

<b>DAY ONE</b>	<b>Getting Started: Foundations for Recruiting</b>
<b>8:30 am to 9:00 am</b>	<p><b>Course Overview &amp; The Top 25</b>  This opening session will provide a brief overview and explanation of the “building block” design and workflow of the upcoming training. We will review the best HR practices of the “Top 25” small and medium companies and invite you to share your innovative approaches in managing your people resources.</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Understand “workflow” and it’s benefit to Workforce Planning</li> <li>• Discover what top HR companies do to recruit and retain top talent</li> </ul>
<b>9:00 am to 10:00 am</b>	<p><b>The 3 J's of Recruiting</b>  Without a solid foundation or base, a building won’t sustain the test of time. The same principal holds for recruiting. Without a solid base from which to build your recruiting program, you efforts will result in poorer quality hires, low job performance and high turnover. This session will focus on the necessary first steps of a successful recruiting process including a review and discussion of the key elements for job planning, job requisitions, and job descriptions.</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Learn the 3 elements of Workforce/Job Planning</li> <li>• Identify the critical elements for job requisitions and job descriptions</li> <li>• Understand the basics of essential duties and job competencies and their impact on selection and performance management</li> </ul>
<b>10:00 am to 10:15 am</b>	BREAK
<b>10:15 am to 11:00 am (A)</b> <b>11:00 am to 11:45 am (B)</b>	<p><b>Hands-On Practice: Creating an Effective Job Description</b>  In this “hands-on” session you will individually and with fellow attendees develop your own job description using the job description and competency tools we provide. You will use this completed description in a later session of this training. We encourage you to bring a copy of your current job description for use in this exercise.</p> <p>Upon completion of this session participants will:</p>

	<ul style="list-style-type: none"> <li>• Define essential duties for their job (A)</li> <li>• Determine the key competencies for their job using our competency tool (B)</li> <li>• Complete the basic qualification &amp; skill sections using our job tool</li> <li>• Learn from and assist fellow attendees in this critical process</li> </ul>
<p><b>11:45 am to Noon</b></p>	<p><b>Key Resource List for Every HR Professional</b>  HR is an increasingly complex business. Keeping up with all the changes, gaining and maintaining competency in the varied functions and services is a challenging task. In this brief session we will provide a list and basic description of essential resources for the HR Professional and invite you to share some of your favorites with the group. Networking, you are not alone! Bring your business cards to share.</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Know where to look to find critical HR information on laws, policies, forms and networks</li> <li>• Take first steps in networking, share your business cards!</li> </ul>
<p><b>Noon to 1:30 pm</b></p>	<p>LUNCH</p>
<p><b>1:30 pm to 2:30 pm</b></p>	<p><b>How do I Apply to Your Company?</b>  This session will focus on the application, the application process and applicant tracking. We will start with basics, discussing the elements of the application and what defines an applicant. Then we will explore the varied on-line applicant tracking options available in today's "e-world" of recruiting.</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Understand the dos and don'ts of application design</li> <li>• Know who's an applicant and whose not ...and why it matters</li> <li>• Recruit like a pro, introduction and discussion of e-world recruiting</li> </ul>
<p><b>2:30 pm to 3:00 pm</b></p>	<p><b>The Fine Art of Effective Candidate Sourcing</b>  In today's global market, the hunt for talent is more challenging than ever. Do you shake the tree harder or find a new tree? We will explore many sourcing options available to the savvy recruiter and discuss the "full-service" products offered by your favorite on-line job posting boards.</p>

	<p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Explore traditional and e-world sourcing methods; get results without breaking the budget</li> <li>• Understand the basics of AA Plan sourcing requirements</li> </ul>
<b>3:00 pm to 3:15 pm</b>	BREAK
<b>3:15 pm to 3:45 pm</b>	<p><b>Employment Branding a New Tool for HR</b>  Employment Branding. Top employer’s are taking recruiting, the hunt for talent, to the same level of product branding. Find out what all the buzz is about and how you can turn your brand into an effective recruiting tool.</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Understand the basics of Employment Branding</li> <li>• Learn how to use your Brand to attract Top Talent</li> <li>• Create Ads that Sell</li> </ul>
<b>3:45 pm to 5:00 pm</b>	<p><b>Legal &amp; Ethical Issues</b>  Know the laws, avoid the pitfalls. Help with office politics. In this session will review many of the relevant employment laws that impact the basic recruiting processes we have discussed so far. We will also discuss the tougher issue of how to handle bias and office politics in the early stages of recruiting.</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Understand basic employment laws that impact recruiting</li> <li>• Learns to confront common pitfalls of hiring manager bias</li> <li>• Share “real-life” office politics and learn techniques to protect the company from itself</li> </ul>
<b>DAY TWO</b>	<b>Selection: Effective Strategies for Talent Acquisition</b>
<b>8:30 am to 8:45 am</b>	<p><b>Review Previous Day’s Learning: What’s on the Quiz?</b>  This session provides a brief review of the previous days learning and reviews the topics that the Quiz will cover.</p>
<b>8:45 am to 9:15 am</b>	<p><b>The Application Review &amp; Initial Ranking</b>  The application often provides the first impression applicants have of your company and it is used by the employer as the first step in the initial assessment of a candidate’s qualifications. This session will take</p>

	<p>a closer look at this familiar tool and provide tips on getting the most out of your application by identifying “red flags” and by developing an objective ranking system.</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Know &amp; Identify “red-flags” on the application</li> <li>• Understand basic applicant ranking systems</li> <li>• Know do’s &amp; don’ts of applicant recordkeeping</li> </ul>
<p><b>9:15 am to 10:15 am</b></p>	<p><b>Practical Assessment Tools</b></p> <p>Many employers use some type of assessment to help evaluate a candidate’s skill or fit for a job in an effort to reduce the risk of a “bad” hire. How much do we know about these tools we use and how well are they predicting success on the job? Personality, aptitude, and skill testing. Which ones are right for you? This session will focus on the many assessment options available to an employer and how to determine which tool is right for you.</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Understand the purpose and types of assessments; know when &amp; how to effectively use skill, personality, &amp; aptitude tests to hire talent &amp; reduce “bad hire” risks</li> <li>• Understand the nuts &amp; bolts of assessment selection: reliability &amp; validity</li> <li>• View actual aptitude &amp; attitude test results; what these tools can tell you about your potential hires</li> </ul>
<p><b>10:15 am to 10:30 am</b></p>	<p>BREAK</p>
<p><b>10:30 am to 11:30 am</b></p>	<p><b>The Basics of Interviewing</b></p> <p>“He interviewed really well, I liked him” What does that mean? Many hiring managers fall into the common interview trap of bias, selecting or favoring a candidate because we “liked” them, discounting the real qualifications for the job. This session will review the basics of objective and effective interview planning and execution and provide tips on avoiding common interview bias.</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Know how to plan &amp; execute effective interviews</li> <li>• Understand the many types of interviews &amp; how to get the critical information you need to make vital selection</li> </ul>

	<p>decisions</p> <ul style="list-style-type: none"> <li>• Review interview do's and don'ts</li> <li>• Understand &amp; combat common interview bias</li> </ul>
<b>11:30 am to Noon</b>	<p><b>Behavioral Based Interviewing</b>  Who's Behind the Curtain? The resume looks great and the initial assessments look promising, but do you really know this applicant? How well have they performed in the past and can they do well in your environment? Employers want to get to know the real person behind the application. In this session we will explore this competency based interview technique to understand how we can gain useful insights into an applicant's work behaviors and attitudes and better evaluate how they will likely perform on the job.</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Understand the job competency &amp; work behavior link</li> <li>• Know what to "listen-for" in your applicant's responses</li> <li>• Receive a comprehensive list of behavioral based questions for your own use</li> </ul>
<b>Noon to 1:30 pm</b>	LUNCH
<b>1:30 pm to 2:30 pm</b>	<p><b>Hands-On Practice: Behavioral Based Interviewing (BBI)</b>  In this "hand-on" session, attendees will use the job description they developed in an earlier session to select and write behavioral based questions based on the competencies they selected for their job. Attendees will have the opportunity to practice this interview technique with other attendees and discuss with the class their experience with this tool. Share your favorite "listen-for".</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Know how to select effective BBI questions</li> <li>• Understand what to "listen-for"</li> <li>• Discover the added value of BBI</li> </ul>
<b>2:30 pm to 2:45 pm</b>	BREAK
<b>2:45 pm to 3:30 pm</b>	<p><b>Effective Applicant Communications</b>  What do your applicants think about your company? Turn "Rejection"</p>

	<p>into effective marketing and positive PR through thoughtful and well planned applicant communications. This session will focus on the many communications that can take place between the employer and the applicant. How can we use this opportunity to promote our business, build our goodwill, and attract quality applicants?</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Overcome the #1 applicant lament</li> <li>• Review and identify opportunities to build goodwill</li> <li>• Discuss methods of communication, save time &amp; \$\$\$ using the E-world tools</li> <li>• Discuss &amp; share effective applicant communications</li> </ul>
<p><b>3:30 pm to 4:00 pm</b></p>	<p><b>The Hiring Decision</b>  So you think you found the perfect candidate? Employers want to verify an applicant’s work history education and skills, but they also have a responsibility to hire employees that are not a risk to their workforce, the company’s clients, or vendors. In this session we will take a final look at ranking before exploring the critical arena of Background Checks.</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Understand the true cost of a bad hire; what a “bad hire” can cost your organization in lost productivity and litigation</li> <li>• Know how and where to get the facts on your applicants</li> </ul>
<p><b>4:00 pm to 4:15 pm</b></p>	<p>BREAK</p>
<p><b>4:15 pm to 5:00 pm</b></p>	<p><b>More Legal &amp; Ethical Issues:</b>  Offer letters &amp; agreements: Do they say what you mean? In this session we will take a final look at the relevant employment laws impacting selection and the final two critical documents in the recruiting process.</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Know what an offer letter/agreement should say, and what it should not</li> <li>• Understand the limitations of non-compete agreements</li> <li>• Review basic employment laws that impact selection</li> </ul>

<b>DAY THREE</b>	<b>Protect Your Investment: Effective Strategies for Talent Retention</b>
<b>8:30 am to 8:45 am</b>	<p><b>Review Previous Day's Learning: What's on the Quiz?</b>  This session provides a brief review of the previous days learning and reviews the topics that the Quiz will cover.</p>
<b>8:45 am to 9:30 am</b>	<p><b>Orientations and On-Boarding</b>  Hired! Now what? Employers are looking beyond the paperwork jungle of standard orientations and recognizing the value of on-boarding and robust orientation programs in the retention and performance of new employees. The increasing complexity of work and the impending retirement of the "baby boomers" have employers scrambling to retain top talent. Come learn how your peers and colleagues across the nation have launched targeted employee assimilation programs to optimize employee retention. This session will provide a brief overview of the evolution of best practices as they apply to the initiation of the employee life cycle.</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Identify best practices in establishing employee assimilation programs</li> <li>• Recognize the impact of strong assimilation programs</li> </ul>
<b>9:30 am to 10:00 am</b>	<p><b>Employee Retention: Employee Needs versus Wants</b>  Understanding what motivates your employees begins with understanding needs versus wants. Your employees need to be paid fairly (the law), they need the tools to do their job, but what do they really want? What will keep them working for you and what will motivate them to their most productive level? This session will explore the topic of motivation and its impact on retention and individual and team performance. We will also discuss the use of employee communications as an avenue to identify organizational attributes that employees truly value.</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Identify how employee satisfaction contributes to employee productivity &amp; retention</li> <li>• Recognize what employees really value</li> <li>• Understand the effective use of employee surveys &amp; exit interviews</li> </ul>

<b>10:15 am to 10:30 am</b>	BREAK
<b>10:30 am to 11:15 am</b>	<p><b>Coaching for Top Performance: The Added Value of Top Performers</b></p> <p>We all know that top performers produce more than average employees, but how much more may surprise you. Learn the real value of top performers to your organization and how coaching and performance management drives the bottom line of a successful organization.</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Know the true value of top performers and their impact on ROI</li> <li>• Learn critical coaching tips and understand coaching's role in successful performance management</li> </ul>
<b>11:15 am to 11:45 am</b>	<p><b>Talk the Talk Using HR Metrics to Promote HR Value to Executives</b></p> <p>HR wants a place at the table, to have the same level of respect and value from the corner office that operations and finance have traditionally enjoyed. HR provides a critical service to the organization, but how do we place a value on that service in terms that our top executives will understand and value? In this session we will share some key HR metrics for valuing your recruitment, selection and retention efforts.</p> <p>Upon completion of this session participants will:</p> <ul style="list-style-type: none"> <li>• Learn how “talking the talk” can open the ears of &amp; doors to the executive suite</li> <li>• Gain HR metrics that measure the value of the HR recruiting, selection &amp; retention service</li> </ul>
<b>11:45 am to Noon</b>	<p><b>Review Previous Day's Learning: What's on the Quiz?</b></p> <p>This session provides a brief review of the previous days learning and reviews the topics that the Quiz will cover.</p>
<b>Noon</b>	Adjourn