**CAM: Human Resources**

**Narration Script, v1**

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| **File Name** | **Narration** | **Notes (special pronunciation)** |
| 0\_Title | “Welcome to your CAM Human Resources course. This course provides information about employee interactions including employment laws, the employment process, and meeting employee needs. Click ‘Start’ when you’re ready to begin the course.” | CAM pronounced as single word; not spelled out. |
| 0\_Nav | “Review the icons on this screen to help you navigate the course.” |  |
| 0\_Resources | “Click the image on the screen to download and print a collection of eLearn course materials. They’re also available in your ‘Resources’ link. You can use the materials as a place to take additional notes and as a resource to study for your CAM exam. They also include activity materials you’ll use - as noted - throughout the course.”  Animation: “When you see this icon in the lower corner of the screen, hover over - or click it - to find the page number of related course materials.” |  |
| 0\_Agenda | “In this module – Human Resources – we’ll discuss the topics listed here. Click ‘Next’ when you finish reading them.” |  |

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| Employment Laws | | |
| 1\_EmployLaw | “Laws that affect employment cover everything from recruiting, hiring, terms of employment, termination, and post-employment relationships.”  **“**As an employer, you must understand all federal, state, and local employment laws.” |  |
| 1\_Classes | “The Equal Employment Opportunity Commission, or EEOC, dictates who employment laws protect and enforces all policies, regulations, and laws.”  *Animation*: “This list represents federally protected classes in employment. There may be other protected classes at the state and local level.”  *Animation*: “Protected classes under the Fair Housing Act and protected classes based on employment laws are different.” | “or EEOC” is an aside to explain the acronym, please use less emphasis. |
| 1\_Laws | “These are the main laws that affect employment. Hover over each to learn more. These descriptions, and many more, are in your eLearn course materials. Hover over – or click – the icon in the bottom right for the page number. |  |
| 1\_Included | “Anyone hired to perform a service, allowed to perform a service, or related to an employer is covered by employment laws.” |  |
| 1\_Not Included | “However, independent contractors are not considered employees for most employment law purposes, and the laws, generally do not apply.”  “According to the IRS, an independent contractor controls the time, place, manner, and means through which desired results are accomplished.”  *Animation*: “The *payer* only has the right to control or direct the *result* of the work.”  “Laws are strict about what constitutes an independent contractor. Misclassification of an employee as an independent contractor has significant legal and financial consequences.” |  |
| 1\_LawsRelationship | “Federal and state employment laws affect and shape the entire employment relationship. “  *Animation*: “Understanding them helps develop realistic expectations and avoid misunderstandings, conflict, and legal entanglement.”  “In addition to the laws covered here, you’ll also need to learn about labor and employment laws set by state and local jurisdictions.” |  |
| 1\_FedPostReq | “Federal postings must be displayed where employees can see them – such as near time clocks, in break rooms, or in designated department locations.”  *Animation*: “The posters must be clearly visible. This means they cannot be altered, defaced, or covered by other material. There may be additional requirements in some states.”  *Animation*: “So where do you get these posters? They’re available from various Federal agencies, HR product catalogues, and many general supply & office supply vendors. You can buy posters online that include all federal posting requirements. Some incorporate state laws as well. Use the most current version in both English and Spanish, as needed.”  “Check your eLearn course materials to learn more about which laws require federal postings.” |  |
| 1\_KCInstruct | “It’s time for your first set of HR Knowledge Check questions. Click ‘Next’ to get started.” |  |
| Payroll | | |
| 2\_Payroll | “Payroll, benefits, and overtime vary greatly from company to company. Throughout this section, take the time to write down things you should ask your local HR department.” |  |
| 2\_TotalComp | “Your employees need to know compensation is more than just their wage. Your company contributes for their benefit coverage, 401k contributions, unemployment insurance, workers compensation, and a variety of other special programs that enhance the total compensation package.”  “Base salary, benefits, and incentive programs are the main parts of employee compensation. Click the layers of this pyramid to learn more about each.” |  |
| 2\_BaseSalary\_EX\_Layr | “When establishing a salary for an employee, there are many things to consider. Say you may have an opening for a Maintenance Supervisor. You could promote from within, or hire an experienced supervisor from outside the company. You would need to pay the promoted employee a salary of $50,000, or pay the experienced supervisor a salary of $65,000. What things you would want to consider when making your decision?  *Animation*: “Click ‘Here’ to see some ideas.” |  |
| 2\_Incentive\_EX | “Click the notes on the bulletin board to look at a few examples of incentive program structures.” |  |
| 2\_Value | “It’s *your* responsibility to explain the value of benefits in a total compensation package.” |  |
| 2\_EmployHous | “For employee housing, always follow company policy. Month-to-month leases may be required or apartments may need to be vacated within a specified time frame if an employee is terminated.”  “Click through each tab to learn more about employee housing.” |  |
| ACTIVITY | “Now let’s convert the value of rent to an hourly rate. You will need to calculate this figure into total employee compensation for any employees who live on site. Write your answer in your eLearn course materials. Return to this screen and click Next when you’re finished.”  Developer note: need to expound here when case study is received or need info from client on how to explain this to learner. |  |
| 2\_PyrlAdmin | “This brings us to payroll administration duties which include scheduling, calculating overtime, payroll, and keeping records. Scroll through the sliding panels or click Next to learn more about each.” |  |
| ACTIVITY | “Now you will calculate the total payroll cost of an employee.”  Developer note: need to expound here when case study is received or need info from client on how to explain this to learner. |  |
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| 3\_JobDesrcptn | “Before we review the employment process, we need to talk about job descriptions. They play an important role in the hiring process. Hover over each topic listed here to learn more.” |  |
| 3\_ACTIVITY\_JobDescptn | “Let’s practice looking at job descriptions and seeing their usefulness. Using your case study and the job description on the following screen, identify if the job description is complete. Identify essential and non-essential job functions as well.” |  |
| 3\_DEBRIEF\_JobDescptn | Developer Note: Need info from client to write debrief – what is the answer, what is the learner supposed to get from this? |  |
| 3\_EmpProcess | “Now you’re ready to move through each step of the employment process. It starts with identifying the employment need all the way through making an employment offer.” |  |
| 3\_IDEmpNeed | “Once you’ve identified the need of the property, you can compare it to common job descriptions. As you already read, using job descriptions as the basis for hire ensures a proper fit. Which job description matches your need the best? Are there any job descriptions that can be slightly altered to meet the needs of the property?” |  |
| 3\_Recruit | “When it comes to recruiting methods you have many choices. Although a lot of sourcing is done online, some candidates still don’t have access to online resources. You should use a variety of online *and* offline methods to reach potential applicants – especially maintenance professionals.”  Click each recruitment method on the checklist to learn more about it.” |  |
| 3\_multiple | “Now that you’ve read a little about each method keep in mind that using multiple networks *collaboratively* is the most effective strategy, especially when using online resources.” |  |
| 3\_SocialMedia | “Many job seekers today are using social media. This gives you the opportunity to drive applicants to your jobs, target the right talent with your content, and build a strong employer brand.”  “Click anywhere on your screen to read what Bill Boorman, the founder and host of #Tru Events has to say.” |  |
| 3\_EmplyApp | “Once recruiting efforts prove successful, candidates will need to submit an application. The number one thing to remember is to never request information that may be considered discriminatory.”  *Animation*: “Do not include questions that may reveal any of the information on this list – either in an application or during an interview.” |  |
| 3\_Candidates | “Once you have a good amount of applicants, you must decide which to interview. Click each tab here to view more information about how to make this decision.” |  |
| 3\_InterviewGuide | “An Interview Guide is vital to helping you prepare for an interview. Click each option to read more about Interview Guides.” |  |
| ACTIVITY | “Place a check mark in the appropriate space to show whether the question is legal or illegal to ask during an interview.”  Developer Note: need to develop in eLearn or have it as an offline activity in their eLearn materials. I left the activity in the packet as well for now. |  |
| DEBRIEF | “All the questions are illegal! Are you surprised? Did any of them stump you? Take a moment to look at the examples of acceptable/unacceptable interview questions on page (22?) of your eLearn course materials. Look at the way questions are worded and defer to the questions in the “You May Ask” column. Wording questions appropriately is another reason using an Interview Guide is so important; it will help you maintain compliance with employment laws.” |  |
| 3\_OpenQs | “Questions should allow the applicant to expand on the skills and qualities they possess to do the work. Use open ended questions to ask about these topics.” (*Animation*) |  |
| 3\_BehaviorIntrvw | “Use behavior based interview questions to learn about a candidate’s past job responsibilities, experience, and reactions to situations. If they get off track, ask a question to help them refocus. If responses are overly positive, ask for a situation where they had tohandle something negative, and finally - be patient; encourage candidates to take their time so you can get the best answers and learn the most about them.”  “Click ‘here’ to read some examples of behavior based questions.” |  |
| ACTIVITY | “Select a job description from the Sample Job Descriptions listed in your eLearn course materials. Pick one you may be hiring for in the near future. Now take a few minutes to write 3-5 interview questions specific to the position. Write them down in your eLearn course materials on page \_\_ to use on the job when you’re ready to hire. When you’re finished, return to this screen and click Next.” |  |
| 3\_Intrvw Guidelines | “Before the interview, consider sending interviewees the job description so that they can review it in advance.”  “During an interview, you’ll use your prepared questions and communication skills. Be sure at the end of the interview, you have a good sense of the applicant’s strengths, weaknesses, and future job performance.”  *Animation*: “Read some interview guidelines; then click Next to continue.” |  |
| 3\_Conduct Interview | “Conducting an interview takes communication and listening skills.”  *Animation*: “Review this list to gain some helpful tips.” |  |
| 3\_Evaluate Candidates | “When evaluating candidates, there are a number of things you should think about.”  *Animation*: “Read some examples here.” |  |
| 3\_RefinePool | “Hover over each topic to read about a type of pre-employment evaluation. Evaluating candidates helps you refine your candidate pool, uncover things beyond qualifications and skills, gain insight into interpersonal relations, and ultimately make the best hiring decisions.” |  |
| ACTIVITY  DEBRIEF | Developer Note: dependent on case study – once received, can evaluate if it fits into eLT format and how we could provide feedback |  |
| 3\_Conditional Offer | “Once you’ve made a selection, it's time to make an offer. Making an offer includes a conditional offer of employment, a criminal background screen, a credit check if applicable, a drug screen, and various letters and paperwork. Employment offers are typically handled via written letter so there is no confusion about what’s been offered by the employer and accepted by the candidate.” (*animation*) |  |
| 3\_After the offer is made | “After the offer is made, you may conduct a criminal background screen, a credit check if applicable, and a drug screening.”  “Pre-employment screening agencies can help you learn more about an applicant’s work history, credit history, public records, driving record, criminal history, and personal references.” |  |
| 3\_Letters and Paperwork | “If you deny an applicant due to the results of a poor credit report, you are required by law to send the applicant two written notices that identify the credit agency.”  *Animation*: “It’s good business practice to send a thank you letter to all applicants who submit a resume, complete an application, or have interviewed for the available position.”  *Animation*: “Ask the applicant to start required post-hire paperwork in the interim period between acceptance of employment and the start date. The applicant can bring the completed new-hire package back on their first day of work.” |  |
| 3\_Employment-At-Will | “When making an employment offer, it is time to discuss Employment-At-Will. Employment-At-Will is a legal concept governing the nature of an employment relationship. There usually is no written agreement or contract, which allows an employer *or* employee to terminate the relationship anytime. This is still subject to state and federal employment laws and regulations.” |  |
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| 4\_Employee Needs | “An employee will have a number of needs throughout their employment. In this section we’ll cover some of these needs and give you insight into how you can provide them.” |  |
| 4\_Orientation | “Employee Orientation starts with the employee handbook, continues through the orientation event, and results in creating records that are the core of an employee file. Hover over the layers of this pyramid diagram to find out more about each piece of employee orientation.” |  |
| 4\_Training | “Determining employees’ skills is part of determining the appropriate training. Adult learners are experienced, want relevant information, and are active learners. Your training methods must take this into account. Click each of the tabs on this screen to learn more about training your staff.” |  |
| ACTIVITY | “Using a list of possible training topics in your eLearn course materials, and the candidate you hired in the previous activity, identify if/when you would train your new employee about each.” |  |
| DEBRIEF | Developer Note: need to include answers and reasoning |  |
| 4\_Ethics | “Performance management starts with you. You must follow specific rules of conduct and understand your fiduciary responsibility to your owner.  *Animation*: “Read these basic guidelines for ethics in the workplace.” |  |
| 4\_SMART | “Setting goals is an important tool when monitoring and promoting personal and professional growth. Goals provide purpose, challenge, and meaning. Not all goals are created equal and some are more effective than others. To maximize the probability of goals being reached, use the SMART system.” (*animation*) |  |
| 4\_SMART\_EX | “The purpose of setting goals is to achieve them; using the SMART criteria helps ensure goals are within reason and attainable. For example if you want to get in shape, you’ll be more successful if you define what that means, how you can measure it, and when you want to achieve your goal. Compare “I want to get in shape” to “I will lose 5 lbs by the end of August by going to the gym 3 times a week and cutting sugar from my diet.” Which do you think is more likely to set you up for success?”  “Now let’s look at some examples you could use on your property.”  *Animation*: “Each of these goals are specific, attainable, and relevant to the property. You could measure the results of these goals and achieve each of them.” |  |
| ACTIVITY | “Now use your newly hired employee to write SMART goals for his 90 day performance evaluation.”  “Write your answers in your eLearn course materials on page 31.” |  |
| DEBRIEF | Developer Note: need to include sample goals. |  |
| 4\_Delegate | “Delegation is the act of passing authority to an employee and holding them accountable for the task.”  “Delegation is more than simply scheduling work. It is an important ingredient in the overall process of employee supervision and employee development.”  “Click each tab to learn about delegating tasks.” |  |
| 4\_Delegate\_Purpose\_Layer | “It helps your employees grow in their roles as they continue to take on more and more responsibility.”  *Animation*: “It also helps you organize and use your resources most effectively.” |  |
| 4\_Delegate\_HOWTO\_Layr | “Using short checklist, hover over each step in the process of delegation to read more about it.” |  |
| 4\_Delegate\_TIP\_Layr | “When delegating, select the right person for the right job. Consider the demands of the task and the interests, skills, and goals of your employees. People enjoy their work more when they perform well.”  *Animation*: “Take a look at past performance. Employees who have met or exceeded your expectations in the past may be ready for additional responsibility.”  *Animation*: “Spread delegated work to as many employees as possible. But avoid delegating work to new employees until they settle into their job and learn their immediate responsibilities.”  “Click Next to watch a few helpful videos about managing your employees’ performance.” |  |
| 4\_Motivate Employees | “Employees want to be appreciated and valued. Positive behavior and achievements need acknowledgement. Different needs motivate different people. Your job is to learn what motivates each employee and then use this information.”  “Click the vertical tabs on this screen to view the ways you can motivate your employees. When you’re finished, look at the list of Motivational Program Ideas in your eLearn course materials to get an idea about things you may be able to implement on your property. ” |  |
| 4\_Performance Evaluations | “A performance evaluation is the best tool an employee can have for improving performance and providing a plan for future action. When communicated clearly and effectively, you can encourage employees to improve. Performance Evaluations may or may not be tied to wage increases and they may include input from supervisors, co-workers, direct reports, and the employee.”  “Click through the steps in this process to ensure your performance evaluations are written and handled well.” |  |
| Conflict Resolution | | |
| 5\_Approaches to Conflict Resolution | “At times you may need to handle conflicts or enforce disciplinary action. Conflict can be healthy if it causes employees to explore new ideas, test their beliefs, or stretch their imagination. It is unhealthy when it is avoided, handled improperly, or results in workplace animosities between employees. A confidential and effective internal problem solving or grievance procedure should be in place and known by all employees.”  “To resolve conflict, respect the differences in your employees’ personalities, deal with conflicts constructively, and enjoy the satisfaction of determining the correct solution.”  *Animation*: “Hover over each type of solution to read its description.”  Developer note: slide 5.25 |  |
| 5\_Handling Employee Complaints | “If you receive a complaint, you must protect the company’s best interests. View complaints as opportunities to improve the company and solve a problem.”  *Animation*: “Read how to handle employee complaints.” |  |
| 5\_Harassment | “Harassment is behavior that is offensive to individuals or groups. “  *Animation*: “Sexual harassment includes unwelcome advances, requests for sexual favors, and conduct of a sexual nature.”  “Both create a hostile, intimidating, or offensive environment. Employers may be liable for harassment by their supervisors, company co-workers, or outsiders.” |  |
| 5\_HarassType | “Hover over each type of harassment to read its description.” |  |
| 5\_HarassPrevent | “To prevent harassment issues, create a work environment free of discrimination, intimidation, retaliation or harassment.”  *Animation*: “Here are some ways you can prevent harassment.” |  |
| 5\_HarassHandle | “And finally, read some ways you can *handle* harassment.” |  |
| 5\_Suspecting Substance Abuse | “Substance abuse issues have a negative effect on productivity and morale of other employees. An employee’s aberrant behavior or sudden changes in performance may indicate a substance abuse issue.”  *Animation*: “Read how to handle a behavior or performance problems you believe may be the result of substance abuse.” |  |
| 5\_Suspecting Substance Abuse | “Performance or behavior observations should be detailed and well documented without making assumptions about the cause. If you suspect performance or behavior is the result of substance abuse, immediately contact an HR professional for further direction.” |  |
| 5\_Confronting the Employee | “If you think there is a substance abuse problem, follow these guidelines to confront an employee.” |  |
| 5\_WrkplcViolence\_Prevent | “Workplace violence can come from anyone:   * a disgruntled employee, resident or resident’s guest, * a domestic situation with an employee, spouse, relative, or a resident, * a vendor or contractor, * or a stranger.   Review these steps about how to prevent violence in the workplace.” *Animation* |  |
| 5\_WrkplcViolence\_Handle | “Now read about how to *handle* violence in the workplace.” |  |
| 5\_OpenCarry | “And finally, read information about open carry laws.” |  |

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| Disciplinary Action | | |
| 6\_Disciplinary Action | “Many discipline problems are a consequence of poor employee job performance or inappropriate behavior on the job. Things such as progressive discipline and employee counseling give employees the opportunity to improve. Keep in mind that while delivering disciplinary action, you should *consistently* apply all company policies.”  “Click each of the tabs at the top of the screen learn about different types of disciplinary action.” |  |
| Termination | | |
| 7\_Termination | “The decision to discharge an employee should be carefully planned. In most terminations, based on progressive misconduct or non-performance, there should be a “paper trail” documenting the circumstances leading to the decision.”  “Click each of the tabs at the top of the screen learn more about job separation.” |  |
| 7\_ExitInterview | “Exit interviews help determine where things went wrong and give insight into the employee’s opinions.” |  |
| Wrap Up | | |
| 8\_Summary | “We’ve covered a lot of information today. Please take a moment to review the topics in this course.” |  |
| 8\_KeyPts | “In addition to the summary, read these key points to help you remember the information you learned and help you study for the CAM exam.” |  |
| 8\_Thank | “You’ve successfully completed the course. Thank you for your time and attention today. You are now prepared to move on to the next course in the CAM program. Please click ‘Exit’ to record your participation.” |  |