CELEBRATING THIRTY-TWO YEARS OF QUALITY PROFESSIONAL DEVELOPMENT

AMERICAN ASSOCIATION FOR ACCESS, EQUITY AND DIVERSITY

Professional Development and Training Institute

PDTI COURSE CATALOG

2022-2023

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WELCOME TO THE AAAED

PROFESSIONAL DEVELOPMENT & TRAINING INSTITUTE

Dear Colleague:

Welcome to the AAAED Professional Development and Training Institute (PDTI) for 2022-23. We hope this catalog will provide ample information about our programs for your educational enhancement and career planning.

This year marks PDTI's 31st anniversary and we are proud to say we are one of the longest-serving educational programs for EEO, affirmative action and diversity professionals. Coupled with the fact that the American Association for Access, Equity and Diversity (AAAED) is in its 48th year of establishment, making it the longest-serving association in this field. We are also pleased to say that we are the premier institution for a growing and evolving profession.

AAAED, formerly the American Association for Affirmative Action, was created in 1974 as EEO and affirmative action laws and regulations were being developed. As a result, our colleagues working for colleges and universities formed AAAED in order to provide professional development and advocacy on behalf of our membership and new civil rights laws. Now, half of our members work for academic institutions, and the rest balance the work in the private industry and government. Many are Title IX Coordinators, and increasingly, Diversity and Inclusion professionals. What we all have in common, however, is the evolution of our field into not only EEO and affirmative action compliance, but much more. Our professional development programs, ranging from the New Professionals Academy, the Senior Affirmative Action and EEO Professionals Certification Program (Sr. CAAEP), our newly launched format, *PDTI Virtual*, to our on-site training, reflect the changing demands for new competencies and also the technology that has evolved.

Given the challenges the pandemic has placed on educational and professional development programs, the PDTI's programs in 2022-23 will be virtual. We hope you will register for AAAED'S range of programs in this new format and encourage you to let us know how we can further assist you in gaining the education and training you need for a new century of equal opportunity, affirmative action, diversity and inclusion.

Yours in Access, Equity and Diversity,

AAAED Professional Development and Training Institute

ABOUT THE AAAED

PROFESSIONAL DEVELOPMENT & TRAINING INSTITUTE

AAAED's PDTI's educational programs are designed to enhance legal knowledge and technical and administrative skills in equal employment opportunity, affirmative action, and diversity. Our institute is also committed to ensuring that EEO/AA/Diversity professionals remain up-to-date on issues affecting their profession. AAAED's PDTI has been a primary sponsor of quality training in equal employment opportunity (EEO) and affirmative action policy since 1991, and more recently, diversity and Title IX law. PDTI's training programs are meant to complement each other and we are confident its offerings will prepare you for a future of equity and diversity in a way that will enhance your professional opportunities and promote access and opportunity in your workplace. Our PDTI faculty is composed of experienced educators, lawyers, and practitioners who understand the theory and applications of EEO, affirmative action and diversity law and policy. While PDTI training usually took place in locations geographically dispersed throughout the United States, **beginning in 2020, PDTI launched *PDTI VIRTUAL***, a new format to offer our training online.

Courses offered in our PDTI Programs are eligible for continuing education credits awarded by the Human Resources Certification Institute (HRCI) and the Society of Human Resource Management (SHRM). Some courses are also eligible for Continuing Legal Education (CLE) credits. We look forward to fulfilling your Professional Development needs and requirements. If there are other courses that you seek to take as an equity, affirmative action or diversity professional, please contact us at pdti@aaaed.org. Note that most PDTI training is provided at a discount to AAAED members. If you are not a member and would like to join, visit our website at www.aaaed.org/aaaed/Join_Us.asp.

PDTI offers 10 Professional Development Programs that confer certificates upcoming course completion:

A. Certified Affirmative Action Professional (CAAP) (Basic)
B. Senior Certified Affirmative Action and EEO Professional (Sr. CAAEP)
C. AAAED Diversity, Equity and Inclusion Management
D. Annual Refresher for Federal EEO Counselors and Investigators
E. Federal EEO Barrier Analysis Training
F. Title IX Institute
G. Federal Programs: Title VI, and Section 504 Law and Investigations
H. Construction Contractor EEO Training
I. Intermediate Programs
J. New Professionals Academy Training

Other stand-alone training opportunities:

- Customized (On-site) Training Programs
- AAAED Virtual Training (short programs) and Symposia
- AAAED Speakers

PDTI CERTIFICATE PROGRAMS

In this catalog, the level of complexity of the courses is color-coded and is meant to serve as a guide to match what courses fit your experience best.

ENTRY LEVEL

1-3 years of EEO Experience

ENTRY

INTERMEDIATE LEVEL

4-7 years of EEO Experience

INTERMEDIATE

ADVANCED LEVEL

More than 7 years of EEO Experience

ADVANCED

PDTI CERTIFICATE PROGRAMS

A. CERTIFIED AFFIRMATIVE ACTION PROFESSIONAL PROGRAM (CAAP)

ENTRY

The CAAP credential is a symbol of excellence and attests to the expertise of the professional who holds it. Participants who successfully complete the three 16-hour core courses earn the Certified Affirmative Action Professional (CAAP) certificate.

***Required CAAP Courses are (48 Hrs. Total)*:**

- Equal Employment Opportunity (EEO) and Affirmative Action Law (16 Hrs.)
- Complaint Processing, Counseling and Resolution (16 Hrs.)
- Developing and Implementing an Affirmative Action Program (16 Hrs.)
  Each class may include an assessment that must be completed in order to receive the certificate.

Who Should Enroll? EEO and Affirmative Action practitioners, Diversity and Inclusion staff, Human Resources generalists, administrators and talent managers, Labor and Employment lawyers, consultants, investigators, and EEO counselors and others who wish to learn the fundamentals of equal employment opportunity laws and policies.

COURSE DESCRIPTIONS

1. EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION LAW (16 Hrs.)

This course is a primer on federal civil rights laws and explores the impact of those laws in the day-to-day operations of the workplace. The course provides participants not only with a theoretical and technical legal framework, but also offers real life scenarios, practical information, and hands-on techniques that can be applied in the workplace. The course covers constitutional, statutory and regulatory aspects of EEO and affirmative action law, theories of discrimination, burdens of proof, evidentiary issues, and damages concepts. The course includes recent legal and regulatory changes as well as practical applications of the law at the workplace in the areas of hiring, harassment, discipline-discharge, religious practices and accommodation, and more.

2. DEVELOPING AND IMPLEMENTING AN AFFIRMATIVE ACTION PROGRAM (16 Hrs.)

This course concentrates on the development and implementation of Executive Order 11246 Affirmative Action Programs (AAPs). The course covers the law of affirmative action (constitutional, statutory and regulatory) and the development and implementation of an AAP pursuant to U.S. Department of Labor regulations governing federal contractors. Participants will learn about job group formation, labor market availability determinations, incumbency assessments, goal establishment and

attainment, analytical tools, record keeping requirements, and Office of Federal Contract Compliance Programs (OFCCP) compliance evaluations. This course also focuses on the development and implementation of Affirmative Action Programs for Veterans and the Disabled. In this regard, the course covers the statutory and regulatory legal framework of Section 503 of the Rehabilitation Act of 1973 *as amended*, and the Vietnam Era Veterans' Readjustment Assistance Act of 1974 *as amended*.

3. COMPLAINT PROCESSING, COUNSELING AND RESOLUTION (16 Hrs.)

This course covers internal and external agency complaint intake, investigation, counseling, and resolution issues, strategies, and policies and procedures. Participants will receive a course handbook that later serves as a comprehensive resource document, including the inclusion of sample materials for record keeping, report writing, intake, witness interviews, and more. The class combines lectures, practical advice and group exercises to enhance learning.

A certificate is awarded at the end of each course. The CAAP certificate is awarded after completion of the third and final course.

B. AAAED PROGRAM FOR SR. AFFIRMATIVE ACTION AND EEO PROFESSIONALS (SR. CAAEP)

**This program is under review and will not be offered in 2022-23*

While the CAAP program introduces participants to the fundamentals of Equal Opportunity and Affirmative Action practice, the AAAED Program for Sr. Affirmative Action and EEO Professionals is offered to seasoned practitioners who have **ten or more years of experience**, not only in developing and implementing affirmative action programs, but also being engaged in the broader scope of equal opportunity and related compliance activities. These individuals are seeking a credential that attests to their advanced level of expertise and accomplishment.

C. RECERTIFICATION REQUIREMENTS FOR CAAP AND SR. CAAEP

Effective 2012, AAAED instituted a recertification program for professionals who earn the CAAP and Sr. CAAEP credentials. Our recertification program is designed to ensure that EEO/AA/diversity professionals keep up-to-date on issues affecting their profession.

In order to maintain a valid CAAP or Sr. CAAEP credential, AAAED requires certified CAAP and Sr. CAAEP professionals to recertify their credential **every three years** through continuing education activities, professional association involvement, or both. Recertification for the CAAP credential takes effect beginning October 1, 2012. Thus, individuals who earned the credential or who earned the CAAP credential at the PDTI training sites in March 2012 (Tampa) and July 2012 (Chicago) will not be subject to the recertification requirement to maintain their CAAP credential.

Professionals are required to accumulate 36 hours of activities in one or more of the following areas: continuing education, instruction, leadership, and professional membership. AAAED has adopted a self-report model for its recertification program.

This means that professionals must keep track of their activities and report those activities to AAAED, along with payment of a recertification fee, to maintain the CAAP or Sr. CAAEP credential. **The recertification fee is $150.** For additional details, contact the AAAED National Office or email pdti@aaaed.org.

Continuing Education Credits ***(All 36 Hrs. may be achieved in this category)*** Professionals may gain recertification credits for educational activities related to equal employment opportunity, affirmative action or diversity. Credit is awarded on an hour-for-hour basis (excluding meals and breaks) for conferences, PDTI classroom training, seminars, workshops, symposiums, and online training (videoconferences, webinars, and podcasts). Only ten percent of the credits may be earned at an institution outside of AAAED. For courses at an accredited college or university, a one-semester credit course (15 weeks) equals 15 recertification credit hours, one quarter credit course (12 weeks) equals 12 recertification credit hours, and one audited college course equals 10 recertification hours. No credit will be awarded for general sessions at conferences or for attendance at meetings of professional associations outside of AAAED.

Instruction ***(15-hour credit maximum permitted in this category)*** Professionals may earn recertification credits for serving as an instructor of a course, workshop, seminar or conference session (excluding presentations within your own organization). Professionals may receive credit only for the first presentation. Instructors earn 1.5 credit hours for every hour of the presentation to take into account preparation time. For example, a two-hour presentation is awarded 3 credit hours toward recertification.

Leadership ***(10-hour credit maximum permitted in this category)*** Credit may be earned for leadership activities in AAAED or an AA/EEO/Diversity-related association or for community volunteer work in which a professional uses his/her EEO/AA/Diversity expertise. Only 10 percent of the credits earned may come from organizations outside AAAED and limited to the following credits:

Activity Categories	Available Credit	Recertification Maximum (3 Years)
Officer Position	5 per year of service	10
Committee Chair	3 per year of service	6
Committee Member	2 per year of service	6
Capitol Hill Visit; Agency Visit	1	3
Testifying before legislative body	1	3
Drafting comments on regulatory proposals	1	3

Professional Membership ***(8-hour credit maximum permitted in this category)*** A professional may earn recertification credit for being a member of AAAED. A professional who is an AAAED member may earn 2 hours per year toward recertification. Professional membership in a non-AAAED organization earns one hour per year toward recertification, provided the professional is an AAAED member.

Certificate Non-Renewal

Certified individuals are issued a certificate attesting that they have met the standards of the AAAED PDTI program and are entitled to make the public aware of their credentialed status from AAAED PDTI through the use of the initials CAAP or Sr. CAAEP after their names. Certification must be maintained via the methods provided above. Individuals who do not maintain their certification are no longer entitled to use the credential. Practitioners are responsible for maintaining their certification credentials and updating their files as necessary.

AAAED Membership Maintenance and Conference Attendance. While certified, candidates must be members of AAAED and are expected to attend the AAAED National Conference during the years in which they seek certification.

AAAED Program Percentage. At least 50 percent of the total credits must be attained through AAAED programs including the National Conference and the Professional Development and Training Institute.

For more information and submission for Recertification: Please visit the AAAED website training page at https://www.aaaed.org/aaaed/Recertification_and_Continuing_Education.asp or email pdti@aaaed.org.

Please submit your application for recertification via email at: pdti@aaaed.org.

D. DIVERSITY & INCLUSION MANAGEMENT PROGRAM

INTERMEDIATE

Since the 1990s, Diversity Management has become a burgeoning practice and profession in the workplace. In addition to the equal opportunity, compliance, conciliation and investigative responsibilities in the workplace, practitioners have been tasked with developing diversity and inclusion programs. Additionally, the profession of Chief Diversity Officer has also emerged. In response to these developments, beginning January 2015, PDTI expanded its course offerings and instituted an additional course track for practitioners: **The Diversity Management Program**. The program introduces professionals to the history, policies and best practices of the diversity management profession across institutions in higher education, the private sector and government. The course also assists practitioners in designing diversity management programs and plans. Individuals who successfully complete the course will receive a certificate of completion in Diversity Management.

Who Would Benefit: Diversity officers, equity and diversity staff, Human Resources professionals, affirmative action/EEO Professionals, lawyers, consultants and others whose duties including promoting a diverse workforce and responding to the demands of increasingly diverse stakeholders.

COURSE DESCRIPTION:

DIVERSITY MANAGEMENT PROGRAM (16 Hrs.)

Diversity is critical to the success of organizations. This highly interactive and intensive sixteen-hour course provides participants with a thorough introduction to the field of Diversity Management, in theory and as applied, in the private industry and in higher education.

Day One: Fundamentals of Diversity Management. *Agenda is subject to change.*

An introduction to the key skills and competencies of Diversity management, diversity planning and the tools needed to effectively manage and promote a diverse workforce.

- How diversity management is defined and what it is based on the research.
- Exploring the history of diversity with an emphasis on how the transition has been made from EEO.
- "Beyond race and gender:" The relationship between diversity and affirmative action.
- The essential components of diversity management and the concept of inclusive excellence; managing employee resource groups.
- An introduction to Diversity Planning concepts.
- How to plan and forecast workplace diversity.
- A look at and interaction with some key metrics in diversity planning.

Day Two: Diversity management as applied in today's workplace.

- Recruitment and retention strategies.
- Climate surveys.
- Changing the institutional culture.
- Anticipating the demands of stakeholders, including students, faculty and administrators, stockholders and the public.
- Gaining leadership support.

**Attendees will receive an AAAED/PDTI Certificate of Completion in Diversity Management*

**Counts towards the Sr. CAAEP and CAAP recertification*

E. ANNUAL REFRESHER TRAINING FOR FEDERAL EEO COUNSELORS AND INVESTIGATORS AND FEDERAL EEO BARRIER ANALYSIS

INTERMEDIATE

Since 2012, AAAED has been offering the Annual Federal EEO Refresher Training to federal workers and consultants who are responsible for conducting EEO investigations and counseling for federal agencies. This program also offers the Federal EEO Barrier Analysis Course to assist federal agencies in complying with Management Directive 715, which requires agencies to establish and maintain effective affirmative programs of equal employment opportunity. Our faculty consists of experienced EEO professionals in the Federal sector.

In 2021, AAAED began to offer two separate eight-hour annual refresher courses: one for Federal EEO Counselors and the second for Federal EEO Investigators. This change is consistent with the programs offered by the Equal Employment Opportunity Commission (EEOC).

COURSE DESCRIPTIONS

ANNUAL REFRESHER TRAINING FOR FEDERAL EEO COUNSELORS AND INVESTIGATORS (8 Hrs. each)

EEOC Management Directive 110 for counselors or investigators requires that current EEO counselors or investigators attain refresher training each year.

"I know not what the future holds, but I know who holds the future." - Homer

In 2021, the course for counselors and investigators was divided into two classes of 8 hours each. The objective of these courses is to ensure compliance with the EEOC requirement to provide an annual refresher training to EEO Counselors and Investigators; to continue the effort to apply EEO Counseling and Investigation best practices in the processing of complaints of discrimination and to provide a better understanding of the relationship between the different complaint processing stages. The sessions will include: an overview of the methodologies covered in conducting counseling and investigations; applicable EEO regulations and laws; connecting the informal pre-complaint process to the formal process; preparing and writing effective Counseling Reports and Investigative Plans; and a review of case studies as they relate to the EEO process.

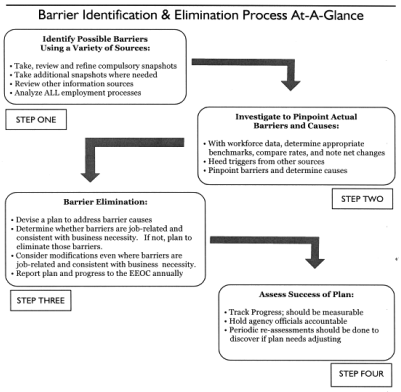
**Counts toward Sr. CAAEP and CAAP recertification*
**Certificate of Completion Awarded*

FEDERAL EEO BARRIER ANALYSIS: SELF-ASSESSMENT, BARRIER IDENTIFICATION AND ELIMINATION (8 Hrs.)

According to the Instructions to Federal Agencies for EEO Management Directive 715, "Barrier identification and elimination is the process by which federal agencies uncover, examine and remove barriers to equal participation at all levels of the workforce." The instructions define a barrier as "an agency policy, principle or practice that limits or tends to limit employment opportunities for members of a particular sex, race, or ethnic background, or based on an individual's disability status." Barrier removal is vital to achieving the common goal of making the federal government a model employer.

The PDTI Barrier Analysis course will assist participants in conducting the analytical work necessary to achieve the goal of equal opportunity in the federal sector by creating a barrier-free work environment where qualified applicants and employees may compete at all levels.

**Counts toward Sr. CAAEP and CAAP recertification*
**Certificate of Completion Awarded*



F. THE TITLE IX INSTITUTE

ENTRY

In 2015, AAAED PDTI established the Title IX Institute, a program dedicated to providing training on the law and practical applications of Title IX of the Education Amendments of 1972. Recent efforts to eradicate sexual violence in the workplace and on college campuses have culminated in the "Me Too" movement, making training in the law and regulations prohibiting sexual harassment and assault even more crucial.

The Title IX Institute includes the course, "Title IX – Legal Overview and Best Practices for Conducting Investigations," and in addition, members of the staff of the Office for Civil Rights, U.S. Department of Education, will be invited to speak during the year, along with lawyers, Title IX experts, and practitioners in the private sector and higher education.

TOPICS SPEAKERS WILL ADDRESS (AMONG OTHERS)

- The Office for Civil Rights' Rules (2020) and Rulemaking (2022) to revise the Title IX Sexual Harassment/Assault Regulations.
- Nuts and Bolts: What to expect during a U.S. Department of Education, Office for Civil Rights (OCR) Title IX Sexual Violence Investigation
- An Overview of Title IX's Application to Student-on-Student Sexual Harassment and Sexual Violence
- Keeping Students Safe and Avoiding an OCR Investigation
- Practical Considerations in Title IX Compliance
- Case Studies

COURSE DESCRIPTION

TITLE IX – LEGAL OVERVIEW AND BEST PRACTICES FOR CONDUCTING INVESTIGATIONS (8 Hrs.)

This course provides an overview and practical applications of the requirements of Title IX of the Education Amendments of 1972 including cases of sexual violence. Discussions will include the previous and current legal landscape around Title IX, an institution's obligation and liability to report and investigate Title IX-based grievances, and best practices. This course will also provide an overview of Title IX Investigations, covering a range of topics including the investigations process and best practices for developing investigation techniques. Lastly, the training will focus on the OCR's Final Rules (when issued) to amend the 2021 rules.

Who Should Attend: Equal Opportunity Professionals, Diversity and Inclusion Professionals, Title IX Coordinators from organizations/institutions receiving federal financial assistance in education, legal advisors, faculty and administrators responsible for Title IX complaints, consultants, *et al*.

**Counts toward Sr. CAAEP and CAAP recertification*

**Certificate of Completion Awarded*

G. FEDERAL PROGRAMS: TITLE VI AND SECTION 504

ENTRY

COURSE DESCRIPTION

CIVIL RIGHTS INVESTIGATIONS UNDER TITLE VI AND SECTION 504

The course will constitute an interactive session covering a broad range of compliance areas under Title VI of the Civil Rights Act and Section 504 of the Rehabilitation Act. Examples and scenarios will be derived from the faculty's ongoing support of educational institutions in complying with these statutes as well as lessons learned from U.S. Department of Education resolution letters. Topics covered will include nondiscrimination notices, assurances language, ensuring access and opportunity for limited English proficient (LEP)/English Language Learners (ELL) and individuals with disabilities, including communication etiquette, environmental justice, harassment and hostile environment, prohibitions on religious-based discrimination under Title VI, and complaints handling.

Who Should Attend: Equal Opportunity Professionals, Diversity and Inclusion Professionals, Title VI Coordinators, Section 504 Coordinators from organizations/institutions receiving federal financial assistance in education, housing, transportation, municipalities (police, fire, emergency, public works), Federal EEO staff, departments of corrections, hospitals; legal advisors, consultants, et al.

H. CONSTRUCTION CONTRACTOR TRAINING

ENTRY

Today, building and improving America's infrastructure, schools, bridges, dams, waterways, restructuring airport runways, and building hospitals are projects the construction industry is tasked with. Construction contractors and sub-contractors who do business with the federal government, both on federal and federally assisted contracts, are subject to the EEO and affirmative action obligations under Executive Order 11246, *as amended*. Federal contractors and sub-contractors involved with direct federal contracts must also comply with Section 503 of the Rehabilitation Act of 1973 and the Vietnam Era Veteran's Readjustment Assistance Act of 1974 *as amended*. PDTI's "Construction Contractor Training," was launched to ensure equal opportunity is being afforded to applicants and employees in the construction sector.

The US Department of Labor, OFCCP has become more transparent in its operations. In so doing, OFCCP reported through its "By the Numbers" Construction Report and DOL Online Searchable Enforcement Database that there has been an 8.5% increase in the number of non-compliance violations identified from FY 2015 to FY 2017. Specifically, OFCCP statistics show that in FY 2017, 56.6% of construction compliance reviews that closed were found in violation as compared to 48.1% of construction contractors found in violation in FY 2015. If cited for a violation(s) under Executive Order 11246, *as amended*, Section 503 of the Rehabilitation Act of 1973 and/or the Vietnam Era Veteran's Readjustment Assistance Act of 1974 *as amended*, including allegations of discrimination, OFCCP requires extensive reporting and remedial action.

In 2022, with the passage of the infrastructure legislation, the demand for construction workers (as well as supply and service) will be greater than ever.

COURSE DESCRIPTION

CONSTRUCTION CONTRACTOR TRAINING

Consider this scenario: Imagine, OFCCP just called to advise you that your company has been selected for a compliance evaluation and wants to begin the on-site next week. Is your business prepared for an audit? Do you know what to expect during the audit? What are your contractual obligations under the laws that govern EEO and affirmative action compliance? Are there EEO/affirmative action gaps that exist in your organization that you are not aware of? Have you received complaints of race or sexual harassment or discrimination? If these scenarios cause concern, then this training in construction compliance is for you. The AAAED PDTI Construction Contractor training course will provide instruction on the OFCCP's regulations applicable to federal and federally assisted construction contractors and Title's VI and Title VII, of the Civil Rights Act of 1964, *as amended*. (41 CFR 60-1. 60-3, 60-4, 60-2, 60-50, 60-300, 60-741 and 60-742)

Training will include:

- An in-depth discussion on the difference between the obligations of direct federal and federally assisted construction contractors and subcontractors
- The Sixteen (16) Standard Federal EEO Construction Contract Specifications, additional requirements and how to comply
- How to Prepare for a Compliance Evaluation
- How Demonstrate Good Faith Efforts
- The Importance of Accurate Recordkeeping
- Participation Goals and Workhour Utilization Exercise
- Sexual Harassment and Intimidation Prevention in the Workplace
- The benefit of Mediation in the compliance evaluation process (Bottom Line Results)
- Section 503 of the Rehabilitation Act of 1973, *as amended*
- Vietnam Era Veteran Readjustment Assistance Act of 1974, *as amended.*

**Counts toward Sr. CAAEP and CAAP recertification*

**Certificate of Completion Awarded.*

I. INTERMEDIATE PROGRAMS

INTERMEDIATE

In 2022, AAAED introduced "Intermediate Programs," a series of three to eight-hour courses for EEO, Affirmative Action and Diversity professionals who have taken the basic PDTI programs or who have more than introductory experience and would like to take a deeper dive into the policies and practices of the profession. **All courses in this program may be applied to recertification and Sr. CAAEP credits.*

COURSE DESCRIPTIONS

EFFECTIVE PAY EQUITY SELF-ANALYSIS AND ACTION PLAN STRATEGIES (8 Hrs.) *(Preferred pre-requisite: Basic CAAP Developing and Implementing an Affirmative Action Program)*

Regular compensation self-analyses are an essential part of any comprehensive EEO program. This course provides an overview of strategies that not only achieve legal compliance, but also advance the broader quest for pay equity. The course begins with a review of the legal framework, laws and enforcement mechanisms, analytical resources, and privilege issues. Starting from this background, participants will learn about the various statistical methodologies that can be used to analyze pay equity and the considerations that should be taken into account when choosing among them. Regression modeling, which is the most commonly employed strategy for medium to large workforces, will be explored in detail. The basics of regression will be explained in understandable, non-technical terms, supported by interactive examples. Participants will learn how to determine whether an analysis is valid and to identify situations in which further investigation and analysis is needed before action plans are developed. The course will conclude with instruction on how to move forward when the analysis is complete, including methods for calculating pay adjustments.

Learning Objectives: The objective of this course is to provide participants with the tools they need to oversee a pay equity self-analysis from start to finish, including making policy decisions on how to conduct the analysis, understanding and interpreting the results, and determining an appropriate course of action

THE INTERSECTION BETWEEN DIVERSITY MANAGEMENT, EEO AND AFFIRMATIVE ACTION – MAKING USE OF YOUR AFFIRMATIVE ACTION GOALS (3 Hrs.)

This session will provide an overview of the differences between diversity analytics and AAP analyses and discuss how the two can work to complement each another. We will address how well-designed diverse metrics programs can help employers identify and target for improvement specific portions of their diversity, recruitment, retention, and engagement strategies and complement their Affirmative Action compliance program. This course will be taught in three one-hour segments. *(Preferred pre-requisite: Basic CAAP EEO and Affirmative Action Law; Developing and Implementing an Affirmative Action Program)*

Learning Objectives: The course will explore: (1) the differences between an Affirmative Action Program and diversity metrics, (2) the legal pitfalls to avoid when establishing a diversity metrics program; (2) the key factors to consider when establishing the structure of the program including the units of analysis; (3) how to choose the optimal tests for determining underutilization and measuring goal achievement so that they correspond best to your company's diversity objectives; and (4) using the results of your Affirmative Action Program and diversity analyses to establish more effective and targeted diversity strategies.

Who Should Attend: Human Resources professionals; Diversity, Equity and Inclusion staff and CDOs; Equal Employment Opportunity and Affirmative Action practitioners, Labor and Employment Lawyers and Consultants, EEO Coordinators and Legal Counsel.

COMPENSATION: THE PAY EQUITY LANDSCAPE - NAVIGATING FAIR PAY LAWS IN 2022-23 (4 Hrs.)

Ensuring legal compliance around "pay equity" has never been more challenging for companies, particularly for companies that are federal contractors or subcontractors. Not only do these companies have to worry about the federal enforcement agencies and new data-related initiatives from EEOC and OFCCP, but there are also several new state laws complicating the pay equity compliance playing field. From California's Pay Data Reporting to Colorado's Equal Pay Transparency Rules to Illinois' new Equal Pay Registration Certificate, what is an employer to do to keep up? In this special 2-part session, employment attorneys from Jackson Lewis' Affirmative Action & Pay Equity Resource Groups will explain all the latest legal updates and developments. The first session will address the evolving legal landscape for federal and state pay equity laws. Our speakers will provide best practices for complying with the patchwork of new laws, a forecast of what else is on the horizon, and tips to avoid those "low hanging fruit" pay discrimination claims. The second session will focus on OFCCP enforcement trends, including information gleaned from recent and ongoing audits, along with information about what steps contractors can take now to be best position themselves to defend OFCCP pay equity investigations in 2022-23 and beyond. *(Preferred pre-requisites: Basic CAAP EEO and Affirmative Action Law; Developing and Implementing an Affirmative Action Program)*

Learning Objectives: Attendees will walk away with knowledge about the patchwork of current federal and state laws concerning pay equity and pay discrimination, including insights into trends and expectations for new initiatives under President Biden's Administration. Attendees will also learn about best practices and common pitfalls in employee compensation programs, to be able to spot issues in their own companies' pay practices to survive scrutiny in EEOC investigations and OFCCP compliance evaluations. In addition, after this event, attendees should be able to determine what steps they should take, such as internal self-audits, to help avoid costly discrimination claims and to be well-positioned to defend their pay systems in OFCCP audits.

CONDUCTING AN AFFIRMATIVE ACTION SELF-AUDIT: IS YOUR AAP READY? (4 Hrs.)

(Preferred pre-requisite: Basic CAAP Developing and Implementing an Affirmative Action Program)

This course discusses the steps involved in conducting a self-audit of an Affirmative Action Program. Among the issues covered are: how to investigate findings of discrimination or indicators of adverse impact; the importance of correct and consistent job titles; what your AAP is telling you; how to implement your AAP goals.

Learning Objective: This is the next-level course that discusses the actual uses and strategies in investigating indicators of adverse impact and how to explain and implement the goals generated in the AAP.

Who Should Attend: EEO and affirmative action professionals, Human Resources staff, Labor and Employment lawyers and consultants**.**

AAAED SPEAKERS

With **AAAED Speakers**, you can request to have the leadership or members of AAAED present on issues related to equal opportunity theory and practice, diversity and inclusion, affirmative action and access and other human resources issues at the event of your choice.

Contact the AAAED office for more information:
Tel: 202-349-9855 or email: pdti@aaaed.org

"ON-SITE" CUSTOMIZED TRAINING PROGRAMS

In PDTI's Customized or "*On-Site" Training Program*, **AAAED offers classroom, on-site or virtual learning opportunities at the facility of your choice. AAAED will work with you to design the coursework for managers and/or staff that fulfills your needs**, ranging from conducting effective internal investigations to developing a compliant workplace. Because PDTI's On-Site Training program is specially designed to fit the needs of the individual client, it is an excellent option for institutions or companies that have specific requirements or a group of employees who need targeted training. AAAED's expert faculty works with the client to develop the curriculum and deliver the training at the client's designated location. When you have a group of employees or managers that need the training offered in the PDTI training classes, we can also bring the trainers to you and deliver the courses on the premises.

**A minimum of ten employees is required to deliver the PDTI customized training on site or virtually.*

In recent years, AAAED trainers have worked with clients to deliver specialized in-house training to managerial staff in the law and policies related to Title IX of the Education Amendments of 1972, Federal EEO and in the requirements for developing and implementing an affirmative action program. If you have had an agency compliance review or complaint investigation, or in preparation of a compliance audit, call AAAED's PDTI to assist you in delivering training to your affected staff. Our on-site faculty will work with you to develop materials and deliver training to your Human Resources, equity, diversity and affirmative action personnel. **Prices are based on the number of persons trained, possible travel and the amount of time required to prepare specific training materials.**

Contact the AAAED office for more information:
Tel: 202-349-9855 or email: pdti@aaaed.org

NEW PROFESSIONALS' ACADEMY

ENTRY

AAAED's New Professionals Academy (NPA) is designed to inspire and engage new AA/EEO and diversity professionals who have one to three years of experience to achieve excellent work and successful career outcomes. The NPA is a highly interactive learning opportunity designed for novice level EEO/AA and diversity professionals to (1) draw on their first years of experience to improve their effectiveness and to learn from other peers and distinguished colleagues within the profession; and (2) work and actively engage with other new professionals and colleagues. The NPA will also enable participants to be supported and mentored by distinguished colleagues within the profession and to learn strategies for career success.

Application process for NPA:

To assure that new professionals' participation in the NPA is fully endorsed by the current senior EEO/AA officer at his/her organization, registrants must have a letter of support submitted by a member of the senior leadership from their respective institutions. Each applicant must submit an application and resume. Please wait to be accepted into the program before you register and pay your fee. NPA applications are accepted on a rolling basis.

For questions, please contact Wanda Malden, Chair, Professional Development and Training Institute, pdtichair@aaaed.org

NPA PROGRAM TOPICS INCLUDE:

- Building the Business Case for Diversity, Equity and Inclusion
- Disability Awareness: Recruitment Etiquette
- Conducting Effective Investigations & Case Analysis
- Sexual Harassment Prevention Education
- Unconscious Bias
- Career Planning/Professional Development

PDTI VIRTUAL ACADEMIC CALENDAR

In 2022-23 the AAAED Professional Development and Training Institute will continue to offer PDTI *VIRTUAL* training exclusively. PDTI Virtual brings the same quality training to you online, developed primarily to accommodate practitioners on saving money on travel and in response to COVID-19 guidelines. AAAED PDTI will offer its training virtually in 2022-2023 and into the foreseeable future.

CERTIFIED AFFIRMATIVE ACTION PROFESSIONAL (CAAP) SCHEDULE:

To receive the Certified Affirmative Action Program credential, one must successfully complete forty-eight hours of training, each of the three requisite courses. Each of the three requisite courses (EEO and Affirmative Action Law, Developing and Implementing an AAP and Complaint Processing) equals 16 hours. **To receive the CAAP one must complete the three courses within two years.* **Each class occurs four hours per week for 4 weeks, two days per week.**

CAAP ONE – VIRTUAL
October 2022 – February 2023

PDTI Virtual CAAP One 2022-23:
EEO Law
October 17 – November 9, 2022

PDTI Virtual CAAP One 2022-23:
Developing and Implementing a
November 14– December 12, 2022

PDTI Virtual CAAP One 2022-23:
Complaint Processing
January 9 – February 6, 2023

CAAP TWO – VIRTUAL
February 2023 – May 2023

PDTI Virtual CAAP Two 2022-23:
EEO Law
February 13 – March 13, 2023

PDTI Virtual CAAP Two 2022-23:
Developing and Implementing
March 20 – April 17, 2023

PDTI Virtual CAAP Two 2022-23:
Complaint Processing
May 1 – May 24, 2023

CAAP THREE – VIRTUAL
June 2023 – August 2023

PDTI Virtual CAAP Three 2022-23:
EEO Law
June 5 – July 5, 2023

PDTI Virtual CAAP Three 2022-23:
Developing and Implementing
July 10 – August 2, 2023

PDTI Virtual CAAP Three 2022-23:
Complaint Processing
August 7 – August 30, 2023

PROGRAM SCHEDULING CONTINUED (ALL VIRTUAL):

SR. CAAEP VIRTUAL TRAINING AND EXAMINATION:
Dates TBA

DIVERSITY, EQUITY AND INCLUSION MANAGEMENT:
June 27 – July 27, 2023 (16 Hrs.)

ANNUAL REFRESHER and BARRIER ANALYSIS FOR FEDERAL EEO COUNSELORS AND INVESTIGATORS:
April 26 and September 27, 2023 (8 Hrs.) Annual Refresher Counselors
April 27 and September 28, 2023 (8 Hrs.) Annual Refresher Investigators

CONSTRUCTION: EEO AND AFFIRMATIVE ACTION OBLIGATIONS FOR FEDERAL AND FEDERALLY-ASSISTED CONSTRUCTION CONTRACTORS
TBA (3 Hrs.)

FEDERAL PROGRAMS: TITLE VI and SEC. 504:
TBA (8 Hrs.)

TITLE IX INSTITUTE: LAW AND INVESTIGATIONS:
TBA (8 Hrs.)

NEW PROFESSIONALS' ACADEMY:

January 23 – February 7, 2023 (16 Hrs.)

FEDERAL EEO BARRIER ANALYSIS:
April 28 and September 29, 2023 (8 Hrs.)

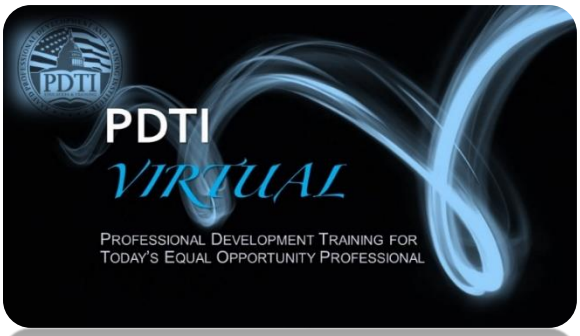
INTERMEDIATE PROGRAMS SCHEDULE:

COMPENSATION ANAYLYSIS – EFFECTIVE PAY EQUITY SELF-ANALYSIS AND ACTION PLAN:
February 21, 28, March 7 and 14, 2023 (8 Hrs.)

COMPENSATION: THE PAY EQUITY LANDSCAPE – NAVIGATING FAIR PAY LAWS AND OFCCP ENFORCEMENT
March 21 and March 23, 2023 (4 Hrs.)

CONDUCTING AN AFFIRMATIVE ACTION SELF-AUDIT: IS YOUR AAP READY?
March 30 – April 20, 2023 (8 Hrs.)

THE INTERSECTION BETWEEN DIVERSITY MANAGEMENT, EEO AND AFFIRMATIVE ACTION – MAKING USE OF YOUR AFFIRMATIVE ACTION GOALS:
May 4, 11 and 18, 2023 (3 Hrs.)



AAAED PDTI 2022-2023 Academic Calendar

At-A-Glance

Fall-Winter 2022-23 (October 2022 – January, 2023); Spring – Summer 2023 (February – September, 2023)

- **PDTI Virtual CAAP One 2022-23: EEO Law (October 17 – November 9, 2022)**
- **PDTI Virtual CAAP One 2022-23: Developing and Implementing (November 14 – December 12, 2022)**
- **New Professionals Academy (January 23 – February 7, 2023)**
- **Annual Refresher for Federal EEO Counselors and Investigators (April 26 and September 27, 2023 Counselors) (April 27and September 28, 2023 Investigators)**
- **Barrier Analysis (April 28 and September 29, 2023)**
- **PDTI Virtual CAAP One 2022-23: Complaint Processing (January 9 – February 6, 2023)**
- **PDTI Virtual CAAP Two 2022-23: EEO Law (February 13 – March 13, 2023)**
- **PDTI Virtual CAAP Two 2022-23: Developing and Implementing (March 20 – April 17, 2023)**
- **PDTI Virtual CAAP Two 2022-23: Complaint Processing (May 1 – May 24, 2023)**
- **PDTI Virtual CAAP Three 2022-23: EEO Law (June 5 – July 5, 2023)**
- **PDTI Virtual CAAP Three 2022-23: Developing and Implementing (July 10 – August 2, 2023)**
- **PDTI Virtual CAAP Three 2022-23: Complaint Processing (August 7 – August 30, 2023)**
- **Diversity, Equity and Inclusion Management (June 27 – July 27, 2023)**
- **Intermediate Programs: Compensation Analysis: Effective Pay Equity Self-Analysis and Action Plan Strategies (February 21 – March 14, 2023)**
- **Intermediate Programs: Compensation: The Pay Equity Landscape – Navigating Fair Pay Laws and OFCCP Enforcement (March 21 and March 23, 2023)**
- **Intermediate Programs: Conducting an Affirmative Action Self-Audit: Is Your AAP Ready? (March 30 – April 20, 2023).**
- **Intermediate Programs: The Intersection Between Diversity Management, EEO and Affirmative Action – Making Use of Your Affirmative Action Goals (May 4 – 18, 2023)**
- **Sr. CAAEP (TBA)**
- **EEO and Affirmative Action Obligations for Federal and Federally-Assisted Construction Contractors (TBA)**
- **Title VI and 504 (TBA)**
- **Title IX Institute: Law and Investigations (TBA)**

TRAINING TUITION AND FEES 2022-23

TUITION:

$ 250.00 for 3-hour courses
$ 350.00 for 4-hour courses
$ 525.00 for 8-hour courses
$ 1050.00 for 16-hour courses
There is a 20% discount available for AAAED members who use the Code: AAAAPDTI (Applies to 16 hr. courses only)
Group Discounts are available for registrations of two or more individuals from the same organization or institution. Registrations must be made at the same time.

***Each CAAP course, *i.e.*, EEO Law, Developing and Implementing an AAP, and Complaint Processing is 16 hours. New Professionals Academy, Sr. CAAEP and Diversity Management Training are also 16 hours.**

FEDERAL EEO ANNUAL REFRESHER TRAINING FOR COUNSELORS AND INVESTIGATORS (8 Hrs. each); BARRIER ANALYSIS TRAINING (8 Hrs.):

Regular Tuition: $399.00 each
The fees apply to each eight-hr. program.
Fee for registering for both courses or for group registrations: $350.000 each

Prices and schedules are not guaranteed and are subject to CHANGE for all programs listed.

REGISTRATION INFORMATION

To register for AAAED's Professional Development and Training Institute Programs:

Visit AAAED's website at: www.aaaed.org/training

Contact the AAAED National Office at: 202.349.9855 or 866-562-2233

Email: pdti@aaaed.org or Admin@aaaed.org.

To join AAAED and receive member discount on programs go to: www.aaaed.org and click on "Membership." Registration links are also available through the PDTI announcements or registration sites including Cvent.

AAAED Accepts Credit Cards (MasterCard, Visa, American Express and Discover), checks and purchase orders. Most credit card transactions go through PayPal. Contact pdti@aaaed.org if you need an invoice for payment.

You may also make a check or purchase order payable to: AAAED; in the Memo line, write "PDTI Institute"

U.S. Mail Payments to:

AMERICAN ASSOCIATION FOR ACCESS
PO Box 715524
Philadelphia, PA 19171-5524

For overnight services only:

AMERICAN ASSOCIATION FOR ACCESS
LOCKBOX Services #75524
MAC Y1372-045
401 MARKET STREETHILADELPHIA, PA 19106

AAAA/AAAED FEI# 31-0896714
Dun &Bradstreet (DUNS) #047238356

AAAED Reserves the right to reschedule or cancel classes based on low enrollment or circumstances beyond the control of AAAED.

To qualify for the CAAP credential or Sr. CAAEP credential, courses must be completed within two (2) years for the respective credential. Therefore, if you take the first course in January 2023, you must complete the third course by January 2025.

Professionals may take CAAP courses at any time, but must complete the CAAP courses (and earn the CAAP credential) plus an additional 40 hours of coursework as a prerequisite for the Sr. CAAEP credential, unless they have ten years of EEO/AA experience and successfully complete the course for Experienced Practitioners (Sr. CAAEP course).

Advanced registration is required for all courses and must be made online through the AAAED/PDTI website or registration pages unless otherwise indicated. Please visit the website for complete up-to-date information on the course dates, times and locations. On-site or "day-of" registration is available if space permits unless otherwise indicated.
https://www.aaaed.org/aaaed/Training.asp

TERMS AND CONDITIONS

Substitutions of registrants for the PDTI program may be made at any time, but must be made in writing or by email and submitted to AAAED. However, ONLY THE ATTENDEE will receive course credit for Institute training.

Accommodations:

For questions about accessibility or to request accommodations please contact AAAED at pdti@aaaed.org or admin@aaaed.org. Tel: 202-349-9855. Two weeks advance notice of need for accommodations is requested.

Cancellation Policy:

ALL Institute cancellations made by the attendee are subject to a 30% service charge and must be received in writing or by email no later than 21 business days prior to the event. Registrants who do not cancel in writing prior to 21 days before the event will forfeit the entire fee. Cancellations received within 21 business days of the Institute will not be eligible for a refund.

AAAED Events Anti-Harassment Policy:

As an association of equal opportunity and diversity professionals, the American Association for Access, Equity and Diversity ("AAAED") is dedicated to providing a safe and welcoming, harassment-free experience for all participants at AAAED events. AAAED seeks to provide a conference or training environment that fosters courtesy and mutual respect and in which attendees may learn, network and

enjoy the company of colleagues in a professional atmosphere. AAAED does not tolerate harassment of attendees in any form. Violators of this Events Anti-Harassment Policy may be expelled from the event (forfeiting any paid registration fees) and barred from future events at the discretion of the AAAED event organizers, board members and/or staff.

Cancellation by AAAED: Travel Expenses and other Liabilities:

AAAED will make a reasonable effort to inform participants if there is insufficient registration for each class and the class will have to be canceled. In no event will AAAED be liable for fees or expenses incurred including hotel and travel if the course is canceled for insufficient registration or any event that is beyond the control of the association, including faculty or facility cancellation, acts of God, epidemics, technical failures, including Internet, WiFi and software disruptions; and political and natural force majeure events. *Please confirm that the class is going forward before making travel and other arrangements*. If practicable, AAAED will make every effort to reschedule the class and reserves the right to offer the alternative as either a classroom or virtual training program and apply the fees previously paid thereto.

PDTI CORE FACULTY 2022-2023

MYRON R. ANDERSON, Ph.D.
University of Texas at San Antonio
Diversity Management

Myron Anderson is a past President of AAAED. He currently serves as the Vice President for Inclusive Excellence, University of Texas at San Antonio. Previous to his appointment, Dr. Anderson served at Metropolitan State University of Denver as the associate to the president for diversity. A member of the president's cabinet, Anderson was the College's chief diversity officer responsible for articulating and resolving current and future issues related to diversity. Furthermore, Anderson identified campus climate trends that may assist in developing strategies to pro-actively promote "inclusive excellence." Since he assumed his position in 2007, MSU Denver saw its enrollment of students of color increase by more than a third, making up 28 percent of the student body in fall 2010. Since 2005 faculty of color have increased by more than 50%.

Working to improve the institution's cultural confidence, Anderson led the Office of Institutional Diversity to focus on six elements: campus climate, recruitment and retention, diversity development, diversity initiatives, equity scorecard and civic engagement. He facilitated the development and implementation of the University's diversity strategic plan and has led two successful university-wide campus climate surveys each yielding a 63% response rate from the full-time work force. Dr. Anderson earned a Ph.D. in instructional technology, a bachelor of arts in political science from Virginia Tech, and a master of science in curriculum and instruction from Radford University. In 2016 – 2018, Dr. Anderson served as president of AAAED.

JEAN ABRAWONSI

Principal of a Compliance Connection (ACC)

Developing and Implementing an Affirmative Action Program

Jean Abramowski is the Principal of a Compliance Connection (ACC), a firm created nineteen years ago to specialize in affirmative action and equal opportunity compliance. She and her team concentrate their expertise on writing AAP's, helping organizations understand how to implement the ever-changing regulations, and representing their interests during compliance audits. Prior to this, Jean was the Director of a consulting group for ten years. She worked extensively in employment compliance matters, including preparing Affirmative Action Plans and assisting businesses through OFCCP audits; training human resource staff and managers on how to comply with affirmative action regulations without practicing "reverse" discrimination; analyzing and resolving employment discrimination complaints; conducting compliance audits; developing policies and practices; counseling on how to handle recruitment, hiring, termination, discipline and discharge actions; and, conducting training to help management better understand their responsibilities in complying with equal opportunity and affirmative laws.
Prior to this, Jean was the Vice President of Human Resources for a nation-wide insurance company, Director of Recruitment and EEO for a Fortune 500 international manufacturer and Manager of Labor Relations, Employment and EEO for a nationwide steel manufacturer. She has been involved with affirmative action compliance for over thirty-five years. Along with extensive knowledge, she brings a very practical, straightforward approach to compliance.

RICHARD ANTHONY BAKER, M.P.A., JD, Ph.D.

Rice University

EEO and Affirmative Action Law

Diversity Management

Complaint Processing, Counseling and Resolution

Despite Dr. Richard Anthony Baker being a native of Compton, California, he considers Texas to be his home. Soon after his arrival in 1994, Dr. Baker began college and eventually matriculated from the University of Texas at Austin with honors. After graduation, Dr. Baker attended Texas Tech University where he had the distinction of being the first African American to graduate from with a doctorate of jurisprudence and a Ph.D. (Higher Education). Dr. Baker is currently Executive Director for Institutional Equity and EEO at Rice University. Previously, Dr. Baker served as the Assistant Vice Chancellor and Vice President of the Office of Equal Opportunity Services ("EOS") for the University of Houston System and University of Houston ("University"). As a clearinghouse for best practices in the area of diversity, affirmative action, and equal opportunity, EOS coordinates and enforces the federal and state equal opportunity regulations for the University. Specifically, Dr. Baker was responsible for managing the University's affirmative action, antidiscrimination, and anti-harassment efforts, including providing administrative guidance, conducting formal investigations of complaints as well as providing prevention training for the entire University community. Dr. Baker has been re-elected for a second term as president of AAAED (2020 – 2022).

STACEY A. BASTONE, ESQ.

Jackson Lewis PC

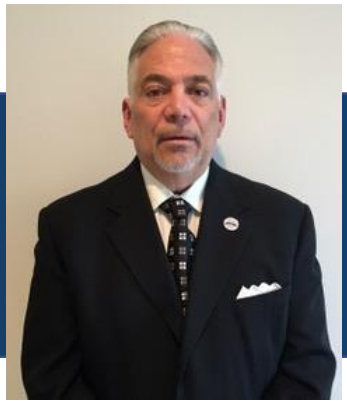
Intermediate Programs

Stacey A. Bastone is a principal in the Long Island, New York, office of Jackson Lewis P.C. She assists companies in the preparation of affirmative action plans for federal contractors including job group analyses, EEO-1 classifications, utilization analyses, compensation analyses and adverse impact analyses.

In addition, Stacey successfully has defended federal government contractors during audits conducted by the United States Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) including claims of pay inequities and disparate impact in employee selection practices.

She works closely with national clients to design and implement affirmative action compliance procedures relating to recruitment, applicant tracking, compensation systems and other diversity and affirmative action compliance obligations.

Before joining Jackson Lewis, Stacey was an assistant district attorney in Manhattan where she prosecuted felony and misdemeanor cases ranging from violent crimes to fraud. Stacey is an adjunct professor of Trial Advocacy at Fordham University School of Law where she instructs students on trial practice and effective jury presentation.



HAROLD BUSCH

Busch Group

Construction Contractor Training

Harold M. Busch is currently the CEO and President of The Busch Group, LLC. The Busch Group, LLC is a consulting firm established by Mr. Busch after his retirement on April 2, 2005, from the federal government. Until his retirement he served as the Acting Regional Director of the Northeast Region and as the Director of the Division of Program Operations (DPO). In addition, Mr. Busch held the positions of both the Acting Deputy Assistant Secretary (DAS) of the Office of Federal Contract Compliance Programs (OFCCP) until the Administration made its appointment in July of 2001 and as the Acting Deputy Director of OFCCP until October 2002.

In this Senior Executive Service (SES) level position Mr. Busch was responsible for planning, directing, and coordinating enforcement operations across the nation. Mr. Busch was the lead negotiator and mediator on all major contract compliance cases for OFCCP for the last ten years of his service.

Prior to the above positions Mr. Busch served as both Special Assistant to the Deputy Assistant Secretary for the OFCCP and as Deputy Director of the DPO. He also served as the Director of Planning and Support for the Regional Office of OFCCP in New York and as the District Director of the New York District Office of the OFCCP.

MATTHEW J. CAMARDELLA, ESQ.

Jackson Lewis PC

Intermediate Programs: The Pay Equity Landscape

Matthew Camardella is a principal in the Long Island, New York, office of Jackson Lewis P.C. He is the co-leader of the Affirmative Action, OFCCP and Government Contract Compliance practice group.

Matt directs the preparation of thousands of AAPs each year and has defended hundreds of OFCCP audits for a broad range of employers across the country. He also serves as the practice group lead on responding to OFCCP allegations of class-based discrimination and has litigated against the Agency before the Office of Administrative Law Judges.

He regularly counsels clients about the design and implementation of company-wide AAP structures, applicant flow tracking systems, and other complex "real world" compliance issues.

Matt spends significant time advising clients on their compensation practices and directing pay equity analyses. He frequently counsels clients on diversity, equity and inclusion programs and the use of data analytics to support such programs. In addition, Matt assists employers with analyzing reductions-in-force for adverse impact and assessing the applicability of federal affirmative action laws in the contexts of mergers and acquisitions. Matt serves as General Counsel to the AAAED Board of Directors.

DANIEL V. DUFF III, ESQ.

Jackson Lewis PC

Intermediate Programs: The Intersection Between Diversity Management, EEO and Affirmative Action

Daniel V. Duff III is a principal in the Long Island, New York, office of Jackson Lewis P.C. He has more than 18 years of experience in advising clients in a wide array of employment law and litigation areas, with a focus on affirmative action, diversity, EEO and pay equity matters.
Dan has defended numerous OFCCP compliance evaluations, on-site reviews, and complaints of discrimination, including for private companies and institutions of higher learning.

In addition, he has handled cases/administrative proceedings involving claims of race, gender, age, disability and sex discrimination, including class and collective action cases and pay equity claims. Dan has broad experience dealing with the OFCCP, EEOC, as well as a variety of state and local employment fair practice agencies. He has significant appellate practice experience, including defending appeals to the New York State Court of Appeals and the United States Supreme Court.

MICHELLE L. DUNCAN, ESQ.

Jackson Lewis PC

Equal Employment Opportunity and Affirmative Action Law
Intermediate Programs: Diversity Management, EEO and Affirmative Action – Making Use of Your Affirmative Action Goals

Michelle Duncan is a Principal in the Denver, Colorado, office of Jackson Lewis P.C. Her practice is focused on representing employers in affirmative action and employment discrimination matters before OFCCP.

Ms. Duncan joined the firm after working for nearly fourteen years as a trial attorney with the U.S. Department of Labor, Office of the Solicitor. She served in the National Office in Washington, D.C., as well as in the Dallas and Denver Regional Offices. As a senior trial attorney, Ms. Duncan litigated some of the Labor Department's most complex cases.

During her tenure with the U.S. Department of Labor, Ms. Duncan was widely regarded as a leading authority on OFCCP litigation. She litigated numerous OFCCP cases and provided ongoing counsel to high-level OFCCP officials. In addition, Ms. Duncan routinely provided legal and enforcement training on a national level to both OFCCP enforcement personnel and other attorneys in the Office of the Solicitor. This unique experience enables her to provide both strategic and practical advice to Jackson Lewis clients with government contracts. Ms. Duncan is a graduate of Michigan State University, Madison College (B.A.), and American University Washington College of Law (J.D.)

MARGO R. FOREMAN, MPH, SR. CAAP

Clark University

Complaint Processing, Counseling and Resolution

Margo R. Foreman is dedicated to the development of Diversity, Equity, and Inclusion strategies to build and sustain a more inclusive and welcoming University engagement. She strives to accomplish this work through supporting excellence in teaching and learning, through the recruitment and retention of professionals who excel at advancing equity and social justice, and by promoting programs and culture shifts that lead to the development of student's readiness to address global challenges. She is also a content expert relative to higher education equal opportunity compliance, affirmative action, discrimination and harassment, and Title IX programs. She has also developed numerous approaches to resolving diversity and inclusion programming and identity-based conflict resolution practices. Creating a welcoming environment for all students, staff, and faculty is her priority.

Margo Foreman recently joined Clark University in Worcester, MA, as Vice President and Chief Officer of Diversity, Equity, and Inclusion. Previously, in November 2017, Ms. Foreman was appointed as the Assistant Vice President for Diversity, Inclusion and Equal Opportunity at Iowa State University (ISU). Margo was instrumental in the growth and development of the administration's efforts to build and sustain a more inclusive Iowa State. She oversaw all aspects of equal opportunity, affirmative action, discrimination, harassment and sexual misconduct programs and served as the university's Title IX coordinator. The scope of her work included supporting excellence in teaching and learning through the recruitment, development and retention of a diverse workforce. In addition, she engaged in developing career exploration programs designed to recruit diverse faculty and staff. Ms. Foreman has been a proud member of the AAAED since 2007 and has presented at the organization's national conferences. Margo received a bachelor's degree in general studies from Indiana University; and obtained her masters of public health from the Indiana University School of Medicine in Indianapolis.

SEENA FOSTER, J.D.

Title VI Consulting

Federal Programs: Title VI and Sec. 504

Seena Foster, Principal of Title VI Consulting, assists administrators, equal opportunity professionals, and private sector businesses understand the civil rights laws that apply to their programs, activities, and operations. Her background includes 24 years as Senior Legal Advisor to the Labor Department's Office of Administrative Law Judges, where she drafted decisions and orders and developed resources and aids promoting consistency and efficiency in several national adjudication programs. In 2012, Ms. Foster received the U.S. Secretary of Labor's Exceptional Achievement Award "for outstanding leadership and legal guidance in helping the Office of Administrative Law Judges address the major changes in law" stemming from enactment of the Patient Protection and Affordable Care Act.

Currently, Ms. Foster offers consultation services, assists in the development of policies and procedures, works with State and local equal opportunity officers to conduct discrimination complaint investigations, and conducts onsite civil rights training for state and local governments, focusing on the delivery of federally-assisted programs and activities in the areas of workforce development and education. Ms. Foster has a Juris Doctorate from The George Washington University Law School, and she carries certification in federal workplace mediation from the Northern Virginia Mediation Service as well as mediation certification from the Defense Equal Opportunity Management Institute (DEOMI). Ms. Foster also is a member of the Human Rights and Discrimination Law committees of the International Bar Association.

SANDRA K. HUENEMAN, SR. CAAEP

Manchester Consultants

Developing and Implementing an Affirmative Action Program
Overview of Construction Contractor Affirmative Action Requirements
Intermediate Programs: Conducting an Affirmative Action Self-Audit

From June 2003 to June 2004 and August 2011 to Present Ms. Hueneman has served as the principal consultant with Manchester Consultants (self-employed), Pt. Barrington, IL. In that capacity she provides consulting and advisory subject matter expert services to clients in all facets of EEO and Affirmative Action Compliance, including support for OFCCP compliance reviews, Mock OFCCP Self-Audits, Compensation Analyses, Talent Acquisition disposition code design & setup, HR policy development, design of job groups, AAP management and various other areas of HR compliance assistance including but not limited to development and delivery of HR training to all levels within an organization. Prior to that position, Ms. Hueneman served as a Program Analyst with the U.S. Department of Labor, OFCCP National Office, in Washington, D.C. Her responsibilities included reviewing and responding to congressional inquiries, performing a full range of analytical and editorial duties for the Office of Federal Contract Compliance Program (OFCCP), Division of Program Operations, Quality Assurance Branch ensuring closed compliance evaluations and complaint investigations comply with OFCCP protocol. Sandra co-authored revisions to the 1) Federal Contract Compliance Manual (FCCM); 2) Case Management Specifications as the system was being updated; and 3) Conducted a study of the timeliness of case closures nationwide; 3) Co-authored OFCCP's Quality Assurance Manual, developed and delivered training on OFCCP's Quality Assurance protocol to all OFCCP field and national staff.

Her previous employment includes service in the private sector as a Human Resources compliance manager and Senior Affirmative Action Advisor for a major law firm. For most of her career, she also served at the OFCCP's Chicago District and Regional Office in positions ranging from Compliance Officer to Assistant District Director. Ms. Hueneman is the Region V Director for AAAED and serves on the AAAED Board of Directors.

DELIA JOHNSON

Johnson and Associates

Annual Refresher for Federal EEO Counselors and Investigators; Federal EEO Barrier Analysis

Delia L. Johnson is currently an EEO/Diversity Consultant with the firm of Johnson & Associates. She provides onsite training, expert guidance, management coaching and technical compliance reviews. She previously served as the Director of the Office for Civil Rights at the International Broadcasting Bureau, Broadcasting Board of Governors (Board). In that position, Ms. Johnson was the principal advisor to the Board on all matters relating to the management of equal employment opportunity. In August 2008, she was acknowledged by the Equal Employment Opportunity Commission (EEOC) Chair as the first EEO/Civil Rights Director to be given an award for her outstanding accomplishments in the area of Federal Sector EEO Programs. In 2008, she was also appointed to serve on the EEOC's Hispanic Workgroup to address underrepresentation of Hispanics in the Federal workforce.

Since 1994, Ms. Johnson has been invited to lecture on the topics of Human Rights, Women Rights, Civil Rights, Equal Employment Opportunity, and Workplace Diversity issues in various arenas and in several countries including, Trinidad, Senegal, Liberia, Ivory Coast, Sierra Leone, Spain and Greece. Ms. Johnson also served as the Co-Chair of the Council of Federal EEO and Civil Rights Executives for over 11 years. The organization was founded in 1993 to represent the interest of EEO practitioners in the Federal Sector. In 2007, she established the South West Interagency Chapter of Federally Employed Women. Ms. Johnson received her B.A. and M.A. degrees from Howard University, Washington, DC and completed course work in the Master's Degree Program in Equal Employment Opportunity Law at the Antioch School of Law Center for Legal Studies. Her post graduate studies also included course-work in Cross-Cultural Counseling at George Washington University. Ms. Johnson currently serves on the board of AAAED.

LISA B. MARSH, ESQ.

Jackson Lewis, PC

Intermediate Programs: The Intersection Between Diversity Management, EEO and Affirmative Action

Lisa B. Marsh is an associate in the Denver, Colorado, office of Jackson Lewis P.C. She represents management exclusively in all areas of employment law, focusing on affirmative action and EEO. Lisa assists clients with the drafting of affirmative action plans, representing government and non-government contractors in Office of Federal Contract Compliance Programs (OFCCP) matters, preparing for and defending OFCCP audits, and counseling employers on issues stemming from OFCCP regulations. While attending law school, Lisa served as an editor of the Denver Journal of International Law & Policy. Upon graduation, she was admitted to the Order of St. Ives for excellence in academic achievement.

CHRISTOPHER J. METZLER, J.D., MA, PH.D.

Metzler Enterprises, LLC.

Diversity Management Program

Dr. Christopher J. Metzler is President and CEO of HFW¥ a global Consultancy based in Boca Raton, Florida. Prior to this appointment, Dr. Metzler was Associate Dean at the School of Continuing Studies at Georgetown University in Washington, D.C. Prior to joining Georgetown University, he was on the faculty at Cornell University's ILR School where he directed the EEO and Diversity Studies program. At Cornell, he created the nation's first certification program for diversity professionals and established The Chief Diversity Officers' Roundtable. He is also the author of The Competencies of the Chief Diversity Officers (2008), the first comprehensive analysis of CDO competencies to date. He was also an adjunct Associate Professor at CUNY (The City University of New York) where he taught Civil Rights among other courses. Prior to entering higher education, he headed the strategic issues and research practice at an international consulting firm and provided advice to multinational corporations and governments on human rights, human capital, equality, corporate social responsibility, discrimination and diversity. He lectures globally on diversity, global employment practices, human resources and comparative employment systems. Dr. Metzler is the author of a book, *The Construction and Rearticulation of Race in a Post-Racial America* (University of Aberdeen Press, 2008). He lectures globally on diversity, global employment practices, corporate social responsibility, human rights, human resources and comparative employment systems. A frequent T.V. and radio commentator, he has appeared on BBC, Sky News, News Channel 8, Channel 7 News, Channel 9 News, BBC Arabic, BBC Radio, 1290 Radio and The Joe Madison show among others. Dr. Metzler holds a M.A. in Human Rights from Columbia University, a Ph.D. in Law from the University of Aberdeen, and a Master's in Law from Oxford University. Dr. Metzler is Vice Chair of the Fund for Leadership, Equity, Access and Diversity (LEAD Fund).

BISI LADEJI OKUBADEJO, ESQ.

Georgetown University

Title IX Institute: Law and Investigations

Bisi Okubadejo started the role as the Georgetown University's first associate vice president of equal opportunity, affirmative action and compliance Jan. 27, 2020. Okubadejo will help oversee efforts to prevent instances of discrimination on campus. Okubadejo will also manage the daily operations of the Office of Institutional Diversity, Equity and Affirmative Action, which works to promote equality in educational, employment and contracting opportunities. Okubadejo will help address cases of discrimination filed with the IDEAA office, as well as with external federal and city agencies, and will help lead efforts at the university to promote nondiscrimination. Okubadejo worked at the law firm Ballard Spahr for six years, where she addressed higher education civil rights, regulatory compliance and Title IX discrimination complaints on gender. Before working at Ballard Spahr, she practiced law at the firms Venable and Hogan & Hartson, where she worked on employment issues. She also worked at the Office for Civil Rights at the U.S. Department of Education. She is a graduate of Hamilton College and the Georgetown University Law Center.

SCOTT M. PECHAITIS, ESQ.

Jackson Lewis PC

Intermediate Programs: Pay Equity Landscape: Navigating Fair Pay Laws in 2022

Scott M. Pechaitis is a principal in the Denver, Colorado, office of Jackson Lewis P.C. He represents management exclusively in all areas of employment law. Scott focuses his practice on litigation statistics and EEO systemic discrimination cases. He assists in the defense of class-based discrimination and wage and hour class/collective actions. He also counsels employers on workplace law matters, including hiring and pre-employment testing, layoffs, and reductions-in-force. In addition, Scott prepares affirmative action plans and represents government contractors in OFCCP audits and related matters.

Prior to joining Jackson Lewis, he practiced as a litigation associate representing management in various matters involving wage and hour issues, employment discrimination, harassment, worker misclassification, disputes under collective bargaining agreements, and other employment related issues.

While at St. Lawrence University, Scott was admitted to the Irving Bachelor Society for excellence in academic achievement. While attending law school he was a law clerk for the New York State Attorney General's Office.

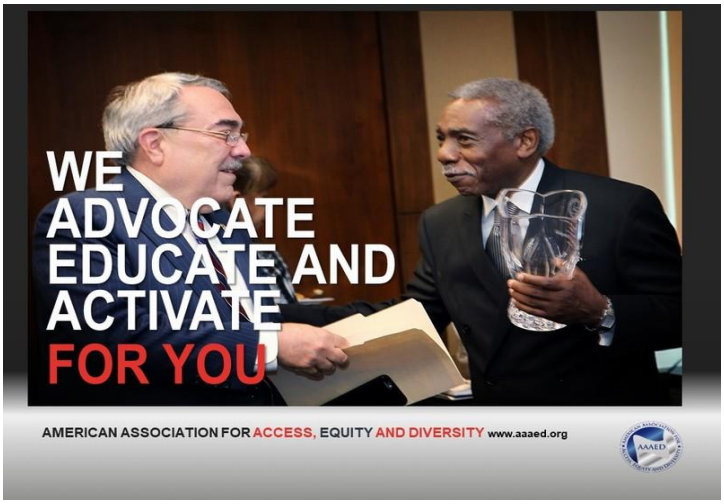
DEAN SPARLIN, ESQ.

Sparlin Law Office PLLC

Intermediate Programs: Compensation Analysis

Dean Sparlin is a lawyer and affirmative action consultant based in Fairfax, Virginia. He represents and advises management on employment issues, specializing in affirmative action plans and other applications of sophisticated statistical techniques to the field of employment law. In doing so, he draws upon his legal education at the College of William and Mary, a master's degree in statistics at George Mason University, and more than 30 years of experience as a practicing attorney and affirmative action consultant. Mr. Sparlin earned his J.D. in 1986 from the Marshall-Wythe School of Law at the College of William and Mary. While at William and Mary, he served as Managing Editor of the William and Mary Law Review and became a member of the Order of the Coif, a national honor society for top law students at select member institutions. He is a member of the bars of the Commonwealth of Virginia, the District of Columbia, and various federal courts. Immediately after his graduation, Mr. Sparlin became associated with the Washington, D.C. office of Gibson, Dunn & Crutcher LLP, a leading national law firm, where he practiced law for 17 years. Drawing upon his experience, education, and aptitude in mathematics, Mr. Sparlin honed his expertise in the application of statistics and quantitative analysis in the field of employment law. In addition to acting as an affirmative action consultant for numerous clients, he analyzed salary structures, the race and gender impacts of proposed reductions in force, and patterns of alleged discrimination on the basis of race, gender, age, and disability in connection with litigated matters. Mr. Sparlin also applied his quantitative expertise in other labor-related fields. For example, during a lawsuit seeking alleged unpaid overtime wages for a class of several thousand employees, Mr. Sparlin developed a computerized algorithm designed to isolate individual claims that were likely to be inaccurate or overstated. The algorithm was successfully applied in mediation to limit the client's total damages. Mr. Sparlin also prepared a comprehensive critique of the economic analysis supporting the Department of Labor's proposed ergonomics standard. This 206-page critique became part of formal submission by industry interests challenging the standard, which later was rescinded by a majority vote of Congress. Sparling is a member of the AAAED Board.

ABOUT THE AMERICAN ASSOCIATION FOR ACCESS, EQUITY AND DIVERSITY (AAAED)



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The Fund for Leadership, Equity, Access and Diversity (LEAD Fund) was established to provide thought leadership in promoting inclusive organizations and institutions through research and education on issues related to diversity, social responsibility, human and civil rights. The LEAD Fund is a 501(c)(3) "Think and Do" tank, which advances new knowledge and tested strategies aimed at eliminating prejudice and discrimination. For more information go to: www.leadfund.org. Email: info@leadfund.org.

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