnel policies and practices as well as managing day-to-day interactions to prevent unlawful harassment. Fully meets requirements of AB 1825 and AB 2053. Can also be conducted in Spanish.</p>	Supervisors, Managers and Administrators	Half Day
12	<p>Mandated Reporting</p> <p>This workshop meets all legal requirements for those obligated to report suspected child abuse or endangerment. The workshop covers everything from what triggers a duty to report through the details of the reporting process</p>	Supervisors and Managers who have direct contact/supervision of minors	Half Day

PUBLIC K-12 WORKSHOP TOPICS LIST

13	<p>Crisis Management – How to Approach Chaos in an Organized and Thoughtful Manner</p> <p>This presentation will discuss how to approach and manage serious crisis situations including alleged harassment and discrimination of students and employees, serious employee or student misconduct, suspected child abuse, custody issues, and threats against individual employees, students, and the school. This workshop will provide advice and a framework for approaching and responding to these situations in a manner that balances the needs of the individuals with the needs of the school.</p>	Supervisors, Managers and Administrators	Half Day
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Investigations

#	Title	Audience	Workshop Length
14	<p>Finding the Facts: Employee Misconduct & Harassment Investigations in K-12 Districts</p> <p>This workshop will help you establish personnel management practices that not only protect you and your district, but that also contribute to a more positive and productive atmosphere in the workplace. In addition, we will provide the materials you'll need to create an "investigations binder" that documents every step of your investigative proceedings.</p>	District Office Administrators, Site Administrators and Human Resources Staff	Half Day <i>(Not Available as webinar)</i>
15	<p>Advanced Investigations of Harassment Complaints</p> <p>This is an advanced investigation workshop which focuses on interview techniques, the general background on the laws of harassment and discrimination, how to focus the investigation to prevent a "run away" interview, dealing with a difficult or evasive witness, responding to union representatives or attorneys who insist on controlling the investigation and making factual findings.</p>	Upper Level Management, Human Resources Staff and Agency Counsel	Half Day <i>(Not Available as webinar)</i>

Risk Management

#	Title	Audience	Workshop Length
16	<p>12 Steps to Avoiding Liability</p> <p>This session will provide managers with the tools they need to take preventive steps before a lawsuit is filed and invest necessary time and resources to defend a lawsuit.</p>	Supervisors through Executive Management	Half Day
17	<p>Speaking Freely or Shouting "Fire"</p> <p>School campuses are flashpoints for First Amendment clashes. Protesters, employee complaints, academic freedom, invocations, religious clubs, school newspapers, Facebook, blogs, cell phones, use of campus mailboxes - what can a school regulate, and when? How does technology affect the right to regulate speech? Having extensive experience in litigating First Amendment issues, as well as drafting policies and procedures that have helped schools more effectively regulate these issues as they arise, our attorneys are in a unique position to provide guidance and solutions to schools regarding these challenging matters.</p>	Supervisors, Managers and Administrators	Half Day

PUBLIC K-12 WORKSHOP TOPICS LIST

18	<p>Terminating the Employment Relationship With the economy forcing public agencies to reduce expenses and maximize resources, it has become increasingly important for agencies to proactively prevent lawsuits by former employees. This workshop will focus on best practices in ending voluntary and involuntary separations of employment. Topics include: PERS buyouts; Possible tax issues; Drafting legally sound settlement and severance agreements, including: the pros and cons of confidentiality clauses, Brown Act and Public Records Act issues, workers compensation and EDD issues, is there such a thing as "sealing the file?" and must have clauses. The workshop will also address Unemployment Appeals.</p>	Human Resources, Upper Level Management	Half Day
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Employment Law

#	Title	Audience	Workshop Length
19	<p>Legal Issues Regarding Hiring This workshop is designed for supervisors, managers and administrators, involved in the selection process of potential candidates for employment and takes its participants through all steps of the hiring process.</p>	Human Resources Managers, Instructional Administrators at all levels and Site Administrators	Half Day
20	<p>FLSA Fundamentals for School Districts and Community Colleges This workshop will provide a basic introduction to the Fair Labor Standards Act including your responsibilities as managers. This overview of the act will address such issues as compensability of breaks, mealtimes and how 9/80 work schedules are supposed to work.</p>	Human Resources Professionals, Supervisors, and Personnel Administrators	Half Day
21	<p>Advanced FLSA One of LCW's FLSA experts presents this workshop which addresses some of the difficult FLSA issues schools face as well as suggestions on how to bring your school into compliance with the law.</p>	Supervisors, Managers, HR, Finance/Payroll and IT staff responsible for ensuring compliance with the FLSA and already have a basic understanding of the FLSA	Half Day
22	<p>Legal Issues Related to Generational Diversity and Succession Planning: The Future is Here This is the first time four generations have been present in the workforce at the same time. The differences brought by each group, if properly channeled, can enhance every organization. If not handled properly, though, these differences can lead to frustration and turnover and potential legal challenges. This workshop aims to assist districts in making the most of their generationally diverse workforce.</p>	Supervisors and Managers	Half Day
23	<p>Employees and Driving This new workshop will help employers minimize their liability and maximize their understanding of driving-related rules. Everything you need to know about auto insurance requirements, DOT regulations, DMV reports and even what happens when an employee is charged with a DUI will be covered in this hands-on, practical program.</p>	Human Resources Staff, Risk Managers, other Managers responsible for Driving Programs	Half Day

PUBLIC K-12 WORKSHOP TOPICS LIST

24	<p>Advanced Retirement Issues for California's Public Employers</p> <p>This workshop is designed to provide an easy-to-follow, comprehensive guide to the many different aspects of retirement -related issues that Human Resources personnel commonly face. This workshop will guide professionals through pension and retiree health care issues. The presenter will discuss pension topics such as employee eligibility, determining final compensation, early retirement incentives and employment of retirees. In addition, the presenter will discuss the disability retirement process from beginning to end, including local safety determination appeals. The presenter will focus on CalPERS related issues, but will also address '37 Act issues where they differ.</p>	Human Resources Staff	Half Day
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Public School Governance Issues

#	Title	Audience	Workshop Length
25	<p>Public Meeting Law (Brown Act) and Public Records Act: Review and Update</p> <p>This program provides a focus on these important laws, including a review of the fundamentals and an update on recent developments related to these laws. This workshop is particularly designed for those most responsible for complying with the legal stipulations outlined in the laws.</p>	Members of Legislative Bodies, Administrative Boards, Executive Managers, Human Resources Staff and Risk Managers	Half Day
26	<p>Reductions in Staffing</p> <p>March 15 of this year has come and gone, but March 15 of next year looms ahead. Every year brings challenges that involve the legendary "Ides of March." We will talk about how to navigate the legal requirements when making the hard choices. Districts can benefit whether they are implementing staff cuts or planning for the coming year.</p>	District Office Administrators, Site Administrators and Human Resources Staff	Half Day
27	<p>Governance Issues for Educational Entities</p> <p>This workshop is designed to assist senior level staff with issues that come up in Board meetings and when dealing with Board members. Topics covered include: Brown Act basics; brief conflict of interest overview; which votes require a supermajority; basic parliamentary procedural issues; what is the power of one Board member?; proper roles for Board and Staff; and what to do when a Board member is accused of misconduct.</p>	Board members, Chief Executives, Executive Assistants, and Senior Level Administrators	Half Day
28	<p>Ethics in Public Service</p> <p>This session is geared towards districts wanting to take a proactive approach regarding ethics codes, gift limitations, honoraria prohibitions, and conduct upon leaving office.</p>	Members of the Legislative Body	Half Day

Student Issues

#	Title	Audience	Workshop Length
29	<p>Student Discipline</p> <p>This workshop includes a discussion on all levels of student discipline including the suspension and expulsion process.</p>	Supervisors, Managers and Administrators	Half Day

PUBLIC K-12 WORKSHOP TOPICS LIST

30	<p>An Administrator's Guide to Special Education</p> <p>This half-day workshop provides what busy district and site administrators need to know about navigating the I.D.E.A. Compliance is approached practically, giving administrators concrete strategies for effective and timely utilization of regular education resources <i>first</i>, referral and assessment, eligibility determinations, I.E.P. development and implementation and conflict resolution.</p>	Site Administrators and District Office Administrators	Half Day
31	<p>Responding to Family Crises, Disputes and Transitions: A Guide for K-12 School Districts</p> <p>Too often conflicts from students personal lives spill over into the school community creating education and safety issues. This workshop is designed to give administrators and teachers the information needed to best respond to issues including domestic violence, child abuse, mandatory reporting, interpreting and complying with Temporary Restraining Orders (TRO's) and custody orders, and serving children in shelters.</p>	Site level and District Administrators, School Psychologists, and Teachers	Half Day

Labor Relations

#	Title	Audience	Workshop Length
32 NEW	<p>Labor Negotiations from Beginning to End</p> <p>From pre-negotiation planning to negotiation strategy, to negotiations and post negotiation follow up, this workshop walks you through every step of the process so you can effectively facilitate the negotiations process.</p>	Members of the district's negotiation team	Half Day
33 NEW	<p>Labor Negotiations and PERB: Five Common Errors That Lead to Unfair Labor Practice Charges</p> <p>No one wants an unfair practice charge – this workshop outlines 5 things your agency can do at the bargaining table that will minimize the risk of a future charge.</p>	Members of the district's negotiation team	Half Day

Employee Disabilities and Injuries

#	Title	Audience	Workshop Length
34	<p>Current Developments in Workers' Compensation</p> <p>This workshop is designed to give supervisors and managers the knowledge necessary to deal with the issues surrounding disability and workers' compensation. This workshop will familiarize you with the latest workers' compensation laws and rulings.</p>	Supervisors, Managers and Administrators	Half Day
35	<p>The Disability Interactive Process</p> <p>This workshop will cover the interactive process from start to finish. Included in the discussion will be starting the interactive discussion, reasonable accommodation and light duty assignments.</p>	Human Resources Staff, Managers and above	Half Day

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36	<p>Managing Employee Injuries, Disability and Occupational Safety</p> <p>This workshop will focus on helping management deal effectively with issues surrounding occupational safety, employee injuries and disability. It also provides tools to institute risk management programs that can prevent and tackle those problems.</p>	Supervisors, Managers and Administrators	Full Day
37	<p>Navigating the Crossroads of Discipline and Disability Accommodation (Formerly Accommodating Bad Behavior)</p> <p>Absenteeism, tardiness, emotional outbursts, and alcoholism. When is an employee's bad behavior disability related and what bad behaviors are employers required to accommodate? This interactive workshop will help employers navigate the intersection between disability, leave and discipline. You will learn what to do when an employee identifies a disability in response to proposed disciplinary action. We will discuss the interactive process and how to identify reasonable accommodations. We also discuss how and when to separate a disabled employee, including the disability retirement process.</p>	Supervisors and Managers	Half Day
38	<p>Case Study for Managing Illnesses or Injuries</p> <p>This hands-on workshop will present a series of real life case studies involving employees with both industrial and non-industrial illnesses and/or injuries. In each case study, the presenter will address frequent problem areas which arise as a result of the impact of the overlapping laws, including the Americans with Disabilities Act, the Fair Employment and Housing Act, the state and federal Family Sick Leave and others including CBA provisions and the overlap of the Workers' Compensation Act.</p>	Supervisors and Managers	Half Day

Contracts and Facilities

#	Title	Audience	Workshop Length
39	<p>Public Works Construction Projects: From Bidding Through Completion</p> <p>This workshop is designed to provide facility directors, construction managers, project managers, and other facility staff with practical tools and information for bidding, overseeing, and completing a public works construction project. It includes information on the latest requirements and procedures regarding bidding; bid protest; contract and contract award; subcontractor substitution; insurance and bonds; evaluation and handling of disputes with architect, contractor, subcontractor, surety, and insurance companies; and closing-out a project. It also provides useful tips to manage risks of litigation during your construction project and prepare for litigation.</p>	Facility Directors, Construction Managers, Project Managers and other Facility Staff	Half Day

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40	Non-Construction Contracts and Purchasing Agreements This workshop trains business and purchasing personnel about the limitations and scope of a public entity's authority to contract; the requirements and procedures for different types of contracts and purchasing agreements; and essential contract terms and conditions. It also prepares business and purchasing personnel to draft and negotiate basic contracts and purchasing agreements, work effectively and efficiently with legal counsel on complex contracts, and to prepare for potential litigation. We will also discuss best practices to minimize future contract claims.	Business and Purchasing Personnel	Half Day
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PRIVATE SCHOOL WORKSHOP TOPICS LIST

Education Law

1	<p>Private School Law 101 State and Federal laws are far from clear as to what applies to private schools. This workshop will provide an overview of the most important statutes and regulations that apply to your school. We will also discuss specific exceptions for private religious schools.</p>	Administrators, Supervisors and Business Officers	Full Day
2	<p>Emerging Legal Issues for Private Schools Through the use of current case studies, this workshop will help top administrators and supervisors anticipate emerging new legal trends before problems arise.</p>	Heads of School, Chief Financial Officers, and Other Administrators and Supervisors	Half Day
3	<p>Mandated Reporting This workshop meets all legal requirements for those obligated to report suspected child abuse or endangerment. The workshop covers everything from what triggers a duty to report through the details of the reporting process</p>	Supervisors and Managers who have direct contact/supervision of minors.	Half Day
4	<p>How to Prepare a Campus Safety Plan Safety is a critical issue for independent schools. This interactive workshop will provide schools with step-by-step guidance in creating a meaningful campus safety plan. Topics will include how to undertake preventative measures such as conducting safety audits, revamping or drafting an emergency response plan, the importance of creating a crisis management team, and identifying key community partnerships and resources. This workshop will also provide guidance on determining the needs of students and staff during a crisis, whether outside services may be needed, and resources schools should have in place before students and staff return to school. While no school can create a safety plan to address every situation, it can and should have a structure in place to deal with whatever comes its way.</p>	Administrators, Supervisors and Business Officers	Half Day

Handbooks

5	<p>Parent and Student Handbooks The Parent and Student Handbook is a critical document. It should reflect your school's culture and also clearly set out the school's expectations, policies, and procedures. This workshop will focus on the best practices for creating and updating your Parent and Student handbook. It will include a checklist of policies every Parent and Student handbook should include. Participants will review and compose portions of handbook language for hands-on training. Some key sample policies will also be included.</p>	Administrators, Supervisors and Business Officers	Half Day
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Risk Management

6	<p>12 Steps to Avoiding Liability This session will provide administrators/managers with the tools they need to take preventive steps before a lawsuit is filed and invest necessary time and resources to defend a lawsuit.</p>	Administrators and Business Officers	Half Day
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7	<p>Best Practices for Managing Today’s Risks in Private Schools</p> <p>There are inherent risks in running a school. They cannot be avoided and, in fact, need to be embraced. Schools therefore need to develop a systematic approach to identifying and mitigating risk that allows them to meet their mission. This presentation will provide schools with a step-by-step process for identifying and responding to the risks they are most likely to encounter. It will also provide insight into developing an ongoing risk-management system that is consistent with the school’s mission and strategic objectives. We will cover issues from potential wage and hour claims to waivers used for international travel.</p>	Heads of Schools and Board Members	Half Day
8	<p>Could This Be a Problem? Managing Disputes and Claims Before They Become a Lawsuit</p> <p>A lawsuit can be very time consuming and costly for a school and be a distraction from it achieving its mission and strategic objectives. When faced with disputes or claims involving students or employees, a school can prepare for litigation, and at times avoid it, with a coordinated response by the school, insurance carrier, and legal counsel. Similarly, knowing when and how to involve various constituencies, such as boards, heads, faculty, and families, is an essential component to resolving issues before they become lawsuits. This presentation will provide a thoughtful and systematic approach for private schools to navigate issues that arise both internally and externally to the school. Through the use of personal experiences and actual case studies, this presentation will take participants from the earliest considerations of disputes and claims through their final resolution.</p>	Heads of Schools and Board Members	Half Day

Board Member Training

#	Title	Audience	Workshop Length
9	<p>Governance Issues for Private Schools</p> <p>This workshop is designed to explore the role of the Board and its members in governing a private school. It will provide you with an overview of mandatory and suggested bylaw provisions and Board policies, including those required by the Form 990 and Sarbanes-Oxley. Parliamentary issues, voting procedures, and when there is (or should be) a supermajority requirement will also be discussed. In addition, the workshop will address the proper relationship between Board members and senior staff. Additional topics include: Board Member Fiduciary Obligations; Confidentiality; Actual or Potential Conflicts of Interest; The Sometimes "Precarious" Position of Parent-Board Members; The Authority (or not) of an Individual Board Member to Act on Behalf of the School; How to Avoid Intermediate Sanctions; Board Member Behavior in the Community; and Appropriate Responses to Suspicions or Accusations of "Misconduct."</p>	Board members, Chief Executives, Executive Assistants, and Senior Level Administrators	Half Day
10	<p>Bylaws: The Most Important Document You Never Read (But Should)!</p> <p>Good governance begins with good bylaws. This presentation will be a step-by-step review of what is required of all California bylaws and what schools should consider including in them and excluding from them. How should the governance of your school be structured? Who should be on your Board and why? What committees should be written into the structure of your school, and more?</p>	Heads of Schools and Board Members Only	Half Day

Employment Law

#	Title	Audience	Workshop Length
11	<p>Overlapping Employment Documents – Best Practices and Worst Case Scenarios Schools typically have employee contracts, employee handbooks, additional policies, and unique practices related to the employment relationship. These documents, and the school’s culture, should work in unison. However, many schools revise their employment documents independently of one another without ensuring that related provisions remain in harmony. Altering the culture of a school to coincide with the various documents is even more challenging. This workshop will address how the big picture of employment, and the individual provisions buried in documentation, should be aligned to ensure that schools are following best practices and not facing worst case scenarios.</p>	Administrators, Supervisors and Business Officers	Half Day
12	<p>Breaking Up is Hard to Do: Terminations, Layoffs and Non-Renewals In these times of budget cuts and increasing demand to do more with less resources, your school may need to plan for and implement creative and alternative measures to alleviate some of the financial burdens of a bad economy. This session will provide you with practical tips and tools to plan for and to get your school through these tough economic times. The discussion will include early retirement incentives to employees, layoffs, severance agreements, health insurance, and other benefit plans.</p>	Administrators and Business Officers	Half Day
13 NEW	<p>Understanding Professional Boundaries The relationships between school employees and students and families are integral to successful teaching and learning. Faculty, staff and administrators operate in a position of inherent trust and care, and ethical and legal issues can arise when proper boundaries are not maintained. This training will explore the professional boundaries and best practices that should be observed by all school employees when interacting with students and parents, whether online or in-person, in order to distinguish between appropriate and inappropriate behavior. Topics discussed will include guidelines for communicating with students and parents, employee “friending” and other online interactions with students and parents through social media, employee posting of school-related information online, and when schools may discipline employees for inappropriate conduct outside of work.</p>	Administrators, Supervisors and Business Officers	Half Day

Supervision and Performance Management

#	Title	Audience	Workshop Length
14	<p>Managing the Marginal Employee This workshop is designed to train administrators, supervisors and managers how to manage the employee who does the “bare minimum” and/or “pushes the envelope.”</p>	Administrators and Supervisors	Half Day

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15	<p>Difficult Conversations</p> <p>Interpersonal problems are a fact of life. Wherever you interact with people, it is likely that you will have problems from time to time. Our natural instinct may be to avoid these conversations for as long as possible, but when you are a supervisor or manager, that is not always possible or advisable. This workshop takes the participant through the steps of successful conversations be it: personality conflicts between co-workers, body odor or emotional outbursts.</p>	First Line Supervisors and Managers	Half Day
16	<p>Performance Management: Evaluation, Documentation and Discipline</p> <p>This workshop takes the participants through each step of performance management. From objectively evaluating performance, documenting performance issues and, if necessary, discipline. This is a fast paced overview of these key tools in managing performance.</p>	Administrators and Supervisors	Half Day
17 NEW	<p>The Art of the Performance Evaluations: Speaking Up without Talking Down.</p> <p>Many of us were taught that if we don't have something nice to say, we shouldn't say anything at all. But this approach can harm a school when it comes to evaluations of faculty and staff. Accurate and honest evaluations are key tools for improving employee performance, providing both praise and constructive criticism, and protecting the school in case of a lawsuit. However, many evaluators never receive the proper training in how to write evaluations in a way that accurately captures what the employee is doing well and what he or she needs to improve. This workshop focuses not only on some of the reasons why evaluations are so essential, but also provides insight into the mechanics of preparing them and practical tips on effective communication. Participants will use fact patterns to draft evaluations of employees and participate in mock meetings with employees.</p>	Administrators and Supervisors	Half Day
18	<p>Discipline: Putting It into Practice</p> <p>This practical "how to" workshop is designed to maximize the involvement of participants and give them a "hands-on" sense of how to apply the necessary principles and procedures. Included in this workshop are the basic principles of discipline including progressive discipline, proper notice, effective use of evaluations, and documentation.</p>	Administrators and Supervisors	Half Day
19	<p>Prevention and Control of Absenteeism and Abuse of Leave</p> <p>This workshop provides effective solutions to the most persistent and vexing problems of employee absenteeism and/or abuse of leave privileges.</p>	Administrators, Supervisors and Business Officers	Half Day
20	<p>Leading from the Middle: The Frontline for Avoiding, or Creating, Liability.</p> <p>Conflict often begins in the middle. Parent complaints, student misconduct, and employee transgressions are frequently known to those in the middle before anyone else. Yet division heads, deans, and department chairs typically do not have the training (let alone the experience) of a Head of School to deal with these issues. By the time the Head of School or legal counsel learns of and can respond to an issue, the dye has often been cast. Opportunities may have been missed and missteps may be difficult to unravel. This training is designed to provide those leading from the middle with guidance on how to meet legal obligations and protect the school from liability. We will cover basics including: the importance of enrollment contracts, student handbooks, and employment manuals; how to respond to employee and student complaints, prepare effective performance evaluations and documentation; conduct student misconduct</p>	Heads of Lower and Upper Schools, Deans and Administrators	Half Day

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	investigations; respond to parent requests (demands) for information; and what to do when employees, students, or parents identify disabilities and request accommodations. The presentation will provide a broad overview of the laws that those who lead from the middle need to know, while leaving time to integrate questions from attendees. Though targeted for middle managers, this presentation is also a good refresher for Heads and CFOs.		
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Wage and Hour

21	<p>Wage and Hour Issues Affecting California Independent Schools</p> <p>Independent schools are nothing if not innovative. But sometimes it is too much of a good thing! Creative payments for coaches, parents who both work and volunteer at school, staff who work off-the-clock hours, and additional payments (or not) for aides who attend overnight trips, make this area of the law one of the most perplexing. Knowing the rules when it comes to Wage and Hour Law can help you take advantage of the creativity that is legally available and keep you out of the creative solutions that are impermissible. This presentation will identify the risks schools face everyday and provide creative solutions that are within the boundaries of the law and your school's culture.</p>	Administrators, Supervisors and Business Officers	Half Day
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Harassment, Discrimination and Retaliation

22	<p>Preventing Harassment, Discrimination and Retaliation in the School Setting</p> <p>This practical workshop, designed for all levels of administration, provides guidance on structuring personnel policies and practices as well as managing day-to-day interactions to prevent unlawful harassment. Fully meets requirements of AB 1825 and AB 2053. Can also be conducted in Spanish.</p> <p>This workshop is also available to address student and staff issues.</p>	Administrators, Supervisors, Students and Staff as appropriate	Half Day
23	<p>Bullying: Employees and Students</p> <p>This workshop will define bullying and distinguish it from simple rudeness. It will cover bullying between employees and between students. The session will cover a school's legal obligation when responding to claims of bullying and provide pragmatic advice for avoiding liability.</p>	All Staff	Half Day

Leaves

24	<p>Leaves, Leaves and More Leaves</p> <p>Participants in this workshop will leave with a better understanding of the various paid and unpaid leaves (FMLA/CFRA/ADA/FEHA/sick leave etc.) including when employees are eligible for leaves and your responsibilities as an employer.</p>	Administrators, Supervisors and Business Officers	Half Day
25	<p>Practical Approach to Addressing Employee Leaves</p> <p>You understand the basics about what leaves are applicable to your employees but how do you go about granting/denying leave requests and tracking leaves? This workshop introduces best practices in regards to employee leaves.</p>	Administrators, Supervisors and Business Officers	Half Day

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26	<p>Family and Medical Care Leave Acts for California Independent Schools</p> <p>California Independent Schools are subject to both the California Family Rights Act and the Federal Family and Medical Care Leave Act. California Schools bear the burden of understanding how to manage the overlap between these two laws and resolve any conflicts they may create. This course is specifically designed for the unique position California Schools face in the area of Leaves.</p>	Administrators, Supervisors and Business Officers	Half Day
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Responding to Student and Employee Disabilities and Injuries

#	Title	Audience	Workshop Length
27	<p>Managing Employee Workplace Injuries, Disability and Occupational Safety</p> <p>This workshop will focus on helping the administration deal effectively with issues surrounding occupational safety, employee injuries and disability. It also provides tools to institute risk management programs that can prevent and tackle those problems.</p>	Administrators, Supervisors and Business Officers	Half Day
28	<p>Current Developments in Workers' Compensation</p> <p>This workshop is designed to give administrators, supervisors and managers the knowledge necessary to deal with the issues surrounding disability and workers' compensation. This workshop will familiarize you with the latest workers' compensation laws and rulings.</p>	Administrators, Supervisors and Business Officers	Half Day
29	<p>Disability Discrimination, Family and Medical Care Leave Acts, and Workers' Compensation: Administering Overlapping Laws</p> <p>This workshop focuses on how these laws interrelate and how you can intelligently and economically comply with each of them.</p>	Administrators, Supervisors and Business Officers	Full Day
30	<p>Illnesses and Disabilities: When They Overlap</p> <p>This hands-on workshop will present a series of real life case studies involving employees with both industrial and non-industrial illnesses and/or injuries. In each case study, the presenter will address frequent problem areas which arise as a result of the impact of the overlapping laws, including the Americans with Disabilities Act, the Fair Employment and Housing Act, the State and Federal Family Sick Leave and others including overlap of the Workers' Compensation Act.</p>	Administrators, Supervisors and Business Officers	Half Day
31	<p>The Interactive Process for California Independent Schools</p> <p>The Disability Interactive Process is governed by both Federal and State Law. In fact there are more State laws than Federal laws in this area. This workshop will cover the interactive process from start to finish so that California Schools are compliant with both Federal and State requirements. Included in the discussion will be starting the interactive discussion, reasonable accommodation and light duty assignments.</p>	Administrators, Supervisors and Business Officers	Half Day
32	<p>Accommodating Bad Behavior: The Limits on Disciplining Disabled Employees</p> <p>Absenteeism, tardiness, emotional outbursts, and alcoholism. When is an employee's bad behavior disability related and what bad behaviors are employers required to accommodate? This interactive workshop will help employers navigate the intersection between disability, leave and discipline. You will learn what to do when an employee identifies a disability in response to proposed disciplinary action. We will discuss the interactive process and how to identify reasonable</p>	Supervisors and Managers	Half Day

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	accommodations. We also discuss how and when to separate a disabled employee, including the disability retirement process.		
33	<p>From Applications to Final Exams: Reasonable Accommodation of Students with Disabilities</p> <p>This workshop will examine the restrictions and obligations faced by schools regarding students with disabilities. Can schools include disability-related inquires on their applications? How much information about student disabilities can a school seek (and what is it better off not knowing)? What types of accommodations are required under the law and where can schools draw the line? We will review significant court cases and recent Department of Justice settlements for guidance. Moreover, there will be a discussion of practical procedures schools can put in place to help them deal with this sensitive and difficult issue.</p>	Business Officers and other appropriate staff	Half Day
34	<p>Service and Therapy Animals on Campus: What Are a School's Rights and Responsibilities?</p> <p>Service animals on campus are becoming more routine. Accommodating students and employees who request service or therapy animals can present schools with challenges. At times there can even be conflicting obligations such as when others have allergies or fears of animals. This presentation will provide guidance on the legal obligations schools face in accommodating requests to have these animals on campus. It will review requirements under federal and California law. It will also address key issues, such as the difference between service animals and therapy animals, what questions schools may ask students and employees who request to bring them on campus, and under what circumstances schools have a right to refuse those requests.</p>	Administrators, Supervisors and Business Officers	Half Day

Privacy

#	Title	Audience	Workshop Length
35	<p>Walking the Tightrope: Balancing Effective Communication with Privacy Laws</p> <p>Schools need to communicate effectively with parents, students, and employees, but it is easier said than done. Sharing personal information often runs contrary to privacy obligations. Internal investigations, untimely departures, and even public allegations can lead to uncomfortable questions. How then, can schools address these legitimate issues with the community, correct misinformation, and engage those who will turn to gossip in the absence of information? This workshop will offer administrators practical strategies for positive messaging that reaffirm the school's mission and values and address its community's legitimate concerns in a way that adheres to privacy laws and does not expose the school to liability. Particular emphasis will be placed on discussion of the most common scenarios faced by schools, and examples of what schools can communicate in those situations.</p>	Administrators, Supervisors and Business Officers	Half Day
36	<p>Privacy Issues in Schools</p> <p>This workshop guides administrators, managers, and supervisors through the maze of laws and court decisions dealing with employee/student rights to privacy and the administration's right to information. In addition, particular emphasis is placed on a continuously developing area of law - privacy issues in the computerized workplace.</p>	Administrators, Supervisors and Business Officers	Half Day

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37	<p>Managing Student and Employee Internet Use This workshop for independent school administrators addresses the challenges and opportunities presented by student and employee use of electronic communications resources, both on and off campus. We will provide legal tools, strategies and policies that allow schools to promote a safe, productive and secure environment while effectively carrying out the mission of educating students.</p>	<p>Heads of School, Chief Financial Officers, Supervisors, and Other Administrators</p>	<p>Half Day</p>
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Investigations

#	Title	Audience	Workshop Length
38	<p>School Turned Sleuth: A Step-By- Step Guide On How to Conduct a Meaningful Investigation Schools are obligated to conduct meaningful employee and student investigations, both as a legal matter and to ensure consistent enforcement of their own policies. This can be a formidable task for School administrators, who are educators by training, not investigators. This presentation provides a practical and hands on step-by-step guide on how to conduct an effective and defensible investigation. Attendees will learn factors to consider when deciding whether to conduct a particular investigation in-house or to hire an outside investigator. This presentation will include a hypothetical scenario attendees will use to conduct an investigation step-by-step, from beginning to end. Attendees will learn how to identify and gather relevant documents, how to prepare for and conduct witnesses interviews; determine how to weigh credibility; how to consider how the facts interact with school policies; how make findings; and ultimately decide on the appropriate course of action. Attendees will also review how to prepare an investigative report that can withstand scrutiny if the action is challenged and when, to whom, and how to communicate the investigative findings in a legally compliant manner.</p>	<p>Administrators, Supervisors, Students and Staff as appropriate</p>	<p>Half Day</p>
39	<p>Advanced Investigations This is an advanced investigation workshop which focuses on interview techniques, the general background on the laws of harassment and discrimination, how to focus the investigation to prevent a "run away" interview, dealing with a difficult or evasive witness, responding to union representatives or attorneys who insist on controlling the investigation and making factual findings.</p>	<p>Administrators, Supervisors, Students and Staff as appropriate</p>	<p>Half Day</p>

Parent and Student Issues

#	Title	Audience	Workshop Length
40	<p>Anatomy of the Student Application Process You wouldn't have a school without students (though you might get more done). But what is the best way to handle the application process? What questions are you allowed to ask and which questions are impermissible? What information should you obtain from former schools and how do you get it? Can you ask about special education needs? Come explore the Federal and State laws, as well as practical procedures, that will help make sure you are selecting students that are right for your school and that parents are selecting the school that's right for their children.</p>	Administrators, Heads of Schools and Business Officers	Half Day
41	<p>Student Applications and Enrollment Contracts Student Applications, Enrollment Agreements and Employment Agreements are vital documents. Properly drafted, they set forth the school's expectations, policies and procedures, and also reflect the school's culture. They also provide important legal protection for the school. This workshop is designed to walk participants through the best practices for developing and regularly reviewing and updating these documents. This workshop includes an interactive discussion of suggested key provisions and sample language.</p>	Heads of School, Division Heads, Human Resources and Business Managers	Half Day
42	<p>Student Issues This workshop guides administrators through issues confronting schools on a daily basis. Topics include: tuition/enrollment agreements; student discipline; field trips; transcripts; computer usage; and student records.</p>	Administrators and Business Officers	Half Day
43 NEW	<p>All in the Family: Navigating Conflicts between Parents without Getting Caught in the Middle. Schools need to partner with parents and avoid being caught in a feud between them. Yet that's often easier said than done. Remaining on the sidelines can be difficult and schools often have to make quick decisions in response to escalating demands. This presentation will use common scenarios to explain how schools should respond to situations involving divorce, custody arrangements, restraining orders and other sensitive topics. We will discuss best practices to help schools meet their legal obligations, while also avoiding being dragged in the middle of private family disputes. Specific topics will include how to handle an estranged parent who requests information about a student, how to respond to subpoenas for documents or testimony in divorce proceedings, whether schools need to engage in court-ordered custody investigations (730 Evaluations), how to handle the risks associated with a parent who does not sign an enrollment agreement, and what to do when a student suffers as a result of family conflict. Please bring questions about difficult family situations your school has faced so we can address these complicated yet common scenarios.</p>	Administrators, Supervisors and Business Officers	Half Day
44	<p>Crisis Management – How to Approach Chaos in an Organized and Thoughtful Manner This presentation will discuss how to approach and manage serious crisis situations including alleged harassment and discrimination of students and employees, serious employee or student misconduct, suspected child abuse, custody issues, and threats against individual employees, students, and the school. This workshop will provide advice and a framework for approaching and responding to these situations in a manner that balances the needs of the individuals with the needs of the school.</p>	Administrators, Business Officers and other appropriate staff	Half Day

Off Campus Activities

45	<p>Global Education – Student Travel Turns out, it is a small world after all. Increasingly, students are traveling to various countries on school-sponsored trips and for study abroad programs. Local education has become global. But how can schools protect themselves from the legal risks inherent in these travels? What policies should schools have in place? What types of waivers are needed? And what about when students from abroad visit your school? What precautions should your school take to protect the students from harm and the school from liability?</p>	<p>Heads of School, Chief Financial Officers, and Other Administrators and Supervisors</p>	Half Day
46 NEW	<p>On the Road Again: Field Trip and Travel Basics Field trips and more extensive travel are essential elements of most schools' curriculum, providing students with enriching experiences and opportunities. This training will explain how schools can best prepare for field trips and travel, with topics ranging from waivers and permission slips, to preparation for chaperones and screening of travel companies and host families. We will then cover common problems that arise during trips and how best to respond. Issues include how to handle an emergency when off campus, how to respond when a child becomes ill, and how to enforce school rules and policies when students misbehave. This training should be part of any school's preparation for upcoming trips, whether local, domestic, or international.</p>	<p>Heads of School, Chief Financial Officers, and Other Administrators and Supervisors</p>	Half Day

Webinars

#	Title	Audience	Workshop Length
47	<p>Ministerial Exception The United States Supreme Court recently prohibited a teacher at a religious school from bringing a disability-related claim against her employer because of the Ministerial Exception. Understand more about the Ministerial Exception and how the First Amendment serves as a bar against employment litigation. Discover which religious schools qualify for the exception and which positions are covered by it. Review the specific types of claims courts have determined fall within the Ministerial Exception's purview. If you work at a religious school and are interested in avoiding litigation, this presentation is for you.</p>	<p>All Administrators</p>	1.5 Hours
48	<p>Cyberbullying This session will explore a topic increasingly relevant to, and problematic for, every school. Can schools discipline students and employees when they engage in misconduct on the Internet? Is it limited to campus activity, or can schools address off-campus misconduct? What type of investigation is required or permitted? What activities or speech are protected? Do schools have any responsibility to inform parents about information on students' personal web pages? This presentation will explain the current state of the law and best practices for dealing with online privacy and investigations. It will also assist schools in creating practical and enforceable policies and practices.</p>	<p>All Administrators</p>	1.5 Hours

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49	<p>Social Media</p> <p>Today's growing and evolving social media platforms create wonderful opportunities for communities to connect and enhance their relationships and communications, but it also presents complex and challenging legal issues for schools. Students can use social media for bullying, sexting, and making negative and defamatory comments about the school, students and teachers - yet, a school's ability to discipline students for social media posts is complicated by students' free speech and privacy rights.</p> <p>This webinar will assist school administrators navigate the many challenges social media poses, including when and under what circumstances a school can discipline students for their use of social media, and what policies and practices schools can adopt to effectively prevent and address social media use that negatively impacts the school community.</p>	<p>Heads of School, Division Heads, Human Resources Managers, IT Personnel, and Other School Administrators and Business Officers</p>	1.5 Hours
50	<p>Reasonable Accommodation of Students</p> <p>Accommodating students with disabilities is an increasingly pressing issue for schools. Parents are making more demands—as are their attorneys. This presentation will examine what schools can, and cannot, ask about student disabilities during the application process. It will lay out the legal requirements under Federal and State law when it comes to accommodating student disabilities. It will also examine the meaning of "reasonable accommodations" and how that applies to K-12 programs. Participants will learn the law and spend time discussing best practices in this area.</p>	All Administrators	1.5 Hours
51	<p>Arbitration Agreements</p> <p>Before you add or remove an arbitration clause to your enrollment or employment agreements you must ask yourself this question: what is best for the School? We will discuss some of the well known and often overlooked pros and cons of arbitration clauses. Participants will gain insight from recent decisions in California where arbitration clauses have been heavily litigated. Like it or not, these cases have restricted the enforceability and applicability of arbitration clauses.</p>	All Administrators	1.5 Hours
52	<p>Managing Risks Before, During and After Construction</p> <p>This workshop will provide attendees with tools they need to develop cohesive contract documents and select a qualified contractor. We will discuss the importance of bonds and insurance and identify key provisions that should be included in your contracts. Participants will learn how to effectively manage issues that can arise during construction including, delays, change orders, payment disputes and dealing with a problem contractor. Specifically, we will examine common pitfalls, explain what to do when you encounter problems and discuss effective options for dispute resolution. We will provide tips to limit and manage claims during construction to ensure a smooth running project. Lastly, we talk about what to do when construction defects are encountered after construction.</p>	<p>Administrators and Heads of School</p>	1.5 Hours

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53	<p>It IS Easy Being Green: Green Construction and Your School</p> <p>This workshop will focus on what it means to be green, the different options available to a school, and how a school can minimize liability associated with going green. This workshop will review two certification programs specifically tailored for schools, LEED for Schools and Collaborative for High Performance Schools (CHPS). We will examine the different types of construction delivery methods, including integrative project delivery and discuss whether a particular method is better suited for green construction. We will also discuss how to draft contract documents to address the specific concerns and potential liability associated with green construction projects. Also, this workshop will address the practical considerations of a power purchase agreement.</p>	<p>Heads of School, Business Officers and Facilities Directors/Staff Responsible for Facilities</p>	1.5 Hours
54	<p>3rd Party Vendor Contracts</p> <p>Nothing is wrong with your vendor/service contracts, until the unexpected happens. This session will provide tips to avoid contract claims. Trouble from contracts is an avoidable liability that affects many independent schools. Using real life examples, we will walk you through the provisions of a vendor contract and show you the little-known secrets that can cause the most liability for your school down the road.</p>	<p>Heads of School, Business Officers and Administrators</p>	1.5 Hours
55	<p>An Introduction to Pre-schools</p> <p>Preschools are highly regulated and must adhere to the unique licensing, employee, and facility requirements for child care centers. This webinar covers the operating requirements unique to preschools including licensure, personnel, facilities and students.</p>	<p>All Administrators and Board Members</p>	1.5 Hours
56	<p>Pupil Records</p> <p>We all keep them, but do we know what should be in them? Or who has access to them? Or how long we should store them? Or when or how to transfer them? Answers to these questions along with issues surrounding electronic records and admission records will be discussed.</p>	<p>Heads of School, Business Officers and Administrators</p>	1.5 Hours
57	<p>Political Activity</p> <p>This webinar provides general guidelines for schools regarding lobbying and electioneering. The former is permitted, with restrictions, while the latter is strictly prohibited. The consequence of a school violating the political activity guidelines can be quite damaging. This webinar helps schools navigate the fine line between the two.</p>	<p>Heads of School, Administrators</p>	1.5 Hours
58 NEW	<p>What's So Funny 'Bout Uber, Lyft and Shuddle: Best Practices For Managing Family Use Of Transportation Services To Drive Students To/From School</p> <p>With more and more frequency, busy parents are using third party transportation companies, such as Uber, Lyft, Shuddle, HopSkipDrive, or KangaDo, to drive their children to and from school. The hiring process, background checks, vehicle inspections, and child-restraint systems vary greatly among the different companies and schools have little to no control over them. This webinar will explore the potential legal issues that can arise for schools when parents use third party transportation services to transport their children to/from school, as well as best practices to observe in order to minimize risk. Topics to be discussed include schools' rights and obligations to permit families to use transportation services, whether schools should require waivers from parents before using these services and how schools should respond if drivers do not adhere to school rules for drop-off/pick-up.</p>	<p>Heads of School, Administrators</p>	1.5 Hours

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59 NEW	Guidelines for Administering Medication at School It is a fact of life that children can sometimes need medication, whether for a transient illness, a chronic condition, or in response to allergies. As the primary caregiver during the school day, schools must be prepared to manage student medication needs. This webinar will discuss best practices and guidelines for schools to observe when handling or administering student medications, including procedures for administering prescription and over-the-counter medications, suggested policies and practices when students need to self-administer or carry medication, responding to allergies and other emergencies, and suggested forms and waivers.	Heads of School, Administrators	1.5 Hours
60 NEW	Transgender Issues at School: Society and the law are rapidly evolving when it comes to transgender employees and students. This presentation will review the most recent legal developments and best practices affecting schools. Accommodating requests for use of bathrooms and locker rooms, the ability to play on single gender sports teams, use of pronoun, and responding to and managing privacy concerns, will all be discussed. We will also review the creation of policies and procedures that are consistent with school culture and philosophy.	Heads of School, Administrators	1.5 Hours