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HR Executive Answers

HR Executive Answers is a new series of training courses featuring leading authorities in people management and employment law. Each delivers valuable, real-world best-practices for creating and enforcing policies, managing employees, and avoiding the legal pitfalls that threaten even the most diligent employers.

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New Supervisors Toolkit

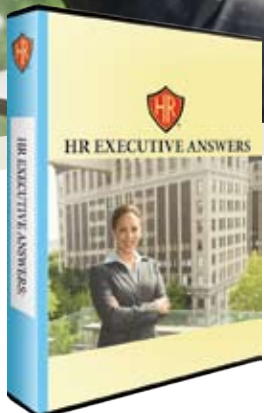
What it takes to be a great leader and the legal pitfalls that await the unwary: 6½ hours of training

Downsizing

Answers to legal and communication concerns that arrive with a reduction in force: 4½ hours of training

Building a Great Workplace

How you can attract and retain top talent, in any economy: 7½ hours of training



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HR Executive Answers Delivers Powerful Learning. Choose From 3 New Courses:

HR Executive Answers: New Supervisors Toolkit

For Your Supervisors

More than 86% of new supervisors have trouble transitioning from individual contributors into their new management roles, according to a survey from ConceptReserve. And a recent SkillSoft survey reports that supervisors top the list of professions in need of training with nearly 70% lacking the basic skills to lead. Give your leaders the information they need to excel with this 5-part training course on CD:

The Transition from Staff Member to Supervisor

-MODULE 1

- How to build credibility through team performance
- Managing former peers
- Training employees, setting performance expectations, and coaching and building a team
- Diversity and inclusion in today's workplace
- Communication essentials from listening to delivering feedback
- Supporting the team for maximum effectiveness
- Skills that ALL managers must master, including interviewing, performance appraisals, documentation and discipline



What Every Supervisor Must Know About Employment Law

-MODULE 2

- The 6 main types of discrimination under federal and state law
- When a situation calls for HR's involvement
- Words and topics that are workplace taboos
- Managing romantically involved subordinates
- Accommodating religious beliefs and disabilities
- Family and Medical Leave Act
- Responding to discrimination or harassment claims
- Who can claim national origin discrimination

How to Handle Difficult Conversations

-MODULE 3

- Overcoming fear of confronting a problem employee
- The hands-on way to fix morale busters and negative behavior
- When to ask tough questions
- Providing criticism that results in positive behavioral changes
- Creating an atmosphere that removes the fear of speaking the truth

Carol Hacker's 7 Steps to Reversing Turnover: Critical Training for Supervisors

-MODULE 4

- Hiring the right people
- Onboarding to reduce the loss of new hires
- How to spot a top performer who is job hunting
- Sure-fire strategies to reduce turnover among your valued long-term employees
- Using exit interviews to correct deficiencies
- Building a retention-rich culture

How Supervisors Conduct "Win-Win" Performance Evaluations to Boost Morale and Productivity

-MODULE 5

- Techniques to help prepare for a review meeting, even the tough ones
- Realistic performance goals that boost productivity and morale
- Fostering open communication and honest discussion
- 10 most common mistakes when giving evaluations
- Following up when employees are floundering

HR Executive Answers: Downsizing For Human Resources Management

Before implementing a reduction in force (RIF), you need a map to guide you past the dangerous legal and communication challenges that await. This three-module training course for HR includes a bonus Executive Report: Reducing Risk in Reductions in Force.

RIFs: How to Avoid Legal Missteps While Conducting Layoffs

-MODULE 1

- Alternatives to mass layoffs
- What laws come into play when a RIF looms
- Determining goals in implementing a reduction
- Documentation needed to justify the business reasons for the reduction
- Crafting the selection criteria to avoid legal red flags
- Reducing the likelihood of age and other discrimination claims
- Buyout/severance issues to consider
- Waiver and release agreements
- Problems encountered by remaining employees
- And more!

RIF Communication for HR: How to Make the Best of a Tough Situation

-MODULE 2

- How to avoid negative publicity, shareholder discontent, and increased employee turnover
- When to start talking, and when to stop
- How to deal with the pain and fear of laid-off employees
- Employee questions to expect after a RIF announcement
- Minimizing the negative impact of a layoff on the stock price
- Communication channels to avoid at all costs
- Specific tasks for senior leaders and supervisors
- Timing and channels for communicating RIF to employees
- Measuring the effectiveness of your communication efforts
- How to prevent the “rumor mill” from spinning out of control

Firings and Layoffs in '09: Legal Lessons for Employers

-MODULE 3

- How to comply with the WARN Act and still execute a reduction in force in the most efficient and painless way possible
- Real-life examples of RIFs conducted with care — and poorly executed ones
- The common types of legal claims being brought against employers by downsized employees
- The types of ERISA suits that should concern HR
- Examples of sound strategies for executing a reduction in force
- Alternatives to large-scale RIFs, including creative ways to use part-timers, independent contractors, unpaid leaves of absence, etc.
- Potential legal hazards when using contractors and converting full-time staff to part-time employees
- Pros and cons of job cuts made through early retirement offers, eliminations through attrition, and voluntary buyouts

56-page Special Report: Reducing Risk in Reductions in Force

-MODULE 4

Whatever you call it — downsizing, rightsizing, layoffs, or a reduction in force, the primary goals of a workforce reduction are to cut costs and become more competitive. But if done wrong, a RIF can leave your organization vulnerable to litigation and actually make your business LESS profitable. This plain-English report explains the complex laws that apply to downsizing scenarios, the common pitfalls to avoid, and how to negotiate the obstacles presented by each.

HR Executive Answers: Building a Great Workplace

For Human Resources Management and Supervisors

The key to meeting organizational goals is finding and keeping top performers. And the key to that effort is creating the best work environment. The 5 modules in this HR Executive Answers training course will show you how to plan and execute an overhaul of your incentive, reward and other workplace policies to make your organization the place top talent wants to work.

Cost-Effective Programs to Keep Top Performers

-MODULE 1

- The most popular rewards programs that won't cost you a dime
- How to create a recognition and reward strategy that leverages key motivators
- Why a rewards program may be the best way to increase revenue and profits
- Common mistakes when designing and implementing recognition programs
- How simple steps, such as opening up senior management meetings, inspire younger workers
- Recognizing individual performance vs. team performance
- Tracking the success of your programs

Keep Your Dream Team: What's Working in Frontline Talent Retention

-MODULE 2

- How smart managers meet the expectations of frontline employees
- Trust and respect as frontline employee motivators
- How rewards and recognition retain hourly workers
- Bringing the fun factor to work while still taking care of business
- Tough but essential hiring interview questions
- Motivating a frontline employee during her first hour, day, week, paycheck, and anniversary
- Leveraging the hourly employee's attitudes toward work

30 Ways to Engage Employees So They'll Act Like They Own the Place

-MODULE 3

- Making the business case to your organization's leaders for engagement
- Why fun on the job is the key to getting employees to act like owners
- Countering employee anxiety about the economy
- Using your “Barriers to Productivity” inventory can make a difference
- Mentoring programs that improve employee attitudes
- Creating a culture of dialogue throughout your organization
- How investing in training can win the war for engagement
- Using “leave no employee behind” to motivate the whole workforce
- Delegating as a tactic for winning commitment
- Feed-forward evaluations that boost performance

Keep Employees Engaged and Slash Turnover: Secrets of the Great Workplaces

-MODULE 4

- Real-life examples of employee engagement from the 100 Best Companies to Work For, including Google (#1), Wegmans, Container Store, Medtronic, and A.G. Edwards
- Retention secrets from Badger Mining (#1 on 50 Best) and Holder Construction (#1 on 25 Best)
- Common traits that ALL top employers share
- 5 characteristics of a great workplace
- What the best workplaces use to jump-start employee productivity and on-the-job innovation
- Fostering genuine camaraderie among employees
- The roles that CEOs, senior leaders, and line managers play in developing a meaningful and memorable work experience for their employees
- Starting down the path to greatness by analyzing your work culture

HR's Role As Catalyst to Jump-Start Innovation in the Workplace

-MODULE 5

- Using innovation management to overcome perceptions as a cost center
- Applying innovation to human capital management practices
- 9 key factors that drive innovation in today's workplace
- 3 stages of innovation management
- How managers can elicit real and meaningful ideas from employees
- Characteristics common to innovators
- Where to find opportunities for innovation in your organization
- 10 behaviors that keep leaders and employees from reaching their potential
- 8 causes for innovation process failure

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- New Supervisors Toolkit** (6½ hours of professional instruction for just \$497* plus \$9.95 shipping & handling)
- Building a Great Workplace** (7½ hours of professional instruction for just \$497* plus \$9.95 shipping & handling)
- Downsizing** (4½ hours of professional instruction, plus bonus Executive Report, for just \$397* plus \$9.95 shipping & handling)

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Attorney **Sam R. Fulkerson** assists employers with reductions in force, noncompetition agreements, breach of employment contract claims, handbook and personnel policy violations, and wage and hour disputes.



Carol Hacker is a celebrated speaker, author, and founder-president of Hacker & Associates, a management consulting and seminar company. She is the author of over 350 published articles and 13 books, including the bestseller *Hiring Top Performers: 350 Great Interview Questions for People Who Need People*.



Mel Kleiman is recognized as today's most influential expert on how to hire and retain the best frontline employees and their managers. Mel founded Humetrics and has authored five books including *Manage Easy*.



Wilma K. Mathews' public relations experience includes positions with a large corporation (AT&T), a public university (Arizona State University), a medical center, two chambers of commerce and a weekly newspaper.



Attorney **Dennis Merley** is a highly regarded lecturer on a wide variety of employment law topics and is frequently selected by his peers as a mediator of employment-related disputes.



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