



U.S. Department of Commerce

**National Technical Information Service**

One Source. One Search. One Solution.



## NTIS and eCornell - eTraining Partners

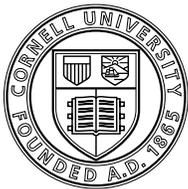
Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of certificate programs and courses.

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

## Certificate Program

### Human Resources Studies

*A twelve-course certificate series from Cornell University*



LRHR501 **Issues and Concepts in Equal Employment Opportunities Law**

ILRHR502 **Employment Laws for the HR Professional**

ILRHR503 **Fundamentals of Retirement Benefits**

ILRHR504 **Fundamentals of Welfare and Flexible Benefits**

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

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

ILRHR507 **Applying a Compensation Model: Internal and Legal Considerations**

ILRHR508 **Expanding the Compensation Model: External and Structural Considerations**

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

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

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

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

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 RESOURCE STUDIES

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

## Certificate Overview

Human Resources is an evolving and dynamic field that challenges the ability of even the most seasoned professionals to keep abreast of policies, procedures, compliance requirements, and best practices. In response to these demands, eCornell has partnered with Cornell University's School of Industrial and Labor Relations (ILR) to adapt its renowned Human Resources Studies Certificate Series for convenient online delivery. This series focuses on fundamental issues related to employment law, employee benefits, employee relations, compensation, selection and staffing, and performance management and appraisal.

## Who Should Take This Certificate?

Human Resource employees and managers seeking an opportunity to obtain a richer, deeper understanding of human resources policies and practices from a leading Ivy League institution.

## Certificate Information

The certificate series consists of the six courses listed below. We also offer the flexible option of mixing and matching classroom workshops with online programs toward the completion of the certificate series.

- LRHR501 Issues and Concepts in Equal Employment Opportunities Law
- ILRHR502 Employment Laws for the HR Professional
- ILRHR503 Fundamentals of Retirement Benefits
- ILRHR504 Fundamentals of Welfare and Flexible Benefits
- ILRHR505 Organizational Culture and Work/Life Balance
- ILRHR506 Communicating and Coaching and Counseling for Improved Performance
- ILRHR507 Applying a Compensation Model: Internal and Legal Considerations
- ILRHR508 Expanding the Compensation Model: External and Structural Considerations
- ILRHR509 Selection and Staffing: The Selection Process
- ILRHR510 Selection and Staffing: The Staffing Process
- ILRHR511 Assessing, Designing, and Implementing Performance Management Systems
- ILRHR512 Achieving Year-Round Performance Management and Appraisal

## Accreditation

Participants who successfully complete all twelve courses in this certificate series will receive a Human Resources Studies 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.

## ACE CREDIT Recommendation

The American Council on Education recommends this Certificate Program for 3 semester hours in Human Resources Management and 3 Semester hours in Employment Law in the upper division baccalaureate degree category.

## 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 twelve courses in  
this certificate series  
will receive a **Human  
Resources Studies  
Certificate** from Cornell  
University's School of  
Industrial and Labor  
Relations.*



*The American Council on  
Education recommends  
this Certificate Program  
for 3 semester hours  
in Human Resources  
Management and 3  
Semester hours in  
Employment Law in  
the upper division  
baccalaureate degree  
category.*

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.

As an HR professional, successfully negotiating, procuring, and administering an attractive benefits package enhances your value to your organization and employees.

This course explores the current environment of the benefits industry and goes in-depth into retirement plans.

### Who Should Take This Course?

HR generalists who require a comprehensive overview of the benefits function, and individuals who have recently acquired responsibility for benefits administration and/or planning.

### Course Format

This course contains the following modules:

#### The World of Benefits

- Vocabulary and tools of the trade used in the benefits world
- The different components of benefits programs
- The importance of communication to any benefits program

#### Retirement Plans

- Understanding the retirement planning goals of individuals
- Ways in which retirement plans can be structured
- The difference between defined benefit and defined contribution plans
- Communicating the features of retirement benefit plans to employees

### Benefits to Learner

Participants who complete this course will be able to:

- Define and describe retirement benefits terms and concepts
- Recognize the difference between defined benefit and defined contribution plans
- Identify retirement benefit initiatives for your organization to consider
- Communicate (or assist in communicating) the features of retirement benefit plans to management and employees
- Begin to develop the skills needed to establish an ongoing relationship with employees, benefit experts, and service providers in order to help people understand their retirement benefits and make the right decisions

### Certificate Information

This course can be applied to the following certificates:

- HR: Benefits and Compensation
- Human Resources Studies

### Authoring Faculty

M. Michael Markowich, Ph.D., Extension Faculty  
Deborah Peters, Teaching Associate

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

The focus of this course is health, or welfare, benefits: what they are, how they are funded, what is mandated and what options exist.

The course also explores other types of benefits, including flexible benefits and flexible spending accounts.

### Who Should Take This Course?

HR generalists who require a comprehensive overview of the benefits function, and individuals who have recently acquired responsibility for benefits administration and/or planning.

### Course Format

This course contains the following modules:

#### Group Welfare Plans

- Welfare benefits terms and concepts
- Effectively communicating the features of welfare benefits to employees
- Cost shifting options
- Flexible spending accounts

#### Flexible Benefits and Trends

- Flexible benefits: what they are and how they work
- Future trends in the world of benefits
- Additional types of benefits that can help you serve a diverse workforce
- Effectively communicating the features of flexible benefits to employees

### Benefits to Learner

Participants who complete this course will be able to:

- Identify general benefits terms related to health insurance
- Use a Benefits Manual, Summary Plan Description, or other internal and external resources to understand the benefit plans that an organization offers
- Describe and define welfare benefits terms and concepts
- Identify health benefit initiatives for your organization to consider
- Communicate (or assist in communicating) the features of health benefit plans to management and employees
- Begin to develop the skills needed to establish an ongoing relationship with employees, benefit experts, and service providers in order to help people understand their health benefits and make the right decisions

### Certificate Information

This course can be applied to the following certificates:

- HR: Benefits and Compensation
- Human Resources Studies

### Authoring Faculty

M. Michael Markowich, Ph.D., Extension Faculty  
Deborah Peters, Teaching Associate

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

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

This course introduces the concept of Total Compensation and highlights the importance of aligning an organization's compensation plan to its strategic goals.

The process of conducting an internal compensation analysis is explained, as well as the components of direct and indirect compensation, the most common methods of job evaluation, and the elements of job analysis for compensation.

### Who Should Take This Course?

Compensation practitioners, as well as HR professionals seeking to broaden their skill sets to incorporate compensation.

Those new to compensation looking to maximize the day-to-day impact they can have on their organizations' compensation-related programs.

### Course Format

This course contains the following modules:

#### Compensation: An Element of the Human Resource System

- Fundamental concepts and components of total compensation
- Conducting an effective compensation analysis in an organization
- Tying a compensation model to an organization's mission and culture

#### Internally Consistent Compensation

- The role of communication relative to compensation programs
- Gathering internal information necessary to perform an internal compensation analysis at the structural level
- Legal considerations surrounding compensation (including issues related to FLSA, EEO, and ADEA)

### Benefits to Learner

Participants who complete this course will be able to:

- Define the fundamental concepts and components of total compensation
- Recognize the value of aligning compensation to an organization's mission and culture
- Gather internal information necessary to perform an internal compensation analysis at the structural level
- Identify pertinent legal considerations surrounding compensation issues

### Certificate Information

This course can be applied to the following certificates:

- HR: Benefits and Compensation
- Human Resources Studies

### Authoring Faculty

Cathy Lee Gibson, Cornell/ILR Extension Faculty,  
Associate Director Management Programs  
Lisa L. Hunter, Adjunct Faculty  
Deborah Peters, Teaching Associate

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

This course covers the application for assessing and implementing a compensation model by considering external factors, analyzing market data, and developing recommendations and implementing changes to an organization's compensation administration policies.

### Who Should Take This Course?

Compensation practitioners, as well as HR professionals seeking to broaden their skill sets to incorporate compensation. Those new to compensation looking to maximize the day-to-day impact they can have on their organizations' compensation-related programs.

### Course Format

This course contains the following modules:

#### Conducting an External Assessment

- Identifying appropriate comparator groups at the industry and job levels for establishing competitive pay practices
- Market data adjustment methods, including aging and weighting
- Comparing external market data with corresponding internal information for compensation analysis

#### Recommending Actions

- Principles underlying merit and variable performance-based pay plans
- Assessing compensation administration policies at the structural, job, and employee level
- Aligning compensation to an organization's guiding principles and Human Resources structure
- Strategies for implementing compensation policies
- Applying an updated compensation program to decisions at the job and employee level

### Benefits to Learner

Participants who complete this course will be able to:

- Identify a model for conducting an effective compensation analysis in organizations
- Conduct a market comparison as part of the compensation analysis
- Recommend actions based on the results of the compensation analysis

### Certificate Information

This course can be applied to the following certificates:

- HR: Benefits and Compensation
- Human Resources Studies

### Authoring Faculty

Cathy Lee Gibson, Cornell/ILR Extension Faculty,  
Associate Director Management Programs  
Lisa L. Hunter, Adjunct Faculty  
Deborah Peters, Teaching Associate

### Sponsoring School

Cornell University's School of Industrial and Labor Relations

### Prerequisites

This course is part of a series of eCornell courses devoted to compensation. If you are unfamiliar with this topic or uncertain of your ability to accomplish this courses' objectives, you may want to complete *Applying a Compensation Model: Internal and Legal Considerations* (ILRHR507) prior to enrolling in ILRHR508.

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.

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.



Call: 1-800-326-7635, outside of the United States: +1-607-330-3200  
Email: [clientservices@ecornell.com](mailto:clientservices@ecornell.com)  
Write: 840 Hanshaw Road  
Ithaca, NY 14850  
Visit: <http://www.ntis.gov/ecornell/ecornell.asp>