



U.S. Department of Commerce

National Technical Information Service

One Source. One Search. One Solution.



NTIS and eCornell - eTraining Partners

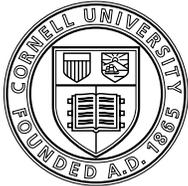
Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of certificate programs and courses.

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

Certificate Program

Management Essentials: Interviewing and Selection

A six-course certificate series from Cornell University



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

ILRMD502 **Legal and Unbiased Interviewing and Selection**

ILRMD505 **Legal Issues in the Workplace**

ILRMD506 **Preventing and Addressing Inappropriate Workplace Behaviors**

ILRMD509 **The Impact of Personality Styles on Communication**

ILRMD510 **Managing Communication Challenges**

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.

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.

MANAGEMENT ESSENTIALS: INTERVIEWING AND SELECTION

A six-course certificate series from Cornell University

Certificate Overview

eCornell has partnered with Cornell University to produce the Management Essentials: Interviewing and Selection Certificate. This six-course series addresses communication and interviewing skills as well as legal issues associated with managing a staffing process.

Through course material and self-reflection, participants in this certificate series learn to shape their personal interviewing style in a way that ensures the unbiased, honest interviewing and assessment of candidates. The series also addresses the legal pitfalls associated with organizational hiring practices and how to respond to accusations of bias.

Who Should Take This Certificate?

The Management Essentials: Interviewing and Selection Certificate is designed for entry- to mid-level supervisors and managers seeking a deeper understanding of the issues and challenges of interviewing and selecting prospective employees and proven strategies for making the most informed and appropriate hiring decisions.

Certificate Information

The certificate series consists of the six courses listed below, totaling approximately 36 hours of learning.

- ILRMD501 **Selection Requirements and Communication Skills for Interviewing**
- ILRMD502 **Legal and Unbiased Interviewing and Selection**
- ILRMD505 **Legal Issues in the Workplace**
- ILRMD506 **Preventing and Addressing Inappropriate Workplace Behaviors**
- ILRMD509 **The Impact of Personality Styles on Communication**
- ILRMD510 **Managing Communication Challenges**

Accreditation

Students who successfully complete all six courses in this series receive a Management Essentials: Interviewing and Selection Certificate from Cornell University.

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.



Students who successfully complete all six courses in this series receive a Management Essentials: Interviewing and Selection Certificate from Cornell University.

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

Explore federal, state, and local employment laws and learn how to comply with Equal Employment Opportunity (EEO), Affirmative Action (AA) and Diversity issues. Learn to recognize and avoid potential legal risks in everyday workplace situations, and know when to seek in-house or outside counsel.

Work within the law when interviewing, hiring, evaluating, and firing employees.

Who Should Take This Course?

Shift supervisors, entry-level to mid-level managers, and members of revolving project teams with no direct reports

Course Format

This course contains the following modules:

Legal Issues in the Workplace

- The scope of employment laws
- Equal Employment Opportunity laws, Affirmative Action, and Diversity
- Recognizing EEO legal risks
- Strategies for minimizing EEO legal risks
- Wage, safety, and other employment laws
- Assessing whether an FMLA, FLSA, OSHA, or state law situation represents a legal risk

Benefits to Learner

Participants who complete this course will be able to:

- Recognize employment-related laws and assess their impact on employment-related decisions
- Recognize how Equal Employment Opportunity, Affirmative Action, or Diversity applies to employment-related issues
- Categorize employment-related issues into legal or employee relations issues to enable you to assess legal risks associated with management decisions
- Recognize the difference between employee relations issues and potentially unlawful situations in the workplace
- Avoid potentially illegal behaviors when interviewing, evaluating, and disciplining employees
- Avoid potentially illegal behaviors in situations involving FMLA, FLSA, OSHA, or state laws

Certificate Information

This course can be applied to the following certificates:

- ME: Managing Performance
- ME: Interviewing and Selection
- Supervisory Skills

Authoring Faculty

Andrea M. Basile Terrillion, Esq., Director of Management
Shelley Greenwald, Esq., Adjunct Faculty

Sponsoring School

Cornell University's School of Industrial and Labor Relations

Managers frequently make employment decisions that have legal implications for their organizations. This course addresses the relevant laws and their application to daily operations and special situations in layperson's terms.

The course focuses on avoiding potentially illegal behaviors when interviewing, evaluating, and disciplining employees and on applying strategies for dealing with inappropriate behavior according to company policy and best practices.

Who Should Take This Course?

Shift supervisors, entry-level to mid-level managers, and members of revolving project teams with no direct reports.

Course Format

This course contains the following modules:

Preventing and Addressing Inappropriate Workplace Behaviors

- Scope and range of inappropriate behaviors
- Role of managers in fostering appropriateness in the workplace
- Sexual and other forms of illegal harassment
- Inappropriate behavior and company policy
- Strategies for dealing with inappropriate behaviors
- Handling confidential issues

Benefits to Learner

Participants who complete this course will be able to:

- Identify whether a behavior is appropriate or inappropriate in a given situation and why
- Identify and follow company policies and procedures when handling potential policy violations involving inappropriate behaviors
- Apply strategies for dealing with inappropriate behavior according to company policy and best practices
- Manage confidential issues surrounding inappropriate behavior correctly

Certificate Information

This course can be applied to the following certificates:

- ME: Managing Performance
- ME: Interviewing and Selection
- Supervisory Skills

Authoring Faculty

Andrea M. Basile Terrillion, Esq., Director of Management
Shelley Greenwald, Esq., Adjunct Faculty

Sponsoring School

Cornell University's School of Industrial and Labor Relations

Interpersonal communication is one of the most challenging and important aspects of a successful career. It is essential for leaders and managers to understand the basics of communications, their own communication styles, the critical role of emotional intelligence, and the impact of all of this on their co-workers and their organization. In this course, participants will learn why good interpersonal communication skills are so important, how personality styles affect personal communication styles, and how this understanding can improve one's ability to work with and manage employees.

Who Should Take This Course?

Employees with supervisory responsibilities, entry-level managers and supervisors, and shift supervisors. Members of revolving project teams with no direct reports.

Course Format

This course contains the following modules:

Effective Communication

- Competencies of good communication
- Benefits of improved communication in the workplace and elsewhere
- Emotional intelligence and how it relates to communication competencies

Communication Preferences

- The impact of the four Myers-Briggs scales
- Effects of personality type on methods of communication
- Work preferences for a variety of Myers-Briggs types
- The effect of various response styles in different work place situations

Listening

- Skills needed to listen actively
- The role of nonverbal communication in listening

Benefits to Learner

Participants who complete this course will be able to:

- Increase awareness of, and ability to manage, workplace communication behaviors
- Understand the influence of personality type on communication
- Develop strategies for effective listening
- Sustain positive rapport during difficult discussions
- Manage nonverbal messages
- Give constructive feedback

Certificate Information

This course can be applied to the following certificates:

- HR: Employee Relations
- ME: Interviewing and Selection
- ME: Managing Productivity
- Supervisory Skills

Authoring Faculty

Nancy Lampen, Director, International Programs

Sponsoring School

Cornell University's School of Industrial and Labor Relations

Interpersonal communication is often one of the most challenging aspects of a career. To communicate successfully, professionals need to find a balanced approach to dealing with difficult people or conversations. One must be assertive enough to avoid being taken advantage of, but not so aggressive that he or she alienates or upsets co-workers. In this course, participants will learn how to be assertive and professional when dealing with challenging conversations and people. They will also learn how to analyze and make use of criticism to improve their skills and abilities.

Who Should Take This Course?

Employees with supervisory responsibilities, entry-level managers and supervisors, and shift supervisors. Members of revolving project teams with no direct reports.

Course Format

This course contains the following modules:

Assertive Communication Skills

- Optimizing your message and your meaning when it's your turn to speak
- Assertive communication skills
- Coping with communication anxiety
- Managing criticism

Communicating with Difficult People

- Decreasing defensiveness in a challenging situation
- Remaining assertive during challenging conversations
- Analyzing difficult people
- Building rapport
- Non-verbal factors that influence challenging communication

Benefits to Learner

Participants who complete this course will be able to:

- Demonstrate the skills needed to communicate in an assertive manner in all situations
- Identify how to manage and cope with criticism
- Identify how to manage and cope with communication anxiety
- Use feedback to improve professionalism
- Identify skills for clearly communicating ideas, thoughts, and feelings in challenging conversations
- Create a plan for conducting a challenging conversation
- Demonstrate an understanding of how non-verbal behavior can be used effectively in a challenging conversation
- Identify effective methods for dealing with difficult people and situations

Certificate Information

This course can be applied to the following certificates:

- HR: Employee Relations
- ME: Managing Performance
- ME: Interviewing and Selection
- ME: Managing Productivity
- Supervisory Skills

Authoring Faculty

Nancy Lampen, Director, International Programs

Sponsoring School

Cornell University's School of Industrial and Labor Relations



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

Email: clientservices@ecornell.com

Write: 840 Hanshaw Road
Ithaca, NY 14850

Visit: <http://www.ntis.gov/ecornell/ecornell.asp>

eCornell is a wholly owned subsidiary of



Cornell University