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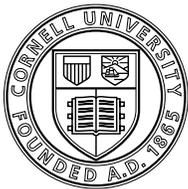
Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of certificate programs and courses.

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Certificate Program

Human Resources: Foundations of Employee Relations

A six-course certificate series from Cornell University



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

ILRHR502 **Employment Laws for the HR Professional**

ILRHR505 **Organizational Culture and Work/Life Balance**

ILRHR506 **Communicating and Coaching and Counseling for Improved Performance**

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

ILRMD510 **Managing Communication Challenges**

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: FOUNDATIONS OF EMPLOYEE RELATIONS

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

Certificate Overview

In today's fast-paced culture, creating an environment in which employees feel valued is an increasingly critical component of success. More than ever, Human Resources professionals must help organizations strike a balance between employees' work lives and personal lives, while maintaining organizational efficiency.

eCornell has partnered with the Cornell University School of Industrial and Labor Relations (ILR) to develop the Human Resources: Employee Relations certificate. Participants in the certificate series learn strategies for effective communication and investigating and establishing work/life balance initiatives to create a more positive workplace environment.

HR professionals and managers alike will benefit from the skills and suggestions presented in this six-course certificate. Because situations are examined from legal, organizational, and cultural contexts, even the most seasoned professionals will learn something new.

Who Should Take This Certificate?

The Human Resources Employee Relations Certificate is appropriate for Human Resource employees and managers seeking a richer, deeper understanding of policies and practices related to employee relations from a leading Ivy League institution.

Certificate Information

To earn the Human Resources: Employee Relations 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
- ILRHR505 Organizational Culture and Work/Life Balance
- ILRHR506 Communicating and Coaching and Counseling for Improved Performance
- ILRMD509 The Impact of Personality Styles on Communication
- ILRMD510 Managing Communication Challenges

Accreditation

Participants who successfully complete all six courses in this series receive a Human Resources: Employee Relations 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: Employee
Relations 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.

This course covers how to develop a strong employee relations program that inspires people to deliver maximum levels of performance, models the company culture, and carries out your corporate strategy.

The course uses an interactive case study simulation to address many of these topics

Who Should Take This Course?

HR professionals who have responsibility for employee relations in their organizations, and employees who have recently assumed this function in addition to other duties.

Course Format

This course contains the following modules:

The World of Employee Relations

- The role of the HR practitioner with respect to employee relations
- Internal and external factors impacting employee relations
- Sources of employee relations issues and concerns
- Employee relations programs/strategies in your organization

Organizational Culture

- Organizational culture and its connection to employee relations
- Strategies to resolve conflicts between personal values and organizational values
- The role of employee relations in addressing discrepancies between organizational and personal values

Work/Life Balance

- The relationship between employee relations and work/life balance
- Factors driving the trend toward increased focus on work/life balance issues on the part of both employees and employers
- Implementing work/life balance programs

Benefits to Learner

Participants who complete this course will be able to:

- Identify and analyze factors within the organization--including behaviors, lack of harmony between organizational and personal values, and others--that may give rise to employee relations issues and concerns
- Assess the impact of organizational culture on employee relations
- Identify and implement components of effective ER strategies and practice

Certificate Information

This course can be applied to the following certificates:

- HR: Employee Relations
- Systems and Processes in HR
- Human Resources Studies

Authoring Faculty

Mary S. Rudder, Adjunct Instructor

Sponsoring School

Cornell University's School of Industrial and Labor Relations

This course covers the relationship between effective communication and coaching and counseling to employee relations. The course uses an interactive case study simulation to address many of the topics.

Participants will examine the ways communication occurs in an organization, communication styles, and techniques for gathering information. The second part of the course explores appropriate uses of coaching and counseling, and also addresses workplace violence, a related topic that must be addressed by HR professionals.

Who Should Take This Course?

Human Resources professionals who have responsibility for employee relations in their organizations. Employees who have recently assumed this function in addition to other duties.

Course Format

This course contains the following modules:

Communicating to Enhance Employee Relations

- Four basic communication styles, and the connection between communication styles and communication problems
- Using appropriate communication styles to address employee relations issues
- Effective communication techniques
- Methods of information gathering
- The relationship between communication practices and employee relations

Coaching and Counseling for Improved Performance

- The steps involved in coaching and counseling
- Benefits of coaching and counseling from both an employee's and manager's perspective
- Coaching and counseling techniques for specific situations

Benefits to Learner

Participants who complete this course will be able to:

- Utilize effective communication strategies to evaluate and resolve employee concerns and issues
- Utilize effective coaching and counseling techniques and discipline strategies for improved performance
- Discuss measures for preventing violence in the workplace

Certificate Information

This course can be applied to the following certificates:

- HR: Employee Relations
- Human Resources Studies

Authoring Faculty

Mary S. Rudder, Adjunct Instructor

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>

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