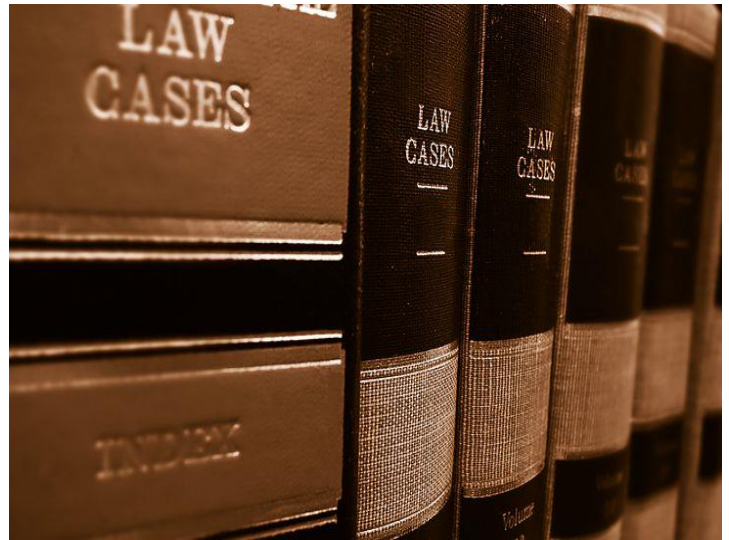


HR Counsel[®] Programme Prospectus v7.3



100%

The proportion of available places taken up within two weeks of launching the first programme in April 2018.

Study for a professional qualification in multijurisdictional employment law



What is FedEE?

The [Federation of International Employers](#) (FedEE) is the multinational HR alliance and leading organization across the globe for major private sector employers. It was founded in 1988 with assistance from the European Commission, but today operates on an independent basis and is currently chaired by the Ford Motor Company.

FedEE provides an extension of a multinational company's corporate legal counsel function – but with an exclusive focus on HR-related laws. We back this up with a huge legal knowledgebase covering employment laws in over 100 countries worldwide – which member firms may consult on a 24/7 basis – plus a timely legal helpline service.

The programme is a part-time, distance-learning course leading directly to an Advanced Diploma in Multijurisdictional Employment Law and right to use the job title "Qualified Professional HR Counsel (QP-HR Counsel®).

Purpose of this programme

To prepare, and give recognition to, seasoned HR professionals for the provision of their multi-jurisdictional in-house legal role – focusing principally on employment and labour law compliance, HR standards, data privacy and protection, and labour relations. It will also allow those who are in HR jobs that currently focus only on one jurisdiction to gain the knowledge to transition to a multijurisdictional role.

HR Counsel® are legal experts who can interface on equal terms at a professional level with corporate counsel and external lawyers. They should therefore be able to obtain the best quality of advice and value for money from employment lawyers outside their department. The qualification QP-HR Counsel® (and thereby too the title 'HR Counsel') is owned as registered trade-mark by FedEE and may therefore only be used as a designation by full graduates of this programme.

Entrance requirements

Normally a good honours first degree (or an equivalent professional qualification such as Chartered MCIPD), plus at least three years HR experience. A good knowledge of the English language is also essential. Completion of the programme does necessitate

access to FedEE's knowledgebase and therefore those seeking to undertake it will normally need to be employed by an organization that is a member of the Federation.

Status of the qualification

The Programme is taught at the equivalent level to a post-graduate course at a reputable University. The Federation will be strongly promoting the programme and its significance.

FedEE did seek initially to involve several Universities and legal bodies in the conduct of this programme. But it was concluded that FedEE had the only comprehensive body of up to date legal data and relevant in-house expertise. We therefore established the FedEE Academy and have been successfully running the Programme now for the last year.

Time requirements

This course is designed to fit in with a demanding daily work schedule. Therefore, the modules in each course are well defined and the assessment process does not require submission of unstructured essays. Each module should not take longer than 2 hours to complete. The total time commitment to undertake the full Advanced Diploma Programme will be around 70 hours in total – inclusive of personal tutor contact and assessments.

Approach

The course seeks to address real, practical issues faced by HR in a multinational setting – both in their own organisation and the specific countries where they operate. The modules are provided online at the [FedEE Academy](#) website and we utilize an established eLearning management system to deliver the course material and manage assessment. All courses commence with an introduction that is available as text and video or powerpoint.

Objectives

We will assist participants to:

- ▶ Develop further into seasoned HR professionals providing multi-jurisdictional in-house legal role focusing on employment and labour law compliance, HR standards, data privacy and protection and labour relations.
- ▶ Gain a qualification enabling the holder to be able to interface on more equal terms at a professional level with corporate counsel and external lawyers.
- ▶ Assess legal certainty – being better able to determine if a set of circumstances constitute a potential legal breach, how soon a potential breach needs to be resolved, whether to take external advice and the likely consequences for the company.
- ▶ Apply that knowledge to concrete practical situations in their own organisation – particularly for an increasingly scattered and remote workforce.
- ▶ Understand the framework of statutory and case law in the jurisdictions where they operate.
- ▶ Understand the pitfalls of dismissal procedures and good practice in respect to termination interviews in different jurisdictions.
- ▶ Develop drafting and review skills in respect to company rules/policies, employment contracts and compromise agreements.

- ▶ Understand the dos and don'ts of dismissal procedures and termination interviews in different jurisdictions.
- ▶ Gain insights into the way that laws develop and how they are enforced through the labour inspectorate, the courts and alternative dispute resolution mechanisms.
- ▶ Become familiar with ISO standards and codes of conduct in the HR field and know how to introduce them in a streamlined and least disruptive way.
- ▶ Be able to prepare a case on behalf of your company in order to brief lawyers handling a defence.
- ▶ Handle increasingly complex security and other data protection obligations.

Structure

The programme is conducted primarily through distance learning, but with personal tutor support. It consists of 24 modules. Participants must take the first introductory module - this consists of two presentations, each followed by multiple choice questions. There is no open-ended assignment in this module. There then follows six legal training modules to help prepare especially those who have no first law degree. The remaining modules in the programme cover a wide range of HR-related and primarily legally-based topics.

Each module in the programme as a whole, once completed, gives rise to 50 points. 30 points are given for a multiple choice test and 20 points for a short, open-ended assessment. There is also one module that consists of a project that carries a total of 150 points and a final module where the assessment is "open-ended" and carries a total of 50 points for the single assessment.

The final Advanced diploma is awarded at a "professional standard", but there is a facility for "merit" and even "distinction" in exceptional cases.

Those taking the course may do so entirely at their own pace and the normal programme completion period is 12 months. However, completion must be achieved over a maximum period of 18 months. Participation may also commence at any time. Once an application has been approved (which usually takes no more than three working days) we shall confirm that the place and send the joining pack. We shall also provide in pdf form a programme handbook containing the course syllabus in detail, contact details and Q&A.

All participants will have a personal tutor and learning will take place through online training audio-visual materials, text, personal research, tutor sessions by skype, QQ or other electronic means. There will also be at least one inclusive seminar for programme participants. This one-day event usually take place in London and covers course guidance, lectures from top HR practitioners and networking with other participants.

Tuition will draw on a set of ten key countries in order to illustrate jurisdictional differences – **China, France, Germany, India, Italy, Japan, Netherlands, UAE, UK and USA.** However, references are also made to other jurisdictions in the course material and participants will be given freedom to choose other countries to focus upon in their personal research and open-ended assignments.

Special Credits

Because some participants may experience personal or professional problems at different points of the course we may agree to them taking a short-break, completing 3 projects at one time or, if there are serious problems, being allowed to omit one or two modules in the programme. This may only be granted on the express, prior permission of the Course Director.

Syllabus – The Courses



Course One: Introduction to the law

Module 1: Presentation 1. Introduction to the programme – The importance of employment – the informal economy – labour v employment law – range and origins – jurisdictions – legal compliance – the emergence of laws – the first multinationals – facts and figures – what is a multinational? – 7,000 to 400,000+ – 60,000 HR practitioners – 400,000 new laws/significant amendments – 2.5 – 3 million court cases – the HR function – small companies – negotiation and welfare – the impact of growth and size – multinational HR departments – differences in kind and scale – legal compliance on the spot – the role of the ‘expat’ – the cultural and linguistic dimensions – languages and dialects – types of subculture – the concept of “face” – familiarity and conventions – level of adaptation – centralisation v decentralisation – level of centralisation – advantages v risks of centralisation – dependable sources of data – harmonisation – principles/frameworks vs harmonisation – gold plating – the inflationary spiral – remote personnel – reliance on payroll companies – location for personal reasons – ignoring tax and payroll rules.

Module 1: Presentation 2. Introduction to legal compliance in practice – Compliance risks in different jurisdictions – the risks of hit and miss – how serious is an infringement? – sending executives to lawless states – naïve mistakes – guilt before proof of innocence – attitudes towards compliance – line management – crossing the radar – threat of blacklisting – moving operations and business transfers – entry risks – assumptions about commonality – centralised v federal states – impact of protectionism – free trade v jobs? – quid pro quo – buy American, hire American – reshoring and automation – employment status and free movement – what is employment? Native-ization – buying the right to reside – jobs posting restrictions – representative structures and labour standards – union mergers and militancy – new forms of representation – raising standards through negotiation – counter-pressures – future global HR trends – labour displacing technologies – new taxes and other obligations – ISO-HR standards – compliance becoming centre-stage.

Module 2: Legal/HR jargon and court procedures – Common words, expressions and phrases – UK and US common legal phrases and abbreviations – India: a curiosity of use of Latin in the ambit of employment – legal conventions – the main international legislative body for employment matters: the ILO – the 8 fundamental conventions and their ratification – essential human rights international treaties to do with employment – judicial principles – Japan – UK: determining unreasonableness and a frequently used causation test – due diligence – due diligence as detailed research – what does due diligence involve? – due diligence for an HR professional – court structures – the EU court structure – selection of the judiciary and court independence: worldwide examples – court procedures – the biggest books in a lawyer’s library – elements of the legal process regulated by CPRs – UK’s employment law court procedure – Bahrain’s lack of reporting – weight of evidence – rules of evidence – how is evidence presented in court – admissibility of evidence – special categories: an illustration – methods of submission and appeal – pre-hearings – Japan – legal representation in an employment tribunal – discovery, disclosure: the US and the UK – Legal Privilege and Privilege – no win, no fee – legal fees sometimes taken from damages – cost parameters – UK: costs punishment to parties by the courts.

Module 3: Civil Law – Civil liability – the meaning of civil law – employment contracts – duty of care by employers – health, safety and wellbeing – status of claimants – legacy liabilities – a civil breach of contract – material and immaterial clauses – breach remedy – out of court settlement – torts – “tortfeasor” – negligence – Atkin test – unenforceable rights – “tit for tat” – contributory negligence – vicarious liability – third parties – joint and several liability – class actions – the determination of causality – personal injury claims – tangible and intangible damages – professional indemnity – mandatory arbitration clauses – US update: Epic Systems Corp v Lewis.

Module 4: HR and the Criminal Law – Incidence of criminality – vulnerability of multinationals – types of crimes – bribery – UK Bribery Act – “close connection” – fraud (embezzlement) – fraud by false representation – fraud by failing to disclose information – fraud by abuse of position – misuse of funds and graft – OLAF – anti-trust collusion and bid rigging – FCO – impersonation – CV fraud – computer ransomware – Digital Crime Unit – other criminal activity – narcotics – workplace violence – criminal harassment – UK Harassment Act – corporate manslaughter – modern slavery – taking hostage – rules of evidence – dismissal v suspension – prevention strategies.

Module 5: Court origins, ADR and cross-border law – Introduction – Trial by ordeal – Combat and dueling – Judicial independence – Fight against corruption – Equity and common law – Litigation vs Alternative Dispute Resolution (ADR) – Litigation and jurisdiction – Specialised Courts – Grievance procedures – ADR: judicial vs non-judicial – Roots of ADR – Arbitration – Mediation – Conciliation – ADR trends in Europe and litigation procedures – European Union framework – ADR: voluntary vs mandatory – Council of Europe initiative – Collective disputes – Europe – specialised courts – US arbitration clauses – Quasi-arbitration – Sweden (mediation powers) – Conciliation – Arbeitsgerichte – Lengthy court proceedings – French Labour Courts – Civil procedure code – Conciliation/mediation phase – The litigation stage – ADR after court action has begun – Second first instance reference – Bias against employers/defendants – The Norwegian system – Labour court limitations – Dispute Resolution Boards – Limitation periods – State mediation – The United Kingdom – Dual track judicial system – County Court structure – Concurrent jurisdiction – ACAS early conciliation – Suspension of limitation period – EAT and Higher Courts – ADR in Asia – Hong Kong Labour Tribunal – Role of other Courts – Chinese voluntary system – Labour dispute committee – Appeals mechanism – Japan: Court types – Labour Standards Offices – The United States – Mandatory Arbitration Clause – Federal Arbitration Act – Epic Systems Case – FAA v NLRA? – The Law at work – The External lawyer – Cross-border disputes in the European Union – Rome 1 Regulation – Brussels 1 Regulation – Denmark – 1980 Convention – ECJ Interpretation – Rome 1 – third country – Posted workers and cross-border rights – Directive 96/71/EC – Additional right over Rome 1 – Host Member State law – The Hague Convention of 1965 – Conclusion – ADR – not changing law – No punitive penalties – No public exposure – Gagging orders – Hiding other unlawful practices?

Module 6: Soft Law: International Measures, Labour Clauses, Corporate Codes and Compliance – Introduction – Common legal frameworks – The League of Nations – The International Labour Organisation – The United Nations – ILO Conventions – Wide range of Labour issues – Fundamental conventions – Ratification – International Court of Justice – Equity – Incorporation into "Common Law" – EU Directives and Regulations – Directives not soft law – European Court of Justice – Indirect effect – Importance to employers – The Council of Europe – Human Rights body – 47 Member States – European Convention – Trade Agreements – Labour standards: status – South Korea / EU – EU Trade Barrier Regulation (TBR) – NAFTA II – Trans-Pacific Partnership – Labour Standards and Supply Chain Requirements – Collective agreements – Sectoral mandatory application – Union Network International (UNI) – Supply chains – CSR, Codes of Conduct and Corporate Governance – Corporate Social Responsibility (CSR) – Ethical codes – Canada: CORE – India: 5000 Notices – Corporate governance – Professional Codes – Core professions – Use of professional titles – Non-statutory professions: HR – Professional indemnity – Conclusion – ADR + Soft Law – FedEE Codes – Stepping stone to hard law – Too much transparency? – The HR bubble – In step with Board concerns.

Module 7: Data privacy, data protection and the keeping of HR records – privacy as a human right – the right to be left alone (USA) – ECHR – privacy v data protection – EU’s GDPR – material and territorial scope – data protection in the employment field – employer obligations – employee rights – consent & withdrawal – the right to be forgotten – data retention – data transfers – Brexit and data transfers – transfers from the USA: the Privacy Shield Programme – the internet – sensitive data and background checks – genetic and biometric data – health data and medical examinations – criminal records – background checks and employee records – workplace surveillance and monitoring – CCTV systems – digital communication – data supervision and breach reporting – national supervisory authority –

employers' obligation to report breaches – data protection officers – EU penalties – administrative fines – criminal sanctions – the GDPR's effect outside Europe – emerging laws: India, Kenya and Egypt – revising the law: Thailand and Brazil – USA: California Consumer Privacy Act – China Personal Information Security Standards – Japan and UAE – globalisation – commercial vulnerability – consumer protection – FedEE Code.

Course Two: Resourcing

Module 8: Work rules and HR policies – Official approval – handbook submission – compliance with regulatory framework – general practice – voluntary HR policies – policies v procedures – language used: legal requirement? – exceptions – drawing up HR policies – making sense of the law – badly written policies – compliance with multiple requirements – talent management and employee retention – consultation – policy enforcement and amendment – mainstreaming – conversion to specific procedures – updating – costing – mode of communication – digitisation – betrayal of strategic position – legal restrictions on storing/delivering policy data – HR policy and the law – Policy pitfalls – NLRB examples of good/bad practice – privacy vulnerability: Spain – Holiday: Italy – the law v company interests – sidestepping obligations – enforced compromise settlements – IR engineering – unpaid internships: USA and UK – internships in Japan – Cultural influences – the German model – French attitudes to performance appraisal policies – Indian caste system in check – religious values – contrasting business philosophies – gold plating and chrome plating – organisational symmetry – the temptation to simplify and level up – maintaining basic core HR values – pressures from the informal economy – India's massive undocumented workforce – slipping under the radar – modes of deployment – core HR policies – precedents and exceptions – exceptions vs need for flexibility – the invisible mountain – review and enforcement.

Module 9: Employment status – Categorization as employee or contractor – bogus classification – types of employment – differentiation – relocation – caste systems – French cadres and Italian dirigente – EU rules – Fair Labour Standards Act – same rights as permanent FT workers – hierarchical differentiation – pay frequency differentiation – skill differentiation – time differentiation – job permanence – employee or non-employee – employment rights v tax status – grey economy – inherited obligations – types of role – definition of contractor – company with employees or individual – subcontractor – atypical workers – gig workers -gangmaster –distinguishing employment status – self-employed may still be “employed” – Pimlico plumbers – the Maltese definition – Irish crackdown – HMRC taxation initiative – Agency Workers – Indian contract labour rules – the Worker Dispatch Law – joint employment – end of “precautionary permits” – rolled-up holiday pay – personal service companies – IR35 – 2016 reforms – “reasonable salary” – mixed benefits of independence – contractor status mixed blessing – supply monopoly – equity awards for consultants – the regulation of atypical work – growth of itinerant work -technology driven – Taylor Review – tax concerns for the government.

Module 10: Alternative working arrangements – the new economy – atypical workers – labour tokens – alternative vs traditional work arrangements – modern slavery – apprenticeships – trainees – work experience – voluntary-work – internships – the ‘gig’ economy – retirement transition – temporary work agencies – employee leasing – directly-hired temps – job sharing – seasonal workers – term-time working – flexible work schedules – flexicurity – PPH – teleworkers – home workers – mobile workers – sharing economy platforms – on-call – stand-by – long-term temps – secondees – second jobs – contracting-out – independent contractors – sub-contracting – self-employment – casual workers – on-call workers – virtual marketplace workers – Uber drivers: European vs American case law – fixed-term workers – the grey economy – the future of the ‘gig’ economy.

Module 11: Recruitment – Automation replacing jobs – China and India– job growth in Africa– is there such a thing as a labour market? – pool of labour – government priorities – labour immobility – language and cultural barriers – low female participation – union closed shops – pre-work union membership before – post-entry closed shops – union fee laws for non-members – recruitment adverts – veiled discrimination – compliance – data protection limitations – immigration – language laws – salaries in job adverts – automated shortlisting – GDPR and automated decisions – automated testing – pre-employment screening – criminal records – low-level disclosure – exception in finance sector – closed continental records philosophy – open records in Germany – criminal records and job licencing – pre-employment testing – testing job candidates – gender bias in non-verbal tests – personality tests – remuneration – asking salary history – cultural taboos – other subjects not to be raised at interview – restrictions – non-qualifying candidates – Germany: ‘previous work’ disqualification – post-complete clauses – trade secrets gagging

orders – Dalits and Aina – recruitment agency – head hunting – operating licence – USA-DoL licencing – mandatory qualifications – fonds de commerce – regulated professions – EU roles – composition of an interview panel – gender and race balance – internal candidates – bias after interview – job quotas – not meeting quotas – company board quotas – the right to a reference – the ‘beneficial reference’ – refusal motivated by ‘malice’ – telephoning referees.

Module 12: Anatomy of an employment contract – What is an employment contract? – informal/formal economy – EU statement of employment particulars – US “At Will” employment – official form for contracts – collective/bargaining agreements – model contracts: Hong Kong & Cyprus – ‘fine tuning’ – contract language – third-party approval – official registration – prior approval of work rules – probationary periods – regulated/semi-regulated professions – qualifications clause – verifying credentials – mobile workers – Rome convention regulations – posted workers – tax and social security status – young workers and age limits – ILO conventions – atypical work – part-time worker grey areas – fixed-term to permanent contracts – agency workers – zero hours and “on call” contracts – the heart of the contract– accountabilities – medical checks and medi-care – employee fee obligations – contribution rates – working hours and place of work – working time limits – overtime premia and trigger point – classifying exempt workers – remuneration – salary period – hourly rates – indexation mechanism – special rates calculation – bonus terms and conditions – dangers of repeat bonuses – benefits-in-kind (BIK) – holiday leave – company policies – notification requirements – sick leave – sick pay – enhancements – differing durations – collective agreements – discrimination – company policy – comparative terms: temporary postings – enhanced protection – data protection – restrictive covenants – legality of agreements/clauses – right to waive non-compete clauses – non-solicitation clauses – confidentiality clauses – intellectual property clauses – whistleblowing – jurisdiction – making disclosures – inventions – different terms of hiring – default ownership of company – equity share incentive – differences: USA, UK, India – temporary lay-offs – government subsidies – termination – notice periods – fixed-term work rights to notice – years of service – gross misconduct – severance – legality of garden leave – ‘in lieu’ facility – retirement – early or staged retirement – earliest qualifying age/ pension – other contractual elements – security and integrity, third parties, variation of employment contracts, partial invalidity, applicable jurisdiction.

Module 13: Freedom of movement and immigration – A brief history of the passport – passports and visas today – general pre-entry visa requirement – e-visa – visa on entry – transit visa – visa-free agreements – regional free trade agreements – EU – CFTA – ASEAN – Trans Pacific Partnership – national quotas – examples of USA, UK, UAE, France and Italy – mutual recognition and parity of qualifications – UNESCO initiatives – degree standards – EU harmonisation policies – the EU free movement of workers – legal framework – free residence and employment of EU nationals – the EEA and Switzerland – longer stay permit – the Schengen agreement, area and visa – reintroduction of border controls – EU posted workers – definition and compliance with minimum terms – different country requirements – free movement: a myth – the EU Blue Card scheme – merit-based system – rights and benefits - different national requirements – further issues and requirements from around the world – intra-company transfers – pensions, taxation and social security – EU legal framework for pension schemes – double taxation agreements – social security agreements – expatriate agreements – special contractual arrangements – special benefits – long-term residence and nationality rights – EU/EEA nationals’ family members rights – travel security – EU: online screening of visa-free non-EU nationals – security screening in the USA – security during business travel.

Course Three: Hours, Pay, Tax, Labour Relations & M&A

Module 14: Working time – Complex rules – historical developments – alternative arrangements – liberal regimes & exceptions – brief history of working time – dawn to dusk – industrial revolution – ILO convention no.1 – flexible working – time clocking – Fair Labor Standards Act – time sheets – standard working hours – EU directive – Hong Kong: no limitations – annual hours – Swedish innovation – less overtime at premium rates – shift work – shared production – shift patterns – clopening – overlapping shifts – night shifts – different time definitions – health effects – accidents at work – twilight shifts – swing shift – moonlighting – continental shifts – rotation system – statutory limitation – derogation – collective agreement – other rotating shifts – weekly cycle – oscillating shifts – foundry sector – offshore 14/14 – split shifts – hospitality sector – repeated daily travel – single time splits – time-off in lieu – relief and staggered shifts – high absence rates – extended shifts – “on call” relief systems – seniority – varying start/stop patterns – time banking – Robert Owen – Foregoing reward – Swedish minimal approach – tax-free element – on call-stand by atypical arrangements – distinctions – sleeping on the job – casual arrangement – zero hours – right to disconnect – culture of overwork – part-time work – principal variants – directive 97/81/ECC – term-

time working – the UK phenomenon – flexitime – universal system – core working hours – mining sector – overtime – definition – when does overtime start? – exempt/non-exempt – Luxembourg vs India – does working time include commuting/work travel time? – commission – PBR/Piece work – tax take – flat-tax – posted workers – expatriates.

Module 15: Leave arrangements – Traditional societies – industrial revolution – rise of philanthropists – Bank Holiday Act – leisure society – company welfare officer – annual leave – statutory vs contractual – EU Directive poor implementation – holiday accrual – atypical workers – recording leave – public holidays – bank holidays v public holidays v feast days – local/national holidays – right of PT workers to take paid public holidays – public holidays at weekends – sick leave and pay – temporary disability – the problem of absenteeism – right to know – attendance bonuses – AWOL policy – sickness absence and annual leave – rescheduling annual leave – maternity leave and pay -purpose of leave and country examples – paternity leave and pay country examples – parental leave and pay country examples – adoption leave – other leave – sabbaticals – parental care- bereavement leave – marriage – grey economy – gig economy – declining unionisation – effects of mandatory arbitration – reduced workweeks – aging population.

Module 16: Remuneration – Coverage – definitions – exempt v non-exempt – pay determination – job evaluation – merit-based pay – reasons for litigation – remuneration rights – the right to be paid for work – the right to be paid for rest periods – late payment of wages – payroll deductions – the right to regulate pay – types of control – the minimum wage – the living wage – pay indexation – collectively agreed pay – anti-combination acts – combination of workman Act – the right to bargain – collective bargaining coverage – wage cartels – fixing the price of labour – state-backed cartels – EU legal challenges – USA DOJ wage-fixing ban – pay and business transfers – protection of rights – qualifying transfer – modifying remuneration – cross-border transfers – protection outside the EU – equal pay – salary history – country examples and inequality – performance appraisal, testing and pay – limitations – link between appraisal and pay – impact of GDPR – danger of retaliation – union attitudes – the Hewlett Packard case – additions and exceptions to pay – executive bonuses – SEC rules – increasing transparency – other bonus payments – unintended obligations – mid and year-end payments – special payments – conditions payments – severance funds – welfare allowances – payments in kind and expense allowances – truck system – limitations – statutory v voluntary – special facilities – profit sharing – commuting allowances – medical benefits – pension schemes – inescapable pay equation – revolutionary surge effect – legal framework – the new order – emergence of “HR Law”.

Module 17: Tax and social security – Introduction - Social Insurance Systems – Historical evolution of Social Insurance – English ‘poor law’ system – Compulsory sickness insurance – Compulsory old age insurance – Economic Security Act – Social security systems today – Federal and state laws (USA) – Central and province rates (China) – Totalisation agreements – The Japanese pension system – The British state pension – Individual systems (France, Denmark, Romania, Lithuania) – Pan-European pension schemes – Taxation systems – Tributes and Tithes – Church as well as state – Window tax – USA and Japan – Muslim tax system – Progressive income tax - Emergence of tax bands – Tax free allowance v minimum wage – Modern tax variants - Flat tax rate - New PAYE system in France – Income tax liability: residence vs citizenship – Tax liability in the UK: residence vs domicile – Corporation tax – Federal and local taxation – Worldwide vs territorial taxation – Tax havens – Special Tax Arrangements – Double taxation relief – Expatriate Tax Advantages – Cross-border workers.

Module 18: Labour relations – Natural polarity – Need to control – Concerns about externality – Redress the balance – Emergence of unions – War of independence – Compliance of members – Command of market – Seamens' boxes – Pre-entry closed shops - International rights – ILO 1919 – Declaration of Philadelphia – Right to organise – Protecting all representatives – Collective bargaining right – European convention – European Union – Article 153 (5) - National rights in China, Germany, India, Italy, Japan, Netherlands, UAE, UK – The Right to strike – Collective pressure – International conventions – Cultural differences in labour relations – Perception gap – The harsh realities – Decline in stoppages – Underhand tactics – Union corruption – Falling membership – Union alliances – Union wage premia – Substantial Premiums – Company size factor - Nonproductivity-related bonus – Other forms of employee representation – Paternalism – European Works Councils - National level bodies – Germany – Outside the EU/EEA – USA – lawfulness – Health and safety committees in United Kingdom, France, Japan, USA – Codetermination – Right to veto – Germany and Netherlands – Industrial democracy – Two-tier boards – Supervisory board – Management board - Mandatory in some countries – Conclusion – Struggle to adapt – Union autonomy – Public image – Employee engagement – Unions do raise pay rates – Need for legislative reform – Selling automation.

Module 19: Mergers and acquisitions – Rhetoric and reality – Defining Mergers and Acquisitions (M&A) – Merger process – Acquisition process – Assets purchase implications – Reverse triangular merger – EU: Employee protection, information and consultation – The Acquired Rights Directive – Information and consultation – Territorial scope – ARD terminology – Date of transfer – Transfer of liabilities – Employee information and consultation – Codetermination rights – Who, what and when? – Italy: 15+ staff – Germany: 20+ staff – Collective agreements – Legal interpretation – The *Spijkers* case – The *Allen* case – M&A conditions explained – Right to vary terms and conditions – Prohibition of changes – *Daddy's Dance Hall* case – The *Telecom Italia* case – Contracting out – Compliance – Inadequate implementation – ARD and Brexit – The ETO loophole – ETO reasons in practice – International legal instruments – ILO Conventions – Practice outside the European Union – 'Fire and rehire' – Automatic transfers – Employee placement plans – Varying terms and conditions – Competition and Anti-trust – Penalties – Notification criteria – Anti-trust history: US vs EU – The German example – Types of enforcement – The Shares Transfer loophole – Non-application of ARD – "Only shares transfer" – "Business as usual" and gun jumping – Conclusion – Deals in numbers: US vs EU – M&A does not work – Real motives for change.

Special Project

Module 20: Individual Short Project – Course participants are required to complete an exercise examining the introduction of a significant, new legal requirement into their own organisation's policies, procedures and practices. This will require the completion of a proforma project assessment schedule (PPAS). During 2019 this will be GDPR. The PPAS will be handled and held on file in the strictest confidence and not revealed to any party other than the course tutor and assessor(s).

Course Four: Fundamental Rights and the Future

Module 21: Discrimination and harassment – The roots of prejudice – a rational purpose for the dominant group – macho culture – pseudo criminal mentality – discrimination and the law – direct discrimination – indirect discrimination – multiple discrimination – equality and equal opportunities – equality before the law – equal pay for equal work – affirmative action – protected characteristics in focus – sex, sexual orientation and the LGBTI(I) community – EU legal framework – US Civil Rights Act – sexual harassment – EU, US and the #MeToo movement – religious beliefs – international human rights treaties – ECtHR and ECJ case law – burqa ban – the right to proselytize? – change of beliefs – religious and secular state – race and ethnic origin – origins of racial subjugation – state discrimination – major HR policy dilemma – nationality and xenophobia – immigration law – EU framework decision – Stop Soros – physical and mental disability – quota systems – rehabilitation – ADA – payments below minimum wage – age Directive 78/2000 – lower severance payments – objective justification – ADEA – demographic time bomb – marital status – breadwinner principle – changing perceptions in the west – intolerance of unmarried state – sacrosanct "mother's role".

Module 22: Termination – Mutual termination – Fixed term – Compromise agreement – Loss of unemployment benefit – Unilateral Termination – Dismissal with cause – France: procedure – UK: valid reason – Netherlands: approval – Germany: notice periods – Japan: great caution – Gross misconduct – Justification – UK: no notice/unpaid wages – Faute grave & loured – Redundancy – Is it genuine? – Collective redundancy – Germany: last resort – Italy: 75-day wait – Japan consider alternatives – China & UAE: 30-days notice – Indonesia: no right – Firing at Will – No reason to dismiss - Avoid discrimination – Health insurance – Montana: no "at will" – Downside risks – Companies fail to assess – Resignation – Employer agreement – Action to preserve notice – AWOL – Constructive dismissal – Retirement – Fixed retirement age – ET Directive - Dutch v Irish law - Japan: post-retirement – Obligatory Dismissal – Ending of work permit – Loss of licence - Redeployment option? – Notice periods – Hand over duties – ILO Convention 158 – Set through CA - India: extended notice – UK: wrongful dismissal – Protective termination measures – Restrictive covenants - Elective clauses – Trade secrets - Bulgaria: unlawful clauses – Unfair Dismissal – Reasons and "manner" – Right to litigate – Burden of proof - Netherlands: approval prevents unfairness – Canada: Adjudicator – UAE: Arbitrary dismissal – Windows for claim submission – Compensation – Severance payments – California: damages – US states: double penalties – Reinstatement – USA: work injury - India: wrongful dismissal - Italy: Article 18 – Conclusion - Risks factored in – "No dismissal" countries – The end of work.

Module 23: Health and safety – Why H&S Matters – Nonconformist origins – Robert Owen – Factory Act 1802 – Priestley v Fowler – Sectoral Acts – Liability and Compensation – Trade unions v nonunionised – Duty to consult – EU source of recent reforms – First legislation 1839 – Health and accident insurance – Dual system – Emphasis on insurance – Greater emphasis on prevention – ILO conventions – Early focus (working time) – Wide range of EU measures – Proposed Directives – ISO 45001 – Poor ILO record – Factories Act 1948 – Bhopal accident – No right to refuse tasks – 80% workers (grey economy) – Boycott of system – Child labour – Growth of contract labour – Slow to develop H&S – 1910 Railroad Act – 1970 Act – Union compromise – DOL agencies – Voluntary protection program – Extensive litigation – Mines Act 1905 – Health Insurance Act – Trade union law 1945 – ISH Law 1972 – Hazard ordinances – Consensus – Declining fatalities – Confucian values – Rule of law – 2002 Safety and Health laws – Emergency Management – High level of fatalities – Vulnerable occupations – Factory dormitories – Death from overwork – The Jiangsu Explosion – Mandatory training – Aptitude tests – Poor enforcement – False sign-off – Substance tests – Dismissal for drug use – Discipline for refusing tests – Grounds for testing (France) – USA (testing problematic) – Firearms and Second Amendment – Dismissal for smoking – Protection from passive smoking – Smoking bans (US State level) – Medical v Recreational use – Liberal laws (Canada) – How far can employer limit use? – Discrimination against medical users – Pre-employment checks – Regular examinations (China) – Hazardous processes (India) – Risks of infection (UAE) – FWC - examinations intrusive – Suncor v Unifor – HIV/AIDS Testing – Immigration requirements – US GINA 2008 – Proxy for race discrimination – UK Equality Act – Canada GN-DA 2017 – Neglected field – Incidence greater 40+ – Work pressure (cause) – Incidence greater (foreign workers) – Suicide (employer responsibility) – P-TSD (responsibility) – Coercive Psychiatry – Right to disconnect – Ending of sickleave – Reintegration of LT sick – Percentage disability – Safety signs – UAE (use of Arabic) – France (use of French) – UK legislation (criminal offence) – Negligence manslaughter – Labour Code (France) – Health and safety plan – New technologies (detection) – Proliferation of H&S jobs – H&S as strategic issue – Lasting duty of care.

Module 24: The future of HR and its legal framework – New types of work contracts – increasingly complex regulation – tightening privacy controls – wider scope of equal pay rules to all protected characteristics – universal arbitration – greater standardisation – compliance through specialized departments – impact of AI/automation (especially in service sector) – less, but individually more critical jobs – proliferation of gig economy – reduced working hours – union resurgence – rising social instability – evolving reward mechanisms – changing corporate power balance – downsized HR – neo-globalisation – internet segmentation – new workplace elites – demise of democracy – powerless underclass – the new leisured economy – demographic imbalances – pension for life – relative deprivation – Asian economic dominance – climate change – depopulation.

Further Programme Details

Course completion: Assessment will be through multiple choice and open-ended questions. Each module will be worth a total of 50 points (except Module 20), with a per module pass mark of 37. For Module 20, the total marks will be 150 - so it will be worth the equivalent of three normal modules.

Quality Control and Moderation

A quality control report is written at the end of each programme and submitted to the FedEE Board. This will be partly based on feedback from participants.

Timetable

Those signing up to the programme may commence at any time during the year.

Principal course tutors

Robin Chater: Founder and Secretary-General of the Federation of International Employers (FedEE). He is a graduate of Leeds and Lancaster Universities, MCIPD, Fellow of the Royal Statistical Society, FInstPa and a QTS under the UK Teacher Regulation Agency. For ten years he was an Advisor to the European Commission on discrimination law and equal opportunities and his labour law and relations experience has embraced post-graduate studies at LSE, writing for a leading industrial relations journal, advising corporate clients on class action law claims, being an expert for the UN's ESWP, acting as a union-management mediator, undertaking works council training, drafting and reviewing employment contracts and HR policies, Chairing job evaluation and remuneration committees, and drawing up a statutory code of practice. He has written and edited several published books – including “Incomes Policy” (OUP) and two on data protection and privacy, penned numerous articles, produced two films and appeared frequently in the press and on the media. Before establishing FedEE in 1988 he worked for leading management consultants HAY (now Korn Ferry) and Arthur D Little and was Head of Practice for Robotics and Process Development at the R&D company CCL on the Cambridge Science Park. He has since continued to advise major companies around the World up to CEO and Chairman level.

Nicoletta Heracleous: Legal counsel at FedEE. She is a both qualified barrister and a qualified linguist. Nicoletta has a European studies and modern languages degree in English and French and an LLB from the University of Cyprus. She has also studied at Université de Liège, Belgique and worked as an underwriter at an insurance company and for a government law office.

Programme Fees

The fee for completion of the course is €2,995. FedEE Members will enjoy a 25% discount. There will also be a multiple booking discount of 10%. No VAT is payable, provided that the participant resides and works outside Cyprus where our administrative centre is based.

Fees are inclusive of all tuition, assessment, a study pack (mailed to participants), one place on a course seminar and personal tutor time.

Payment

The course fees will be subject to the terms and conditions for the programme. They should be paid one week before commencing the programme.

Course booking



To book a place for programme please go to the [online booking form](#), complete it and forward it back to the FedEE Academy Office.

Alternatively, please call our programme administration on:

(+44) (0) 203 608 4412 (London, UK)	(001)-85730 22256 (Boston, USA)
(0081) 112066814 (Saporro, Japan)	(00357) 22256381 (Nicosia, Cyprus)

Or directly email FedEE's Senior Corporate Counsel at Academy@fedee.com.

The small print – terms and conditions

Please read these before booking any place(s) on the programme. The following clauses should be read in conjunction with The Federation of International Employer's (FedEE Global's) [Membership Terms and Conditions](#).

This is an agreement between yourself (hereinafter the purchaser) and FedEE Corporate Services Limited (hereinafter called FedEE) on behalf of the Federation of International Employers (FedEE Global), Adam House, 7-10 Adam Street, The Strand, London WC2N 6AA, UK (hereinafter called FedEE) for your purchase of a multijurisdictional employment law programme together with training materials, online facilities and tutor assistance. The person actually undertaking the programme shall be referred to as the participant, whether or not they have directly purchased admission to the programme.

By purchasing the programme online the purchaser and the participant are jointly or severally undertaking and agreeing to comply with all these terms. Rights to participate in this programme are not transferrable and those undertaking it must respect its author's intellectual property rights. If this purchase has been made in error then FedEE should be notified as soon as possible – and in any case – within three (3) working days of the booking – through the email address Academy@fedee.com. If within 5 working days of commencing the programme it is necessary to terminate participation in it for any reason the course fee paid will be refunded in full, minus a 20% administration charge.

1. PROGRAMME DESCRIPTION

The programme shall be undertaken primarily on a distance learning basis in the participant's own time and according to their own timetable. The entire programme must normally be completed within 18 months of its commencement. Upon successful completion of the programme participants shall be awarded an Advanced Diploma in Multijurisdictional Employment Law, be able to use credential 'QP-HR Counsel® (Qualified Professional Human Resource Counsel)', and the job title designation of HR Counsel®. Please note that we reserve the right to change the Programme syllabus content at any time and without notice. We also offer certain special concessions that are outwith the strict terms of the programme.

2. YOUR PURCHASE

The purchaser is obtaining the right of one participant to undertake the programme. The purchaser confirms that the participant holds a good honours degree or equivalent and has 3 years or more experience in an HR role.

3. THE LICENCE

Each participant may use the training materials and receive all training – provided they do so on an individual basis and do not share or copy materials or share training with any other individual(s). No material may be downloaded for any other purpose.

Neither the Purchaser nor participant shall rent, lease, sell, sub-licence, loan, translate, merge, donate, adapt, vary or in any way modify the training materials or associated documentation.

4. YOUR EQUIPMENT

In order to undertake this programme it will be necessary to have a fully functioning computer, laptop or tablet with a sound facility and stable broadband internet connection (operating to a secure ISP). Although visible on a mobile smartphone it will not be appropriate to base completion of the course purely on that device. We advise the use of Chrome, Firefox or Safari browser to undertake this programme.

5. DISABILITY

Every effort shall be made to accommodate those with physical and/or mental disabilities. However, unfortunately, because of the nature of the distance learning approach, this programme will not be appropriate for the visually or aurally impaired. Certain technical solutions may exist to overcome communication difficulties, but these will be the responsibility of the participant.

6. CONFIDENTIALITY AND DATA PRIVACY

Participants shall maintain the integrity and owner's copyright of all programme materials. They shall not publish project material outside their organisation without prior notification to, and clearance in writing from, FedEE and shall not draw on the course for the purposes of transferring know-how to other parties – except by way of guidance, advice and the application of research techniques.

FedEE and its Academy shall protect the personal data provided to it by each participant and not reveal it to any third party. All submission of work for assessment shall be through the [FedEE Academy website \(https://fedeeacademy.com/\)](https://fedeeacademy.com/). Before commencing this programme each participant will be given the name and contact details for their personal course tutor.

Once the programme has been completed certain necessary details will be held on record by the FedEE Academy in order to verify the legitimacy of the qualification gained. We shall also hold the name, organisation and dates relevant to those not completing or failing the course. It is a requirement for completing this course that FedEE and/or the FedEE Academy may confirm or otherwise the existence of the qualification claimed when approached by bona fide enquirers. We will not provide any further details than to confirm the qualification was, or was not, awarded, its date and – if awarded with merit – to also confirm that fact. Details of The Federation of International Employers /FedEE's data protection compliance terms under the GDPR are set out in its membership terms and conditions (<https://www.fedee.com> – see above).

7. LIABILITY

No liability shall exist whatsoever by The Federation of International Employers or FedEE Corporate Services Limited for the wellbeing or interests of programme participants. This includes physical and mental risks, loss of income or possessions, virus contamination in computer systems, interception by state or other bodies, loss of goodwill, infringement of third-party intellectual property rights, business interruption, loss or corruption of data, damage arising from a tort, use of VPN systems in certain jurisdictions, libel or any criminal acts by staff in the participant's organisation or any intermediaries. Notwithstanding these provisos, the maximum compensation that shall be paid shall be €1450. The purchaser and/or participant indemnifies The Federation of International Employers and FedEE Corporate Services Limited for any costs or losses suffered or incurred due to claims, demands, suits, proceedings, actions, losses, judgments, damages, costs (including all reasonable legal fees), expenses, fines or penalties or actions arising or due to completion of this course. No conditions, warranties, representations or other terms, express or implied shall be binding on either party in connection with this course.

All disputes in respect to this contract shall be handled through the disputes resolution mechanism laid down in the Federation of International Employer's Membership Terms and Conditions (see above). Liability in respect to such actions shall lie with the Federation of International alone and not in respect to any of its affiliates, representatives or their individual staff.

8. PAYMENT

Payment may be made either by the use of an authorised credit or debit card or by bank transfer. These shall be subject to an invoice transmitted in electronic form. A receipted invoice shall be sent to purchasers within 7 working days of payment. No VAT is payable for this course – unless the purchaser or participant is based in Cyprus (where our administration is undertaken).

Invoices should be settled within 31 days of being despatched to the purchaser or participant. The deadline for payment is one week before commencement of the programme. FedEE reserves the right to charge interest on unsettled invoices at a rate of 2% pcm after the initial 35-day credit period. We also reserve the right to discontinue course participation if payments are more than 60 days overdue. If data is supplied by purchasers or participants in error then we may adjust the fee upwards or downwards as appropriate. All fees will be charged in euros.

Bank details for all payments and transfers are as follows:

Recipient: FedEE Corporate Services Limited

Address: Suite 201, 46 Athinou Street, Agios Dometios, Nicosia 2363 Cyprus

Bank and address: Eurobank Cyprus, 41 Arch Makarios 111 Avenue, Nicosia, Cyprus.

IBAN number: CY49 0180 0008 0000 2001 0030 5027

Swift Code: ERBKCY2N

FedEE CSL VAT number: CY10356183Y

CORRESPONDENCE ADDRESS, EMAIL AND TELEPHONE

All postal correspondence should be sent to: The Course Administrator, The Federation of International Employers (FedEE Global), Adam House, 7–10 Adam Street, The Strand, London WC2N 6AA, United Kingdom.

Further details may be obtained by emailing academy@fedee.com or by telephoning (+44) (0) 203 608 4412/(+00357) 22256381.

9. TERMINATION

FedEE may terminate programme participation if these terms are seriously infringed and not remedied within 15 days after our giving due notice to the purchaser and participant or if the purchaser or participant or their organisation files for bankruptcy or insolvency. Upon termination, all outstanding sums due must be paid and course materials destroyed.

10. MERGERS OR TAKEOVERS

The right to continue undertaking this programme or payments due shall be unaffected by any form of business transfer. However, it shall be conditional on the purchaser or participant informing FedEE of the change in ownership within 45 days of it taking place and the newly formed organisation continuing membership of the Federation of Internal Employers when it falls due.

11. CONTINGENT EVENTS

Liability shall not exist for any events outside FedEE's control that prevents it from completing the conduct of the programme. In the event of force majeure the programme shall be suspended and an extension arranged for its completion.

12. WAIVER OF RIGHTS

No waiver shall exist because we fail in any way not to enforce conditions set out in these terms and conditions.

13. GENERAL TERMS

All notification by either party shall only have legal effect if in writing and, in the absence of any other specified period, at least five working days' notice shall be necessary. If any part of these terms and conditions shall be in error, out of date or not enforceable all other parts of agreement shall be unaffected.

These terms are subject to the laws of Cyprus and the courts of Cyprus unless otherwise agreed in writing by both parties. This service is also provided within the terms of applicable EU regulations governing business-to-business transactions.

14. DATA PROTECTION

All personal data obtained and maintained by FedEE in connection with the undertaking of this programme shall be held securely and be subject to the terms of the EU's General Data Protection Regulations (GDPR). Details of The Federation of International Employers /FedEE's data protection compliance terms under the GDPR are set out in its membership terms and conditions (<https://www.fedee.com>) No personal data shall be revealed to third parties other than confirmation of the holding of the qualification as outlined above – unless they have a statutory right to access the data. If individual participants wish to gain access to their personal data file they may do so under the Regulations by making a request via academy@fedee.com.

We reserve the right to revise and amend these terms and conditions without prior notice and from time to time.