

# Human Resources:

## An Online Course for Governmental Officials



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### *Human Resources: An Online Course for Governmental Officials — Learning Objectives*

#### **Lesson 1 — Human Resources and Risk Management**

This lesson will demonstrate the need for those who work in the public sector to realize that an organization's most valuable asset is its people. Upon completion of this lesson, you should be able to define human resources management and have a clear understanding of the human resources function.

##### **Learning Objectives:**

- Define human-resource management;
- Distinguish between a vision statement, a mission statement, and a values statement;
- Recognize the benefits and challenges of building a "risk-fit" organization; and
- Identify the reasons for documenting HR matters.

#### **Lesson 2 — Recruitment and Selection**

Now more than ever, getting quality employees in the door is the key to building a successful workforce. With the qualified labor market changes that are expected in the future, it will be increasingly difficult to find the human resources an organization needs in order to provide services to the community. Hiring officials can take certain steps in accordance with best practices to ensure the best match between candidate and job placement.

##### **Learning Objectives:**

- Differentiate between an applicant and a candidate;
- Identify the basic information included in an employment application form;
- List common types of employer-administered tests and selection procedures as well as the requirements for those procedures;
- Recognize the importance of a written job description;
- Recall the two types of employee files and the contents of each type; and
- Recall the law governing the purging of public employee files.

#### **Lesson 3 — Compensation and Benefits**

It is important for organizations to have a systematic method of classifying jobs, establishing pay ranges and administering salaries to ensure that employees are compensated in accordance with organizational policy as well as federal regulations and that pay levels are competitive and internally equitable. After you finish this lesson, you should be able to do the following:

**Learning Objectives:**

- Define compensation philosophy and describe why all organizations should develop a compensation philosophy;
- Describe the components of a pay scale in a compensation program, including the annual wage survey and benchmark jobs;
- Distinguish between the various types of health-care insurance plans;
- Recognize the need to address increasing health-care costs and ways of managing these costs; and
- Identify the types of employer-provided benefits.

**Lesson 4 — Performance Management and Appraisal**

Upon completing this lesson, you should be able to distinguish between performance management, which is a continuous ongoing process, and the performance appraisal process, which is a once-a-year event during which time employees are recognized for their contributions to the overall mission of their department and the organization.

**Learning Objectives:**

- Differentiate between performance appraisal and performance management;
- Define the three key elements of performance management;
- List the different types of feedback that an employer can give to an employee;
- Recognize how to evaluate and document employee performance and maintain a performance diary;
- Define the various performance levels; and
- Recall the steps in conducting a performance appraisal interview, including what to do if an employee refuses to sign a document.

**Lesson 5 — Discipline and Discharge**

It is imperative that public employers take swift and decisive action when employee problems arise in the workplace. If employee misconduct or substandard performance is not adequately addressed, it can have a negative effect on other employees and develop into a more widespread departmental or organizational morale issue. Ultimately, this will have an adverse impact on delivery of service to your community. Although you (the employer) may not have control over an employee's misconduct, you do have control over the reactions toward these types of employees in the workplace.

**Learning Objectives:**

- Identify unacceptable employee behavior;
- Recognize the key aspects of progressive disciplinary measures, including the purpose of reprimands;
- Determine what to ask when it comes to dealing with difficult employees;
- Review the elements of discharge, including the need to involve HR and the importance of the termination decision meeting;
- Recognize the rights of terminated employees; and
- Relate the concepts of discipline and discharge to real-world scenarios.

## Lesson 6 — Legal Environment of Human Resource Management

Legal precedents and case law are fundamental to policy development and decision making in organizations. This lesson discusses the laws that have been adopted since the Civil Rights Movement of the early 1960s. In addition, federal and state governments have passed a number of laws protecting employees from discrimination based on factors not directly related to the quality of an individual's work. Elected officials and public-sector managers are ultimately responsible for understanding antidiscrimination laws and being consistent in decisions impacting employees in order to ensure that they are protected from discrimination and harassment on the job.

### Learning Objectives:

- Identify wage and hour issues implicated by the Fair Labor Standards Act, including special application to government employees;
- Recognize impermissible work place discrimination based on age, disability, race, color, religion, sex (including pregnancy), or national origin;
- Understand the application of the First, Fourth, And Fourteenth Amendments to government employees; and
- Determine when an employee is entitled to job-protected.

**Enroll Anytime. Register Now!**

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