HRM220: Introduction to Employee Relations

Syllabus Overview

This syllabus contains all relevant information about the course: its objectives and outcomes, the grading criteria, the texts and other materials of instruction, and weekly topics, outcomes, assignments, and due dates. Consider this your roadmap for the course. Please read through the syllabus carefully and ask questions if you would like anything clarified. Please print a copy of this syllabus for reference.

Course Description

In this course, students explore the varied topics that fall under the broad term "employee relations". Topics include the nature of the employment relationship, employee assessment and performance management, labor relations, organizational communication, employee retention, and engagement.

3 Credits

Prerequisite: MGM225 Human Resources

Course Outcomes

At the completion of this course, students should be able to:

- Explain the employee relations function and its alignment with organizational culture, mission, vision, and strategy.
- Describe the role of human resources in addressing employee conflict
- Discuss employee assessment and performance management
- Evaluate the process of creating, implementing and enforcing company policies
- Evaluate organizational approaches to employee communication, empowerment, involvement and participation and their impact on employee retention and engagement
- Identify how and why organizations measure employee relations
- Distinguish between employee relations and labor relations
- Begin to evaluate contemporary trends in employee relations.

Communication with Your Instructor

You will receive a welcome email from your instructor prior to the start of class. This email will contain your instructor's contact information. Your instructor will also be communicating with you via several methods in the course, including:

- Announcements – This communication tool, located on the navigation menu within your course in Canvas, contains important updates. Be sure to check for new announcements from your instructor each time you access your course.
- Q&A – Use this discussion board, located on the Home screen in your course, to communicate with your instructor and classmates regarding general course questions (i.e. missing links, assignment clarification, etc.).
- Inbox – Use the Inbox, located in Canvas, to send a message to your instructor or classmates.

Materials and Resources
Required Text or Resources:
- Portolese Dias, L. (2018). Human Resource Management v2.0.1 online textbook. Flatworld Knowledge.

<mark>IMPORTANT</mark>: This is a CUSTOMIZED version of this eBook. The All-Access pass for the book can be purchased on the Flatworld website OR students may purchase the All-Access pass for the book via the bookstore but MUST use the correct custom URL on the Flatworld website to ensure they receive the correct book.

Bookstore Information
The bookstore can be located in the left-hand navigation of any Canvas course.

Library Services
Detailed information about the Online Library can be found in the Student Resource Center. This is a course that all students have access to during their academic career.

Canvas Help Desk and Technical Questions
If you experience technical issues in your course, please contact the Canvas Help Desk by clicking the Help link (top right corner within Canvas). There are 3 ways to contact them:
- Phone (888-628-2749)
- Live chat
- Report a problem (submit a ticket)

Be sure to notify your instructor of any technical difficulties you are experiencing.

Additional resources are available in the Student Resource Center and the Canvas Guides website:
https://community.canvaslms.com/docs/DOC-4121

Weekly Schedule

Week 1	What is Employee Relations?
Outcomes	- Explain the employee relations function and its alignment with organizational with organizational culture, mission, vision, and strategy. - Describe what the position of Employee Relations Manager does.
Readings	Human Resources Management. V2.0.1 Flatworld Knowledge. - Chapter 1 - Review: The Role of HR Today - Chapter 2 - Developing and Implementing Strategic HRM Plans - Section 2.1 The Value of Planning - Section 2.2 Strategic Planning - Section 2.3 Writing the HRM Plan - Blankenship, R. (2017, August 11). Five signs your culture isn't working. Forbes. Retrieved from https://www.forbes.com/sites/forbescoachescouncil/2017/08/11/five-signs- your-culture-isnt-working/#40b267ef44ea - Lavoie, A. (2107, March 21). How to engage employees through your company Vision Statement. Entrepreneur. Retrieved from https://www.entrepreneur.com/article/290803
Lectures	Creating a Successful Employee Relations Strategy
Multimedia	Gregg Learning. (2015, December 20). What is Employee Relations? [Video file]. Retrieved from https://www.youtube.com/watch?v=5_btNIdvEfo
Discussion	Employee Relations & Organizational Culture, Mission, Vision, and Strategy Why is it important that someone that works in the employee relations area within HR has a good understanding of the organization's culture, mission, vision, and strategy? (As a primer, be sure to review your textbook, Section 2.2, for what these terms mean)
Individual Assignment	Pre-Work: The Role of the Employee Relations Manager. Search for 3 examples of job postings for the title of "Employee Relations Manager and then share them with your group in the Group Area in Canvas. These 3 examples must include both a url/link to the job posting and the entire text of the posting (copy/paste it from the web page into your post). All 3 examples MUST be posted by Saturday, 6:00 am ET to give your group the full weekend to review them and discuss the role of the Employee Relations Manager and complete the template for the group assignment submission on Monday, 6:00 am ET. For details on how to post your examples and help locating appropriate job postings follow the instructions in your course. Due Saturday, 6:00 am ET

Group Assignment	The Role of the Employee Relations Manager. In order to complete this group assignment, individual members of the group will need to do "pre-work" (as outlined in steps 1 & 2, below) by Saturday, 6:00 am ET. Instructions: SEARCH. Individually, each member of the group will do a search for job postings, using sites like Monster.com, for the title of "Employee Relations Manager" in order to contribute at least three unique job postings. (They cannot be duplicates of what others in the group have submitted!). SHARE. These job postings must be added to the Group Area within Canvas by Saturday morning, 6:00 am. (Your instructor will review the Group Area to verify that this has been done and grade accordingly.) In each discussion, provide BOTH the link/url to the job and copy/paste the entire text of the job posting into your post. COMPARE & EVALUATE. Once the "pre-work" is complete, as a group, review all of the jobs that were posted in your Group Area in Canvas. Compare them, looking for commonalities to determine what the role of the Employee Relations Manager entails. Now, answer the following questions, using the template provided: What common skills or qualifications does this position require? (List at least 6). How much and what kind of experience is typically required for this position? What are the typical requirements for this position in terms of formal education, licenses and/or professional HR certifications? Who does this position typically report to? Who typically reports to this position? Who does this position work with (both within the organization and outside the organization)? What do you think would be the hardest part of this job, based on what you can glean from the postings? Why? Use complete sentences in answering. This should be a summary of what the group has discovered, written in your own words. SUBMIT. One member of the group will submit the assignment on behalf of the entire group. Your instructor will grade your individual contributions via a separate Week 1 Individual Pre-Work assignment, and the group submission here. IMPORTANT: Failure to contribute at least 3 unique jobs to the Group Area in Canvas by the Saturday 6:00 am due date will result in that group member receiving, at the most, only partial credit for this group assignment. Due Monday at 6:00 AM Eastern time.
Week 2	**Employee Engagement**

Outcomes	• Evaluate organizational approaches to employee communication, empowerment, involvement and participation and their impact on employee retention and engagement • Identify HR's role in measuring and fostering employee engagement
Readings	Human Resources Management. V2.01 Flatworld Knowledge. • Chapter 8- Employee Engagement, Retention and Motivation • 8.1 Dissatisfaction Isn't Always about Pay • 8.3 Retention Plans • 8.4 Implementing Retention Strategies • SHRM. (2014). SHRM Foundation Executive Briefing: Developing an Employee Engagement Strategy. Retrieved from https://www.shrm.org/foundation/ourwork/initiatives/resources-from-past-initiatives/Documents/Developing%20an%20Employee%20Engagement%20Str ategy.pdf • Collar, M. (2013). Try leading collectively. HRMagazine, 58(1), 63. • Tardy, A. (2012, April 1). Employees want to matter: Help employees conquer their fear of rejection to fulfill their need to make a difference. Retrieved from https://www.shrm.org/hr-today/news/hr-magazine/Pages/0412tools.aspx
Lectures	Employee Empowerment & Involvement Employee Engagement – the New Holy Grail
Multimedia	• Kelleher, B. (2013, August 20). Employee Engagement - Who's sinking your boat? • [Video file]. Retrieved from https://www.youtube.com/watch?v=y4nwoZ02AJM • Kelleher, B. (2016, November 10). Employee Engagement - Why is your boat still sinking? [Video file]. Retrieved from https://www.youtube.com/watch?v=FvDKh31k1fM • Kelleher, B. (2013, August 20). The 10 Steps of Employee Engagement by Bob Kelleher 2017. [Video file]. Retrieved from https://www.youtube.com/watch?v=pT2Wp1liKmY • Harvard Business Review. (2012, March 13). Get your employees engaged. Retrieved from https://www.youtube.com/watch?v=gJrBq-c5QYE

Discussion	Engagement = Organizational Success The video, "10 Steps to Employee Engagement" by Bob Kelleher describes some powerful engagement and retention practices. In it he says, "Employee satisfaction might be a byproduct of engagement, but engagement is more about employees working toward an organization's goals and the company's overall well-being, which is critical to an organization's performance." Pick one of the 10 steps of employee engagement from the video that resonates with you. What does your organization do to "live" that strategy? How does this impact what YOU do to increase your customer's satisfaction and the bottom line?
Individual Assignment	HR's Role in Fostering Engagement Instructions: The videos on employee engagement in the course this week talk about how we, as employees, can take control of our own engagement. In "Why is Your Boat Still Sinking?" we learn that even if we work for an excellent organization with great leadership in a great culture, it is possible to still be disengaged because only part of you (the employee) is being engaged and organizations need to engage the full person. The video suggests that no matter how you feel about your JOB, if the following three things are in place, you are more likely to be fully engaged: - Your values line up with your organization's mission - Your boss cares about you as a person - There is respect for work/life balance Tying in what you learned in this week's readings, lectures, and videos about employee engagement, employee involvement and employee empowerment, what role can HR play in helping to improve these three things in an organization? As you prepare your answer, think about the following things: - WHAT types of things could HR facilitate or initiate and/or what kind of guidance would be needed? - with WHOM would they need to interact within the organization to ensure progress? - HOW would they know it is working? Write a 600- to 750-word paper (not including title page, table of contents or References page), using correct APA format, addressing this question. Refer to the section, below, on formatting to ensure that your paper meets the requirements for this assignment. **RESEARCH:** Explore the eLibrary to learn more about your topic, so that you are able to incorporate at least three outside* sources of high-quality research to support your position. Given that at least one of those three sources must come from the eLibrary, a great starting point for your exploration will be the Subject Guide for Human Resources in the eLibrary. Here we have assembled more than 60 journals, high-quality websites and databases that contain appropriate material on the field of Human Resources to assist you!

Please note - you may not use http://smallbusiness.chron.com/, wikipedia, eHow, etc. as a source for your research.
This paper is to be formatted and prepared using APA format, and should include appropriate content headings to clearly delineate your analysis. In total, you should have five headings, two for the introduction and summary, and one for each of the three items above (what, whom, and how).
Due Monday at 6:00 AM Eastern time.

Quiz	Complete the quiz covering Weeks 1 and 2.

Week 3	Employee Communication in Employee Relations
Outcomes	- Evaluate the process of creating, implementing and enforcing company policies - Evaluate the effectiveness of grievance processes/open door policies - Identify HR's role in addressing employee conflict - Identify the various methods of employee communication in the employee relations function
Readings	Human Resources Management. V2.01 Flatworld Knowledge. Chapter 10 - Successful Employee Communication - Mollica, K. (2008, March 3). Coach employees to solve their own conflicts with co-workers. Retrieved from https://www.shrm.org/hr-today/news/hr- news/Pages/story1_2.aspx - Wilkie, D. (2017, September 25). Afraid to speak your mind at work? So are many of your colleagues. Retrieved from https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/communication-.aspx
Lectures	Workplace Policies Conflict Resolution & Employee Relations
Multimedia	Gregg Learning. (2015, December 20). What is Employee Relations? [Video file]. Retrieved from https://www.youtube.com/watch?v=5_btNIdvEfo
Discussion	**Conflict Resolution** Using the lecture and readings as a springboard, discuss the concept of conflict resolution policies. Please be specific, identifying the form of conflict resolution policy by name*, and use examples – they may be from your own personal experience with these particular processes or from what you have observed. To what degree have they been effective in resolving problems? What was HR's role? (If HR was not involved, then how COULD they have been involved?) Explain your answer. *Refer to your lecture to be sure you identify this information correctly.

Individual Assignment	Evaluate a Workplace Policy
	Instructions: 1. LOCATE POLICY: Obtain a workplace policy* from a real company, which will then serve as your foundation document for this assignment. Carefully review this week's lectures, and other course materials before you begin! * You may not use a dress code policy, as this is the example provided in the lecture. What is a workplace policy? For our purposes, we want to review a full workplace policy focused on an employee relations issue*. A full policy is typically a standalone document that is part of a larger set of policies or procedures. It is easy to confuse the term "policy" with the type of information we might see in an employee handbook. "Policies" included in an employee handbook are more likely to be just summaries of the full policy, and won't include all of the other important pieces that we want to review in order to complete our analysis. Finding an Appropriate Policy: There are two approaches you can use to locate an appropriate employee relations policy for this assignment. Your Own Company: While students may find it interesting to review a policy from their own employer, it may actually be more challenging and time-consuming to obtain the correct document (see above, What is a workplace policy?). In order to obtain a copy of a full workplace policy, try contacting your HR department for guidance. Often the full policy is housed on the company Intranet, on a shared drive or via a tool like Sharepoint. Students should be mindful of the time it may take for HR to initially reply to your question, get approval to release the document to you, and finally send it to you - a week often is not sufficient! Internet Search: If you do not have access to a policy in your current workplace, it is taking too long to obtain a policy from your workplace, or prefer to look at a policy from another organization - good news! A simple internet search will yield many results. Some suggested search terms that fall in the realm of employee relations* include:

Device Use Policy   **Workplace Dating Policy**
Outside Employment Policy   **Political Activity Policy**
Drug Free Workplace Policy   **Cell Phone Use Policy**
Employee Records Policy   **Internet & Email Use Policy**
Conflict of Interest Policy   **Telecommuting/Remote Work Policy**
Employee Privacy Policy   **Employee Non-Solicitation Policy**

*Policies on compensation or benefits (insurance, sick time, vacation, overtime, etc.) are not appropriate for our purposes.
When you do a search, add the word "pdf" to the search term to yield more robust results, the full policy. Often you may still encounter just a summary or a template (used to design a new policy).

REVIEW FOR BASICS:
The first step in your evaluation is the determine whether the policy you located includes the five basic components from this week's lecture:

- A purpose statement, outlining why the policy is being issued and the desired outcome or effect.
- Specifications, including details about the specific regulations, requirements or organizational behavior standards that the policy is creating.
- Implementation, which conveys which parties are responsible for carrying out policy statements and how those parties will ensure adherence to the policy.
- Effective date.
- A glossary of terms.

EVALUATE EFFECTIVENESS:
Next, you will answer the following questions:

Does it follow the guidelines from the lecture this week regarding using language that can result in rigid rules?

Does the policy reflect a commitment to remain up-to-date? (Hint: is there a date listed that indicates last revision or update?)

Describe how this policy could be best communicated to employees in an organization like yours. Why did you pick the choices you did as being "best"? (The policy you found may include information on how it is/will be communicated to employees. Don't automatically assume that this is the "best" way - consider these approaches and critique them, as well as other approaches)

You will be required to provide examples, from within your policy, to support your answers.

COMPLETE TEMPLATE: Use the template provided to complete the assignment. Use complete sentences in answering all questions. Be sure to provide detailed information (the page and paragraph #) from your policy so that your instructor can locate your examples.

SUBMIT BOTH DOCUMENTS. You will need to submit TWO files to complete your assignment:
1.) the completed template and
2.) the full workplace policy in MSWord or PDF form.

Due Monday at 6:00 AM Eastern time.

Week 4	Performance Management & Assessment (Part 1)
Outcomes	- Discuss employee assessment and performance management - Apply the premises of progressive discipline process to situations
Readings	Human Resources Management. V2.01 Flatworld Knowledge. - Chapter 11 - Employee Performance Management - Falcone, P. (2017, September 8). Legal implications of Probationary Periods https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/legal-implications-of-probationary-periods.aspx - Falcone, P. (2017, September 6). The elements of Due Process. SHRM. Retrieved from https://www.shrm.org/resourcesandtools/hr-topics/employee- relations/pages/the-elements-of-due-process.aspx - Falcone, P. (n.d.) The traditional progressive discipline paradigm. SHRM. Retrieved from https://www.shrm.org/resourcesandtools/hr-topics/employee- relations/pages/the-traditional-progressive-discipline-paradigm.aspx
Lectures	Employee Discipline in the Modern Workplace - Part 1 Employee Discipline in the Modern Workplace - Part 2
Multimedia	- Gregg Learning. (2017, January 14). HR Basics: Performance Management. [Video file]. Retrieved from https://www.youtube.com/watch?v=SyOZ_4rWWiY - Gregg Learning. (2016, May 9). Employee Rights and Responsibilities. [Video file]. Retrieved from - https://www.youtube.com/watch?v=SyOZ_4rWWiY

Discussion	Performance and Layoffs
	You are the HR manager for a consulting firm that is having some financial troubles. The large contracts you once had are slowly going away, and as your company struggles to make payroll, layoffs must occur. The sales staff has not consistently been meeting the sales goals set for them, resulting in incorrect budgets. It has been decided that at least three people in the sales department should be laid off. You create a spreadsheet with pertinent sales employee data:

Name	Age	Years with Company	Last Overall Performance Rating (1-5 scale, 5=highest)	Last year's sales goals met?	Previous year's sales goals met?
Debra Walter	40	1	3	Yes, 10% over goal	N/A – employed only 1 year
Orlando Ortiz	32	5	3	Yes, 1% over goal	No, 10% under goal
Tameka Wallace	61	3	4	Yes, 10% over goal	Yes, 3% over goal
Amir Saeed	38	8	5	Yes, 8% over goal	Yes, 1% over goal
Janet Wong	23	1	2	No, 10% under goal	N/A – employed only 1 year
John Smith	56	2	4	No, 20% under goal	Yes, 10% over goal
Paulina Petroka	33	5	5	Yes, 15% over goal	Yes, 2% over goal
Bert Meyers	46	4	2	No, 10% under goal	No, 5% under goal

Making reasonable assumptions, what would your criteria be for the layoffs in the sales department? What approach would you take in how these layoffs would be communicated with the individuals, as well as within the company? Finally, discuss strategies to motivate those sales employees who stay with the organization. Refer back to your discussion in Week 2 on engagement for hints on what you might do!

Group Assignment	Applying the Discipline Process Instructions
	REVIEW COURSE MATERIALS: Before you begin, you will want to carefully review the course materials on Employee Discipline so that you are fully prepared to carry out this task. In particular, pay attention to the lectures and information provided in your textbook (Section 11.2 Handling Performance and 11.3 Employee Rights). Also, review the 8 scenarios provided to you and become familiar with the sample Employee Handbook that will serve as your handbook in this assignment.
	SET UP GROUP AREA: You will again be working in the same group (of no more than four students) from Week 1, and using the Group Area in Canvas to facilitate the work and formally capture the contributions of each group member. In the Discussion section, have your group leader (or other designee) create ONE new discussion thread for EACH of the 8 scenarios provided to you.
	4. EVALUATE SCENARIOS & DISCUSS POSSIBLE DISCIPLINE: Throughout the week, contribute your thoughts on the 8 scenarios and determine what, if any, discipline should be applied. Your final submission (using the template provided) will include answers to the following questions:

Is this grounds for actual discipline? Why or why not? (write 2-3 paragraphs*)
If it is potentially grounds for discipline, what kind of issue is involved? (Is the issue to do with how the employee performs their work or is it about how they behave in the workplace?) Why did you select this answer? (write 1-3 sentences*)
If it is grounds for discipline, what step (if any) in a progressive discipline process should be applied? Why? (write 1-2 paragraphs*)

* These lengths are approximations ONLY -the key is to provide a thorough answer and explanation for your choices.
Evaluate Scenarios
When deciding how to respond, first ask yourselves the following questions and incorporate them into your answers:

Is the issue to do with how the employee performs their work (performance deficiency), or is it about how they behave in the workplace (behavioral deficiency)?
Was it deliberate or unintentional?
Has your Code of Business Conduct* or another employee policy* potentially been breached? If so, make note of it (name of policy, page # where it is located).
How have other, similar situations been dealt with?
What is the severity of the offense?
Does the employee have instances of previous past performance/behavior issues?
What is the employee's length of service with your organization?
What, if any, other information would you need/want to know to determine if this is grounds for discipline?

You will not know all of the answers to the above questions, so be sure to note any assumptions you make in your responses. *It is VERY important that you refer to the Employee Handbook to help you accurately determine answers to these questions.
4. COMPLETE TEMPLATE: As a group, complete the template provided, with your answers to the above questions
IMPORTANT: For a member of the group to receive any points for this assignment, s/he must substantively participate in the discussion for each of the ten scenarios. Your faculty member will review each discussion in the Group Area in Canvas to confirm active participation of all group members. Individual grades will be assigned, as needed, based on what the faculty member observes.
Carefully review the rubric for this assignment to ensure you understand what the participation expectations are.
Due Sunday at 6:00 AM Eastern time.

Week 5	Performance Management & Assessment (Part 2)
Outcomes	- Identify and describe best practices in a performance management system. - Evaluate various performance appraisal methods and create criteria that are appropriate to a specific position
Readings	Human Resources Management. V2.01 Flatworld Knowledge. - Chapter 12 - Employee Assessment - Betof, E., Owens, L. & Todd, S. The key to success in a VUCA world. T + D. 68(7), 38-43. - Falcone, P. (2017, June 7). Viewpoint: How to redesign your Performance Appraisal Template. Retrieved from https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/viewpoint-how-to-redesign-your-performance-appraisal-template.aspx - McGraw, M. (2017, June 5). Revamping Performance. Retrieved from http://hreonline.com/revamping-performance/ - Wilkie, D. (2015, August 19). Is the Annual Performance Review dead? GE is latest company to reject time-consuming paperwork and yearly appraisals. Retrieved from https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/performance-reviews-are-dead.aspx
Lectures	Performance Management & Evaluation
Multimedia	- Harvard Business Review. (2010, July 20). Put your employees first. Retrieved from https://www.youtube.com/watch?v=gJrBq-c5QYE - Gregg Learning. (2016, May 19). How to create a Performance Appraisal Form. [Video file]. Retrieved from https://www.youtube.com/watch?v=2wfqQiUaLPQ
Discussion	Best Practices in Performance Evaluation System Identify and describe one best practice for a performance evaluation system*. Ideally, this should be a practice you have personally witnessed or experienced, so that you can provide an example to illustrate your best practice. Why does the item you identified represent a best practice? * Hint: While this could refer to items covered this week and in Week 4, start with the Week 5 readings and lectures first.
Individual Assignment	Pre-Work: Build a Performance Evaluation Create job-related criteria, aligned with the position of "Cashier", for each of the following 5 appraisal methods: Graphic Rating Scale, Behaviorally Anchored Rating Scale, Essay Method, Checklist Scale, Work Standards Approach Criteria refers to the aspects of the job that the employee is actually being evaluated on, so before you can proceed, you must first understand what the job of Cashier entails, right? So, refer to the Cashier Job Description so that you can create criteria that are specific to THIS job. Share the criteria you created with your group in the Group Area in Canvas as well as very brief (2-4 sentence) explanation of how this criterion is aligned to the job functions listed on the Cashier Job Description. All 5 criteria examples MUST be posted by Saturday, 6:00 am ET. This ensures that your group has the full weekend to work together to review and evaluate the criteria to determine which are a best fit for the position. It also allows your group the time

	needed to create the actual appraisal form for the group assignment submission. Due Saturday at 6:00 AM Eastern time.
Group Assignment	Build a Performance Evaluation In order to complete this group assignment, individual members of the group will need to do "pre-work" (as outlined in steps 1, 2 & 3, below) by Saturday, 6:00 am ET. Instructions: 1. **REVIEW COURSE MATERIALS**: Before you begin, you will want to carefully review the readings and lectures on Performance Evaluation and Appraisals so that you are fully prepared to carry out this task. In particular, pay attention to the information provided in your textbook (Sections 12.2 Performance Evaluation Systems and 12.3 Appraisal Methods). 2**. SET UP GROUP AREA**: You will again be working in the same group (of no more than four students) from Weeks 1 and 4, and using Group Area in Canvas to facilitate the work and formally capture the contributions of each group member. In the Discussion section, have your group leader (or other designee) create ONE new discussion thread for EACH of the five appraisal methods: - Graphic Rating Scale - Behaviorally Anchored Rating Scale - Essay Method - Checklist Scale - Work Standards Approach 3. **POST YOUR CRITERIA & JOB FUNCTION ALIGNMENT:** No later than Saturday at 6:00 am ET, each group member will individually contribute a job-related criterion for each of the 5 appraisal methods. Duplicate posts are not be permitted. In addition, provide a brief (2-4 sentence) explanation of how this criteria is aligned to the job functions listed on the Cashier Job Description. IMPORTANT: Failure to contribute at least 5 unique criteria (one for each appraisal method) to the Group Area in Canvas by the Saturday 6:00 am due date will result in that group member receiving, at the most, only partial credit for the group assignment, and no credit for the individual portion of the assignment. 4. **EVALUATE CRITERIA & DISCUSS APPRAISAL TIMING & SOURCES**: Between Saturday and Sunday, individually read through all the criteria postings in your small group. As a group, complete the following: **Evaluation of Criteria** While you have collected criteria around 5 different appraisal methods, the actual appraisal form you create only needs to include the use of the Essay appraisal method and at least two* of the other 4 appraisal methods from the list. Where were there similarities in what you created? For example, if there end up being 3 different appraisal methods where the criteria around restocking shelves in the store was used, then the group will have to decide which of these appraisal methods are the best fit to ultimately include in the form. Everyone's collective observations and this discussion in your Group Area will help you determine which criteria and appraisal methods you will ultimately select to include as you create your performance appraisal form. * You can use all 5 methods, if that is what the group decides is best, but only 3 are required (Essay + 2 others). Up to 10 points of EXTRA CREDIT will be provided

	if additional methods are used correctly. Appraisal Timing & Sources You will also need to discuss, in your group area, the following, so that you can include this information on your performance appraisal form: • _How often should this performance appraisal be given (for this position)? • _What sources of information (who should contribute to the evaluation) are appropriate for the position of Cashier? Each member of the group is expected to contribute their ideas, to receive full credit (individually) for this part of the assignment. 4. CREATE ACTUAL FORM: Now, that you've done all the hard work, you get to do the fun part! Design a form suitable to evaluate the position of Cashier. As noted above, your final form MUST include the Essay appraisal method and at least two of the other 4 appraisal methods from the list. Be sure to provide directions/instructions on the form (this is where you will include how often the appraisal is to be completed and who will contribute to the appraisal). How do I design and build a form? While you may use tables in MSWord to build your form, an online tool like SmartDraw or QuestionPro typically has templates with more design options that you can edit that make this process easier. Regardless of the tool you ultimately use, it's important that this document has a professional look and feel, with content that is well organized and has a logical flow. Also, it must be easy to use/understand (directions). Don't forget to add places at the bottom for the employee and the reviewer(s) to sign the form. 4. SUBMIT THE FORM: One member of the group should submit the form on behalf of the entire group. Due Monday at 6:00 AM Eastern time.
Week 6	**Employee vs Labor Relations**
Outcomes	Distinguish between employee relations and labor relations Identify the differences in how discipline and employee issues are handled in unionized and non-unionized employees
Reading	Human Resources Management. V2.01 Flatworld Knowledge. • Chapter 13- Working with Labor Unions
Lecture	It's All About the Contract
Multimedia	• Gregg Learning. (2017, May 25). HR Basics: Labor Relations. [Video file]. Retrieved from https://www.youtube.com/watch?v=1LjKhE3mvMM
Discussion	Employee vs Labor Relations – Same or different? Based on what you've learned this week so far, answer the following question: The contract, or Collective Bargaining Agreement, spells out the terms and conditions of employment for those workers that are unionized – things like pay rates, discipline processes, etc. But just because there is a union contract in place

	at a company, should managers treat their employees differently in their day-to-day interactions? Why or why not? * *Important - Refer back to the materials and your takeaways from Week 2, on engagement in order to address this question.
Individual Assignment	Compare/Contrast Handling of ER Issues in a Unionized vs. Non-Unionized Workplace Instructions: 1. **LOCATE CONTRACT**. To complete this assignment you will first, individually, need to obtain a copy of a union agreement/labor contract. It is important that you locate a contract that most closely mirrors your own organization so that you can do an "apples to apples" comparison. For example, if you work for a hospital, find one that covers hospital employees. To do this, perform an Internet search. Use the search phrase "union contract ___ pdf" to easily find examples. The blank is your industry or field. So, if you are looking for a restaurant contract you would search for "union contract restaurant pdf". Be sure to use the quotation marks so that you get a more targeted list of results. Note: very few banks are unionized, so if you work in a bank, look for contracts related to the Service Employees International Union for a close comparison. 2. **REVIEW**. Now you will review the differences in how employee issues - discipline and employee complaints - are handled in a unionized vs. a non-unionized environment. TIP: grab a copy of your employee handbook just in case you aren't fully familiar with the policies in your organization. 3. **EVALUATE**. Using the template provided, FULLY describe the following: How does the union agreement handle discipline/terminations and employee grievances? How is this different from the way your current company (or past employer) handles discipline and employee complaints? For each of these, which process do you prefer? Why? Use complete sentences in answering. Summarize what you discover - DO NOT cut/paste from the union contract! 4. **SUBMIT**. As part of your submission, you must provide your instructor with the link/url for the contract you are using for comparison purposes. Students that submit templates without this information will receive no credit for this assignment. Due Monday at 6:00 AM Eastern time.
Quiz	Complete the quiz covering Weeks 5 and 6.
Week 7	**Contemporary Issues in Employee Relations**
Outcomes	Begin to evaluate contemporary trends in employee relations.

Readings	Overall Trends: please read this article first!! • McGraw, J. (2017, May 12). The future is flexible. Human Resource Executive Online. Retrieved from http://www.hreonline.com/HRE/view/story.jhtml?id=534362399& Bullying: • Comaford, C. (2016, August 27). 75% of workers are affected by bullying -- Here's what to do about it. Forbes. Retrieved from https://www.forbes.com/sites/christinecomaford/2016/08/27/the-enormous-toll-workplace-bullying-takes-on-your-bottom-line/#2d99c51c5595 Generational Differences at Work: • O'Brien, M. J. (2017, May 12). Millennials rising. Human Resource Executive Online. Retrieved from http://www.hreonline.com/HRE/view/story.jhtml?id=534362396 Incivility: • Porath, C. (2016, December). The hidden toll of workplace incivility. McKinsey Quarterly. Retrieved from https://www.mckinsey.com/business-functions/organization/our-insights/the-hidden-toll-of-workplace-incivility Burnout: • Schwartz, J., van Berkel, A., Hodson, T & Otten, W.T. (2014, March 7). The overwhelmed employee: Simplify the work environment. Deloitte Insights. Retrieved from https://dupress.deloitte.com/dup-us-en/focus/human-capital- trends/2014/hc-trends-2014-overwhelmed-employee.html The "Gig" Economy: • Ratton, R. (2016). Freelancing in the age of unicorns: Understanding the role of the gig economy in the modern workforce. HR Professionals Magazine. Retrieved from http://hrprofessionalsmagazine.com/freelancing-in-the-age-of-unicorns-understanding-the-role-of-the-gig-economy-in-the-modern- workforce/ Augmented Workforce (Artificial Intelligence, Robotics, Automation): • Stark, H. (2017, April 28). As robots rise, how Artificial Intelligence will impact jobs. Forbes. Retrieved from https://www.forbes.com/sites/haroldstark/2017/04/28/as-robots-rise-how-artificial-intelligence-will-impact-jobs/#9ee7f107687d
Lecture	Trends in Employee Relations
	Contemporary Issues in Employee Relations This week's discussion will be more robust than a typical discussion, taking the place of a weekly assignment. As such it will require you to do significant research to participate, so start your work early! Also, review the rubric carefully, as it is different from the typical weekly discussion rubric! **READ**: Start your exploration readings all of the assigned articles, which you will find are categorized. **SELECT A TOPIC TO RESEARCH**: Reflect on the readings assigned and the contemporary trends that they cover. Then, select one topic from the above list

that interests you to explore further.

CONDUCT HIGH-QUALITY RESEARCH: As part of your exploration, locate a recent, high-quality article on the topic to share with the class, that you feel sheds additional light on the topic beyond what is provided in the course or by your instructor. Because we are discussing current trends, articles must not have been published more than 18 months ago.

SHARE YOUR ARTICLE: As part of your initial post, attach the article in pdf form (or provide a working url/link) no later than Thursday at 6:00 am ET. Important - failure to submit an appropriate article, on time, will result in a zero grade for 65% of the entire discussion/assignment.

SYNTHESIZE WHAT YOU LEARNED: Start your analysis with a detailed, one-paragraph overview of the topic, based on your assigned course readings AND the article that you have shared. Next, answer the following questions. In crafting your post, use headings for each of the two questions. Answer the following questions. In crafting your post, use headings for each of the two questions.
How does it relate to the topics covered in the class (engagement, conflict resolution, performance management)?
Evaluate the trend from the perspective of an Employee Relations Manager or HR Manager. Why is it important for an HR professional to enhance his/her understanding of the trend your article covered?

EXPLORE CLASSMATE'S TOPICS: Read the articles posted by your classmates and then select at least 2 of your classmate's posts to reply to. In your reply posts, you must pick topics that are different from your own! This ensures that you can learn about at least 3 topics in total (your own topic, and topics of at least 2 of your classmates!).

Note: In order to facilitate a robust discussion, please note that students who do not make an initial post (with their article and analysis), by the deadline, will not receive any credit for this initial post.

Due Thursday at 6:00 AM Eastern time.

Week 8	Measurement & Metrics in Employee Relations
Outcomes	• Identify how and why organizations measure employee relations
Readings	Portolese Dias, L. (2018). Human Resource Management v2.0.1 online textbook. Flatworld Knowledge. • Chapter 2 - Developing and Implementing Strategic HRM Plans • Section 2.4 Best Practices in HRM Planning • Everett, C. (2015, October 9). HR analytics: Using data to manage employee relations. Retrieved from https://www.personneltoday.com/hr/hr-analytics-using-data-manage-employee-relations/ • Mitkin, A. (2016, December 19). Employee Relations: The last bastion of manual HR processes? Retrieved from https://hrtechweekly.com/2016/12/19/employee-relations-the-last-bastion-of-manual-hr-processes
Lecture	Employee Relations Metrics & Measurement
Multimedia	KPintar Sdn Bhd. (2016, March 15). Prof Dr Dave Ulrich - How HR Creates Values. [Video file]. Retrieved from https://www.youtube.com/watch?v=T5YP2uKThjs Gregg Learning. (2015, September 15). HR Metrics. [Video file]. Retrieved from https://www.youtube.com/watch?v=IgBmB7qV55I
Discussion	**We've Collected Data, Now What?** In his explanation of how HR creates value using analytics, HR guru Dave Ulrich talks about the importance of using data to make decisions that will have impact on our organizations. Our lecture this week discusses that collecting data to improve employee relations practices can be challenging. Pick one of the metrics outline in the lecture, and clearly identify it in your post. Assume we CAN collect as much data as we want for this metric, and we can calculate it easily. Answer the following two questions: • Why would it be important to us to have this information? • What would we do with this information once we had it? (Hint: think about who we might we share this information with, what other information might we want to collect, what behaviors might we want to change, what policies or practices would we want to review given what we discovered, etc.) This course and Discussion Board ends on Friday at 6:00 AM Eastern.
Quiz	Complete the quiz covering the materials from Week 7 and Week 8.

Grading and Evaluation

Your grades will reflect the way in which you present and support your topics and positions in the various learning activities used in this course. The grades will be based on the quality and quantity of your comments and responses in the various activities.

Be sure to review the discussion and assignment rubrics in the course for specific grading criteria.

The various graded activities are weighted as follows:

Course Element	% of Final Grade
Discussions	28
Individual Assignments	38
Group Assignments	24
Quizzes	10
Total	**100%**

Students will be expected to meet all the deadlines of the class as indicated throughout the course and in the syllabus. This is primarily so we don't get behind in the course. In addition, discussions cannot overlap from one week to the next. This is to ensure that all discussions and submissions take place within the week they are scheduled in order to be of value to the entire class as well as to help you not get behind. If there are extenuating circumstances, you will need to communicate that to the instructor and make arrangements accordingly, if appropriate.

Late Assignments: Exceptions are to be determined by the instructor on a case-by-case basis. There will be no opportunities for extra credit.

Learner Success Guidelines

These guidelines are provided to help you succeed in your coursework:

- Participate in the class introduction activity on the first day of class.
- Submit ALL assignments by the posted due dates and times.
- Check your emails daily.
- Contact Portal Help for logon problems or Canvas Help for technical issues with Canvas.
- Participate fully in all threaded discussions.
- Contact your instructor if you have questions about an assignment or need additional help completing your work successfully.

Academic dishonesty is grounds for dismissal from the program.

Academic Policies

The following Academic Polices can be found in the Student Resource Center.

- Grading Criteria
- Reasonable Accommodations Policy
- Student Attendance Policy
- Academic Honesty and Integrity Policy

- Student Engagement and the Granting of Academic Credit
- Copyright Policy

Caveat

The above schedule, content, and procedures in this course are subject to change. All policies are superseded by the latest College Catalog available on our website: https://www.cambridgecollege.edu/student-rights-complaints-grievances/student-code-conduct