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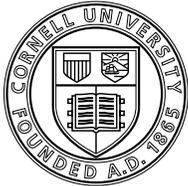
Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of certificate programs and courses.

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Certificate Program

Human Resources: Performance Management

A six-course certificate series from Cornell University



ILRHR501 **Issues and Concepts in Equal Employment Opportunities Law**

ILRHR502 **Employment Laws for the HR Professional**

ILRHR511 **Assessing, Designing, and Implementing Performance Management Systems**

ILRHR512 **Achieving Year-Round Performance Management and Appraisal**

ILRMD503 **Overcoming Barriers to Successful Management**

ILRMD504 **Leading People to Higher Performance**

Interactive, rigorous, and relevant professional education from Cornell University

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Welcome to eCornell

Your online link to the best of Cornell University's professional education programs.

eCORNELL

Welcome to eCornell

Established and wholly-owned by Cornell University, eCornell has the most comprehensive online, professional and executive development curriculum offered by any top-20 university in the United States.

eCornell provides exceptional online learning experiences tailored for professional and executive development in the areas of strategy, leadership and management development, human resources, financial management, and hospitality management. Collaboration between Cornell faculty experts and learning and user-experience designers provide for engaging, rigorous, and interactive learning.

Course Experience - How it Works

eCornell offers a proven model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:

- Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose
- Learning experiences that target individual competencies and skills
- Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor
- Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations
- New skill development through interactive assessments and simulations

Program Quality Drives Motivation and Success

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.

- Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.
- Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.
- In the end, 95% of students would recommend to their peers that they take an eCornell course.



Connected

Learning happens through interaction and collaboration—a dynamic, creative process that involves the exchange of ideas, not simply the accumulation of facts. In eCornell courses you interact with an expert instructor and a cohort of your peers to collectively develop knowledge, and to effectively apply that knowledge in your organization.

You are also connected to the knowledge and resources of Cornell University, a leading global research university. eCornell courses offer embedded “Ask the Expert” interviews with Cornell faculty, online access to library reference guides, and additional professional and executive education opportunities at Cornell University.



In 1865 Ezra Cornell had a vision.

“I would found an institution where any person can find instruction in any study.”

Established as the land-grant university of the State of New York, Cornell University has an extension and outreach mission unique to the Ivy League.

eCornell is the next step in achieving the vision.

Powerful

eCornell courses are authored and designed with one or more Cornell University faculty member, using the most current and relevant case studies, research, and content. Our approach to problem-based learning means that you are building knowledge and skills using online case studies, interactive exercises, and simulations based on authentic, relevant, and “real-world,” situations. Certificates from Cornell University ensure that eCornell professional and executive education courses will enhance your career.

Convenient

eCornell courses provide the convenience of structure and flexibility with new course sections starting every month, round-the-clock/round-the-world access to course materials, online and telephone customer support, and dedicated online instructors.

Accreditation



Most of our courses have been approved for six (6) recertification credit hours toward PHR, SPHR, and GPHR recertification through the Human Resource Certification Institute. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



Many eCornell Certificate Programs have been recommended for college credit by the American Council on Education’s College Credit Recommendation Service (CREDIT). The American Council on Education (ACE) is the major coordinating body for all the nation’s higher education institutions. For 31 years, colleges and universities have trusted ACE to provide reliable course equivalency information to facilitate credit award decisions. The American Council on Education’s College Credit Recommendation Service (CREDIT), offered through ACE’s Center for Lifelong Learning (CLLL), helps adults obtain college credit for formal courses and examinations taken outside college and university degree programs.

HUMAN RESOURCES: PERFORMANCE MANAGEMENT

*A six-course certificate series from Cornell University's
School of Industrial and Labor Relations*

Certificate Overview

Performance management is a challenge unique to every organization, demanding a unique approach. eCornell has partnered with Cornell University's School of Industrial and Labor Relations (ILR) to produce the Human Resources: Performance Management certificate. The six-course certificate is designed to provide participants with the analytical and organizational skills to determine what kind of performance-management program will work for them and the communication and logistical know-how to bring the program to life.

Participants in this course will have the confidence to effectively view their organizations in a variety of paradigms, and will have an advantage in efforts to increase performance for their organizations, manage employees and employee performance, and communicating in a way that leads their organization to its goals.

Who Should Take This Certificate?

The Human Resources: Performance Management Certificate is appropriate for Human Resource employees and managers seeking a richer, deeper understanding of policies and practices related to performance management from a leading Ivy League institution.

Certificate Information

To earn the Human Resources: Performance Management Certificate, students must complete the following 6 courses totaling approximately 36 hours of learning:

- ILRHR501 Issues and Concepts in Equal Employment Opportunities Law
- ILRHR502 Employment Laws for the HR Professional
- ILRHR511 Assessing, Designing, and Implementing Performance Management Systems
- ILRHR512 Achieving Year-Round Performance Management and Appraisal
- ILRMD503 Overcoming Barriers to Successful Management
- ILRMD504 Leading People to Higher Performance

Accreditation

Participants who successfully complete all six courses in this series receive a Human Resources: Performance Management Certificate from Cornell University's School of Industrial and Labor Relations.

Cornell's School of Industrial and Labor Relations (ILR) will give .6 Continuing Education Units (CEUs) to each student who successfully completes each course. Students can apply to the ILR school for the CEU units after they have successfully completed the courses.

HRCI Recertification

The courses in this certificate series have each been approved for six (6) recertification credit hours toward PHR, SPHR, and GPHR recertification through the Human Resource Certification Institute. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification



*Participants who
successfully complete
all six courses in this
series receive a **Human
Resources: Performance
Management Certificate**
from Cornell University's
School of Industrial and
Labor Relations.*

In today's litigious workplace environment, being on top of legal issues that directly affect individual employees and your organization is critical to your success as an HR professional. This course will introduce you to the relationship between Equal Employment Opportunities (EEO) laws, Affirmative Action (AA) laws, and the concept of Diversity. With our case study approach, you will not only learn about relevant federal, state, and local laws, but also be able to apply them to daily operations and special situations.

Who Should Take This Course?

HR generalists looking for stronger skills at preventing and managing internal legal issues and an understanding of the laws affecting employer-employee relations. Line managers and supervisors who would benefit from a working knowledge of laws affecting the workplace.

Course Format

This course contains the following modules:

Putting Employment Laws into Context

- An examination into the layers of employee rights
- What employment laws cover, and how various laws, court rulings, and agreements all influence employer-employee relations

EEO, Affirmative Action, and Diversity

- The relationship between Equal Employment Opportunities (EEO) laws, Affirmative Action (AA) laws and the concept of Diversity
- The separate EEO and AA laws, specifically Title VII of the Civil Rights Act of 1964 (Title VII), Age Discrimination in Employment Act (ADEA), Americans With Disabilities Act (ADA), and AA laws

Benefits to Learner

Participants who complete this course will be able to:

- Describe the relationship between laws, court cases, agreements, and policies and procedures related to employment issues
- Describe EEO, AA, and Diversity, as well as some of the key legal aspects of each law or policy
- Recognize EEO, AA, and Diversity issues within your workplace
- Conduct investigations into EEO, AA, and Diversity issues by identifying questions and information you will need to gather
- Organize information needed by legal experts when seeking advice about EEO, AA, and Diversity matters
- Develop strategies for helping your organization comply proactively with EEO, AA, and Diversity laws and policies

Certificate Information

This course can be applied to the following certificates:

- HR: Benefits and Compensation
- HR: Selection and Staffing
- HR: Employee Relations
- HR: Performance Management
- Human Resources Studies

Authoring Faculty

Susan Brecher, Esq , Director, Curriculum Training & Design

Sponsoring School

Cornell University's School of Industrial and Labor Relations

This course will introduce you to OSHA, FLSA, FMLA, NLRA, and state laws, what they cover, how they apply, and how to recognize and handle issues pertaining to these laws in the workplace.

Who Should Take This Course?

HR generalists, line managers and supervisors who would benefit from a working knowledge of laws affecting the workplace.

Course Format

This course contains the following modules:

Exploring Individual Laws

- Key employment laws and theories for FMLA, FLSA, OSHA, NLRA, and related state and local laws
- Identifying and organizing information needed in order to seek advice from a legal expert on issues surrounding these laws
- Strategies for helping an organization comply proactively with these laws

Exploring Multiple Laws

- Identifying the legal issues surrounding FMLA, FLSA, OSHA, NLRA, and related state and local laws that may apply to complex workplace situations
- Asking the right questions to determine which employment laws may apply to complex workplace situations
- Gathering the necessary information to help in the legal analysis of situations involving multiple laws

Benefits to Learner

Participants who complete this course will be able to:

- Describe FMLA, FLSA, OSHA, NLRA, and state and local laws, as well as some of the key legal aspects of each law or policy
- Recognize workplace issues related to FMLA, FLSA, OSHA, NLRA, and state and local laws
- Conduct investigations into workplace issues involving one or more of these laws by identifying questions and information you will need to gather
- Organize information needed by legal experts when seeking advice about FMLA, FLSA, OSHA, NLRA, and state and local matters
- Develop strategies for helping your organization comply proactively with FMLA, FLSA, OSHA, NLRA, and state and local laws and policies

Certificate Information

This course can be applied to the following certificates:

- HR: Benefits and Compensation
- HR: Selection and Staffing
- HR: Employee Relations
- HR: Performance Management
- Systems and Processes in HR
- Human Resources Studies

Authoring Faculty

Susan Brecher, Esq , Director, Curriculum Training & Design

Sponsoring School

Cornell University's School of Industrial and Labor Relations

Prerequisites

If unfamiliar with this topic you may want to complete *Issues and Concepts in Equal Employment Opportunities Law* (ILRHR501) prior to ILRHR502.

Learning how to drive productivity and growth in your organization through effective performance management and appraisals is one of the most challenging responsibilities for HR professionals.

This course explores the elements, purposes, and types of performance appraisal systems. Through an interactive case study, the course covers the assessment and implementation of a performance appraisal system.

Who Should Take This Course?

HR managers responsible for implementing or maintaining performance management and/or appraisal systems within their organizations.

Non-HR business professionals desiring a fast-track introduction to the business human resources function. Line managers wishing to improve their knowledge and skills in managing subordinates.

Course Format

This course contains the following modules:

Assessment

- The elements of a performance management system
- The roles and responsibilities of managing a performance management system
- Comparing and selecting performance appraisal instruments

Design and Implementation

- The stakeholders in the design and implementation of a performance management system
- Other factors within the organization that inform the design of a performance management system
- The performance management system design process
- Overcoming resistance to changes in the performance management system
- Relationships between performance management and other key HR systems, such as compensation, job descriptions, training and development, etc.

Benefits to Learner

Participants who complete this course will be able to:

- Identify the elements and describe the purposes of a performance management system
- Identify different types of performance appraisals, and be able to make assessments regarding the advantages and disadvantages of each as they relate to the mission and goals of an organization
- Outline the process of designing and implementing a performance management system

Certificate Information

This course can be applied to the following certificates:

- HR: Performance Management
- Human Resources Studies

Authoring Faculty

Cathy Lee Gibson, Cornell/ILR Extension Faculty,
Associate Director, Management Studies
Ronald M. Katz, Adjunct Faculty

Sponsoring School

Cornell University's School of Industrial and Labor Relations

In this course, you will learn the discipline of managing employee performance on a daily basis, as well as how to effectively appraise and assess performance by properly reviewing past goals, establishing future goals, identifying development opportunities, and pinpointing areas for improvement.

This course features an interactive case study that lets you practice the skills you need to support the managers of your organization as they set performance objectives and plan and conduct appraisals for their employees.

Who Should Take This Course?

HR managers responsible for implementing or maintaining performance management and/or appraisal systems within their organizations. Non-HR business professionals desiring a fast-track introduction to the business human resources function. Line managers wishing to improve their knowledge and skills in managing subordinates.

Course Format

This course contains the following modules:

The properties of performance objectives

- Developing performance objectives
- Implementing the objective-setting process
- Methods for providing feedback

Appraisal Delivery and Employee Development

- Preparing and delivering written appraisal forms
- Planning and conducting an effective performance appraisal meeting
- The functions and characteristics of development plans
- The role of compensation decisions in the employee development process
- The role of promotion decisions and succession planning in the employee development process
- Barriers and resistance to the employee development process
- Strategies for securing employee buy-in in the employee development process

Certificate Information

This course can be applied to the following certificates:

- HR: Performance Management
- Human Resources Studies

Authoring Faculty

Cathy Lee Gibson, Cornell/ILR Extension Faculty,
Associate Director, Human Resource Series
Ronald M. Katz, Adjunct Faculty

Sponsoring School

Cornell University's School of Industrial and Labor Relations

Prerequisites

This course is part of a series of eCornell courses devoted to performance management and appraisal. If you are unfamiliar with this topic or uncertain of your ability to accomplish this courses' objectives, you may want to complete *Assessing, Designing, and Implementing Performance Management Systems* (ILRHR511) prior to enrolling in ILRHR512.

Successful organizations use the creative energy of their employees in seeking solutions to organizational problems. They realize that those individuals involved in the actual work are in the best position to define systemic and process weaknesses and identify opportunities for improvement.

In this course, participants learn to increase productivity, creativity, and efficiency by involving their employees in a continuous improvement process that encourages improved communication and collaboration. Participants will also explore personal paradigms or patterns of thought and behavior that prevent them from achieving positive change and success.

Who Should Take This Course?

This course is important for all levels of managers, supervisors, and team leaders in virtually any industry who wish to continuously effect positive change and increase the productivity and efficiency of their organizations.

Course Format

This course contains the following modules:

Paradigms and Change

- Paradigms and day-to-day challenges in the workplace
- Evaluating paradigms as useful or in need of change
- Recognizing “good” versus “bad” change Problem-solving techniques Involving employees in process changes

Communication and Listening

- Barriers to communication
- Differing communication styles as barriers to getting work done
- Clear communication and use of terminology to avoid misunderstandings
- Approachability, trust, and effective communication
- Attitudes and behaviors that are essential to clear communication
- Active listening techniques

Benefits to Learner

Participants who complete this course will be able to:

- Identify personal and professional paradigms and understand how shifts in thinking can improve performance
- Analyze when organizational change is beneficial and when it should be avoided
- Involve employees in problem solving and decision making
- Assess personal communication styles toward improved listening skills and approachability

Certificate Information

This course can be applied to the following certificates:

- HR: Performance Management
- ME: Managing Performance
- ME: Managing Productivity
- Supervisory Skills

Authoring Faculty

Tom Willett, Management Development Programs
Anthony Panos, Statewide Director, Management Series
Cornell/ILR Extension Faculty

Sponsoring School

Cornell University’s School of Industrial and Labor Relations

In this course, participants will examine leadership styles that are exhibited by highly successful managers. They will explore techniques for aligning individual employee motivators with an organization’s goals and interests. Participants will also learn how to create a motivated, team-oriented, and productive workforce and how to appropriately and positively confront problems and resolve conflict.

Who Should Take This Course?

This course is crucial for all levels of managers, supervisors, and team leaders who are responsible for the productivity and morale of their employees.

Course Format

This course contains the following modules:

Motivating for Achievement

- Determining individual motivators
- Identifying motivational opportunities in work assignments
- The importance of motivation to a supervisor
- Non-financial motivators that support the goals of the organization and the employee
- Indicators of motivation
- Aligning motivators with organizational objectives

Positive Confrontation

- Confrontation as a motivational and developmental tool
- Differences between confrontation and conflict
- The consequences of avoiding confrontation
- Common pitfalls to conflict resolution
- Five-step process to resolve conflict
- Six different types of difficult people
- Techniques to make difficult people more productive
- Progressive discipline

Leadership

- A practical model for using different leadership styles
- The interrelationship between supervising, managing, and leadership techniques
- Balancing directive and supportive leadership styles to develop employees’ performance

Benefits to Learner

Participants who complete this course will be able to:

- Apply motivational techniques to improve employee performance and enhance productivity
- Align workers’ personal goals with the goals of the organization
- Resolve internal conflict in a positive and productive manner
- Balance directive and supportive leadership styles to develop and improve employees’ performance

Certificate Information

This course can be applied to the following certificates:

- HR: Performance Management
- ME: Managing Performance
- ME: Managing Productivity
- Supervisory Skills

Authoring Faculty

Tom Willett, Management Development Programs
Anthony Panos, Statewide Director, Management Series
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Sponsoring School

Cornell University’s School of Industrial and Labor Relations



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