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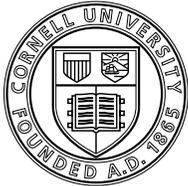
Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of certificate programs and courses.

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Certificate Program

Systems and Processes in HR

A six-course certificate series from Cornell University



ILRMD503 **Overcoming Barriers to Successful Management**

ILRMD504 **Leading People to Higher Performance**

ILRMD505 **Legal Issues in the Workplace**

ILRMD506 **Preventing and Addressing Inappropriate Workplace Behaviors**

ILRMD510 **Managing Communication Challenges**

ILRMD511 **Managing Performance**

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.

SYSTEMS AND PROCESSES FOR HR

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

Certificate Overview

Today's Human Resources professionals must be prepared to operate both locally and globally, addressing a variety of cultural and legal circumstances in order to serve their organizations effectively. eCornell has partnered with Cornell University's School of Industrial and Labor Relations to create the Systems and Processes in HR certificate.

This six-course certificate helps participants address issues related to organizational conflict, strategic employment, employee relations and legal compliance from both a local and global perspective, and design initiatives to contribute to enduring organizational success.

Who Should Take This Certificate?

This certificate series is designed for Human Resource professionals charged with making Human Resources a strategic partner in their organization

Certificate Information

Students earn the Systems and Processes in Human Resources Certificate by completing the following six courses comprising a total of 36 hours of learning:

- ILRSM504 Systems and Strategies for Managing Organizational Conflict
- ILRSM502 Managing Employment Issues in a Global Context
- ILRHR513 Internal Consulting Skills for HR Professionals
- ILRHR502 Employment Laws for the HR Professional
- ILRHR505 Organizational Culture and Work/Life Balance
- ILRHR510 Selection and Staffing: The Staffing Process

Accreditation

Participants who successfully complete all six courses in this series receive a Certificate in Systems and Processes for HR 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. Some courses have been approved for six (6) Strategic Management recertification credit hours toward SPHR and GPHR recertification or six (6) International HR Management recertification credit hours towards the GPHR designation. See individual course descriptions for more information. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



Students who successfully complete all six required courses in this series will receive a Certificate in Systems and Processes for HR from Cornell University's School of Industrial and Labor Relations.

Today's organizations operate in global markets where employment issues, regulations, and labor practices vary dramatically among countries and regions of the world. In order for officers and managers in multinational corporations to manage multiple, diverse branches of their business, they must understand workplace diversities and develop strong cross-cultural methods for handling them.

In this course, participants develop a global perspective of the variability and constantly changing labor issues in the regions where they operate. Participants explore international employment systems and examine several multinational case studies that will assist them in developing practical approaches for managing global employment issues and responding to international labor and human rights challenges.

Who Should Take This Course?

This course is essential for human resource and labor leaders, legal staff, and facility, business unit, and other operations managers and directors of U.S.-based multinational corporations who need to manage unionized or non-unionized labor forces abroad.

Course Format

This course contains the following modules:

Global Employment Issues in Context

- Labor relations at home and abroad
- Compare and contrast to US systems
- Global trends in labor relations and human resources management
- Global labor relations and employment issues

Practical Approaches to Global Employment Issues

- Global labor rights pressures and challenges
- International structure of labor relations and human resources management
- Designing and implementing structures appropriate to multinational corporations

Benefits to Learner

Participants who complete this course will be able to:

- Manage work forces and labor relations in global settings
- Anticipate global labor relations and employment issues
- Respond effectively to labor rights pressures and challenges
- Design labor relations structures appropriate to multinational companies

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Systems and Processes in HR

Authoring Faculty

Harry C. Katz, Ph.D., Dean
Sarosh Kuruvilla, Ph.D., Professor

Sponsoring School

Cornell University's School of Industrial and Labor Relations

Workplace conflict is common in organizations. In order to manage this issue effectively and reduce the loss of productivity and high costs of litigation associated with it, modern organizations are developing specific strategies to identify and manage conflict. This course uses a fictional case study to teach participants how to design and implement an integrated conflict management system in their organizations and how to evaluate its effectiveness.

Who Should Take This Course?

This course is essential for senior leadership, mid-level managers, department heads, and human resource, business unit and other managers working throughout the organization in virtually any industry. It is also indispensable for members of the legal community who advise organizations about employment practices.

Course Format

This course contains the following modules:

Designing a Conflict Management System (CMS)

- The relationship between alternative dispute resolution (ADR) and conflict management systems
- Determining whether an organization is a good candidate for a CMS
- Elements of a good CMS design

Implementation and Evaluation of a Conflict Management System

- The steps to implementing an integrated CMS
- Metrics and methods for evaluating whether a CMS is meeting the needs of an organization
- Addressing evaluation considerations in the development of a conflict management system

Benefits to Learner

Participants who complete this course will be able to:

- Outline a strategic approach to conflict management
- Design and develop an integrated conflict management system
- Implement an integrated conflict management system
- Evaluate the effectiveness of an integrated conflict management system

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Systems and Processes in HR

Authoring Faculty

David Lipsky, Ph.D., Professor
Ronald L. Seeber, Ph.D., Professor

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 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 course's objectives, you may want to complete *Selection and Staffing: The Selection Process* (ILRHR509) prior to enrolling in ILRHR510.

The role of the HR professional is being transformed from that of the guardians or enforcer of an organization's policies and procedures into that of a strategic business partner. As demands on and expectations of HR professionals change, they must continually develop new skills to add value to the organization. Essential skills of the HR Professional as Business Partner are consulting skills. As an internal consultant, HR professionals act as a proactive advisor providing critical input into the strategic initiatives of the organization and become increasingly involved in the implementation of strategies. As HR professionals take on these additional responsibilities, our role changes and we are able to have a greater impact on the organization.

Who Should Take This Course?

This course is designed for Human Resource professionals charged with making Human Resources a strategic partner in their organization and acting as an internal consultant.

Course Format

This course may also be taken in an in-person classroom setting at any of ILR's six locations around New York State: New York City, Ithaca, Albany, Rochester, Long Island and Buffalo. Please visit ILR's Management Programs page for more information. <http://www.ilr.cornell.edu/mgmtprog>

Benefits to Learner

Participants who complete this course will be able to:

- Redefine their role as proactive and advisory rather than reactive and authoritative
- Be an effective consultant
- Build and maintain credibility with their clients through intimate knowledge of their organization
- Implement the seven stages of the consulting process

Certificate Information

This course can be applied to the following certificates:

- Business Leadership Skills
- Systems and Processes in HR

Authoring Faculty

Robert Prescott, Adjunct Faculty

Steve Steckler, Adjunct Faculty

Susan Brecher, Esq., Director Curriculum & Training Design

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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