employerscouncil

Now Part of MSEC

2017 UTAH TRAINING CATALOG

Our Training Takes you From Average to Awesome!

employerscouncil

Now Part of MSEC

Dear Utah Business Community:

We are pleased to provide you with the 2017 Utah Training Catalog. We've designed this catalog to help guide you through our wide variety of seminars, on-site training, and events. Key highlights include the following:

- The same popular, trusted programs like our *Supervisory Skills Program*, *HR Management Programs*, *Legal Breakfast Briefing Series*, etc.
- Updated and expanded standard offerings on essential HR, legal, and management topics like Interviewing, Harassment, ADA, I-9s, FMLA, Performance Management, Documentation, etc.
- New conferences, series, and courses (please see page 8 for a complete list)
- Significantly expanded topics available for on-site training

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

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

This training catalog is also available online at MSEC.org.

We look forward to serving you in 2017 and beyond.

Sincerely,

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

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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 half a century. 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 180 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 membership. 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

Our attorneys have multiple years of collective experience and are excellent trainers, providing engaging training 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 training to avoid unionization*
- *Timely 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 training designed to promote professional growth at all levels. Our development training cover a number of areas:

- *Managerial skills training*
- *Supervisory skills training*
- *Communication training*
- *Diversity training*
- *Executive leadership*
- *Group facilitation*
- *Programs for non-supervisory professional personnel on topics such as communication skills and conflict resolution*
- *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 seminars*
- *Human resource metrics*
- *Day-to-day problem solving*
- *Training to prepare for HR certification tests*

Salt Lake City Seminar Schedule

Training will be held at the Salt Lake City Office unless otherwise noted. Refer to the page indicated for descriptions, times, and costs.

Salt Lake City Office Training Center: Axis Building,175 West 200 South, Suite 2007, Salt Lake City, UT 84101 • 801.364.8479

January

Coaching: Partnering for Performance - January 19 (page 61)

Legal Breakfast Briefing Series: Effective and Enforceable Severance and Release Agreements - January 25 (page 18) (Radisson Hotel SLC Downtown)

Wage and Hour Exemption Workshop - January 31 (page 48)

February

Supervisory Skills Program - February 2-March 2 (page 21)

H-1B Sponsorship - February 7 (page 39)

Managing Newly Non-Exempt Employees - February 22 (page 67)

Family and Medical Leave Act: A Guide for HR - February 28 (page 38)

March

PHR/SPHR In-Person 5-Week Study Program - March 3-31 (page 24)

Benefits Roundtable Begins - March 8 (page 20)

Workforce Planning: Your Roadmap to the Future - March 9 (page 78)

Cultivating Your Listening Skills: Listening to Understand - March 16 (page 55)

Legal Breakfast Briefing Series: Plaintiff s' Attorneys Favorite HR Mistakes - March 22 (page 18) (Radisson Hotel SLC Downtown)

Conflict: Self-Management - March 29 (page 54)

April

Harassment Prevention for Managers and Supervisors - April 4 (page 39)

Introduction to Human Resource Management Program - April 6-May 4 (page 17)

Supervisory Skills Program - April 7-May 5 (page 21)

Performance Documentation Skills - April 18 (page 44)

Interviewing and Hiring I - April 26 (page 64)

May

Orientation/Onboarding: Building a Positive Connection From Day One - May 2 (page 68)

ADA: Managing Disabilities in the Workplace - May 11 (page 32)

Key Utah Employment Rules - May 16 (page 41)

Supervisory Skills: Taking it to the Next Level - May 18 and 25 (page 22)

Legal Breakfast Briefing Series: Employers' Expanding Obligations Regarding Employees' Religious Beliefs - May 24 (page 18) (Radisson Hotel SLC Downtown)

June

Employment Law Update Conference - June 8 (page 14) (Radisson Hotel SLC Downtown)

Supervision: Your First 90 Days—How to Survive - June 15 (page 70)

Recordkeeping for Human Resources - June 22 (page 77)

Basic I-9 Compliance - June 27 (page 33)

July

Managing the Ill or Injured Worker Under the ADA, FMLA, and WC - July 13 (page 41)

Lead Worker Training - July 18 (page 64)

Utah Compensation Survey Briefing Session - July 20 (page 51)

August

Advanced Human Resource Management Program - August 1-29 (page 16)

Unemployment Insurance: Challenging Claims and Controlling Costs - August 2 (page 46)

Supervisory Skills Program - August 3-31 (page 21)

Generations: Working Together - August 16 (page 56)

Retaining and Engaging Employees: What Employees Really Care About - August 30 (page 78)

September

Supervisory Skills: Taking it to the Next Level - September 7 and 14 (page 22)

PHR/SPHR In-Person 5-Week Study Program - September 8-October 6 (page 24)

Employers Summit 2017: Beyond Traditional Benefits - September 12 (page 14) (Radisson Hotel SLC Downtown)

Legal Breakfast Briefing Series: Training Your Employees to Prevent Legal Problems - September 13 (page 18) (Radisson Hotel SLC Downtown)

Conflict Strategies: Navigating Others Through Workplace Difficulties - September 21 (page 62)

October

HR Roundtables Begin - October 4, 11, and 18 (page 20)

Wage and Hour Workshop - October 5 (page 48)

Supervisory Skills Program - October 13-November 10 (page 21)

Performance Management: Setting the Stage for Success - October 17 (page 68)

Harassment Prevention for Managers and Supervisors - October 26 (page 39)

November

Permanent Residency for Non-Immigrants—the Green Card Process - November 1 (page 44)

Interviewing and Hiring I - November 2 (page 64)

Legal Issues for Supervisors and Managers - November 7 (page 42)

Legal Breakfast Briefing Series: Contingent Workers and Joint Employers - November 8 (page 18) (Radisson Hotel SLC Downtown)

Performance Documentation Skills - November 16 (page 44)

December

Advanced I-9 Practice - December 5 (page 32)

Managing the Ill or Injured Worker Under the ADA, FMLA, and WC - December 7 (page 41)

There is Always Something New!

We are excited to add the following new offerings to our 2017 lineup! For more details about them, please turn to the referenced catalog page.

Conferences:

- *Employers Summit 2017: Beyond Traditional Benefits (page 14)*

Courses:

- *Conflict: Self-Management (page 54)*
- *Cultivating Your Listening Skills: Listening to Understand (page 55)*
- *Generations: Working Together (page 56)*
- *Retaining and Engaging Employees: What Employee Really Care About (page 78)*
- *Utah Compensation Survey Briefing Session (page 51)*
- *Wage and Hour Workshop (page 48)*
- *Workforce Planning: Your Roadmap to the Future (page 78)*

HR Certification Study Program:

- *aPHR Webinar Series (page 25)*
- *PHR/SPHR In-Person Five-Week Study Program (page 24)*

Series:

- *Benefits Roundtable (page 20)*
- *Supervisory Skills: Taking it to the Next Level (page 22)*

Webinars:

- *California Legal Webinars (page 34)*
- *Critical Issues in Employment Law Webinar Series (page 35)*
- *Plus, our popular continuing Important Issues in Human Resources Webinar Series (page 76)*

TRAINING SERVICES AND RESOURCES

Custom On-Site Training

Ten Most Requested On-Site Training Topics

1. Harassment in the Workplace
2. Legal Issues in Managing Employees
3. Supervisory Skills
4. Employment Law Compliance *(ADA, FMLA, FLSA, I-9, etc.)*
5. Communication Training
6. HR Basics
7. Interviewing Skills
8. Leadership Training
9. Conflict Management
10. Internal Investigations

Need to train a group of employees? Want content tailored to your organization's needs? Can't pull employees off the line to travel to off-site training? YOU NEED AN ON-SITE!

Why Choose Our Custom On-Site Training?

Cost-Effective **–** on average, our on-site delivery option can cut your cost per trainee by 50%-60%

Efficient **–** train a group of employees all at once without downtime for off-site travel

Tailored **–** we work with you to tailor a training to support your company's goals, process, and policies

Flexible – we work with your preferred schedule to provide training on the topics you need

Convenient – we come to you

Engaging Instructors – Our trainers routinely receive rave reviews for presenting clear and practical information

Shared Experience – train your employees the same way, on the same topic, at the same time

Interactive – incorporates a variety of teaching methods to meet varied learning styles such as quizzes, open discussion, group activities, real-life scenario analysis, lecture, and video presentations

Practical – provides practical skills and knowledge that participants can immediately apply to their day-to-day responsibilities

Trusted – get trained by those you know and trust—we stake our reputation on it!

How Custom On-Sites Work

1. Before the training, we discuss your organizational goals, the needs of the participants, and your expectations for training. We also discuss scheduling needs.
2. Then, we set a schedule for the training and get to work designing a training to specifically address your goals, needs, and expectations.
3. On the training day, we come to your office to conduct the training, bringing along the training materials.

Costs*

Standard Costs for Custom On-Site Training:

Full Day Training: $2,100 for the first 25 participants and $45 for each participant above 25.

Half Day Training: $1,185 for the first 25 participants and $20 for each participant above 25.

Cancellation/Rescheduling Policy: There is a 50% cancellation/rescheduling fee for trainings that are cancelled or rescheduled within 14 days of the training date.

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*

* *Included in the cost are initial consultation with the organization, instruction time, local travel time, and materials. Expenses for extended travel, meals, lodging, and meeting facilities and equipment are the obligation of the employer scheduling the training.*

Call the Salt Lake City Office at 801.364.8479 to schedule your next on-site 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 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 discount schedule below.

Here's How the ValuePac Works:

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 seminars and does not include custom on-site training, the HR Certification Study Programs, and some additional programs. 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 Registration today for more information at 800.884.1328.

Webinars

Can't travel to our Salt Lake City Office for Training? No problem! Our webinars offer an alternative, affordable option to help you and your employees stay on top of the latest trends, topics, and training in their field. We offer live, instructor-led webinars as well as pre-recorded on-demand webcasts covering everything from FMLA and ADA to Layoff and Succession Planning. These state-of-the-art, interactive webinars 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 for schedules and availability.

Free! Membership Webinars

Attend these free webinars to learn about the topics below and how your membership with MSEC can keep you well informed, provide the assistance you need, and get you the help you want. This program is especially beneficial for members looking to maximize their membership or those looking at becoming a member.

The 2017 presentations are:

Employers Compliance Boundaries - January 5

Creating a Sticky Organization - March 2

What You Really Need to Know About Posters and Recordkeeping - May 4

Attraction and Retention of the Best Employees - July 6

Strategic View of Performance - September 7

Hot Topics in Employment Law, HR, Surveys, and Development in 2017 - November 2

FREE, 10:00-11:00 am *(Mountain Time)*

ANNUAL CONFERENCES

New! Employers Summit 2017: Beyond Traditional Benefits

ID# SPEC992

Conference Highlights

The Council's popular *Employers Summit Conference* is coming to Utah this year! This conference covers current trends, legal issues and best practices for employee benefits. Plus, new for 2017, the conference is expanding to cover other important total rewards topics. Presenters include specialists from the Council's HR and Organizational Development groups, along with expert guest speakers. Watch for the Conference's agenda as the date draws closer.

Who Should Attend

Human resources professionals, benefits and compensation administrators, business owners, financial officers, plan trustees and fiduciaries, and corporate counsel

$169 per person *(Includes lunch)*, 9:00-4:00 *(Time Tentative)*

Conference Date

Salt Lake City - September 12 at the Radisson Hotel Salt Lake City Downtown, 215 West South Temple, Salt Lake City, UT 84101

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 our expert employment and labor law attorneys who are in a unique position to recognize important events and developing trends in employment law.

Who Should Attend

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

$169 per person *(Includes lunch)*, 9:00-4:00, CLE: *credits will be applied for*, HRCI Credit Hours: 5.25 General, SHRM Credit Hours: 5.25 PDCs

Conference Date

Salt Lake City - June 8 at the Radisson Hotel Salt Lake City Downtown, 215 West South Temple, Salt Lake City, UT 84101

The use of this seal is not an a 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.

SERIES

Advanced Human Resource Management Program

ID# CERTI134

The *Advanced Human Resource Management Program* is comprised of five convenient half-day sessions that provide participants with advanced-level information, guidance and best practice tips on topics every experienced human resources professional should know. This program is a great next step to those that have previously completed our *Introduction to Human Resource Management Program* and want to take their career to the next level. This is also a great opportunity for PHR®, SPHR®, SHRM-CP, and SHRPM-SPC certified professionals who are looking for a way to earn credits, particularly those harder to find business credits.

Key Benefits

- *Exclusive sessions on topics specifically designed for experienced human resources professionals*
- *Emphasizes practical and real life application*
- *Participants receive valuable tools, forms, policies, and reference materials*
- *Half-day seminars to fit your busy schedule*
- *Minimizes work disruption—meets once a week for five weeks*
- *Enrollment limited to facilitate hands-on learning*

Session Descriptions

Day 1: HR as Strategic Partner: Your New HR Role* ***(August 1)***

Today's HR department must play a major part in an organization's overall strategic objectives. To do this, HR must understand organizational objectives and align and capitalize on the talents and resources of its people to meet those objectives. This session focuses on the steps HR can take to be the organization's strategic partner and be seen by executives as integral, indispensable partners.

Day 2: Metrics to Align HR with Your Business* ***(August 8)***

As a true business partner, HR must have the ability to communicate with top management using hard data that aligns with an organization's business goals. HR metrics discussed include turnover ratios, cost per hire, benefits costs, and return on investment, among others.

Day 3: Employment Law III ***(August 15)***

Human resources professionals must navigate the ever-changing field of employment law compliance. This session focuses on the tougher areas of employment law, including advanced leave issues, tricky employee medical issues, difficult terminations, and tough harassment complaints. We will also discuss the latest legal updates and what to do if you are sued.

Day 4: Internal Investigations ***(August 22)***

Harassment, employee theft, on-the-job substance abuse—just some of the reasons companies conduct internal investigations. Good investigations can be effective in resolving workplace problems or defending against lawsuits. In this session, attendees learn when an internal investigation may be appropriate and best practices for conducting an investigation.

Day 5: Compensation Planning ***(August 29)***

In this session, attendees learn the key elements of creating an effective compensation plan with focus on design and development techniques to achieve optimal results for your company. Topics include: types of compensation, job analyses, job descriptions, job evaluations, pricing jobs and other compensation best practices.

** The designated sessions have met HRCI®'s criteria and are approved for SPHR® Business recertification credit.*

Certificate Requirements

Participants will receive a certificate of completion upon completing all five (5) sessions.

Who Should Consider this Program

Human resources professionals with three or more years of experience who wish to increase their knowledge base and gain exposure to new areas

Facilitator

MSEC staff and staff attorneys

$740, 8:00-12:00, CEU: 2.0, HRCI Credit Hours: 11.25 General and 7.5 Business, SHRM Credit Hours: 18.75 PDCs
Salt Lake City - August 1-29 ***(5 Consecutive Tuesdays)***

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

Introduction to Human Resource Management Program

ID# CERTI135

Our highly rated *Introduction to Human Resource Management Program* is comprised of five half-day sessions that provide participants with a broad-based overview of critical HR functions, updates on the latest HR trends and legal developments, and best practice tips. It is designed for professionals new to HR or who perform HR duties as a secondary function. This program is a great compliment to the *Advanced Human Resource Management Program*, which will be offered in August 2017.

Key Benefits

- *Emphasizes practical and real life application*
- *Participants receive valuable tools, forms, policies, and reference materials*
- *Half-day seminars to fit your busy schedule*
- *Minimizes work disruption—meets once a week for five weeks*
- *Enrollment limited to facilitate hands-on learning*

Session Descriptions

Day 1: HR Essentials *(April 6)*

This introduction to HR provides a bird's-eye view of HR responsibilities and the role HR plays in an organization with a focus on effective hiring and onboarding practices and how to handle terminations. It also addresses key responsibilities such as recordkeeping, personnel files, employee handbooks, and posting requirements.

Day 2: Performance Management and Employee Development *(April 13)*

One of HR's greatest contributions in every organization is providing feedback and setting goals to motivate and engage employees to perform at their best. This session gives you the tools to address performance problems, develop and administer performance evaluations, recognize star performers, and set goals to motivate and develop employees.

Day 3: Payroll and Benefits Administration *(April 20)*

HR plays a key role in ensuring employees are paid properly and supporting employee benefits. This session provides participants with a sound understanding of payroll best practices, key payroll rules, benefit plan administration, Total Rewards statements, COBRA administration, and an overview of the Affordable Care Act. Participants also receive best practice tips on how to support employee benefits and add value.

Day 4: Employment Law I *(April 27)*

Human resources professionals must have an understanding of many employment laws. This session provides an overview of key discrimination laws, illegal harassment, immigration laws, and employee rights in the workplace. Participants receive practical information and best practice tips to help their organization stay in compliance.

Day 5: Employment Law II *(May 4)*

This session continues our employment law discussion by covering the fundamentals and recent developments of wage and hour laws (FLSA), garnishments, drug and alcohol testing, Workers' Compensation, and tricky leave laws such as FMLA, ADA, and USERRA. Tools and best practice tips will be shared.

Certificate Requirements

Participants will receive a certificate of completion upon completing all five (5) sessions.

Who Should Consider this Program

New human resources professionals with less than three years of experience and other professionals who handle HR as a secondary function

Facilitator

MSEC staff and staff attorneys

$740, 8:00-12:00, CEU: 2.0, HRCI Credit Hours: 18.75 General, SHRM Credit Hours: 18.75 PDCs
Salt Lake City - April 6-May 4 *(5 Consecutive Thursdays)*

The use of this seal is not an a 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.

Legal Breakfast Briefing Series

ID# LEGL184-188

We proudly host an annual series of five 90-minute breakfast briefings to help executives, human resources professionals, managers, and attorneys face today's most pressing employment law challenges with confidence.

Key Benefits

- *Taught by expert staff attorneys and highly-respected guest attorneys*
- *Practical application and real-world solutions for new employment law developments and complex legal challenges*
- *To the point—just 90 minutes*

Session Descriptions

Effective and Enforceable Severance and Release Agreements *(January 25)*

When a termination feels legally risky, offering the employee a severance agreement that includes a release of legal claims can buy an employer protection and peace of mind. However, several legal pitfalls can invalidate release agreements if they are not drafted carefully and with an understanding of the very specific rules relating to release agreements. Guest attorneys, Bryan Benard and Cecilia Romero, from Holland & Hart will walk you through the essential elements of a severance and release agreement and discuss provisions that have been challenged by the EEOC. They will also explain the special rules for releases involving older workers and those involved in a group layoff. Finally, you'll learn how to present, explain, and get employees to sign severance agreements, along with creative ideas for incentives besides money.

Plaintiffs' Attorneys Favorite HR Mistakes *(March 22)*

Want to know what makes a plaintiff's attorney's mouth water when sitting down with your former employee to discuss the case they're about to file against you? At this Briefing, you will have the unique opportunity to gain valuable insight from preeminent Utah plaintiffs' employment law attorney, Erik Strindberg, from Strindberg & Scholnick. He will discuss how a good plaintiffs' attorney assesses the strength of a case and what red flags they look for when scrutinizing your employment decisions. Come meet Erik now, so you won't have to meet him later under less friendly circumstances!

Employers' Expanding Obligations Regarding Employees' Religious Beliefs *(May 24)*

Both federal and state law prohibit employers from discriminating on the basis of religion, and require employers to reasonably accommodate employees' religious beliefs and practices. Many employers, however, are unclear just how broad these protections are, especially when it comes to providing religious accommodations. Things have gotten even more complicated in the last couple years, as the U.S. Supreme Court (in *EEOC v. Abercrombie & Fitch*) and the Utah Legislature (with the Antidiscrimination and Religious Freedom Act of 2015) have expanded employees' religious rights in the workplace. At this Briefing, guest attorney Christina Jepson from Parsons Behle & Latimer will give an overview of the laws protecting employees' religious beliefs and practices, along with tips on how to maintain employee productivity without violating the law.

Training Your Employees to Prevent Legal Problems *(September 13)*

For every employment law, there is a reason employers should be training their employees. Such training should do more than just go through the motions. Underscoring this point, the EEOC's Select Task Force on the Study of Harassment in the Workplace recently issued a report severely criticizing what it saw as ineffective harassment training by employers. The report asked employers to "reboot" their harassment training. It's not just harassment training employers should be doing, however. Laws like FMLA, ADA, and FLSA, to name a few, get employers in trouble for the mistakes of their employees. At this Briefing, expert Council attorney Jeff Holdsworth will help you understand what kind of training you should be doing and why, along with a high-level view of what your training should cover. We'll include several case law examples of where training helped an employer avoid or minimize liability, and where a lack of training did the opposite. This Briefing will not only educate you, but will also equip you with information to take back to the executives at your company to convince them of the importance of training.

The use of this seal is not an a 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.

Contingent Workers and Joint Employers—When is Your Company on the Legal Hook? ***(November 8)***

In our modern economy, employers are increasingly relying on a non-traditional workforce such as temporary employees, leased employees, and independent contractors. These arrangements, when done right, can streamline operations and cut costs. However, the federal and state governments are cracking down on what they see as improper classifications of workers to avoid complying with employment laws and paying payroll taxes. For example, both the U.S. Department of Labor and the National Labor Relations Board have recently issued guidance on when both a staffing agency and a host employer can be held liable as joint employers. If your company is using non-traditional workers or thinking of doing so, you need to understand the risks and how to minimize them. Expert Council attorney, Debra Turner, will walk you through the various tests used to determine whether and to what extent your company could be liable under various employment laws. You'll also learn tips for how to manage non-traditional workers and how to draft the contract between your company and an individual worker or a staffing agency in order to protect your company to the greatest extent possible.

Who Should Consider this Program

Company executives, human resources professionals, in-house counsel, managers, and attorneys

Facilitator

MSEC staff attorneys and guest attorneys

$395 for the entire series *($100 discount! - Includes breakfast and parking)*, $99 per briefing *(Includes breakfast and parking)*, 8:00-9:30 *(Check-in begins at 7:30),* CEU: 0.15 per session, CLEs: 1.5 hours per session, HRCI Credit Hours: 1.5 General per session, SHRM Credit Hours: 1.5 PDCs per session

(Sessions will be held at the Radisson Hotel Salt Lake City Downtown, 215 West South Temple, Salt Lake City, UT 84101)

Roundtable Series

ID# HR190, HR185-187

Are you looking to expand your professional network while exchanging ideas, discussing challenges and sharing solutions with others in Human Resources and Employee Benefits? Look no further! We offer four Roundtable groups tailored to fit your needs.

Key Benefits

- *Engage in meaningful Roundtable discussions on a regular basis – enrollment limited to 30*
- *Build a network of professionals you can turn to for advice and consultation*
- *Dialogue with Roundtable members to get practical solutions for your workplace challenges*
- *Learn about hot topics and best practices from Roundtable members and guest presenters*
- *Send email queries to Roundtable members to learn about common practices*
- *Increase your personal knowledge and development – so that you can add value to your organization*

New! Benefits Roundtable Series Description

Benefits Roundtable ***(Second Wednesday of the month March 2017 through August 2017)***
Open to those who hold responsibility for the benefits administration within their company.

$399 per person *(Includes meals, materials, and parking)*, 12:00-1:30
(Meetings will be held at the Salt Lake City Office Training Room)

HR Roundtable Series Descriptions

HR Generalist Roundtable
Open to HR professionals with fewer than five years of experience or any other staff with HR responsibilities.

Typically, this roundtable series meets eight times on the first Wednesday of the month October through May from 12:00 to 1:30 in the SLC Office Training Room. The 2017-2018 Series is anticipated to start October 4, 2017. Details and price will be finalized in the summer of 2017.

HR Management Roundtable
Open to HR professionals with more than five years of manager or director level experience

Typically, this roundtable series meets eight times on the third Wednesday of the month October through May from 12:00 to 1:30 in the SLC Office Training Room. The 2017-2018 Series is anticipated to start October 18, 2017. Details and price will be finalized in the summer of 2017.

Senior HR Executive Roundtable
Exclusively reserved for senior level HR executives with more than ten years' experience (at least three of which are at the executive level) in larger organizations (generally 300+ employees).

Typically, this roundtable series meets six times on the second Wednesday of every other month October through August from 11:30 to 1:00 at a SLC restaurant or hotel. The 2017-2018 Series is anticipated to start October 11, 2017. Details and price will be finalized in the summer of 2017.

Contact the Salt Lake City Office at 801.364.8479 or *utinfo@msec.org* **if you are interested in registering for any of our Roundtable Series.**

Supervisory Skills Program

ID# SUPV121

Our flagship *Supervisory Skills Program* is an intensive program that provides participants with a foundation of critical skills necessary to become an effective workplace leader.

Key Benefits

- *Interactive – Group discussion, situation analysis, and multiple additional opportunities to experience concepts being taught (No boring lectures!)*
- *Immediate application – Participants practice concepts in the sessions that they can use the very next day*
- *Continuous learning – Classroom experience is supplemented by take-home reading and skill-application assignments*
- *Peer learning opportunities – Exchange ideas and experiences with other participants in diverse industries*
- *Minimal work disruption – Meets once a week for five weeks (rather than consecutive days)*

Session Descriptions

Day 1: Art of Leadership

Which leadership behaviors produce the most desirable results? This question has long been pondered by politicians, military leaders and business leaders. This session explores leadership from the perspectives of theory, data-based research, history and the experience and insights of course participants. Our study will identify desired leadership results and the behaviors and perspectives required to obtain those results.

Day 2: Collaboration and Teams

Organizations seek to boost productivity and employee participation through more effective groups or teamwork. What is often not understood, though, is that disagreement and conflict can actually help teams achieve optimal outcomes—provided the team members have the necessary skills. In this session, participants learn these skills using the DiSC assessment to better understand their interpersonal style and then use that understanding to solve a hypothetical situation, both individually and as a team.

Day 3: Managing Workplace Conflict

Conflict is inevitable in any group or organization, and may actually be an asset by providing opportunities for creativity, collaboration and improvement. This session emphasizes the skills needed to effectively and productively manage conflict by understanding one's emotions and conflict styles and understanding each individual's issues, positions and interests. The Thomas-Kilmann Conflict Mode instrument will provide participants insights into their particular styles of addressing conflict.

Day 4: Decision Making

We usually attribute flawed decisions to incompetence, inexperience, lack of intelligence or intentional deception. But the reality is that it is not these factors that cause faulty decisions. In this session, we examine why people and organizations make poor decisions. We will delve into some cognitive psychology, group dynamics and theories of organizational culture—examining decision making at three levels: Individual, Group and Organizational.

Day 5: Leading Change

This session helps managers better understand the nature and necessity of change, its impact on people and how to meet the challenge it presents. Participants learn strategies that help accelerate the change process, increase acceptance, and minimize a decline in productivity. Emphasis is placed on coaching and leading a team through a complex change situation.

Certificate Requirements

Participants will receive a certificate of completion upon completing all five (5) sessions.

Who Should Consider this Program

Those who currently supervise or manage others

Facilitator

Van Potter, M.Ed., *Lodestar Inc.*

$740 *(Includes text book and supplemental workbook)*, 8:00-4:00, CEU: 3.5

Salt Lake City - February 2-March 2 *(5 Consecutive Thursdays)*
April 7-May 5 *(5 Consecutive Fridays)*
August 3-31 *(5 Consecutive Thursdays)*
October 13-November 10 *(5 Consecutive Fridays)*

New! Supervisory Skills: Taking it to the Next Level

ID# SUPV125

Employees are a company's most valuable asset. Why? They get the work done. It follows then that companies would be well-advised to have supervisors skilled at managing this valuable asset. A complete supervision skill set includes both technical skills (know-how of processes and products) and people skills (know-how to interact with employees and create work environments that inspire exceptional performance). However, people skills are often overlooked and remain undeveloped. Building on our popular *Supervisory Skills Program*, this new two-day course teaches supervisors two essential people skills: how to be emotionally intelligent and how to create a culture that fosters employee accountability. These skills will take your supervisors to the next level, empowering them to increase employee engagement and thereby company performance/production.

Key Benefits

- *Learn from a highly-respected management expert – rather than through painful, costly trial and error*
- *Participate in rich, interactive discussions – no boring lectures!*
- *Gain practical knowledge – no pie-in-the-sky stuff!*
- *Minimize work disruption – meet once a week for two weeks (rather than consecutive days)*

Series Descriptions

Day 1: Developing Emotional Intelligence, Optimism, and Resilience *(May 18, September 7)*

Emotional Intelligence is understanding how our communication and outlook affect others in personal and professional relationships. Supervisors who are most successful have the emotional intelligence to recognize their own strengths and weaknesses and can regulate how they interact with others. In turn, this ability has a significant impact on their employees' performance and job satisfaction. In this session, we explore the four key skills of Emotional Intelligence and learn why they are necessary to effective workplace relationships. We also focus on a related and important skill: Optimism. This important skill allows successful supervisors to turn set backs into catalysts for improved performance. Finally, we address the role of Resilience when facing professional setbacks or difficulties. Resilience can be learned and used by every supervisor to increase their own and others' commitment to achieving success despite difficulties.

Day 2: Accountability *(May 25, September 14)*

A culture of accountability exists when employees feel ownership of processes, decisions and results. As the glue that ties intention to results, creating a culture of accountability improves the quality of the organization's products and services. How can supervisors create this strong sense of accountability for achieving outstanding results in their team? In this session, we explore the conditions necessary to develop and maintain a culture of accountability and learn four key steps that help employees *want* to feel accountable for individual, team and organizational success.

Who Should Consider this Program

Supervisors and managers who want to enhance their ability to take their and their employees' results to the next level. This program is an excellent next step for those who have previously completed our *Supervisory Skills Program*.

Facilitator

Van Potter, M.Ed., *Lodestar Inc.*

$310, 8:00-4:00, CEU: 0.7

Salt Lake City - May 18 and 25 *(2 Consecutive Thursdays)*, September 7 and 14 *(2 Consecutive Thursdays)*

HR CERTIFICATION STUDY AND RECERTIFICATION PROGRAMS

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

ID# HR120

Earning a PHR®, SPHR®, or aPHR® 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 us to study for HRCI®'s Certification tests in one of our study programs. We offer three different options to fit your busy schedule and learning needs.

1. PHR/SPHR In-Person Five-week Study Program
2. PHR/SPHR or aPHR Web-Based Study Programs
3. PHR/SPHR Self-Study Program

OPTION 1: New! PHR/SPHR In-Person Five-week Study Program

We are proud to offer a new in-person PHR/SPHR exam study option to our Utah members. This option meets for a full business day on the same day each week for five consecutive weeks. Attendees receive hands-on, live instruction from experienced, certified instructors to help them pass the big exam.

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.

Study Resources

- *Comprehensive study materials*
- *Our 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*
- *Online access to professional whitepapers on exam-related topics*
- *Members also have access to other on-line HR-related databases*

Reading and exercise materials will be mailed to participants for self-directed preparation prior to the beginning of class.

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.

Reported Pass Rates for 2015

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

Separate Test Fee and Test Registration Information

The PHR® and SPHR® examinations are administered by the HR Certification Institute® (HRCI®). The registration fee for the PHR/SPHR In-Person Five-week Study Program does not include HRCI®'s application or examination fees. For more exam information, eligibility requirements, or to apply to sit for any exam, please visit HRCI®'s website at *www.hrci.org* or call 866.898.4724.

Discount on Test Fee

Members receive $50 off the HRCI® exam fee. To take advantage of this discount, please contact us at 801.364.8479.

$1,199 for members, $1,399 for non-members, 8:00-4:00

Salt Lake City - March 3-31 *(5 consecutive Fridays)*, September 8-October 6 *(5 consecutive Fridays)*

OPTION 2: PHR/SPHR or New! aPHR Web-Based Study Programs

So you'd like to take a high-quality study course for the PHR®, SPHR®, or aPHR® exam, but you can't miss the time at the office? Now, from the comfort of your own home or office, you can participate in one of the most comprehensive PHR, SPHR, or aPHR certification study programs to be found. Our web-based PHR, SPHR, and aPHR Study Programs feature an online class each week that can be viewed live or at a later time that is most convenient to you. The webinar format is ideal for those who need more flexibility. We are proud to sponsor this highly successful program through our sister employer association, CAI.

Professional Instructor Credentials

David Siler is the creator and instructor for the Distinctive HR learning system that has helped hundreds achieve their PHR® and SPHR® certification by HRCI®. He has been teaching and developing the program for over 15 years. As the Managing Partner of Distinctive Human Resources, Inc. (DHR), David has over 30 years' experience as a senior level HR practitioner both domestically and internationally. He is one of HRCI®'s top recognized study course instructors.

Study Resources

- *Comprehensive study materials*
- *Complete library of audio CDs*
- *Online access to videos on tough topics*
- *Online access to hundreds of practice exam questions and testing games*
- *Flash cards*
- *Test taking tips*
- *Comprehensive final practice exam*

Webinar instructions and materials will be mailed to participants and will arrive on or around the start date of the program.

Web-Based Study Program Reported Pass Rates for 2015

Certification	Web-Based Program	National Average
Professional in Human Resources® (PHR®):	90%	54%
Senior Professional in Human Resources® (SPHR®):	90%	53%

Course Options

- ***Weekly PHR/SPHR Webinar Sessions Available:*** *This program features an online class each week that can be viewed live or at a later time that is most convenient for you.*
  Cost: $1,199
  Spring Dates/Times: January 13-April 7 (Friday afternoons) 11:00-2:00 (MST); February 14-May 2 (Tuesday evenings) 4:00-7:00 (MST); March 12-June 4 (Sunday evenings) 4:00-7:00 (MST)
  Fall Dates/Times: September 26-December 12 (Tuesday evenings) 4:00-7:00 (MST); September 8-December 1 (Friday afternoons) 11:00-2:00 (MST); October 15-January 21 (Sunday evenings) 4:00-7:00 (MST)
- ***New! Weekly aPHR Webinar Sessions Available:*** *This program features an online class each week that can be viewed live or at a later time that is most convenient for you.*
  Cost: $999
  Spring Date/Time: February 23-April 13 (Thursday evenings) 4:00-7:00 (MST)
  Fall Date/Time: September 7-October 26 (Thursday evenings) 4:00-7:00 (MST)
- ***PHR/SPHR/aPHR Certification Study Course: What's It All About?*** *What's It All About? Not sure if you're ready? Wondering how certification will help you? Sign up to attend a FREE 60-minute webinar preview.*
  Cost: FREE
  Dates/Times: January 6, March 10, June 9, or August 11 9:00-10:00 (MST)

For registration or more information on any of these options, visit CAI's website at www.capital.org.

Separate Test Fee and Test Registration Information

The PHR®, SPHR®, and aPHR® examinations are administered by the HR Certification Institute® (HRCI®). The registration fee for the PHR, SPHR,or aPHR Web-Based Study Program does not include HRCI®'s application or examination fees. For more exam information, eligibility requirements, or to apply to sit for any exam, please visit HRCI®'s website at *www.hrci.org* or call 866.898.4724.

Discount on Test Fee

Members receive $50 off the HRCI® exam fee. To take advantage of this discount, please contact us at 801.364.8479.

OPTION 3: PHR/SPHR Self-Study Program

This option provides comprehensive study materials and our additional study materials, test-taking tips, and a study timeline.

Study Resources

- *Comprehensive study materials*
- *Practice test questions*
- *Members also have access to other on-line HR-related databases*

$645 for members, $745 for non-members

To register for this option, call the Human Resource Services Department at 800.884.1328. On-line registration is not available for this option.

Cancellation Policy

Cancellation between receipt of program materials and the first class session will result in a non-refundable material fee. Cancellation 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®

Pre-Approved Training for HRCI® Recertification Credit

We are an HR Certification Institute® Approved Provider. The following seminars have met HRCI®'s criteria to be pre-approved for HR credit.

- *ADA: Managing Disabilities in the Workplace*
- *Advanced Human Resource Management Program*
- *Basic I-9 Compliance*
- *Coaching: Partnering for Performance*
- *Conflict Strategies: Navigating Others Through Workplace Difficulties*
- *Family and Medical Leave Act: A Guide for Human Resources*
- *Generations: Working Together*
- *H-1B Sponsorship*
- *Harassment Prevention for Managers and Supervisors*
- *Harassment Prevention in California—Managers and Supervisors Webinar*
- *Important Issues in Human Resources—MSEC's HR Webinar Series*
- *Interviewing and Hiring I*
- *Introduction to Human Resource Management Program*
- *Key Utah Employment Rules*
- *Legal Breakfast Briefings*
- *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*
- *Permanent Residency for Non-Immigrants—the Green Card Process*
- *Recordkeeping for Human Resources*
- *Retaining and Engaging Employees: What Employees Really Care About*
- *Unemployment Insurance: Challenging Claims and Controlling Costs*
- *Utah Compensation Survey Briefing Session*
- *Wage and Hour Exemption Workshop*
- *Wage and Hour Workshop*
- *Workforce Planning: Your Roadmap to the Future*

Pre-Approved Training for HRCI® Business Credit*

We are an HR Certification Institute® Approved Provider. The following training have met HRCI®'s criteria and are approved for SPHR® Business recertification credit.

- *Advanced Human Resource Management Program (Please see page 16 for more information on the applicable sessions)*

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

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Pre-Approved Training for SHRM Professional Development Credits

We are also a Society of Human Resource Management (SHRM) Preferred Provider and thus recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP. We award PDCs for the courses listed above.

- *ADA: Managing Disabilities in the Workplace*
- *Advanced Human Resource Management Program*
- *Advanced I-9 Practice*
- *Basic I-9 Compliance*
- *Coaching: Partnering for Performance*
- *Conflict: Self-Management*
- *Conflict Strategies: Navigating Others Through Workplace Difficulties*
- *Cultivating Your Listening Skills: Listening to Understand*
- *Family and Medical Leave Act: A Guide for Human Resources*
- *Generations: Working Together*
- *H-1B Sponsorship*
- *Harassment Prevention for Managers and Supervisors*
- *Harassment Prevention in California—Managers and Supervisors Webinar*
- *Important Issues in Human Resources—MSEC's HR Webinar Series*
- *Interviewing and Hiring I*
- *Introduction to Human Resource Management Program*
- *Key Utah Employment Rules*
- *Legal Breakfast Briefings*
- *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*
- *Permanent Residency for Non-Immigrants—the Green Card Process*
- *Recordkeeping for Human Resources*
- *Retaining and Engaging Employees: What Employees Really Care About*
- *Unemployment Insurance: Challenging Claims and Controlling Costs*
- *Utah Compensation Survey Briefing Session*
- *Wage and Hour Exemption Workshop*
- *Wage and Hour Workshop*
- *Workforce Planning: Your Roadmap to the Future*

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

SEMINAR DESCRIPTIONS AND SCHEDULES

LEGAL COMPLIANCE: EMPLOYMENT LAW & LABOR RELATIONS ISSUES

ADA: Managing Disabilities in the Workplace

ID# LEGL153

HR Competencies
- HR Expertise

Objective
The passage of the ADA Amendments Act (ADAAA) dramatically altered the landscape of disability discrimination law. Charges of disability discrimination have increased significantly in the years since the ADAAA was passed. Substantially more individuals now qualify as "disabled" under the law. Furthermore, it is much easier to regard someone as disabled under the law. The focus of the ADA is now squarely on the employer's interactive process and decision-making regarding the accommodation process. It is critical for employers to understand the limitations of the undue hardship and direct threat defenses to implementing requested accommodations. EEOC is aggressively litigating against employers who fail to provide reasonable accommodation and scrutinizing various employer policies such as inflexible leave policies.

Outline
- *Is there anyone who is not disabled under the law?*
- *Why is it important to properly identify the essential functions of a job?*
- *How do you engage in the interactive process to identify potential accommodations?*
- *When is an accommodation "reasonable?"*
- *What should be done when an accommodation results in undue hardship to the employer?*

Designed For
Human resources professionals, supervisors, and managers. We also offer *Managing the Ill or Injured Worker Under the ADA, FMLA, and Workers' Compensation* seminar that takes an in-depth analysis of the interplay between the ADA, FMLA, and Workers' Compensation.

Facilitator
MSEC staff attorney

This seminar is also effective as a customized on-site. See page 10 for information about on-site programs.

$185, 8:00-2:30, CEU: 0.55, HRCI Credit Hours: 5.0 General, SHRM Credit Hours: 5.0 PDCs

Salt Lake City - May 11

Advanced I-9 Practice

ID# LEGL154

HR Competencies
- HR Expertise

Objective
To provide participants already familiar with I-9 practices with additional skills related to worksite compliance. This seminar assumes knowledge of basic I-9 completion, and drills down to more specialized information, including: I-9 audits and corrections; I-9 practices related to foreign nationals including temporary work authorizations, reverifications, Employment Authorization Documents and changing identity issues; issues related to electronic I-9 storage; E-Verify issues and best practices; worksite compliance policies and procedures; and regulatory monitoring and enforcement by OSC and E-Verify Monitoring & Compliance. Participants will also receive up-to-date information regarding E-Verify processes and worksite enforcement activities.

Outline
- *Internal I-9 Audits and Corrections*
- *I-9 issues with foreign nationals*
  - *Temporary work authorization*
  - *Reverifications and auto-extensions*
  - *Employment Authorization Documents*
  - *Identity theft and changing identity issues*
- *E-Verify Policies and Practice, including activities of E-Verify Monitoring and Compliance Section*
- *Immigration Related Unfair Employment Practices, including activities of Office of Special Counsel for Immigration Related Unfair Employment Practices (OSC)*
- *Immigration and Customs Enforcement (ICE) activities including recent compliance actions and OCAHO appeals*
- *Electronic I-9 storage issues*

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

Facilitator
MSEC staff attorney

This seminar is also effective as a customized on-site. See page 10 for information about on-site programs.

$130, 8:00-12:00, CEU: 0.4, SHRM Credit Hours: 3.75 PDCs

Salt Lake City - December 5

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

Basic I-9 Compliance

ID# LEGL140

HR Competencies
- HR Expertise

Objective
To provide participants with improved knowledge of I-9 requirements and related E-Verify 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 basic information regarding E-Verify processes, worksite enforcement activities by Immigration and Customs Enforcement (ICE) and best practices for employment eligibility verification.

Outline
- *Completing the I-9 Form*
- *Reviewing employee documents*
- *Overview of I-9 internal audits*
- *Managing I-9 forms after hire*
- *Utilizing E-Verify*
- *I-9 Compliance Enforcement Structure*

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

Facilitator
MSEC staff attorney

This seminar is also effective as a customized on-site. See page 10 for information about on-site programs.

$130, 8:00-12:00, CEU: 0.4, HRCI Credit Hours: 3.75 General, SHRM Credit Hours: 3.75 PDCs

Salt Lake City - June 27

Contingent Workers and Joint Employers—When is Your Company on the Legal Hook?

ID# LEGL188

HR Competencies
- HR Expertise

Objective
In our modern economy, employers are increasingly relying on a non-traditional workforce such as temporary employees, leased employees, and independent contractors. These arrangements, when done right, can streamline operations and cut costs. However, the federal and state governments are cracking down on what they see as improper classifications of workers to avoid complying with employment laws and paying payroll taxes. For example, both the U.S. Department of Labor and the National Labor Relations Board have recently issued guidance on when both a staffing agency and a host employer can be held liable as joint employers. If your company is using non-traditional workers or thinking of doing so, you need to understand the risks and how to minimize them. Expert Council attorney, Debra Turner, will walk you through the various tests used to determine whether and to what extent your company could be liable under various employment laws. You'll also learn tips for how to manage non-traditional workers and how to draft the contract between your company and an individual worker or a staffing agency in order to protect your company to the greatest extent possible.

Designed For
Company executives, human resources professionals, in-house counsel, managers, and attorneys

Facilitator
MSEC staff attorney

This topic is covered in our popular Legal Breakfast Briefing Series. See pages 18 -19 for more details.

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New Webinar! California Legal Webinars

ID# LEGL179

HR Competencies

- HR Expertise

California Legislative Update and Current Trends
January 25

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

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 has 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

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*

11:00-12:30 *(Mountain Time);* 10:00-11:30 *(Pacific Time)*

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

ID# LEGL144

A six-part webinar series addressing the critical compliance points that every human resources professional must understand in order to effectively shield their organization from potential employment law claims.

Spring Agenda:

Legal Pitfalls in the Hiring Process
January 19

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 inquires? This webinar will explore the myriad of legal issues that can arise in the hiring process.

Employment At Will
February 9

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

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

The most frequent mistake employers make in trying to comply with the Fair Labor Standards Act 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

Surveys unanimously show that the most difficult issue facing 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

With the passage of the 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 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,*

11:00-12:00 *(Mountain Time)*

Effective and Enforceable Severance and Release Agreements

ID# LEGL184

HR Competencies

- HR Expertise

Objective

When a termination feels legally risky, offering the employee a severance agreement that includes a release of legal claims can buy an employer protection and peace of mind. However, several legal pitfalls can invalidate release agreements if they are not drafted carefully and with an understanding of the very specific rules relating to release agreements. Guest attorneys, Bryan Benard and Cecilia Romero, from Holland & Hart will walk you through the essential elements of a severance and release agreement and discuss provisions that have been challenged by the EEOC. They will also explain the special rules for releases involving older workers and those involved in a group layoff. Finally, you'll learn how to present, explain, and get employees to sign severance agreements, along with creative ideas for incentives besides money.

Designed For

Company executives, human resources professionals, in-house counsel, managers, and attorneys

Facilitator

Guest attorneys

This topic is covered in our popular Legal Breakfast Briefing Series. See pages 18-19 for more details.

Employers' Expanding Obligations Regarding Employees' Religious Beliefs

ID# LEGL186

HR Competencies

- HR Expertise

Objective

Both federal and state law prohibit employers from discriminating on the basis of religion, and require employers to reasonably accommodate employees' religious beliefs and practices. Many employers, however, are unclear just how broad these protections are, especially when it comes to providing religious accommodations. Things have gotten even more complicated in the last couple years, as the U.S. Supreme Court (in *EEOC v. Abercrombie & Fitch*) and the Utah Legislature (with the Antidiscrimination and Religious Freedom Act of 2015) have expanded employees' religious rights in the workplace. At this Briefing, guest attorney, Christina Jepson, from Parsons Behle & Latimer will give an overview of the laws protecting employees' religious beliefs and practices, along with tips on how to maintain employee productivity without violating the law.

Designed For

Company executives, human resources professionals, in-house counsel, managers, and attorneys

Facilitator

Guest attorney

This topic is covered in our popular Legal Breakfast Briefing Series. See pages 18-19 for more details.

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

Employment Law I

ID# CERTI135

HR Competencies
- HR Expertise

Objective
Human resources professionals must have an understanding of many employment laws. This session of our popular *Introduction to Human Resource Management Program* provides an overview of key discrimination laws, illegal harassment, immigration laws, and employee rights in the workplace. Participants receive practical information and best practice tips to help their organization stay in compliance.

Designed For
New human resources professionals with less than three years of experience and other professionals who handle HR as a secondary function

Facilitator
MSEC staff attorney

This topic is covered on Day 4 of our popular Introduction to Human Resource Management Program. See page 17 for more details.

This topic is also effective as a customized on-site. See page 10 for information about on-site programs.

Employment Law II

ID# CERTI135

HR Competencies
- HR Expertise

Objective
This session of our popular *Introduction to Human Resource Management Program* continues our employment law discussion by covering the fundamentals and recent developments of wage and hour laws (FLSA), garnishments, drug and alcohol testing, Workers' Compensation, and tricky leave laws such as FMLA, ADA, and USERRA. Tools and best practice tips will be shared.

Designed For
New human resources professionals with less than three years of experience and other professionals who handle HR as a secondary function

Facilitator
MSEC staff attorney

This topic is covered on Day 5 of our popular Introduction to Human Resource Management Program. See page 17 for more details.

This topic is also effective as a customized on-site. See page 10 for information about on-site programs.

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Employment Law III

ID# CERTI134

HR Competencies
- HR Expertise

Objective
Human resources professionals must navigate the ever-changing field of employment law compliance. This session of our popular *Advanced Human Resource Management Program* focuses on the tougher areas of employment law, including advanced leave issues, tricky employee medical issues, difficult terminations, and tough harassment complaints. We will also discuss the latest legal updates and what to do if you are sued.

Designed For
Human resources professionals with three or more years of experience who wish to increase their knowledge base and gain exposure to new areas

Facilitator
MSEC staff attorney

This topic is covered on Day 3 of our popular Advanced Human Resource Management Program. See page 16 for more details.

This topic is also effective as a customized on-site. See page 10 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 resources 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 who administer the FMLA

Facilitator
MSEC staff attorney

Training on this topic for your HR team, as well as your managers and supervisors, is also effective as a customized on-site. See page 10 for information about on-site programs.

$185, 8:00-2:30, CEU: 0.55, HRCI Credit Hours: 5.25 General, SHRM Credit Hours: 5.25 PDCs

Salt Lake City - February 28

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

H-1B Sponsorship

ID# LEGL162

HR Competencies
- HR Expertise

Objective

The workforce is increasingly diverse as American education and work opportunities attract highly-qualified foreign workers seeking U.S. employment. Many of these foreign workers require an H-1B visa. However, the process an employer must go through to obtain an H-1B visa, not to mention the competitiveness, requires a great deal of expertise. But what is H-1B status? What jobs and candidates will qualify? What do you have to do to get a petition filed? How does the lottery work?

Beginning April 1, 2017, USCIS will accept cap-subject H-1B petitions for the 2017 fiscal year. Last year, over 236,000 petitions were submitted, competing for 85,000 slots. Just in time for the 2017 fiscal year, learn what you need to know about H-1B processing and selection, including the latest updates, so that your case can get properly filed before the window closes.

Designed For

Human resources professionals, recruiters, managers, supervisors, in-house counsel, and those interested in business immigration law

Facilitator

MSEC staff attorney

$59 per session, 8:00-9:30, CEU: 0.15 HRCI Credit Hours: 1.5 General, SHRM Credit Hours: 1.5 PDCs

Salt Lake City - February 7

Harassment Prevention for Managers and Supervisors

ID# LEGL116

HR Competencies
- HR Expertise

Objective

The EEOC's 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.

Training on this topic for your management team, as well as all of your employees, is also effective as a customized on-site. See page 10 for information about on-site programs.

Facilitator

MSEC staff attorney

$130, 8:00-11:00, CEU: 0.3, HRCI Credit Hours: 2.75 General, SHRM Credit Hours: 2.75 PDCs

Salt Lake City - April 4, October 26

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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. Our 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 a staff attorney licensed to practice law in California.

Outline

- *EEOC and California 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

On-site and on-demand versions of this seminar are also available. Contact Registration at 800.884.1328 for details.

$159 per line, 10:00-12:00 *(Mountain Time)*, 9:00-11:00 *(Pacific Time)*, CEU: 0.2, HRCI Credit Hours: 2.0 General, SHRM Credit Hours: 2.0 PDCs

Webinar - September 20

Internal Investigations

ID# CERTI134

HR Competencies

- Critical Evaluation

Objective

Harassment, employee theft, on-the-job substance abuse—just some of the reasons companies conduct internal investigations. Good investigations can be effective in resolving workplace problems or defending against lawsuits. In this session of our popular *Advanced Human Resource Management Program*, attendees learn when an internal investigation may be appropriate and best practices for conducting an investigation.

Designed For

Human resources professionals with three or more years of experience who wish to increase their knowledge base and gain exposure to new areas

Facilitator

MSEC staff attorney

This topic is covered on Day 4 of our popular Advanced Human Resource Management Program. See page 16 for more details.

This topic is also effective as a customized on-site. See page 10 for information about on-site programs.

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Key Utah Employment Rules

ID# LEGL189

HR Competencies
- HR Expertise

Objective
Utah is generally perceived to be an employer-friendly state. Thus, many businesses wrongly assume that there are no state-specific laws governing their employment practices. Do not fall victim to that incorrect assumption! Join the Council's legal staff as they address key Utah rules that every employer needs to know and comply with.

Outline
- *Rules to focus on at the beginning of the employment relationship, such as Utah's Post-Employment Restrictions Act (governing non-compete agreements), Employee Reference Immunity Law, and E-Verify/Immigration laws*
- *Rules to focus on throughout the employment relationship, such as Utah's Antidiscrimination Act (including sexual orientation and pregnancy protections), Drug & Alcohol Testing Law, and Payment of Wage Act*
- *Rules to focus on near the end of the employment relationship, such as Utah's At-will Employment Rules and Final Paycheck Law*

Designed For
Any company representative who oversees employees, including human resources professionals, executives, managers, and supervisors, and anyone responsible for risk management or legal compliance

Facilitator
MSEC staff attorneys

$185, 8:00-2:30, CEU: 0.55, HRCI Credit Hours: 5.25 General, SHRM Credit Hours: 5.25 PDCs

Salt Lake City - May 16

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 our seminars on the Americans with Disabilities Act, Family and Medical Leave Act, and Workers' Compensation Basics 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, 8:00-2:30, CEU: 0.55, HRCI Credit Hours: 5.25 General, SHRM Credit Hours: 5.25 PDCs

Salt Lake City - July 13, December 7

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Legal Issues for Supervisors and Managers

ID# LEGL149

HR Competencies

- HR Expertise

Objective

To provide seminar 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 seminar 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 also effective as a customized on-site. See page 10 for information about on-site programs.

$245 *(Includes a complimentary copy of the MSEC Blue Book: Employment Law Resource)*, 8:00-3:30, CEU: 0.65, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs

Salt Lake City - November 7

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

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 seminar 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 exclusively as an on-site program. See page 10 for information about on-site programs.

Performance Documentation Skills

ID# PERF105

HR Competencies
- HR Expertise
- Communication

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 professional, 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 also effective as a customized on-site. See page 10 for information about on-site programs.

$130, 8:00-11:30, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs

Salt Lake City - April 18, November 16

Permanent Residency for Non-Immigrants—the Green Card Process

ID# LEGL163

HR Competencies
- HR Expertise

Objective
The workforce is increasingly diverse as American education and work opportunities attract highly-qualified foreign workers seeking U.S. employment. Many visas available to foreign workers only allow them to work in the U.S. for a limited period of time. In order to remain in the U.S., these foreign workers must eventually apply for and receive permanent residency. This can often be achieved through employment-based sponsorship.

This seminar examines the permanent residency benefit processes: labor certification, immigration visa petition, and adjustment of status. We will explain the processing steps and timing for each filing, how the immigration visa system works, and strategies to position the employee for success. We will also highlight the recent regulatory changes affecting the permanent residency process.

Designed For
Human resources professionals, recruiters, managers, supervisors, in-house counsel, and those interested in business immigration law

Facilitator
MSEC staff attorney

$59 per session, 8:00-9:30, CEU: 0.15 HRCI Credit Hours: 1.5 General, SHRM Credit Hours: 1.5 PDCs

Salt Lake City - November 1

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Plaintiffs' Attorneys Favorite HR Mistakes

ID# LEGL185

HR Competencies
- HR Expertise

Objective
Want to know what makes a plaintiff's attorney's mouth water when sitting down with your former employee to discuss the case they're about to file against you? At this Briefing, you will have the unique opportunity to gain valuable insight from preeminent Utah plaintiffs' employment law attorney Erik Strindberg from Strindberg & Scholnick. He will discuss how a good plaintiffs' attorney assesses the strength of a case and what red flags they look for when scrutinizing your employment decisions. Come meet Erik now, so you won't have to meet him later under less friendly circumstances!

Designed For
Company executives, human resources professionals, in-house counsel, managers, and attorneys

Facilitator
Guest attorney

This topic is covered in our popular Legal Breakfast Briefing Series. See pages 18-19 for more details.

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 seminar is available exclusively as an on-site program. See page 10 for information about on-site programs.

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Training Your Employees to Prevent Legal Problems

ID# LEGL187

HR Competencies
- HR Expertise

Objective

For every employment law, there is a reason employers should be training their employees. Such training should do more than just go through the motions. Underscoring this point, the EEOC's Select Task Force on the Study of Harassment in the Workplace recently issued a report severely criticizing what it saw as ineffective harassment training by employers. The report asked employers to "reboot" their harassment training. It's not just harassment training employers should be doing, however. Laws like FMLA, ADA, and FLSA, to name a few, get employers in trouble for the mistakes of their employees. At this Briefing, expert Council attorney, Jeff Holdsworth, will help you understand what kind of training you should be doing and why, along with a high-level view of what your training should cover. We'll include several case law examples of where training helped an employer avoid or minimize liability, and where a lack of training did the opposite. This Briefing will not only educate you, but will also equip you with information to take back to the executives at your company to convince them of the importance of training.

Designed For

Company executives, human resources professionals, in-house counsel, managers, and attorneys

Facilitator

MSEC staff attorney

This topic is covered in our popular Legal Breakfast Briefing Series. See pages 18-19 for more details.

Unemployment Insurance: Challenging Claims and Controlling Costs

ID# LEGL119

HR Competencies
- HR Expertise

Objective

With unemployment costs escalating dramatically, human resources professionals and line managers need a working knowledge of the unemployment insurance system. This seminar is designed to help employers understand who can receive benefits, the financial impact to the organization, and how to control/minimize unemployment costs.

During the morning session, participants review the basic provisions and procedures of state laws and focus on why employees are disqualified from benefits or receive a full award of benefits. In the afternoon, attendees participate in a mock appeal hearing to apply the strategies and skills gained in the morning session.

Outline

- *Who is covered by unemployment insurance?*
- *Who pays the costs?*
- *Strategies for lowering your unemployment taxes*
- *Benefit awards: full award and disqualification*
- *Administrative procedures: responding to the claim*
- *Participation in a mock appeal hearing*
- *Hearing Officer presentation regarding their decision-making and rationale*

Designed For

All levels of management. As a follow-up to this seminar, participants should consider attending our *Unemployment Insurance: Appeal Hearing Workshop.*

Facilitator

MSEC staff attorney

$185, 8:00-3:30, CEU: 0.65, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs

Salt Lake City - August 2

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

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 on-site 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 resources professionals who are interested in maintaining a union free workplace

Facilitator

MSEC staff attorney

This seminar is available exclusively as an on-site program. It is recommended periodically for employers that desire to remain union free or after union organization activity has been detected. See page 10 for information about on-site programs.

Unions: Managing in a Union Environment—How To Manage, Discipline, and Terminate Union Employees

ID# LEGL127

HR Competencies

- HR Expertise

Objective

To provide participants with a better understanding of the common issues that arise when managing employees in a union environment. This informative seminar focuses on the unique legal challenges supervisors face when operating under a union contract. Participants will examine the parameters of the union contract as it pertains to management rights, past practice, just cause termination, and grievance and arbitration administration. Participants will learn to initiate and implement good management practices that foster a positive relationship with the union and its employees.

Outline

- *Conflicts between management rights and collective bargaining provisions*
- *Establishing the seven elements of just cause*
- *Effective grievance and arbitration administration*
- *The dangers of inconsistent enforcement and "past practice"*
- *Weingarten rights and union representation*
- *Review of recent Board decisions relevant to managing in a union environment*

Designed For

Supervisors, managers, and human resources professionals who work in a union environment

Facilitator

MSEC staff attorney

This seminar is available exclusively as an on-site program. See page 10 for information about on-site programs.

Wage and Hour Exemption Workshop

ID# LEGL174

HR Competencies

- HR Expertise

Objective

Recently, the U.S. Department of Labor (DOL) issued final regulations increasing the minimum salary level required for employees to be exempt from overtime. This change went into effect December 1, 2016. The final rule will more than double the minimum salary level from the current $455 per week to $913 per week. To help employers prepare for this significant change, this workshop will provide attendees an explanation of the FLSA exemptions and the primary differences between who is considered an exempt and a non-exempt employee.

Participants will learn the truths and myths about the FLSA exemptions, what is meant by "duties test" and "salary basis test," and circumstances under which deductions may be made from an exempt employee's wages. They will develop practical experience regarding how to decide the exempt or non-exempt status of their employees, how to analyze jobs and compare the data collected to the exemption tests, as well as obtain some useful tips to better ensure their compliance efforts. Participants are invited to bring 1 to 2 of their organization's job descriptions for analysis and discussion.

Outline

- *Brief overview of the FLSA*
- *Process to determine exemption eligibility*
- *Exercises to put the knowledge into practice*
- *Obtain input and apply what is learned to member job descriptions*
- *Guidelines to manage the administration and communication process*

Designed For

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

Facilitator

MSEC staff and staff attorney

This seminar is also effective as a customized on-site. See page 10 for information about on-site programs.

$130, 8:00-11:30, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs

Salt Lake City - January 31

New! 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 and salary level 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 resources professionals, accounting, payroll personnel, and anyone who needs to be aware of the wage and hour laws

Facilitator

MSEC staff attorney

This seminar is also effective as a customized on-site. See page 10 for information about on-site programs.

$219, 8:00-3:30, CEU: 0.65, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs

Salt Lake City - October 5

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

COMPENSATION & BENEFITS

New! Benefits Roundtable

ID# HR190

Objective

Are you looking to expand your professional network while exchanging ideas, discussing challenges, and sharing solutions with others in Employee Benefits? Look no further! We offer the *Benefits Roundtable* to fit your need.

Designed For

Those who hold responsibility for the benefits administration within their company

Facilitator

MSEC staff

See page 20 for more details, dates, and pricing.

Compensation Planning

ID# CERTI134

HR Competencies

- Critical Evaluation
- Business Acumen
- HR Expertise

Objective

In this session of our popular *Advanced Human Resource Management Program*, attendees learn the key elements of creating an effective compensation plan with focus on design and development techniques to achieve optimal results for your company. Topics include: types of compensation, job analyses, job descriptions, job evaluations, pricing jobs and other compensation best practices.

Designed For

Human resources professionals with three or more years of experience who wish to increase their knowledge base and gain exposure to new areas

Facilitator

MSEC staff

This topic is covered on Day 5 of our popular Advanced Human Resource Management Program. See page 16 for more details.

This topic is also effective as a customized on-site. See page 10 for information about on-site programs.

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Payroll and Benefits Administration

ID# CERTI135

HR Competencies
- HR Expertise

Objective
HR plays a key role in ensuring employees are paid properly and supporting employee benefits. This session of our popular *Introduction to Human Resource Management Program* provides participants with a sound understanding of payroll best practices, key payroll rules, benefit plan administration, Total Rewards statements, COBRA administration, and an overview of the Affordable Care Act. Participants also receive best practice tips on how to support employee benefits and add value.

Designed For
New human resources professionals with less than three years of experience and other professionals who handle HR as a secondary function

Facilitator
MSEC staff

This topic is covered on Day 3 of our popular Introduction to Human Resource Management Program. See page 17 for more details.

This topic is also effective as a customized on-site. See page 10 for information about on-site programs.

Free! New! Utah Compensation Survey Briefing Session

ID# SPEC993

HR Competencies
- HR Expertise

Highlights from the 2017 Utah Benchmark Compensation Survey
Not to be missed! Learn how your organization can use the following valuable data excerpted from our *2017 Utah Benchmark Compensation Survey* in planning your compensation strategy:

- *Salary comparisons by industry and employment size*
- *Historical trends*
- *Current compensation practices*
- *2018 Pay increase projections*
- ***Special Bonus content!** Utah economic overview by local expert*

Designed For
Human resources professionals

Facilitator
MSEC staff and guests

Free, 8:00-10:00, HRCI Credit Hours: 1.75 General, SHRM Credit Hours: 1.75 PDC

Salt Lake City - July 20

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

PROFESSIONAL DEVELOPMENT

Communication Skills for Difficult Discussions

ID# COMM122

HR Competencies
- Communication

Objective
Communicating well can be challenging in any setting, but is an essential skill for individuals, teams and organizations when navigating difficult topics. This seminar provides you a solid understanding of communication dynamics and helps you successfully exchange ideas with others even in emotional, tense settings.

Outline
- *Understand how differences in styles create barriers to good communication*
- *Choose effective strategies for resolving difficulties*
- *Apply specific skills for handling complicated interpersonal matters*
- *Expand your ability to listen and talk about issues to influence others and achieve productive outcomes*
- *Learn to gauge others' interests and intent*
- *Increase your personal effectiveness by being self-aware and self-regulating in addressing conflicts*

Designed For
Non-management and support staff personnel who frequently work with difficult people or situations

Additional Consideration: Training on this topic for your management team is also available.

Facilitator
MSEC staff

This seminar is available exclusively as an on-site program. See page 10 for information about on-site programs.

New! Conflict: Self-Management

ID# CONF102

HR Competencies
- Communication
- Relationship Management

Objective
Participants gain a deeper understanding of their conflict patterns and acquire skills for responding constructively to interpersonal conflicts. Often people in organizations respond to conflict by trying to avoid it, or by reacting inappropriately because they don't know how to manage the emotions or perceptions that are driving the conflict. Ineffective conflict management is time-consuming; costing organizations money and productivity. This seminar is about managing differences productively and efficiently while maintaining positive relationships.

Outline
Understanding the nature of conflict: exploring common myths and metaphors about conflict

Building Skills for Constructive Resolution

- *Creating an effective environment*
- *Collecting information about the conflict*
- *Communicating needs and desires*
- *Creating options for mutual benefit*
- *Confirming agreements to a solution*

Understanding Personal Responses in Conflict

- *Identifying alternative strategies*
- *Conveying understanding*

Designed For
All levels of management and staff who are interested in constructive conflict

Facilitator
MSEC staff

Additional Consideration: Interested in training that explores this topic from the management perspective? Refer to our *Conflict Strategies: Navigating Others Through Workplace Difficulties* seminar listed on page 62.

This seminar is also effective as a customized on-site. See page 10 for information about on-site programs.

$130, 8:00-11:30, CEU: 0.35, SHRM Credit Hours: 3.25 PDCs

Salt Lake City - March 29

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New! Cultivating Your Listening Skills: Listening to Understand

ID# PERSD114

HR Competencies

- Communication
- Relationship Management

Objective

Have you ever been told, "You aren't listening to me?" Have you found it more difficult to listen well as demands increase in your life and the pace quickens? The impact of distracted and unfocused listening is often problematic and damaging to productivity levels and relationships. Listening is one of, if not the most powerful, ways we communicate. Listening skills account for at least 75% of communication interactions and are a key factor leading to success or derailment in business transactions.

Whether or not someone feels truly heard and understood has a quantitative and qualitative impact on the clarity of communication, trust, defensiveness, and, thus, personal and professional effectiveness. As we become more aware of and attentive to how we listen, the relationships in all areas of life begin to strengthen and become more collaborative. Through a helpful assessment tool and immediately applicable discussion and activities, class participants will address their unique habits and improve listening skills in three key listening dimensions: staying focused, capturing the message, and helping the speaker.

Outline

- *Uncover barriers and obstacles to focused listening*
- *Assess your own listening style and approach*
- *Apply the skills of following, reflecting, and attending in a variety of listening situations*
- *Practice ways to become a less distracted and a more engaged listener in diverse situations*

Designed For

All levels of professional and management personnel who wish to assess and improve their listening skills

Facilitator

MSEC staff

This seminar is also effective as a customized on-site. See page 10 for information about on-site programs. In addition to the standard on-site rate, there is a $20 per-person materials fee.

$205, 8:00-4:00, CEU: 0.7, SHRM Credit Hours: 6.5 PDC

Salt Lake City - March 16

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 re-frame difficult messages*

Designed For

Any employee who wishes to develop more effective relationships with others

Facilitator

MSEC staff

This seminar is available exclusively as an on-site program. See page 10 for information about on-site programs.

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Ethics Awareness Training for Employees: Strengthening the Core

ID# HR165

HR Competencies

- Ethical Practice
- HR Expertise

Objective

Awareness training provides an opportunity for employees to strengthen the skills they need to effectively address values conflicts and ethical dilemmas in the workplace . The program takes a glass half-full approach and builds on and complements an organization core program on ethics.

The two hour interactive and energizing program utilizes a group game to simulate the paradox of competition and collaboration making ethical choices. The lessons from the game form a foundation for a review of topical ethical issues and a group discussion on several ethical situations. The program also addresses why being ethical is so challenging, how culture affects ethics, and why appeal to both an employee heart and head are important elements of any successful ethics program.

Customized member specific ethical scenarios and a customized leave behind pamphlet are included as a way to reinforce the message with all participants. The program is a perfect complement to sexual harassment training and can be considered a key component of an organizations' compliance program.

Outline

- *Ethics game – competition or collaboration?*
- *Ethical breaches "in the news"*
- *Why being ethical matters*
- *Why is being ethical so challenging*
- *Analyzing company specific ethical scenarios*
- *Ethical lessons and encouragement*

Designed For

The class is appropriate for employees at all levels and organizations of any size, industry or sector seeking to reinforce the message that being ethical is good for the organization, management, and all employees.

Facilitator

MSEC staff

This seminar is available exclusively as an on-site program. See page 10 for information about on-site programs.

New! 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 different 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 also effective as a customized on-site. See page 10 for information about on-site programs.

$185, 8:00-4:00, CEU: 0.7, HRCI Credit Hours: 6.5 General, SHRM Credit Hours: 6.5 PDCs

Salt Lake City - August 16

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Myers-Briggs: An Interpretation of Personal Style

ID# PERSD108

HR Competencies

- Global and Cultural Effectiveness

Objective

While there are many personality tools available in today's market, only one is constantly referred to as the "gold standard" for understanding personality and interpersonal relationships—the Myers-Briggs Type Indicator (MBTI)®. This highly interactive and engaging program emphasizes the exploration of individual preferences while valuing the differences of others. Participants will increase personal awareness and gain important insights on how to communicate and work more effectively with others. The MBTI® is useful for working through conflict and communication issues, as well as enhancing leadership and group problem-solving skills, and is vital to the teambuilding process.

Note: This class requires pre-work which will be sent directly to the participant, preferably 2 weeks prior to the seminar.

Outline

- *Build an understanding of your personal preferences*
- *Recognize how to more effectively communicate with others using type*
- *Expand your understanding of team dynamics*
- *Problem solve in difficult group situations using type language*
- *Develop ourselves through type and coach others*

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

Designed For

Anyone who wants to understand personality preferences and work more effectively with others

Facilitator

MSEC MBTI certified staff

This seminar is available exclusively as an on-site program. See page 10 for information about on-site programs. In addition to the on-site fee, there is a $45 per person charge for the online assessment tool and materials.

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 available exclusively as an on-site program. See page 10 for information about on-site programs.

MANAGEMENT & LEADERSHIP

New! Accountability

ID# SUPV125

HR Competencies

- Ethical Practice
- Communication

Objective

A culture of accountability exists when employees feel ownership of processes, decisions and results. As the glue that ties intention to results, creating a culture of accountability improves the quality of the organization's products and services. How can supervisors create this strong sense of accountability for achieving outstanding results in their team? In this session of our *Supervisory Skills: Taking is to the Next Level* course, we explore the conditions necessary to develop and maintain a culture of accountability and learn four key steps that help employees want to feel accountable for individual, team and organizational success.

Designed For

Supervisors and managers who want to enhance their ability to take their and their employees' results to the next level. This program is an excellent next step for those who have previously completed our *Supervisory Skills Program*.

Facilitator

Van Potter, M.Ed., *Lodestar Inc.*

This topic is covered on Day 2 of our Supervisory Skills: Taking it to the Next Level course. See page 22 for more details.

This topic is also effective as a customized on-site. See page 10 for information about on-site programs.

Art of Leadership

ID# SUPV121

HR Competencies

- Leadership and Navigation

Objective

Which leadership behaviors produce the most desirable results? This question has long been pondered by politicians, military leaders and business leaders. This session of our popular *Supervisory Skills Program* explores leadership from the perspectives of theory, data-based research, history and the experience and insights of course participants. Our study will identify desired leadership results and the behaviors and perspectives required to obtain those results.

Designed For

Those who currently supervise or manage others

Facilitator

Van Potter, M.Ed., *Lodestar Inc.*

This topic is covered on Day 1 of our popular Supervisory Skills Program. See page 21 for more details.

This topic is also effective as a customized on-site. See page 10 for information about on-site programs.

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, 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 available exclusively as an on-site program. See page 10 for information about on-site programs.

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 mind-set 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

This seminar is also effective as a customized on-site. See page 10 for information about on-site programs. In addition to the standard on-site rate, there is a $15 per-person materials fee.

$185, 8:00-3:30, CEU: 0.65, SHRM Credit Hours: 6.0 PDCs

Salt Lake City - January 19

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Collaboration and Teams

ID# SUPV121

HR Competencies

- Leadership and Navigation
- Relationship Management

Objective

Organizations seek to boost productivity and employee participation through more effective groups or teamwork. What is often not understood, though, is that disagreement and conflict can actually help teams achieve optimal outcomes—provided the team members have the necessary skills. In this session of our popular *Supervisory Skills Program*, participants learn these skills using the DiSC assessment to better understand their interpersonal style and then use that understanding to solve a hypothetical situation, both individually and as a team.

Designed For

Those who currently supervise or manage others

Facilitator

Van Potter, M.Ed., *Lodestar Inc.*

This topic is covered on Day 2 of our popular Supervisory Skills Program. See page 21 for more details.

This topic is also effective as a customized on-site. See page 10 for information about on-site programs.

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

This seminar is also effective as a customized on-site. See page 10 for information about on-site programs. In addition to the standard on-site rate, there is a $30 per-person materials fee.

$215 *(Includes Conflict Dynamics Profile assessment)*, 8:00-4:00, CEU: 0.7, HRCI Credit Hours: 6.5 General, SHRM Credit Hours: 6.5 PDCs

Salt Lake City - September 21

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

Decision Making

ID# SUPV121

HR Competencies

- Consultation
- Critical Evaluation

Objective

We usually attribute flawed decisions to incompetence, inexperience, lack of intelligence or intentional deception. But the reality is that it is not these factors that cause faulty decisions. In this session of our popular *Supervisory Skills Program*, we examine why people and organizations make poor decisions. We will delve into some cognitive psychology, group dynamics and theories of organizational culture—examining decision making at three levels: Individual, Group and Organizational.

Designed For

Those who currently supervise or manage others

Facilitator

Van Potter, M.Ed., *Lodestar Inc.*

This topic is covered on Day 4 of our popular Supervisory Skills Program. See page 21 for more details.

This topic is also effective as a customized on-site. See page 10 for information about on-site programs.

New! Developing Emotional Intelligence, Optimism, and Resilience

ID# SUPV125

HR Competencies

- Leadership and Navigation
- HR Expertise

Objective

Emotional Intelligence is understanding how our communication and outlook affect others in personal and professional relationships. Supervisors who are most successful have the emotional intelligence to recognize their own strengths and weaknesses and can regulate how they interact with others. In turn, this ability has a significant impact on their employees' performance and job satisfaction. In this session of our *Supervisory Skills: Taking it to the Next Level* course, we explore the four key skills of Emotional Intelligence and learn why they are necessary to effective workplace relationships. We also focus on a related and important skill: Optimism. This important skill allows successful supervisors to turn set backs into catalysts for improved performance. Finally, we address the role of Resilience when facing professional setbacks or difficulties. Resilience can be learned and used by every supervisor to increase their own and others' commitment to achieving success despite difficulties.

Designed For

Supervisors and managers who want to enhance their ability to take their and their employees' results to the next level. This program is an excellent next step for those who have previously completed our Supervisory Skills Program.

Facilitator

Van Potter, M.Ed., *Lodestar Inc.*

This topic is covered on Day 1 of our Supervisory Skills: Taking it to the Next Level course. See page 22 for more details.

This topic is also effective as a customized on-site. See page 10 for information about on-site programs.

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, video, 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. This class is a prerequisite to *Interviewing and Hiring II.*

Facilitator

MSEC staff

This seminar is also effective as a customized on-site. See page 10 for information about on-site programs.

$185, 8:00-3:30, CEU: 0.65, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs

Salt Lake City - April 26, November 2

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, 8:00-3:30, CEU: 0.65

Salt Lake City - July 18

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

Leading Change

ID# SUPV121

HR Competencies

- Business Acumen

Objective

This session of our popular *Supervisory Skills Program* helps managers better understand the nature and necessity of change, its impact on people and how to meet the challenge it presents. Participants learn strategies that help accelerate the change process, increase acceptance, and minimize a decline in productivity. Emphasis is placed on coaching and leading a team through a complex change situation.

Designed For

Those who currently supervise or manage others

Facilitator

Van Potter, M.Ed., *Lodestar Inc.*

This topic is covered on Day 5 of our popular Supervisory Skills Program. See page 21 for more details.

This topic is also effective as a customized on-site. See page 10 for information about on-site programs.

Leading Teams

ID# TEAM107

HR Competencies

- Leadership and Navigation

Objective

What makes for a high performing team? Are you prepared to do it? This course offers team leaders, supervisors, and managers an opportunity to assess and think critically about what sets a team up for success, and what derails that success. The focus is on evaluating team and individual behaviors to determine the best course of action to support cohesion and productivity. Effective team leadership requires the ability to assess the team's developmental stages. Then the leader adjusts the style accordingly. In today's complex and competitive business environment, organizations rely on team cohesion to navigate for success.

Outline

Direction Setting

- *Assess individual needs during the team development stages*
- *Apply both facilitative and directive leadership practices to support team development*
- *Clarify team goals, operating principles, roles, and work processes to determine appropriate action steps*

Decision Making

- *Discuss and apply four different leader decision-making styles*
- *Practice moving teams toward group decision-making*

Continuous Improvement

- *Identify possible methods for assessing team effectiveness*
- *Evaluate participant dynamics*

Designed For

Team managers, supervisors, or lead workers who want to develop their leadership skills in a team environment

Facilitator

MSEC staff

This seminar is available exclusively as an on-site program. Please see page 10 for information about on-site programs. In addition to the standard on-site rate, there is a $25 per person materials fee.

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 five areas that are essential for every manger 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.

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.

The class is ideal as an on-site for organizations that want to reinforce key management messages or want to establish a management foundation. The on-site program can be delivered as a full day or a selection of modules that would be delivered during a half-day session.

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 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 customizable program is available exclusively as an on-site program. See page 10 for information about on-site programs.

Managing Newly Non-Exempt Employees

ID# SUPV126

HR Competencies
- HR Expertise

Objective
Due to the new FLSA rules, supervisors at your company likely manage workers who used to be exempt from overtime—but are no longer. In this timely session, our experienced attorneys will alert your company leaders to the many issues they now face in managing newly non-exempt employees. Let us help prepare your supervisors and managers for one of the biggest HR changes to happen in years! We will cover the importance of accurate time accounting; how to deal with lunch breaks; why off-the-clock work is prohibited; when to pay for training, on call, and travel time; plus more common supervisory trouble spots.

Outline
- *Brief overview of FLSA differences between exempt and non-exempt employees*
- *Brief summary of why employees may no longer be exempt under new FLSA regulations*
- *In-depth exploration of key FLSA rules applicable to non-exempt employees (e.g., accurate time accounting; lunch periods/breaks; off-the-clock work; training, on call, and travel time)*
- *Strategies for company leaders to apply in transitioning from managing exempt employees to non-exempt employees—in light of above key FLSA rules applicable to non-exempt employees*

Designed For
Any company leader managing nonexempt employees

Facilitator
MSEC staff attorney

This seminar is also effective as a customized on-site. See page 10 for information about on-site programs.

$130, 8:00-11:00, CEU: 0.3, HRCI Credit Hours: 2.75 General, SHRM Credit Hours: 2.75 PDCs

Salt Lake City - February 22

Managing Workplace Conflict

ID# SUPV 121

HR Competencies
- Communication
- Relationship Management

Objective
Conflict is inevitable in any group or organization, and may actually be an asset by providing opportunities for creativity, collaboration and improvement. This session of our popular *Supervisory Skills Program* emphasizes the skills needed to effectively and productively manage conflict by understanding one's emotions and conflict styles and understanding each individual's issues, positions and interests. The Thomas-Kilmann Conflict Mode instrument will provide participants insights into their particular styles of addressing conflict.

Designed For
Those who currently supervise or manage others

Facilitator
Van Potter, M.Ed., *Lodestar Inc.*

This topic is covered on Day 3 of our popular Supervisory Skills Program. See page 21 for more details.

This topic is also effective as a customized on-site. See page 10 for information about on-site programs.

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

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 professionals, supervisors, and managers responsible for the orientation of new employees

Facilitator

MSEC staff

This seminar is also effective as a customized on-site. See page 10 for information about on-site programs.

$185, 8:00-3:30, CEU: 0.65, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs

Salt Lake City - May 2

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 seminar is also effective as a customized on-site. See page 10 for information about on-site programs.

$185, 8:00-3:30, CEU: 0.65, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs

Salt Lake City - October 17

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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 exclusively as an on-site program. See page 10 for information about on-site programs. 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

Leaving the development of leadership and key talent pipelines to chance exposes an organization to significant risk. Are you prepared if your organization suddenly loses a leader or key individual contributor? 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, organizations 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 exclusively as an on-site program. See page 10 for information about on-site programs.

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*
- *Use 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

Additional Consideration: Interested in training that explores the supervisory function in great depth? Refer to our *Supervisory Skills Program* listed on page 21.

This seminar is also effective as a customized on-site. See page 10 for information about on-site programs. In addition to the standard on-site rate, there is a $20 per-person materials fee.

$205, 8:00-4:00, CEU: 0.7

Salt Lake City - June 15

Violence at Work: An Introduction for Supervisors and Managers

ID# VIOL102

HR Competencies

- HR Expertise

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 work place. 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, risk managers, and security personnel

Facilitator

MSEC staff

This seminar is available exclusively as an on-site program. See page 10 for information about on-site programs.

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 human resources professionals looking for practical and effective ways to manage an employment termination

Facilitator

MSEC staff

This seminar is available exclusively as an on-site program. See page 10 for information about on-site programs.

HR MANAGEMENT

HR as Strategic Partner: Your New HR Role

ID# CERTI134

HR Competencies

- Business Acumen
- Critical Evaluation
- Leadership and Navigation

Objective

Today's HR department must play a major part in an organization's overall strategic objectives. To do this, HR must understand organizational objectives and align and capitalize on the talents and resources of its people to meet those objectives. This session of our popular *Advanced Human Resource Management Program* focuses on the steps HR can take to be the organization's strategic partner and be seen by executives as integral, indispensable partners.

Designed For

Human resources professionals with three or more years of experience who wish to increase their knowledge base and gain exposure to new areas

Facilitator

MSEC staff

This topic is covered on Day 1 of our popular Advanced Human Resource Management Program. See page 16 for more details.

This topic is also effective as a customized on-site. See page 10 for information about on-site programs.

HR Essentials

ID# CERTI135

HR Competencies

- HR Expertise

Objective

This introductory session of our popular *Introduction to Human Resource Management Program* provides a bird's-eye view of HR responsibilities and the role HR plays in an organization with a focus on effective hiring and onboarding practices and how to handle terminations. It also addresses key responsibilities such as recordkeeping, personnel files, employee handbooks, and posting requirements.

Designed For

New human resources professionals with less than three years of experience and other professionals who handle HR as a secondary function

Facilitator

MSEC staff

This topic is covered on Day 1 of our popular Introduction to Human Resource Management Program. See page 17 for more details.

This topic is also effective as a customized on-site. See page 10 for information about on-site programs.

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

HR Roundtables

ID# HR185-187

Objective

Are you looking to expand your professional network while exchanging ideas, discussing challenges, and sharing solutions with others in Human Resources? Look no further! We offer three HR Roundtable groups tailored to fit your needs.

Roundtable Groups

- ***HR Generalist Roundtable:*** *Open to HR professionals with fewer than five years of experience or any other staff with HR responsibilities.*
- ***HR Management Roundtable:*** *Open to HR professionals with more than five years of manager or director level experience.*
- ***Senior HR Executive Roundtable:*** *Exclusively reserved for senior level HR executives with more than ten years' experience (at least three of which are at the executive level) in larger organizations (generally 300+ employees).*

Facilitator

MSEC staff

See page 20 for more details, dates, and pricing.

Metrics to Align HR with Your Business

ID# CERTI134

HR Competencies

- Critical Evaluation
- Business Acumen
- HR Expertise

Objective

As a true business partner, HR must have the ability to communicate with top management using hard data that aligns with an organization's business goals. HR metrics discussed in this session of our popular *Advanced Human Resource Management Program* include turnover ratios, cost per hire, benefits costs, and return on investment, among others.

Designed For

Human resources professionals with three or more years of experience who wish to increase their knowledge base and gain exposure to new areas

Facilitator

MSEC staff

This topic is covered on Day 2 of our popular Advanced Human Resource Management Program. See page 16 for more details.

This topic is also effective as a customized on-site. See page 10 for information about on-site programs.

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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

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

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

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

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

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

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

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*

11:00-12:00 *(Mountain Time)*, HRCI Credit Hours: 1.0 General, SHRM Credit Hours: 1.0 PDCs

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Performance Management and Employee Development

ID# CERTI135

HR Competencies

- Communication
- HR Expertise
- Relationship Management

Objective

One of HR's greatest contributions in every organization is providing feedback and setting goals to motivate and engage employees to perform at their best. This session of our popular *Introduction to Human Resource Management Program* gives you the tools to address performance problems, develop and administer performance evaluations, recognize star performers, and set goals to motivate and develop employees.

Designed For

New human resources professionals with less than three years of experience and other professionals who handle HR as a secondary function

Facilitator

MSEC staff

This topic is covered on Day 2 of our popular Introduction to Human Resource Management Program. See page 17 for more details.

This topic is also effective as a customized on-site. See page 10 for information about on-site programs.

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 practice.

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

Anyone who needs a basic knowledge of human resources recordkeeping principles and how to apply them on a daily basis will benefit

This seminar does not address general business recordkeeping.

Facilitator

MSEC staff

This seminar is also effective as a customized on-site. See page 10 for information about on-site programs.

$130, 8:00-11:30, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs

Salt Lake City - June 22

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New! 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

- *Key engagement issues*
- *Organizational culture*
- *Hiring practices*
- *Turnover analysis*
- *Employee development*
- *Management practices*
- *Total rewards*

Designed For

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

This seminar is also effective as a customized on-site. See page 10 for information about on-site programs.

Facilitator

MSEC staff

$130, 8:00-11:30, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs

Salt Lake City - August 30

New! 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 professionals, business owners, managers, and any others who participate in making staffing decisions

Facilitator

MSEC staff

$185, 8:00-3:30, CEU: 0.6, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs

Salt Lake City - March 9

The use of this seal is not an a 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.

REGIONAL TRAINING SCHEDULE

Training Offerings in Grand Junction, CO

Beyond the Utah offerings listed in this publication, MSEC also provides a wide variety of training in various Colorado and Arizona locations. Listed here are those nearby on the Western Slope of Colorado in Grand Junction. For more information, visit **MSEC.org**.

ADA: Managing Disabilities in the Workplace

Many employers are wondering if there is anyone who is not disabled under the new law, and this course provides that answer along with other important aspects. These include why it is important to properly identify the essential functions of a job, how to engage in the interactive process and identify potential accommodations, when an accommodation is "reasonable," and what to do if there is no reasonable accommodation.

$185, 8:30-3:00, September 19

Employment Law Update Conference

The ELU is the one conference that covers the most significant employment law developments of the year, simplifying the legalese and providing participants with practical, timely, and critical advice that can minimize employment law liability

$199, 9:00-4:00, June 1

Generations: Working Together

Participants will learn to recognize the unique needs of different generations in the workforce. The seminar will examine the impact of historical and cultural factors on generational outlook. Participants will be taught how to identify each generation's preferences for communication, development, and work culture and practice adapting communication styles to interact more effectively with members of different generations.

$185, 8:30-4:30, April 26

Harassment Prevention for Managers and Supervisors

Participants learn about the meaning of the term "hostile work environment," and the difference between inappropriate conduct and illegal harassment, along with how to respond properly and prevent retaliation claims. Especially helpful are strategies to reduce employer liability, what behavior may lead to illegal harassment, and how to prevent retaliation claims.

$130, 8:30-11:30, May 30

Lean Basics

This session covers the basics of Lean management. Lean management is a process developed by Toyota which has been used in thousands of organizations to spark innovation and reduce the time it takes to accomplish tasks while increasing productivity and quality.

$130, 8:30-12:30, August 8

Performance Documentation Skills

Participants will learn a simple performance documentation process and understand its importance in preventing legal claims. Using proven techniques, participants will practice writing and maintaining job-related performance documentation. The seminar will focus on how the current legal climate affects supervision, as well as the "howto's" of documenting employee actions.

$130, 1:00-4:30, May 30

Situational Leadership®: An Introduction to the SLBAII

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.

$210, 8:30-12:30, July 12

Supervision: Core Competencies

Thousands have enjoyed this MSEC program. The course begins with analyzing employee performance using the Mager-Pipe system, then explores leadership styles to better work with subordinates, teams, and peers. Participants learn to capitalize on employee engagement, set and communicate expectations, enhance listening, and practice delivering effective feedback.

$330, 8:30-4:30, October 11

Wage and Hour Workshop

Learn what the laws cover and which industries are exempt, along with recordkeeping requirements, exemptions from overtime, and how to change status for those improperly classified as exempt. Also discussed are compensable hours of work-travel time, on-call, and training, alternative work weeks, compensation included in straight time and overtime calculation, and other topics covered by these laws.

$219, 8:30-4:00, March 28

Grand Junction Seminar Schedule

Grand Junction seminars will be held at the Rocky Mountain Health Wilson Building or the Mesa County Government Building. Your class confirmation will indicate location. Refer to page 80 of the Catalog for seminar descriptions, times, and costs.

Rocky Mountain Health Plans: Conference Center, 2777 Crossroads Boulevard, Unit 5, Grand Junction, CO 81506 (RMHP)

Mesa County Government Building: 544 Rood Avenue, Training Room A, Grand Junction, Colorado 81501 (MCGB)

January

No classes offered this month

February

No classes offered this month

March

Wage and Hour Workshop - March 28 (MCGB)

April

Generations: Working Together - April 26 (page 56) (MCGB)

May

Harassment Prevention for Managers and Supervisors - May 30 (RMHP)

Performance Documentation Skills - May 30 (RMHP)

June

Employment Law Update Conference - June 1 (Two Rivers Convention Center)

July

Situational Leadership®: An Introduction to the SLBAII - July 12 (RMHP)

August

Lean Basics - August 8 (MCGB)

September

ADA: Managing Disabilities in the Workplace - September 19 (MCGB)

October

Supervision: Core Competencies - October 11 (RMHP)

November

No classes offered this month

December

No classes offered this month

ADMINISTRATIVE INFORMATION

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Registration

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

There are Three Easy Ways to Register:

1. INTERNET: Visit our online catalog at MSEC.org
2. TELEPHONE: Call 801.364.8479 or 800.884.1328
3. EMAIL: Email class and attendee information to *registration@msec.org*

Your Membership Number

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

Training 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 training cost will be charged for all training canceled or rescheduled less than seven (7) days prior to the training. Cancellations can only be made with a registration clerk.

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

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

Training Confirmation

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

Training Locations

Training will be conducted at the Salt Lake City Office location in the Axis Building unless otherwise noted.

- ***Salt Lake City Office*** *- Axis Building, 175 West 200 South, Suite 2007, Salt Lake City, UT 84101*
- ***Radisson Hotel Salt Lake City Downtown*** *- 215 West South Temple, Salt Lake City, UT 84101*

Special Accommodations

We are 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 training. We are happy to arrange effective accommodations to meet your needs. Please inform us of your accommodation request at the time of registration, preferably no later than two weeks prior to your scheduled program. Please call the Salt Lake City Office at 801.364.8479 or Registration at 800.884.1328 or email requests to *registration@msec.org*. We can accommodate the following needs per request:

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

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

Lunches

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

Parking

Validated parking is available in the 5-story gray brick garage located directly south of the Salt Lake City Office at 170 West Pierpont Avenue (240 South). Guests must enter from the south side of the garage, off of Pierpont Avenue. There are approximately 20 visitor spots on the 1st floor. If these stalls are unavailable, park in any unreserved parking stall (most located on levels 4 and 5).

Hotel Information

For out-of-town participants who need lodging, we have a special rate at nearby hotels. Contact the Salt Lake City Office (801.364.8479) for hotel booking assistance.

Snow Days—Inclement Weather

Training is not canceled or postponed because of snow or weather conditions. If weather conditions cause traffic problems, the normal starting time of 8:00 am may be delayed up to approximately one-half hour. Our standing rule is that all trainings will be conducted as scheduled. Please advise your employees who are enrolled to proceed, even if late, to the training because the training will be held. We are in business because you are in business!

Continuing Education Units

We provide Continuing Education Units (CEU's) for its trainings. 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 Professional Credits

We are an HR Certification Institute® Approved Provider. Many trainings in the catalog have met HRCI®'s criteria to be pre-approved for recertification credits. Look for the HRCI® Approved Provider seal. We are also a SHRM Preferred Provider and thus recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP. We award PDCs for many trainings in this catalog. Look for the SHRM Preferred Provider seal.

Your Training Experience

We take responsibility for providing the best possible learning environment for our participants; this includes training development, experienced facilitators, practical materials, and the physical facilities. Each member organization must take responsibility for preparing participants to attend training 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 training. The following activities are suggested to gain maximum benefit from a training and development experience.

Before the Training:	After the Training:
• Review with the participant the purpose of enrolling. • Make sure the participant knows the dates, times, and location of the training. • Describe training content and objectives. • Discuss why the participant is attending the particular training. • Establish minimum expectations for results. • Establish a time to meet after the training. • Remind participants to use proper etiquette related to personal devices (i.e., cell phones, laptops, tablets) while at the training.	• Have the participants evaluate the program. • Review key learning points with the participant and discuss strategies for implementation back at work. • Establish an action plan for implementing ideas from the training. • Observe and discuss the participant's on-the-job behavior.

Feedback

We welcome your comments or suggestions about participant experiences in any of our trainings. Your input helps strengthen content and delivery. Please call Monica Whalen, Utah President, at 801.364.8479 or email at *mwhalen@msec.org*.

Locator Map: Salt Lake City Office

Axis Building, 175 West 200 South, Suite 2007, Salt Lake City, UT 84101
801.364.8479

Directions

From the North:

Travel South on I-15. Take the 400 South exit in Salt Lake City (Exit 307). Stay to the left and proceed east onto 400 South eastbound. Turn left (north) onto 200 West. Proceed north approximately 2 blocks. Parking garage and Salt Lake City Office will be on your right just prior to (south of) 200 South. To park in the 5-story garage, turn right on Pierpont Avenue (240 South) and then turn left into the garage. The Salt Lake City Office is located in the Axis Building at 175 West 200 South, Suite 2007, Salt Lake City, UT 84101.

From the South:

Travel North on I-15. Take the 600 South exit in Salt Lake City (Exit 306). Proceed east on 600 South. Turn left (north) onto 200 West. Proceed north approximately 4 blocks. Parking garage and Salt Lake City Office will be on the right just prior to (south of) 200 South. To park in the 5-story garage, turn right on Pierpont Avenue (240 South) and then turn left into the garage. The Salt Lake City Office is located in the Axis Building at 175 West 200 South, Suite 2007, Salt Lake City, UT 84101.

SERVICES

Services Included in Membership

When you become a member, 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. Asterisk services are available to Grandfathered members at an additional cost. 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*
- *Severance and Release 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: *Labor Relations services may be billed on an hourly basis.*

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

Human Resources:

- *Appraisal Systems*
- *Compensation and Benefit Practices*
- *Day-to-Day Employment Questions*
- *Downsizing*
- *Employee Handbook Review **
- *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 (White Papers) and LAWs (link to statutes and regulations)*
- *HR Blog to communicate with human resources 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*
- *Workplace Coaching Services*
- *Workplace Investigation Services*

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: coaching@msec.org*
- *Mediation: mediation@msec.org*
- *OD Consulting and Leadership Academies: memservices@msec.org*
- *On-Site and Customized Training: onsitetraining@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*

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