

Council's Certificate in Human Resource Management Seminar

DAY 1

8:00 am: **Registration and networking**

8:30 am: **Moderator's welcome and delegate introductions**

Part I: The Impact of Employment Laws on Human Resources Management

Human Resource professionals are responsible for ensuring compliance with a myriad of employment-related laws. Not only are you required to be familiar with the laws, but you must also be aware of the case law and opinion letters that can affect how a certain law is applied. Our outstanding attorney-trainer will provide you with the practical knowledge and in-depth coverage that HR Managers must have to ensure compliance and avoid liability.

8:35 am

Recruiting and Hiring Top Talent While Ensuring Compliance with the Law

- Ensuring that all of your recruitment strategies are nondiscriminatory as well as effective
- Developing policies for a correct response to immigration-related employment law: Form I-9s, no-match letters, and more
- Avoiding the dangers in Internet and other high-tech recruiting methods
- Recruiting from your competitors: Determining the legality of noncompete and confidentiality agreements
- Conducting legal employment interviews: Understanding what you can and cannot ask
- Preventing the often severe consequences of negligent hiring
- Conducting reference, credit, and background checks while complying with the Fair Credit Reporting Act
- Using preemployment testing, drug and alcohol testing, functional assessments, and medical evaluations without discriminating against protected groups
- Offering a position without entering into a contract: Reducing the risk of losing "at-will" status
- Understanding the legal issues involved in rescinding a job offer

Safeguarding Your Organization from Claims of Discrimination, Harassment, and Retaliation

- Hot topics in litigation: Update on new case law from discrimination, harassment, and retaliation suits that will impact your organization
- Ensuring your policies and procedures protect you against discrimination, harassment, and retaliation claims
- The latest from the Equal Employment Opportunity Commission: What are the emerging trends?
- Defining discrimination and harassment: Prohibited behaviors, disparate treatment, and adverse actions
- How to respond effectively to a discrimination or harassment complaint or suspected improper behavior
- Learn when you can be charged with knowledge even if you have never received a formal complaint: What is meant by "knew or should have known"
- How the courts are interpreting the two prongs of the *Ellerth/Faragher* affirmative defense
- How the Supreme Court has widened the definition of retaliation and increased your liability risk
- Protecting against retaliation claims that arise from alleged constructive discharge or wrongful termination
- Reducing the risk of retaliation claims: Preventing retaliatory behavior with proper training

- Analyzing the reasons why courts have ruled in favor of plaintiffs in retaliation claims brought under Title VII, ADEA, and ADA
- An update on case law decisions that impact whistle-blowing and other protected activities
- Properly responding to EEOC or DOL requests for information: What to do when an investigator arrives and demands access to your files

Developing Policies and Procedures to Minimize Liability Risks

- Writing a clear employee handbook that not only provides employees with the rules and regulations, but also protects your organization in court
- Preventing your employment documentation, including handbooks, letters, and other written communications, from unintentionally becoming legally binding employment contracts
- Determining the proper language for policy disclaimers to ensure they are what you intend them to be
- Drafting and enforcing confidentiality agreements to protect your intellectual property
- Educating employees on their rights and responsibilities through successful training

12:30 pm: Lunch

1:30 pm

Balancing Employee Privacy Rights with Your Right to Protect Your Organization

- Looking at court decisions that define an employee's reasonable expectation of privacy in the workplace
- Monitoring computers, phone calls, and emails and searching lockers and offices without violating the law
- Managing Internet access to deter inappropriate usage by employees and reduce your liability
- The mobile workforce: Defending against the loss of confidential information from employees with laptops, BlackBerries, and other technology
- Handling third-party access to personnel files, requests for information, and subpoenas of documents
- Ensuring that your drug and alcohol policies and practices protect your business while complying with the law
- How far can you regulate employee behavior? Rules for conduct outside of the workplace, no smoking policies, weight loss policies, and more
- Ensuring your policies protect confidential employee information from breaches of privacy

Managing Protected Absenteeism: FMLA, ADA, and Other Leave Laws

- Determining employee eligibility for leave under sometimes overlapping leave laws
- Defining when an FMLA "serious health condition" is also an ADA "disability"
- Examining recent FMLA and ADA court decisions and their impact on employers
- Practical FMLA guidance on employer and employee notification requirements
- Controlling intermittent and reduced-schedule leave while remaining in compliance with the FMLA
- When can employee leave be a "reasonable accommodation" under the ADA?
- Untangling the confusing overlap of workers' compensation, FMLA, ADA, and other leave laws
- What are your employees' mandatory leave rights? Voting, jury duty, and military service explained

Preventing Expensive Wage and Hour Mistakes

- Understanding recent case law in class action and collective action suits
- Avoiding costly overtime litigation by ensuring exempt employees meet all the requirements
- Correctly calculating on-call time, meal time, sleep time, travel time, donning and doffing time, and waiting time
- Preventing costly errors in employee pay calculations
- Avoiding legal perils when handling garnishments, levies, and child support
- Auditing your records for FLSA compliance to prevent or prepare for a DOL audit

Understanding the Impact of ERISA on Your Organization

- Clarifying how the HIPAA amendment to ERISA regulates actions concerning preexisting conditions, nondiscrimination, and medical privacy
- Complying with the COBRA amendment to ERISA on employer obligations for departing employees
- Examining the aspects of fiduciary responsibility
- Looking at the Pension Protection Act of 2006

4:30 pm: **Day 1 Concludes**

DAY 2

8:00 am: **Refreshments and networking**

8:30 am

Conducting Proper Internal Investigations That Will Stand Up in Court

- Preventing liability by proactively reducing the behaviors that can spur an investigation
- Clarifying the laws that impact internal investigations: Civil rights and antidiscrimination, Fair Credit Reporting Act (FCRA), disability, and health and safety laws
- Planning for success: Designing a strategic plan for your workplace investigations
- Tips for effectively interviewing witnesses, including hostile or reluctant witnesses
- Investigations as an affirmative defense to a claim of harassment, discrimination, or retaliation

Practical Discipline and Discharge Procedures to Reduce Your Risks

- Implementing airtight policies and practices that will protect your organization
- Training your managers to comply with policies and the laws that affect discipline and termination
- Establishing procedures for progressive discipline plans, employee coaching, and other corrective actions
- Using mediation and other alternative dispute resolution practices to reduce liability risks
- Disciplining and terminating employees with injuries and illnesses without violating the ADA, FMLA, and workers' compensation laws
- Lawfully terminating during periods of downsizing, RIFs, and mergers
- Handling reference requests and other requests for information on discharged employees

The Impact of Federal Labor Laws in Both Union and Nonunion Settings

- Avoiding violations of the National Labor Relations Act, the Labor Management Relations Act, and other relevant legislation
- Determining what conduct is protected by the NLRA: Employee blogs on employment practices, employee wage discussions, and other "concerted action"
- Clarifying the rights employees have to representation during investigatory interviews
- Preventing and responding to union organizing efforts without violating the law

12:30 pm: **Lunch**

1:30 pm

Managing Employee Safety, Health, and Wellness to Decrease Risks and Increase Productivity and Morale

- Defining employers' rights and responsibilities to employees under OSHA
- Preventing workplace accidents with safety programs, incentive programs, ergonomics, and training
- Handling OSHA investigations stemming from a complaint or accident: Protecting your organization without disrespecting or angering employees or their survivors
- Responding to a workers' comp claim to reduce liability and the chance of litigation

- Designing a legally compliant health and wellness plan to reduce workers' comp and health insurance costs
- Preventing workplace violence with safety and security policies and training
- Preparing for worst case scenarios: Natural disasters and terrorism

Preparing for Emerging Issues, Case Law, and Complex Legislation

- Addressing substance abuse issues in the workplace
- Getting service members back to work: Balancing USERRA rights and employer obligations with veteran responsibilities
- Immigration update: Preparing for possible legislative reforms
- Preventing personal liability for HR actions: Understanding what actions can leave you exposed
- Looking at the legality of legislating benefits: "Big box" ordinances and more
- On the horizon: Preparing for the future of employment law

Using Alternative Methods to Resolve Employment Disputes to Prevent or Reduce Litigation

- Looking at the recent trends in employment law litigation and the potential costs to your organization
- The benefits of alternatives to traditional litigation: An update on alternative dispute resolution (ADR)
- Examining the case law on arbitration agreements: Can you require arbitration agreements in employment contracts and if you arbitrate will it stand up in court?

Question and Answer Session

Don't walk away with unanswered questions. Get answers from our employment law expert as well as input from colleagues who have faced similar situations.

4:30 pm: **Day 2 Concludes**

DAY 3

Part II: Human Resource Management Best Practices

Part II of this program provides comprehensive coverage of every aspect of human resource management. You will learn HR best practices from a top-notch trainer in the field. In addition, you will have opportunities to apply your knowledge to real-life scenarios in exciting interactive sessions.

8:00 am: **Refreshments and networking**

8:30 am

Creating a Successful Recruiting Strategy to Acquire Top Talent

- Determining your organization's needs: Developing a strategy that takes into account current employment trends
- Flowcharting the recruiting process: Understanding the essential steps of recruiting to identify value-added steps and minimize costly time wasters
- Applying marketing principles to the recruitment process: Selling your company as an employer of choice by developing strong employer branding and identifying critical corporate niches
- Implementing aggressive alternative recruitment strategies to gain a competitive edge
- Understanding the advantages of Internet recruiting and how strategic online recruiting compliments traditional methods
- Designing a corporate Web page that markets your organization and entices "passive" job seekers: Selling your organization as the ultimate product
- Developing a knowledge of state-of-the-art online tools, new and innovative HR trends, and fast-paced technological advances in business
- Examining emerging technology trends for human resources and identifying their benefit to your organization

- Using computerized resume scanning to manage large numbers of resumes: Prescreening candidates and reducing the number of unqualified resumes
- Selecting the best Human Resource Information Systems (HRIS) to meet your organization's needs

Developing Hiring and Retention Programs to Keep Your Organization Growing

- Discovering the benefits and potential downsides of alternative staffing sources
- Understanding the importance of right-sizing your organization
- Employing strategic interviewing techniques to determine which candidate is best suited for the position
- Developing and implementing employee orientation programs that ensure a successful start for new employees: Teaching job skills and corporate-culture ideals
- Coaching and mentoring programs that can help your employees succeed
- Tips to help you develop a retention culture that will promote employee loyalty: Conducting retention surveys to identify organizational practices that effectively retain employees
- Utilizing your most successful frontline employees in designing programs that increase the quality of work and employee job satisfaction
- Designing a succession-planning program that will develop and retain your top talent
- Using flexible work policies, perks, and rewards as effective retention tools while addressing the generational and age gaps that can affect what employees want

Implementing Training and Development Initiatives to Motivate Employees and Increase Productivity

- Designing and rolling out effective training programs that are linked to your organization's goals
- Understanding how to perform a training-needs assessment (appropriately designating and allocating training needs based upon corporate, divisional, departmental, and individual business needs)
- How to develop talent-management resource evaluations to identify short-term/long-term leader readiness
- Enhancing empowerment through designated teams, mentoring, counseling, and coaching strategies
- Mastering the key elements of the instructional process and classroom management
- Emerging trends in training and development: E-training, cross-training, and leadership development
- **Interactive Exercise:** The CEO has tasked HR with developing a corporate-wide sexual harassment training program to ensure all employees understand the policies that forbid harassment and the procedure to lodge a complaint. Participants will:
 1. Perform a "needs assessment" to identify organizational needs
 2. Establish the training objectives for your program, keeping in mind the expected outcome
 3. Determine who should deliver the training
 4. Identify the training techniques/methods that will best accomplish the goals
 5. Design a step-by-step training process that will appropriately capture all of the essential learning content
 6. Develop multiple measurements that will be used to determine the success of the training objectives and to identify the ROI

12:30 pm: **Lunch**

1:30 pm

Maximizing Employee and Organizational Performance with Strategic Performance Planning

- Why organizations are rethinking the traditional performance appraisal system
- Developing a holistic performance assessment model: Integrating behavioral competencies/skills into the performance model
- Identifying both behavioral competencies and frontline skills: Developing a system that appropriately measures employee behavior

- Driving home the importance of quality, customer satisfaction, productivity, eliminating waste, and cost-cutting measures through process improvements
- Designing and implementing a performance management system that suits your corporate culture and helps achieve your business objectives
- Training managers to effectively administer, manage, and enforce employee performance equitably across the organization
- How to write successful performance-improvement plans
- Using job descriptions as the building blocks for performance management: Training managers to draft and update job descriptions as part of their job
- Conducting performance appraisals: The art of giving feedback and constructive criticism
- The pros and cons of using 360-degree or multirater feedback
- Understanding the advantages of ongoing assessment and feedback
- Establishing long-term leadership development by instituting succession planning for all levels of authority

Designing Compensation and Benefit Programs that Motivate Employees Without Breaking the Bank

- Designing comp and benefits surveys to discover exactly what your employees want and find important
- Creating comp and benefits programs that satisfy employees as well as your organization's business needs
- Using systematic pay scales as tools for recruitment and retention: Minimum, midpoint, and maximum rates
- Successfully communicating benefit plans in relation to employee earnings to minimize opinions of entitlement
- Examining the advantages and disadvantages of variable-pay programs, team pay, gain sharing, and performance-based pay
- Looking at the benefits and consequences of "dangling monetary carrots" in front of employees to motivate and drive ongoing success
- Emerging trends in employee benefits and rewards programs
- [Interactive Exercise: XYZ Company is in a growth phase. They are hiring customer service representatives, sales representatives, and manufacturing employees. Determine the appropriate pay programs to recruit new employees as well as motivate the current ranks to increase productivity.](#)

4:30 pm: **Day 3 Concludes**

DAY 4

8:00 am: **Refreshments and networking**

8:30 am

Using Metrics and Benchmarking to Achieve Quantifiable Goals

- Determining which HR functions to measure and which metric you should use
- Applying benchmarking and metrics to illustrate HR's impact to the organization
- Developing realistic benchmarks using internal and external data
- Compiling a workable scorecard to design future goals and ensure accountability
- Assessing the value of quality-initiative programs for your organization: ISO, Six Sigma, and other options

Successful Strategic Planning: Aligning HR with Organizational Goals

- Understanding the changing role of the HR department in today's workplace
- Gaining a seat at the corporate table: How to align your HR objectives with the overall goals of your organization

- Marketing HR to achieve a corporate presence: Incorporating various business practices that will provide HR with high-level visibility and ensure accessibility to all internal customers
- Examining staffing, recruitment, compensation, benefits, performance management, employee relations, training and development, and health and safety programs to confirm they add value
- Ensuring your organization understands how best practices in HR and management make good monetary sense
- Developing a weekly/monthly HR highlight page that markets significant accomplishments and helps place HR on the corporate map
- Developing an HR strategic plan and supporting action plan
- **Interactive Exercise:** Design and implement a strategic HR plan as you apply your newfound knowledge and skills to a case study.

Managing Employee Relations to Accentuate the Positive and Minimize Conflict

- Implementing proactive strategies to prevent conflict from arising in the first place
- Developing and establishing proper workplace etiquette to prevent incivility in the workplace
- Deciphering performance vs. behavioral issues to point managers towards effective resolution
- Dispute resolution techniques for handling individual employee grievances
- What you can do to minimize workplace disruptions resulting from personality conflicts: Dealing with employees' annoyances, anger, and hostility
- Looking at what an employee assistance program can provide employees
- What you should know about alternative dispute resolution (ADR)
- Developing an employee-relations complaint policy that defines the process, gives multiple contacts for reporting purposes, identifies parties responsible for conducting investigations, and projects an estimated time frame for prompt resolution
- Conducting an internal employee-relations satisfaction survey to identify trends and to address deficiencies
- How to write a code-of-conduct policy that encourages a positive workplace
- Establishing tangible employee-relations measurements to ensure that your process works: Auditing your complaint-resolution process
- Handling employee grievances in union environments
- **Interactive Exercise:** Resolve a complex employee complaint with an internal investigation. You will role-play employee interviews, then develop an action plan to resolve the situation

12:30 pm: **Lunch**

1:30 pm

Effective Management Skills to Increase Productivity and Improve Communication

- Designing a personal SWOT assessment to pinpoint your management strengths and weaknesses
- Defining success by determining expectations of your coworkers, peers, and supervisors
- Planning and conducting successful meetings: Determining the best communication strategies to get things done
- What is your emotional intelligence level? Understanding how emotions can control the workplace
- Working successfully with difficult people: Strategies for surviving bad bosses, simmering subordinates, and cranky coworkers
- Motivating employees, and yourself, to achieve organizational goals
- Negotiation skills: Communicating effectively to achieve the desired outcome in an internal negotiation

Promoting Organizational Leadership Throughout Your Organization

- Understanding the difference between a manager and a leader so you can become a more effective leader

- Growing leadership in your organization: Strategies to produce leaders at all levels in your organization
- Developing your abilities as a knowledge leader, problem solver, creative thinker, project manager, mentor, change manager, and team player
- Identifying specific leadership training components that fit well into your organizational culture
- How does personal integrity impact your ability to lead? An examination of your character and personal image
- How to meet your responsibilities to the company while maintaining your own ethical standards
- [Interactive Exercise: Group discussion of case studies using real-life ethical dilemmas confronting HR managers and directors in today's business world.](#)

4:30 pm: **Program concludes**