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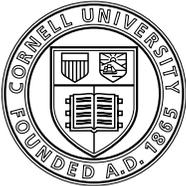
Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of certificate programs and courses.

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Certificate Program

Human Resources: Selection and Staffing

A six-course certificate series from Cornell University



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

ILRHR502 **Employment Laws for the HR Professional**

ILRHR509 **Selection and Staffing: The Selection Process**

ILRHR510 **Selection and Staffing: The Staffing Process**

ILRMD501 **Selection Requirements and Communication Skills for Interviewing**

ILRMD502 **Legal and Unbiased Interviewing and Selection**

Interactive, rigorous, and relevant professional education from Cornell University

Visit the NTIS - eCornell website to register <http://www.ntis.gov/ecornell/ecornell.asp>

Welcome to eCornell

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

The logo for eCornell, featuring the text "eCORNELL" in white on a red background.

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: SELECTION AND STAFFING

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

Certificate Overview

A workforce is only as effective as the people who comprise it. The Human Resources: Selection and Staffing Certificate, a collaboration of eCornell and Cornell University's School of Industrial and Labor Relations, is designed to help Human Resources professionals and other managers evaluate staffing needs and fill vacancies with the best candidate for the targeted position. The six-course certificate leads participants to a deeper understanding of legal and ethical issues in workplace hiring, appropriate and effective communications for recruitment and interviewing, and strategies to address employee staffing and retention.

Who Should Take This Certificate?

The Human Resources: Selection and Staffing Certificate is appropriate for Human Resource employees and managers seeking a richer, deeper understanding of hiring and retention policies and practices from a leading Ivy League institution.

Certificate Information

To earn the Human Resource: Selection and Staffing Certificate, students must complete the following six courses totaling approximately 36 hours of learning:

- ILRHR501 Issues and Concepts in Equal Employment Opportunities Law
- ILRHR502 Employment Laws for the HR Professional
- ILRHR509 Selection and Staffing: The Selection Process
- ILRHR510 Selection and Staffing: The Staffing Process
- ILRMD501 Selection Requirements and Communication Skills for Interviewing
- ILRMD502 Legal and Unbiased Interviewing and Selection

Accreditation

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

Making the wrong hiring choices is costly and time consuming for organizations of all sizes. An effective way for businesses to identify the best candidates for a position is through a structured, job-focused interviewing process, where interviewers have effective interviewing skills and understand the legal aspects of employment practices. In this interactive, skill-based course, participants learn how to structure an interview using the Results-based Selection Requirements (RSR) process.

This model eliminates bias and stereotyping of job candidates, examines compliance with employment laws, and focuses on the communication and listening skills required for effective interviewing.

Who Should Take This Course?

This course is indispensable for human resource and recruiting specialists, as well as managers working at all levels of the organization who are involved in the hiring process.

Course Format

This course contains the following modules:

Communication Skills for Interviewing

- Determining your communication style and applying it productively during the interview process
- Three primary communication styles and the strengths of each
- Increasing the degree to which you are perceived as approachable to elicit more candid responses from candidates
- Nonverbal, verbal, and interpretive dimensions of listening

Using Job Results to Develop Selection Requirements

- Why develop Results-based Selection Requirements (RSRs)
- Preparing a Results-based Selection Requirements form

Benefits to Learner

Participants who complete this course will be able to:

- Develop and demonstrate effective, unbiased interviewing techniques
- Use advanced listening skills
- Learn how approachability and openness can elicit candid responses from job candidates
- Recognize and ensure compliance with applicable employment processes
- Design and implement a system of Results-based Selection Requirements as a foundation for the interview process

Certificate Information

This course can be applied to the following certificates:

- HR: Selection and Staffing
- ME: Interviewing and Selection
- Supervisory Skills

Authoring Faculty

Cathy Lee Gibson, Associate Director, HR Series
Anthony Panos, Statewide Director, Management Series

Sponsoring School

Cornell University's School of Industrial and Labor Relations

In this interactive, skill-based course, participants will learn how to prepare for job interviews, create a positive interviewing environment, conduct legal and unbiased interviews, and identify the best-qualified candidate for the position.

Who Should Take This Course?

This course is indispensable for human resource and recruiting specialists, department heads, and managers working at all levels of the organization who are involved in the hiring process.

Course Format

This course contains the following modules:

Legal and Unbiased Interviewing

- Problematic and inappropriate questions, statements, and behaviors, and the specific law(s) to which they relate
- Additional resources for questions about specific employment laws
- Avoiding legal problems prior to and during the interview and selection process
- Societal, organizational, and individual biases and how they can affect the assessment of candidates

Interviewing and Selecting Candidates

- Effective questioning techniques to use when interviewing
- Effective note-taking techniques
- Selecting effective questions that are consistent with the Results-based Selection Requirements (RSR) form
- The role of the resume in the interview process
- Creating an interview environment that is conducive to the exchange of information
- Watching for verbal and nonverbal cues
- When and how to ask probing
- Effective ways to close interviews
- Warning signs during the interview/selection process
- The role and importance of checking references
- Communicating with candidates to whom offers of employment are, and are not, extended

Benefits to Learner

Participants who complete this course will be able to:

- Ensure compliance with applicable employment laws
- Identify problematic and inappropriate questions, statements, and behaviors that can occur in an interview
- Proactively avoid legal problems throughout the interview process
- Avoid bias and stereotypes in order to accurately assess a candidate
- Develop and carry out highly effective, efficient, unbiased interviews using a Results-based Selection Requirements (RSR) process
- Objectively compare candidates and select the best-qualified candidates for their organization

Certificate Information

This course can be applied to the following certificates:

- HR: Selection and Staffing
- ME: Interviewing and Selection
- Supervisory Skills

Authoring Faculty

Cathy Lee Gibson, Associate Director, HR Series
Anthony Panos, Statewide Director, Management Series

Sponsoring School

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.

This course covers the process of identifying staffing needs, conducting searches, and finding the best candidates. It will introduce a systematic approach that can be applied to most organizations.

Who Should Take This Course?

HR professionals responsible for recruiting, screening, hiring, promoting, and outplacing employees. Line managers, supervisors, and team leaders who are involved in the recruiting process or in making promotion and succession decisions.

Course Format

This course contains the following modules:

Do We Need to Hire?

- Identifying the need, and when additional staffing is the best way to fill that need
- Elements of effective job descriptions and job postings
- Diversity as a strategic initiative within the organization
- Internal and external sources for recruiting new employees
- Sources to help diversify your workforce

Whom Are We Going to Hire?

- Developing effective selection criteria
- Evaluating resumes
- Structuring interviews, and developing effective, non-discriminatory interview questions
- Evaluating candidates with respect to the selection criteria you have established
- Addressing challenges associated with multicultural awareness
- Achieving diversity in the selection process
- Best practices related to giving and checking references
- Laws and legal issues surrounding the selection process
- The use of testing as a predictor of performance

Benefits to Learner

Participants who complete this course will be able to:

- Describe a systematic approach to selection and staffing issues
- Implement and integrate the selection techniques appropriate to your organization
- Evaluate candidates with respect to the selection criteria you have established

Certificate Information

This course can be applied to the following certificates:

- HR: Selection and Staffing
- Human Resources Studies

Authoring Faculty

Ronald M. Katz, Adjunct Faculty

Sponsoring School

Cornell University's School of Industrial and Labor Relations

This course covers the issues and best practices related to employee retention, reductions in force, and documenting and reporting on the selection and staffing process. It illustrates a systematic approach that can be applied to most organizations.

Who Should Take This Course?

HR professionals responsible for recruiting, screening, hiring, promoting, and outplacing employees.

Line managers, supervisors, and team leaders who are involved in the recruiting process or in making promotion and succession decisions.

Course Format

This course contains the following modules:

How Do We Keep Employees?

- Effective orientation as a retention tool
- Implementing an effective orientation program
- Elements of an effective succession plan
- Identifying high-potential employees

What Happens When People Leave?

- How and why people leave an organization
- Effective and legal strategies for managing a downsizing
- The role of HR in managing a workforce reduction
- Structuring and conducting an effective exit interview

Reporting and Effectiveness

- Reports, tools, and measurements the HR department can use to demonstrate its value to the organization
- Effectiveness versus efficiency
- Aligning HR effectiveness measurements with the organization's strategic business priorities

Benefits to Learner

Participants who complete this course will be able to:

- Identify effective strategies for retaining valued employees
- Implement effective strategies for managing employee departures and reductions in force
- Use reports to measure the effectiveness of the HR department's selection and staffing process

Certificate Information

This course can be applied to the following certificates:

- HR: Selection and Staffing
- Systems and Processes in HR
- Human Resources Studies

Authoring Faculty

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 selection and staffing. If you are unfamiliar with this topic or uncertain of your ability to accomplish this courses' objectives, you may want to complete *Selection and Staffing: The Selection Process* (ILRHR509) prior to enrolling in ILRHR510.



Call: 1-800-326-7635, outside of the United States: +1-607-330-3200
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