

MSEC™

2017 ARIZONA TRAINING CATALOG

Our Training Takes you From
Average to Awesome!





Dear Arizona Business Community:

We are pleased to provide you with the Mountain States Employers Council (MSEC) Arizona 2017 Training Catalog. We've designed this catalog to help guide you through our wide variety of seminars, training, and events. We are proud to offer several new and exciting sessions this year to further increase your knowledge and growth.

As the leader in employer training, education, and staff development in the Western Region, MSEC trains more than 30,000 professionals annually. This course catalog showcases our innovative seminars and award-winning programs that offer a broad range of professional and technical learning to help you achieve your training and business goals.

Our continued commitment is to provide you with the products, services, and support to meet your needs. Whether you receive training via our catalog sessions or through one of our customized on-site programs, we are dedicated to providing a valuable experience to help you achieve success.

We offer an environmentally-friendly version of this training catalog upon request. It is also available online at MSEC.org.

I am confident that MSEC will fulfill your professional and business needs. We look forward to serving you in 2017 and beyond.

Sincerely,

Michael G. Severns
President and CEO
Mountain States Employers Council, Inc.

Training Services and Resources

Custom On-Site Training	8
ValuePac Training Discounts	9
Special Accommodations	10
Webinars	10

Administrative Information

Registration for Standard Classes	12
Your Membership Number	12
Seminar Cancellation	12
Seminar Confirmation	12
Seminar Locations	12
Lunches	12
Hotel Information	12
Continuing Education Units	13
HR Recertification Credits	13
Your Training Experience at MSEC	13
Feedback	13
Locator Map: Scottsdale Office	14

Annual Conferences and Events

Employment Law Update Conference	16
Fall Conference	16

Certificate Programs

Human Resource Certificate Program	18
Supervisory Leadership Certificate: Pathways to Leadership Excellence	19

HR Certification Study and Recertification Programs

SHRM-CP and SHRM-SCP Examination Study Program	22
MSEC Study Program Schedule for SHRM Certification	23
Pre-Approved Courses for SHRM Professional Development Credits	24
PHR, SPHR, and aPHR Study Programs for HR Certification Institute (HRCI) Examinations	25
MSEC Study Program Schedule for HRCI Certification	27
Pre-Approved Courses for HRCI Business Credit	28
Pre-Approved Courses for HRCI General Recertification Credit	28

Seminar Descriptions and Schedules

2017 Seminar Schedule	30
---------------------------------	----

Legal Compliance: Employment Law & Labor Relations Issues

ADA and FMLA for Managers and Supervisors: Stop, Look, and Listen	32
Affordable Care Act: A Guide for Human Resources and Benefits Professionals	32
Basic I-9 Compliance	33
Crafting Compliant Handbook Policies and Employee Agreements	33
California Legal Webinars	34
Critical Issues in Employment Law—MSEC’s Legal Webinar Series	35
Discrimination in the Workplace: The Law of EEO	36
Family and Medical Leave Act: A Guide for Human Resources	36
Garnishments and Income Withholding Orders	37
Harassment Prevention for Employees	37
Harassment Prevention for Managers and Supervisors	38
Harassment Prevention in California—Managers and Supervisors Webinar	38
HIPAA: Security Awareness and Training	39
Investigations in the Workplace	40
Legal Issues for Human Resources Professionals	40
Legal Issues for Supervisors and Managers	41
Legal Issues in Managing Employees for Governments and Special Districts	42
Managing the Ill or Injured Worker Under the ADA, FMLA, and Workers’ Compensation	43
Performance Documentation Skills	43
Performance Documentation Skills for Government Employers and Special Districts	44
Reasonable Suspicion: Detecting Drug and Alcohol Use in the Workplace	44
Union Avoidance: Training Your Managers and Supervisors to Stay Union Free	45
Wage and Hour Workshop	45

Compensation & Benefits

Benefit Administration: The Basics from A to Z	48
--	----

Compensation Administration I: Base Pay Design and Development	48	Succession Planning: Are You Prepared?	69
Writing Effective Job Descriptions	49	Supervision: Core Competencies.	70
Professional Development		Supervision: Is It For Me?	70
Business Essentials	52	Supervision: Your First 90 Days—How to Survive	71
Developing and Maintaining Trust in the Workplace.	52	Transformative Ethics: Making Ethical Decisions in the “Gray Zone”	71
Emotional Intelligence at Work.	53	Team Development Modules for On-Site Training	72
Generations: Working Together	53	Violence at Work: An Introduction for Supervisors and Managers	73
Myers-Briggs: MBTI and Stress	54	You’re Fired: Practical Tools for Managing the Termination Process.	73
Team Development: Assessment and Facilitation.	54		
Technical Writing for the Real World	55	HR Management	
Train the Trainer	55	Fundamentals of Human Resource Management: Key Steps in Getting Started.	76
Violence at Work: Increasing Your Awareness	56	HR Metrics and Analytics: Focusing on What is Important	76
Workplace Respect.	56	Important Issues in Human Resources—MSEC’s HR Webinar Series	77
Writing Proposals That Win	57	Performance Appraisal Design Workshop: Working On-site with Your Team	78
Management & Leadership		PHR, SPHR, and aPHR Study Programs for HR Certification Institute (HRCI) Examinations	78
Accountability Experience	60	Recordkeeping for Human Resources	79
Change Management: Building Resiliency	60	Retaining and Engaging Employees: What Employees Really Care About	79
Coaching: Partnering for Performance	61	SHRM-CP and SHRM-SCP Examination Study Program	80
Conflict Strategies: Navigating Others Through Workplace Difficulties.	61	Workforce Planning: Your Roadmap to the Future	80
Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolution	62		
Five Dysfunctions of a Team.	63	Technology Training	
Interviewing and Hiring I	63	MSEC Technology Training	81
Interviewing and Hiring I for Public Employers	64		
Lead Worker Training	64	MSEC Services	
Leadership Academies	65	Services Included in MSEC Membership	90
Leadership Challenge®: Leveraging 360° Feedback.	65	Specialized For-Fee Services.	91
Leadership: Why Would Anyone Want to Follow You?.	66	Specialized For-Fee Service Contacts	92
Orientation/Onboarding: Building a Positive Connection From Day One	66		
Management Back to Basics.	67	Index	
Performance Management: Managing Employee Development	68	Topic Index.	93
Performance Management: Setting the Stage for Success	68	Alpha Index	97
Situational Leadership® : An Introduction to the SLBAII	69		

Our Vision:

Effective, successful employers.

Our Mission:

We are the professional, cost-effective resource of choice for employers in all areas of employment law, human resource consulting, training, and surveys.

Our Services:

Mountain States Employers Council, Inc. provides quality services to more than 3,000 employers in the Western region. Individual service to members has been the foundation and hallmark of MSEC for over 75 years. Each member is assigned to a specific staff person who provides and/or coordinates the many services offered by MSEC.

In addition, our staff of more than 200 employees is available on a daily basis for consultation on your employment law and human resource challenges. We keep you apprised of training opportunities and periodic briefing sessions which are designed to keep your managers, supervisors, and employees on the front end of the fast-moving field of human resource management.

Our Values:

At MSEC We Value ...

Our Members

The power and strength of MSEC exists because of our members. We are here to serve and support them.

Our Employees

Our employees are our number one asset. Through their continued growth and development employees are empowered to serve our members and exceed their expectations.

Our Relationships

Building strong, positive, and collaborative relationships with our members and the business community is our highest priority.

Our Services

We measure our success through our ability to provide high quality services which meet the growing and changing needs of our members.

Our Integrity

We serve our members, the business community, and each other with the highest levels of honesty, respect, and ethical conduct. We live by our reputation of providing the highest quality of service.

Welcome to the 2017 Training Catalog

Employment Law and Labor Relations Training

MSEC attorneys have multiple years of collective experience and are excellent trainers, providing engaging seminars that blend legal advice with practical applications for supervisors, managers, human resource personnel, and others who must grapple with legal issues in the workplace. Our range of topics include:

- *Civil rights issues, including both discrimination and harassment law*
- *Laws which impact the ill or injured worker, including the Americans with Disabilities Act, Workers' Compensation, and the Family and Medical Leave Act*
- *Wage and hour issues, including Department of Labor audits and the myriad of regulations which must be followed*
- *Unemployment topics, including a workshop to handle unemployment hearings*
- *Safety issues from OSHA to drugs and alcohol testing*
- *Immigration concerns*
- *Laws for federal contractors, including affirmative action requirements*
- *Benefit laws, such as COBRA, HIPAA, and the new Affordable Care Act*
- *Managing and negotiating in union environments along with seminars to avoid unionization*
- *Briefing sessions to update employers on new trends and developments in employment law*

Professional, Organizational, and Leadership Development

We have long been recognized by members as a source for development. We have award winning leadership academies, along with extensive classes designed to promote professional growth. Our development seminars cover a number of areas:

- *Managerial skills seminars*
- *Support staff training*
- *Communication training*
- *Diversity training*
- *Executive leadership*
- *Group facilitation*
- *Programs for non-supervisory professional personnel, including, workplace respect, teambuilding fundamentals, and customer service*
- *Training needs assessments to see what further skills can be developed*

Human Resource Seminars

Human resource seminars help members establish sound human resource practices that include the design and implementation of employment policies, staffing practices, total compensation programs, performance management, and resolve day-to-day employee relations problems. HR Services staff present impactful training programs and presentations on various human resource topics:

- *Staffing—workforce planning in all areas of HR*
- *Compensation and benefits*
- *Performance management programs*
- *Human resource metrics*
- *Day-to-day problem solving*
- *Training to prepare for PHR and SPHR tests*

TRAINING SERVICES AND RESOURCES

Custom On-Site Training

Ten Most Requested On-Site Training Topics

- | | |
|---------------------------------------|----------------------------------|
| 1. Supervisory Skills | 6. Workplace Respect |
| 2. Harassment in the Workplace | 7. Performance Management Skills |
| 3. Legal Issues in Managing Employees | 8. Conflict Resolution |
| 4. Interviewing Skills | 9. Leadership Training |
| 5. Performance Documentation Skills | 10. Customer Relations |

Don't have time to come to us? Are you looking to train a group of your employees and have the content tailored to your needs? You need an on-site!

It's An Investment in Your Employees and Your Organization

There is great value in getting everyone in the same place at the same time to focus on the development of your greatest assets—your employees. MSEC's custom on-site training is an efficient way to train a large group, giving your organization the time it needs to discuss important issues. We work with you to select a date and time, and we will come to your office with our expertise and materials. Prior to the training, we discuss your goals and expectations and design a class to specifically address those concerns.

It's Cost Effective!

Maximize training dollars and eliminate employee travel and lodging expenses by training large groups. On average, our on-site delivery option can cut your cost-per-trainee ratio by 50% - 60%.

It's Convenient and Customized!

Train your greatest assets—your employees—in the same way, at the same time, and at a location convenient to you. Let MSEC design training to meet your unique goals by focusing on the most important issues using examples relevant to your industry. Our experienced consultants and attorneys will work with you to design an experience to best meet your business needs.

How Custom On-Sites Work

1. We discuss your organizational goals, the needs of the participants, and your expectations for training. Then we design a class to specifically address those concerns.
2. We come to your office to conduct the program and bring the training materials.
3. Following the training, we discuss how well your expectations were met and what future activities are needed to complement or reinforce what has been learned.

Costs*

Standard Costs for MSEC Custom On-Site Training:

Full Day: \$2,100 per day for the first 25 participants and \$45 per-day for each participant above 25.

Half Day: \$1,400 per half day for the first 25 participants and \$20 per half day for each participant above 25.

Cancellations: There is a cancellation fee of 50% of the daily on-site rate for programs that are cancelled within 14 days of the program date. Additional fees may apply for materials and incurred expenses.

The following training services are also charged at an hourly rate of \$135:

- Individual and group interviews prior to and following training
- On-sites that require significant levels of customization

Note: Additional fees will occur for extended travel.

* Included in the cost are initial consultation with the organization, instruction time, local travel time, and materials. Out-of-pocket expenses for travel, meals, lodging, and meeting rooms are the obligation of the employer scheduling the training.

*Make training easy and cost-effective
with custom on-site classes.*

Call the Scottsdale Office at 800.437.9262 to schedule your next training.

ValuePac Training Discounts

Put Your Training Dollars to Work!

All employers want to stretch their limited training dollars as far as they can go. The MSEC ValuePac is a cost effective strategy to get quality training at a discounted price! Using this Training Catalog and your unique training goals, you can access hundreds of seminars that address employment law, human resources, leadership, management, and personal development. After determining your training needs for up to a 12-month period, you can prepay for the training you would like to receive at a discount. Please see our discount schedule below.

Here's How the ValuePac Works:

MSEC ValuePac Discount Schedule			
Option	MSEC Account	Your Cost	Savings
A	\$2,200	\$2,000	\$200
B	\$4,600	\$4,000	\$600
C	\$9,600	\$8,000	\$1,600

Note: The program only applies to standard MSEC seminars and does not include custom on-site training. In addition, the following programs are excluded: HR Certification Study Programs and other programs at our discretion. Please understand that all funds must be used within 365 days from date of deposit. Maintenance of a current membership during the 365 day term is required. No refunds will be issued for any unused portion after the 365 days has expired or upon termination of membership with MSEC. ValuePac Training Discounts may not be used in conjunction with any other discounts.

This is a great way to build your training budget and help your employees get the training they need at a significant savings to your organization.

Call us today for more information at 800.437.9262.

Webinars

MSEC webinars offer an affordable option to help your employees stay on top of the latest trends, topics, and training in their field. MSEC offers live, instructor-led webinars as well as pre-recorded on-demand webcasts covering everything from FMLA and ADA to Layoffs and Succession Planning. State-of-the-art, interactive webinars from MSEC are excellent for one-on-one or small group training.

Convenient - at your desk

Time saver - purchase and watch anytime anywhere

Simple way to stay current

Visit MSEC.org or see current listings in this catalog for schedules and availability.

Do You Need Special Accommodations to Attend MSEC Training?

MSEC Commitment

MSEC is committed to providing accessible training to all individuals within our membership. We encourage you to communicate to us any special needs you may have to participate fully in our programs.

Lead Time and Contact

We are happy to arrange effective accommodations to meet your needs. Please inform Registration of your accommodation request at the time of registration, preferably no later than two weeks prior to your scheduled program. Call 800.437.9262 or email requests to registration@msec.org.

Accommodations Required

We can accommodate the following needs per request:

- *Hearing*
- *Speaking*
- *Vision*
- *Reading*
- *Writing*
- *Learning*
- *Standing*
- *Walking*
- *Sitting*
- *Other necessary accommodations*

Include any emergency considerations that may be helpful for us to know when registering for a program.

ADMINISTRATIVE INFORMATION

MSEC Administrative Information

Registration for Standard Classes

To ensure maximum effectiveness and participation, most programs have limited enrollments. Reservations are made on a "first come, first served" basis.

There are Three Easy Ways to Register:

1. TELEPHONE: Call 602.955.7558 or 800.437.9262
2. EMAIL: Email us with the course title, date, and participant contact information to registration@msec.org.
3. INTERNET: Access courses on our online Seminar Catalog at MSEC.org

Your Membership Number

We ask for your membership number when you register to help ensure accurate registration, billing, and eligibility for member discounts. If you are unsure of your membership number, we can assist.

Seminar Cancellation

If unavoidable circumstances require cancellation, the cost of the program can be credited or refunded if the cancellation is received no less than seven (7) days prior to the beginning of the program. An administrative fee of 25% of the seminar cost will be charged for all seminars canceled or rescheduled less than seven (7) days prior to the seminar. Cancellations are only accepted by phone at 602.955.7558 or 800.437.9262 or by email to registration@msec.org.

Certain courses require lead time for computer processing of participant feedback. For these seminars the registration cost can be refunded only if cancellation is received no less than fourteen (14) days prior to the beginning of the program. On-site training also requires cancellation no less than fourteen (14) days prior to the beginning of the program.

Participants who fail to attend are billed for the entire cost of the seminar. With the exception of those programs that use a feedback instrument, participant substitutions may be made at any time.

Seminar Confirmation

All classes are confirmed at the time of registration. A confirmation, which will include information on class location, will be emailed to each participant shortly after the registration is processed.

Seminar Locations

MSEC seminars are conducted at the Scottsdale office location unless otherwise noted.

- *MSEC Scottsdale Office - 7975 North Hayden Road, Suite D-280, Scottsdale, AZ 85258*
- *BBB of Southern Arizona - 5151 East Broadway Boulevard, Suite 100, Tucson, AZ 85711*
- *Sheraton Crescent Hotel - 2620 West Dunlap Avenue, Phoenix, AZ 85021*
- *Desert Willow Conference Center - 4340 East Cotton Center Boulevard, Phoenix, AZ 85040*

Special Accommodations

MSEC wishes to assure our members of our intention to provide physically challenged participants equal access to all classes. If your employees have special needs in this area, please call the Scottsdale Office at 602.955.7558 or 800.437.9262 (see page 10).

Lunches

Lunches are not provided as part of the seminar cost unless otherwise noted. For full day classes, a list and map of nearby restaurants will be provided to each participant.

Hotel Information

Contact the Scottsdale Office at 602.955.7558 or 800.437.9262 for accommodations near our Scottsdale facility.

Continuing Education Units

MSEC provides Continuing Education Units (CEU's) for its seminars. The CEU is a nationally recognized standard unit of measurement. It is awarded for every ten contact hours of participation in an organized continuing education experience that takes place under responsible sponsorship, capable direction, and qualified instruction.

HR Recertification Credits

For HRCI credits, please see page 28. For SHRM credits, please see page 24.

Your Training Experience at MSEC

MSEC takes responsibility for providing the best possible learning environment for our participants; this includes seminar development, experienced facilitators, practical materials, and the physical facilities. Each member organization must take responsibility for preparing participants to attend classes and for reinforcing the learning points upon return to work. We recommend participants and their managers have a specific plan of action before and after each class. The following activities are suggested to gain maximum benefit from a training and development experience.

Before the Seminar:	After the Seminar:
<ul style="list-style-type: none">• Review with the participant the purpose of enrolling.• Make sure the participant knows the dates, times, and location of the seminar.• Describe seminar content and objectives.• Discuss why the participant is attending the particular seminar.• Establish minimum expectations for results.• Establish a time to meet after the seminar.• Remind participants to use proper etiquette related to personal devices (i.e., cell phones, laptops, tablets) while at the seminar.	<ul style="list-style-type: none">• Have the participants share what they learned.• Review key learning points with the participant and discuss strategies for implementation back at work.• Establish an action plan for implementing ideas from the seminar.• Observe and discuss the participant's on-the-job behavior.• Encourage the participant to provide overall feedback on the training.

Feedback

We welcome your comments or suggestions about participant experiences in any of our classes. Your input helps strengthen class content and delivery. Please call Karen Stafford, the Arizona Training and Events Manager, at 800.437.9262 or email at kstafford@msec.org.

Locator Map: Scottsdale Office

7975 North Hayden Road, Suite D-280, Scottsdale AZ 85258
602.955.7558 or 800.437.9262



Directions

From the West:

Take 101 east, exit at the Via de Ventura exit and turn right on to Via de Ventura. Take an immediate left into the Scottsdale Executive Office Park I after Via de Negocio. The Scottsdale Office is located at 7975 North Hayden Road, Suite D-280, Scottsdale, AZ.

From the South:

Take 101 north, exit at Via de Ventura and turn left on to Via de Ventura. Take an immediate left into the Scottsdale Executive Office Park I after Via de Negocio. The Scottsdale Office is located at 7975 North Hayden Road, Suite D-280, Scottsdale, AZ.

Employment Law Update Conference

ID# AELU101

Conference Highlights

Our *Employment Law Update* covers the most significant employment law developments of the year by stripping away the legalese and providing you with practical, timely, and critical advice to minimize employment law liability. Each year, the agenda is carefully selected by MSEC's expert employment and labor law attorneys who are in a unique position to recognize important changes and developing trends in employment law.

Who Should Attend

Managers, supervisors, human resources professionals, business owners, or any member of office management responsible for maintaining a legally compliant workplace

Cost: \$129 per person for early-bird registration before April 20, 2017 (Includes lunch), \$169 per person for standard registration (Includes lunch), CLE: credits will be applied for, HRCI Credit Hours: 5.25 General, SHRM Credit Hours: 5.25 PDCs

Time: 8:00–4:30

Date: May 4

Location: The Sheraton Crescent Hotel, 2620 West Dunlap Avenue, Phoenix, AZ 85021



Fall Conference

ID# SPEC991

Conference Highlights

With more things to do than time to do them, our Fall Conference presents participants the opportunity to take time out for reflection on strategies to help your organization rise above and stand out in your industry. Want to optimize your "status quo" and lead your organization to the next level? Join us for this action packed, one day session and walk away with real world, practical advice, guidance and ideas that can be put into action immediately.

Who Should Attend

Managers, supervisors, human resources professionals, business owners, or any member of management interested in organizational excellence and workplace trends

Cost: \$109 per person for early-bird registration before September 28, 2017 (Includes lunch), \$149 per person for standard registration (Includes lunch), CLE: credits will be applied for, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs

Time: 8:00–4:30

Date: October 12

Location: Location to be provided at a later date



CERTIFICATE PROGRAMS

The Human Resource Certificate Program

ID# CERTI130

Human Resources Management is a dynamic profession that requires a breadth of skills and knowledge for effective performance. The certificate program is a structured approach to gaining a strong knowledge base with its practical application for the human resources professional.

Whether you are just beginning a career in human resources or want to build the core knowledge and skills required for success in your job and career, this program can be an impactful professional development pathway.

Who Should Consider this Program

Human resources professionals and individuals who are responsible for the human resource function

Certificate Requirements

Complete the following core seminars and at least one (1) seminar from the suggested additional seminars list.

Core Seminars (*participants must complete the following seminars*):

- *Benefits Administration: The Basics from A to Z*
- *Compensation Administration I: Base Pay Design and Development*
- *Fundamentals of Human Resource Management: Key Steps in Getting Started*
- *HR Metrics and Analytics: Focusing on What Is Important*
- *Legal Issues for Human Resources Professionals*
- *Recordkeeping for Human Resources*
- *Wage and Hour Workshop*

Additional Seminars (*participants must also complete at least one [1] of the following seminars*):

- *Family and Medical Leave Act: A Guide for Human Resources*
- *Harassment Prevention for Supervisors and Managers*
- *Interviewing and Hiring I*
- *Performance Management: Setting the Stage for Success*
- *Writing Effective Job Descriptions*
- *You're Fired: Practical Tools for Managing the Termination Process*

Upon completion of this program, participants will be awarded their certificate from the Scottsdale Office at 800.437.9262.

Revised! The Supervisory Leadership Certificate: Pathways to Leadership Excellence

ID# CERT1113

Developing effective leaders should be a top priority for every organization. This comprehensive certificate program covers topics related to motivation, communication, employee development, performance appraisal, discipline, government regulations, conflict management, leadership, delegation, and other subjects with application to managing the employment lifecycle. Register for all of the courses for the complete certificate or specialize in one of the “Pathways” as outlined below:

Who Should Consider this Program

This flexible program can appeal to leaders of all levels, from first- and second-level supervisors to managers with years of experience

Full Certificate Requirements

Complete the following core seminars and one (1) seminar from the suggested additional seminars list.

Core Seminars (*participants must complete the following seminars*):

- *Change Management: Building Resiliency*
- *Coaching: Partnering for Performance*
- *Conflict Strategies: Navigating Others Through Workplace Difficulties*
- *Generations in the Workplace*
- *Interviewing and Hiring I*
- *Legal Issues for Supervisors and Managers*
- *Performance Documentation Skills*
- *Performance Management: Setting the Stage for Success*
- *Supervision: Core Competencies*

Additional Seminars (*participants must also complete one [1] of the following seminars*):

- *The Accountability Experience*
- *Developing and Maintaining Trust in the Workplace*
- *Emotional Intelligence at Work*
- *Five Dysfunctions of a Team*
- *Harassment Prevention for Managers and Supervisors*
- *Leadership: Why Would Anyone Want to Follow You?*
- *Myers Briggs: MBTI Type and Stress*

Pathways to Leadership: “Mini Certificate” Options

Don't want a refresher on the basics? These “Mini Certificate” options allow you to customize your leadership development experience to suit your most pressing needs.

Management Pathway Courses:

- *Change Management: Building Resiliency*
- *Coaching: Partnering for Performance*
- *Developing and Maintaining Trust in the Workplace*
- *Five Dysfunctions of a Team*

Leadership Pathway Courses:

- *Conflict Strategies: Navigating Others Through Workplace Difficulties*
- *Emotional Intelligence at Work*
- *Leadership: Why Would Anyone Want to Follow You?*
- *Myers Briggs: MBTI Type and Stress*

Upon completion of this program, participants will be awarded their certificate from the Scottsdale Office at 800.437.9262.

HR CERTIFICATION STUDY AND RE-CERTIFICATION PROGRAMS

SHRM-CP and SHRM-SCP Examination Study Program

ID# HR170

SHRM-CP and SHRM-SCP Examination Study Program

Earning a Society for Human Resources Management Certified Professional (SHRM- CP) or Senior Certified Professional (SHRM-SCP) certification makes you a recognized expert and leader in the HR field—and a valuable asset to your organization, keeping you and your organization more competitive in today's economy. This professional distinction sets you apart from your colleagues, proving your high level of knowledge and skills. Partner with MSEC to study for the SHRM-CP or SHRM-SCP Certification test in our custom class with instructors who have taken the exam or are certified.

SHRM Competency Model

Competency 1: Human Resource Expertise

- Strategic Business Management
- Workforce Planning and Employment
- Human Resource Development
- Compensation and Benefits
- Risk Management
- Employee & Labor Relations
- HR Technology
- Global and International Human Resource Capabilities
- Talent Management
- Change Management

Competency 2: Relationship Management

- Business Networking Expertise
- Visibility
- Customer Service (internal and external)
- People Management
- Advocacy
- Negotiation and Conflict Management
- Credibility
- Community Relations
- Transparency
- Proactivity
- Responsiveness
- Mentorship
- Influence
- Employee Engagement
- Teamwork
- Mutual Respect

Competency 3: Consultation

- Coaching
- Project Management (Vision, Design, Implementation, and Evaluation)
- Analytic Reasoning
- Problem-solving
- Inquisitiveness
- Creativity and Innovation
- Flexibility
- Respected Business Partner
- Career Pathing/Talent Management/People Management
- Time Management

Competency 4: Leadership and Navigation

- Transformational and Functional Leadership
- Results and Goal-Oriented
- Resource Management
- Succession Planning
- Project Management
- Mission Driven
- Change Management
- Political Savvy
- Influence
- Consensus Builder

Competency 5: Communication

- Verbal Communication Skills
- Written Communication Skills
- Presentation Skills
- Persuasion
- Diplomacy
- Perceptual Objectivity
- Active Listening
- Effective Timely Feedback
- Facilitation Skills
- Meeting Effectiveness
- Social Technology and Social Media Savvy
- Public Relations

Competency 6: Global and Cultural Effectiveness

- Global Perspective
- Diversity Perspective
- Openness to Various Perspectives
- Empathy
- Openness to Experience
- Tolerance for Ambiguity
- Adaptability
- Cultural Awareness and Respect

Competency 7: Ethical Practice

- Rapport Building
- Trust Building
- Personal, Professional, and Behavioral Integrity
- Professionalism
- Credibility
- Personal and Professional Courage

Competency 8: Critical Evaluation

- Measurement and Assessment Skills
- Objectivity
- Critical Thinking
- Problem Solving
- Curiosity and Inquisitiveness
- Research Methodology
- Decision-making
- Auditing Skills
- Knowledge Management

Competency 9: Business Acumen

- Strategic Agility
- Business Knowledge
- Systems Thinking
- Economic Awareness
- Effective Administration
- Knowledge of Finance and Accounting
- Knowledge of Sales and Marketing
- Knowledge of Technology
- Knowledge of Labor Markets
- Knowledge of Business Operations/Logistics
- Knowledge of Government and Regulatory Guidelines
- HR and Organizational Metrics/Analytics/ Business Indicators

Professional Instructor Credentials

Many of our experienced human resources professionals and employment law attorneys have achieved their SHRM-CP or SHRM-SCP certification and will share their expertise with you. You will work with a variety of professional instructors who are all subject matter experts and use an assortment of teaching techniques to enhance your learning experience.

MSEC Study Program Resources

- *The SHRM Learning System including practice test questions*
- *Instructor tips on how to take the SHRM exams*
- *MSEC members have access to other on-line HR-related databases*

Certificate Eligibility

The SHRM-CP and SHRM-SCP examinations are administered by the SHRM Certification Commission. The Commission is responsible for ensuring the quality and impartiality of the SHRM Certification program. The MSEC registration fee includes all study program materials but does not include SHRM's application and examination fees. For more exam information, eligibility requirements, or to apply to sit for any exam, please visit the SHRM website at www.shrm.org/certification or call 800.283.SHRM (7476).

Study Programs for SHRM-CP and SHRM-SCP Candidates

All study programs for the SHRM-CP and SHRM-SCP Certification includes SHRM Learning System®, class discussion, exercises, and practice tests. Instructors, who are certified, will provide test-taking tips and exam preparation recommendations.

- *Five-Week Programs are available to attend for full day sessions.*
Cost: \$1,195 for MSEC members and \$1,395 for non-members.

Cancellation Policy

Cancellations between receipt of program materials and the first class session will result in a non-refundable material fee. Cancellations after the first class session will be charged the full class fee.

Scottsdale SHRM-CP and SHRM-SCP Study Program Schedule

Five-Week Programs, 8:30-4:30

- *March 31 – April 28 (Five consecutive Fridays)*
- *October 16 – November 13 (Five consecutive Mondays)*

For additional course information, please see page 80

Pre-Approved Courses for SHRM Professional Development Credits



MSEC is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP.

- *Accountability Experience*
- *ADA and FMLA for Managers and Supervisors: Stop, Look, and Listen*
- *Affordable Care Act: A Guide for Human Resources and Benefits Professionals*
- *Basic I-9 Compliance*
- *Benefit Administration: The Basics from A to Z*
- *Business Essentials*
- *Change Management: Building Resiliency*
- *Coaching: Partnering for Performance*
- *Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolution*
- *Compensation Administration I: Base Pay Design and Development*
- *Conflict Strategies: Navigating Others Through Workplace Difficulties*
- *Developing and Maintaining Trust in the Workplace*
- *Emotional Intelligence at Work*
- *Family and Medical Leave Act: A Guide for Human Resources*
- *Five Dysfunctions of a Team*
- *Fundamentals of Human Resource Management: Key Steps in Getting Started*
- *Garnishments and Income Withholding Orders*
- *Generations: Working Together*
- *Harassment Prevention for Managers and Supervisors*
- *HR Metrics and Analytics: Focusing on What is Important*
- *Important Issues in Human Resources—MSEC's HR Webinar Series*
- *Interviewing and Hiring I*
- *Investigations in the Workplace*
- *Leadership: Why Would Anyone Want to Follow You?*
- *Legal Issues for Human Resources Professionals*
- *Legal Issues for Supervisors and Managers*
- *Managing the Ill or Injured Worker Under the ADA, FMLA, and Workers' Compensation*
- *Orientation/Onboarding: Building a Positive Connection from Day One*
- *Performance Documentation Skills*
- *Performance Management: Setting the Stage for Success*
- *Recordkeeping for Human Resources*
- *Train the Trainer*
- *Wage and Hour Workshop*
- *Workforce Planning: Your Roadmap to the Future*
- *Writing Effective Job Descriptions*
- *Writing Proposals That Win*
- *You're Fired: Practical Tools for Managing the Termination Process*

MSEC is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP.

PHR, SPHR, and aPHR Study Programs for HR Certification Institute (HRCI) Examinations

ID# HR120

Earning your aPHR (Associate Professional in Human Resources), PHR (Professional in Human Resources), or SPHR (Senior Professional in Human Resources) certification is a career milestone for an HR professional. Certification can be a deciding factor when an individual is being considered for an internal promotion or a position with a new employer. It can also be instrumental in helping you to expand your knowledge base. Certification attests to the investment you have made in your HR career. Partner with MSEC to study for your certification test in one of our custom classes.

PHR/SPHR Exam Functional Areas

Functional Area 1: Business Management and Strategy

Developing, contributing to, and supporting the organization's mission, vision, values, strategic goals and objectives; formulating policies; guiding and leading the change process; and evaluating organizational effectiveness as an organizational leader.

Functional Area 2: Workforce Planning and Employment

Developing, implementing, and evaluating sourcing, recruitment, hiring, orientation, succession planning, retention, and organizational exit programs necessary to ensure the workforce's ability to achieve the organization's goals and objectives.

Functional Area 3: Human Resource Development

Developing, implementing, and evaluating activities and programs that address employee training and development, performance appraisal, and talent and performance management to ensure that the knowledge, skills, abilities, and performance of the workforce meet current and future organizational and individual needs.

Functional Area 4: Compensation and Benefits

Developing/selecting, implementing/administering, and evaluating compensation and benefits programs for all employee groups in order to support the organization's goals, objectives, and values.

Functional Area 5: Employee and Labor Relations

Developing, implementing/administering, and evaluating the workplace in order to maintain relationships and working conditions that balance employer/employee needs and rights in support of the organization's goals and objectives.

Functional Area 6: Risk Management

Developing, implementing/administering, and evaluating programs, procedures, and policies in order to provide a safe, secure working environment and to protect the organization from potential liability.

aPHR Exam Functional Areas

Functional Area 1: HR Operations

Understanding the tactical and operational tasks related to workforce management and the HR function. Complying with the laws, regulations, and policies that affect the organization.

Functional Area 2: Recruitment and Selection

Understanding the hiring process including regulatory requirements, sourcing of applicants, formal interview and selection process, and on-boarding of a new hire.

Functional Area 3: Compensation and Benefits

Understanding concepts related to total rewards such as pay and benefit programs. Responding to employee questions and handling claims in compliance with applicable laws, regulations, and company policies.

Functional Area 4: Human Resource Development and Retention

Understanding the techniques and methods for delivering training programs and developing individual employees.

Functional Area 5: Employee Relations

Understanding the methods organizations use to monitor and address morale, performance, and retention. Balancing the operational needs of the organization with the well-being of the individual employee.

Functional Area 6: Health, Safety, and Security

Understanding the laws, regulations, and policies that promote a safe work environment. Use risk mitigation procedures to protect against workplace hazards.

Professional Instructor Credentials

Our experienced human resources professionals and employment law attorneys have achieved their PHR or SPHR certification and will share their knowledge of the HRCI exams with you. You will work with a variety of professional instructors who are all subject matter experts and use an assortment of different teaching techniques to enhance your learning experience.

MSEC Study Program Resources

- *Comprehensive study materials*
- *MSEC's exclusive study guides for each module*
- *Practice test questions*
- *Instructor tips on how to take the HRCI exams*
- *On-line access to professional white papers on exam-related topics*
- *MSEC members also have access to other on-line HR-related data bases*

Special SPHR Study Session

A special half-day review session will include additional quiz questions and discussion designed specifically for SPHR candidates. This session will focus on course content and the question style unique to the SPHR exam and is open to participants in any of the current study programs at no additional charge.

MSEC's Reported Pass Rates for 2015

Certification	MSEC	National Average
Professional in Human Resources (PHR):	74%	54%
Senior Professional in Human Resources (SPHR):	75%	53%

Certificate Eligibility

The aPHR, PHR, and SPHR examinations are administered by the HR Certification Institute. The MSEC registration fee includes all study program materials but does not include HR Certification Institute's application or examination fees. For more exam information, eligibility requirements, or to apply to sit for any exam, please visit the HR Certification Institute website at www.hrci.org or call 866.898.4725.

Cancellation Policy

Cancellations between receipt of program materials and the first class session will result in a non-refundable material fee. Cancellations after the first class session will be charged the full class fee.

"I took the exam and passed and I couldn't have done it without the expert training provided by MSEC. I feel as if MSEC really prepared me and gave me insight on what topics/manuals I really needed to focus on."

- Heather Keeling Silva, PHR

Study Programs for PHR and SPHR Candidates

All study programs for the PHR and SPHR Certification include comprehensive study materials, class discussion, exercises, and practice tests. Instructors, who are certified, will provide test-taking tips and exam preparation recommendations.

- **Ten-Week Programs** are available for you to attend either daytime or evening sessions.
Cost: \$1,395 for MSEC members and \$1,595 for non-members.
- **Self-Study Option** provides comprehensive study materials and additional MSEC study materials, test-taking tips, and a study timeline.
Cost: \$645 for MSEC members and \$745 for non-members. To register, call the Scottsdale Office at 602.955.7558 or 800.437.9262. On-line registration is not available for this option.
- **On-site Programs** are available at member locations by request. Minimum participation is required and travel fees will be charged. For pricing details and to schedule programs call the Scottsdale Office at 602.955.7558 or 800.437.9262.

Study Programs for aPHR Candidates

The *Fundamentals of Human Resources* seminar listed on page 76 is an excellent base for study for the aPHR examination. Watch for additional resources and support throughout the year.

Scottsdale PHR and SPHR Study Program Schedule

Evening Program 6:00-9:00—Ten consecutive Wednesdays

- February 15 – April 26

Morning Program 8:30-11:30—Ten consecutive Fridays

- September 8 – November 17

Scottsdale aPHR Study Program Schedule

Fundamentals of Human Resource Management: Key Steps in Getting Started 8:30-4:00

- January 25 – 26
 - October 31 – November 1
-

On-Site Training for PHR and SPHR Candidates

Our experienced instructors are available to schedule on-site study programs for your organization or HR Association. We can bring the training to you. Please contact our Scottsdale Office 602.955.7558 or 800.437.9262 for more information.

For additional course information, please see page 78.



Pre-Approved Courses for HRCI Business Credit*

MSEC is a HR Certification Institute Approved Provider. The following courses have met HRCI's criteria and are approved for SPHR Business recertification credit.

- *Business Essentials*
- *HR Metrics and Analytics: Focusing on What is Important*
- *Writing Proposals That Win*

*HRCI has renamed Strategic Credits. Now they are called Business Management and Strategic Credits or Business Credits.



Pre-Approved Courses for HRCI General Recertification Credit

MSEC is a HR Certification Institute Approved Provider. The following courses have met HRCI's criteria to be pre-approved for General HR credit.

- | | |
|---|---|
| <ul style="list-style-type: none"> • <i>Affordable Care Act: A Guide for Human Resources and Benefits Professionals</i> • <i>Basic I-9 Compliance</i> • <i>Benefit Administration: The Basics from A to Z</i> • <i>Business Essentials</i> • <i>Change Management: Building Resiliency</i> • <i>Compensation Administration I: Base Pay Design and Development</i> • <i>Conflict Strategies: Navigating Others Through Workplace Difficulties</i> • <i>Family and Medical Leave Act: A Guide for Human Resources</i> • <i>Fundamentals of Human Resource Management: Key Steps in Getting Started</i> • <i>Garnishments and Income Withholding Orders</i> • <i>Generations: Working Together</i> • <i>Harassment Prevention for Managers and Supervisors</i> • <i>Important Issues in Human Resources—MSEC's HR Webinar Series</i> • <i>Interviewing and Hiring I</i> | <ul style="list-style-type: none"> • <i>Investigations in the Workplace</i> • <i>Legal Issues for Human Resources Professionals</i> • <i>Legal Issues for Supervisors and Managers</i> • <i>Managing the Ill or Injured Worker Under the ADA, FMLA, and Workers' Compensation</i> • <i>Orientation/Onboarding: Building a Positive Connection from Day One</i> • <i>Performance Documentation Skills</i> • <i>Performance Management: Setting the Stage for Success</i> • <i>Recordkeeping for Human Resources</i> • <i>Train the Trainer</i> • <i>Wage and Hour Workshop</i> • <i>Workforce Planning: Your Roadmap to the Future</i> • <i>Writing Effective Job Descriptions</i> • <i>Writing Proposals That Win</i> • <i>You're Fired: Practical Tools for Managing the Termination Process</i> |
|---|---|

The use of this seal is not an endorsement by HRCI of the quality of the program. It means that this program has met HRCI's current criteria to be pre-approved for the recertification credit. HRCI approves credits at its discretion at the time recertification documentation is submitted to them for review.

Scottsdale Seminar Schedule

Arizona seminars will be held at the Scottsdale office or at the BBB of Southern Arizona. Refer to the Catalog for seminar descriptions, times, and costs.

Scottsdale Office: 7975 North Hayden Road, Suite D-280, Scottsdale, Arizona 85258 • 602.955.7558 (SC)

BBB of Southern Arizona: 5151 East Broadway Boulevard, Suite 100, Tucson, Arizona 85711 (TS)

January	May	September
<p>Supervision: Core Competencies - January 10-11 (page 70) (SC)</p> <p>ADA and FMLA for Managers and Supervisors: Stop, Look, and Listen - January 19 (page 32) (SC)</p> <p>Fundamentals of HR Management: Key Steps in Getting Started - January 25-26 (page 76) (SC)</p>	<p>Employment Law Update Conference - May 4 (page 16) (Sheraton Crescent Hotel)</p> <p>Supervision: Is It For Me? - May 10 (page 70) (SC)</p> <p>Compensation Administration I: Base Pay Design and Development - May 16-17 (page 48) (SC)</p>	<p>PHR/SPHR Examination Study Program (10-Week) - September 8-November 17 (page 25) (SC)</p> <p>Coaching: Partnering for Performance - September 12 (page 61) (SC)</p> <p>Supervision: Core Competencies - September 20-21 (page 70) (SC)</p> <p>HR Metrics and Analytics: Focusing on What is Important - September 27 (page 76) (SC)</p>
February	June	October
<p>The Five Dysfunctions of a Team - February 1 (page 63) (SC)</p> <p>Writing Effective Job Descriptions - February 7 (page 49) (SC)</p> <p>Legal Issues for Human Resources Professionals - February 9 (page 40) (SC)</p> <p>PHR/SPHR Examination Study Program (10-Week) - February 15-April 26 (page 25) (SC)</p> <p>Investigations in the Workplace - February 16 (page 40) (SC)</p> <p>Family and Medical Leave Act: A Guide for HR - February 23 (page 36) (SC)</p> <p>Writing Proposals That Win - February 28 (page 57) (SC)</p>	<p>Legal Issues for Supervisors and Managers - June 6 (page 41) (SC)</p> <p>Workforce Planning: Your Roadmap to the Future - June 8 (page 80) (SC)</p> <p>Train the Trainer - June 13-15 (page 55) (SC)</p> <p>Basic I-9 Compliance - June 21 (page 33) (SC)</p> <p>Orientation/Onboarding: Building a Positive Connection From Day One - June 22 (page 66) (SC)</p>	<p>Wage and Hour Workshop - October 3 (page 45) (SC)</p> <p>Fall Conference - October 12 (page 16) (Desert Willow Conference Center)</p> <p>SHRM Examination Study Program (5-Week) - October 16-November 13 (page 22) (SC)</p> <p>Leadership: Why Would Anyone Want to Follow You? - October 17-18 (page 66) (SC)</p> <p>Affordable Care Act: A Guide for HR and Benefits Professionals - October 24 (page 32) (SC)</p> <p>Performance Management: Setting the Stage for Success - October 26 (page 68) (SC)</p> <p>Performance Documentation Skills - October 26 (page 43) (SC)</p> <p>Fundamentals of HR Management: Key Steps in Getting Started - October 31-November 1 (page 76) (SC)</p>
March	July	November
<p>Performance Management: Setting the Stage for Success - March 7 (page 68) (SC)</p> <p>Performance Documentation Skills - March 7 (page 43) (SC)</p> <p>Transformative Ethics - March 9 (page 71) (SC)</p> <p>Garnishments and Income Withholding Orders - March 21 (page 37) (SC)</p> <p>Generations: Working Together - March 23 (page 53) (SC)</p> <p>SHRM Examination Study Program (5-Week) - March 31-April 28 (page 22) (SC)</p>	<p>Myers-Briggs: MBTI and Stress - July 12 (page 54) (SC)</p> <p>Managing the Ill or Injured Worker Under the ADA, FMLA, and WC - July 13 (page 43) (TS)</p> <p>Business Essentials - July 18 (page 52) (SC)</p> <p>Family and Medical Leave Act: A Guide for HR - July 20 (page 36) (SC)</p>	<p>Developing and Maintaining Trust in the Workplace - November 2 (page 52) (SC)</p> <p>Family and Medical Leave Act: A Guide for HR - November 9 (page 36) (SC)</p> <p>Interviewing and Hiring I - November 16 (page 63) (SC)</p> <p>Lead Worker Training - November 29 (page 64) (SC)</p>
April	August	December
<p>Benefit Administration: The Basics from A to Z - April 5-6 (page 48) (SC)</p> <p>The Accountability Experience - April 11 (page 60) (SC)</p> <p>Managing the Ill or Injured Worker Under the ADA, FMLA, and WC - April 13 (page 43) (SC)</p> <p>Performance Management: Setting the Stage for Success - April 18 (page 68) (TS)</p> <p>Recordkeeping for HR - April 20 (page 79) (SC)</p> <p>Change Management: Building Resiliency - April 27 (page 60) (SC)</p>	<p>You're Fired: Practical Tools for Managing the Termination Process - August 2 (page 73) (SC)</p> <p>Harassment Prevention for Managers and Supervisors - August 8 (page 38) (SC)</p> <p>Emotional Intelligence at Work - August 16 (page 53) (SC)</p>	<p>Conflict Strategies: Navigating Others Through Workplace Difficulties - December 6 (page 61) (SC)</p> <p>Managing the Ill or Injured Worker Under the ADA, FMLA, and WC - December 7 (page 43) (SC)</p> <p>Performance Management: Managing Employee Development - December 13 (page 68) (SC)</p>

ADA and FMLA for Managers and Supervisors: Stop, Look, and Listen



ID# LEGL147

HR Competencies

- HR Expertise

Objective

This session is the next evolution in compliance training: a practical application of the ADA and FMLA for front line managers and supervisors.

Charges of disability discrimination have increased significantly since the passage of the ADA Amendments Act and FMLA regulatory revisions provide employers with opportunities to manage FMLA abuse. How can your managers protect your organization from potential legal liability? They need to Stop, Look, and Listen.

STOP - Do managers know when to stop asking questions that might violate the ADA, FMLA, or even GINA? Your managers are the first individuals to interact with an employee who has a medical condition. What your managers and supervisors say and do can have significant legal consequences.

LOOK - Managers cannot simply sit back and wait for the employee to utter the magic letters of ADA or FMLA. The FMLA requires employers to investigate whether the FMLA is applicable once the employee has provided sufficient information to put the employer on notice. Does your management team know what to look for to properly manage an employee's medical issue?

LISTEN - Do managers know how to really listen and hear when an employee is requesting an accommodation under the ADA or leave under the FMLA? The employee is not required to use any technical legal jargon. Failure to recognize a request for accommodation under the ADA or time off under the FMLA could make your organization vulnerable.

Designed For

Front line managers and supervisors who interact with employees who have medical issues

Facilitator

MSEC staff attorney

\$130, 8:30-12:00, CEU: 0.35, SHRM Credit Hours: 3.25 PDCs

Scottsdale - January 19

Affordable Care Act: A Guide for Human Resources and Benefits Professionals



ID# LEGL155

HR Competencies

- HR Expertise

Objective

Are you an applicable large employer under the Affordable Care Act that must offer health insurance to your employees? Which employees must be offered coverage and by which type of insurance? What penalties might you face if you do not fully comply and how are they calculated? What notices must you provide to the federal government and when? If you're not an applicable large employer but still provide insurance, how can you make sure you're in compliance with new insurance reforms for all employers? This half-day class will give you the tools to determine your obligations under and compliance with the Affordable Care Act, also known as Obamacare. An overview of the law and its history will be provided, as well as examples of calculations for full time, part time, and variable hour employees. The class will outline how to set up a measurement period and stability period, and examine the potential fines for multiple scenarios.

Outline

- *Reviews the history and relevant sections of the Affordable Care Act*
- *Examines the definition of an applicable large employer and how full-time, seasonal, and part-time employees count towards the fifty full-time (FT) and full-time-equivalent (FTE) employee threshold*
- *Outlines how to determine whether variable-hour employees have a right to insurance, including establishing measurement and stability periods*
- *Covers the specific legal definitions of "minimum essential coverage," "substantially all" full time employees, "affordability," and "minimum value" for a variety of entity sizes and types (i.e. government, corporation, non-profit, etc.)*
- *Reviews sample calculations for the various fines for non-compliance and provides suggestions for reducing penalties (and how to avoid them)*
- *Outlines notice and form requirements due to the IRS for compliance analysis*
- *Covers the ACA's insurance reforms for all employers who offer insurance coverage, regardless of size*

Designed For

Human resources professionals, benefits professionals and administrators, managers, supervisors, in-house counsel, and handbook policy writers

Facilitator

MSEC staff attorney

This course is particularly effective as a customized on-site program designed for individual organizations. See page 8 for information about on-site programs.

\$130, 8:30-12:00, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs

Scottsdale - October 24

Basic I-9 Compliance

ID# LEGL140

HR Competencies

- HR Expertise

Objective

To provide participants with greater knowledge of I-9 requirements and related E-Verify and Arizona employment eligibility verification laws. This seminar explores the I-9 process in depth, including initial verification of work authorization, re-verification and rehires, correcting errors on I-9s, conducting internal audits, and penalties for noncompliance. Participants will also receive up-to-date information regarding E-Verify processes, worksite enforcement activities by Immigration and Customs Enforcement (ICE) and Office of Special Counsel for Immigration-Related Unfair Employment Practices, Civil Rights Division, Department of Justice (OSC), and best practices for employment eligibility verification.

Outline

- *Completing the I-9 Form*
- *Reviewing acceptable documents*
- *Complying with state law requirements*
- *Using E-Verify*
- *Avoiding discrimination charges*
- *Conducting in-house audits*
- *Correcting I-9 errors*
- *Managing and retaining I-9 forms after hire*

Designed For

Human resources professionals, managers, supervisors, in-house counsel, and those who are involved in the hiring and I-9 processes

Facilitator

MSEC staff attorney

\$130, 8:30-12:30, CEU: 0.4, HRCI Credit Hours: 3.75 General, SHRM Credit Hours: 3.75 PDCs

Scottsdale - June 21



Crafting Compliant Handbook Policies and Employee Agreements

ID# LABOR103

HR Competencies

- HR Expertise

Objective

How can you craft a social media policy that protects your company but won't get you sued by the federal government? If an organization terminates an employee for violating its professionalism and non-disparagement policy, can the National Labor Relations Board (NLRB) force it to reinstate the employee and pay back pay? What parameters must a company follow when crafting other handbook policies and employee agreements, such as those governing confidentiality or talking to the media?

This half-day class will give you the tools to craft a handbook and employee agreements that comply with NLRB guidance and case law. The NLRB spends an inordinate amount of its time prosecuting non-union employers for seemingly innocuous policies and agreements that it says may restrict or discourage protected activity, and MSEC wants to help its members avoid finding themselves in a federal hearing. The class will provide a brief overview of the National Labor Relations Act (NLRA), including unfair labor practices, investigations, penalties, and how to prevent and defend against unfair labor practice charges.

Outline

- *Review relevant sections of the NLRA, including the definition of protected activity*
- *Review relevant guidance on crafting handbook policies that could trigger an Unfair Labor Practice charge and subsequent monetary damages and employee reinstatement*
- *Exploring the myriad of employer policies, including social media, confidentiality, open door, talking to the media, non-disparagement, off-duty access, coworker/manager/customer respect, walking off the job, use of company logos and trademarks, and bans on photography in the workplace*
- *Arbitration clauses and other hot topics in employee agreements/contracts*
- *Review the Unfair Labor Practices process: from charge to complaint to hearing*

Designed For

Human resources professionals, managers, supervisors, in-house counsel, and policy writers

Facilitator

MSEC staff attorney

This course is particularly effective as a customized on-site program designed for individual organizations. See page 8 for information about on-site programs.

New! California Legal Webinars

ID# LEGL179

HR Competencies

- HR Expertise

California Legislative Update and Current Trends

January 25 (11:00-12:30)

Objective

Each year the California legislature passes new and amended laws that keep employers and their human resources professionals scrambling to maintain compliance. Additionally, counties and cities have been passing separate minimum wage and paid sick leave ordinances at an alarming rate. Then, there are enforcement positions and select areas of California employment law that are litigated and challenged more than others.

This webinar will provide an overview of the new laws that affect employers with employees in California, and will address some of the current trends in enforcement and litigation that employers will want to know.

Outline

- Identify new and amended laws in California
- Briefly cover the municipal ordinances that employers should know
- Discuss current trends in enforcement and litigation in the Golden State

Navigating Wage and Hour Issues in California

July 27 (10:00-11:30)

Objective

Employers in California find dealing with the various wage and hour laws daunting. Employers have to navigate the federal, state and sometimes local wage and hour requirements. This webinar will go over some of the basics such as determining which wage order applies to your employees, timekeeping requirements, itemized wage statements, exemptions, overtime, and meal and rest breaks. In addition, it will cover some of the trends and enforcement guidance that have been provided by the courts and the Division of Labor Standards Enforcement.

Outline

- What is a wage order and which one applies?
- California specific wage and hour requirements
- If we make a mistake, what are the penalties?
- Trends and enforcement guidance

California—Managing Multiple Leave Issues

October 25 (10:00-11:30)

Objective

Employers with employees in California are sometimes perplexed by the number of available leaves there are within the state. For instance, when an employee becomes pregnant, that employee may be eligible for Pregnancy Disability Leave (PDL), Family Medical Leave Act (FMLA), and California Family Rights Act (CFRA), along with being accommodated according to the American's with Disabilities Act (ADA) and Fair Employment and Housing Act (FEHA). With protections granted under California's paid sick leave law, Kin Care, and other various leaves, employers may have difficulty navigating which leaves and what protections apply. And, for each leave, there are notices and pamphlets that must be provided.

This webinar will provide practical examples of how to administer leave for a pregnant employee, an injured employee, and discuss the other leaves available to California employees. Additionally, some of the notices and pamphlets that must be used in California will be identified.

Outline:

- Discuss example of PDL/FMLA/CFRA interplay
- Go through example of a workplace injury and the implications of workers' compensation/FMLA/CFRA/ADA/FEHA
- Identify various leaves available to California employees
- Reference notices, forms, and pamphlets to be used by California employers

Designed for

Human resources professionals who oversee employees in California

Facilitator

MSEC staff

\$159 per line for each session,

\$430 per line for all 3 sessions - a 10% savings

Webinar: Critical Issues in Employment Law— MSEC's Legal Webinar Series

ID# LEGL144

Join us for this six-part webinar series addressing the critical compliance points that everyone with Human Resource management responsibilities must understand in order to effectively shield their organization from potential employment law claims.

Spring Agenda:

Legal Pitfalls in the Hiring Process

January 19 (11:00-12:00)

Hiring a new employee presents a host of potential legal concerns. Can you really ask that question? Does that employment test pass legal guidelines? What do you do with the negative results of a background check or employment reference? At what point can you make medical inquiries? This webinar will explore the myriad of legal issues that can arise in the hiring process.

Employment At-Will

February 9 (11:00-12:00)

Employers often want to rely on the concept of employment at will to justify their employment actions. But what does employment at will really mean? When does an employee discharge become wrongful? This webinar will examine the scope of employment at will and its exceptions, which constitute the law of wrongful discharge.

Handling Employee Complaints

March 9 (11:00-12:00)

Virtually every employer receives employee complaints. Ignoring them or hoping they will simply go away often leads to legal troubles. Do you know how to handle complaints? How should you respond when a complaint is received? What is the difference between inappropriate conduct and illegal harassment? What creates a hostile work environment? This webinar will address the legal issues that can arise out of employee complaints.

Fall Agenda:

Fair Labor Standards Act: Understanding Overtime Exemptions

August 10 (10:00-11:00)

The most frequent mistake employers make in trying to comply with the Fair Labor Standards Act (FLSA) is misclassifying employees as exempt from overtime. This issue took on a new dimension with the DOL's changes to the salary basis level that became effective in December 2016. This webinar will explore the major FLSA exemptions from overtime and help employers navigate this confusing area of the law.

FMLA: Managing Intermittent Leave

September 14 (10:00-11:00)

Surveys unanimously show that the most difficult issue facing Family and Medical Leave Act (FMLA) covered employers is managing intermittent leave. What role does medical certification play? What policies should be implemented? Should an employer seek a second opinion or recertification? What are the limits of return to work certifications? This webinar will examine the FMLA regulations and explore ways to manage intermittent leave.

ADA: Reasonable Accommodation and the Interactive Process

October 12 (10:00-11:00)

With the passage of the Americans with Disabilities Act (ADA) Amendments Act, experts agree that the next ADA battleground will be the issue of accommodating disabled employees in the workplace. How far does an employer have to go? When is an accommodation reasonable? What does an employer need to do to satisfy the interactive process? This webinar will examine the concepts of the interactive process, reasonable accommodation and its defenses.

Facilitator

MSEC staff

\$159 per line for each session,

\$447 per line for 3 sessions - a savings of \$30,

\$894 per line for 6 sessions - a savings of \$60,



Discrimination in the Workplace: The Law of EEO

ID# LEGL106

HR Competencies

- HR Expertise

Objective

The Equal Employment Opportunity Commission (EEOC) and state fair employment agencies continue to receive tens of thousands of discrimination charges each year—and collects millions of dollars on behalf of employees. Complaints of workplace discrimination continue to be one of the areas that have the most potential for employer liability. In order to protect your organization, it is critical that management and human resources be able to identify and address potential issues as they arise.

This seminar will provide participants with an overview of federal and state civil rights laws, along with practical tips employers can implement to reduce exposure for discrimination charges. Participants will practice applying their knowledge of EEO law to real-life scenarios.

Outline

- *Understanding what constitutes employment discrimination and harassment*
- *Distinguishing between disparate impact and disparate treatment*
- *Responding to employee complaints*
- *Effective investigations*
- *Protecting against retaliation complaints*
- *Recent legal developments in discrimination law*

Designed For

This course is a “must” for all levels of management and human resources professionals. The courts continue to expand employer liability under EEO law. Consequently, we recommend attending this class every two to three years.

Facilitator

MSEC staff attorney

This customized class is available exclusively as an on-site program. See page 8 for information about on-site programs.

Family and Medical Leave Act: A Guide for Human Resources

ID# LEGL108

HR Competencies

- HR Expertise

Objective

Requests for FMLA leave are ubiquitous for today’s human resource professional. A myriad of forms, deadlines, policy requirements and medical certifications combine to weave a web of potential organizational and personal liability for the HR professional. The FMLA is truly one of the most complicated employment laws for human resources professionals. Are your current practices up to date?

Outline

- *The elusive “serious health condition”*
- *Employee notice requirements: can the employee simply decide not to show up for work?*
- *Managing intermittent leave*
- *Administering attendance policies under the FMLA*
- *Understanding FMLA for military situations*
- *Review of policy requirements and FMLA forms to properly administer the law*

Designed For

Human resources professionals and office management staff who administer the FMLA

Facilitator

MSEC staff attorney

This seminar is also available for supervisors as an on-site program tailored to the individual organization. See page 8 for information about on-site costs.

\$185, 8:30-3:00, CEU: 0.55, HRCI Credit Hours: 5.25 General, SHRM Credit Hours: 5.25 PDCs

Scottsdale - February 23, July 20, November 9

New! Garnishments and Income Withholding Orders

ID# LEGL111

HR Competencies

- HR Expertise

Objective

Employers often find themselves becoming more involved in their employee's personal financial affairs when they are served with garnishments or other attempts to collect monies owed by the employee. This session will provide participants with information that will help them identify and properly process employee wage garnishments and income withholding orders. This session will take a hands-on approach by reviewing frequently used forms and working through numerous examples.

Outline

Garnishments and Income Withholding Orders

- *What is a valid garnishment?*
- *What types of garnishments attach to employee wages in Arizona?*
- *How do garnishments differ from other income withholding orders?*
- *What is a levy for unpaid taxes?*
- *What is a student loan garnishment?*
- *What are my obligations under orders to deduct for health insurance?*

Procedures

- *How and when to process a wage garnishment*
- *How and when to process an income withholding for support*
- *How much must an employer withhold and what are the deadlines for response and payment*
- *How to handle multiple garnishments and income withholding orders, and how to establish priorities for payment*
- *How does a bankruptcy affect other orders*

Designed For

Human resources specialists, payroll specialists, and anyone who administers garnishments on behalf of the company

Facilitator

MSEC staff attorney

\$130, 8:30-12:00, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs

Scottsdale - March 21



Harassment Prevention for Employees

ID# LEGL124

HR Competencies

- HR Expertise

Objective

The Equal Employment Opportunity Commission's (EEOC) Task Force on the Study of Harassment in the Workplace, released in June 2016, states that employer's workplace prevention efforts need a reboot. Too many people in too many workplaces find themselves in unacceptably harassing situations. Part of the EEOC's recommended solution is effective in-person training. Employers who fail to train employees on harassment prevention are increasingly at risk for liability. Equal employment opportunity and anti-harassment policies are not enough today. Employees must know what behavior constitutes illegal harassment and how to use their employer's complaint procedure. This seminar may be customized to meet the needs of your organization.

Outline

- *What are the laws prohibiting sexual harassment and other types of workplace harassment?*
- *What constitutes illegal harassment?*
- *What is appropriate conduct in the work environment?*
- *What is the organization's policy against discrimination and harassment?*

Designed For

Non-management employees

Facilitator

MSEC staff attorney

This customized class is available exclusively as an on-site program. See page 8 for information about on-site programs.

Harassment Prevention for Managers and Supervisors

ID# LEGL116

HR Competencies

- HR Expertise

Objective

The EEOC's (Equal Employment Opportunity Commission) Task Force on the Study of Harassment in the Workplace, released in June 2016, states that employers' workplace prevention efforts need a reboot. Too many people in too many workplaces find themselves in unacceptably harassing situations. Other surveys have shown that 9 out of 10 employers will receive an internal complaint of harassment this year. Has it happened to your organization yet? Was the management team of your organization prepared to respond?

The term "hostile work environment" seems ubiquitous in today's workplace. Do your managers and supervisors know it when they see it? What is the difference between inappropriate conduct in the workplace and behavior that rises to the level of illegal harassment? Do your managers and supervisors know how to respond properly and prevent retaliation claims? Are supervisors and managers held to a higher standard for their own conduct? Part of the EEOC's recommended solution is effective in-person training. Providing managers and supervisors with appropriate training is one of the key ways an employer can prevent liability for harassment claims and avoid retaliation claims.

Outline

- *What constitutes illegal harassment?*
- *EEOC guidelines and employer liability, including when an employer can be held strictly liable for a supervisor's harassment*
- *Strategies to address inappropriate behavior that may lead to illegal harassment*
- *How to prevent liability for workplace harassment and guard against retaliation claims*
- *Defenses to employer liability*

Designed For

All levels of management and human resources professionals responsible for creating and implementing illegal harassment policies. This is specifically targeted for supervisors and higher.

This course is particularly effective as a customized on-site program designed for individual organizations. See page 8 for information about on-site programs.

Facilitator

MSEC staff attorney

\$130, 8:30-11:30, CEU: 0.3, HRCI Credit Hours: 2.75 General, SHRM Credit Hours: 2.75 PDCs

Scottsdale - August 8



Webinar: Harassment Prevention in California—Managers and Supervisors

ID# LEGL150

HR Competencies

- HR Expertise

Objective

Are you compliant with the mandatory supervisor sexual harassment training requirement in California? If your organization has 50 or more employees, regardless of what state they are located in, all of your California-based supervisors and managers must be trained in compliance with the law.

California law (Government Code Section 12950.1, also known as AB1825) imposes a dual training mandate when it comes to sexual harassment prevention. First, all new supervisors and managers must receive harassment prevention training within 6 months of being hired or promoted. MSEC's California-focused Harassment Prevention webinar below will be offered to ensure that your newly hired or promoted supervisors can meet that requirement.

Second, all supervisors and managers must attend training every two years after their initial training. This Harassment Prevention webinar can be scheduled at a time of your convenience to train all of your California-based supervisors and managers at once, or we can schedule the program as an on-site at your California place of business.

All mandatory harassment prevention training for managers and supervisors will be conducted by an MSEC staff attorney licensed to practice law in California.

Outline

- *EEOC and California Department of Fair Employment and Housing (DFEH) guidelines on prevention and correction of sexual harassment*
- *Practical examples of illegal harassment and discrimination*
- *Strategies to address inappropriate behavior that may lead to illegal harassment*
- *How to guard against retaliation claims*
- *Employer defenses*

Designed for

Compliance with the California training requirement for new and existing managers and supervisors

Facilitator

MSEC staff attorney

\$159 per line, 9:00-11:00 (Arizona/Pacific Time)

Webinar - September 20

HIPAA: Security Awareness and Training

ID# LEGL151

HR Competencies

- HR Expertise

Objective

The Health Insurance Portability and Accountability Act (HIPAA) Security Rule requires Covered Entities to “implement a security awareness and training program for all members of its workforce (including management).” Under the HIPAA Final Omnibus Rule published in January of 2013, business associates also must comply with all Security Rule requirements, including Security Awareness Training. Security Awareness and Training must be provided to all workforce members that may gain access to protected health information (PHI) and periodic retraining must be given whenever environmental or operational changes affect the security of electronic PHI (ePHI). Examples of changes that would warrant periodic retraining may include new or updated policies or procedures, new or upgraded software or hardware, new security technology, or new threats or vulnerabilities to ePHI.

Although data breaches have many causes, insider misuse and errors increasingly are the causes of preventable security incidents. Accordingly, security awareness and training is a critical component of HIPAA compliance and can help organizations avoid costly HIPAA breach notification and enforcement actions. Whether you are an employer group health plan sponsor or a business associate, this customizable on-site provides an overview of HIPAA, educates your workforce about HIPAA's Security Rule requirements, provides your workforce with security awareness on topics such as malicious software and password management, and helps you satisfy one of the core compliance requirements under the Security Rule.

Outline

- *Overview of HIPAA*
- *How are Covered Entities defined and what type of group health plans are subject to HIPAA?*
- *How is PHI defined and what employee medical information is not subject to HIPAA?*
- *Overview of the Security Rule's Administrative, Physical, and Technical Safeguards*
- *Who are HIPAA Business Associates and what are their responsibilities?*
- *When is Breach Notification required and who must be notified?*
- *What are the penalties for non-compliance?*
- *Security Awareness and Training Implementation Specifications including security reminders, protection from malicious software, log-in monitoring, and password management*

- *Employee responsibilities for information security*
- *Review of recent HIPAA security breaches and lessons learned from each incident*

Designed For

Employers who sponsor group health plans and business associates. Workforce members who should attend include those within the HIPAA “firewall” (employees that may gain access to PHI or ePHI). Examples of such workforce members for group health plan sponsors include human resource directors and managers, benefits and payroll administrators, chief financial officers or controllers, privacy officers and security officers, and IT staff. Business associates should consult with MSEC staff to determine whether this on-site training is appropriate and if so, which workforce members should attend.

Note: This on-site is not designed to meet the HIPAA training requirements for health care providers and does not cover training required under the Privacy Rule.

Facilitator

MSEC staff attorney

This seminar is available as a 2-hour on-site program tailored to an individual organization (customization fees apply). See page 8 for more information about on-site programs.

Investigations in the Workplace

ID# LEGL113

HR Competencies

- HR Expertise

Objective

To provide participants with a fundamental approach to conducting workplace investigations. To detect liability, employers must make a good faith effort to “prevent and correct promptly” instances of sexually harassing conduct or other forms of unlawful discrimination. Allegations of “hostile work environment” under the employer’s Equal Employment Opportunity (EEO) policy or workplace violence policy often necessitate a formal fact finding. Even general performance or behavioral issues require special assessment when conflicting information is presented. This seminar covers the basics: addressing complaints, determining scope, interviewing, documenting, and presenting and evaluating findings to support informed decision-making.

Outline

Notice of the Issue

- *What is the issue?*
- *What are the employer’s responsibilities?*
- *Is an investigation even necessary?*
- *Are initial precautionary measures required?*

Planning the Investigation

- *What is the scope of issues?*
- *What information is available?*
- *Who will you interview?*
- *What are the expectations of participants?*

Designed For

Human resources professionals, managers, and supervisors who may conduct internal investigations

Facilitator

MSEC staff attorney

\$185, 8:30-4:00, CEU: 0.65, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs

Scottsdale - February 16



Legal Issues for Human Resources Professionals

ID# LEGL148

HR Competencies

- HR Expertise

Objective

Juggling compliance with the various areas of employment law is a major component of human resources. Yet human resources professionals understandably find that the number of legal issues they need to be aware of can be overwhelming. This concentrated full day program offers an overview of the complex legal issues associated with day-to-day employment decisions and actions. This session provides current information on legislation, court decisions, and enforcement procedures that affect the employment relationship.

Outline

Fundamentals

- *Employment at-will doctrine*
- *At-will exceptions*
- *Handbooks and other implied contracts*

Interviewing and Selection

- *Job interviews*
- *Medical exams*
- *Hiring practices*

Civil Rights

- *Employment discrimination laws including pregnancy accommodation, where applicable*
- *Responding to civil rights claims*
- *Sexual and other harassment*
- *ADA*
- *Retaliation*

Medical and Safety Issues

- *FMLA and other leave guidelines*
- *Workers’ Compensation*
- *Drugs and alcohol*

Pay Practices

- *FLSA overview, including the new DOL salary basis level*
- *Exempt vs. non-exempt classification*
- *Common wage and hour violations*

Separation and Discharge

- *Investigations*
- *Risk analysis of termination*
- *RIFs*
- *COBRA*
- *Unemployment compensation*
- *Employment references*

Designed For

Human resources professionals

Facilitator

MSEC staff attorney

\$245 (Includes a complimentary copy of the MSEC Blue Book: Employment Law Resource), 8:30-4:00, CEU: 0.65, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs

Scottsdale - February 9



Legal Issues for Supervisors and Managers

ID# LEGL149

HR Competencies

- HR Expertise

Objective

To provide class participants with a practical understanding of complex employment law issues that managers and supervisors must have to effectively supervise employees. Managers and supervisors are on the “front line” of an employer’s liability and defense. Courts have stated that failing to train managers and supervisors on basic employment law issues is an “extraordinary mistake.” Often, issues arise that have both legal and management consequences. This popular full-day class provides front-line managers and supervisors with the knowledge they need to recognize when a situation presents potential legal issues, and provides a hands-on application of employment law principles to workplace situations. Managers and supervisors will gain an understanding of how to supervise employees inside legal boundaries, when HR should be involved, and how their actions (or inaction) could lead to liability.

Outline

Liability Overview

- Business costs
- Personal liability?
- How are employers faring in court?

Fundamentals

- Employment at-will doctrine
- Wrongful discharge
- What you say and do can create an implied employment contract

Interviewing and Selection

- Job interviews—don’t ask that question
- Applicant disclosed what?!

Civil Rights

- Employment discrimination laws including the pregnancy accommodation law, where applicable
- Preventing sexual and other harassment—why supervisors are held to a higher standard
- ADA—do you know what a request for accommodation sounds like?
- Retaliation



State Laws

- Defamation
- Negligence
- Privacy
- Off-duty, off-premises activity, where applicable

Medical and Safety Issues

- FMLA—what you need to know
- Seeking medical information
- Workers’ Compensation
- Drugs and alcohol

Pay Practices

- FLSA overview
- Common wage and hour violations made by managers

Separation and Discharge

- RIFs
- Unemployment compensation
- Employment references

Designed For

Front line managers and supervisors

Facilitator

MSEC staff attorney

This seminar is particularly effective as a customized on-site. See page 8 for information about on-site costs.

\$245 (Includes a complimentary copy of the MSEC Blue Book: Employment Law Resource), 8:30-4:00, CEU: 0.65, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs

Scottsdale -June 6

Legal Issues in Managing Employees for Governments and Special Districts

ID# LEGL128

HR Competencies

- HR Expertise

Objective

To enable human resources professionals, managers, and supervisors to identify and address the unique legal issues involved in making employment decisions for public sector employers.

Human resources professionals, managers, and supervisors understandably find that the number of legal issues they need to be aware of can be overwhelming. Courts have weighed in and stated that the failure to train managers and supervisors on basic employment law issues is an “extraordinary mistake.” This concentrated full day program offers an overview of the complex legal issues associated with day-to-day employment decisions and actions with a specific overview of government employer issues. This class will also identify those employment laws that may not apply to governmental entities.

Outline

Fundamentals

- *Employment at-will doctrine*
- *At-will exceptions including constitutional issues*
- *Handbooks and other implied contracts*
- *Due process principles*
- *Open Records Act*

Interviewing and Selection

- *Hiring practices*
- *Job interviews*
- *Medical exams*
- *Background screening*

Civil Rights

- *Employment discrimination laws including pregnancy accommodation, where applicable*
- *Sexual and other harassment*
- *Americans with Disabilities Act*
- *Retaliation*

Medical and Safety Issues

- *Family and Medical Leave Act*
- *Workers' Compensation*
- *Drugs and alcohol*

Pay Practices

- *Fair Labor Standards Act overview and its unique rules for public employers*
- *Exempt vs. non-exempt classification and the new DOL salary basis level*
- *Common wage and hour violations*

Separation and Discharge

- *Investigations*
- *Separation—layoff, discharge, and resignation*
- *COBRA*
- *Unemployment compensation*

Designed For

Primarily for human resources professionals working for governmental entities and special districts, and will also benefit public sector managers and supervisors

Facilitator

MSEC staff attorney

This seminar is available as an on-site program tailored specifically for public employers. See page 8 for information about on-site cost.

Managing the Ill or Injured Worker Under the ADA, FMLA, and Workers' Compensation

ID# LEGL110



HR Competencies

- HR Expertise

Objective

This advanced seminar will provide a roadmap to guide employers through the intricate compliance issues involved in managing an employee with a medical condition. This seminar will address the statutory requirements of each law, examine some of the common management difficulties that are encountered, and suggest practical ways to address these concerns.

Note: This advanced seminar requires a working knowledge of the three legal statutes. Interested individuals without experience in these areas should consider taking MSEC's seminars on the Americans with Disabilities Act, and Family and Medical Leave Act prior to enrolling.

Outline

- *When is each law triggered?*
- *What if more than one law applies?*
- *Obtaining medical information*
- *Managing attendance issues*
- *When can employment be terminated?*
- *Compensation issues*
- *Benefit coverage and continuation*
- *Return to work and light duty issues*

Designed For

Human resources professionals, managers, and specialists who have workplace responsibility in these areas

Facilitator

MSEC staff attorney

\$185, 8:30-3:00, CEU: 0.55, HRCI Credit Hours: 5.25 General, SHRM Credit Hours: 5.25 PDCs

Scottsdale - April 13, December 7

Tucson - July 13

Performance Documentation Skills

ID# PERF105



HR Competencies

- HR Expertise

Objective

The human resources mantra to managers and supervisors is to "document, document, document." But do your managers and supervisors know how, when, and what to document? This session will provide managers and supervisors with the skills to effectively document employee performance. It will also provide HR professionals with a good refresher for use in performance documentation processes. Participants will learn a simple performance documentation process and understand its importance in preventing legal claims. Using proven techniques, participants will practice writing job-related performance documentation. The seminar will focus on how the current legal climate affects private sector employers, as well as the "how-to's" of documenting employee actions.

Outline

- *Why documentation helps prevent legal claims*
- *How to document behaviors, not people*
- *What to include in all documentation*
- *Practice documentation skills*

Designed For

Human resources staff, supervisors, and managers who need to learn practical, defensible documentation techniques. This training is appropriate for the supervisor/manager who is involved in progressive discipline, employee separations, and managing employee performance.

Facilitator

MSEC staff attorney

This seminar is effective as a customized on-site. See page 8 for information about on-site costs.

\$130, 1:00-4:30, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs

Scottsdale - March 7, October 26

Performance Documentation Skills for Government Employers and Special Districts

ID# PERF110

HR Competencies

- HR Expertise

Objective

The human resource mantra to managers and supervisors is to “document, document, document.” But do your managers and supervisors know how, when, and what to document? This session will provide managers and supervisors with the skills to effectively document employee performance. Participants will learn a performance documentation process and understand its importance in preventing legal claims. Using proven techniques, participants will practice writing job-related performance documentation. This seminar will focus on how the current legal climate affects public employers as well as the “how-to’s” of documenting employee actions.

Outline

- *Why documentation helps prevent legal claims*
- *How to document behaviors, not people*
- *What to include in all documentation*
- *Practice documentation skills*

Designed For

Human resources staff, supervisors, and managers in the public sector who need to learn practical, defensible documentation techniques. This training is appropriate for supervisors/managers who are involved in progressive discipline, employee separations, and managing employee performance.

Facilitator

MSEC staff attorney

This seminar is available as an on-site program tailored specifically for public employers. See page 8 for information about on-site costs.

Reasonable Suspicion: Detecting Drug and Alcohol Use in the Workplace

ID# LEGL117

HR Competencies

- HR Expertise

Objective

To train employers to recognize the signs and symptoms of on-the-job impairment by drugs or alcohol. This seminar includes an in-depth discussion of the signs and symptoms of alcohol use and the five drugs most commonly tested for, an in-depth look at the evolving legal status of marijuana, when drug tests are conducted, methodologies of drug testing, and how to engage with an employee suspected of on-the-job impairment.

Outline

- *Determining the type of testing for the workforce*
- *Observing and documenting bases for reasonable suspicion testing*
- *Confronting employees and anticipating their reaction*
- *Combatting prescription drug use*
- *Understanding the drug testing process*
- *Urinalysis versus oral fluids testing*
- *Drug detection windows by drug*
- *Avoiding legal liability*
- *Laws that affect drug testing, including FMLA, ADA, DOT, Title VII, unemployment insurance, and more*

Designed For

All levels of management

Facilitator

MSEC staff attorney

This customized class is available exclusively as an on-site program. See page 8 for information about on-site programs.

Union Avoidance: Training Your Managers and Supervisors to Stay Union Free

ID# LABOR106

HR Competencies

- HR Expertise

Objective

To provide participants with the tools needed to detect and respond to union organizing activity. This seminar raises the awareness of managers and supervisors to the reasons why employees seek union representation and the tactics used by unions to organize the workforce. Through instruction and interactive discussion, participants will learn that their role as a manager or supervisor is the most important role in combating unionization.

Outline

- *Why employees turn to unions*
- *Why employers do not want a union*
- *Role of a supervisor in staying union free*
- *Recognizing and responding to a union organizing campaign*
- *Supervisor do's and don'ts in a union organizing campaign*
- *Supervisor communication skills and techniques*
- *Presentation and discussion of effective programs to preserve union-free status*
- *Recent NLRB developments that affect union-free status*

Designed For

Managers, supervisors, and human resource specialists who are interested in maintaining a union free workplace

Facilitator

MSEC staff attorney

This seminar is available as an on-site program tailored to an individual organization. The seminar is recommended after a first contract is reached or following completion of subsequent negotiations. See page 8 for information about on-site costs.

Wage and Hour Workshop

ID# LEGL121

HR Competencies

- HR Expertise

Objective

To provide an analytical framework and working knowledge of the Fair Labor Standards Act (FLSA). Class action wage and hour lawsuits now outnumber discrimination lawsuits. Participants will learn common pitfalls and mistakes that employers make in administering the FLSA. This seminar incorporates current case law, regulations, DOL Administrator Interpretations and enforcement efforts, along with the new changes to the DOL's salary basis requirement for white collar exemptions.

Outline

- *FLSA coverage*
- *Recordkeeping and retention requirements*
- *Compensable hours of work-travel time, on-call, and training*
- *Effective timekeeping strategies*
- *Alternative work weeks*
- *Compensation included in the regular rate for overtime calculations—bonus payments, shift differentials, and other payments*
- *Calculating overtime on commissions, piece rate, salaried non-exempts, and other non-hourly rates of pay*
- *White collar exemptions from overtime executive, administrative, professional, computer, and outside sales employees and their new changes to the salary basis level*
- *Applicable state wage and hour laws*
- *Child labor regulations*
- *DOL investigations and enforcement posture*

Designed For

Human Resource managers, accounting and finance managers, controllers and management or supervisory staff who need to be aware of the wage and hour laws

Facilitator

MSEC staff attorney

\$219, 8:30-4:00, CEU: 0.65, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs

Scottsdale - October 3



COMPENSATION & BENEFITS

Benefit Administration: The Basics from A to Z

ID# BNFTS101

HR Competencies

- Critical Evaluation
- Business Acumen
- HR Expertise

Objective

Employee benefits represent a significant cost for most employers, so taking the time to understand the many options available to select the right packages for employees should be of importance. Benefit administration can also be complex and costly if not done appropriately. This seminar will provide participants with an understanding of the basic concepts of employer-sponsored benefits including health and welfare, retirement, and reimbursement plans. The course includes up-to-date and relevant basic design, legal, and administrative considerations. Individuals will participate in skill-building exercises to enhance their understanding of the material.

Outline

Administration and Design

- The role of benefits in a total rewards strategy
- Design concepts
- Communication

Legal Issues

- Statutory benefits
- Federal laws impacting benefits, including the Affordable Care Act
- Compliance

Health and Welfare Benefits

- Health plan options
- Wellness programs
- Life insurance
- Disability plans

Designed For

Human resource generalists and new benefit specialists with 0-3 years of experience in a benefit-related function. This program is also appropriate for anyone who supports the employee benefit function or who would like a basic refresher.

Facilitator

MSEC staff

\$310, 8:30-4:00, CEU: 1.3, HRCI Credit Hours: 12.0 General, SHRM Credit Hours: 12.0 PDCs
Scottsdale - April 5-6



Compensation Administration I: Base Pay Design and Development

ID# COMP101

HR Competencies

- Critical Evaluation
- Business Acumen
- HR Expertise

Objective

Providing time-tested compensation fundamentals and principles, this class is designed for human resources professionals who want to expand their knowledge of this key HR function. These fundamentals can be applied to any organization, regardless of size or industry. Participants will develop a Total Rewards philosophy and work with a compensation model that begins with job analysis and introduces internal job evaluation and external market pricing. In addition, they will create pay ranges and build a pay structure that focuses on business alignment. Hands-on exercises and group discussions assist participants in developing skills for creating, revising, or maintaining base pay compensation plans.

Outline

- Recognize the Total Rewards Model
- Create a total rewards philosophy
- Explore job evaluation systems
- Conduct market pricing
- Develop pay ranges
- Build a pay grade structure
- Communicate and implement
- Maintain and document a plan

Designed For

This foundational compensation class is best suited for managers, human resource generalists, or compensation specialists with 1-3 years of experience. It is also designed for those who have some responsibility or interest in the development and maintenance of an organization's base pay program.

Facilitator

MSEC staff

\$310, 8:30-3:30, CEU: 1.2, HRCI Credit Hours: 11.0 General, SHRM Credit Hours: 11.0 PDCs

Scottsdale - May 16-17



Writing Effective Job Descriptions

ID# HR118



HR Competencies

- Ethical Practice
- Communication
- HR Expertise

Objective

A well-crafted job description can serve as a strategic business tool in achieving goals, selecting, evaluating, and training employees. Well written and current job descriptions are a key to attracting the right talent to your organization and ensuring that applicants and employees understand their roles and responsibilities. This practical hands-on program will guide you through conducting a job analysis to create effective job descriptions that are both dynamic and legally compliant.

Outline

- *Advantages of accurate, updated job descriptions*
- *Techniques to conduct a job analysis and develop a job description*
- *Legal compliance with ADA, ADEA, FLSA, and EEOC*

Designed For

Managers, specialists, and generalists who have responsibility for the creation and revision of job descriptions

Facilitator

MSEC staff

This seminar is effective as a customized on-site. See page 8 for information about on-site costs.

\$130, 8:30-12:00, CEU: 0.35 HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs

Scottsdale - February 7

PROFESSIONAL DEVELOPMENT

New! Business Essentials

ID# MGMT154

HR Competencies:

- Leadership and Navigation
- Business Acumen
- Critical Evaluation

Objective

To provide participants with an understanding of how organizational strategy, structure, functions, systems, and people work together to create value in response to customer needs. This seminar will provide an overview of an organization's strategic framework, essential and supporting business functions, systems alignment, environment, and key performance indicators. Participants will have the opportunity to apply the strategic framework and concepts to their own organizations to increase their business knowledge and acumen.

Outline

- *Understanding the organization's strategic framework (mission, vision, values, goals, and strategy)*
- *Reviewing essential business functions (marketing and sales, research and development, logistics, operations and production, and service)*
- *Reviewing support functions (finance and accounting, technology, HR/organizational development, administration, and legal/government affairs)*
- *Understanding systems thinking and organizational alignment*
- *Understanding the environment (4 B Model, PEST analysis, and VUCA)*
- *Understanding key performance indicators*

Designed for

Early to mid-level professional staff and supervisors interested in building their business acumen

Facilitator

MSEC staff

\$185, 8:30-3:00, CEU: 0.55, HRCI Credit Hours: 5.0 Business, SHRM Credit Hours: 5.0 PDCs

Scottsdale - July 18



Developing and Maintaining Trust in the Workplace

ID# MGMT128

HR Competencies

- Ethical Practices
- Relationship Management
- Communication

Objective

How important is trust when it comes to the success of your organization? This class is designed to help you understand how to build trust and how that impacts relationships with your co-workers, managers, and customers. Explore the meaning of trust and build your skill level in expanding trust through instruction, reflection, and class exercises. Develop strategic skills to build trust in all the arenas of your life.

Outline

- *Identify and examine what trust is and its impact on the work environment*
- *Identify specific elements of trust and how to use those elements to rebuild trust in the workplace*
- *Use skills to rebuild trust and reframe difficult messages*

Designed For

Any employee who wishes to develop more effective relationships with others

Facilitator

MSEC staff

\$185, 8:30-4:00, CEU: 0.65, SHRM Credit Hours: 6.0 PDCs

Scottsdale - November 2



Emotional Intelligence at Work

ID# MGMT111



HR Competencies

- Relationship Management
- Ethical Practice
- Global and Cultural Effectiveness

Objective

This highly attended and expertly facilitated course offers participants the opportunity to focus on the essential elements that lead to the building of or erosion of effective relationships and subsequent outcomes. Emotional Intelligence (EQ) is much more than simply understanding and naming your emotions. It is a model rooted in years of neuroscience research that reveals ways to deliberately and intentionally utilize your emotions as actual data to create optimal results in professional and personal relationships. Class participants will also learn the bottom line benefits associated with deepening self-awareness. EQ involves the ability to accurately identify emotions in self and others, to modify or regulate them, and express empathy. It is a set of essential, learnable skills. Time is spent in this class building awareness of the evolutionary role of emotions, recognizing patterns, applying consequential thinking, and expanding your ability to develop key relationship skills.

Outline

Define Emotional Intelligence and Develop the Five EQ Competencies

- Self-awareness
- Self-regulation
- Self-motivation
- Empathy
- Relationship skills

Assess your emotional intelligence through use of a comprehensive assessment

Designed For

Formal and informal leaders in organizations who desire to be more effective

Facilitator

MSEC staff

On-Site Option

In addition to the standard on-site rate, there is a \$20 per-person materials fee.

This seminar is particularly effective as an on-site program tailored to an individual organization. See page 8 for information about on-site costs.

\$205 (Includes assessment), 8:30-4:30, CEU: 0.7, SHRM Credit Hours: 6.5 PDCs

Scottsdale - August 16

The use of this seal is not an endorsement by HRCI of the quality of the program. It means that this program has met HRCI's current criteria to be pre-approved for the recertification credit. HRCI approves credits at its discretion at the time recertification documentation is submitted to them for review.



Generations: Working Together

ID# PERSD115



HR Competencies

- Global and Cultural Effectiveness
- Relationship Management
- Ethical Practice

Objective

To help participants recognize and gain a greater understanding of the unique needs of different generations in the workforce. A generation is defined as a society-wide peer group which possesses a commonality of experiences. These common experiences result in members of the same generation sharing common attitudes and behaviors. Differences among generations can negatively affect the work environment, and, if not addressed, may create rifts in the workplace. Participants will spend time understanding how communication and motivation can differ among generations. Through class activities, participants will gain skills to work more effectively with members of different generations.

Outline

- Analyzing and appreciating the influencers of each generation
- Examining the impact of historical and cultural factors on generational outlook
- Discussing how each generation's attitudes and behavior are shaped by other generations
- Identifying each generation's preferences for communication, customer service, development, and work culture
- Practicing adapting communication styles to interact more effectively with members of all generations

Designed For

Management, supervisors, administration, customer service, human resources professionals, training, sales, and anyone whose success depends on the ability to relate to others

Facilitator

MSEC staff

This seminar is particularly effective as a customized on-site. See page 8 for information about on-site programs.

\$130, 8:30-12:00, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs

Scottsdale - March 23

MSEC is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP.

Myers-Briggs: MBTI and Stress

ID# PERSD123

HR Competencies

- Global and Cultural Effectiveness

Objective

When you are stressed out, how do you tend to react? Are there ever behaviors you wish you could avoid when tense or angry? Sign up for this session and identify behaviors that you tend to gravitate to when you're "In the Grip."

We use the Myers-Briggs Type Indicator® (MBTI®) to describe how you are likely to experience and react to stress. Explore ways you can manage your stress more successfully. The MBTI instrument, developed by Isabel Briggs Myers and Katharine Cook Briggs based on Carl Jung's theory of psychological types, has been used for more than 20 years, to identify and describe the natural stress reactions of the sixteen types.

Some people are concerned that their stressed, out-of-character behavior indicates that something is seriously wrong with them. If this is true for you, be assured that the report you receive will allay any such fears you may have. Your stress reactions are predictable, natural, and healthy for your personality type, and they are temporary and manageable.

Note: This class requires pre-work which will be sent directly to the participant prior to the seminar. It is required that individuals register at least 2 weeks prior to the class.

Outline

- *Recognizing your stress reactions*
- *Recognizing how stressors differ by type*
- *Type exaggeration*
- *In the Grip and the inferior function*
- *Returning to equilibrium—best and worst ways to respond*
- *How others can be helpful and what makes it worse*
- *What others need from you when they are caught in the grip*
- *What lessons are there to be learned from your stress reactions*

* Myers-Briggs Type Indicator® and MBTI® are registered trademarks of Consulting Psychologists Press, Inc.

Designed For

Anyone who wants to better understand and better manage their own stress reactions and the stress reactions of others.

Facilitator

MSEC's MBTI® certified staff

This seminar is particularly effective for leadership development or teambuilding as part of a customized on-site. In addition to the on-site fee, there is a \$50 per person charge for the online assessment tool and materials. See page 8 for information on on-site programs.

\$235, 8:30-4:00, CEU: 0.65

Scottsdale - July 12

Team Development: Assessment and Facilitation

ID# TEAM106

Objective

To help an intact work group become an effective, productive, and cohesive team. In an effective team, team members are competent and knowledgeable, and problems and conflicts are addressed quickly and professionally. The quality of decisions made by the team is high, and members share a sense of satisfaction in the work they accomplish. The team is constantly learning and growing, and can adapt to changing requirements and multiple goals.

Team Development May be Helpful in Creating:

- *Increased production and team performance*
- *Improved service to staff and customers*
- *Clarity in team roles and responsibilities*
- *Increased participation*
- *Common goals and direction*
- *Improved capability to problem-solve*
- *Increased capacity to address team issues, concerns, and conflicts*

Team Development is available as a customized, on-site program only, and usually includes the following steps:

- *Initial discussion/diagnosis—no charge*
- *Interviews with team members and other appropriate personnel—charged at \$135 per hour*
- *Sessions are charged at \$1,400 for a half day and \$2,100 for a full day*

Designed For

Team members and work groups who must work together productively

Facilitator

MSEC staff

This intervention is only available as an on-site program tailored to an individual organization. See page 8 for information about on-site costs.

Technical Writing for the Real World

ID# WRIT1107

HR Competencies

- Consultation

Objective

To provide participants with the processes that result in successful technical writing. In this full-day session, participants will learn how to develop a process-oriented, formulaic approach to writing; create and use an outline to manage a document; identify and write to the needs of the audience; and make writing simple, clear, and concise. Without solid technical writing skills, it is difficult and time-consuming to write any type of technical document. Well-organized technical documents are a necessary part of doing business for virtually every organization—from IT and engineering to service providers and non-profits, to construction and transportation—in other words, any organization that creates policies, plans, reports, studies, proposals, or similar documents.

Outline

- Learn the elements and approaches to make documents clear and concise
- Manage sentence and paragraph lengths and structure to ensure clarity
- Make technical materials understandable to less or nontechnical readers
- Use appropriate words and jargon
- Understand and use tone, voice, and person
- Write to the interests and level of your most likely readers
- Build an outline and use it as a document management tool
- Create relationships between document sections to expedite allocating information and locating data between sections
- Understand what goes in a section and what doesn't
- Learn how to write using bullets

Designed For

Employees and managers seeking ways to improve their technical writing skills

Facilitator

Janet Arrowood, *The Write Source, Inc.*

This customized class is available exclusively as an on-site program. See page 8 for information about on-site programs.

New! Train the Trainer

ID# TRAIN103

HR Competencies

- Critical Evaluation
- Communication

Objective

Do you know the difference between a presentation and training? What are best practices in designing and delivering adult-based training? How can you tell if your training has any impact? If you struggled around any of these questions and are responsible for training in your organization, you might want to consider *Train the Trainer*. This class provides participants with comprehensive techniques to train groups of three or more. The focus of the class is on principles of adult learning and the training cycle, including: a) diagnosing, b) designing, c) delivering, and d) evaluating training programs. Participants develop and deliver a 15-minute training program during class on the third day. The participant training module is recorded. Participants may wish to bring a training program that is under development to class.

Outline

Planning

- The five-phase training cycle
- Principles of adult learning theory
- Identifying training needs
- Diagnosing performance and linking it with training

Preparing

- Targeting the training audience
- Developing training goals and objectives

Perfecting

- Designing training curriculum
- Creating effective training activities

Presenting

- Role of the trainer
- Overview of presentation methods
- Using instructional tools

Participant Evaluating

- Videotaping and feedback
- Evaluating training

Designed For

Individuals who prepare in-house training, deliver group training, or revise existing training packages. Class size is limited to 10. Participants must attend all three days.

Facilitator

MSEC staff

Training Skills Coaching Services

Customized coaching services are available to provide one-on-one feedback and guidance as you build your training skills. Please contact the Scottsdale office for more information.

\$515, 8:30-4:30, CEU: 2.1, HRCI Credit Hours: 19.5 General, SHRM Credit Hours: 19.5 PDCs

Scottsdale - June 13-15



Violence at Work: Increasing Your Awareness

ID# VIOL101

Objective

To introduce steps employees can take when faced with intimidating, threatening or violent situations in the course of performing their job duties. Practical suggestions are given on how to avoid becoming a victim and to diffuse a potentially violent situation. This seminar will focus on the prevention cycle of workplace violence, which includes awareness, planning, and action. Employees will learn how to recognize the behaviors that generally precede violence in the workplace and how to respond in order to increase personal safety.

Optional: Active Shooter Module

If selected, this seminar may contain a module which includes a review of guidelines from the Department of Homeland Security as to what to do if/when an active shooter is in the workplace. The module includes discussion of how the guidelines would apply in one's own organization and allows participants to think through an action plan.

Outline

- *Defining and recognizing workplace violence*
- *Prevention Cycle: Awareness, Planning, Action*
- *Recognizing escalating behaviors, threats, and warning signs*
- *Prevention strategies and de-escalation*
- *Reporting potential violence*
- *Case studies and exercises*

Designed For

All employees, supervisors, and managers

Facilitator

MSEC staff

This seminar is offered exclusively as a 2 hour on-site program. If the *Active Shooter Module* is selected, the class will become a 3-hour class and will be considered a half-day training. See page 8 for information about on-site costs.

Additional Consideration: Interested in training that explores this topic from the management perspective? Refer to our *Violence at Work: An Introduction for Supervisors and Managers* course listed on page 73.

Workplace Respect

ID# COMM114

HR Competencies

- Communication
- Global and Culture Effectiveness

Objective

In our busy and ever-changing workplaces, disrespectful attitudes and behaviors occur often, both knowingly and unknowingly. This valuable course offers you an opportunity to investigate some root causes of disrespect and unclear personal boundaries. You will also gain awareness and communication tools to create clarity and agreement about your definition and your co-workers' definition of respect so they can be expressed in mutually beneficial ways. You will leave with an immediately applicable understanding about what it means to interact with coworkers in a respectful manner and how to successfully ask for mutual respect from them.

Outline

- *Understand how changes in the workforce, the workplace and society, have made workplace respect an ever contemporary issue*
- *Identify the varying characteristics and definitions of workplace respect*
- *Explore the way in which our values affect workplace interactions and expectations of respect*
- *Learn to effectively communicate individual boundaries and requests for respect*

Designed For

Anyone whose desire it is to draw clearer personal boundaries and foster the behaviors that are characteristic of a respectful workplace

Facilitator

MSEC staff

This seminar is offered exclusively as an on-site program tailored to an individual organization. See page 8 for information about on-site costs.

New! Writing Proposals That Win

ID# WRIT1108

HR Competencies

- Communication



Objective

To provide participants with the critical tools to develop logical, complete proposals in a time-effective, process-oriented manner. Many organizations write proposals as part of the business development process. At the same time, few businesses have a format, approach, or template that makes this process consistent and complete. As a result, their proposals are often hard for potential evaluators to follow, may be inaccurate or incomplete, and are too often missing important information. This half-day program will explain effective ways to ensure 100% compliance with all requirements in solicitation documents; how to write to the reviewing audience; and how to cope with unclear solicitation documents.

Outline

- *The top reasons why proposals lose*
- *The differences in RFIs, RFPs, draft RFPs, RFQs, RFCs, IFBs, SOQs, and other solicitation documents*
- *What goes into a proposal—and what does not*
- *Determining and developing the format*
- *Determining the components of the proposals*
- *Identifying requirements:*
 - *Creating a requirements matrix*
 - *Completing and using the matrix*
 - *Sample matrix*
- *Building a proposal template*
- *Building a bottom-up timeline*
- *Creating a style sheet (grammar and punctuation)*
- *Good versus bad proposals*
- *Dealing with a bad RFP*
- *Developing the boilerplate*
 - *Building an acronym and glossary list*
 - *Maintaining reference and supporting materials*
 - *Integrating the boilerplate and supporting materials*
- *Thinking like the RFP-issuer*

Designed For

Staff, management, and contract employees involved in writing proposals or analyzing RFPs

Facilitator

Janet Arrowood, *The Write Source, Inc.*

\$155, 8:30-12:00, CEU: 0.35, HRCI Credit Hours: 3.25 General,

SHRM Credit Hours: 3.25 PDCs

Scottsdale - February 28

The use of this seal is not an endorsement by HRCI of the quality of the program. It means that this program has met HRCI's current criteria to be pre-approved for the recertification credit. HRCI approves credits at its discretion at the time recertification documentation is submitted to them for review.

MSEC is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP.



MANAGEMENT & LEADERSHIP

New! The Accountability Experience

ID# MGMT157

HR Competencies

- Ethical Practice
- Communication

Objective

The pace of change in organizations today is unprecedented. Responding to customer and stakeholder demands and economic marketplace conditions quickly is key to success—and in some cases, survival. Employees inside organizations are feeling the heat to deliver on higher expectations in the same or shorter timeframes. People struggle to move on commitments made. Stress, burnout, and disengagement are commonplace topics of conversation.

Accountable individuals feel more in control of outcomes and as a result are less stressed and more productive. Key work relationships improve and the gap between expectations and what is delivered starts to shrink. In this workshop participants will discover the powerful personal and organizational benefits of individual accountability and the strategies to make it happen.

Outline

- Define responsibility, empowerment, and accountability
- Assess their own personal levels of responsibility, empowerment, and accountability
- Evaluate typical situations to improve levels of accountability
- Identify appropriate tools to address personal accountability challenges
- Practice the verbal skills associated with declining, negotiating, and holding others accountable for agreements

Designed For

Individuals looking to improve self and others in the area of Accountability

Facilitator

MSEC staff

On-Site Option

This seminar can be facilitated as a powerful experience with either intact teams or with people throughout the organization. In addition to the standard on-site rate, there is a \$65 per-person materials fee.

\$250, 8:30-4:00, CEU 0.65, SHRM Credit Hours: 6.0 PDCs

Scottsdale - April 11



Change Management: Building Resiliency

ID# MGMT114

HR Competencies

- Business Acumen
- HR Expertise

Objective

The only thing constant is change. It seems that has become a mantra of the 21st century workplace. How well we adapt is often the difference between success and failure. *Change Management: Building Resiliency* will assist you in understanding the process of change transition in order to successfully manage change. We live in a fast-paced world of upheaval and without change management skills we often are passive—waiting to be told what to do, how to feel, and how to behave. Learning the nuances of transitioning yourself and others is a key skill for individual contributors and leaders in your organization.

Outline

- Differentiate between the change process and the transition process
- Use a three-phase transition model to understand the primary emotions, behaviors, and action steps of each phase of the transition model
- Identify and describe the types of information and support that people need as they move through the change process
- Build skills which allow us to be resilient under changing circumstances
- Develop a plan of action to help yourself and others successfully manage the change process

Designed For

Managers and supervisors or anyone interested in learning how to manage change and transitions

Facilitator

MSEC staff

This seminar is particularly effective as a customized on-site. See page 8 for information about on-site programs.

\$130, 8:30-12:30, CEU: 0.4, HRCI Credit Hours: 3.75 General, SHRM Credit Hours: 3.75 PDCs

Scottsdale - April 27



Coaching: Partnering for Performance

ID# COACH104



HR Competencies

- Business Acumen
- Consultation

Objective

Whether managers are trying to help employees sharpen their skills, develop themselves toward future goals, or rebound after derailing, employees greatly benefit from being coached. In this course, we explore supervision from the mindset of a coach; where a partnership supportive of employee development is the focus. We build the critical coaching skills necessary to enhance that partnership, and give managers the tools and confidence needed to embrace the coaching role successfully. We navigate through a coaching model which gives managers a solid framework for holding various types of coaching conversations, including the preparation, implementation, and follow-up needed to support the coaching partnership.

Outline

- *Identify the personal qualities of a coach that are critical to employees*
- *Determine the roles and responsibilities of a coach*
- *Assess when a coaching opening exists for an employee*
- *Assess current coaching skills and behaviors through use of the Coaching Process Questionnaire*
- *Become more skillful at using effective communication techniques in a coaching context*
- *Utilize a coaching conversation model*
- *Practice coaching conversations and receive feedback from peer participants*

Designed For

Managers, supervisors, team leads, and anyone who does formal or informal workplace coaching

Facilitator

MSEC staff

On-Site Option

In addition to the standard on-site rate, there is a \$15 per-person materials fee.

\$200 (Includes Coaching Process Questionnaire assessment), 8:30-4:30, CEU: 0.7, SHRM Credit Hours: 6.5 PDCs

Scottsdale - September 12

Conflict Strategies: Navigating Others Through Workplace Difficulties

ID# CONF114



HR Competencies

- Consultation
- Relationship Management

Objective

One of the most critical and demanding elements of a management or HR role is assisting others in the resolution of conflict and determining the appropriate strategy for intervening. In this course, participants explore red flags that indicate conflicts are escalating and assess various options for addressing these conflicts. Through simulations and exercises, participants practice critical conflict management tools for navigating others through conflict including conducting one-on-one conflict coaching and facilitating employees through conflict conversations. Using the *Conflict Dynamics Profile*, participants also assess their own conflict management patterns so they can bring a greater level of awareness and effectiveness to helping others in conflict.

Outline

- *Recognize key indicators to conflict and identify appropriate intervention strategies*
- *Assess personal responses to conflict using the Conflict Dynamics Profile*
- *Examine constructive and destructive responses to conflict*
- *Coach employees in developing conflict management skills*
- *Facilitate employees through conflict using a conflict facilitation model*

Designed For

Human resources professionals, supervisors, and managers who find themselves helping others in conflict

Facilitator

MSEC staff

On-Site Option

Conflict Strategies can be facilitated as a powerful management development experience. In addition to the standard on-site rate, there is a \$30 per-person materials fee.

\$215 (Includes Conflict Dynamics Profile assessment), 8:30-4:30, CEU: 0.7, HRCI Credit Hours: 6.5 General, SHRM Credit Hours: 6.5 PDCs

Scottsdale - December 6

Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolution

ID# TEAM112

HR Competencies

- Business Acumen
- Leadership and Navigation
- Relationship Management

Objective

Workplaces lacking collaboration waste time and resources. They are less creative, have higher turnover, lower trust, longer lead times, and lower employee satisfaction.

Radical Collaboration® is a catalyst for building more effective work environments and more trusting relationships. Collaboration requires a skill-set and a mind-set, both of which can be learned. Radical Collaboration® has a proven track record for doing exactly that; teaching employees and organizations to become more successful.

Radical Collaboration® teaches five essential skills for building strong alignments. This fast paced, hands-on learning experience increases trust and problem solving and reduces costly defensive behaviors.

Objectives

- *Build collaborative skills*
- *Recognize the elements of building and maintaining long-term trusting climates*
- *Develop skills establishing and solidifying partnerships and alliances*
- *Learn the dynamics of interpersonal relationships*
- *Practice problem solving in simulated and real-time situations*
- *Gain personal insight into attitudes and behaviors in conflicted situations*

Radical Collaboration® is taught at the United Nations, NASA's Management Education Program, the State of California, and the Stockholm School of Economics.

This two-day experience transforms your organization in a real way with immediate results and long-lasting benefits. If you want your team to talk more openly, resolve conflicts more effectively, and be more productive, bring this program to your organization and we will train your entire team!

Designed For

Executives, managers, team leaders, team members, OD and human resources professionals, change agents, trainers, consultants, or anyone looking to improve teamwork, resolve conflict more effectively, or change their team and organizational culture to a more productive and collaborative environment

Facilitator

MSEC staff

This seminar can be facilitated as a powerful experience with either intact teams or people from throughout the organization and can be customized for your needs and timeframe. In addition to standard on-site fees, there is a per-person materials fee. Bring us to your site and we will train your entire team!

New! The Five Dysfunctions of a Team

ID# TEAM114



"Teamwork doesn't require great intellectual insights or masterful tactics. More than anything else, it comes down to courage and persistence."

The Five Dysfunctions of a Team

HR Competencies

- Relationship Management
- Consultation
- Leadership and Navigation

Objective

This class is offered as a one-day workshop that provides leaders with an in-depth understanding of the model and tools for applying the theory in order to help their teams become more productive and cooperative. Materials include a participant workbook and copy of the assessment.

Outline

This class guides intact teams and leaders through exercises that help through these fundamental topics:

- Trust
- Accountability
- Conflict
- Results
- Commitment

Designed For

Anyone who is part of, or desires to create, a higher functioning team

Facilitator

MSEC staff

On-Site Option

This seminar can be facilitated as a powerful experience with either intact teams or people throughout the organization and can be customized for your needs and timeframe. In addition to the standard on-site rate, there is a \$100 per-person materials fee.

\$295, 8:30-4:30, CEU: 0.7, SHRM Credit Hours: 6.5 PDCs

Scottsdale - February 1

Interviewing and Hiring I

ID# HR110



HR Competencies

- Critical Evaluation
- Business Acumen
- HR Expertise

Objective

Hiring the right people has a direct impact on the success of a business. Through an interactive format combining lecture, exercises, and discussion, you will have an opportunity to develop skills for effective behavior-focused interviews that lead to successful hiring. This class provides a practical step-by-step approach for planning, conducting, and evaluating a structured, behavioral interview. In this interactive course, participants learn to recognize the critical factors that predict performance and how to assess candidates using a variety of questioning techniques to legally and effectively make the best hiring decisions.

Outline

- Determine critical job requirements
- Analyze applications and resumes for better results
- Questions to ask and those to avoid
- How to avoid negligent hiring
- When to use background checks, credit reports, and social media based on recent laws

Designed For

Hiring managers, supervisors, and human resources professionals who want to learn the basic principles and develop skills for interviewing and hiring

Facilitator

MSEC staff

\$130, 8:30-12:00, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs

Scottsdale - November 16

Interviewing and Hiring I for Public Employers

ID# HR126

Objective

Hiring the right people has a direct impact on the success of an organization. Through an interactive format combining lecture, video, exercises, and discussion, participants will have an opportunity to develop skills for effective behavior-focused interviews that lead to successful hiring. This class provides a practical step-by-step approach for planning, conducting, and evaluating a structured, behavioral interview. In this interactive course, participants learn to recognize the critical factors that predict performance and how to assess candidates using a variety of questioning techniques to legally and effectively make the best hiring decisions. This seminar is specifically designed to provide public employers with proven techniques that can be used immediately.

Outline

- *Determine critical job requirements*
- *Analyze applications and resumes for better results*
- *Questions to ask and those to avoid*
- *How to avoid negligent hiring*
- *When to use background checks, credit reports, and social media based on recent laws*

Designed For

Hiring managers, supervisors, and human resources professionals who want to learn the basic principles and develop skills for interviewing in the public sector

Facilitator

MSEC staff

This seminar is available for public employers as an on-site program. See page 8 for information about on-site costs.

Lead Worker Training

ID# LEAD101

HR Competencies

- Communication

Objective

You can't hire, you can't fire, you don't get to review, but you get all the responsibility.

Being a Lead Worker is a uniquely challenging position with limited authority and increased accountability. We seek to provide lead workers with a better understanding of the diverse expectations of their position, how to better balance competing demands, and to provide specific techniques that will help them perform more effectively.

This seminar focuses on tools for leads to manage different workplace relationships, the expectations and limitations of the position, and communication demands from employees and management. Participants will also identify and work with the different sources of influence they have within their role that can lead to greater ease and success.

Outline

- *The role and challenges of being a lead worker*
- *Essential elements for clarifying expectations*
- *Maximizing the types of power and influence lead workers have available*
- *Communication skills needed with fellow employees*
- *Understanding how employees learn best and tips for on the job training*

Designed For

Leads, group leaders, work coordinators, and assistant supervisors within any organization

Facilitator

MSEC staff

\$185, 8:30-4:00, CEU: 0.65

Scottsdale - November 29

Leadership Academies

Turn your leadership training into transformational learning.

An Integrated Approach

MSEC's customized *Leadership Academies* develop leaders on a range of key competencies critical to the organization's strategic future. This integrated approach to learning combines leadership theory with practical application and uses a blend of learning methods to address different learning styles and needs. *Leadership Academies* develop leaders through assessment, training, coaching, and assignments to adequately prepare them for the challenges they face on the job. MSEC consultants partner with you to build a customized program that fits your organization's needs, culture, and price point.

Development Options

MSEC Leadership Academy Consultants work with organizations to create a customized leadership strategy, incorporating development options that give leaders the knowledge, experiences, and accountability they need to be confident and successful. Development options include:

- 360 Degree Assessment
- Training
- Application assignments
- Short-term experiences
- Professional executive coaching
- Mentoring
- Year-long strategic initiatives
- Action learning sessions
- Webinars
- Teaching opportunities within the organization

Leadership Academy Benefits

- Provides a platform for preparing the organization for the future; driving the cultural and operational changes needed in order to be successful
- Strengthens the lines of communication and relationships within the organization
- Increases the level of trust and respect within the organization
- Provides the groundwork for achieving future goals and improving the performance of the organization

"I received great personal benefit from the Mountain States Leadership Academy Program. The start-to-finish process helped Grant PUD's EDP group develop its vision, mission statement, and norms; provided easy-to-follow guidance to complete individual 360 Profiles and associated workplace goals; and brought top-notch, in-house leadership training to our group. The MSEC staff was excellent at guiding the group through the development process."

—Shannon, Grant County Public Utility District - Ephrata, WA

Facilitator

MSEC staff

This customized program is available exclusively as an on-site program. Contact us for more information.

New! The Leadership Challenge®: Leveraging 360° Feedback

ID# SUPV123

HR Competencies

- Leadership and Navigation
- Ethical Practice

Objective

Organizations that are flourishing in today's competitive, rapidly changing market understand that the key to staying on course is effective leadership—leadership that brings people together to accomplish the extraordinary. James M. Kouzes and Barry Z. Posner, in *The Leadership Challenge*®, recognize that the most successful leaders thrive on change, inspire others and empower their employees. Their research confirms that essential leadership traits are not innate "gifts," but learnable skills.

The Leadership Challenge® workshop is an assessment based program based on the extensive research of Kouzes and Posner. The thirty item inventory will support leaders at all levels of your organization evaluate and improve their performance in these critical areas:

- Challenging the process
- Inspiring a shared vision
- Enabling others to act
- Modeling the way
- Encouraging the heart

Note: This class requires pre-work which will be emailed directly to participants upon registration. Because of the required lead time for online survey processing, the following deadlines are necessary:

- Registration must be completed no later than six weeks prior to the seminar.
- Questionnaires must be completed and returned by the participant and a minimum of five raters no later than three weeks prior to the seminar.
- Cancellation must be received no later than fourteen (14) days prior to the seminar. If the pre-work is already accessed, a \$160 assessment fee will be charged.

Designed For

Leaders at all levels of your organization seeking to evaluate and improve their performance

Facilitator

MSEC staff

The Leadership Challenge® is an effective feedback instrument for assessing collective leadership strengths and developmental needs in the organization. It can also be used as an effective team-building program. In addition to the standard on-site rate, there is a \$260 per-person materials fee.

Leadership: Why Would Anyone Want to Follow You?

ID# MGMT 129

HR Competencies

- Leadership and Navigation
- Relationship Management

Objective

To lead, you need to know what kind of leader you want to be and only you have the answer. There are no easy formulas to make you an effective leader. Your leadership potential resides within you and can be unleashed by learning about yourself. This course is designed to help you navigate the increasingly complex terrain of leading people.

This course combines the best of behavioral and neurological science and experiential learning to help individuals become socially and emotionally smarter. It provides a framework, methodology, scientifically validated assessment, and direct experience for building the personal and relationship competencies required for creating high-trust relationships. It is also an introduction to the multiple applications of the FIRO-based Elements of Awareness which include developing personal and interpersonal effectiveness, improving customer service, and resolving conflict.

Outline

The aim of this two-day workshop is to maximize your leadership potential. It will help you to:

- *Recognize the four critical areas of organizational effectiveness*
- *Explore your leadership style and the impacts of your style on others*
- *Know yourself, your triggers and your blind spots*
- *Manage your emotions and decrease your reactivity*
- *Practice new ways of working with and leading others*
- *Increase your understanding of human behavior*
- *Explore what motivates you and others*
- *Improve your effectiveness, focus and capacity to adapt*

Special Features

This program offers:

- *Principles – for creating continuous, positive change*
- *Theory – a simple framework for understanding human behavior and motivation*
- *Practice – experiences to help you align your thoughts, feelings, and actions*

One-on-one follow-up coaching is available for an additional fee.

Facilitator

MSEC staff

On-Site Option

This seminar can be facilitated as a powerful experience with either intact teams or people from throughout the organization and can be customized for your needs and timeframe. In addition to standard on-site rate, there is a \$50 per-person materials fee.

\$405, 8:30-4:30, CEU: 1.4, SHRM Credit Hours: 13.0 PDCs

Scottsdale - October 17-18

The use of this seal is not an endorsement by HRCI of the quality of the program. It means that this program has met HRCI's current criteria to be pre-approved for the recertification credit. HRCI approves credits at its discretion at the time recertification documentation is submitted to them for review.



Orientation/Onboarding: Building a Positive Connection From Day One

ID# HR113

HR Competencies

- Communication
- Ethical Practice
- HR Expertise

Objective

Successful organizations are moving orientation from a one-time event to an effective onboarding process. An effective orientation/onboarding process helps employees assimilate into their new jobs quicker ultimately saving the organization money. Learn how to build on the initial enthusiasm of new employees and gain their long-term commitment with effective onboarding. In this class you will learn how to assess your current program to engage new employees, increase job satisfaction, improve productivity, and reduce turnover. The seminar is highly interactive and focuses on participants sharing experiences and ideas. In addition, examples of onboarding best practices are discussed. You will leave with a blueprint for creating an effective and interactive program to engage new employees beyond the first day.

Outline

- *Aligning program to business goals and assessing ROI*
- *Evaluating your current program for effectiveness*
- *Creating a positive first impression*
- *Identifying key information to cover and best timing*
- *Utilizing various delivery methods for different learning styles*

Designed For

Human resources staff, supervisors, and managers responsible for the orientation of new employees

Facilitator

MSEC staff

\$185, 8:30-4:30, CEU: 0.7, HRCI Credit Hours: 6.5 General, SHRM Credit Hours: 6.5 PDCs

Scottsdale - June 22



MSEC is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP.

Management Back to Basics

ID# MGMT116

HR Competencies

- Critical Evaluation
- Consultation
- HR Expertise

Objective

Managing people can be very challenging, whether you are new to the job or have many years of experience. This class covers seven areas that are essential for every manager to know and understand. Each module is designed to roughly follow the employee life-cycle and contains the essence of each topical area. The class is very interactive with materials being presented through lecture, group discussion and exercises. Each module lasts about forty five minutes.

The class is appropriate for several types of managers. For the new manager it provides a solid base of information, for the seasoned manager it is a good refresher and for an organization that is just starting to provide management training, it is an introductory step.

This exciting, build-your-own program allows you to focus attention on what you need most. You can choose any 4 modules for a half-day session or all 7 for a full day session. You can also select 5 modules and expand them to fill a full-day session. For example; module 4 (performance management) can be expanded, then combined with modules 1, 2, 3, and 7.

Outline

1. The Supervisory Role – A Process that Drives Results

- *Transitioning from individual contributor to manager*
- *Creating a positive work environment, performance, and consequences*

2. Hiring – Selecting the Right Person for the Job

- *Planning and conducting effective interviews*
- *Making better selections*

3. Onboarding – Setting Up New Employees for Success

- *Defining the supervisor's responsibilities*
- *Helping new employees commit and contribute to the organization*

4. Performance Management – Maximizing Employee Contribution

- *Setting expectations, coaching, providing documentation, and feedback*
- *Conducting performance improvement discussions*

5. Compliance – Knowing what you need to know

- *Overview of employment law acts and laws*
- *Why ethics matter, review of current events, and making ethical decisions*

Designed For

All levels of supervisors, managers, business owners, and others who have, or are interested in people-management responsibilities

Facilitator

MSEC staff

This customized class is available exclusively as an on-site program. See page 8 for information about on-site programs.



New! Performance Management: Managing Employee Development

ID# PERF114

HR Competencies

- Leadership and Navigation
- Communication
- HR Expertise

Objective

This class gives managers the skills to prepare for and conduct employee development discussions as part of the performance management process. Participants learn their role in supporting employees in the career management process and the tools to conduct a successful developmental discussion.

Outline

- *How employee development fits into performance management*
- *The organization's, manager's, and employee's roles in the process*
- *Avenues to employee development*
- *Steps in the career management process*
- *Preparing and conducting a developmental discussion*

Designed For

Supervisors, managers, and human resources staff seeking practical tools to support employee development

Facilitator

MSEC staff

\$185, 8:30-4:00, CEU: 0.65

Scottsdale - December 13

Revised! Performance Management: Setting the Stage for Success

ID# PERF104

HR Competencies

- Leadership and Navigation
- Communication
- HR Expertise

Objective

There is widespread agreement that traditional performance appraisals may be broken. Perhaps this is because they are not part of an overall performance management process that is designed to provide employees with ongoing feedback throughout the year rather than just once a year at the formal performance appraisal. Organizations need a workable set of tools and a framework to manage performance that can be implemented for any individual, team or within any organization. Effective performance management is an on-going process that focuses on aligning your workforce, building competencies, improving employee performance and development, and driving better business results.

Outline

- *Exploring performance management's past and cutting-edge future trends*
- *Planning by developing goals, skills, performance standards and expectations*
- *Delivering effective feedback and coaching employees toward success*
- *Creating good documentation based on job-related facts and observable behaviors*
- *Recognizing warning signs and causes of poor performance and taking action*

Designed For

Team leaders, first-time supervisors, seasoned managers, and anyone in a position that requires managing employee performance to achieve organizational success

Facilitator

MSEC staff

This class can be customized as an on-site to fit into your performance management process. An additional customization fee may apply. See page 8 for information about on-site programs.

\$130, 8:30-12:00, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs
Scottsdale - March 7, October 26
Tucson - April 18

Situational Leadership®: An Introduction to the SLBAII

ID# MGMT124

HR Competencies

- Leadership and Navigation

Objective

Today's leaders need to be able to identify the needs of their followers and adapt to the situations and circumstances which surround them. This half-day program offers the opportunity to explore a leadership theory offered by Ken Blanchard. *Situational Leadership® II* is a model for developing people. SLII® is a language, as well as a strategy, for providing the right amount of direction and support to the people you lead. The role of the Situational Leader, as a teacher and coach, is to challenge the people he or she works with to become increasingly self-motivated and self-directed. Situational Leaders provide an environment where people can learn; develop their skills, motivation, and confidence; share their talents; and contribute to the organization's success.

This introduction to SLBAII® will get you started on the path to becoming a Situational Leader. This program is focused on the first two skills of a Situational Leader: diagnosis and flexibility.

Outline

- *Be able to diagnose others' development levels and choose the appropriate leadership style*
- *Know why there is no best leadership or coaching style*
- *Learn a common language for coaching and developing others*
- *Understand the negative impact of over supervision and under supervision on performance and morale*

Designed For

Leaders at all levels of the organization who wish to explore and develop the skills to become a Situational Leader

Facilitator

MSEC staff

This seminar is available as an on-site program tailored to an individual organization. See page 8 for information about on-site costs. In addition to the on-site fee, there is an additional \$80 per person materials and assessment fee.

Succession Planning: Are You Prepared?

ID#: HR160

HR Competencies

- Leadership and Navigation
- Critical Evaluation
- HR Expertise

Objective

Are you prepared if your organization suddenly lost a key leader? Is your organization strategic in the identification and development of key talent? In today's competitive environment, organizations must be able to attract, develop, and retain critical talent. To be successful, they must have a succession planning system in place to staff critical positions and develop future leaders. This half-day class will address some of the most important aspects of succession planning.

Outline

By attending the class, participants will be able to:

- *Make the connection between an organization's strategic plans and the need for succession planning*
- *Increase their knowledge about the components of succession plans*
- *Create and utilize a tool to help identify leadership competencies*
- *Determine what kind of leaders the organization is looking for*
- *Categorize talent through the use of a talent management model*
- *Approach leadership development in an integrated manner*

Designed for

Individuals who are interested in succession planning, looking for an integrated approach, and want to use a talent management model and other strategic tools to assist them in the process

Facilitator

MSEC staff

This seminar is available as an on-site program tailored to an individual organization. See page 8 for information about on-site costs.

Supervision: Core Competencies

ID#: SUPV115

HR Competencies

- Leadership and Navigation
- HR Expertise
- Ethical Practice

Objective

Do your supervisors have all the skills necessary to be successful in today's workplace? Experience teaches us that focusing on self-management, relationship building and performance management of others helps us be successful leaders and creates successful organizations. This MSEC program has helped thousands of supervisors. It stresses the tasks and interpersonal skills that are most important to help others strive for continued improvement and to achieve results.

Outline

- *Explore your leadership style and understand how to better work with others, your team, and your peers*
- *Analyze employee performance using the Mager-Pipe system so you can choose the best way to help an employee*
- *Build employee engagement*
- *Set and communicate expectations*
- *Improve listening skills*
- *Define elements of and practice delivering effective feedback*
- *Identify strategies to support employees before, during, and after training*

Designed For

First and second level supervisors

Facilitator

MSEC staff

On-Site Option

In addition to the standard on-site rate, there is a \$20 per-person materials fee.

\$330, 8:30-4:30, CEU: 1.4

Scottsdale - January 10-11, September 20-21

New! Supervision: Is It For Me?

ID# SUPV101

HR Competencies

- Communication
- Ethical Practice

Objective

Making the decision to transition to a supervisory role is not one to be taken lightly. *Supervision: Is It For Me?* provides participants with the opportunity to clarify whether a supervisory role would be a good fit for them. The class is designed for either high potential employees or current candidates who are considering a supervisory career and highlights changes in types of responsibility, relationships with peers, friends, management, etc., and personal challenges that often go along with a promotion to supervision. This is an interactive seminar in which participants focus primarily on the critical differences between non-supervisory and supervisory roles, engage in personal self-assessment of the skills required to be an effective supervisor and explore their own interest and alignment with the role.

Outline

- *Explore the skills and expectations of a supervisory role*
- *Legal obligations*
- *Assess current skills that will support your transition*
- *Identify what support you will need from your boss in this new role*
- *Explore managing a team from a values perspective*

Planning your success in the transition

- *Identify strengths you bring to the role*
- *Identify areas of development*
- *Build your skills in situational assessment*

Designed For

Non-supervisory personnel who wish to clarify their knowledge of a supervisor's role and assess their interest in pursuing a career in supervision (current supervisors should attend *Supervision: Core Competencies*).

Facilitator

MSEC staff

Facilitator

MSEC staff

\$185, 8:30-4:30, CEU: 0.7

Scottsdale - May 10

Supervision: Your First 90 Days— How to Survive

ID# SUPV113

HR Competencies

- Leadership and Navigation
- HR Expertise

Objective

People who are new to supervision move into a role of managing and leading people who get the work done rather than doing the work themselves. This is a difficult shift to make but one that is critical to the success of new managers. This class gives you skills to:

1. Better understand the importance of leading and managing
2. Help you determine your supervision style
3. Set employee expectations, and effectively communicate

Using a Supervisory Skills Assessment, you will better understand your style and leave the class with an action plan for your first 90 days in the new job.

Outline

- *Explore the differences between managing and leading*
- *Using the Supervisory Skills assessment to find gaps in select leadership skills:*
 - *Guiding the work*
 - *Organizing the work*
 - *Developing your staff*
 - *Managing performance*
 - *Managing relationships*

Designed For

Anyone about to become a supervisor or who is in their first 90 days

Facilitator

MSEC staff

This seminar is available as an on-site program tailored to an individual organization. See page 8 for information about on-site costs. In addition to the standard on-site rate, there is a \$20 per-person materials fee.

New! Transformative Ethics: Making Ethical Decisions in the “Gray Zone”

ID# HR191

HR Competencies

- Ethical Decision Making
- Communication
- Organizational Development

Objective

We live in a day of increased public and media scrutiny. Decisions and resulting actions can either enhance or damage the reputation and effectiveness of any organization. Often, problems stem from making poor decisions under stress and in the “gray zone” of professional life. Making good, consistent ethical decisions involves more than knowing policy, codes, and personnel manuals. It takes having ethical self-awareness, strong decision making skills, and the ability to successfully communicate one’s decisions. These three components are the focus of this class. Stronger cultures of integrity, mutual respect, and reduced agency liability are achieved with increased personal responsibility and accountability which are emphasized in this class.

Transformative ethics is a process for enhancing ethical competency best provided at all levels of the organization. It is not about making people ethical. It is about providing the self-awareness and tools for people to live their ethical lives more fully and strengthen ethical relationships with colleagues, clients, customers, and families.

Outline

- *Identifying ethics beyond policy--transformative ethics*
- *Making ethical decisions-identifying your perspective*
- *Communicating your reasoning*
- *Applying “Four Steps” for making better decisions*
- *Creating a stronger ethical culture one person at a time*

Designed for

All levels of the organization

Facilitator

David Braaten, Ph.D., *The Williams Institute for Ethics and Management*

This class is especially effective when conducted on-site for all levels of employee and leadership and can be customized to address particular needs and issues of the organization. Our three day certification course for trainers and business leaders also allows organizations to bring this program in-house.

\$185, 8:30-4:00, CEU: 0.65

Scottsdale – March 9

Team Development Modules for On-Site Training

We are pleased to present a series of team development programs for on-site training. The following modules provide the foundational training your organization needs to create a positive environment for continuous performance improvement. Each module can be tailored to meet your needs and your time frame.

Module 1: *Leading Teams*

- *Direction setting*
- *Decision making*
- *Continuous improvement*

Module 2: *Creating Effective Work Groups*

- *Creating identity*
- *Clarifying roles and tasks*
- *Assessing organizational culture and environment*
- *Supporting implementation*

Module 3: *Group Facilitation Skills*

- *Diagnosing group phases*
- *Diagnosing group norms*
- *Diagnosing member contributions*
- *Managing dysfunctional group behavior*

Module 4: *Myers-Briggs: An Interpretation of Personal Style*

- *Using Type to communicate with others and understand team interactions*
- *Recognizing the value of personality differences*
- *How all types can better contribute in an organizational setting*
- *Using Type differences to achieve team goals, reduce conflict, and increase communication*

Module 5: *Managing Effective Meetings*

- *Structuring meetings*
- *Designing meetings*
- *Managing meetings*

Module 6: *Problem Solving Skills*

- *Identify barriers and roadblocks to effective problem solving*
- *Assess your own current problem solving style and approach*
- *Understand the four-part problem solving process*
- *Apply problem solving tools*

Module 7: *Innovation in the Workplace*

- *Expanding the definition of creativity*
- *Exploring the creative process and its application to the specific organization*
- *Exploring the toolkit of practices to generate and sustain organizational creativity and innovation*

Module 8: *Leadership Through Influence*

- *Defining influence and leadership*
- *Influence skills practice*
- *Influence application planning*

Module 9: *Generations: Working Together*

- *Defining generational peer groups*
- *Identifying each generation's preferences for communication, customer service, and work culture*
- *Practicing adapting communication styles to interact more effectively with members of different generations*

Module 10: *The Five Dysfunctions of a Team*

- *Using the Five Dysfunctions model with team to improve team functioning*
- *Enhance team cooperation and productivity to reach full potential*

For information about how these modules can help your team development process and to set up modules for your team, please call us at 800.437.9262. A complete description of each module can be found at MSEC.org.

Violence at Work: An Introduction for Supervisors and Managers

ID# VIOL102

Objective

To provide supervisors and managers with practical information for recognizing and addressing threats, domestic violence, bullying, suicide, and the behaviors that generally precede violence in the workplace. The focus of this seminar is the prevention cycle of workplace violence, which consists of awareness, planning, and action. Supervisors and managers will learn how to recognize the behaviors that generally precede violence in the workplace and how to place barriers to reduce the possibility of further escalation.

Optional: Active Shooter Module

If selected, this seminar may contain a module which includes a review of guidelines from the Department of Homeland Security as to what to do if/when an active shooter is in the workplace. The module includes discussion of how the guidelines would apply in one's own organization and allows participants to think through an action plan.

Outline

- *Defining and recognizing workplace violence, domestic violence, and bullying*
- *Prevention cycle: awareness, planning, action*
- *Recognizing escalating behaviors, threats, and warning signs*
- *Prevention strategies and de-escalation*
- *Legal implications*
- *Case studies and exercises*

Designed For

Managers, supervisors, human resources professionals, business owners, risk managers, and security personnel

Facilitator

MSEC staff

This seminar is offered exclusively as a 2-hour on-site program. If the *Active Shooter Module* is selected, the class will become a 4-hour class. See page 8 for information about on-site programs.

Additional Consideration: Interested in training that explores the employee perspective? Refer to our *Violence at Work: Increasing Your Awareness* course listed on page 56.

You're Fired: Practical Tools for Managing the Termination Process

ID# HR167

HR Competencies

- Communication
- HR Expertise

Objective

Making the decision to terminate the employment relationship and conducting the termination meeting are two of the most difficult responsibilities managers have regardless of the cause. This session will help guide you through the process of preparing for and conducting an involuntary termination in a way that promotes the best interests of your organization, while also preserving the dignity of the impacted staff member.

Outline

- *Making the decision to terminate*
- *Preparing for the termination meeting*
- *Meeting with the employee to terminate employment*
- *Completing post-meeting tasks*
- *Communicating after the termination*
- *Practicing the termination meeting*

Designed For

Supervisors, managers, and HR professionals looking for practical and effective ways to manage an employment termination

Facilitator

MSEC staff

This seminar is particularly effective as an on-site program tailored to an individual organization. An additional customization fee may apply. See page 8 for information about on-site programs.

\$130, 8:30-12:00, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs

Scottsdale - August 2



HR MANAGEMENT

Fundamentals of Human Resource Management: Key Steps in Getting Started

ID# HR104

HR Competencies

- HR Expertise

Objective

A key starting place for business success is solid Human Resource practices. In taking a journey into the world of human resources, you need to have the right map to find your way and meet the challenges you encounter. This class provides an integrated and practical approach linking HR to the employment life cycle and compliance areas. Participants receive fundamental tools and resources to manage HR functions. As an introductory class it is particularly useful to employees who are involved in the day-to-day operations of human resources.

Outline

The class journey includes:

HR Role:

- *Linking the HR function to business success and positive relationships*
- *Building credibility by measuring what matters*

Staffing:

- *Starting out on the "right foot" - recruiting, retaining, interviewing and onboarding*

Performance Management:

- *Helping supervisors to succeed in managing employee performance*

Compensation and Benefits:

- *Focusing on total rewards and what that means in terms of pay and benefits*

Compliance:

- *Raising awareness of employment law and ways to lower your risks*
- *Communicating organization guidelines through an employee handbook*
- *Organizing employment records to keep compliant and be effective*

Designed For

This foundational course is best suited for human resources professionals and administrators (with 0-3 years' experience), office managers, and any others who are responsible for the human resource function

Facilitator

MSEC staff

This course makes an excellent basis for aPHR Certification preparation.

\$370 (Includes a complimentary copy of the MSEC BlueBook: The Employment Law Resource), 8:30-4:00, CEU: 1.3, HRCI Credit Hours: 12.0 General, SHRM Credit Hours: 12.0 PDCs
Scottsdale - January 25-26, October 31-November 1

The use of this seal is not an endorsement by HRCI of the quality of the program. It means that this program has met HRCI's current criteria to be pre-approved for the recertification credit. HRCI approves credits at its discretion at the time recertification documentation is submitted to them for review.



HR Metrics and Analytics: Focusing on What is Important

ID# HR135

HR Competencies

- Critical Evaluation
- Business Acumen
- HR Expertise

Objective

What an organization measures drives organizational behavior, the allocation of resources and how it defines success. A variety of metrics (financial and non-financial) are used to evaluate the effectiveness of organizational strategies. Therefore, understanding and using HR metrics and analytics are essential competencies for human resources professionals. In addition, HR must have the ability to communicate and influence top management using data and insights that will enable the organization to achieve its business goals.

In this class participants will learn the foundations of measurement, the financial principles of how a business works, how business models affect what is measured and how analytics impacts business decisions. You don't have to be a math whiz to participate. We'll provide you with formulas, and give you the opportunity to apply measurement concepts to realistic business scenarios and problem solving activities. If you do not know what HR should measure or how to measure, or simply you want to expand your Human Resource measurement skills, this class is for you.

Outline

- *Understanding the importance of HR metrics*
- *Aligning HR and business goals*
- *Identifying the right metrics*
- *Connecting HR programs to organizational performance*
- *Utilizing data, formulas, and statistical tools to support strategy and drive change*

Designed For

Human resources managers and professionals, business owners, and other managers who have HR responsibilities and are interested in demonstrating how HR adds measurable value to the organization

Facilitator

MSEC staff

\$185, 8:30-4:00, CEU: 0.65, HRCI Credit Hours: 6.0 Business, SHRM Credit Hours: 6.0 PDCs

Scottsdale - September 27



MSEC is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP.

Webinar: Important Issues in Human Resources—MSEC’s HR Webinar Series

ID# HR164



This year’s MSEC HR Webinar Series features two dynamic topics: *Managing Employee Performance* and *Becoming an HR Business Partner*.

Managing Employee Performance:

You’re Fired: Terminating Employees - Practical Tools for Handling the Process
January 26 (10:00-11:00)

Firing an employee is one of the most difficult tasks managers face. Join this webinar for tips on preparing and conducting the termination process both fairly and legally.

Discipline Without Punishment
February 23 (10:00-11:00)

Forward thinking companies are shifting from progressive discipline to positive discipline. Take an innovative approach to employee discipline that is non-punitive. Use this approach to require poor performing employees to take responsibility for their behavior and commit to satisfactory performance to remain employed. This webinar will provide a framework to empower supervisors and managers to address performance issues with greater confidence.

Performance Management: Is it Dead?
March 23 (11:00-12:00)

Reports of the death of performance management are greatly exaggerated. While the annual performance review process may be broken, organizations still need a process for evaluating and improving employee performance. Learn cutting-edge practices to transform the annual performance review into a dynamic employee-centered strategy aligned with organizational priorities.

HR Business Partner Series:

What does it mean to be a Human Resource Business Partner?
August 24 (11:00-12:00)

Learn how to get a “seat at the table”. Understand the competencies necessary to become a successful HR Business Partner: business acumen, strategic thinking and alignment, relationship development, partnering, analysis, and integration.

Strategic Relationship Development and Partnering
September 28 (11:00-12:00)

Build strong and trusting relationships with clients and colleagues and become a value-added partner. Use a practical tool to assess power and interest to influence stakeholders.

Business Acumen: Understanding How Business Works
October 26 (11:00-12:00)

Increase your business knowledge and acumen by understanding how organizational strategy, structure, functions, systems, and people work together to create value.

Financial Acumen: Understanding How to Create Economic Value
November 16 (10:00-11:00)

How does money flow through an organization? Learn concepts and tools to speak the language of business and understand key financial reports. Use financial data to justify human capital recommendations.

Facilitator

MSEC staff

\$159 per line for each session,

\$447 per line for 3 sessions - a savings of \$30,

\$1,043 per line for 7 sessions - a savings of \$70

HRCI Credit Hours: 1.0 General, SHRM Credit Hours: 1.0 PDCs

Performance Appraisal Design Workshop: Working On-site with Your Team

ID# PERF115

HR Competencies

- Communication
- Consultation
- HR Expertise

Objective

Is your team ready to create a meaningful and relevant performance appraisal system that has a positive business impact? In this facilitated on-site workshop, your task force or design team works together to develop a customized performance appraisal system. The workshop includes aligning the appraisal design with the organization's mission, vision, values, and goals, ensuring that the form stays alive and vibrant. The task force or design team will receive a toolkit with step-by-step guidelines for designing the system, including the form.

Outline

- *Gauging the current system in relation to key factors for success*
- *Aligning performance with business goals*
- *Minimizing legal risks*
- *Determining critical performance measures*
- *Designing a customized evaluation tool*
- *Implementing and managing the system*

Designed For

Human resource professionals and others who are leading or participating in a task force or design team focused on creating or revamping their organization's current performance appraisal system

Facilitator

MSEC staff

This seminar is offered exclusively as a customized on-site program. See page 8 for information about on-site programs.

PHR, SPHR, and aPHR Study Programs for HR Certification Institute (HRCI) Examinations

ID# HR120

Objective

Now more than ever, HR professionals are recognized for personal and professional achievement. Certification can be a deciding factor when an individual is being considered for internal promotion or a position with another employer, as well as expanding your own knowledge base. Partner with MSEC to earn your Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR) Certification in one of our custom classes. MSEC offers several options and schedules to help you fit studying for these career enhancing certifications into your busy schedule. These lively and interactive MSEC courses assist participants in knowing their HR strengths, as well as areas that need additional review.

Outline

- *Comprehensive study materials*
- *MSEC's exclusive study guides for each module*
- *Access to instructors and fellow attendees through on-line discussion groups*
- *Practice test questions*
- *Instructor tips on how to take the HRCI exams*
- *On-line access to professional white papers on exam-related topics*
- *MSEC members also have access to other on-line HR-related data bases*

Facilitator

MSEC Certified Staff and Staff Attorneys

PHR/SPHR 10 Week Program

\$1,395 (member), \$1,595 (nonmember),

February 15-April 26 (10 Consecutive Wednesdays), 6:00-9:00pm

September 8-November 17 (10 Consecutive Fridays), 8:30-4:30

aPHR Program

Please see our *Fundamentals of Human Resource Management* course on page 76 as this course is an excellent basis for aPHR Certification preparation.

\$370

January 25-26

October 31-November 1

Recordkeeping for Human Resources

ID# HR114

HR Competencies

- Ethical Practice
- HR Expertise

Objective

Every employer needs effective recordkeeping practices to meet organizational needs and minimize compliance risks. Participants learn essential information, practical tips and leave with an action plan and resources to improve HR recordkeeping practices.

Outline

- *What records to keep and why*
- *How long to retain records and manage them practically*
- *Considerations for electronic recordkeeping*
- *Regulatory and administrative concerns*

Designed For

This class is for anyone who needs to develop a basic knowledge of human resources recordkeeping and those who apply these principles on a daily basis.

Note: This seminar is focused on personnel related recordkeeping practices, not general business recordkeeping.

Facilitator

MSEC staff

\$130, 8:30-12:00, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs

Scottsdale - April 20



Retaining and Engaging Employees: What Employees Really Care About

ID# HR123

HR Competencies

- Ethical Practice
- Consultation
- HR Expertise

Objective

How do you build on the initial excitement of a new employee? What level of engagement do your employees have at different levels in your organization? This course focuses on the knowledge and tools to build effective programs and create an environment that values what's important to your employees. Participants identify critical factors that impact their ability to retain and engage employees now, before they decide to leave. The course explores the many aspects involved in an employee's decision to stay or leave. In addition, participants will share ideas with other class members, and leave with steps for developing effective engagement practices across the organization.

Outline

- *Explore key engagement issues:*
 - *Organization culture*
 - *Employee development*
 - *Total rewards*
 - *Turnover analysis*
- *Review best practices in hiring and selection and other management practices*

Designed For

Human resources professionals, managers, and supervisors who impact employee engagement

Facilitator

MSEC staff

This seminar is offered exclusively as a customized on-site where employees are able to work together as a team. Managers, supervisors, and others can learn effective engagement and retention practices specific for your company in your own environment. See page 8 for information about on-site costs.

SHRM-CP and SHRM-SCP Examination Study Program

ID# HR 170b

Objective

Earning a Society for Human Resources Management—Certified Professional or Senior Certified Professional (SHRM-CP or SHRM-SCP)—Certification is a career milestone for an HR professional. Certification can be a deciding factor when an individual is being considered for an internal promotion or a position with a new employer. It can also be instrumental in helping you to expand your knowledge base. Partner with MSEC to study for the SHRM-CP or SHRM-SCP certification test in our custom class setting.

Outline

- *The SHRM Learning System including practice test questions*
- *Instructor tips on how to take the SHRM exams*
- *MSEC members have access to other on-line HR-related databases*

Facilitator

MSEC Certified Staff

\$1,195 (member), \$1,395 (nonmember),
Five-Week Programs, 8:30-4:30:
Scottsdale - March 31-April 28 (Five consecutive Fridays),
October 16-November 13 (Five consecutive Mondays)

Workforce Planning: Your Roadmap to the Future

ID# HR124

HR Competencies

- Leadership and Navigation
- Critical Evaluation
- HR Expertise

Objective

A ready, viable, and sustainable workforce aligned with the organization's strategic focus is a requirement for success. The objective of this class is to provide the knowledge and tools to assist participants in making effective strategic staffing decisions. The goal of workforce planning is to have the right people, with the right skills, in the right place, at the right time. Instead of a reactive process (automatically filling jobs as a vacancy occurs) a more proactive, systematic approach to workforce planning is needed. Before recruiting and hiring, management must determine the appropriate staffing levels and competencies required to build and sustain the organization's competitive position.

In this practical workshop, you will learn how to assess your future human capital needs and integrate them into an effective workforce plan.

Outline

- *Strategic importance of workforce planning*
- *Understanding your business*
- *Aligning with strategy and strategic goals*
- *A workforce planning model*
- *Workforce analysis and forecasting methods*
- *Gap analysis of human capital needs*
- *Strategies for closing the gaps*
- *Considerations for staffing options*
- *Monitoring and measuring the plan*

Designed For

Human resource practitioners, business owners, managers, and any others who participate in making staffing decisions

Facilitator

MSEC staff

\$185, 8:30-4:00, CEU: 0.6, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs

Scottsdale - June 8



MSEC Technology Training

To stay competitive in today's market, employees need to be skilled in the latest technology. To keep profitable, organizations need to be able to pinpoint and then target those specific training needs with the most efficient training methods. We partner with Mission Critical Training to offer software training courses in a state of the art training center. Choose from a variety of courses to refine all skill levels with small classes, top instructors, and best in class materials. In our computer training classes, you will learn essential tips and tricks in an engaging format with hands-on experience and personal attention.

Training classes are designed for:

- **Efficient learning**—with corporate length courses. Invest a day with us, and you'll have new skills to use as soon as you get back to your office.
- **High retention**—with highly interactive training. Adult learners learn by doing. In the classroom, each student has their own computer for following along and completing exercises.
- **Enduring resources**—support tools to reinforce skills after the training is over.
- **Individualized attention**—small class sizes.
- **Live In Person training**—no prerecorded or guided learning.

Training location and driving directions:

Directions to Tempe Mission Critical Systems Training Center:

Address: 1500 North Priest Drive, Suite 123, Tempe, AZ 85281

- From the 202 take exit 6 (North Priest Drive)
- Continue North on North Priest Drive for about ½ mile and then turn left onto West Washington Street.
- The training center is located in the office complex on your right.

**\$235 per person for half-day class, \$410 per person for full-day class,
Please visit MSEC.org for pricing on multi-day classes**

8:00–12:00 (AM half-day class), 1:00–5:00 (PM half-day class), 8:00-4:00 (Full-\multi- day class)

We have the solution to keep your organization skilled in the latest software technology without losing productivity.

ACCESS		
Class:	Goal:	Schedule:
Access Basic	Students leave this class feeling confident in designing a simple Access database or making changes to an existing one.	January 17 February 28 March 29 May 3 June 20 August 3 September 14 November 6 December 20
Access Intermediate	Students leave this class with skills for developing more advanced Access databases and extracting advanced reports from their databases.	February 1 April 4 June 22 August 10 October 25 December 21
Access Advanced	Students leave this class feeling confident with the advanced features in Microsoft Access and be able to develop complex detailed databases.	February 16-17 May 25-26 August 16-17 November 20-21
Access Boot Camp	Students will learn skills to design a new database or edit an existing one including database management concepts and the ability to develop complex detailed databases. Includes time to work on your own specific projects, with instructor assistance.	March 6-10 June 12-16 September 25-29

ADOBE		
Class:	Goal:	Schedule:
Adobe Acrobat *	Learn the functionality and features available in Acrobat. Learn how to create, edit, secure and manage pdf documents.	January 23 April 20 July 10 November 9
Adobe Illustrator 1	You will learn to use Adobe Illustrator by drawing and manipulating simple shapes to create logos. You will also combine text and graphics to create advertisements.	March 3 June 20 September 11 December 6
Adobe Illustrator 2	Create complex, robust illustrations that go beyond those you could create using Illustrator's basic tools.	March 13 June 21 November 3
Adobe InDesign 1	Work InDesign tools and features to create eye-catching printed documents using InDesign.	March 16 September 22
Adobe InDesign 2	Deploy the advanced InDesign techniques to enhance the look and functionality of documents.	April 5 October 2

* Half-day class | ** This class runs from 8:30-4:30

ADOBE (continued)		
Class:	Goal:	Schedule:
Adobe Photoshop 1	Familiarize yourself with design creation and image editing using this software. Understanding the different tools and features available in Photoshop to help you maximize your creative potential. You will use the various tools and features of Photoshop to work with images.	March 14 June 9 September 12 December 7
Adobe Photoshop 2	Enhance images and work with videos. Work with the advanced tools and features available in Photoshop.	March 23 June 26 November 10

CYBERSAFE		
Class:	Goal:	Schedule:
CyberSAFE (Securing Assets For End-users) *	In this course, you will identify many of the common risks involved in using conventional end-user technology, as well as ways to use it safely, to protect yourself from those risks.	February 6 (PM) May 15 (PM) August 1 (AM) December 11 (AM)

EXCEL		
Class:	Goal:	Schedule:
Excel Basic *	Students leave this class with a basic knowledge of Microsoft Excel and confidence to build simple worksheets that use the basic functionality of the program.	January 10 (AM) February 13 (AM) March 7 (AM) April 7 (AM) May 4 (AM) June 1 (PM) July 6 (AM) August 1 (PM) August 29 (AM) September 18 (PM) October 10 (AM) November 1 (PM) November 28 (AM) December 18 (AM)
Excel Intermediate *	Students leave this class with a solid foundation in Microsoft Excel and an ability to use common features to build worksheets with formulas, functions, charts, and other automation tools.	January 11 (AM) February 13 (PM) March 8 (AM) April 10 (PM) May 5 (AM) June 5 (AM) July 6 (PM) August 2 (AM) August 29 (PM) September 19 (AM) October 10 (PM) November 2 (AM) November 28 (PM) December 19 (AM)

* Half-day class | ** This class runs from 8:30-4:30

EXCEL (continued)

Class:	Goal:	Schedule:
Excel Advanced *	Students leaving this class will feel confident using many advanced features in Excel including Nested IF statements, VLookups and HLookups, Blank Functions, Text Functions, Validations, and recording macros.	January 12 (AM) February 14 (AM) March 9 (AM) April 11 (AM) May 8 (PM) June 6 (AM) July 7 (AM) August 2 (PM) August 31 (AM) September 21 (AM) October 11 (AM) November 2 (PM) December 19 (PM)
Excel Boot Camp	Learn the ins and outs of Excel like a pro. If you know the basics, but want to learn more, this boot camp is for you to learn everything Excel can do for you.	February 21-23 May 9-11 August 21-23 November 14-16
Excel Charts and Pivot Tables *	Students leave this class with more confidence in using PivotTables and Charts in spreadsheets and a great understanding of how data in Excel can be displaying in a visual way.	January 12 (PM) February 15 (AM) March 7 (PM) April 10 (AM) June 6 (PM) July 31 (AM) September 6 (PM) November 1 (AM) December 11 (PM)
Excel Dashboards	Students will learn how to extract actionable organizational intelligence from their raw data, and present it in a visual format that enables decision makers to view key trends and conclusions at a glance.	January 24 March 10 May 16 July 28 September 15 November 8
Excel Functions and Formulas	Students leave this class with experience using a number of specific formulas and functions and confidence to explore the hundreds of functions possible with Microsoft Excel.	January 19 March 21 May 22 July 20 September 20 November 17
Excel Macros	This class will cover the steps necessary to create macros, recording macros, your personal macro workbook and a brief introduction to the VBA Editor that will allow you to edit existing macros.	January 20 (AM) March 9 (PM) May 8 (AM) July 24 (AM) September 19 (PM) November 7 (AM)
Excel Managing Databases	Learn how to manage databases in Excel with this class. Learn the tools that will help your large amounts of data seem more manageable and easier to sort through and analyze. Understand what functions work best with large tables, and how you can automate repetitive steps with simple macros.	February 24 May 24 August 28 December 12

* Half-day class | ** This class runs from 8:30-4:30

EXCEL (continued)

Class:	Goal:	Schedule:
Excel PowerPivot	Students leave this class with more confidence in using PivotTables and Charts in spreadsheets and a great understanding of how data in Excel can be displaying in a visual way.	January 23 (AM) March 20 (AM) May 15 (AM) July 24 (PM) September 18 (AM) November 9 (AM)

OFFICE TRAINING

Class:	Goal:	Schedule:
Office Training Basic	Students exiting this class will have a basic knowledge of the primary Microsoft Office applications and a strong foundation for future training and skill growth.	January 25-26 April 26-27 July 17-18 October 18-19

POWERPOINT

Class:	Goal:	Schedule:
PowerPoint Basic *	Students leave this class ready to build a simple PowerPoint presentation using graphics, text, and other engaging elements.	February 6 (AM) April 18 (AM) June 19 (AM) August 8 (AM) October 26 (AM) December 20 (AM)
PowerPoint Intermediate *	Students leave this class with better skills for designing interesting PowerPoint presentations, using many of the more advanced features of the program.	February 7 (AM) April 19 (AM) June 21 (AM) August 24 (AM) October 30 (AM)
PowerPoint Advanced *	Students leave this class ready to build effective, interesting PowerPoint presentations that use the advanced features of the program.	February 8 (AM) April 19 (PM) June 23 (AM) September 6 (AM) October 30 (PM) December 20 (PM)

PROJECT

Class:	Goal:	Schedule:
Project Basic	Students leave this class with skills for developing a project plan in Microsoft Project.	February 1 April 13 June 28 August 15 October 23 December 4
Project Advanced	Students leave this class with skills in using advanced Project features to design complex and extensive Microsoft Project plans.	February 9 May 23 August 30 December 5

* Half-day class | ** This class runs from 8:30-4:30



PROJECT (continued)		
Class:	Goal:	Schedule:
Project Concepts and Theory	This course represents an overview of project management. It provides the theory and core methodology you will need to manage projects or participate on project teams.	February 2 April 12 June 27 August 31 October 24 December 1

SHAREPOINT		
Class:	Goal:	Schedule:
SharePoint 2016 Level 1	Students leave this class comfortable using out-of-the-box SharePoint functionality to develop SharePoint sites after the backend SharePoint structure has been setup.	January 25 February 27 March 30 May 1 June 7 July 26 September 7 October 26 November 29
SharePoint 2016 Level 2	Students leave this class with skills needed to use more advanced features of SharePoint and develop better organized and effective sites.	January 26 February 28 March 31 May 2 June 8 July 27 September 8 October 27 November 30

SQL		
Class:	Goal:	Schedule:
SQL Level 1 Querying	Students leave this class comfortable using out-of-the-box SharePoint functionality to develop SharePoint sites after the backend SharePoint structure has been setup.	January 9 April 24 July 11 October 5
SQL Level 2 Advanced Querying	Students will create advanced SQL queries to manipulate and index tables.	April 25 October 16

TIME MANAGEMENT WITH OUTLOOK		
Class:	Goal:	Schedule:
Time Management with Outlook	Learn the techniques to better manage your time and juggle your to-dos and how to incorporate the tools within Outlook to help. Learn how to take control of your email rather than it controlling you.	January 30 March 15 May 17 July 25 September 13 November 21

* Half-day class | ** This class runs from 8:30-4:30

VBA		
Class:	Goal:	Schedule:
Visual Basic for Applications	This is a beginning VBA course that will familiarize the student with the VBA programming environment. It will provide the foundation for exploring and programming the objects, methods, properties and events of Office applications.	March 1-2 June 29-30 September 18-19 December 13-14

VISIO		
Class:	Goal:	Schedule:
Visio Basic	Students exiting this class will have the skills to develop a Visio diagram using graphics, text, and other elements.	January 27 (AM) April 20 (PM) July 19 (AM) October 12 (PM)

WORD		
Class:	Goal:	Schedule:
Word Basic *	Students leave this class confident writing a document in Microsoft and formatting the text in basic ways.	January 10 (PM) March 20 (PM) June 1 (AM) August 14 (AM) October 11 (PM)
Word Intermediate *	Students leave this class ready to use word to create professional looking documents with graphics, page layout, and design elements.	January 11 (PM) March 22 (AM) June 2 (AM) August 18 (AM) October 12 (AM)
Word Advanced *	Students leave this class ready to use automation features in Word to build complex documents and templates that employ the advanced features of the program.	January 18 (AM) March 22 (PM) June 5 (PM) August 25 (AM) October 13 (AM)

WORDPRESS		
Class:	Goal:	Schedule:
WordPress Basic	Students learn how to create websites using the WordPress interface including creating pages, adding images and media, creating posts, and managing content.	January 31 April 21 July 12 October 17

* Half-day class | ** This class runs from 8:30-4:30

FREE WORKSHOP

Class:	Goal:	Schedule:
Free Workshop	Need help applying what you have learned to your own work in the real world? Bring your own projects and get hands-on help and guidance from our professional instructors. We offer an open format of collaboration between students and the instructor. We require that workshop students have attended one of our following public classes, prior to attending our Free Workshop: Any Excel, Word, PowerPoint, or Outlook class. Workshop needs to be attended within 6 months of taking a class. Please note that privately held company classes do not qualify for workshops.	January 18 (PM) February 14 (PM) March 8 (PM) April 11 (PM) May 4 (PM) June 19 (PM) July 31 (PM) August 24 (PM) September 21 (PM) October 13 (PM) November 7 (PM) December 18 (PM)

* Half-day class | ** This class runs from 8:30-4:30

MSEC SERVICES

Services Included in MSEC Membership

When you become a full member of Mountain States Employers Council, you gain access to the resources of the nation's top employers association. Our unique structure is designed to include a full menu of services, listed below, within the membership fee. We look forward to supporting your success.

Employment Law Support:

- *Affirmative Action Advice*
- *Age Discrimination Issues*
- *Americans with Disabilities (ADA)*
- *Business Closings and Layoffs*
- *COBRA and HIPAA Issues*
- *Demand Letters*
- *Disability Accommodation*
- *Drug and Alcohol*
- *EEO Discrimination Complaints*
- *Employment Agreements*
- *Family and Medical Leave Act*
- *Garnishments*
- *Immigration / Work Authorization Compliance*
- *OSHA*
- *Release and Waiver Agreements*
- *Termination Process*
- *Unemployment Compensation*
- *USERRA / Veterans' Rights*
- *Wage Hour*
- *Wrongful Discharge*
- *Administrative Representation in Civil Rights Charges, Unemployment Hearings, and Wage Hour Claims*

Surveys:

- *Benefits Surveys*
- *Compensation Surveys*
- *Employment Practices Surveys*
- *Special Studies Surveys*

Labor Relations and Administrative Representation:*

- *Collective Bargaining*
- *Grievance and Arbitration Hearings*
- *NLRB Proceedings*
- *Strike Assistance*
- *Unfair Labor Practice Representation*
- *Union Avoidance*
- *Union Organizing Campaigns*

**Labor Relations services may be billed on an hourly basis.*

Human Resources:

- *Appraisal Systems*
- *Compensation and Benefit Practices*
- *Day-to-Day Employment Questions*
- *Downsizing*
- *Employee Handbooks*
- *Exit and Transition*
- *Global HR*
- *Health Care Reform*
- *HR Administrative Practices*
- *HR Metrics*
- *HR Strategy*
- *HR Technology*
- *On-boarding*
- *Payroll Advice*
- *Performance Management*
- *Policy Manuals*
- *Recordkeeping*
- *Recruiting*
- *Staffing and Selection*
- *Workplace Violence*

Web-Based and Online Resources:

- *CCHAnswersNow—An online resource that focuses on HR issues and legal compliance*
- *FYIs (MSEC White Papers) and LAWs (link to statutes and regulations)*
- *HR Blog to communicate with HR professionals*
- *Job Description Builder*
- *Website links to outside employment law and HR sites*

Other Resources:

- *Annual Planning Packet*
- *Employee Handbook Planning Guide*
- *Employment Law Resource Guide*
- *Federal Record Retention Guide*
- *HR Forms—English and Spanish*
- *Industry Forums*
- *Monthly Bulletin with the latest in Employment Law and HR news*
- *NLRB Election Petition Updates*
- *Reference Library*
- *Special Surveys and Reports*
- *Toolkits and Checklists*
- *Video Training Resources*
- *One Set of Employment Law Posters*

Specialized For-Fee Services

In addition to the benefits included under your membership dues, you can also access a number of consulting and project-specific services. These services are priced below the market rate, and are customized to employers' needs.

- *360 Leadership Assessments and Reviews*
- *Affirmative Action Planning Services*
- *Assistance During Union Organizing*
- *Audits:*
 - *HR Audits*
 - *HR Business Review*
 - *I-9 Compliance*
- *Benefit and Payroll Administration*
- *Career Transition and Development Services*
- *Compensation Services*
- *Custom Opinion Surveys*
- *Drug and Alcohol Testing Services*
- *Employment Agreements*
- *Employment Arbitrations*
- *Employment Law Compliance Posters*
- *Employment Testing and Assessments*
- *ERISA Consulting*
- *Executive and Management Coaching*
- *Facilitation*
- *Human Resource Professional Staffing*
- *Immigration Services*
- *Labor Arbitrations*
- *Labor Negotiations*
- *Mediation Services*
- *Organizational Development Services*
- *Organizational Performance Assessments*
- *Pre-employment Screening*
- *Recruiting*
- *Representation in Unfair Labor Practice and OSHA administrative trials*
- *Retirement Transition Services*
- *Selection Testing and Assessments*
- *Strategic Planning*
- *Surveys:*
 - *Contract Surveys*
 - *Customized Survey and Analysis*
- *Training:*
 - *Briefing Sessions*
 - *Conferences*
 - *Customized Curriculum Design*
 - *On-Site Training*
 - *Special Programs and Seminars*
 - *Webinars*
- *Training Needs Assessment*
- *Wage Hour Audits*
- *Workforce Planning*

Specialized For-Fee Service Contacts

Specialized Employment Law Services

- *Affirmative Action:* aaps@msec.org
- *Employment Law Posters:* posters@msec.org
- *Immigration:* immigration@msec.org
- *Workplace Investigations:* investigations@msec.org

Human Resources Consulting Services

- *Career Transition Services:* cts@msec.org
- *Compensation Plans / Consulting:* compensation@msec.org
- *Employment Testing and Assessments:* testing@msec.org
- *HR Professional Staffing:* hrps@msec.org
- *Pre-Employment Screening:* pes@msec.org

Organizational Development and Training

- *Coaching Services / 360 Profilor:* kstafford@msec.org
- *Mediation:* kstafford@msec.org
- *OD Consulting and Leadership Academies:* kstafford@msec.org
- *On-Site and Customized Training:* kstafford@msec.org

Surveys and Audits

- *Contract Compensation Surveys:* surveys@msec.org
- *HR Audits:* hrps@msec.org
- *Opinion Surveys:* cos@msec.org
- *Wage and Hour Audits:* memservices@msec.org

Partnerships / Alliances

- *Arrow Performance:* stuart.thomas@arrowperformance.com
- *Futuro Solido:* servicio@futurosolidousa.com
- *Mission Critical Systems:* jenny.douras@mcstech.net
- *Paylocity Payroll and HRIS:* phenry@msec.org

Topic Index

Accounting/Financial

Business Essentials 52

Alcohol. *See Drug and Alcohol*

Benefits

Affordable Care Act: A Guide for Human Resources and Benefits Professionals 32

Benefit Administration: The Basics from A to Z. 48

HIPAA: Security Awareness and Training. 39

Business Accumen

Business Essentials 52

California Legal Compliance

California Legal Webinars 34

Cancellation Policies

Seminar Cancellation 12

Certificate Programs

Human Resource Certificate Program 18

Supervisory Leadership Certificate: Pathways to Leadership Excellence. 19

Change Management

Change Management: Building Resiliency 60

Coaching and Counseling

Coaching: Partnering for Performance 61

Situational Leadership®: An Introduction to the SLBAII 69

Technical Writing for the Real World 55

Communication

Change Management: Building Resiliency 60

Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolution 62

Developing and Maintaining Trust in the Workplace. 52

Emotional Intelligence at Work. 53

Generations: Working Together 53

Workplace Respect. 56

Writing Effective Job Descriptions 49

Compensation

Compensation Administration I: Base Pay Design and Development 48

Computer Skills

MSEC Technology Training 81

Conferences

Employment Law Update Conference 16

Conflict Management

Change Management: Building Resiliency 60

Conflict Strategies: Navigating Others Through Workplace Difficulties. 61

Emotional Intelligence at Work. 53

Continuing Education Units

Continuing Education Units 13

Critical Evaluation

Benefit Administration: The Basics from A to Z. 48

Compensation Administration I: Base Pay Design and Development 48

HR Metrics and Analytics: Focusing on What is Important 76

Interviewing and Hiring I. 63

Leadership Challenge®: Leveraging 360 Feedback 65

Management Back to Basic 67

Customer Service

Developing and Maintaining Trust in the Workplace. 52

Customized Training

Custom On-Site Training 8

Diversity

Workplace Respect. 56

Documentation

Performance Documentation Skills 43

Performance Documentation Skills for Government Employers and Special Districts. 44

Drug and Alcohol

Reasonable Suspicion: Detecting Drug and Alcohol Use in the Workplace 44

E-Learning

Harassment Prevention in California—Managers and Supervisors Webinar. 38

Webinars 10

Empowerment	HR Metrics and Analytics: Focusing on What is Important	76
Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolution	Human Resource Certificate Program	18
Developing and Maintaining Trust in the Workplace.	Orientation/Onboarding: Building a Positive Connection From Day One.	66
Legal Issues for Human Resources Professionals.	PHR/SPHR/aPHR and Study Programs for HR Certification Institute Examination	25
Legal Issues for Supervisors and Managers	Pre-Approved Courses for HRCI Business Credits	28
Legal Issues in Managing Employees for Governments and Special Districts	Pre-Approved Courses for HRCI General Credits.	28
Equal Employment Opportunity	Pre-Approved Courses for SHRM Professional Development Credits	24
Discrimination in the Workplace: The Law of EEO	Recordkeeping for Human Resources	79
Legal Issues for Human Resources Professionals.	SHRM-CP and SHRM-SCP Examination Study Program	22
Legal Issues for Supervisors and Managers	Workforce Planning: Your Roadmap to the Future	80
Legal Issues in Managing Employees for Governments and Special Districts		
Executive Leadership	Immigration	
Leadership: Why Would Anyone Want to Follow You?.	Basic I-9 Compliance.	33
Succession Planning: Are You Prepared?	Interviewing	
Family and Medical Leave Act	Interviewing and Hiring I	63
ADA and FMLA for Managers and Supervisors: Stop, Look, and Listen.	Interviewing and Hiring I for Public Employers.	64
Family and Medical Leave Act:A Guide for Human Resources	Investigations	
Managing the Ill or Injured Worker Under the ADA, FMLA and Workers' Compensation	Investigations in the Workplace	40
Garnishments	Job Descriptions	
Garnishments and Income Withholding Orders	Writing Effective Job Descriptions.	49
Generations	Labor Relations. See Unions	
Generations: Working Together	Leadership	
Harassment	Business Essentials	52
Harassment Prevention for Employees.	Change Management: Building Resiliency	60
Harassment Prevention for Managers and Supervisors	Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolution	62
Webinar: Harassment Prevention in California—Managers and Supervisors.	Conflict Strategies: Navigating Others Through Workplace Difficulties.	61
HIPAA	Emotional Intelligence at Work.	53
HIPAA: Security Awareness and Training.	Generations: Working Together	53
Hotel Accommodations	Leadership Academies	65
Hotel Information	Leadership Challenge®: Leveraging 360 Feedback	65
Human Resources	Leadership: Why Would Anyone Want to Follow You?.	66
Fundamentals of Human Resource Management: Key Steps in Getting Started.	Situational Leadership®: An Introduction to the SLBAII	69
	Leadership and Navigation	
	Workforce Planning: Your Roadmap to the Future	80

Lead Worker

Lead Worker Training 64

Management

Business Essentials 52

Change Management: Building Resiliency 60

Conflict Strategies: Navigating Others
Through Workplace Difficulties. 61

Fundamentals of Human Resource Management:
Key Steps in Getting Started. 27, 76

Generations: Working Together 53

Management Back to Basic 67

Orientation/Onboarding: Building a Positive
Connection From Day One. 66

Retaining and Engaging Employees: What Employees
Really Care About. 79

Situational Leadership®: An Introduction to the SLBAII 69

Supervisory Leadership Certificate: Pathways to
Leadership Excellence. 19

Your Fired: Practical Tools for Managing the Termination
Process 73

Maps

MSEC Locator Map: Scottsdale Office 14

Mediation

Conflict Strategies: Navigating Others
Through Workplace Difficulties. 61

MSEC Information

Administrative Information 12

Services Included in MSEC Membership 90

Special Accommodations 10

Specialized For-Fee Service Contacts 92

Specialized For-fee Services 91

On-Site Training

Custom On-Site Training 8

Orientation Program

Orientation/Onboarding: Building a Positive
Connection From Day One. 66

Performance Appraisal

Performance Appraisal Design Workshop: Working
On-site with Your Team. 78

Performance Management: Setting the Stage for Success . . . 68

Performance Management

Coaching: Partnering for Performance 61

Performance Documentation Skills 43

Performance Documentation Skills for Government
Employers and Special Districts. 44

Performance Management: Setting the Stage for Success . . . 68

Personal Assessment

Leadership: Why Would Anyone Want to Follow You?. 66

Myers-Briggs: MBTI and Stress 54

The Leadership Challenge®: Leveraging 360 Feedback 65

Personnel. See Human Resources

Project Management

Legal Issues for Human Resources Professionals. 40

Legal Issues for Supervisors and Managers 41

Legal Issues in Managing Employees for Governments
and Special Districts 42

Proposals

Writing Proposals That Win 57

Public Employers

Interviewing and Hiring I for Public Employers. 64

Legal Issues in Managing Employees for Governments
and Special Districts 42

Performance Documentation Skills for Government
Employers and Special Districts. 44

Recordkeeping

Recordkeeping for Human Resources 79

Regional Seminars

Scottsdale, Arizona. 30

Registration Information

Email 12

Hotels 12

Internet 12

Seminar Cancellation 12

Special Accommodations 10

Telephone 12

Relationship Management

Five Dysfunctions of a Team. 63

Sexual Harassment

Harassment Prevention for Employees. 37

Harassment Prevention for Managers and Supervisors	38	Technical Writing	
Harassment Prevention in California—Managers and Supervisors Webinar.	38	Technical Writing for the Real World	55
Staffing		Writing Proposals That Win	57
Generations: Working Together	53	Technology Training	
Interviewing and Hiring I	63	MSEC Technology Training	81
Interviewing and Hiring I for Public Employers.	64	Total Rewards. See Benefits or Compensation	
Orientation/Onboarding: Building a Positive Connection From Day One.	66	Training	
Retaining and Engaging Employees: What Employees Really Care About.	79	Custom On-Site Training	8
Workforce Planning: Your Roadmap to the Future	80	Technical Writing for the Real World	55
Writing Effective Job Descriptions	49	Train the Trainer	55
Your Fired: Practical Tools for Managing the Termination Process	73	ValuePac Training Program	9
Stress Management		Unions	
Myers-Briggs: MBTI and Stress	54	Crafting Compliant Handbook Policies and Employee Agreements	33
Substance Abuse. See Drug and Alcohol		Union Avoidance: Training Your Managers and Supervisors to Stay Union Free	45
Supervisory Skills		ValuePac Training Discount	
Change Management: Building Resiliency	60	MSEC ValuePac Discount.	9
Performance Documentation Skills	43	Violence	
Performance Documentation Skills for Government Employers and Special Districts.	44	Violence at Work: An Introduction for Supervisors and Managers	73
Situational Leadership®: An Introduction to the SLBAII	69	Violence at Work: Increasing Your Awareness	56
Supervision: Core Competencies.	70	Wage and Hour	
Supervision: Is It For Me?	70	Wage and Hour Workshop.	45
Supervision: Your First 90 Days—How to Survive	71	Webinars	
Supervisory Leadership Certificate: Pathways to Leadership Excellence.	19	Harassment Prevention in California— Managers and Supervisors.	38
Support Staff		Important Issues in Human Resources— MSEC’s HR Webinar Series	77
Developing and Maintaining Trust in the Workplace.	52	MSEC Webinars	10
Generations: Working Together	53	Workforce Planning	
Workplace Respect.	56	Workforce Planning: Your Roadmap to the Future	80
Team Development		Writing Skills	
Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolution	62	Writing Proposals That Win	57
Five Dysfunctions of a Team.	63		
Generations: Working Together	53		
Team Development: Assessment and Facilitation.	54		
Team Development Modules for On-Site Training	72		

Alpha Index

Accountability Experience, The	60	Important Issues in Human Resources— MSEC’s HR Webinar Series	77
ADA and FMLA for Managers and Supervisors: Stop, Look, and Listen.	32	Interviewing and Hiring I	63
Affordable Care Act: A Guide for Human Resources and Benefits Professionals	32	Interviewing and Hiring I for Public Employers.	64
Basic I-9 Compliance.	33	Investigations in the Workplace	40
Benefit Administration: The Basics from A to Z.	48	Lead Worker Training	64
Business Essentials	52	Leadership Academies	65
California Legal Webinars	34	Leadership Challenge®: Leveraging 360° Feedback.	65
Change Management: Building Resiliency	60	Leadership: Why Would Anyone Want to Follow You?.	66
Coaching: Partnering for Performance	61	Legal Issues for Human Resources Professionals.	40
Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolution	62	Legal Issues for Supervisors and Managers	41
Compensation Administration I: Base Pay Design and Development	48	Legal Issues in Managing Employees for Governments and Special Districts	42
Conflict Strategies: Navigating Others Through Workplace Difficulties	61	Management Back to Basics.	67
Critical Issues in Employment Law—MSEC’s Legal Webinar Series	35	Managing the Ill or Injured Worker Under the ADA, FMLA, and Workers’ Compensation.	43
Custom On-Site Training	8	Myers-Briggs: MBTI and Stress	54
Developing and Maintaining Trust in the Workplace.	52	Orientation/Onboarding: Building a Positive Connection From Day One.	66
Discrimination in the Workplace: The Law of EEO	36	Performance Appraisal Design Workshop: Working On-site with Your Team	78
Emotional Intelligence at Work.	53	Performance Documentation Skills	43
Employment Law Update Conference	16	Performance Documentation Skills for Government Employers and Special Districts.	44
Family and Medical Leave Act: A Guide for Human Resources	36	Performance Management: Managing Employee Development	68
Five Dysfunctions of a Team, The	63	Performance Management: Setting the Stage for Success	68
Fundamentals of Human Resource Management: Key Steps in Getting Started.	76	PHR, SPHR, and aPHR Study Programs for HR Certification Institute (HRCI) Examinations	78
Garnishments and Income Withholding Orders	37	Pre-Approved Courses for HRCI Business Credit	28
Generations: Working Together	53	Pre-Approved Courses for HRCI Recertification Credit	28
Harassment Prevention for Employees.	37	Pre-Approved Courses for SHRM Professional Development Credits	24
Harassment Prevention for Managers and Supervisors	38	Reasonable Suspicion: Detecting Drug and Alcohol Use in the Workplace	44
Harassment Prevention in California—Managers and Supervisors Webinar.	38	Recordkeeping for Human Resources	79
HIPAA: Security Awareness and Training.	39	Retaining and Engaging Employees: What Employees Really Care About.	79
HR Metrics and Analytics: Focusing on What is Important	76		
Human Resource Certificate Program	18		

SHRM-CP and SHRM-SCP Examination Study Program	80
Succession Planning: Are You Prepared?	69
Supervision: Core Competencies.	70
Supervision: Is It For Me?	70
Supervision: Your First 90 Days—How to Survive	71
Supervisory Leadership Certificate: Pathways to Leadership Excellence.	19
Team Development: Assessment and Facilitation.	54
Team Development Modules for On-Site Training	72
Technical Writing for the Real World	55
Technology Training.	81
Train the Trainer	55
Transformative Ethics: Making Ethical Decisions in the “Gray Zone”	71
Union Avoidance: Training Your Managers and Supervisors to Stay Union Free	45
ValuePac Training Program	9
Violence at Work: An Introduction for Supervisors and Managers	73
Violence at Work: Increasing Your Awareness	56
Wage and Hour Workshop.	45
Workforce Planning: Your Roadmap to the Future	80
Workplace Respect.	56
Writing Effective Job Descriptions	49
Writing Proposals That Win	57
You’re Fired: Practical Tools for Managing the Termination Process.	73



DENVER

1799 Pennsylvania Street
Denver, CO 80203
Main 303.839.5177
Toll Free 800.884.1328

SALT LAKE CITY

175 West 200 South, Suite 2005
Salt Lake City, UT 84101
Main 801.364.8479

SCOTTSDALE

7975 N. Hayden Rd., Suite D-280
Scottsdale, AZ 85258
Main 602.955.7558
Toll Free 800.437.9262

COLORADO SPRINGS

6385 Corporate Drive, Suite 302
Colorado Springs, CO 80919
Main 719.667.0677
Toll Free 800.884.1328

FORT COLLINS

2950 E. Harmony Road, Suite 255
Fort Collins, CO 80528
Main 970.223.4107
Toll Free 800.884.1328