

MSEC

2016 TRAINING CATALOG

One Membership. Limitless Benefits.





Dear MSEC Member:

We are pleased to provide you with the *MSEC 2016 Training Catalog*. We've designed this catalog to help guide you through our wide variety of seminars, training, and events. We are proud to offer several new and exciting sessions this year to further increase your knowledge and growth.

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

As a member of MSEC, you can choose from 15 certification programs and over 300 topics in training covering the areas of human resources, employment and labor law, technology, organizational, personal, and management development.

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

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

I am confident that MSEC will fulfill your professional and business needs. We look forward to serving you in 2016 and beyond.

Sincerely,

A handwritten signature in black ink that reads 'Michael G. Severns'. The signature is written in a cursive style with a large, prominent 'M' and 'S'.

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 2016 Training Catalog

Employment Law and Labor Relations Training

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

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

Professional, Organizational, and Leadership Development

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

- *Managerial skills seminars*
- *Supervisory skills training*
- *Communication training*
- *Diversity training*
- *Executive Leadership*
- *Group facilitation*
- *Programs for non-supervisory professional personnel, including project management, budgeting, and customer service*
- *Training needs assessments to see what further skills can be developed*

Human Resource Seminars

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

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

TRAINING SERVICES AND RESOURCES

ValuePac Training Discounts

Put Your Training Dollars to Work!

All employers want to stretch their limited training dollars as far as they can go. The MSEC ValuePac is a cost effective strategy to get quality training at a discounted price! Using this Training Catalog and your special 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 of 10% – 20%. Please see discount schedule below.

Here's How the ValuePac Works:

MSEC ValuePac Discount Schedule			
Option	MSEC Account	Your Cost	Savings
A (10%)	\$2,500	\$2,250	\$250
B (15%)	\$5,000	\$4,250	\$750
C (20%)	\$10,000	\$8,000	\$2,000

Note: The program only applies to public seminars held at MSEC and does not include custom on-site training or trainings offered by guest staff. In addition, the following programs are excluded: The Intentional Leader and the HR Certification Study Programs.

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

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

Convenient - at your desk

Time saver - purchase and watch anytime anywhere

Simple way to stay current

Visit MSEC.org for schedules and availability.

Custom On-Site Training

Ten Most Requested On-Site Training Topics

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

An Investment in Your Employees and Your Organization

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

Why Choose MSEC Custom On-Site Training?

Cost-Effective: Maximize training dollars and eliminate employee travel and lodging expenses by training large groups.

Convenient and Customized: Train your greatest assets—your employees—in the same way, at the same time, and at a location convenient to you. Let MSEC design training to meet your unique goals by focusing on the most important issues using examples relevant to your industry.

Expert Instructors: Work with experienced trainers and attorneys, who understand your business issues, to improve your employees' performance.

How Custom On-Sites Work

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

Costs*

Standard Costs for MSEC Custom On-Site Training:

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

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

Cancellations: There is a cancellation fee of 50% of the daily on-site rate for programs that are cancelled within 14 days of the program date.

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

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

Note: Additional fees will occur for extended travel.

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

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

Call our on-site training coordinator at 303.223.5348 to schedule your next training.

Do You Need Special Accommodations to Attend MSEC Training?

MSEC Commitment

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

Lead Time and Contact

We are happy to arrange effective accommodations to meet your needs. Please inform Registration of your accommodation request at the time of registration, preferably no later than two weeks prior to your scheduled program. Call 800.884.1328 or email requests to registration@msec.org.

Accommodations Required

We can accommodate the following needs per request:

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

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

Free! Membership Meetings and Webinars

Attend these free sessions 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 2016 presentations are:

Critical Compliance

- Webinar - January 7
- Denver - August 4 (12:00-1:00 pm)
- Fort Collins - August 23 (8:00-9:30 am)
- Colorado Springs - August 11 (8:00-9:30 am)

Hiring in 2016

- Webinar - July 7
- Denver - February 4 (12:00-1:00 pm)
- Fort Collins - February 23 (8:00-9:30 am)
- Colorado Springs - February 16 (12:00-1:15 pm)

The Complete Benefit Review

- Webinar - March 3
- Denver - October 13 (12:00-1:00 pm)
- Fort Collins - October 26 (8:00-9:30 am)
- Colorado Springs - October 20 (8:00-9:30 am)

360 view of Performance

- Webinar - September 8
- Denver - April 7 (8:00-9:00 am)
- Fort Collins - April 14 (8:00-9:30 am)

Recordkeeping Essentials

- Webinar - May 5
- Denver - December 8 (12:00-1:00 pm)
- Fort Collins - December 12 (8:00-9:30 am)
- Colorado Springs - December 6 (12:00-1:15 pm)

Hot Topics in Employment Law, HR, Surveys, and Development

- Webinar - November 3
- Denver - June 2 (12:00-1:00 pm)
- Fort Collins - June 23 (8:00-9:30 am)
- Colorado Springs - June 7 (12:00-1:15 pm)

Webinar:

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

Meeting:

FREE (Includes complimentary lunch or breakfast)

Denver - MSEC Denver Office at 1799 Pennsylvania Street, Denver, CO 80203

Fort Collins - 2950 East Harmony Road, Suite 255, Fort Collins, CO 80528

Colorado Springs - 6385 Corporate Drive, Suite 302, Colorado Springs, CO 80919

**ANNUAL
CONFERENCES
AND EVENTS**

Conferences and Events

MSEC Has Annual Conferences That We Offer to Our Members.

- *Benefit Update Conference*
- *Colorado Compensation Survey Briefing Session*
- *Employment Law Update Conference*
- *Immigration and Compliance Law Update Conference*
- *Public Employers Human Resource Conference*
- *Training Test Drive*

Briefing Sessions

MSEC briefing sessions provide our members with the latest information on topics that have a significant impact on the workplace. As specific legislation is passed, or as new economic or management data become available, we will hold these sessions to discuss how the employer is affected.

Briefing sessions will be held on various topics. Subjects will be chosen on the basis of timeliness and significance to the employer. Look for MSEC emails and monthly training catalogs to announce MSEC briefing sessions. Please see page 17 for our Colorado Compensation Briefing Session.

Get the latest information on topics that have a significant impact on the workplace.

Benefit Update Conference

ID# SPEC 290



Conference Highlights

Our Benefit Update Conference covers the recent legislative and regulatory developments of the year. The conference will feature keynote and breakout sessions focused on current trends and best practices for employee benefit plans as well as any recent updates or changes to health care reform or any other benefit-related laws. Presenters include specialists in the field of benefit management from MSEC and other benefit associates.

Who Should Attend

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

\$199 per person (Includes lunch), \$179 per person for groups of 3 or more from the same organization (Includes lunch)

8:30–3:40

Conference Dates

Fort Collins/Loveland - July 11 at the Embassy Suites, 4705 Clydesdale Parkway, Loveland, CO 80538

Denver - July 19 at the Marriott City Center, 1701 California Street, Denver, CO 80202

Colorado Springs – July 21 at the Embassy Suites Colorado Springs, 7290 Commerce Center Drive, Colorado Springs, CO 80919

Grand Junction - July 26 at the Two Rivers Convention Center, 159 Main Street, Grand Junction, CO 81501

Free! Colorado Compensation Survey Briefing Session

ID# SPEC 124



Highlights from the 2016 Colorado Benchmark Compensation Survey

Learn how your organization can use the following data in planning your compensation plans:

- Salary comparisons by industry and employment size
- Historical trends
- Current compensation practices
- 2017 Pay increase projections
- Colorado economic overview

Who Should Attend

Human resources professionals

Free, 9:00-11:00 (unless otherwise noted)

Event Dates

Denver - June 7 or June 20 (Time of the event will be provided at a later date) at MSEC Denver, 1799 Pennsylvania Street, Denver, CO 80203

Glenwood Springs - June 22 at the Glenwood Springs Recreation Center, 100 Wulfsohn Road, Glenwood Springs, CO 81601

Fort Collins - June 28 at the Platte River Power Authority, 2000 East Horsetooth Road, Fort Collins CO 80525

Colorado Springs - September 22 (2:00-4:00) at Focus on the Family, Administration Building, 8655 Explorer Drive, Colorado Springs, CO 80920

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



Employment Law Update Conference

ID# AELU 101



Conference Highlights

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

Who Should Attend

Managers, supervisors, and human resources professionals

\$199 per person (Includes lunch), \$179 per person for groups of 3 or more from the same organization (Includes lunch), CLE: credits will be applied for

9:00–4:00

Conference Dates

Scottsdale * - May 5 at the Scottsdale Plaza Resort, 7200 N. Scottsdale Rd, Scottsdale, Arizona 85253

Grand Junction - May 13 at the Two Rivers Convention Center, 159 Main Street, Grand Junction, CO 81501

Fort Collins/Loveland - May 16 at the Embassy Suites Loveland, 4705 Clydesdale Parkway, Loveland, CO 80538

Colorado Springs - May 20 at the Colorado Springs Marriott, 5580 Tech Center Drive, Colorado Springs, CO 80919

Denver - May 26 at the Sheraton Denver Downtown, 1550 Court Place, Denver, CO 80202

** Please see 2016 Arizona Training Catalog for price and time information*

Immigration and Compliance Law Update Conference

ID# SPEC 388



Conference Highlights

Immigration laws don't change very often, but the fields of immigration law and worksite compliance change daily because of regulatory agency actions, court decisions, administrative review board decisions, the interplay of economic factors affecting business decisions, and constant shifts in agency direction and responsive strategies by employers seeking benefits for their employees. Like work permits and permanent residency.

MSEC Staff Attorneys monitor the field of employment-related immigration benefits and regulatory obligations like I-9 and E-Verify every day, and annually share what's new with MSEC members. What immigration and compliance law changes from the past year will provide new opportunities or pose new challenges for your business? Attendees will leave better equipped to address future staffing needs and to stay compliant with employment eligibility verification requirements.

Who Should Attend

Human resources professionals, executives, managers, in-house counsel and employers who are recruiting, hiring, and managing foreign workers

Conference Dates

**Denver - September 23 at MSEC Denver Office, 1799 Pennsylvania Street, Denver, CO 80203
(Time and cost of the event will be provided at a later date)**

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

Public Employers HR Conference

ID# SPEC 558



Conference Highlights

Our annual conference is dedicated to Human Resource professionals who serve in government and quasi-governmental agencies across the region. Join MSEC and your colleagues as we address the unique challenges facing public employers.

The day's events will include a legal update, a thought provoking keynote speaker, and informative and timely breakout sessions. Mark your calendars now for March 11 as we return to Sports Authority Field for our annual conference.

Who Should Attend

Human resources professionals, administrators, managers, directors, and attorneys from state departments and divisions, counties, cities, towns, school districts, local authorities, and districts

\$179 per person (Includes lunch), \$139 per person for groups of 3 or more from the same organization (Includes lunch)

8:30–3:30

Conference Date

Denver - March 11 at the Sports Authority Field at Mile High, 1701 Bryant Street, Denver, CO 80204

Free! Training Test Drive

Event Highlights

We would like to support your employee development decisions by providing you with a test drive of our seminar offerings. This annual training event consists of free, 60-minute samplings of some of our top programs in employee relations, legal issues, and organizational development. The samplings are actual pieces of course material so you get a genuine sense of the whole class. Participants will select which five modules of the fifteen offered they would like to attend. Join us and familiarize yourself with the premier training programs and facilities MSEC has to offer!

Who Should Attend

Individuals responsible for determining staff training needs for their organization, including human resource professionals, and training managers.

Free (Includes lunch), 8:30–3:30

Event Date

Denver - August 12 at MSEC Denver Office, 1799 Pennsylvania Street, Denver, CO 80203

Registration begins early July 2016

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



CERTIFICATE PROGRAMS

Professional Development Certificate Programs

Sometimes it is hard to know where to start when designing your own professional development or a path for your employees. Certificate programs are designed to provide a solid foundation of training within your workplace. Our goal is to help individuals and organizations gain skills, knowledge, and business tools needed for success. Members and their employees value MSEC certification for the credentialed learning they provide. Master the following topics:

Certificate Programs

- *Advanced Supervision Certificate Program*
- *Business Applications Certificate Program*
- *Coaching Certificate Program*
- *Communication Mastery Certificate Program*
- *Employment Law Certificate Program*
- *Human Resource Business Partner Program*
- *Human Resource Certificate Program*
- *Professional Management Recognition Plaque*
- *Strategic Human Resource Management Certificate Program*
- *Supervision Certificate Program*
- *Support Staff/Administrative Assistant Certificate Program*
- *Trainer Certificate Program*

Human Resource Business Partner Program

The Intentional Leader

One-Week Certificate Programs

- *Employment Law Essentials Certificate Program*
- *Mediation Certificate Program*
- *ROI Certificate Program*

For further information about our certificate programs or for those completing the certificate requirements to request their certificate, please contact Registration at 800.884.1328 or email registration@msec.org.

The Advanced Supervision Certificate Program

ID# CERTIFICATE 122

Today's supervisors and managers have a diverse array of responsibilities. These responsibilities require a growing variety of skills—cognitive, behavioral, and emotional—to be the most effective. The purpose of this certificate program is to give supervisors and managers that “next step” of development and begin to explore more advanced topics within supervision. Seminars include subjects requiring an advanced knowledge of the workplace, the law, and people.

Important Information: Beginning in 2014, credit will only be given for seminars completed the five years immediately preceding the final class that qualifies the individual for the program. If you have relied on information published in previous catalogs and taken classes outside of this time frame, *you must contact Registration by December 31, 2016, to receive the appropriate credit for those classes.*

Who Should Consider this Program

This certificate is designed for second-level supervisors and individuals who have completed *The Supervision Certificate Program*.

Certificate Requirements

Complete the following core seminars and two (2) seminars from the suggested additional seminars list. To request your certificate, see page 22 for more details.

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

- *Change Management: Building Resiliency (½ day—\$130)*
- *Coaching: Partnering for Performance (2 days—\$370)*
- *Conflict Strategies: Navigating Others Through Workplace Difficulties (1 day—\$215)*
- *Creating Effective Work Groups (1 day—\$185)*
- *Emotional Intelligence at Work (2 days—\$360)*
- *Ethics for Business: People, Performance, and Principles (½ day—\$130)*
- *Five Dysfunctions of a Team (1 day—\$255)*
- *Group Facilitation Skills (2 days—\$310)*
- *Leadership Through Influence (2 days—\$460)*

Additional Seminars (*participants must also complete two [2] of the following seminars*):

- *Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolutions*
- *Enneagram: Leveraging the Power of Personality*
- *GOAL: Get Organized At Last!*
- *Innovation in the Workplace*
- *Leadership: Why Would Anyone Want to Follow You?*
- *Leading Teams*
- *MSEC Workplace Coaching Services*
- *Myers-Briggs: An Interpretation of Style*
- *Negotiating for Win/Win Results*
- *Problem Solving Skills*
- *Project Management I: Foundations*
- *Project Management II: Intermediate/Advanced*
- *Project Management: How to Use a Logic Model for Project Planning*

The Business Applications Certificate Program

ID# CERTIFICATE 125

Today's workplace requires not only the knowledge and skills to be successful in one's job, but also a deeper understanding of the world of business at-large. *The Business Applications Certificate* provides both tactical and strategic information and provides a deeper understanding of practical business concepts.

Who Should Consider this Program

This certificate is designed for individuals who have moved into positions or roles within their organization requiring a larger view of the business environment. New supervisors, project or product managers, or anyone without a formal background in business will benefit from the seminars in this series.

Certificate Requirements

Complete the following core seminars and two (2) seminars from the suggested additional seminars list. To request your certificate, see page 22 for more details.

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

- *Accounting for Managers (2 day—\$310)*
- *Business Analysis: Real-World Case Studies (3 hours—\$99 per case study)*
- *Business Essentials (1 day—\$185)*
- *Business Writing for Managers or Business Writing for Support Staff (1 day—\$215)*
- *Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolution (2 days—\$395)*
- *Managing Effective Meetings (½ day—\$130)*
- *Project Management: How to Use a Logic Model for Project Planning (½ day—\$155)*
- *Succession Planning: Are You Prepared? (1 day—\$130)*

Additional Seminars (*participants must also complete two [2] of the following seminars*):

- *Change Management: Building Resiliency*
- *Elevating Your Sales Effectiveness*
- *Email and Social Media: What to do Before it Goes Public*
- *Innovation in the Workplace*
- *Negotiation for Win/Win Results*
- *Problem Solving Skills*
- *Project Management I: Foundations*
- *Project Management II: Intermediate/Advanced*
- *Workforce Planning: Your Roadmap to the Future*

The Coaching Certificate Program

ID# CERTIFICATE 127

This certificate program focuses on skills needed to build a successful coaching relationship. It is useful in developing employees and monitoring performance on an ongoing basis. The program includes basic principles of coaching, practice in using coaching techniques, and practical experience and feedback. It includes a coaching skills 360 assessment to measure current coaching competency and to create an action plan towards improvement.

Important Information: Beginning in 2014, credit will only be given for seminars completed the five years immediately preceding the final class that qualifies the individual for the program. If you have relied on information published in previous catalogs and taken classes outside of this time frame, **you must contact Registration by December 31, 2016, to receive the appropriate credit for those classes.**

Who Should Consider this Program

Managers, supervisors, and lead workers who monitor performance, and give feedback and developmental support to their employees. It is applicable to skills coaching, performance coaching or developmental coaching.*

Certificate Requirements

Complete the following core seminars and two (2) of the suggested additional courses. Before registering for these classes, please visit MSEC.org for an application to fill out and return to Registration. A member of the ODL department will contact you regarding the program components and will work with you throughout your certification.

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

- *Change Management: Building Resiliency (½ day—\$130)*
- *Coaching: Partnering for Performance (2 days—\$370) (should be taken early in the program)*
- *Coaching Practicum (Two sessions)—Includes feedback (\$600 for 2 sessions)*
- *Coaching 360 Assessment—Current coaching skills assessed from a variety of perspectives (\$500 includes instrument and two coaching sessions)*
- *Cultivating Your Listening Skills: Listening to Understand (1 day—\$185)*
- *Emotional Intelligence at Work (2 days—\$360)*
- *Performance Management: Setting the Stage for Success (1 day—\$185)*

Additional Seminars (*participants must complete two [2] of the following seminars*):

- *Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolutions*
- *Conflict Coaching (as class is available)*
- *Conflict Strategies: Navigating Others Through Workplace Difficulties*
- *Developing Interpersonal Communication Skills*
- *Group Facilitation Skills*
- *Interpersonal Mastery: The Human Element*
- *Leading through Influence*
- *Leadership: Why Would Anyone Want to Follow You?*
- *Managing Stress in the Work Environment*
- *Mediation Certificate Program*

*This certificate program teaches a skill set to be used in a supervisory role. It does not prepare the participant to be a professional coach and is not ICF accredited.

The Communication Mastery Certificate Program

ID# CERTIFICATE 106

Many agree that the greatest problem in most workplaces is poor communication. Information isn't shared, conflicts are not resolved, feelings are hurt, tempers fly, and, despite what we know about what we should do in difficult situations, we often find ourselves too unskilled or uncomfortable to take appropriate action. Many of us are at a complete loss about what to do. This program helps participants manage communication issues in the workplace to create successful outcomes.

Important Information: Beginning in 2014, credit will only be given for seminars completed the five years immediately preceding the final class that qualifies the individual for the program. If you have relied on information published in previous catalogs and taken classes outside of this time frame, **you must contact Registration by December 31, 2016, to receive the appropriate credit for those classes.**

Certificate Requirements

Seminars are organized into three levels. Participants are advised to take the foundation seminars first. Additional seminars can be selected according to individual need. To request your certificate or for more details, please contact the Registration at 800.884.1328 or email registration@msec.org.

Basic Skill-Building Foundation Seminars (*participants must complete the following seminars*):

- *Developing and Maintaining Trust in the Workplace (1 day—\$185)*
- *Workplace Respect (1 day—\$185)*

Intermediate Skill-Building Foundation Seminars (*participants must complete the following seminars*):

- *Conflict: Self-Management (1 day—\$185)*
- *Cultivating Your Listening Skills: Listening to Understand (1 day—\$185)*
- *Developing Interpersonal Communication Skills (3 days—\$440)*

Advanced Skill-Building Foundation Seminars (*participants must complete the following seminars*):

- *Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolutions (2 days—\$445)*
- *Emotional Intelligence at Work (2 days—\$360)*
- *Leading Teams (1 day—\$185)*
- *Leadership Through Influence (2 days—\$470)*

Additional Seminars (*participants must also complete two [2] of the following seminars*):

- *Assertiveness Training for Managers or Assertiveness Training for Support Staff*
- *Communicating Effectively in Difficult Situations for Managers and Supervisors or Communicating in Difficult Situations for Non-Management Personnel*
- *Communication Feedback: Know Thyself*
- *Communication Tools for Maximizing Performance*
- *Creating Effective Work Groups*
- *Customer Relations: Making the Connection*
- *Developing Presentation Skills*
- *Enneagram: Leveraging the Power of Personality*
- *Generations: Working Together*
- *Interpersonal Mastery: The Human Element*
- *Mediation Certificate Program*
- *Myers-Briggs: An Interpretation of Personal Style*

The Employment Law Certificate Program

ID# CERTIFICATE 107

Human resources professionals, managers, and supervisors are increasingly faced with legal issues in managing their employees. The purpose of this certificate program is to help participants understand the critical issues in the employment relationship and gain the basic skills needed to avoid litigation and create positive employee relations.

This series is designed to provide participants with a broad range of information on the significant laws that affect the employment relationship. The core seminars will provide a strong foundation for managing employment decisions. In addition, a participant can select four classes that are tailored to the individual's professional and personal needs.

Who Should Consider this Program

Human resources professionals, managers, and supervisors

Certificate Requirements

Complete the following core seminars and four (4) seminars from the suggested additional seminars list. Due to the changing nature of employment law, all courses must be complete within a three year time frame. To request your certificate, see page 22 for more details.

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

- *Discrimination in the Workplace: The Law of EEO (1 day—\$185)*
- *Any Legal Issues class (1 day—\$245)*
- *Unemployment Insurance: Challenging Claims and Controlling Costs (1 day—\$185)*
- *Wage and Hour Workshop (1 day—\$219)*

Additional Seminars (*participants must also complete four [4] of the following seminars*):

- *ADA and FMLA for Managers and Supervisors: Stop, Look, and Listen*
- *Affirmative Action Workshop: An Introduction*
- *Americans with Disabilities Act*
- *COBRA in 2016 Workshop*
- *Drug and Alcohol: DOT/FMC Drug and Alcohol Testing Regulations*
- *Family and Medical Leave Act: A Guide for Human Resources*
- *Garnishments and Income Withholding Orders*
- *Harassment Prevention for Managers and Supervisors*
- *HIPAA: Health Insurance Portability and Accountability Act*
- *Investigations in the Workplace*
- *Managing the Ill or Injured Worker Under the ADA, FMLA, and Workers' Compensation*
- *Performance Documentation Skills*
- *Reasonable Suspicion: Detecting Drug and Alcohol Use in the Workplace*
- *Unemployment Insurance: Appeal Hearing Workshop*

Revised! The Human Resource Certificate Program

ID# CERTIFICATE 108

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

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

Who Should Consider this Program

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

Certificate Requirements

Complete the following core seminars and one (1) seminar from the suggested additional seminars list. To request your certificate, see page 22 for more details.

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

- *Benefit Administration: The Basics from A to Z (Private or Public offering) (2 days—\$310)*
- *Business Essentials (1 day—\$185)*
- *Compensation Administration I: Base Pay Design and Development (2 days—\$310)*
- *Employee Handbooks: Revising or Developing (½ day—\$130)*
- *HR Metrics and Analytics: Focusing on What is Important (1 day—\$185)*
- *Performance Appraisal Design: A Strategic Approach for Improving Results (1 day—\$185)*
- *Practical Tools for Managing the Termination Process (½ day—\$130)*
- *Recordkeeping for Human Resources (½ day—\$130)*
- *Retaining and Engaging Employees: What Employees Really Care About (½ day—\$130)*
- *Workforce Planning: Your Roadmap to the Future (1 day—\$185)*

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

- *Americans with Disabilities Act: Managing Disabilities in the Workplace*
- *Discrimination in the Workplace: The Law of EEO*
- *Family and Medical Leave Act: A Guide for Human Resources*
- *Harassment Prevention for Managers and Supervisors*
- *Interviewing and Hiring I*
- *Legal Issues for Human Resources Professionals*
- *Legal Issues for Supervisors and Managers*
- *Legal Issues in Managing Employees for Governments and Special Districts*
- *Orientation/Onboarding: Building a Positive Connection from Day One*
- *Performance Management: Setting the Stage for Success*
- *Recruiting: The Strategy and the Tactics*
- *Seven Essential Steps for Determining and Defending Employee Discipline*
- *Wage and Hour Workshop*
- *Writing Effective Job Descriptions*

Note: As the Human Resource profession evolves, seminars may be added or dropped at the discretion of the Director of Human Resource Services. However, credit will be given to individuals who have taken a class that is subsequently dropped or renamed.

The Professional Management Recognition Plaque

ID# CERTIFICATE 111

MSEC provides a structured course of learning requiring an in-depth knowledge of supervisory topics. Individuals who complete the curriculum requirements are awarded the program certificate. Those completing the program requirements should contact Registration at 800.884.1328 or email registration@msec.org to request their certificate.

Plaque Requirements

There are three requirements to receive *The Professional Management Recognition Plaque*:

- *The participant must have been in an exempt employee position for at least 12 months.*
- *The participant must have completed the core seminars and two seminars from the suggested additional seminar list.*
- *The participant must present a statement from their immediate manager that certifies the participant has demonstrated the knowledge and skills of human resources professional or professional manager and formally recommends that the participant receive the certificate.*

Note: Credit for seminars attended will be retroactive to January 2008.

Core Seminars (participants must complete the following seminars):

- *Coaching: Partnering for Performance (2 days—\$370)*
- *Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolutions (2 days—\$460)*
- *Developing Interpersonal Communication Skills (3 days—\$440)*
- *Interviewing and Hiring I (1 day—\$185)*
- *Emotional Intelligence at Work (2 days—\$320)*
- *Leadership Through Influence (2 days—\$410)*
- *Leadership: Why Would Anyone Want to Follow You? (2 days—\$395)*
- *Performance Management: Setting the Stage for Success (1 day—\$185)*

Additional Seminars (participants must also complete two [2] of the following seminars):

- *Communicating Effectively in Difficult Situations for Managers/Supervisors*
- *Communication Tools for Maximizing Performance*
- *Compensation Administration I: Base Pay Design and Development*
- *Conflict: Self-Management*
- *Creating Effective Work Groups*
- *Delegation Skills: A Strategy for Empowerment*
- *Developing Presentation Skills*
- *Fundamentals of Human Resource Management: Key Steps in Getting Started*
- *Generations: Working Together*
- *Group Facilitation Skills*
- *Harassment Prevention for Managers and Supervisors*
- *Leading Teams*
- *Project Management I*
- *Project Management: How to Use a Logic Model for Project Planning*
- *Train the Trainer*

Revised! The Strategic Human Resource Management Certificate Program

ID# CERTIFICATE 128

Are you ready for the future of HR? The bar has been raised and HR must create and deliver value in real business terms. HR leaders must take the lead in business initiatives such as planning, forecasting, business strategy, and the accomplishments of the organization-wide business plan and objectives.

Who Should Consider this Program

Human Resource professionals who are committed to their organization's future and their own professional development. Other individuals who recognize the importance of HR functions in business leadership.

Certificate Requirements

Complete the following core seminars and three (3) seminars from the suggested additional seminars list. To request your certificate, see page 22 for more details.

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

- *Business Essentials (1 day—\$185)*
- *Change Management: Building Resiliency (½ day—\$130)*
- *Compensation Administration I: Base Pay Design and Development (2 days—\$310)*
- *Ethics for Business: People, Performance, and Principles (½ day—\$130)*
- *Financial Foundations for HR (1 day—\$185)*
- *HR Metrics and Analytics: Focusing on What is Important (1 day—\$185)*
- *HR Strategic Planning: Building Organizational Capability (1 day—\$185)*
- *One Case Study from the Business Analysis: Real-World Case Studies (3 hours—\$125)*
- *Workforce Planning: Your Roadmap to the Future (1 day—\$185)*

Additional Seminars (*participants must also complete two [2] of the following seminars*):

- *Benefit Administration: The Basics from A to Z (Private or Public Employer offering)*
- *Communication Tools for Maximizing Performance*
- *Compensation Administration II: A Day in the Life of a Comp Professional*
- *International Expansion: What You Must Know to do Business Outside the U.S.*
- *Leadership Through Influence*
- *Leadership: Why Would Anyone Want to Follow You*
- *Managing in a Multi-Cultural Environment*
- *Managing Remote Employees*
- *Negotiation for Win/Win Results*
- *Problem Solving Skills*
- *Succession Planning: Are you prepared?*
- *Webinar: HR Analytics*
- *Webinar: Core HR information Systems*
- *Writing Proposals that Win*
- *One Additional Case Study from the Business Analysis: Real-World Case Studies*

Note: As the human resources profession evolves, seminars may be added or dropped at the discretion of the Director of Human Resources Services. However, credit will be given for any qualifying classes taken that are subsequently dropped.

The Supervision Certificate Program

ID# CERTIFICATE 113

Developing effective supervisors should be a top priority for every organization. This comprehensive certificate covers topics related to motivation, communication, employee development, performance appraisal, discipline, government regulations, conflict, leadership, delegation, and other subjects with application to the work environment.

Important Information: Beginning in 2014, credit will only be given for seminars completed the five years immediately preceding the final class that qualifies the individual for the program. If you have relied on information published in previous catalogs and taken classes outside of this time frame, *you must contact Registration by December 31, 2016, to receive the appropriate credit for those classes.*

Who Should Consider this Program

First- and second-level supervisors

Certificate Requirements

Complete the following core seminars and two (2) seminars from the suggested additional seminars list. To request your certificate, see page 22 for more details.

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

- *Developing Interpersonal Communication Skills (3 days—\$440)*
- *Generations: Working Together (1 day—\$185)*
- *Interviewing and Hiring I (1 day—\$185)*
- *Legal Issues for Supervisors and Managers (1 day—\$245)*
- *Managing Effective Meetings (½ day—\$130)*
- *Performance Documentation Skills (½ day—\$130)*
- *SKILLSCOPE: A Multi-Rater Assessment Tool for Supervisors and Managers (1 day—\$330)*
- *Supervision: Core Competencies (2 days—\$310)*
- *Supervision: The Art of Managing Up (1 day—\$185)*

Additional Seminars (*participants must also complete two [2] of the following seminars*):

- *Communicating Effectively in Difficult Situations for Managers and Supervisors*
- *Communication Tools for Maximizing Performance*
- *Conflict Self-Management*
- *Cultivating Your Listening Skills*
- *Customer Relations: Making the Connection*
- *Delegation: A Strategy for Empowerment*
- *Developing Presentation Skills*
- *Discrimination in the Workplace: The Law of EEO*
- *Harassment Prevention for Managers and Supervisors*
- *Interviewing and Hiring II: Practicing Your Skills*
- *Leadership: Why Would Anyone Want to Follow You?*
- *Managing Multiple Priorities*
- *Managing Stress in the Work Environment*

The Support Staff/Administrative Assistant Certificate Program

ID# CERTIFICATE 114

Those in administrative, support, and internal customer service jobs increasingly have more responsibilities as the workplace struggles “to do more with less.” It is critical for support personnel to be skilled in a variety of organizational, communication, and influence techniques. Emphasis for this certificate is placed on how support staff can work more effectively with supervisors, colleagues, and customers (internal and external) while meeting organizational goals and their own developmental needs.

Who Should Consider this Program

All levels of support staff and administrative assistants

Certificate Requirements

Complete all of the required core seminars listed below. To request your certificate, see page 22 for more details.

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

- *Assertiveness Training for Support Staff (2 days—\$310)*
- *Business Writing for Support Staff (1 day—\$215)*
- *Communicating in Difficult Situations for Non-Management Personnel (2 days—\$380)*
- *Developing and Maintaining Trust in the Workplace (1 day—\$185)*
- *Leadership Skills and Strategies for Administrative Assistants (1 day—\$210)*
- *Practical Problem Solving for Support Staff (1 day—\$216)*
- *Time Management for Support Staff: Creating Balance in Today's Workplace (1 day—\$205)*
- *Supervision: The Art of Managing Up (1 day—\$185)*

Suggested Additional Seminars:

- *Brush-Up English*
- *Customer Relations: Making the Connection*
- *Email and Social Media: What to do Before it Goes Public*
- *Leadership Through Influence*
- *Telephone Imagery: Improving Customer Service Through Excellent Telephone Communication Skills*

The Trainer Certificate Program

ID# CERTIFICATE 115

Growing your own internal human resource development talent is critical to most organizations in order to meet the growing developmental needs of their employees. This certificate program focuses on the principles of adult and interactive learning, is highly experiential in nature, and encompasses all phases of the training process. Trainers are involved in the assessment, design, and evaluation as well as in the delivery of training programs. This program provides both new trainers as well as trainers who maybe lack a formal education in the principles of training and development with the core skills needed to be an impactful learning professional.

Important Information: Beginning in 2014, credit will only be given for seminars completed the five years immediately preceding the final class that qualifies the individual for the program. If you have relied on information published in previous catalogs and taken classes outside of this time frame, *you must contact Registration by December 31, 2016, to receive the appropriate credit for those classes.*

Who Should Consider this Program

Training specialists who wish to refresh their training skills, professional human resources staff who regularly conduct training programs, and those new to the training profession who wish to build a solid foundation of knowledge and skills

Certificate Requirements

Complete the following two requirements:

- *The participant must complete all core seminars.*
- *The participant must present a statement from the immediate supervisor that certifies the individual has demonstrated the necessary knowledge, skills, and abilities as a training professional.*

To request your certificate, see page 22 for more details.

Core Seminars (*participants must complete the following seminars listed below and are recommended to complete in the sequence below*):

- *Train the Trainer or Training Skills for On-the-Job Trainers (3 days—\$515)*
- *Developing Presentation Skills (3 days—\$510)*
- *Training Activities (2 days—\$390)*
- *Creating Training Materials (2 days—\$310)*
- *Group Facilitation Skills (2 days—\$310)*
- *Training Needs Assessment and Evaluation (2 days—\$310)*
- *Advanced Practicum for Experienced Trainers (1 day—\$205)*

Suggested Additional Seminars:

- *Brush-Up English*
- *Cultivating Your Listening Skills*
- *Enneagram: Leveraging the Power of Personality*
- *Generations: Working Together*
- *Innovation in the Workplace*
- *Interpersonal Mastery: The Human Element*
- *Myers-Briggs: An Interpretation of Personal Style*
- *One-on-One Coaching*
- *Write It Right*

**EMPLOYMENT LAW
ESSENTIALS CERTIFICATE
PROGRAM**

The Employment Law Essentials Certificate Program

ID# CERTIFICATE 101

HR Competencies

- HR Expertise

We have designed an intensive, one-week training program in employment law to provide human resources professionals with confidence in their ability to manage employment law issues and recognize legal pitfalls in the workplace. The week-long class structure provides an opportunity to interact with other human resource professionals as you discuss how different laws interact and affect their organization's employment practices. This comprehensive format is especially beneficial to professionals starting out, or returning to, their human resource careers. The week-long format makes it especially attractive to MSEC members who live outside the Denver metropolitan area. For more information on lodging for out-of-town participants, please see page 172.

Certificate Requirements

Participants will receive their Certificate upon completing the week-long program.

Identifying and Minimizing the Risks to Employment-at-Will (*Monday*)

This session explores the concept of employment-at-will and its significance in today's workplace. The major exceptions to employment at-will, which constitute the law of wrongful discharge, are analyzed. The session examines and practices defensive strategies for employers, including progressive discipline and documentation skills.

Discrimination in the Workplace: The Law of EEO (*Tuesday*)

This session addresses the principles of Equal Employment Opportunity law, especially Title VII of the Civil Rights Act of 1964, sexual harassment, and the Americans with Disabilities Act. This session explores claims related to traditional protected statuses, as well as evolving areas of civil rights in employment, such as genetic information and sexual orientation. This session also addresses the most prevalent claims brought against organizations: retaliation claims.

Managing Medical Issues in the Workplace (*Wednesday*)

This session addresses the most difficult compliance arena for HR professionals in today's workplace. The session continues with an examination of the Americans with Disabilities Act and explores the complexities of the Family and Medical Leave Act and how both of these laws interact with state workers' compensation law.

Employment Law Pitfalls (*Thursday*)

While wrongful discharge and discrimination lawsuits grab the limelight, there are numerous employment laws that can present additional difficulties for employers. This session addresses some of the lesser-known but important areas such as wage and hour law, immigration, OSHA, NLRA, social media, and unemployment compensation. Class participants enjoy an end of session social/networking event. Refreshments are provided.

State Law Concerns (*Friday*)

The last session of the week focuses on state law claims and several of the current issues in employment law, including drug and alcohol policies and workplace violence. The week-long program concludes in the afternoon with a fun, interactive review of employment law concepts and their applicability to workplace scenarios.

\$740 per person (10% less than if similar classes were taken separately)

8:30-4:30

Denver - March 21-25, September 12-16

**HUMAN RESOURCE
BUSINESS PARTNER
PROGRAM**

New! The Human Resource Business Partner Program

ID# CERTIFICATE 133

“Human Resources isn’t a thing we do. It’s the thing that runs our business.”

- Steve Wynn, Wynn Las Vegas

HR Competencies:

- Leadership and Navigation
- Critical Evaluation
- Business Acumen

Through a five-month comprehensive program participants will:

- *Gain business acumen*
- *Understand the strategic framework*
- *Grow in the role of HR business partner*
- *Develop a business case*
- *Design and implement a project*

What Makes this Program Unique?

In today’s complex business environment, it is essential that HR professionals operate from a strategic framework as business partners to their organizations. To add value to the organization, HR must translate organizational direction into human capital implications and strategies.

Through MSEC’s HR Business Partner Program, participants will design and implement a project aligned with a business initiative. In an applied learning environment, participants will develop a proactive business mindset. This creates a win-win by providing participants with the opportunity to develop HR business partner competencies and by adding value to the organization.

The HR Business Partner Program:

- *Engages HR professionals for a long-term experience vs. a one-time class*
- *Applies program learnings to an actual business project*
- *Provides peer support in a cohort environment and individual coaching*

Who Should Consider this Program?

HR professionals who are willing to commit time and energy to their own growth and apply their learning to an actual business project. The typical candidate is a mid-level HR professional with three or more years of experience.

Application Process

To receive or submit an application, email HRBP@msec.org. Applicants will be contacted by MSEC faculty to discuss the necessary commitments and fit prior to the start of the program. If you have questions regarding the program, call us at 303.223.5620 or email HRBP@msec.org.

Cost: \$2,900 per person (Cost includes classroom modules, two project evaluations, and two coaching sessions)

Program Modules: January - May

Program Launch and Reception *(January 27)*

The HR Business Partner Program begins with an opening reception and orientation in which participants learn more about the program, project selection, and meet the other participants and faculty.

HR Business Partner One Week Intensive *(February 22-26)*

The core of the HR Business Partner Program consists of a five day intensive, wherein participants will gain exposure to the HR business partner role and competencies, business essentials, HR strategic planning, metrics, workforce planning, accounting and finance, business case development, project and change management. Participants apply the concepts and tools to the development of their individual projects.

Project Follow-Up Session *(March 30)*

This follow-up session will provide participants with the opportunity to debrief their peer group and faculty on the progress and challenges they face in implementing their project. Participants will gain feedback from their peers and faculty.

Capstone Session *(May 4)*

This second follow-up session will provide participants with the opportunity to discuss the application of the HR business partner concepts and tools to their projects to review key learning and project effectiveness.

Coaching Sessions

Participants will schedule two individual coaching sessions (via telephone or in person) with MSEC coaching faculty.

THE INTENTIONAL LEADER

New! The Intentional Leader: A Multi-Faceted New Approach to Leadership Development

ID# CERTIFICATE 131

MSEC's new leadership development program, The INTENTIONAL LEADER, is an experience that will deepen awareness and develop crucial skills for executives and senior managers who demonstrate high leadership potential. The nine-month learning laboratory provides insights and opportunities that have an immediate and significant impact on a leader's contributions to the organization. Our integrated approach challenges participants to immediately begin thinking as leaders. Program faculty support participants to include time-honored and cutting-edge leadership practices into their own leadership styles.

New Content

A new four-part learning model including Strategic Mastery, Results Mastery, Self-Mastery, and Interpersonal Mastery.

New Learning Format

Nine-month program where participants in the learning cohort come together one day a month to apply their learning.

New Delivery Methods

Innovative online processes to minimize class time while sharing valuable content and provide everyone access to participants' and faculty thoughts and ideas throughout the year. The online process will also offer valuable follow-up for participants after the formal training is finished.

Blended Learning Approach

This program is based on a blended learning approach, providing a multi-faceted, integrated experience through:

- **Four Core Training Modules** using the innovative and efficient Reverse Classroom Method where participants learn new content at their own pace according to their schedule and then deepen the learning in the cohort setting through discussion, hands-on activities and problem-solving
- **Executive Coaching:** Eight one-on-one coaching sessions with a certified Executive Coach
- **Workplace Project:** A self-directed workplace project supported by a state-of-the-art online learning process with project advisement.
- **Problem Solving Groups:** Three problem-solving sessions to address real-time business concerns
- **Hot Topics:** Half-day modules address current leadership concepts relevant to today's changing workplace.

Program Format

Participants will meet as a cohort group for a full day the second Wednesday of every month. Participants will complete assignments on their own schedule in preparation for the classroom days.

The program will begin with a full day kick-off event on February 10 and will conclude with a two-day integration/closing session on October 12-13, 2016.

Application Process

Call Registration at 800.884.1328 to request an application form. **Applications are due January 8, 2016. Deadline for Early Registration with a 10% discount is December 11, 2015.**

Cost: \$9,500 per person (10% discount applied if registered by December 11, 2015)

**MEDIATION CERTIFICATE
PROGRAM**

The Mediation Certificate Program

ID# CERTIFICATE 124

Managers and employees often face conflicts involving performance issues, allegations of discrimination, personality conflicts, and clashing management styles. These disputes may involve individuals, groups, departments, or teams. In this course, you will learn and practice mediation skills including negotiation, framing and reframing, raising conflict constructively, dealing with deadlocks, working with attorneys and other advocates, and resolving ethical dilemmas. You will learn the mediation process and develop a clear understanding of the difference between arbitration, mediation, coaching, advocacy, and counseling. You will also learn to determine which types of cases are most appropriate for mediation.

After completing this 40 hour mediation course, participants will receive a Certificate of Completion from MSEC. This Certificate will satisfy the entry-level training requirements of a Professional Mediator as defined by the MAC, the Mediation Association of Colorado. Many mediation panels, such as most community mediation programs in Colorado and the Federal Executive Board mediation panel, require a minimum of 40-hours of mediation training. Further, the premier national organization of mediators, the Association for Conflict Resolution, recognizes the 40-hour basic mediation class as an entry-level requirement for mediators.

For more information on lodging for out-of-town participants, please see page 172.

Certificate Requirements

Participants will receive their certificate upon completing the week-long program.

Topics Covered Include:

Sources of Conflict

- *Managing relationship problems*
- *Managing data problems*
- *Dealing with value differences*
- *Understanding and coping with structural problems*
- *Dealing with competing interests*

The Mediation Process

- *Preparing for mediation*
- *The mediator's opening remarks*
- *Parties' sharing of perspectives*
- *Developing the list of issues to be addressed*
- *Exploring issues in depth*
- *Generating options*
- *Evaluating options*
- *Developing sustainable settlement agreements*

Communication Skills for Mediators

- *Framing and reframing*
- *Raising conflict constructively*

Dealing with Deadlocks

- *Diagnosing the cause of the deadlock*
- *Selecting an appropriate intervention strategy*

Challenges in Mediating Workplace Cases

- *Dealing with allegations of racism, sexism, or agism*
- *Responding to fears of retaliation*
- *Mediating cases involving financial remedies*
- *Mediating termination cases*
- *Mediating cases involving sexual harassment*

Cultural Issues in Mediation

- *Negotiating across cultures*
- *Understanding how people from various backgrounds and cultures view conflict and the mediation process*

Facilitators

Robin Amadei and Judy Mares-Dixon, *Common Ground Mediation and Coaching, LLC*

\$1,450 per person

8:30 - 4:30

Denver - October 24-28

**RETURN ON INVESTMENT
CERTIFICATE PROGRAM**

New! Return On Investment (ROI) Certification Program

ID# CERTIFICATE 132

Become ROI Certified! Approved for HRCI Credits!

Delivered by internationally recognized ROI experts Dr. Jack and Patti Phillips, this is the most comprehensive program for gaining the knowledge, skills, and resources to evaluate programs of all types. It is a proven process to develop the capability necessary to measure the impact and ROI for any project or program. Upon completion you will receive continued support as you conduct your first impact study in your own organization. Upon demonstrating competency in the application of the ROI Methodology, you will earn the prestigious Certified ROI Professional (CRP) designation, joining over 3,500 other professionals who have achieved this designation. No other workshop gives you access to the same level of expertise and capability as ROI Certification.

Certificate Requirements

Participants will receive their certificate upon completing the week-long program.

What will you learn?

During the workshop, you will:

- Apply the ROI Methodology™ to a program in your own organization
- Get detailed, first-hand experience with every step
- Learn how to measure the contribution of a variety of performance improvement programs
- Learn how to calculate ROI
- Learn how to enhance program results and improve ROI
- Discover how to translate intangible benefits into monetary values
- Practice presenting results of an ROI study

Gain the skills to be fully certified, including:

- Determine data collection techniques, timing, and methods
- Choose appropriate strategies for isolating the effects of programs
- Convert impact measures to money
- Analyze data and calculate the actual financial ROI
- Present results to a variety of audiences financial ROI

What's Included?

- Five days of content rich, interactive sessions. The focus is on your project evaluation.
- Virtual Assistance via one-on-one help with your ROI Evaluation. Review and approval of your ROI Study.
- You have the right to reproduce and use materials as you build capability in measurement and evaluation.
- Finally, the Certified ROI Professional (CRP) Designation—A unique sought-after credential.

Who Should Attend

Anyone who needs the skills to measure the impact of learning and performance improvement programs. Individuals who need to demonstrate the ROI and business impact of other initiatives such as human resources, quality, process improvement, organizational change, and technology implementation will also benefit.

Facilitators

Dr. Jack and Patti Phillips

\$2,995 per person (Contact MSEC Registration for special registration details)

8:30 - 5:00

Denver - May 23-27

HR CERTIFICATION STUDY AND RE-CERTIFICATION PROGRAMS

SHRM-CP and SHRM-SCP Examination Study Program

ID# HR 170, HR 170a, HR 170b, HR 170c

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

Professional Instructor Credentials

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

MSEC Study Program Resources

- *The SHRM Learning System including practice test questions*
- *Access to instructors and fellow attendees through on-line discussion groups*
- *Instructor tips on how to take the SHRM exams*
- *MSEC members have access to other on-line HR-related databases*

Certificate Eligibility

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

Study Programs for SHRM-CP and SHRM-SCP Candidates

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

- **Ten-Week and Five-Week Programs** are available for you to attend either afternoons or evenings.
Cost: \$1,395 for MSEC members and \$1,595 for non-members.
- **Boot Camp Program** is a one-week intensive study program. Reading and exercise materials will be mailed to participants for self-directed preparation prior to the beginning of class.
Cost: \$1,395 for MSEC members and \$1,595 for non-members.

Cancellation Policy

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

For the one-week intensive study program, reading and exercise materials will be mailed to participants for self-directed preparation prior to the beginning of class.

SHRM-CP and SHRM-SCP Study Program Schedule

Denver

Boot Camp, 8:30-4:30 (ID# HR 170)—One-week intensive

- *March 7 – 11*

Evening Program, 6:00-9:00 (ID# HR 170a)—Ten consecutive Tuesdays

- *September 20 – November 22*

Scottsdale

Intensive Program, 8:30-4:30 (ID# HR 170b)

- *April 1 – April 29 (Five consecutive Fridays)*
- *October 17 – November 14 (Five consecutive Mondays)*

Colorado Springs

Boot Camp, 8:30-4:30 (ID# HR 170c)—One-week intensive

- *February 29 – March 4*

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

ID# HR 120, HR 120a, HR 120b, HR 120bt, HR 120d, HR 141

Earning a PHR or SPHR certification is a career milestone for an HR professional. Certification can be a deciding factor when an individual is being considered for an internal promotion or a position with a new employer. It can also be instrumental in helping you to expand your knowledge base. Partner with MSEC to study for the PHR or SPHR Certification test in one of our custom classes.

Professional Instructor Credentials

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

MSEC Study Program Resources

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

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.

Certificate Eligibility

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

MSEC's Reported Pass Rates for 2014

Certification	MSEC	National Average
Professional in Human Resources (PHR):	69%	57%
Senior Professional in Human Resources (SPHR):	83%	56%

Study Programs for PHR and SPHR Candidates

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

- **Ten-Week Programs** are available for you to attend either afternoons or evenings.
Cost: \$1,395 for MSEC members and \$1,595 for non-members.
- **Three-Day Intensive Programs** meet for three consecutive Saturdays. Reading and exercise materials will be mailed to participants for self-directed preparation prior to the beginning of class.
Cost: \$1,395 for MSEC members and \$1,595 for non-members.
- **Boot Camp Program** is a one-week intensive study program. Reading and exercise materials will be mailed to participants for self-directed preparation prior to the beginning of class.
Cost: \$1,395 for MSEC members and \$1,595 for non-members.
- **Self-Study Option** provides comprehensive study materials and additional MSEC study materials, test-taking tips, and a study timeline.
Cost: \$645 for MSEC members and \$745 for non-members. To register call the Human Resource Services Department at 800.884.1328. On-line registration is not available for this option.
- **On-site and Regional Intensive Programs** are available at member locations and other regional locations by request. Minimum participation is required and travel fees will be charged. For pricing details and to schedule programs call the Human Resource Services Department at 800.884.1328.

Cancellation Policy

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

For a program schedule, please see 51.

“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

PHR and SPHR Study Program Schedule

Denver

Afternoon Program 2:00-5:00 (ID# HR 120)—Ten consecutive Wednesdays

- February 10 – April 13
- August 10 – October 12

Evening Program 6:00-9:00 (ID# HR 120)—Ten consecutive Wednesdays

- February 10 – April 13
- August 10 – October 12

Saturday Program 8:30-4:30 (ID# HR 120b)—Three consecutive Saturdays

- October 1, 8, 15

Boot Camp 8:30-4:30 (ID# HR 120bt)—One-week intensive

- April 18 – 22
 - October 17 – 21
-

Scottsdale

Evening Program 6:00-9:00 (ID# HR 120)—Ten consecutive Wednesdays

- February 17 – April 20

Morning Program 8:30-11:30 (ID# HR 120c)—Ten consecutive Fridays

- September 9 – November 11
-

Fort Collins

Boot Camp 8:30-4:30 (ID# HR 120bt)—One-week intensive

- April 25 – 29
-

Colorado Springs

Boot Camp 8:30-4:30 (ID# HR 120bt)—One-week intensive

- April 18 – 22

Evening Program 6:00-9:00 (ID# HR 120)—Ten consecutive Wednesdays

- September 7 – November 9

On-Site Training

Our experienced instructors are available for a 3-day on-site study program for your organization or HR Association. We bring the training to you. Contact our Human Resource Services Department for more information.



Pre-Approved Courses for HRCI Recertification Credit

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

- *Advanced Practicum for Experienced Trainers*
- *Affirmative Action Workshop: An Introduction*
- *Americans with Disabilities Act: Managing Disabilities in the Workplace*
- *Basic I-9 Compliance*
- *Benefit Administration: The Basics from A to Z*
- *Benefit Administration: The Basics from A to Z for Public Employers*
- *Change Management: Building Resiliency*
- *COBRA in 2016 Workshop*
- *Compensation Administration I: Base Pay Design and Development*
- *Compensation Administration II: A Day in the Life of a Comp Professional*
- *Crafting Compliant Handbook Policies and Employee Agreements*
- *Creating Training Materials*
- *Discrimination in the Workplace: The Law of EEO*
- *Diversity in the Workplace*
- *Employee Handbooks: Revising or Developing*
- *Employment-Based Immigration Briefing Sessions*
- *Enneagram: Leveraging the Power of Personality*
- *Family and Medical Leave Act: A Guide for Human Resources*
- *Fundamentals of Human Resource Management: Key Steps in Getting Started*
- *Garnishments and Income Withholding Orders*
- *Generations: Working Together*
- *Group Facilitation Skills*
- *Harassment Prevention for Managers and Supervisors*
- *HIPAA: Health Insurance Portability and Accountability Act*
- *HR Guide to Employee Financial Wellness: The Basics of Employee Financial Wellness for the Human Resource Manager*
- *International Expansion: What You Must Know to do Business Outside the U.S.*
- *Interviewing and Hiring I*
- *Introduction to Organizational Development: A Consultative Approach*
- *Investigations in the Workplace*
- *Investigations in the Workplace: Two-Day Workshop*
- *Legal Issues for Human Resources Professionals*
- *Legal Issues for Supervisors and Managers*
- *Legal Issues in Managing Employees for Governments and Special Districts*
- *Managing the Ill or Injured Worker Under the ADA, FMLA, and Workers' Compensation*
- *Managing in a Multi-Cultural Environment*
- *Motivating Employees from the Inside Out*
- *Negotiation for Win/Win Results*
- *Orientation/Onboarding: Building a Positive Connection from Day One*
- *OSHA: Compliance and Enforcement—What You Need to Know*
- *OSHA: Recordkeeping Requirements—How Do They Affect You?*
- *Performance Documentation Skills*
- *Performance Management: Setting the Stage for Success*
- *Practical Tools for Managing the Termination Process*
- *Project Management: How to Use a Logic Model for Project Planning*
- *Reasonable Suspicion: Detecting Drug and Alcohol Use in the Workplace*
- *Recordkeeping for Human Resources*
- *Recruiting: The Strategy and the Tactics*
- *Retaining and Engaging Employees: What Employees Really Care About*
- *Salary Survey Data: Making Sense of the Numbers*
- *Succession Planning: Are You Prepared?*
- *Train the Trainer*
- *Training Activities*
- *Training Needs Assessment and Evaluation*
- *Training Skills for On-the-Job Trainers*
- *Unemployment Insurance: Appeal Hearing Workshop*
- *Unemployment Insurance: Challenging Claims and Controlling Costs*
- *Unions: Managing in a Union Environment—How to Manage, Discipline, and Terminate Union Employees*
- *Wage and Hour Workshop*
- *Workers' Compensation Basics*
- *Workers' Compensation: The Advanced Workshop*
- *Workforce Planning: Your Roadmap to the Future*
- *Writing Effective Job Descriptions*

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

Pre-Approved Courses for HRCI Business Credit*

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



- *Business Analysis: Real-World Case Studies*
- *Ethics for Business: People, Performance, and Principles*
- *HR Metrics and Analytics: Focusing on What is Important*
- *HR Strategic Planning: Building Organizational Capability*
- *Performance Appraisal Design: A Strategic Approach for Improving Results*
- *Writing Proposals That Win*

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

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

SEMINAR DESCRIPTIONS AND SCHEDULES

There is Always Something New!

Be sure to check out our new classes in 2016:

The Accountability Experience (page 112)

Employees inside organizations are feeling the heat to deliver on higher expectations in the same or shorter timeframes. Discover the powerful personal and organizational benefits of individual accountability and the strategies to make it happen.

Accounting for Managers (page 112)

This class focuses on accounting for internal reporting: budgeting, cost management, and how internal decisions effect external reporting. Managers can improve their decision making by using the data that is already within their organizations.

Accounting: Understanding Financial Statements (page 113)

Financial statements offer a wealth of information for those who know how to read them. Learn from the accounting and finance perspective how companies operate and make high-level decisions.

Advanced I-9 Practice (page 57)

This seminar assumes knowledge of basic I-9 completion and drills down to more specialized information. Participants will also receive up-to-date information regarding E-Verify processes and worksite enforcement activities.

Affordable Care Act: A Guide for Human Resources and Benefits Professionals (page 59)

Are you an applicable large employer under the Affordable Care Act that must provide insurance to your employees? This half-day class will give you the tools to determine your obligations under and compliance with the ACA.

Art of Blinders: Maximizing your Communication through Principles from the Sightless (page 85)

Learn unique communication perspectives never before taught in the corporate world. Led by the dynamic and legally blind IT professional, *The Art of Blinders* workshop focuses on experiencing and understanding the four Sightless Principles of Communication used to advance corporate success.

Conflict Coaching: Learning to Be an Effective Conflict Coach (page 119)

Conflict coaching is a powerful vehicle for people in conflict to develop insights and formulate strategies to manage the conflict and improve working relationships. Learn how conflict coaching can be used as a stand-alone process or can be practiced with each of the parties in separate meetings during mediation.

The Daring Way™ (page 121)

The Daring Way™ is a highly experiential methodology designed for work with individuals, work teams, and organizational leaders. Examine the thoughts, emotions, and behaviors that are holding you back, and identify the new choices and practices that will move you towards more authentic and wholehearted living.

Email Chaos Ended! Time Regained! (page 94)

Facing overloaded email inboxes and massive amounts of inbound emails daily, today's workforce is overwhelmed. This course helps people create order from chaos, set boundaries, clarify priorities, use technology more wisely, and email more effectively.

Financial Foundations for HR (page 146)

The ability to move HR from a tactical to a strategic role can hinge on an understanding of the financial aspects of an organization. Gain an understanding of how organizations make money and the major financial statements that are used to assess the health of a company and that drive human capital decisions.

Knowledge Management: Transferring Critical Knowledge (page 127)

Do you have any strategies to transfer knowledge from older worker to younger workers as the Baby Boomers retire? Explore a practical guide for stopping the brain drain by capturing valuable knowledge, skills, and experience so it can be shared among employees of all the generations in the workplace.

Project Management "Lite" (page 103)

This scaled down version of *Project Management I: Foundations* is designed to provide an overview of the basic framework, methods, and tools to manage relatively small and non-complex projects.

Supervision: The Art of Managing Up (page 141)

Participants will focus on more consciously working for the mutual benefit of themselves and their boss through better communication and relationship management.

Writing Winning Business Cases (page 111)

Have an idea to improve business processes or operations? You need to know how to make your case. Learn how to write a "business case": a short paper that is clear, focused, simple, and direct.

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

ID# LEGL 147

HR Competencies

- HR Expertise

Objective

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

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

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

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

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

Designed For

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

Facilitator

MSEC staff attorney

\$130, 8:30-12:00, CEU: 0.35

Denver - April 12, August 19

Scottsdale - January 21

Grand Junction - September 7

Glenwood Springs - September 6

New! Advanced I-9 Practice

ID# LEGL 154

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 Resource professionals, managers, supervisors, in-house counsel, and those involved in the hiring and I-9 processes.

Facilitator

MSEC staff attorney

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

Denver - June 8, October 24



Affirmative Action and Recruiters: What Recruiters Need to Know

ID# LEGL 145

HR Competencies

- HR Expertise

Objective

Due to the significance of the recruitment function, recruiters must be familiar with Affirmative Action obligations and how their actions can positively, or adversely, affect an organization's Affirmative Action Program. Recruiters with an understanding of Affirmative Action obligations are better equipped to positively effectuate the organization's Affirmative Action Program. This half-day class will cover essential aspects of Affirmative Action for recruiters.

Outline

- *Affirmative Action purpose and regulations*
- *The Internet Applicant Rule*
- *Applicants, who are they?*
- *Invitations to self-identify*
- *Meaningful disposition codes*
- *Applicants, hires, promotions, and terminations*
- *Recordkeeping*
- *Data collection and management*
- *Postings, tracking, and data management*
- *Internal and external databases*
- *Use of recruiting agencies*
- *Affirmative Action recruiting and good faith efforts*

Designed For

Recruiters and human resources professionals administering Affirmative Action Programs

Facilitator

MSEC staff

\$130, 8:30-12:00, CEU: 0.35

Denver - March 7, September 2

Affirmative Action Workshop: An Introduction

ID# LEGL 103

HR Competencies

- HR Expertise

Objective

Government contractors and subcontractors with at least 50 employees and contracts in excess of \$50,000, along with financial institutions, need to develop and maintain a compliant affirmative action plan. This session will teach you how to interpret and maintain a compliant Affirmative Action Program.

Recent changes to Affirmative Action Regulations and current OFCCP trends make this a critical, often overlooked area of compliance.

Outline

AAP Fundamentals

Who is required to have a plan?

- *Definition of terms*
- *Compliance requirements*
- *Parent/subsidiary issues*
- *Internet Applicant Rule*
- *Problem areas*
- *Goals and timetables*
- *Action-oriented programs*
- *Compliance Reviews*

Program Ingredients

- *Workforce analysis*
- *Job group analysis*
- *Availability Analysis*
- *Adverse Impact Analysis*
- *Compensation Analysis*
- *Veteran's AAP*
- *Individuals with Disabilities AAP*

Designed For

EEO managers, human resources professionals, and all managers responsible for compliance. This program is recommended for new AAP/EEO Coordinators and those seeking a review of basic Affirmative Action principles. The program is not applicable for construction companies.

Facilitator

MSEC staff

\$265, 8:30-4:30 (day 1), 8:30-12:00 (day 2), CEU: 1.3

Denver - January 26-27, April 6-7, August 3-4, October 25-26

Colorado Springs - September 13-14

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

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

ID# LEGL155

HR Competencies

- HR Expertise

Objective

Are you an applicable large employer under the Affordable Care Act that must provide insurance to your employees? Which employees must be covered and by what type of insurance? What penalties might you face if you do not fully comply and how are they calculated? What notices must you provide to the federal government and when? If you're not an applicable large employer but still provide insurance, how can you make sure you're in compliance with new insurance reforms for all employers?

This half-day class will give you the tools to determine your obligations under and compliance with the Affordable Care Act, also known as Obamacare. An overview of the law and its history will be provided, as well as examples of calculations for full time, part time, and variable employees. The class will outline how to set up a measurement period and stability period, and examine the potential fines for multiple scenarios in detail.

Outline

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

Designed For

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

Facilitator

MSEC staff attorney

This course is particularly effective as a customized on-site program designed for individual organizations. See page 11 for information about on-site programs.

\$130, 8:30-12:00, CEU: 0.35

Denver - January 29, April 1, August 29, November 14

Scottsdale - October 11

Fort Collins - May 19

Colorado Springs - October 18

Americans with Disabilities Act: Managing Disabilities in the Workplace

ID# LEGL 153

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. Further more, 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 reasonable accommodations. It is critical for employers to understand the interactive process and what accommodation is reasonable. 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. MSEC also offers *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

\$185, 8:30-3:00, CEU: 0.55

Denver - January 20, March 4, May 23, July 19, September 29

Fort Collins - August 2

Colorado Springs - April 26



Basic I-9 Compliance

ID# LEGL 140

HR Competencies

- HR Expertise

Objective

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

Outline

- *Completing the I-9 Form*
- *Reviewing employee documents*
- *Conducting in-house audits*
- *Correcting I-9 errors*
- *Managing I-9 forms after hire*
- *Compliance with Colorado Affirmation requirements*
- *Utilizing E-Verify*
- *Immigration Related Unfair Employment Practices*
- *I-9 Compliance Enforcement Structure*

Designed For

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

Facilitator

MSEC staff attorney

\$130, 8:30-12:30, CEU: 0.4

Denver - January 27, April 26, August 4, November 14

Scottsdale - June 22

Fort Collins - August 9

Colorado Springs - January 6



COBRA in 2016 Workshop

ID# LEGL 105

HR Competencies

- HR Expertise

Objective

This workshop is designed to impart the most current knowledge and processes necessary to ensure employer compliance with the Consolidated Omnibus Budget Reconciliation Act (COBRA). Learn how Exchange Benefit Plans, same-sex marriage and civil unions can affect COBRA requirements. It is useful for both in-house administrators as well as functional managers who must oversee compliance of staff or outsourced COBRA administrators.

The course covers administrative best practices, compliance knowledge and discusses optional processes to enhance employer protections. Lessons learned from recent COBRA case decisions are interspersed throughout. Compliance errors can result in extensive fines and penalties to an employer. In addition to the sample forms and resources, this workshop walks through the nine "must know" areas of COBRA law.

Topical Outline

- *Plans subject to COBRA*
- *When COBRA must be offered*
- *Who must be offered COBRA*
- *What COBRA coverage must be offered*
- *Length of COBRA coverage*
- *COBRA election process*
- *COBRA premiums and payment*
- *COBRA exceptions*
- *Required notices*

Designed For

Individuals who administer COBRA in house as well as those who oversee third party administrators

Note: While this class covers the federal requirements of COBRA, employers obligated to offer health insurance continuation under Colorado's Health Insurance Continuation Law may also benefit from this class.

Facilitator

MSEC staff attorney

\$130, 8:30-11:30, CEU: 0.3

Denver - March 8, April 28, June 30, September 20, December 1

Revised! Crafting Compliant Handbook Policies and Employee Agreements

ID# LABOR 103

HR Competencies

- HR Expertise

Objective

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

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

Outline

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

Designed For

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

Facilitator

MSEC staff attorney

This course is particularly effective as a customized on-site program designed for individual organizations. See page 11 for information about on-site programs.

\$130, 8:30-12:00, CEU: 0.35

Denver - February 11, April 11, September 1, November 4

Colorado Springs - August 30



Discrimination in the Workplace: The Law of EEO

ID# LEGL 106

HR Competencies

- HR Expertise

Objective

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

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

Outline

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

Designed For

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

Facilitator

MSEC staff attorney

\$185, 8:30-3:30, CEU: 0.6

Denver - January 12, February 22, April 21, July 21, October 5

Fort Collins - January 26

Colorado Springs - January 26





Drug and Alcohol: DOT/FMC Drug and Alcohol Testing Regulations

ID# LEGL 118

HR Competencies

- HR Expertise

Objective

To satisfy the Department of Transportation's (DOT's) requirement that persons designated to supervise drivers receive training on alcohol misuse and controlled substances use. Topics include determination of reasonable suspicion and detection of physical, behavioral, speech, and performance indicators of alcohol misuse and controlled substances use. The DOT drug and alcohol regulations apply to any employer who has employees regulated by the Federal Motor Carrier Safety Administration.

Outline

Policy Considerations

- *Communicating policy and all other DOT-required information to employees*
- *Acquiring drug and alcohol testing information from previous employers*
- *Different types of testing and when each must be performed*
- *Time limits on testing*
- *Determining "reasonable suspicion"*
- *Determining what constitutes "refusal" under the regulations*

Random Drug Testing Requirements

- *The supervisor's role in administering the policy enforcement procedures*
- *Detecting a violation of the drug and alcohol policy*
- *Identifying drugs, methods of use, and signs and symptoms*
- *Following procedures for transporting employees to a testing facility*
- *Determining disciplinary provisions under DOT regulations*
- *Maintaining confidentiality*

Designed For

All levels of management in the transportation industry

Facilitator

MSEC staff attorney

This seminar is particularly effective as an on-site program tailored to an individual organization. See page 11 for information about on-site costs.

\$130, 8:30-12:30, CEU: 0.4

Denver - January 29, July 15, November 4

Employment-Based Immigration Briefing Sessions

ID# LEGL 152 a, b, c

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. These briefing sessions provide participants with a basic understanding of the complex set of employment-based immigration benefits that can provide temporary or permanent work authorization. H-1B is the go-to place to start, and MSEC staff attorneys will drill down on the H-1B with a session timed to get employers ready for the annual filing deadline on April 1. There are alternatives to the H-1B, which will be explored in depth in a second session. The final session deals with converting those temporary workers to long-term workers with lawful permanent residency processing. Focus on the topic that interests you most, or attend all three sessions for an overview of this important resource for your toolbox.

H-1B Sponsorship (January 28)

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? Everything you need to know about H-1B processing and selection and more than you thought was possible.

Alternative Temporary Work Authorization (the "Not H-1B") (May 24)

If you cannot get an H-1B for this candidate, are you out of luck? This session provides an overview of other employment-based temporary work authorizations, including L, TN, H-1B clones, H-2B seasonal workers, and the odd balls O and P.

Permanent Residency for Non-Immigrants—the Green Card Process (October 27)

Examine the permanent residency benefit processes: labor certification, immigrant visa petition, adjustment of status. Explains processing steps and timing for each filing, how the immigrant visa system works, and strategies to position the employee for success.

Designed For

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

Facilitator

MSEC staff attorney

\$49 per session, \$120 for all 3 sessions - a savings of \$27,

9:00-10:30 (Registration begins at 8:30), CEU: 0.4

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Family and Medical Leave Act: A Guide for Human Resources



ID# LEGL 108

HR Competencies

- HR Expertise

Objective

Requests for FMLA leave have risen significantly in the years since the Family and Medical Leave Act was passed. Forms, deadlines, policy requirements and medical certifications combine to weave a web of potential organizational liability 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

This seminar is also available for supervisors as an on-site program tailored to the individual organization. See page 11 for information about on-site costs.

\$185, 8:30-3:00, CEU: 0.55

Denver - January 14, March 16, June 9, July 27, August 31, October 14

Scottsdale - February 25, July 21, November 10

Fort Collins - February 3

Colorado Springs - March 31

Garnishments and Income Withholding Orders



ID# LEGL 111

HR Competencies

- HR Expertise

Objective

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

Outline

Garnishments and Income Withholding Orders

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

Procedures

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

Designed For

Human resources specialists, personnel administrators, payroll specialists, and managers

Facilitator

MSEC staff attorney

\$185, 8:30-3:00, CEU: 0.6

Denver - January 26, June 20, October 18

Fort Collins - May 11



Harassment Prevention for Employees

ID# LEGL 124

HR Competencies

- HR Expertise

Objective

Surveys show that 9 out of 10 employers will receive an internal complaint of harassment this year. Are you prepared? Employers who fail to train employees on harassment prevention are increasingly at risk for liability. Equal employment opportunity and anti-harassment policies are not enough today. Employees must know what behavior constitutes illegal harassment and how to use their employer's complaint procedure. This seminar may be customized to meet the needs of your organization.

Outline

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

Designed For

Non-management employees

Facilitator

MSEC staff attorney

This customized class is available exclusively as an on-site program. See page 11 for information about on-site programs.

Harassment Prevention for Managers and Supervisors

ID# LEGL 116

HR Competencies

- HR Expertise

Objective

Unfortunately, illegal harassment continues to be a problem in the workplace and poses one of the most significant legal risks for employers today. It is estimated that 9 out of 10 employers will receive an internal complaint of harassment this year. Has it happened to your organization yet? 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? Providing managers and supervisors with appropriate training is one of the key ways an employer can prevent liability for harassment claims and avoid retaliation claims.

Outline

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

Designed For

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

This course is particularly effective as a customized on-site program designed for individual organizations. See page 11 for information about on-site programs.

Facilitator

MSEC staff attorney

\$130, 8:30-11:30, CEU: 0.3

Denver - January 25, March 17, May 10, July 13, September 1, November 15

Scottsdale - August 9

Fort Collins - March 23, September 13

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Webinar: Harassment Prevention in California—Managers and Supervisors

ID# LEGL 150

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 (Section 12950.1, also known as AB1825) imposes a dual training mandate when it comes to sexual harassment prevention.

First, all new supervisors and managers must receive harassment prevention training within 6 months of being hired or promoted. MSEC's California focused Harassment Prevention webinar will be offered twice a year 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. The Harassment Prevention webinar can be scheduled at a time of your convenience to train all of your California-based supervisors and managers at once, or we can schedule the program as an on-site at your California place of business.

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

Outline

- EEOC and California 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 California training requirement for new or existing managers and supervisors

Facilitator

MSEC staff attorney

\$159 per line, 10:00-12:00 (Mountain Time), 9:00-11:00 (Pacific Time)

Webinar - September 22

HIPAA: Health Insurance Portability and Accountability Act

ID# LEGL 135

HR Competencies

- HR Expertise

Objective

On January 17, 2013, the U.S. Department of Health and Human Services (HHS) issued the final "omnibus" rule modifying the HIPAA privacy, security, breach notification, and enforcement rules (Final Rule) to implement changes in accordance with the Health Information Technology for Economic and Clinical Health (HITECH) and Genetic Information Non-discrimination Act of 2008 (GINA). With expanded requirements and increased enforcement and penalties, compliance training has become even more important for plan sponsors.

This seminar will provide employers with an overview of HIPAA's privacy, security, breach notification, and enforcement rules from a Human Resource perspective. Employers' responsibilities under these laws are rapidly changing and expanding with the implementation of health care reform. This session will review key terms under the Final Rule, including covered entities, Protected Health Information (PHI), and business associates. The session also will discuss special enrollment rights, non-discrimination, and security rule compliance requirements including reporting requirements for security breaches.

Outline

- How are covered entities defined and what types of plans are subject to HIPAA?
- What are HIPAA's special enrollment rights and nondiscrimination requirements?
- How is Protected Health Information (PHI) defined and what are the restrictions on the use and disclosure of PHI?
- What rights do plan participants have?
- What are the privacy notice requirements?
- What are the responsibilities of the Privacy Office and who should serve in this role?
- What are the HIPAA Security Rule requirements? Who are Business Associates and what are Business Associate Agreements?
- When, and to whom, does an organization need to report a security breach?
- What are the penalties for non-compliance?

Designed For

Human resource directors and managers, benefits administrators, and privacy officials for group plan sponsors (**Please Note: IT and Health-care Provider requirements are not addressed**)

Facilitator

MSEC staff attorney

\$185, 9:00-3:00, CEU: 0.5

Denver - April 14, October 3



HIPAA: Security Awareness and Training

ID# LEGL 151

HR Competencies

- HR Expertise

Objective

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

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

Outline

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

Designed For

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

Note: this on-site is not designed for employers who are health care providers and does not cover training required under the Privacy Rule.

Facilitator

MSEC staff attorney

This seminar is available as a 2-hour on-site program tailored to an individual organization (customization fees apply). The session costs \$800 for up to 25 participants. See page 11 for more information on on-site programs.

Investigations in the Workplace

ID# LEGL 113



HR Competencies

- Critical Evaluation

Objective

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

Outline

Notice of the Issue

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

Planning the Investigation

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

Designed For

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

Facilitator

MSEC staff attorney

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

Denver - February 10, April 20, June 14, October 4

Scottsdale - February 23

Fort Collins - March 22

Colorado Springs - October 27

Investigations in the Workplace: Two-Day Workshop

ID# LEGL 139



HR Competencies

- Critical Evaluation

Objective

To provide comprehensive, hands-on training and practical experience for conducting effective workplace investigations, and to prepare you for the types of “real world” challenges that can, and do, arise. Proper investigations can help deflect legal liability stemming from employee issues of all types, but must be conducted by trained, experienced professionals. This two-day workshop is a combination of interactive role playing, mock investigation practice, lecture, and group discussion to help you develop and/or hone all your investigation skills. Participants will practice issue-spotting, interview documentation, and strategies for handling all common, yet difficult, investigation issues.

Outline

- *Legal issues and framework for EEO investigations*
- *When, what, and why to investigate*
- *Recognizing/addressing difficult investigation issues*
- *Managing aggressive complainants/accusations*
- *Questioning strategies and skills*
- *Managing evasive/uncooperative witnesses*
- *Analysis and Credibility Assessment*
- *“He/she said” disputes*
- *Structure and content of investigation reports*
- *Following up with parties/appropriate action*

Designed For

Human Resource directors, business owners or CEOs, risk managers, and anyone who might conduct internal workplace investigations

Facilitator

MSEC staff attorney

\$310, 8:30-4:00, CEU: 1.3

Denver - January 19-20, May 17-18, July 19-20, September 7-8, November 14-15

Legal Issues for Supervisors and Managers

ID# LEGL 149



HR Competencies

- HR Expertise

Objective

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

Outline

Liability Overview

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

Fundamentals

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

Interviewing and Selection

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

Civil Rights

- Employment discrimination laws
- 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

Medical and Safety Issues

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

Pay Practices

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

Separation and Discharge

- RIFs
- Unemployment compensation
- Employment references

Designed For

Front line managers and supervisors

Facilitator

MSEC staff attorney

This seminar is particularly effective as a customized on-site. See page 11 for information about on-site costs.

\$245 (Includes a complimentary CD copy of the MSEC Blue Book: Employment Law Resource), 8:30-4:00, CEU: 0.65

Denver - February 1, April 7, June 23, August 16, October 6, November 30

Scottsdale - June 7

Fort Collins - March 10

Colorado Springs - February 10

Legal Issues in Managing Employees for Governments and Special Districts

ID# LEGL 128

HR Competencies

- HR Expertise

Objective

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

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

Outline

Fundamentals

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

Interviewing and Selection

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

Civil Rights

- *Employment discrimination laws*
- *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*
- *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 effective as a customized on-site. See page 11 for information about on-site costs.

\$245 (Includes a complimentary copy of the MSEC Blue Book: Employment Law Resource), 8:30-4:00, CEU: 0.65

Denver - February 11, November 3

Fort Collins - September 27

Legal Issues for Human Resources Professionals

ID# LEGL 148



HR Competencies

- HR Expertise

Objective

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

Outline

Fundamentals

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

Interviewing and Selection

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

Civil Rights

- *Employment discrimination laws*
- *Responding to civil rights claims*
- *Sexual and other harassment*
- *ADA*
- *Retaliation*

Medical and Safety Issues

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

Pay Practices

- *FLSA overview*
- *Exempt vs. non-exempt classification*
- *Common wage and hour violations*

Separation and Discharge

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

Designed For

Human resources professionals

Facilitator

MSEC staff attorney

\$245 (Includes a complimentary CD copy of the MSEC Blue Book: Employment Law Resource), 8:30-4:00, CEU: 0.65

Denver - March 31, July 26, October 27

Scottsdale - February 11

Fort Collins - January 27

Colorado Springs - June 23

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



ID# LEGL 110

HR Competencies

- HR Expertise

Objective

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

Note: This advanced seminar requires a working knowledge of the three legal statutes. Interested individuals without experience in these areas should consider taking MSEC's seminars on the Americans with Disabilities Act, 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, 8:30-3:00, CEU: 0.55

Denver - January 28, March 29, June 22, August 8, October 25

Scottsdale - April 14, December 8

Fort Collins - November 15

Colorado Springs - September 27

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OSHA: Compliance and Enforcement—What You Need to Know



ID# OSHA 111

HR Competencies

- HR Expertise

Objective

To acquaint employers with the basic requirements of OSHA and its safety and health standards. All private employers are covered by the Occupational Safety and Health Act of 1970 (OSHA). A single employee complaint to OSHA could send an inspector to your door. Penalties for violations can be substantial. This seminar will cover the Occupational Safety and Health Act of 1970 and who is affected; basic recordkeeping requirements; an introduction to the safety and health standards, including those most often cited by OSHA; inspections; penalties; OSHA procedures when an employer has been issued a citation; and employer rights. Employers' rights under OSHA will be discussed, as well as suggestions on how to prepare for and handle an OSHA inspection.

Outline

- *OSHA: the act and the agency*
- *OSHA standards: how they are organized with discussion of the general duty clause and other safety cited standards*
- *Recordkeeping requirements*
- *The enforcement process including inspections*
- *Handling the OSHA inspection (a "how-to" discussion)*
- *Safety/health self-audits*

Designed For

Personnel involved in health and safety administration, including those managers responsible for dealing with an OSHA inspection

Facilitator

MSEC staff attorney

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

Denver - January 21, November 18

OSHA: Recordkeeping Requirements—How Do They Affect You?



ID# OSHA 119

HR Competencies

- HR Expertise

Objective

To cover proper recording of injuries and illnesses and review the major recordkeeping requirements. OSHA recordkeeping is complicated. If done well, it can create a good impression on an OSHA compliance officer and set a positive tone for OSHA's review of an organization. Lack of or poor recordkeeping may give a compliance officer a negative impression of your overall attention to safety and may lead to additional citations and penalties.

Outline

- *Why is recordkeeping necessary?*
- *Who must recordkeep?*
- *What are the criteria and classifications for recordable injuries and illnesses?*
- *Use of OSHA forms 300, 300-A and 301*

Designed For

All personnel responsible for the preparation and retention of OSHA forms 300, 300-A and 301, and medical/exposure records

Facilitator

MSEC staff attorney

\$185, 8:30-3:30, CEU: 0.6

Denver - January 7, October 25

Performance Documentation Skills

ID# PERF 105



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

Facilitator

MSEC staff attorney

This seminar is effective as a customized on-site. See page 11 for information about on-site costs.

\$130, 8:30-12:00, CEU: 0.35

Denver - January 21, March 2, April 19, June 14, August 10, October 11

Scottsdale - March 8 (1:00-4:30), October 27 (1:00-4:30)

Fort Collins - May 4 (1:00-4:30), November 9

Colorado Springs - July 14

Performance Documentation Skills for Government Employers and Special Districts

ID# PERF 110

HR Competencies

- HR Expertise
- Communication

Objective

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

Outline

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

Designed For

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

Facilitator

MSEC staff attorney

This seminar is available as an on-site program tailored specifically for public employers. See page 11 for information about on-site cost.

Reasonable Suspicion: Detecting Drug and Alcohol Use in the Workplace

ID# LEGL 117

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

\$130, 8:30-12:00, CEU: 0.35

Denver - February 17, June 7, October 12

Fort Collins - July 14

Colorado Springs - May 10

Grand Junction - August 24

Glenwood Springs - August 23



Revised! Seven Essential Steps for Determining and Defending Employee Discipline

ID# LABOR 107

HR Competencies

- Critical Evaluation

Objective

To provide participants with an understanding of the seven elements of "just cause" regarding adverse employment actions such as suspension or termination. These steps must be met in order to term non-at will employees, including union members. However, they are also important for defending against charges of discrimination and for winning unemployment hearings.

This informative and interactive class allows participants to work with and examine the basic principle underlying proper disciplinary procedures. Instruction, real life scenarios, and interactive discussions are used to provide participants with the practical knowledge needed to prove just cause. This knowledge is helpful in getting charges of discrimination dismissed, winning unemployment claims, and is absolutely necessary to sustain a union employee's termination, suspension, or other discipline before an arbitrator.

Outline

- *Understand and implement the seven elements of just cause*
- *Identify and avoid disparate treatment*
- *Understand what constitutes a legitimate work rule*
- *Be able to contextualize the employee's entire work record when determining discipline*
- *Methods for establishing effective notice of rules among employees*
- *Identify the role of a supervisor in establishing just cause*
- *Be able to plan and conduct an effective investigation of policy/work rule violations*
- *Learn how to effectively deal with insubordination within the context of just cause*

Designed For

Managers, supervisors, and human resource specialists

Facilitator

MSEC staff attorney

This seminar is effective as a customized on-site. See page 11 for information about on-site costs.

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

Denver - January 22, August 15, October 24

Fort Collins - November 17

Unemployment Insurance: Appeal Hearing Workshop

ID# LEGL 120

HR Competencies

- HR Expertise

Objective

Employers' unemployment taxes are rising at an alarming rate. Successfully contesting unemployment claims is one way to fight against the increase in your unemployment costs. This fast-paced workshop will provide strategies for success at the appeal level and focus on hearing preparation, what can be expected to happen at the hearing, and how to handle the unexpected. Participants will review a case study to get hands-on experience preparing witnesses and documentation for a hearing. Group discussions and exercises will help develop and improve your ability to persuade the Hearing Officer and win your case.

Outline

- *The initial claim response sets the stage*
- *Being prepared and organized*
- *Knowing the law is the key to winning*
- *Direct and cross examination—the art of asking questions*
- *Hearsay evidence—what is it and can you use it?*
- *How to offer written evidence into the record*
- *“Objection, your honor!”—how and when to object*

Designed For

Individuals who represent their organizations at unemployment compensation hearings. It is recommended that participants have attended the basic MSEC *Unemployment Insurance: Challenging Claims and Controlling Costs* seminar.

Facilitator

MSEC staff attorney

\$130, 8:30-12:00, CEU: 0.35

Denver - June 28, November 8



Unemployment Insurance: Challenging Claims and Controlling Costs

ID# LEGL 119

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's decision and rationale*

Designed For

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

Facilitator

MSEC staff attorney

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

Denver - February 9, June 16, August 25

Scottsdale - March 24, July 12 (Tucson)

Fort Collins - October 5

Colorado Springs - November 15



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

ID# LABOR 106

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 resource specialists who are interested in maintaining a union free workplace

Facilitator

MSEC staff attorney

This seminar is available as an on-site program tailored to an individual organization. The seminar is recommended after a first contract is reached or following completion of subsequent negotiations. See page 11 for information on on-site costs.

Unions: Expect the Best, Prepare For the Worst—Does Your Organization Have A Union Avoidance Plan?

ID# LABOR 102

HR Competencies

- HR Expertise

Objective

This class provides high-level managers and human resource professionals with the knowledge they need to respond to and combat union organizing tactics and techniques. This on-site class is customized to allow participants to analyze their workplace practices and guidelines to determine which will foster positive employee relations. Participants will learn how to use the resources and services available to members of MSEC to create a comprehensive union avoidance plan including, issue assessment, supervisory training, policy development, and positive communications.

Outline

- *Workplace audit—participants will review and discuss a self-audit designed to identify issues that signal vulnerability to union organizing before it happens.*
- *Presentation and discussion of effective programs to preserve union-free status*
- *Recent NLRB developments that affect union-free status*
- *Local organizing activity, issues, and techniques*
- *Union-free and no-solicitation policies*
- *New employee orientation*
- *Employee opinion surveys*
- *Employee participation committees*
- *Union-free management training for supervisors*
- *Internal dispute resolution*
- *Employer's response to union organizing*

Designed For

Human resources professionals and high-level managers interested in ensuring a union avoidance plan is in place

Facilitator

MSEC staff attorney

This seminar is available as an on-site program tailored to an individual organization. The seminar is recommended after a first contract is reached or following completion of subsequent negotiations. See page 11 for information on on-site costs.

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



ID# LEGL 127

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 Resource specialists who work in a union environment

Facilitator

MSEC staff attorney

This course is particularly effective as a customized on-site program designed for individual organizations. See page 11 for information about on-site programs.

\$130, 8:30-12:00, CEU: 0.35

Denver - March 24, June 2, December 6

Unions: Understanding Your Collective Bargaining Agreement

ID# LABOR 105

HR Competencies

- HR Expertise

Objective

Understanding your collective bargaining agreement is the first step to successful, effective management in a unionized work environment. This on-site class is customized to raise awareness of the implications of the language in your organization's collective bargaining agreement. Participants will receive a comprehensive review of your collective bargaining agreement and gain an understanding of management's rights and limitations associated with the union contract.

Outline

- *An overview of the collective bargaining process*
- *Highlights from the most recent negotiations*
- *Summary of changes from the expired agreement*
- *Summary of the specific provisions of your agreement, including:*
 - *Management rights*
 - *Union rights*
 - *Union stewards and business agents*
 - *Wages and overtime*
 - *Discipline and discharge for just cause*
 - *Grievance process and arbitration*
 - *Seniority*
 - *Leaves of absence*
 - *Implications of past practice*
 - *Other provisions of importance*
- *Guidelines for managing within your agreement*

Designed For

All levels of management tasked with enforcing and managing the unionized workforce operating under a collective bargaining agreement

Facilitator

MSEC staff attorney

This seminar is available as an on-site program tailored to an individual organization. The seminar is recommended after a first contract is reached or following completion of subsequent negotiations. See page 11 for information on on-site costs.

Wage and Hour Workshop

ID# LEGL 121



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 recent changes to the DOL's 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 recent changes
- Applicable state wage and hour laws including the Colorado Wage Protection Act
- Child labor regulations
- DOL investigations and enforcement posture

Designed For

Human Resource managers, accounting, payroll personnel, and anyone who needs to be aware of the wage and hour laws

Facilitator

MSEC staff attorney

\$219, 8:30-4:00, CEU: 0.65

Denver - February 3, April 4, June 6, August 2, November 2

Scottsdale - October 4

Fort Collins - October 6

Colorado Springs - February 25

Workers' Compensation Basics

ID# LEGL 122



HR Competencies

- HR Expertise

Objective

To provide managers and administrators with a clear introduction to the basic provisions and administrative procedures of the Colorado Workers' Compensation Act. This seminar presents a basic overview for employers; from reporting and investigating the injury to closing the claim. Participants will gain information needed to protect their organization's interests and meet their legal obligations as employers.

Outline

- Coverage provided by the Colorado Workers' Compensation Act
- The employer's obligation under the Act
- How to ensure compliance and avoid penalties
- Benefits awarded by the Act (medical, temporary disability, and permanent disability)
- When an injury or death is compensable under the Act
- Limitations on benefits

Designed For

All levels of management

Facilitator

MSEC staff attorney

\$205, 8:30-4:00, CEU: 0.65

Denver - February 5, July 8, September 23

Fort Collins - May 5

Colorado Springs - August 9

Workers' Compensation: The Advanced Workshop

ID# LEGL 132



HR Competencies

- HR Expertise

Objective

To provide managers and administrators with information and advice on properly managing injured workers in order to maintain productive employees within the bounds of the Colorado Workers' Compensation Act. Participants will gain insight into common problems and questions surrounding the management of workers' compensation claims. Time will also be allowed to share and discuss personal workers' compensation experiences and issues.

Outline

- *Summary of workers' compensation benefits*
- *Return to work*
- *Penalties against employees coordinating leave policies*
 - *Workers' compensation*
 - *FMLA*
 - *ADA*
 - *Vacation/sick leave*
- *Job performance and termination issues*
- *Medical appointments and issues*
- *Recreational activities*
- *Cost containment*

Designed For

Workers' compensation specialists, attorneys, insurance professionals, and anyone with workers' compensation responsibilities

Facilitators

MSEC staff attorney

\$130, 8:30-12:30, CEU: 0.4

Denver - March 15, August 5, October 21

Benefit Administration: The Basics from A to Z

ID# BENEFITS 101



HR Competencies

- Critical Evaluation
- Business Acumen
- HR Expertise

Objective

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

Outline

Administration and Design

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

Legal Issues

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

Health and Welfare Benefits

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

Designed For

Private sector human resource generalists and new benefit specialists with 0-3 years of experience in a benefit-related function. This program is also appropriate for anyone who supports the employee benefit function or who would like a basic refresher. Employees of government agencies are encouraged to take *Benefit Administration: The Basics from A-Z for Public Employers* since benefits for the public sector are different than the private sector.

Facilitator

MSEC staff

\$310, 8:30-4:00, CEU: 1.3

Denver - February 17-18, April 28-29, August 3-4, October 20-21

Scottsdale - April 6-7

Fort Collins - March 15-16

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Benefit Administration: The Basics from A to Z for Public Employers

ID# BENEFITS 112



HR Competencies

- Critical Evaluation
- Business Acumen
- HR Expertise

Objective

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

Outline

Administration and Design

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

Legal Issues

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

Health and Welfare Benefits

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

Designed For

Public sector human resource generalists and new benefit specialists with 0-3 years of experience in a benefits-related function. This program is also appropriate for anyone who supports the employee benefit function or who would like a basic refresher. Those not employed by government agencies are encouraged to take *Benefit Administration: The Basics from A-Z* since benefits for the private sector are different than the public sector.

Facilitator

MSEC staff

\$310, 8:30-4:00, CEU: 1.3

Denver - March 28-29, September 8-9



Benefit Administration: Retirement Plans—A Comprehensive Overview

ID# BENEFITS 115

HR Competencies

- Critical Evaluation
- Business Acumen
- HR Expertise

Objective

To provide participants with a comprehensive overview of the “best practices” in managing and improving employer sponsored retirement plans. This class will provide information for both ERISA governed [401(k), Pension, 403(b), etc.] and non-ERISA governmental retirement plans. The key elements of recent regulations and legislation that impacts retirement plans will be reviewed as well as a focus on what is required to be a good “steward” when caring for employees’ retirement savings.

Outline

- *“Why” employers should care about the retirement outcomes of their employees and its impact to the organization’s bottom line*
- *“Financial Wellness” – benefits and challenges to proper implementation and execution*
- *How to “engage” your employees in your retirement plan rather than just “educate” them about your plan*
- *Regulatory and legislative updates to keep you in compliance with the IRS and DOL*
- *Updated and current national “best practices” related to retirement plan design, funding, and management*
- *Comprehensive review of retirement plan fees and the new regulations required to provide full fee disclosure and transparency*
- *Best practices in investment menu design and monitoring*

Designed For

Human Resource practitioners responsible or involved in managing or communicating retirement plans and/or CFO’s and Retirement Committee members responsible for the management of retirement plans

Facilitator

Chad J. Larsen, AIF®, Principal, President and CEO, MRP

Corey Whitehead, AIF®, Principal and COO, MRP

**\$205 (includes PLANSponsor Benchmarking Report by Industry—
a \$495 value and retirement plan self audit checklists), 8:30-4:00,
CEU: 0.65**

Denver - June 1, October 27

Compensation Administration I: Base Pay Design and Development

ID# COMP 101

HR Competencies

- Critical Evaluation
- Business Acumen
- HR Expertise

Objective

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

Outline

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

Designed For

This foundational compensation class is best suited for managers, human resource generalists, or compensation specialists with 1-3 years of experience. It is also designed for those who have some responsibility or interest in the development and maintenance of an organization’s base pay program. It is highly recommended that participants complete this class, or have solid practical experience before taking *Compensation Administration II: A Day in the Life of a Comp Professional*.

Facilitator

MSEC staff

\$310, 8:30-3:30, CEU: 1.2

**Denver - January 20-21, April 6-7, June 16-17, August 17-18,
October 13-14, November 29-30**

Scottsdale - May 17-18

Fort Collins - February 24-25

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Compensation Administration II: A Day in the Life of a Comp Professional

ID# COMP 111

HR Competencies

- Consultation
- Business Acumen
- Critical Evaluation

Objective

Designing and administering an organization's pay program is vital to organizational performance in attracting, recognizing and retaining required talent. Participants in this session develop enhanced compensation knowledge and flexibility by exercising problem-solving skills to address a series of real-life scenarios related to compensation program design and administration. Through discussion and practical exercises, participants gain familiarity with multifaceted compensation practices and approaches. Emphasis is placed on aligning pay decisions with business objectives, current talent acquisition, and retention strategies. The class also focuses on the advanced interpersonal skills required for the delivery of successful compensation interactions, decisions and programs.

Outline

- *Legal concerns*
- *Data sources, collection methodology, and data analysis*
- *Job matching*
- *Realignment of jobs for appropriate fit*
- *Budget development*
- *Compression and equity problems*
- *Out of policy considerations*
- *Communication challenges*

Designed For

Compensation professionals, supervisors, and managers who have taken the *Compensation Administration I: Base Pay Design and Development* class, or those who have a solid experience in compensation. This class builds on the concepts learned from the *Compensation Administration I* class.

Facilitator

MSEC staff

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

Denver - March 15, September 27

Colorado Springs - October 11



Payroll Administration: The Ins and Outs

ID# COMP 110

HR Competencies

- HR Expertise

Objective

To provide participants with insight and a working knowledge of day-to-day payroll administration. Participants will gain an understanding of the basic concepts of the payroll field, including administration, new employee on-boarding, and recordkeeping. Participants will learn common pitfalls to avoid such as mishandling W4's and miscalculating an employee's regular rate. Participants will leave with an understanding of how the payroll function affects and is affected by other parts of the organization.

Outline

- *Payroll management - legal requirements*
- *Payroll concepts*
- *Orientation and payroll*
- *Benefit administration fundamentals*
- *Payroll cycles*
- *Compliance*
- *Administration - including system selection and placement of the payroll department*

Designed For

New payroll administrators, human resources professionals wanting to learn more about the payroll function, and administrative staff

Facilitator

MSEC staff

\$130, 8:30-12:00, CEU: 0.35

Denver - February 9, October 7

Fort Collins - May 10

Free! Salary Survey Data: Making Sense of the Numbers

ID# COMP 105

HR Competencies

- Critical Evaluation
- Business Acumen

Objective

To present participants with the basics of collecting and interpreting wage and salary survey data.

Outline

- *Questionnaire mechanics*
- *Survey methodology*
- *What to look for when using surveys*
- *A special look at MSEC surveys*

Designed For

Personnel responsible for completion of MSEC survey questionnaires and using survey data. This session is especially useful to those new to this responsibility.

Facilitator

MSEC staff

FREE, 8:30-11:30, CEU: 0.3

Denver - July 8, October 3



Free! Salary Survey Job Matching Workshop

ID# COMP 109

HR Competencies

- Critical Evaluation
- Business Acumen

Objective

To assist participants in matching jobs in their organization to positions in MSEC's *Benchmark Compensation Survey for Arizona, Colorado, and Wyoming*.

Are you often confused about how to match your organization's positions to the jobs in MSEC's *Benchmark Compensation Survey*? If so, join us for a half-day survey job matching workshop. MSEC's survey staff will work with you to match jobs in your organization to jobs in the survey.

At the end of the session, you will leave with a list of those jobs in your organization that match jobs in the survey. You can use that list to assist you in completing the *Benchmark Compensation Survey* questionnaire.

Outline

- *Overview of survey job matching*
- *Hands-on application of survey job matching*

Note: Participants are required to bring copies of their organization's job descriptions to use in this hands-on workshop.

Designed For

Personnel responsible for completing MSEC's *Benchmark Compensation Survey* for the first time.

Facilitator

MSEC staff

FREE, 8:30-11:30, CEU: 0.3

Denver - February 5

Writing Effective Job Descriptions

ID# HR 118



HR Competencies

- Ethical Practice
- Communication
- HR Expertise

Objective

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

Outline

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

Designed For

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

Facilitator

MSEC staff

This seminar is effective as a customized on-site. See page 11 for information about on-site costs.

\$130, 8:30-12:00, CEU: 0.35

Denver - March 2, October 5

Scottsdale - February 9

Accounting for Non-Accountants

ID# ACCT 105

HR Competencies

- Business Management and Strategy
- Business Acumen

Objective

Many non-accountants think GAAP is a clothing store, feel intimidated by accounting jargon in meetings, and avoid conversations about the organization's budget. Consequently, they miss opportunities to make more of an impact in their organizations. And yet, they often are called upon to be involved in financial decision-making. If this describes you, join other non-accountants for this lively and interactive seminar on fundamental business accounting practices and principles.

Through group discussion, problem-solving exercises, real business examples, and hands-on practice, you gain immediately-applicable skills to enhance your ability to not only talk accounting, but also to be a significant contributor to financial conversations in your organization. Learn what data are important to collect and monitor, how to analyze and report the data to justify your arguments, and how to strengthen your reputation as someone who can appreciate and address the larger financial picture.

Outline

- *The other GAAP: Generally Accepted Accounting Principles (GAAP)*
- *Balance Sheet, Income Statement and Statement of Cash flows: an introduction*
- *Capital Investments and the time value of money*
- *Basic use and analysis of financial statements: making sense of all these documents*
- *Budgeting and cash flow projections: what a budget is and why it's so important*
- *Audits and auditors: purpose of an audit and who does them*
- *Fraud and ethics: how to recognize and prevent fraud and sustain ethical practices*

Designed For

This course is appropriate for anyone who seeks a more solid foundation in accounting principles as they relate to business operations. Human resources professionals, managers, and others who are involved in financial decision-making in their organizations will find this course particularly beneficial. The content of this course will be applicable to both for-profit and non-profit entities.

Facilitator

Paul R. Harrison, CPA, CGMA, MBA, CFP®, Partner with *Hubbard & Harrison, LLP* and an Assistant Teaching Professor at the *University of Denver, School of Accountancy*

\$310, 8:30-3:00, CEU: 1.3

Denver - June 7-8, December 6-7

Advanced Practicum for Experienced Trainers

ID# TRAINING 102



Objective

Even the most experienced trainers can benefit from feedback. The Advanced Practicum for Experienced Trainers provides experienced trainers with an opportunity to prepare and deliver a real training module and receive feedback from their training community peers. Using their own prepared materials, participants will deliver a 20-25 minute module of training they have developed. They should also be prepared to discuss elements related to the development of the training, including their needs assessment, design, and evaluation process. During the feedback portion, participants can pose problems or concerns they would like their peers to address.

Note: Participants must register at least two weeks in advance to allow enough time for preparation. Guidelines for the module will be sent one week prior to class.

Outline of the Practicum

- *Overview of tips for providing developmental feedback*
- *Individual presentations on training programs chosen by participants*
- *Peer developmental feedback*
- *Suggestions on continuing to build training skills*

Designed For

Trainers with at least two years of experience, who have been involved in all aspects of training from assessment through evaluation. While this is a required class for individuals going through the *MSEC Trainer Certificate Program* all other participants are welcome. For those pursuing their certificate, it is strongly recommended that this be the final class in the program. Class size is limited to seven. Each participant will have approximately 40 minutes to overview the development process, deliver the module, and receive feedback. Preparation time prior to class is required.

Facilitator

MSEC staff

\$205, 8:30-4:30, CEU: 0.7

Denver - February 12, June 14, October 11

New! Art of Blinders: Maximizing your Communication through Principles from the Sightless

ID# COMM 121

HR Competencies

- Communication

Objective

Poor communications can cost an organization between 25-40% of their annual budget due to lack of clarity, wasted time, and projects being delivered late or over budget. This multi-sensory, experiential, communications workshop addresses four of the most common communication issues in corporate America:

- *Distractions*
- *Ambiguity*
- *Obstacles*
- *Competition*

Learn unique communication perspectives never before taught in the corporate world. Led by the dynamic and legally blind IT professional, *The Art of Blinders* workshop focuses on experiencing and understanding the four Sightless Principles of Communication used every day and used to advance corporate success.

Outline

Participants will learn how to maximize four sightless principles to improve communication:

- **Using Blinders.** *Avoid visual distractions. The visually impaired community has no visual distractions when listening. How much better would your team actively listen if they learned to ignore visual distractions?*
- **Urgent and Clear Communication.** *Effective communication is paramount to the visually impaired community's success. Instructions and other communications can be easily misinterpreted by teams without clear and concise directions.*
- **Identifying Obstacles.** *Remove unseen obstacles. Knowing about obstacles is key to the visually impaired community successfully moving about. Clearing away obstacles is also key to successful teams.*
- **Collaborative Communication.** *Eliminate competitive behavior. The visually impaired community knows that collaboration is more effective than individual efforts. For example, collaborating with a sighted person to cross a busy street. How might your team's results increase when you collaborate more often?*

Designed For

Individuals looking to improve their communication skills.

Facilitator

Mike Hess, founder of the *Blind Institute of Technology*

\$135, 8:30-12:30, CEU: 0.4

Denver-February 17, September 28

Assertiveness Training for Support Staff

ID# PERSDEV 102

HR Competencies

- Communication

Objective

To teach participants the skills to: 1) face problems directly and resolve them quickly; 2) to handle stressful interpersonal situations effectively; 3) and gain the confidence needed to make difficult decisions without creating resentment, anxiety, or guilt. This seminar focuses specifically on situations where support staff may feel the risk is too high to deal assertively with customers, clients, bosses, or coworkers.

Outline

Assertiveness—An Overview

- *Recognizing it and the alternatives*
- *Criteria for assertive behavior*
- *Assessing assertive skills*

Tools and Strategies

- *Clarifying complicated issues*
- *Stating needs clearly*
- *Dealing effectively with criticism and rejection*
- *Handling anger and hostility*
- *Recognizing and stopping manipulative behavior*
- *Resolving conflict responsibly*
- *Learning when and how to say "no"*

Designed For

Support staff

Facilitator

MSEC staff

\$310, 8:30-4:00, CEU: 1.3

Denver - January 28-29, July 28-29, November 30-December 1

Brush-Up English

ID# WRITING 112

HR Competencies

- Communication

Objective

To review English usage for business writers of all kinds. Participants will practice English grammar vocabulary and sentence structure to reestablish foundational elements of written language. Building on those components, participants will learn how to identify and revise a variety of common errors. Exercises in word use, sentence structure, and punctuation will be especially useful for helping writers to write, revise, and review with skill and confidence.

Outline

Reviewing the Basics

- *Parts of speech*
- *Subject/predicate*
- *Main clause/subordinate clause*

Identifying and Revising Common Mistakes

- *Capitalization*
- *Plurals and possessives*
- *Subject-verb agreement*
- *Pronouns*
- *Passive Voice*
- *Adjectives and Adverbs*

Punctuating with Confidence

- *Commas*
- *Semicolons*
- *Colons*

Designed For

Anyone writing, editing, or reviewing written communications interested in refreshing foundational elements of language

BONUS! Individual Review Option:

The instructor will confidentially review your writing and return it to you during the session. Please email up to three short documents (maximum five pages each) to ibarbeau@msec.org, ATTN: Jenny Morse. Documents must be received one week prior to date of workshop.

Facilitator

Jenny Morse, Ph.D., Business Writing Consultant

\$215, 8:30-3:30, CEU: 0.6

Denver - March 29, June 2, September 15, November 10

Business Essentials

ID# MGMT 154

HR Competencies:

- Leadership and Navigation
- Business Acumen
- Critical Evaluation

Objective

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

Outline

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

Designed for

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

Facilitator

MSEC staff

\$185, 8:30-3:00, CEU: 0.55

Denver - January 22, May 10, September 13

Fort Collins - April 13

Business Writing for Support Staff

ID# WRITING 106

HR Competencies

- Communication

Objective

To help administrative assistants and executive-level support staff develop the writing skills essential to their positions. Participants will learn how to maximize the writing process, from planning to proof-reading. In addition, they will work with typical business documents like email, procedures, and minutes. The seminar format includes exercises, individual guidance, and group discussion.

Outline

Planning

- Identifying goals for business writing
- Analyzing the audience
- Selecting the medium
- Crafting business writing habits
- Choosing the approach
- Identifying the purpose
- Organizing for results

Writing

- Formatting for readability
- Considering the tone
- Writing for clarity
- Stimulating reader response
- Being concise

Revising

- Punctuating properly
- Eliminating jargon
- Using possessives, plurals, and pronouns correctly
- Creating coherent sentences
- Checking for errors

Designed For

Administrative assistants and support staff who wish to improve their writing skills

BONUS! Individual Review Option:

The instructor will confidentially review your writing and return it to you during the session. Please email up to three short documents (maximum five pages each) to lbarbeau@msec.org, ATTN: Jenny Morse. Documents must be received one week prior to date of workshop.

Facilitator

Jenny Morse, Ph.D., Business Writing Consultant

\$215, 8:30-3:30, CEU: 0.6

Denver - February 23, April 14, May 17, October 27

Communication Feedback: Know Thyself

ID# COMM 104

HR Competencies

- Communication

Objective

To gain a firm understanding of how others perceive you and learn to effectively adapt your communications to be more effective in the workplace. Each participant will receive an individual style report based on surveys from five individuals you select plus yourself. This "self plus others" report format provides a comprehensive description including concrete suggestions for mastering your style. Learn how to recognize others' communication preferences and build the skills to work effectively with all kinds of people. Knowing yourself leads to enhanced self-confidence, teamwork, and leadership capabilities.

Outline

- Examining behaviors and their causes
- Identifying four communication styles
- Learning others' preferences and needs
- Appreciating and accepting differences
- Managing conflict situations
- Determine your style
- Report discussion and feedback
- Developing skills for working with others
- Case study application
- Creating an individual growth plan

Note: This class requires pre-work which will be sent directly to the participant prior to the seminar. Please register at least three weeks prior to the workshop. The pre-work surveys for this program are emailed to the participant. If the participant cancels their registration after they have accessed their on-line pre-work, they will be charged \$140 for their pre-work materials. Cancellation must be received no later than seven days prior to the seminar. Should a participant cancel from the course less than seven days prior or "no show," the fee of \$140 for preparation of individual diagnostic surveys will be charged in **addition to** the standard MSEC seminar cancellation/no show fees.

Designed For

For all audiences and those who manage, lead, or want to gain a professional edge

Facilitator

Sean E. Moore, *The Athena Group, LLC*

\$460 (Includes personal style report), 8:30-4:00, CEU: 1.3

Denver - February 25-26, April 19-20, June 21-22, September 8-9, November 10-11

Communicating Effectively in Difficult Situations for Non-Management Personnel

ID# COMM 102

HR Competencies

- Communication

Objective

Customers and coworkers can often push our buttons and before we know it, we're deep in conflict. Poor communication skills—avoiding issues (letting things fester) or escalating trouble (needlessly complicating matters)—can cost your organization thousands of dollars per situation. Competent communication—your ability to manage differences skillfully—can transform costly situations into profitable outcomes. The course objectives are to increase your confidence and ability to:

- Assess and analyze difficult situations systemically
- Apply specific skills for handling complicated interpersonal matters
- Choose effective strategies for resolving difficulties
- Prepare to conduct important one-to-one conversations
- De-escalate conflicted situations to bring about a workable resolution
- Two Special Features
- You will receive your own I-SkillsZone workbook and related set of practical tools for learning and applying the I-SkillsZone system on your job.
- The workshop focuses on issues of your own choosing rather than other peoples' circumstances or case studies to practice and apply the material presented.

Learning Methods

Participate in a variety of interactive learning methods:

- Informative conceptual presentations
- Video and live demonstrations (by the instructor) using specific skills and processes
- Skill rehearsals with your issue(s) to expand your constructive behavioral choices and reduce negative responses, using innovative skills mats for accelerated learning, with coaching and feedback
- Development of a specific action plan for dealing with your most challenging on-the-job situation immediately after you leave the workshop

Behavioral Outcomes

From learning the I-SkillsZone system, you will understand and be able to apply:

- *Seven Styles of Communication*—a map for identifying breakdowns in communication and creating constructive conversations
- *B.O.S.S.*—a practical guide for making better, more profitable systemic decisions—counting all parties involved
- *The Information Wheel*—an essential tool for understanding, clarifying, and resolving complicated issues
- *The Listening Cycle*—a guide for accessing important information accurately and efficiently while building relationship
- *Six talking skills and five listening skills (in the I-Skills Zone)* to expand your ability to participate productively and be more influential in important meetings
- *Physical techniques for managing yourself to prevent and reduce interpersonal stress in challenging situations*
- *A set of practical interactive principles for gauging and positively altering the course of interactions*
- *Human Checkers*—a non-verbal technique for assessing and altering strained/ineffective interactions with difficult people
- *A System Map for assessing the dynamics of, and planning intervention for, stressful situations*
- *Eleven strategies for tackling difficult situations*
- *The Mapping Issues Process*—a foundational nine-step collaborative procedure for resolving complex issues and building agreements
- *Self-awareness and self-regulation to increase personal power and influence without the negatives*

Designed For

Non-management and support staff personnel who are frequently faced with difficult people and situations

Facilitator

MSEC Staff Member

\$380 (Includes cost of workbook), 8:30-4:00, CEU: 1.3

Denver - February 25-26, May 5-6, October 5-6, December 13-14

Communication Tools for Maximizing Performance

ID# COMM 105

HR Competencies

- Communication

Objective

To help participants: 1) gain a fresh outlook and perspective about communicating with others that can really make a big difference in all areas of personal relations, and 2) to successfully put into action in various work settings a set of precise and practical communication methods, skills and techniques.

The primary emphasis will be on bringing this into all areas of business (*and one's personal life*), wherever face-to-face communication is vital. Also emphasized will be finding how to match these skills to fit with one's personality style, role, and circumstances.

A follow up study guide will be provided to help practice the skills that have been learned.

Outline

- *Improving the ability to understand people better*
- *Improving the ability to turn your emotions on or off depending on the circumstances*
- *Improving the ability to develop and maintain trust, rapport, and influence with others*
- *Improving the ability to deal with difficult people and situations*
- *Improving the ability to think in an outcome oriented way*
- *Learning how to discover what is important to another person or group and tailor approaches to that*
- *Learning how to gather and organize information systematically to clarify problematic situations and to identify clear goals*
- *Learning how to facilitate business meetings (formal and informal) in a way that saves time and get results*

Designed For

Any professional in management, supervision, administration, customer service, human resources, engineering, training, sales, and anyone whose success depends on the ability to relate to others

Facilitator

Gary J. Faris, L.P.C., Management Consultant

\$370, 8:30-3:30, CEU: 1.2

Denver - February 18-19, April 14-15, July 21-22, October 13-14, December 1-2

Conflict: Self-Management

ID# CONF 102

HR Competencies

- 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

- *Conflict style assessment*
- *Identifying alternative strategies*
- *Conveying understanding*

Designed For

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

Facilitator

MSEC staff

\$185 (Includes conflict style assessment), 8:30-4:30, CEU: 0.7

Denver - January 13, March 22, May 16, June 28, August 10, September 26, October 28, November 16

Scottsdale - May 10 (1:00-4:30)

Fort Collins - October 20

Creating Training Materials

ID# TRAINING 107

HR Competencies

- Consultation

Objective

Have you been tasked with creating training from scratch and have no idea where to start? Come learn how to apply instructional design principles to your project(s). Examine the process of planning and developing learning materials and training experiences that contribute to successful learning outcomes. This seminar will focus on creating learner materials such as notebooks, handouts, and visual aids, as well as other learning aids and instructor materials.

Outline

Needs Assessment

- *Calculating development time and costs*
- *Identifying design resources and constraints*
- *Clarifying learning objectives*
- *Assessing your instructional design skills*

Developing Training Materials

- *Tying training objectives to material design*
- *Considering sequencing options*
- *Selecting the instructional method and delivery medium*
- *Developing a lesson plan*

Designing Training Materials

- *Writing content*
- *Applying design principles*

Evaluating Training

- *Reviewing your course design*
- *Evaluating your instructional design skills*

Designed For

Individuals who prepare in-house training, deliver group training, or revise existing training. Useful for both new and experienced trainers who want to improve their design skills. It is recommended that you have already taken MSEC's *Train-the-Trainer* and *Training Activities* seminars.

Facilitator

MSEC staff

\$310, 8:30-4:30, CEU: 1.4

Denver - February 16-17, May 18-19, August 9-10



Cultivating Your Listening Skills: Listening to Understand

ID# PERSDEV 114

HR Competencies

- Communication

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

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

Denver - March 15, July 28, September 26

Scottsdale - September 28

Colorado Springs - July 19

Customer Relations: Making the Connection

ID# CUST 101

HR Competencies

- Relationship Management

Objective

In this class, participants discover how to create customer service experiences which ensure that people leave not merely as “satisfied customers” but as “loyal customers.” It explores methods to CONNECT with customers to give them a truly personalized experience, practice skills to ACKNOWLEDGE the customer’s needs in difficult situations, and determine appropriate ACTION steps in varying service situations.

Benefits

- *Adapt the newly learned tools to your own work situations and learn how others utilize the skills effectively.*
- *Discover practical, ready-to-use ideas for various phases of your interaction with your customers.*
- *Build confidence in handling tricky situations, leading to more enjoyment of customer interactions, and an increased feeling of job satisfaction and accomplishment.*
- *Walk away with a personalized, self-created service brand which will energize you in your service role and guide you in challenging situations.*

Outline

Connect

- Anticipate customer needs
- Adapt to varying communication styles
- Practice positive language skills

Acknowledge

- Employ a 3-step method for handling difficult customer situations

Act

- Identify action steps which ensure the customer experience is positive
- Determine critical follow-up steps

Designed For

Any individual who has direct or indirect customer contact, including managers of customer relation functions

Facilitator

MSEC staff

This seminar is particularly effective as a customized on-site program tailored to specific customer relations issues within an organization. Please call registration for details.

\$130, 8:30-12:30, CEU: 0.4

Denver - January 15, April 22, July 12, November 15

Fort Collins - October 25

Colorado Springs - June 30

Developing Interpersonal Communication Skills

ID# COMM 108

HR Competencies

- Business Management and Strategy
- Communication

Objective

When communication goes awry, it is often difficult to identify the source, cause, or more importantly how to redirect in a more productive and ideally positive manner. This workshop is based on years of research and practical tools to support each person in accessing the critical awareness needed to improve or modify their interpersonal communication in the workplace. This rich, interactive, and intentionally introspective seminar allows participants to work with and examine their internal and external personal and professional habits that impact their ability to enhance and/or improve relationships. Expert instruction, readily applicable communication style assessment, class exercises, and feedback, are all used to provide participants with increased self-awareness, transferable skills, and practical knowledge to become more thoughtful and effective communicators.

Outline

- *Examining essentials of the communication process*
- *Exploring how our life experiences, beliefs, perceptions, and choices affect communication*
- *Understanding personality preferences using the Insight Inventory assessment*
- *Learning to adapt communication styles to enhance effectiveness*
- *Gaining tools for how to better communicate while under stress*
- *Determining how, when and where to take personal responsibility for our role in communication interactions*
- *Becoming more skilled at how to deliver and receive difficult feedback*
- *Making a commitment: to implement realistic changes*

Designed For

Anyone who wishes to develop more effective communication in the workplace (**Participants must be able to attend all three days**).

Facilitator

MSEC staff

\$440, 8:30-3:30, CEU: 1.8

Denver - January 13-15, February 10-12, March 15-17, April 13-15, May 2-4, May 31-June 2, July 6-8, August 16-18, September 20-22, October 25-27

Fort Collins - November 1-3

Colorado Springs - November 30-December 1

Developing and Maintaining Trust in the Workplace

ID# MGMT 128

HR Competencies

- Ethical Practices

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

\$185, 8:30-4:00, CEU: 0.7

Denver - January 20, March 4, May 16, July 18, September 9, November 15

Scottsdale - November 3

Developing Presentation Skills

ID# PERSDEV 105

HR Competencies

- Communication

Objective

To develop and practice the basic skills necessary for the effective delivery of presentations in various professional settings. Participants will focus on skill-building by designing and delivering two presentations and receiving both class and instructor feedback. Presentations will be recorded.

Outline

Principles

- *Presentation design*
- *Style and delivery techniques*
- *Visual aids*

Practice and Feedback

- *Impromptu presentations*
- *Informational presentations*
- *Persuasive presentations*
- *Instructional presentations*

Designed For

This class is designed for individuals who have limited presentation skills/public speaking experience or those who wish to improve their confidence level in front of groups. It is helpful for those who deliver briefings, speeches, presentations (*formal and informal*), and reports. Class size is limited to 10, and participants must attend all three days.

Note: Evening preparation time is required on both day one and day two of the class. Participants will receive a DVD copy of their individual presentations for later review.

Facilitator

MSEC staff

Presentation Skills Coaching Services

Customized coaching services are available to provide one-on-one feedback and guidance as you build your presentation skills. Contact the Organizational Development and Learning Department for more information.

\$510 (Includes lunch), 8:30-4:30, CEU: 2.1

Denver - January 27-29, April 26-28, July 12-14, September 19-21

Fort Collins - July 26-28

Diversity in the Workplace

ID# COMM 109



HR Competencies

- HR Expertise
- Global and Cultural Effectiveness

Objective

To raise awareness of legal and interpersonal aspects of interactions and communication in a diverse workforce. In today's workplace, appreciation and tolerance of differences have become essential skills. Recognizing, understanding, and leveraging the unique aspects of age, gender, race, culture and religion, along with physical ability and sexual orientation, are critical to business success.

Outline

- *Introduction of the concepts of diversity and inclusion*
- *Legal issues involving a diverse workforce*
- *Historical perspective of legal issues*
- *Harassment/hostile work environment definition*
- *Tips for interpersonal effectiveness around differences*
- *Reflections on personal experiences about difference*
- *Optional responses to difference*

Designed For

Anyone concerned with being successful in working with a diverse, rapidly-changing workforce

Facilitator

MSEC staff and MSEC staff attorney

This seminar is particularly effective as an on-site program tailored to an individual organization. This on-site program can be developed for management, employee-only, or combined groups. See page 11 for more information about on-site costs.

\$130, 8:30-12:00, CEU: 0.35

Denver - April 19, November 8

Fort Collins - March 23 (1:00-4:30)

Elevating Your Sales Effectiveness

ID# SALES 103

Objective

Is every member of your sales team consistently operating at their highest level? Are they fully engaged in the sales process? Does their message connect and resonate with your customer base?

With this fast-paced and highly-engaging program, you will discover the concepts, principles, and processes the most successful sales professionals employ. Develop plans to adapt and incorporate them into your style and way of doing business.

Elevating the sales process is much more than talking and presenting. It involves a mind-set and process of transforming into sales consultants, customer advocates, problem solvers, educators, negotiators, solution providers, and more.

Outline

- *Creating and understanding the sales mind-set*
- *Develop and improve presentation skills*
- *Develop and improve questioning skills*
- *Develop and improve listening skills*
- *Selling solutions vs. products*
- *Best sales practices*

Designed For

Sales representatives with less than ten years' experience, customer service representatives who sell, and sales assistants

Facilitator

Michael Corcoran, *Corcoran Consulting, Inc.*

\$205, 8:30-4:00, CEU: 0.65

Denver - February 16, October 4

New! Email Chaos Ended! Time Regained!

Smart, simple strategies to help you manage your email, instead of it managing you

ID# TIMEMGT 108

HR Competencies

- Consultation

Objective

Facing overloaded email inboxes and massive amounts of inbound emails daily, today's workforce is overwhelmed. Email has taken over our workdays, and spills over into our personal lives, as we are constantly connected. Often with hundreds (and sometimes thousands) of emails in our inboxes, it is difficult or impossible to prioritize our work and get the important things done. This course builds on the GOAL! Get Organized At Last! techniques, and helps people create order from chaos, set boundaries, clarify priorities, use technology more wisely, and email more effectively. Combining the powerful and effective GOAL! email techniques and time management philosophies this course helps you end Email Chaos! once and for all. Attendees will not be working on computers.

Outline

- *Building on the GOAL! Get Organized At Last! concepts and techniques, Email Chaos Ended! Time Regained! teaches not only email management techniques, but time management (around email) as well*
- *Break free of the email choke-chain, and increase your focus in the process*
- *Set reasonable email boundaries and expectations for yourself and others*
- *Get your email inbox to zero, and keep it that way*
- *Reduce the number of low value emails cluttering your inbox*
- *Clarify email priorities and improve responsiveness - learn how to follow-up and follow through on important emails*
- *Losing your emails? Learn strategies to file and find important emails again*
- *Forgot how to dial the phone? Learn when to email and when to call?*
- *Guidelines for writing short, impactful emails that get results*
- *When to cc, bcc, Reply All, and more*
- *Has the tone of your emails gotten you in hot water? Learn helpful guidelines to keep you in good graces*
- *Outlook email tips and tricks demonstrated (G-mail handouts will be available for G-mail users)*

Designed For

Anyone wanting to get more organized with their email and their time

Facilitator

Jan Keller, JTK Training and Consulting

\$150, 8:30-12:30, CEU: 0.4

Denver - April 20, September 26

Email and Social Media: What to Do Before It Goes Public

ID# WRITING 110

HR Competencies

- Communication

Objective

To ensure that your email messages and social media posts receive the attention you desire and the results you want. Participants will learn how to write emails and other web content that make it easy for the reader to understand and respond. This course emphasizes techniques for preparing, composing, and reviewing email messages and social media for a variety of situations. The workshop format includes writing exercises, individual guidance, and group discussion.

Outline

Considering your message

- *Determining if your message is appropriate for email or social media*
- *Identifying the purpose*
- *Considering the intended readers*
- *Crafting the desired response*

Composing with care

- *Creating useful subject lines and hashtags*
- *Highlighting what is important*
- *Formatting for readability*
- *Facilitating a response*

Avoiding Pitfalls

- *Choosing content relevant to the readers*
- *Using language appropriate to the readers*
- *Correcting grammar, punctuation, and spelling errors*

Designed For

Anyone who wants to cultivate better email practices or who is responsible for social media interactions at work

Bonus! Individual Review Option

The instructor will confidentially review your writing and return it to you during the session. Please email up to three short documents (maximum five pages each) to ibarbeau@msec.org, ATTN: Jenny Morse. Documents must be received one week prior to date of workshop.

Facilitator

Jenny Morse, Ph.D., Business Writing Consultant

\$215, 8:30-3:30, CEU: 0.65

Denver - March 3, June 7, September 29

Fort Collins - August 16

Emotional Intelligence at Work

ID# MGMT 111

HR Competencies

- Relationship Management

Objective

This highly attended and expertly facilitated course offers participants the opportunity to focus on the essential elements that lead to the building of or erosion of effective relationships and subsequent outcomes. Emotional Intelligence (EQ) is much more than simply understanding and naming your emotions.

It is a model rooted in years of neuroscience research that reveals ways to deliberately and intentionally utilize your emotions as actual data to create optimal results in professional and personal relationships. Class participants will also learn the bottom line benefits associated with deepening self-awareness. EQ involves the ability to accurately identify emotions in self and others, to modify or regulate them, and express empathy. It is a set of essential, learnable skills. Time is spent in this class building awareness of the evolutionary role of emotions, recognizing patterns, applying consequential thinking, and expanding your ability to develop key relationship skills.

Outline

Define Emotional Intelligence:

- *Develop the five EQ Competencies*
 - Self-awareness
 - Self-regulation
 - Self-motivation
 - Empathy
 - Relationship skills
- *Assess your emotional intelligence through use of a comprehensive assessment*

Designed For

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

Facilitator

MSEC staff

This seminar is particularly effective as an on-site program tailored to an individual organization. See page 11 for information about on-site costs.

\$360 (Includes assessment), 8:30-4:30, CEU: 1.4

Denver - February 9-10, April 5-6, October 17-18

Scottsdale - August 17

Colorado Springs - September 8-9

Enneagram: Leveraging the Power of Personality

ID# PERSDEV 122



Objective

If you have ever asked yourself, "Why do people act the way they do?" The Enneagram will help you answer that question by defining nine distinct personality TYPES and how each TYPE views and interacts in the world. Our personality is a set of habitual patterns and coping strategies built up over a lifetime. Understanding the motivation and strategies behind the behavior of each TYPE allows us to build compassion for ourselves and others in order to better communicate more effectively in the workplace.

Outline

- *Identify descriptors for all nine TYPES*
- *Determine your TYPE*
- *Understand how TYPE limits our perception of the world*
- *Understand the motivation and strategies behind all nine TYPES*
- *Learn how all nine TYPES communicate and interact in the workplace*
- *Learn strategies to go from reactive to proactive*

Designed For

Managers, supervisors and individual contributors—individuals who want to understand personality styles and manage differences more effectively in the workplace

Facilitator

MSEC staff

This seminar can be particularly effective in team building as part of a customized on-site. See page 11 for information about on-site costs.

\$205, 8:30-4:00, CEU: 0.65

Denver - March 22, September 9

Generations: Working Together

ID# PERSDEV 115

HR Competencies

- Risk Management

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 particularly effective as a customized on-site. See page 11 for information about on-site programs.

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

Denver - January 20, June 29, October 7, December 7

Scottsdale - May 10 (8:30-12:00)

Fort Collins - March 24

Colorado Springs - February 18

Grand Junction - April 27

Glenwood Springs - April 28



GOAL! Get Organized At Last!

ID# TIMEMGT 106

HR Competencies

- Consultation

Objective

"GOAL!" stands for Get Organized At Last! Is your day spent overwhelmed with piles of paper, onslaughts of emails, endless interruptions, and to-do lists galore? Do you spend your days dealing with minutia, rather than attending to your most important priorities? Is your procrastination or perfectionism standing in your way of success? Achieve your GOAL, and launch yourself and your team on an immediate path to better organization and greater productivity with *GOAL! Get Organized At Last!*

This dynamic class provides simple, easy-to-implement solutions to help you get control of your workload and your day, contribute to the success of your organization, and increase your value as an employee. In today's competitive corporate climate, even highly successful and profitable companies constantly look for ways to get more done, in less time.

Outline

- *Stop stacking, stuffing, and spreading papers in your office; and understand what to do with each and every piece of paper in your life*
- *Banish clutter and streamline your space*
- *Manage email efficiently and effectively, learn strategies to empty your mailbox so you don't feel chained to your computer every minute of the day*
- *Learn Microsoft Outlook tips and tricks to help increase your efficiency with this powerful tool*
- *Reduce interruptions and distractions, and increase focus and concentration*
- *Schedule your time and prioritize so you can get your most important tasks done first*
- *Improve your ability to limit and quickly recover from unexpected interruptions*
- *Follow up and follow through on assignments*
- *Learn simple project management strategies*
- *Significantly reduce the stress and anxiety that comes from being overworked, overwhelmed, and overloaded; gain more control over your workload*
- *Identify personal productivity pitfalls and learn how to address them*
- *Increase your contribution to the bottom-line results of your organization*

Designed For

Anyone wanting to get more organized and more productive

Facilitator

Jan Keller, *JTK Training and Consulting*

\$285, 8:30-4:30, CEU: 0.7

Denver - January 21, March 3, May 5, July 12, September 13, November 8

Grant Writing Essentials

ID# WRITING 109

Objective

To provide participants with the critical tools needed to identify potential funders and write successful grant proposals or applications. Understand the reasons most grants fail to get funded: the proposal or application was incomplete; the wrong funder was approached; or the funder's guidelines were not followed to the letter. Grant proposal writing is part art and part science. Learn to demonstrate knowledge and understanding of the funder/grantor's needs, goals, and concerns. Finding a funder for a project requires careful evaluation of past grants, goals, and related information. This half-day program will help attendees understand how to identify the right funder, determine what the funder is looking for, and structure a grant application/ proposal.

Outline

- Key grant writing activities including planning, searching for data and resources, writing and packaging a proposal, submitting a proposal to a funder, and follow-up
- Defining the project
- Identifying funding sources
- Contacting and working with funders
- Obtaining the request for proposal
- Identifying proposal requirements
- Identifying timelines and personnel requirements
- Writing the grant proposal
- Budgeting
- Understanding and following specifications

Designed For

Organizations seeking grant proposal/application writing information and approaches

Facilitator

Janet Arrowood, *The Write Source, Inc.*

\$155, 8:30-12:00, CEU: 0.35

Denver - September 16

Group Facilitation Skills

ID# TEAM 101



HR Competencies

- Communication

Objective

This class focuses on the essential observation and intervention skills necessary to effectively facilitate groups through their daily interactions, programs, and projects. Participants learn to clarify their role and grow their skills as facilitators.

Facilitation comes from the Latin word "to make easy." Effective facilitators ask themselves two questions: "What do I notice?" and "What, if anything, do I need to do about what I notice?" Join this class and learn how to best answer these questions and put the complimentary skills into practice.

Outline

- Defining facilitation
- Understanding the balance between leading and facilitating
- Observing group dynamics
- Identifying and establishing group norms
- Determining appropriate intervention techniques
- Maintaining an environment conducive to maximum interaction and productivity

Designed For

Supervisors, managers, team leaders, or anyone who facilitates groups/teams

Facilitator

MSEC staff

Facilitation Skills Coaching Services

Customized coaching services are available to provide one-on-one feedback and guidance as you build your facilitation skills. Contact the Organizational Development and Learning Department for more information.

This course is particularly effective as a customized on-site program designed for individual organizations. See page 11 for information about on-site programs.

\$310, 8:30-4:30, CEU: 1.4

Denver - February 3-4, April 7-8, June 15-16, September 1-2, November 3-4

Leadership Skills and Strategies for Administrative Assistants

ID# SPEC 457

Objective

Today's administrative support staff hold a highly important position in the workplace. They have taken on more and varied responsibilities as strategic leaders in their organizations. This popular seminar offers participants opportunities to reflect on personal core values that shape their leadership style and to learn skills and strategies for achieving success.

Outline

- *Explain the difference between managers and leaders*
- *Clarify personal values*
- *Identify personal values needed to become a stronger leader and enhance professionalism*
- *Identify the characteristics of leaders*
- *Identify personal areas of excellence and areas for improvement*
- *Identify and discuss personal and professional role models*
- *Assess personal leadership qualities*
- *Practice leader communication skills*
- *Identify how to find a mentor*
- *Identify how to develop and rate a mentor relationship*
- *Determine how to identify a protégé, assess their development needs, agree on expectations, set a plan for implementation*
- *Explore ways to inspire and motivate others to develop their leadership characteristics*

Designed For

All levels of administrative assistants and support staff

Facilitator

Doug Gertner, Ph.D., *Workplace Seminars and Solutions*

\$210, 8:30-4:30, CEU: 0.7

Denver - March 10, September 6

Managing Stress in the Work Environment

ID# PERSDEV 107

Objective

Life is full of deadlines, frustrations, and demands. The influence of technology and the need to respond immediately, added to the common organizational culture of "take on more," leads to stress becoming a way of life. Stress isn't always bad. In small doses, it can help you perform under pressure and motivate you to do your best. But when you're constantly running in emergency mode, your mind and body pay the price.

If you find yourself feeling frazzled and overwhelmed, it's time to take action to bring your life back into balance. This class provides a comprehensive approach to managing stress including lifestyle balance, modifying behavior patterns, and enhancing physical awareness. Emphasis is placed on helping participants become more aware of their stress responses, creating a sense of choice and control over what happens to them, and achieving a greater sense of balance in their lives and the workplace.

Outline

- *Better recognize and manage internal and external sources of stress*
- *Examine how current responses serve you or get in your way*
- *Explore and practice a wide array of methods/techniques for managing stress*
- *Create a plan of action for more effectively managing current and future stressors*

Designed For

Anyone who wishes to have more control over the stress in their personal and professional lives

Facilitator

MSEC staff

Participants are invited to dress comfortably.

\$310, 8:30-4:00, CEU: 1.3

Denver - April 14-15, July 14-15, October 6-7

Myers-Briggs: An Interpretation of Personal Style

ID# PERSDEV 108

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 prior to the seminar. It is suggested that individuals register at least 2 weeks prior to the class.

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 staff

This seminar is particularly effective for leadership development or teambuilding as part of a customized on-site. In addition to the on-site fee, there is a \$35 per person charge for the online assessment tool and materials. See page 11 for information on on-site programs.

\$220, 8:30-4:30, CEU: 0.7

Denver - March 30, October 13

Scottsdale - April 5

Myers-Briggs: MBTI and Stress

ID# PERSDEV 123

Objective

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

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

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

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

Outline

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

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

Designed For

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

Facilitator

MSEC staff

This seminar is particularly effective for leadership development or teambuilding as part of a customized on-site. In addition to the on-site fee, there is a \$50 per person charge for the online assessment tool and materials. See page 11 for information on on-site programs.

\$235, 8:30-4:30, CEU: 0.7

Denver - March 1, October 14

Scottsdale - July 28

Negotiation for Win/Win Results

ID# CONF 106



HR Competencies

- Relationship Management

Objective

To provide participants with the tools needed to achieve win/win results in all types of negotiations. This informative and interactive seminar allows participants to work with and examine the phases of the negotiation process that impact their ability to achieve win/win results. Instruction, class exercises, and a mock negotiation are used to provide participants with applicable skills and practical knowledge to become a more thoughtful and effective negotiator.

Outline

- *Examine the benefits of win/win negotiations.*
- *Discuss the qualities of a good negotiator*
- *Review the dynamics at play during negotiations*
- *Understand and implement negotiation strategy and tactics*
- *Discuss the three phases of negotiation*
- *Understand the importance of the best alternative to a negotiated agreement*
- *Implement win/win strategies in a mock negotiation*

Designed For

All levels of professional and management personnel

Facilitator

MSEC staff attorney

\$185, 8:30-3:00, CEU: 0.65

Denver - January 12, March 8, April 29, August 2, September 27, November 29

Performance Management: The Employee's Role

ID# PERF 113

HR Competencies

- Relationship Management

Objective

This class will coach employees to be active in the performance management process and their own development. It highlights the importance of performance management and the employee's role in the process. Participants learn the steps in the career management process and the tools needed to actively participate in a developmental discussion. This seminar is available exclusively as an on-site program typically lasting two and a half hours.

Outline

- *The value of performance management*
- *The employee's responsibilities of performance expectations*
- *The organization's, manager's, and employee's roles in the process*
- *Steps in the career management process*
- *Participating in the developmental discussion*
- *Keys to effective communication throughout the year*

Designed For

Employees needing a better understanding of their role as active participants in the performance management process and their development.

Facilitator

MSEC staff

This seminar is available as an on-site program tailored to an individual organization. See page 11 for information on on-site costs.

Practical Problem Solving for Support Staff

ID# PROBSOLV 102

Objective

Handling challenges creatively while producing results is key to your success and satisfaction. In this hands-on workshop you will address a real issue using your unique problem solving style and apply step-by-step technique to identify the bottom line, focus on the cause not just the symptoms, develop and explore options and select the best solution. The result: you will have both the confidence and a process to resolve issues, win support for your ideas, and put them into action!

Outline

- *Assess your problem-solving style and choose the mode most appropriate to the problem*
- *Understand and resolve personality issues you face at work*
- *Find the problem before it finds you*
- *Identify the real problem and avoid wasting time, money, and energy on curing the symptoms*
- *Generate a number of effective options to assure that the solutions you find are sound*
- *Get past assumptions, mental blocks, and habitual types of thinking that limit your creativity*
- *Make decision making the easiest part of the process*
- *Translate the solution into practical strategies*
- *Win support for your ideas*

Designed For

All support staff seeking a practical, step-by-step approach to solving critical problems

Facilitator

Susan Wehrspann, *Susan Wehrspann & Associates*

\$220, 8:30-4:30, CEU: 0.7

Denver - May 6, September 30

Problem Solving Skills

ID# PROBSOLV 103

HR Competencies

- Consultation

Objective

For some of us, organized problem solving looks more like throwing darts at the wall and seeing where they land—random, haphazard and reliant on luck. While none of us is fortunate enough to have a crystal ball, we don't really need one if we can take a methodical approach to working through organizational problems. The goal of this course is to teach participants the elements and skills of effective problem-solving. Participants will experience each phase of a four-part problem-solving model, from contextual analysis to implementation analysis. Each phase of the model is explored and integrated with opportunities for specific skill development and exposure to tools that support effective problem solving. The process begins with selecting the correct problem to work on and identifying organizational processes that support and hinder problem solving, then moves into distinguishing cause from effect, and generating alternatives using different tools and methodologies, and, finally, how to craft an implementation plan.

Outline

- *Identify barriers and roadblocks to effective problem solving in your organization*
- *Assess your own current problem-solving style and approach*
- *Understand the four-part problem-solving process using applicable problem-solving tools*
- *Apply the tools to real-time challenges in your organization*

Designed For

Managers, supervisors, human resources professionals, or any employee who desires to become more effective problem solvers. This seminar is particularly effective for intact work-groups.

Facilitator

MSEC staff

This seminar is particularly effective as a customized on-site. Please see page 11 for information about on-site programs.

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

Denver - April 1, October 21

Scottsdale - May 19

Project Management I: Foundations

ID# PROJ 101a

HR Competencies

- Consultation

Objective

Any number of us land in the ad hoc role of Project Manager at some point in time in our professional careers. But how many of us have ever truly been educated in the core principles of project management? If you are like most professionals, your answer is likely "not me." Learning the fundamentals of project management can be what differentiates a career-making from a career-braking project. The goal of Project Management I: Foundations is to provide a project management framework, tools, and techniques that help participants to initiate, plan, manage, control, and close projects effectively.

Format: Two-day session is a combination of lecture and group case-based exercises to address realistic project needs and challenges. Participants develop a personal action plan throughout the course. Access to templates from the course is provided to participants.

Outline

Project Management Overview

- Project Management Institute (PMI)
- Project Management Body of Knowledge (PMBOK)

Project Initiation

- Project charter
- Stakeholder identification

Project Planning

- Project scope and project work planning
- Gantt and PERT Techniques
- Overview of estimating and budgeting
- Overview of quality management and procurement
- Communication planning
- Risk management planning

Project Execution, Monitoring, and Control

- Team management
- Decision making
- Framework for accountability
- Status reporting

Project Closure

Overview of Program and Portfolio Management

Designed For

New and moderately experienced project managers who desire to understand a solid framework for managing projects. Also, this class is useful for members of project teams, and managers of functional areas who are actively involved in significant projects. Note: Taking the 'PM Lite' course is not required for the PM Foundations course.

Facilitator

Certified and experienced project management professionals (PMPs) from Arrow Performance Group

\$360, 8:30-4:30, CEU: 1.4

Denver - February 18-19, April 21-22, June 15-16, September 7-8, October 19-20

Project Management II: Intermediate/Advanced

ID# PROJ 102

HR Competencies

- Consultation

Objective

Project Management I: Foundations was just the beginning. More advanced projects often require more advanced skills. Prepare to dive deep and explore more challenges of effective project management. *Project Management II: Intermediate/Advanced* is designed to provide a project management framework and intermediate/advanced tools and techniques that help participants effectively manage projects. This class uses a realistic case study and multiple scenario exercises to provide hands-on use of the various tools and techniques.

Outline

Project Management Overview

Project Initiation

- Refresher and exercise on project charters and stakeholder identification
- Link projects to strategy

Project Planning

- Requirements definition
- Work planning, estimating and budgeting
- Project staffing and workload leveling
- Project organizational structures
- Quality planning
- Procurement planning and vendor selection
- Review of planning for communications and risk management

Project Execution, Monitoring, and Control

- Team management (including virtual teams)
- Managing up
- Accountability
- Project issues and changes
- Status reporting using project metrics, performance and variance reporting

Project Closure - Project closure and lessons learned

Program and Portfolio Management

- Understanding project demand
- Prioritizing projects

Designed For

New project managers who have taken the *Project Management I: Fundamentals* course, or more experienced project managers who have a strong background in the Project Management Institute (PMI) framework

Note: Attendance in the *Project Management I: Fundamentals* course is highly recommended.

Facilitator

Certified and experienced project management professionals (PMPs) from Arrow Performance Group

\$360, 8:30-4:30, CEU: 1.4

Denver - July 20-21, November 8-9

Project Management: How to Use a Logic Model for Project Planning

ID# SPEC 490

HR Competencies

- Consultation

Objective

If you have a basic understanding of how to manage projects (planning, scheduling, budget, and control)*, but have difficulty communicating the big “WHY” of the project to your team members or your supervisor, a Logic Model can help you. If you know what you want to accomplish but can’t quite figure out HOW, the Logic Model is a powerful tool for planning.

Learn the skills you need to create a Logic Model. Practical information, hands-on exercises, and group discussions will prepare you to increase organizational effectiveness, keep projects on track, and communicate in powerful ways about your project to stakeholders.

*If you don’t, sign up for *Project Management I: Foundations*

Outline

- *What is a Logic Model and what are Logic Model rules*
- *Samples and critique*
- *Test case*
- *Creating your first logic model—here and now*
- *Interfacing with ancillary tools, like work plans, timelines, and your project budget*
- *Identifying your next steps*

Designed For

Mid- to upper-level managers, staff that coordinate projects or lead project teams, and staff who work with internal or external clients on projects

Facilitator

Maggie Miller, Management Consultant

\$155, 8:30-12:30, CEU: 0.4

Denver - March 4, October 7



New! Project Management “Lite”

ID# PROJ 103

HR Competencies

- Consultation

Objective

You’ve just been handed a project requiring you to lead a cross-disciplinary team. While the project is relatively small, this is your first time leading such a venture. Your Google search on Project Management overwhelms you with terms like Pareto Charts, Agile Software, Business Modeling, and System Development Life Cycle. What do you do when you have no experience in project management, but “the fundamentals” feel like nuclear physics? Maybe *Project Management Lite* is exactly what you are looking for. This scaled down version of *Project Management I: Foundations* is designed to provide an overview of the basic framework, methods and tools to manage relatively small and non-complex projects.

This one-day course consists of a combination of lecture and numerous group exercises. Participants develop a personal action plan throughout the course. Access to templates from the course is provided to participants.

Outline

Project Management (PM) Overview

- *What is a project / role of the project manager*
- *Types and benefits of projects*
- *Overview of the project management process*

Project Initiation

- *Project charter*
- *Stakeholder identification*

Project Planning

- *Components of a project plan*
- *Project plans and timelines*
- *Communications and risk management*
- *Project kickoff*

Project Execution

- *Basics of team management*
- *Status reporting*

Project Closing - Project closing checklist

Designed For

New and experienced project managers, members of project teams, and managers of functional areas who deal with project managers

Facilitator

Certified and experienced project management professionals (PMPs) from *Arrow Performance Group*

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

Denver - January 12, September 13,

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Team Development: Assessment and Facilitation

ID# TEAM 106

Objective

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

Team Development May be Helpful in Creating:

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

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

- *Initial discussion/diagnosis—no charge*
- *Interviews with team members and other appropriate personnel—charged at \$125 per hour*
- *Sessions are charged at \$1,500 for a half day and \$2,100 for a full day*

Designed For

Team members and work groups who must work together productively

Facilitator

MSEC staff

This intervention is only available as an on-site program tailored to an individual organization. See page 11 for information about on-site costs.

Technical Writing for the Real World

ID# WRITING 107a

Objective

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

Outline

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

Designed For

Employees and managers seeking ways to improve their technical writing skills

Facilitator

Janet Arrowood, *The Write Source, Inc.*

\$205, 8:30-4:30, CEU: 0.7

Denver - May 12, September 15

Telephone Imagery: Improving Customer Service Through Excellent Telephone Communication Skills

ID# CUST 102

Objective

This workshop is designed to develop telephone communication skills that can be immediately applied in the work-place, resulting in a higher standard of customer service excellence when interacting with internal and external customers. Participants learn the “how-to’s” of establishing a rapport using tips, tricks and techniques to develop a “can do” attitude, create a memorable image, conquer telephone etiquette basics, understand communication styles, and enhance listening skills.

Outline

Building Your Image

- Own every customer interaction
- Look good to yourself
- Develop a “can do” attitude

Telephone Etiquette: The Basics

- Greetings
- Voice mail/messages
- Complaints
- Holding/transfers
- Screening
- Probing
- Signing off

Making the Right Connection - understanding your customer’s preferred communication style (auditory, visual, and kinesthetic)

Designed For

Supervisors, managers, sales and customer service professionals, administrative support personnel, and anyone who works with customers over the telephone

Facilitator

Jeannie Davis, *Now Hear This, Inc.*

\$210 (Includes a copy of the workbook *Telephone Imagery: Building Your Communication Toolbox*), 8:30-4:00, CEU: 0.65

Denver - January 19, March 8, May 17, July 13, October 12

Time Management for Support Staff: Creating Balance in Today’s Workplace

ID# TIMEMGT 104

Objective

To provide participants with effective tools that will help them manage their activities and priorities in a busy office. This seminar is designed for employees who respond to multiple demands, face frequent interruptions, and need to sort the important tasks from the time wasters. Participants will spend time in class clarifying values in order to spend more time on what matters most to them. Bring your time challenges; leave with time-saving solutions.

Outline

- Define the time wasters that overwhelm your day
- Identify your personal and professional short and long-term goals
- Establish goals for each day so others don’t set them for you
- Prioritize your work so you get the most important things done first
- Effectively use a daily planning system
- Review research by Covey, Allen, Morgenstern, and Whetmore
- Manage telephone interruptions
- Learn to say “no” to boss(es)—in a nice way
- Handle procrastination
- Divert drop-in visitors and “socializers” who rob your time
- Unravel miscommunication and unclear directions
- Overcome over-scheduling and resulting stress
- Create an action plan for managing all your roles in life

Designed For

Support staff, administrative assistants, secretaries, and others who are overwhelmed with daily demands

Facilitator

Doug Gertner, Ph.D., *Workplace Seminars and Solutions*

This seminar is effective as a customized on-site. See page 11 for information about on-site costs.

\$205, 8:30-4:00, CEU: 0.65

Denver - January 26, May 3, August 25, October 18, December 6

(The cost is \$430 for the seminar and 2-hour follow up coaching session on-site within the Denver metro area)

Time Management: Working Smart with Microsoft Outlook

ID# TIMEMGT 102

HR Competencies

- Consultation

Objective

Improve performance dramatically by learning how to manage a heavy workload... without feeling overwhelmed. Turn Outlook into a personal assistant that gets things done. This program is one of the very best productivity improvement options.

Outline

- **Phase I: Working Sm@rt with Microsoft Outlook Workshop (6 hrs) - Please bring a laptop computer with power cord; no computer is provided for this session.** While we train using Outlook 2013 and 2010, the instructor and learning guide will be able to address Outlook 2007, as well. This is a PC only class, Outlook for MAC will not be covered. Participants learn how to:
 - Identify real priorities clearly... And use fewer tools to manage them
 - Reconfigure Outlook to work smarter for you
 - Manage Email effectively
 - Turn your Calendar into your primary planning tool
 - Schedule meetings, invite others, and collect RSVPs automatically
 - Use Tasks effectively to 'time-activate' all of your deliverables
 - Plan 'great days' before they begin
 - Use Contacts to document important communications and store important documents
 - Work from a Clear Desk... Store and retrieve information quickly
- **Phase II: Optional One-on-One Coaching (2 to 3 weeks after the workshop) to ensure the learning sticks (1 hr- not included in tuition)** - Our Productivity Coach will meet with you by phone or in your workspace to take your Outlook and productivity skills to the next level. Additional information to take advantage of this opportunity will be discussed in class.
- **Phase III: Ongoing Support** - Priority Learning Link, ongoing support, and unlimited 'refreshers' for \$50 each

Designed For

Everyone who has access to Outlook and wants to work more productively. Ideal for staff and management at every level... a core competency must for leaders

Facilitator

Bob Heavers or Becky Dickson, *Priority Management Inc.*

\$405, 8:30-3:30, CEU: 0.6

Denver - January 14, April 21, July 14, September 14, November 16

Total Recall

ID# PERSDEV 113

Objective Objective

How often do you meet a new business associate and immediately forget their name? Do you feel like you are on information overload and can't remember important points of a conversation or a presentation? At last, there is a solution to help participants discover their hidden brilliance and learn how to access and use the power of photographic memory that we each possess.

Outline

You will learn how to:

- Remember what you hear, including a daily list of to-dos, appointments, directions, and more
- Recall what you read, including foreign languages, technical data, scripts, and presentations
- Remember "What was his name?" (long-term and short-term name recall)
- Understand your learning style and the learning styles of others
- Learn the roadblocks that hinder effective learning and study skills, and how to head them off at the curve
- Create a working action plan to implement the new techniques and strategies you learned to your organization and personal life

Designed For

Executives, managers, administrators, entrepreneurs, or anyone who wants to learn how to use their mind and memory more productively and efficiently

Facilitator

Marguerite Ham, *Igniting Success*

\$205, 8:30-4:00, CEU: 0.65

Denver - February 10, May 17, September 22

Train the Trainer

ID# TRAINING 103



HR Competencies

- HR Expertise

Objective

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

Outline

Planning

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

Preparing

- Targeting the training audience
- Developing training goals and objectives

Perfecting

- Designing training curriculum
- Creating effective training activities

Presenting

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

Participant Evaluating

- Videotaping and feedback
- Evaluating training

Designed For

Individuals who prepare in-house training, deliver group training, or revise existing training packages. Class size is limited to 10. Participants must attend all three days. Those who primarily deliver one-on-one, or highly proceduralized training, please also see the course description for *Training Skills for On the-Job Trainers* to determine which of these two classes is best for your needs.

Facilitator

MSEC staff

Training Skills Coaching Services

Customized coaching services are available to provide one-on-one feedback and guidance as you build your training skills. Contact the Organizational Development and Learning Department for more information.

\$515 (Includes lunch on days 2 and 3), 8:30-4:30, CEU: 2.1

Denver - February 3-5, March 9-11, May 10-12, June 8-10,

August 3-5, September 28-30, November 29-December 1

Fort Collins - March 29-31

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Training Activities

ID# TRAINING 104



HR Competencies

- HR Expertise

Objective

One of the keys to effective training is making it interactive. Lecturing at the front of the room rarely leads to long-term retention. However, if you can design an activity to bring your content to life, odds are you are designing training with impact! So how do you design a good activity focused on learning, rather than just fun? Try attending Training Activities to learn more. The goal of this course is to teach participants the selection philosophy, design, and facilitation of training activities. Emphasis is placed on how to make training more interactive regardless of content. Participants will have opportunities to experience an activity, debrief the activity, and then critique the exercise from both the perspective of participant and facilitator. A variety of activities will be explored from openers, simulations, and assessments to case studies and game formats. Discussion will include how the various types of activities can be adapted to meet the needs of your learners.

Outline

- Determine if training activities are appropriate for your material
- Link the purpose of a training activity to your content
- Expand your ability to design effective activities
- Practice how to prepare and introduce a variety of training activities
- Facilitate the debriefing of training activities
- Evaluate the effectiveness of current training activities

Designed For

Individuals who design and deliver training and seek additional methods and techniques to enhance the interactivity of their training programs

Facilitator

MSEC staff

\$390 (Includes of copy of Design your Own Games and Activities), 8:30-4:30, CEU: 1.4

Denver - March 23-24, July 19-20, November 17-18

Training Needs Assessment and Evaluation



ID# TRAINING 105

HR Competencies

- HR Expertise

Objective

Training is a process, not an event. Assessing the need for training, defining critical knowledge, skills, and attitudes, identifying barriers of transfer, as well as evaluating the impact of training are vital skills all trainers need to develop. This foundational training and development seminar is designed to help trainers, HR professionals, and anyone involved in the Human Resource Development process understand and use selected needs assessment and evaluation tools as part of the design and delivery of training. In this seminar, participants will explore various concepts and methods for creating appropriate needs assessment and evaluation strategies.

Outline

Needs Assessment

Participants:

- Discuss the importance of conducting a needs assessment
- Classify different types of training needs
- Identify and practice multiple approaches and tools for conducting a training needs assessment
- Interpret needs assessment results to differentiate training needs from other organizational solutions

Evaluation of Training

Participants:

- Review the four levels of evaluation
- Craft an evaluation strategy and identify evaluation tools
- Draft meaningful evaluation questions
- Discuss techniques for estimating training costs and Return on Investment (ROI)

Designed For

Trainers, human resources professionals, training directors, and managers responsible for measuring training effectiveness

Facilitator

MSEC staff

MSEC also offers Training Needs Assessments customized for your organization. For more information on how MSEC can help you identify specific areas for training and development, call the Organizational Development and Learning Department.

\$310, 8:30-4:00, CEU: 1.3

Denver - June 16-17, October 3-4

Training Skills for On-the-Job Trainers



ID# TRAINING 106

HR Competencies

- HR Expertise

Objective

On-the-job training isn't easy. Approaches such as "Here, watch me" and "Just figure it out as you go" can leave new employees feeling lost and create a training culture of "anything goes." This course provides on-the-job trainers with the tools and resources they need to create and deliver a systematic, organized and comprehensive approach to the creation of procedural manuals used in training one-on-one. The approach, once adopted will allow:

- A quick way to update materials
- The ability to uniformly train people to independently do a job
- Certification and tracking of learning progress
- Organizations to solidify training requirements

Those organizations looking for training programs that meet ISO requirements, as well as compliance with other regulatory agencies, will want this training.

Note: Participants will deliver a 15-minute training module on the third day of class.

Participants may find it helpful to prepare their module in advance, although additional evening preparation will be required to incorporate class information. Wherever possible, the participants will be encouraged to adapt existing training materials to the course content. Participants will receive a DVD copy of their individual presentation for back-at-work viewing as well as a CD with templates to use in creating the training documentation system back at the office.

Outline

- Principles of adult learning
- Needs analysis
- Outlining targeted jobs
- Writing training procedures
- Sequencing of training
- Practice presentation
- Developing training plans and records
- Implementing a training program
- Evaluate training programs
- Maintenance of training system

Designed For

Any individual responsible for the design and delivery of technical or one-on-one training. Class size is limited to 10, and participants must be able to attend all three days.

Facilitator

MSEC staff

Training Skills Coaching Services

Customized coaching services are available to provide one-on-one feedback and guidance as you build your training skills. Contact the Organizational Development and Learning Department for more information.

\$515 (Includes lunch on days 1 and 2), 8:30-4:00 (days 1 and 2)

8:30-3:30 (day 3), CEU: 1.9

Denver - March 15-17, June 22-24, September 14-16

Fort Collins - October 10-12

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Violence at Work: Increasing Your Awareness

ID# VIOLENCE 101

Objective

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

Optional: Active Shooter Module

If selected, this seminar may contain a module which includes a review of guidelines from the Department of Homeland Security as to what to do if/when an active shooter is in the 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*
- *Prevention Cycle: Awareness, Planning, Action*
- *Recognizing escalating behaviors, threats, and warning signs*
- *Prevention strategies and de-escalation*
- *Reporting potential violence*
- *Case studies and exercises*

Designed For

All employees, supervisors, and managers

Facilitator

MSEC staff

This seminar is offered exclusively as a 2 hour on-site program. If the *Active Shooter Module* is selected, the class will become a 3-hour class and will be considered a half-day training. See page 11 for information about on-site programs.

Workplace Respect

ID# COMM 114a

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 version and your co-worker's version of respect so they can be demonstrated in desired ways. You will leave with an immediately applicable understanding about what it means to interact with co-workers in a respectful manner and how to more successfully ask for respect from them.

Outline

- *Understanding how changes in society, people, and the workplace have made "respect" such an important contemporary issue*
- *Identifying the characteristics and definitions of workplace respect*
- *Exploring the way in which our values affect workplace interactions and expectations of respect*
- *Learning to effectively communicate our 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 respectful workplace

Facilitator

MSEC staff

This seminar is particularly effective as a customized on-site. Please see page 11 for information about on-site programs.

\$130, 8:30-12:30, CEU: 0.4

Denver - January 21, April 8, June 15, October 6, December 2

Fort Collins - September 13 (12:30-4:30)



Write it Right

ID# WRITING 102

Objective

To recognize and repair errors in business documents of all kinds, including email. Participants will learn how to prevent embarrassing errors in word choice, punctuation, grammar, and formats. You will also learn how to develop specific skills necessary for proofreading and editing your own work as well as the work of others. We will discuss how to give feedback to writers to help them produce strong, professional documents.

Outline

Achieving Error Free Documents

- *Timing your review*
- *Incorporating multiple senses*
- *Proofreading visually*
- *Checking for accuracy*

Identifying Common Mistakes

- *Error hot spots*
- *Typical typos*
- *Sentence structure issues*
 - *Fragments and Run-ons*
 - *Parallelism*
 - *Subject-verb agreement*
 - *Passive and active voice*
- *Word choice errors*
 - *Pronouns*
 - *Word Choice*
 - *Gender considerations*
- *Punctuation pitfalls*

BONUS! Individual Review Option:

The instructor will confidentially review your writing and return it to you during the session. Please email up to three short documents (maximum five pages each) to lbarbeau@msec.org, ATTN: Jenny Morse. Documents must be received one week prior to date of workshop.

Designed For

Anyone who has taken *Brush-Up English*, or anyone who wants to improve editing and reviewing skills

Facilitator

Jenny Morse, Ph.D., Business Writing Consultant

\$230, 8:30-3:30, CEU: 0.6

Denver - February 18, May 5, August 30, November 17

Writing Proposals That Win

ID# WRITING 108

Objective

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

Outline

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

Designed For

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

Facilitator

Janet Arrowood, *The Write Source, Inc.*

\$155, 8:30-12:00, CEU: 0.35

Denver - May 13

New! Writing Winning Business Cases

ID# WRITING 113

Objective

Have an idea to improve business processes or operations? Know a way to save your company money, time, or resources? You need to know how to make your case—by writing a “business case” to convey the features, advantages, and benefits of your idea to management and other decision-makers. So how do you do this? You write a “business case”: a short paper that is clear, focused, simple, and direct.

Outline

This half-day training session will cover the highlights of writing your “business case” paper:

- *What is a “Business Case”?*
- *What are the critical elements of a business case?*
- *Developing a compelling message*
- *Identifying and writing to the audience*
- *Identifying and incorporating the correct elements into a business case proposal:*
 - *Stating the business issue/opportunity*
 - *Stating the proposed solution, objectives, and project approach*
 - *The corporate value of implementing the proposed solution*
 - *The business drivers that support or will benefit from the proposed solution*
 - *Anticipated benefits*
 - *Affected areas, groups, clients, products*
 - *Timeline and level of effort estimates*
 - *Funding sources and cost estimates*
 - *Potential alternative solutions or approaches*
 - *Risks and assumptions*
 - *Summary of impacts and cost/benefits*
- *Looking at an example of a completed business case study to emphasize its role as a decision-making tool*

Designed For

Line supervisors and first level managers, employees on a growth track, and staff responsible for coordinating and reviewing business process improvement-related ideas.

Facilitator

Janet Arrowood, *The Write Source, Inc.*

\$130, 8:30-12:00, CEU: 0.35

Denver - May 11, September 14

New! The Accountability Experience

ID# MGMT 157

HR Competencies

- Ethical Practice

Objective

The pace of change in organizations today is unprecedented. Responding to customer and stakeholder demands and economic marketplace conditions quickly is key to success—and in some cases, survival.

Employees inside organizations are feeling the heat to deliver on higher expectations in the same or shorter timeframes. People struggle to move on commitments made. Stress, burnout, and disengagement are commonplace topics of conversation.

Individuals who see themselves as accountable seek out clarity through making and negotiating clear agreements with others. Accountable individuals feel more in control of outcomes and as a result are less stressed and more productive. Key work relationships improve. The gap between expectations and what's delivered starts to shrink.

In this workshop participants will discover the powerful personal and organizational benefits of individual accountability and the strategies to make it happen.

Outline

By the end of this workshop, participants will be able to:

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

Designed For

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

Facilitator

MSEC staff

\$245, 8:30-4:30, CEU 0.7

Denver - March 10, October 11

New! Accounting for Managers

ID# ACCT 106

HR Competencies

- Business Management and Strategy
- Business Acumen

Objective

This class focuses on accounting for internal reporting. Managers can improve their decision making by using the data that is already within their organizations. This course will address budgeting, cost management and how internal decisions effect external reporting.

Outline

Concepts to be discussed and worked upon

- *General cost concepts and behaviors*
- *Cost-Volume-Profit Analysis in manufacturing*
- *Activity-Based Costing*
- *Profit Planning—the organization budget and performance analysis*
- *Making people accountable using standard costs and variances*
- *Relevant costs for decision making*

Designed For

Managers and those who understand most of the basic terms of accounting and now desire to improve their decision-making, moving away from gut-reactions and towards data-driven decisions. Those in organizations that need to better understand their costs in order to more effectively price their products and services in competitive markets.

Facilitator

Paul R. Harrison, CPA, CGMA, MBA, CFP®. Partner with *Hubbard & Harrison, LLP* and an Assistant Teaching Professor at the *University of Denver, School of Accountancy*

\$310, 8:30-3:00, CEU: 1.3

Denver - March 14-15

New! Accounting: Understanding Financial Statements

ID# ACCT 107

HR Competencies

- Business Management and Strategy
- Business Acumen

Objective

Financial statements offer a wealth of information for those who know how to read them. Designed to be a more advanced course in financial accounting with fundamental analysis, you can learn what your competitors are telling you through their financial statements.

This course invites a unique combination of two perspectives: accounting and finance. Accounting is used to build financial statements; analysis is used to tear them apart for understanding. Both perspectives are useful in learning how companies operate and making high-level decisions.

Outline

Concepts to be discussed and worked upon

- *Accounting fundamentals (GAAP/Tax) and financial analysis*
- *Using the balance sheet: current assets, earning assets and analysis*
- *Adjustments the balance sheet: debt and equity*
- *What auditors do and don't do*
- *Using Financial Analysis to discover (and avoid) problems within companies*
- *Understanding Fraud, using Financial Analysis to discover red flags*

Designed For

Managers and investors who want to analyze information that is available in published financial statements. Learn how to spot signs of both strength and weakness in the numbers

Facilitator

Paul R. Harrison, CPA, CGMA, MBA, CFP®. Partner with *Hubbard & Harrison, LLP* and an Assistant Teaching Professor at the *University of Denver, School of Accountancy*.

\$310, 8:30-3:00, CEU: 1.3

Denver - August 23-24

Assertiveness Training for Managers

ID# PERSDEV 101

HR Competencies

- Communication

Objective

Would you like to increase your professional effectiveness? Would you personally benefit from increased cooperation within your team or department? Do you ever struggle to get your ideas or concerns heard? Assertive communication skills can provide the tools you need to be able to say what you need to say in a way that it can be heard.

This powerful two-day program will focus on examining three different styles of communication and the costs, benefits, and appropriate applications of those styles. You will leave with concrete tools to use when leading others and be on your way to confidently using these tools.

Outline

- *Identify roadblocks to your assertiveness so you can remove them*
- *Use three assessments to determine your own degree of assertiveness*
- *Build skills to boost self-confidence, achieve cooperation, provide effective feedback, and manage highly-charged situations.*
- *Generate concrete assertive strategies to address a specific, real-life situation you are struggling with in a more assertive manner*

Designed For

Any leader who needs to be more effective when communicating with others

Facilitator

MSEC staff

\$310, 8:30-4:00, CEU: 1.3

Denver - May 17-18, November 10-11

Fort Collins - January 20-21

Business Analysis: Real-World Case Studies

(Formerly Harvard Business Series)

ID# SPEC 927g-j



HR Competencies

- Leadership and Navigation
- Business Acumen
- HR Expertise

Objective

Challenge your business acumen and receive Business recertification credits! Harvard's School of Business has been a leading presence in the world of education for over 100 years. Get the Harvard business experience firsthand with our Real-World Case Studies! Explore the issues and solutions experienced by high-profile organizations and engage in an interactive learning experience with participants from other organizations and facilitators of MSEC.

Outline

- *Expose participants to current business issues and practices using high-profile organizations as examples.*
- *Analyze cases exploring topics such as:*
 - Customer Service
 - Change Management
 - Leadership
 - Managing People
 - Culture
- *Discuss and apply relevant practices and insights from Harvard Business cases to participant organizations (as time permits).*

Note: Each seminar requires pre-reading and prep work by participants. Materials will be emailed to participants before each seminar.

Cases

Alaska Airlines: Navigating Change Denver - March 24

Alaska Airlines has recently recovered from a period of operational instability, yet its executives worry the airline is draining its reserves of customer loyalty and goodwill, due to losses over the past two years and variability in its statistics for on-time flights and mishandled baggage. After focusing many resources on operations in an effort to regain stability, the senior executives wonder whether the organization could endure if performance were to slip again. Is remaining status quo good enough, or should the airline's leadership take action to transform the performance culture?

DaVita: A Community First, A Company Second Denver - May 24, Scottsdale - July 26

This case describes the challenges facing CEO Kent Thiry and DaVita as they began thinking about how to integrate a recent acquisition, Health Care Partners (HCP). DaVita had been primarily a kidney dialysis company with a very strong culture built around teamwork, fun, continuous improvement, accountability, and service. The senior management saw DaVita as "a community first and a company second." HCP was an integrated health care provider with a substantially different workforce from DaVita. The case describes the history of DaVita, its industry, its unique culture, and its success over the previous 15 years. This culture was a competitive advantage in DaVita's financial success by attracting and retaining staff and patients, maintaining control of costs, and improving clinical outcomes. The new challenge was whether this culture could, or should, be exported to Health Care Partners.

Starbucks: Delivering Customer Service Denver - August 9

Starbucks, the dominant specialty-coffee brand in North America, must respond to recent market research indicating that the company is not meeting customer expectations in terms of service. To increase customer satisfaction, the company is debating a plan that would increase the amount of labor in the stores and theoretically increase speed-of-service. However, the impact of the plan (which would cost \$40 million annually) on the company's bottom line is unclear.

Yahoo! Inc.: Marissa Mayer's Challenge Denver - November 4

In July 2012, Marissa Mayer was appointed chief executive officer (CEO) of Yahoo! Inc. and was tasked by Yahoo's board of directors with turning around the company's performance. Mayer's ascension to the top position came with a number of challenges. Yahoo had seen seven CEOs come and go in its 18-year existence, five of whom had left within the last five years. In addition, Yahoo faced a number of corporate governance challenges, including the disgraceful exit of its former CEO amid charges that he had falsified his résumé, and the demands of an activist investor who was seeking four board seats to influence the company's strategic direction. Mayer also had to decide on how best to use the proceeds from the partial sale of the company's investment in the Alibaba Group, a Chinese Internet company. Mayer had to confront these issues prior to presenting her strategic plan to the company's board in mid-September.

Designed For

Organizational managers and leaders, as well as anyone looking to increase their understanding of key business concepts, principles, and applications

Facilitator

MSEC staff

Each case qualifies for 3.0 SPHR Business recertification credits or a total of 12 credits for all four cases.

\$125 per case (Receive a 10% discount for each case when enrolled in four or more cases), 8:30-11:30, CEU: 0.3

Business Writing for Managers

ID# WRITING 103

HR Competencies

- Communication

Objective

To help participants develop skills in planning, writing, and reviewing a variety of writing projects from email to short reports by cultivating new writing habits. This “hands-on” workshop will show managers, supervisors, and professionals how to produce business documents that get positive results. The format includes class exercises, group discussion, and individual guidance.

Outline

Planning your message

- Recognizing the purpose
- Choosing the format
- Appraising the audience
- Organizing ideas

Writing for the Reader

- Clarifying main ideas
- Crafting readable paragraphs
- Using language concisely
- Using transitions
- Considering your reader's needs
- Getting desired responses

Reviewing your writing

- Eliminating errors
- Choosing words appropriately
- Punctuating correctly
- Using sentences effectively

Designed For

Employees who are responsible for preparing their own correspondence, writing to customers, developing internal documents, or reviewing other written communications

BONUS! Individual Review Option:

The instructor will confidentially review your writing and return it to you during the session. Please email up to three short documents (maximum five pages each) to lbarbeau@msec.org, ATTN: Jenny Morse. Documents must be received one week prior to date of workshop.

Facilitator

Jenny Morse, Ph.D., Business Writing Consultant

\$215, 8:30-3:30, CEU: 0.6

Denver - March 10, May 12, August 23, October 13

Fort Collins - April 21

Change Management: Building Resiliency

ID# MGMT 114a



HR Competencies

- Business Management and Strategy
- HR Expertise

Objective

The only thing constant is change. It seems that has become the mantra of the 21st century workplace. How well adapt is often what differentiates success from failure. *Change Management: Building Resiliency* will support you in understanding the process of change and transition in order to successfully manage change in our fast-paced world. We live in a world of turmoil and without change management skills we often see the environment from a passive stance—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 people need as they move through the change process
- Build skills which allow us to be resilient under changing circumstances
- Develop a plan of action to help yourself and others successfully manage the change process

Designed For

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

Facilitator

MSEC staff

This seminar is particularly effective as a customized on-site. See page 11 for information about on-site programs.

\$130, 8:30-12:30, CEU: 0.4

Denver - February 22, May 5, June 14, September 2, November 22

Scottsdale - June 16

Fort Collins - March 8

Coaching: Partnering for Performance

ID# COACH 104

HR Competencies

- Business Management and Strategy
- 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

- *Understand what personal qualities of a coach 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 useful communication techniques in a coaching context*
- *Practice and learn from an actual coaching conversation*

Designed For

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

Facilitator

MSEC staff

\$370 (Includes Coaching Process Questionnaire assessment), 8:30-4:00, CEU: 1.3

Denver - January 27-28, May 12-13, September 26-27

Scottsdale - September 20

Colorado Springs - August 17-18

Grand Junction - October 26-27

The Complete Supervisor Program

ID# SUPV 118

Objective

Coach, mentor, legal agent, interviewer, disciplinarian, and cheerleader are just a few of the names and responsibilities of today's front-line supervisor. We realize it can be difficult to fit training into this already busy schedule, so we have bundled our four most requested supervisory essentials into a one-week intensive training experience. This program takes supervisors through the life cycle of an employee. Interviewing skills, coaching, communication and feedback skills, and the legal issues of dealing with performance problems will be covered.

Outline

- **Supervision: Core Competencies (Monday and Tuesday)**—provides participants with the communication and feedback skills needed to motivate and develop employee performance (see page 140 for a full description of this course).
- **Interviewing and Hiring I (Wednesday)**—provides participants with working knowledge, not theory, of effective interviewing techniques. Participants will develop the skills to plan and conduct legal employment interviews and evaluate candidates (see page 125 for a full description of this course).
- **Legal Issues for Supervisors and Managers (Thursday)**—alerts participants to the major legal issues and common trouble spots in the employment relationship (see page 68 for a full description of this course).
- **Performance Management: Setting the Stage for Success (Friday)**—provides participants with the basic critical skills required to effectively manage and evaluate the performance of employees (see page 137 for a full description of this course).

Designed For

Front-line supervisors and managers, as well as human resources professionals interested in an intensive training program

Facilitator

MSEC staff

\$830(10% less than if each class were taken separately), 8:30-4:30

Denver - February 29-March 4, July 11-15, October 17-21

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

ID# TEAM 112

HR Competencies

- Business Management and Strategy
- Leadership and Navigation

Objective

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

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

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

Objectives

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

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

This two-day experience transforms your organization in a real way with immediate results and long-lasting benefits.

If you want your team to talk more openly, resolve conflicts more effectively, and be more productive, then you need to attend Radical Collaboration®. Or bring us to you and we will train your entire team!

Designed For

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

Facilitator

MSEC staff

On-Site Option

This seminar can be facilitated as a powerful experience with either intact teams or with people throughout the organization. Collaboration Skills can be customized for your needs and timeframe. In addition to the standard on-site rate, there is a \$130 per-person materials fee.

**\$460 (Includes lunch and cost of book *Radical Collaboration*),
8:30-4:30, CEU: 1.4**

Denver - February 11-12, April 5-6, June 21-22, September 15-16

Communicating Effectively in Difficult Situations for Managers and Supervisors

ID# COMM 101

HR Competencies

- Communication

Objective

Creditable surveys indicate that managers spend between 20 to 40 percent of their time dealing with conflict. The ability to handle difficult situations constructively is critical to your career as a successful manager. Poor communication skills—avoiding issues (letting things fester) or escalating trouble (needlessly complicating matters)—can cost your organization thousands of dollars per situation. Communication Competence—your ability to manage differences effectively—can transform costly situations into profitable outcomes. The course objectives are to increase your confidence and ability to:

- Assess and analyze difficult situations systemically
- Apply practical principles for handling complicated interpersonal matters
- Choose effective strategies for resolving difficulties
- Prepare for and skillfully conduct important one-to-one conversations
- Facilitate face-to-face two-person conflicts
- Process complicated team/organizational issues to bring about positive change
- Receive your own I-SkillsZone workbook and related set of practical tools for learning and applying the I-SkillsZone system on your job.
- The workshop focuses on issues of your own choosing rather than other peoples' circumstances or case studies to practice and apply the material presented.

Learning Methods

Participate in a variety of interactive learning methods:

- Informative conceptual presentations
- Video and live demonstrations (by the instructor) using specific skills and processes
- Skill rehearsals with your issue(s) to expand your constructive behavioral choices and reduce negative responses, using innovative skills materials for accelerated learning, with coaching and feedback
- Development of a specific action plan for dealing with your most challenging on-the-job conflict situation immediately after you leave the workshop

Behavioral Outcomes

From learning the I-SkillsZone system, you will understand and be able to apply:

- *Seven Styles of Communication*—a map for identifying breakdowns in communication and creating constructive conversations
- *B.O.S.S.*—a practical guide for making better, more profitable systemic decisions—counting all parties involved
- *The Information Wheel*—an essential tool for understanding, clarifying, and resolving complicated issues
- *The Listening Cycle*—a guide for accessing important information accurately and efficiently while building relationship
- *Six talking skills and five listening skills (in the I-Skills Zone)* to expand your ability to participate productively and be more influential in important meetings
- *Physical techniques for managing yourself to prevent and reduce interpersonal stress in challenging situations*
- *A set of practical interactive principles for gauging and positively altering the course of interactions*
- *Human Checkers*—a non-verbal technique for assessing and altering strained/ineffective interactions with difficult people
- *A System Map* for assessing the dynamics of, and planning intervention for, stressful situations
- *Eleven strategies for tackling difficult situations*
- *The Mapping Issues Process*—a foundational nine-step collaborative procedure for resolving complex issues and building agreements
- *Skills to transform resistance into a resource, as you engage, negotiate, and facilitate change*
- *Self-awareness and self-regulation to increase personal power and influence without the negatives*

Designed For

Managers, supervisors, and team leaders who want to increase their effectiveness dealing with difficult people and conflicted situations

Facilitator

Sherod Miller, Ph.D., *Interpersonal Communication Programs, Inc.*

\$510 (Includes cost of workbook), 8:30-4:00, CEU: 1.3

Denver - February 24-25, April 27-28, September 7-8, November 16-17

New! Conflict Coaching: Learning to Be an Effective Conflict Coach

ID# CONF 116

HR Competencies

- Relationship Management

Objective

Conflict coaching is a powerful vehicle for people in conflict to develop insights and formulate strategies to manage the conflict and improve working relationships. Conflict coaching is defined as a set of skills and strategies used to support peoples' ability to engage in, manage, or productively resolve conflict. In this process, the conflict coach works one-on-one with a coachee experiencing conflict with another person. Conflict coaching enables the coachee to talk about the conflict with a third party (the conflict coach), consider options for managing the conflict, and design an approach to working out the conflict with the other person. Conflict coaching can be used as a stand-alone process, or can be practiced with each of the parties in separate meetings during mediation.

Outline

- Define conflict coaching and distinguish it from other processes
- Review, observe, and practice conflict coaching process (with trained coaches)
- Refine listening and questioning skills
- Be prepared to coach clients in communication skills
- Manage psychological dynamics, while remaining true to the role of conflict coach
- Discuss the settings in which conflict coaching can be offered
- Appreciate the ethics of a conflict coach

Designed For

Individuals looking to improve their conflict resolution and mediation skills

Facilitator

Robin Amadei, *Common Ground Mediation and Coaching, LLC*

\$495, 8:30-4:30, CEU 2.1

Denver- April 26-28

Conflict Strategies: Navigating Others Through Workplace Difficulties

ID# CONF 114

HR Competencies

- 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

- Identify appropriate intervention strategies
- Assess personal responses to conflict using the Conflict Dynamics Profile
- Examine constructive and destructive responses to conflict
- Coach others in developing conflict management skills
- Practice implementing a conflict facilitation model

Designed For

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

On-Site Option

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

Facilitator

MSEC staff

\$215 (Includes Conflict Dynamics Profile assessment), 8:30-4:30, CEU: 0.7

Denver - January 26, June 10, September 29

Scottsdale - December 6

Colorado Springs - June 9

Creating Effective Work Groups

ID# TEAM 108

HR Competencies

- Relationship Management

Objective

This course is designed to help you achieve a more self-directed, cohesive, and engaged workforce. A series of exercises and rich group discussions immerse you in the conversations and critical processes that high-functioning teams utilize in building and sustaining success. You will have an opportunity to brainstorm, problem-solve, and practice realistic ways to lead your team toward greater alignment and deeper levels of commitment.

Highly effective leaders support their team in creating and buying into the company's vision, values, norms, and goals. This employee investment increases engagement and enhanced communication. Attend this class to enhance your work group leadership skills.

Outline

- *Develop alignment of individual goals and values with those of the organization*
- *Capitalize on the unique team strengths and roles and effectively apply them to different phases of a project*
- *Practice building a vision and mission that supports the ideals of the workgroup and the organization*

Designed For

Managers, supervisors, human resources professionals, or any employee who desires to help create a stronger work group

Facilitator

MSEC staff

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

Denver - January 12, July 29

Creating Organizational Alignment and Engagement

ID# MGMT 155

HR Competencies

- Business Management and Strategy
- Leadership and Navigation

Objective

Is every member of your organization on the same page? Has everyone bought in to your philosophy and way of doing business? Is every member of your leadership/management team delivering a clear and consistent message throughout your organization?

With this interactive and highly engaging program, you will begin the process of gaining buy-in to your organizational, departmental and individual message, get everyone on the same page, and walk away with a renewed energy and enthusiasm for your role as a manager and leader in driving performance and results inside your organization, regardless of your length of service. Organizational and leadership alignment is a key to organizational success.

Outline

- *Aligning vision, mission, message, and mind-set for the organization*
- *Creating alignment and engagement inside the organization*
- *Creating a clear and consistent leadership message*
- *Getting everyone on the same page*
- *Gaining buy-in at all levels*

Designed For

Senior, mid-level, and front line leaders, managers, and supervisors who have the responsibility for aligning departmental objectives with organizational goals to improve performance and drive results inside their organization.

Facilitator

Michael Corcoran, *Corcoran Consulting, Inc.*

\$205, 8:30-4:00, CEU: 0.65

Denver - February 18, October 6

New! The Daring Way™

ID# MGMT 158

Objective

The Daring Way™ is a highly experiential methodology based on the research of Dr. Brené Brown. The method was designed for work with individuals, work teams, and organizational leaders. During the process, we explore topics such as vulnerability, courage, shame, and worthiness. We examine the thoughts, emotions, and behaviors that are holding us back and we identify the new choices and practices that will move us toward more authentic and wholehearted living. The primary focus is on developing shame resilience skills and developing daily practices that transform the way we live, love, and lead.

About Brené Brown

Dr. Brené Brown, Ph.D. LMSW, is a research professor at the *University of Houston Graduate College of Social Work*. She has spent the past twelve years studying vulnerability, courage, worthiness, and shame. She is the author of *The Gifts of Imperfection* and *I Thought It Was Just Me*.

MSEC Session Leader

This session will be led by Donna Tallon, MA, and LPC. Donna earned a B.S. from the *University of Oklahoma* and a Masters in Counseling with honors from *Regis University*. She was introduced to Brené Brown, Ph. D. through her book, *I Thought It Was Just Me*. She is now a Certified Daring Way™ Facilitator. She incorporates The Daring Way™ model into professional development for the business community.

Designed For

Individuals looking to work more effectively in a team and build their leadership capacity.

Facilitator

Donna Tallon and Elaine Hubler, *Certified Daring Way™ Facilitators*

\$260, 8:30-4:30, CEU 0.7

Denver - March 23, August 24

Delegation: A Strategy for Empowerment

ID# PERSDEV 104

Objective

Effective delegation skills can help you feel less overwhelmed, meet deadlines, build a stronger and more motivated team... and make it home in time for dinner. This one-day course will help you become a master delegator—and avoid being perceived as a micro-manager—through exercises, discussions, and a case study. You'll learn a clear and simple process for delegation that will empower your team members to make decisions on their own and help the entire group work more effectively.

Outline

- *Identify your barriers to effective delegation*
- *Learn delegation guidelines that will help you effectively involve your team*
- *Practice determining what items should be delegated and to whom*
- *Create a delegation management system that really works*

Designed For

Supervisors and middle managers

Facilitator

MSEC staff

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

Denver - February 11, May 2, September 27

Ethics for Business: People, Performance, and Principles

ID# HR 139

HR Competencies

- Ethical Practice
- Relationship Management
- HR Expertise

Objective

This class is designed to make managers, supervisors and HR aware of four things: what business ethics are, why we should care about ethics in business, how to resolve ethical dilemmas, and the important components of a code of business ethics. This class serves as the foundation for developing an ethics-awareness program and identifies the role of organizational culture and personal integrity in ethical decision making.

Participants will assess their own organization in terms of ethical strengths and potential vulnerabilities to ethical breaches. A decision-making model will be introduced and applied to case studies by class participants.

Outline

- *Defining business ethics*
- *Why we should care about being ethical*
- *Daily ethical issues and leading causes of unethical behavior*
- *Drivers and general content of a code of ethics; participants receive sample code*
- *Ethical decision making*
- *Introduce and apply decision-making model to ethical dilemma scenarios*
- *Sarbanes-Oxley overview*

Designed For

Managers, supervisors, and human resources professionals responsible for creating and/or maintaining ethics programs in their organization

Facilitator

MSEC staff

This seminar is particularly effective as a customized on-site. Please see page 11 for information about on-site programs.

\$130, 8:30-12:00, CEU: 0.35

Denver - March 18, June 9

Scottsdale - July 19

Fort Collins - August 18



Ethics Awareness Training for Employees: Strengthening the Core

ID# HR 165

HR Competencies

- Ethical Practice
- HR Expertise

Objective

According to *Ethisphere.com's* latest global survey, ethical organizations outperform their peers. In other words, being ethical is good for business. But why to so many organizations have ethical issues? 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 "half-full" approach and builds on and complements an organization's core program on ethics.

The program utilizes a group game to simulate the conflicts and paradox of competition/business and 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's "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.

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 offered exclusively as a customized on-site. See page 11 for information about on-site costs.

The Five Dysfunctions of a Team

ID# TEAM 114

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

The Five Dysfunctions of a Team

HR Competencies

- Relationship Management

Objective

This class is offered as a one-day workshop that is designed to help team members and leaders use the model as a way to function more effectively so that their team can achieve their full potential. Develop an action plan for presenting the Five Dysfunctions model to your team and using the model to improve your teams’ functioning. This workshop provides leaders with an in-depth understanding of the model and tools for applying the theory in order to help their teams become more productive and cooperative. Materials include a participant workbook and copy of the assessment.

Outline

The class guides an intact team through exercises that help through these fundamental topics:

- Trust
- Accountability
- Conflict
- Results
- Commitment

On-Site Option

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

Designed For

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

Facilitator

MSEC staff

This seminar is particularly effective as a customized on-site. Please see page 11 for information about on-site programs.

\$295, 8:30-4:30, CEU: 0.7

Denver - April 5, September 21

Colorado Springs - May 5

Goals and Objectives Workshop: Achieving Results that Matter

ID# PERF 108

HR Competencies

- Leadership and Navigation
- Critical Evaluation
- HR Expertise

Objective

Organizations achieve amazing results when everyone is engaged in working together to attain key business goals. In this customized on-site workshop, participants learn how to develop measurable and meaningful goals AND work together to align department and/or employee goals with the business. This kind of alignment creates synergy at all levels of the organization.

The workshop also looks at how to create an action plan to ensure that the goal stays alive and vibrant. Key elements of the plan include time-lines, resources needed, success measures, and progress review dates.

Outline

- *Linking goals to the strategic plan – focus on what matters*
- *Generating excitement and commitment – inspire employees to action*
- *Developing goal statements – capture specific and measurable results*
- *Creating action plans – chart the path to achieve the goal*
- *Assessing results – identify level of accomplishment*

Designed For

Business owners, human resources professionals, managers, and supervisors at all levels who are responsible for developing goals and ensuring an action plan for goal success, for themselves and their employees

Facilitator

MSEC staff

This seminar is available exclusively as a customized on-site workshop for both managers and employees. The workshop provides the unique opportunity for managers as well as employees to learn and work together to create meaningful and measurable goals aligned with the organization. See page 11 for information about on-site programs.

Innovation in the Workplace

ID# CREATE 101

HR Competencies

- Consultation

Objective

This dynamic interactive program is designed to enhance your ability to create and innovate. Participants will be exposed to the tools and techniques needed for breaking through the barriers to innovation. They will also learn key concepts and strategies to nurture and encourage one's own creativity as well as the creativity of colleagues and work groups.

Learn specific techniques to “think inside the box,” and explore the four dimensions of creativity: fluency, flexibility, elaboration, and originality. Participants will have an opportunity to expand their perspective, generate insights, and hatch new ideas for application in their personal and professional environments. Each participant will take away a bevy of techniques and approaches for generating innovative, yet practical ideas for solving problems. Participants are invited to focus on real time challenges such as product development, process improvement, operational efficiencies, expanding market share, increasing revenue, cost reduction strategies, and customer care.

Outline

- *Expand your definition of what it means to be creative*
- *Exploring techniques associated with each of the four phases of the creative process*
- *Applying tools and techniques to expand workplace innovation for teams, work groups and the organization*

Designed For

This course is particularly appropriate for anyone in the organization who identifies problems, generates ideas, or participates in implementing plans of action. The session is designed for managers and employees who want to learn how to foster a creative environment and stimulate innovation in their organization.

Facilitator

MSEC staff

This seminar is particularly effective as a customized on-site. See page 11 for information about on-site programs.

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

Denver - March 4, October 18

Interpersonal Mastery: The Human Element®

ID# COMM 120

HR Competencies

- Leadership and Navigation

Objective

The Human Element® Approach is built upon the philosophy that the level of success an organization can achieve is determined by the quality of the relationships among its customers, suppliers, colleagues, managers, and team members. People and teams achieve their potential when they are mutually supportive, 100% accountable, skillfully collaborative, and non-defensive. Put another way, people thrive when they are self-aware—when they have the emotional intelligence, the social intelligence, and the tools to be creative, focused, and cultivate the ability to resolve conflict in a thoughtful, open, and non-judgmental way. This work is supported by a research-based analysis and practical methodology for immediate application at every level of an organization.

Outline of Best Practices

- *Communicate openly and candidly*
- *Be accountable for everything*
- *Understand human behavior*
- *Pay attention to feelings/drivers of behavior*
- *Know yourself, your triggers, and blind spots*
- *Get out of your own way*
- *Understand the workings of teams*
- *Practice, practice, practice*
- *Show and share appreciation*

Designed For

Executives, managers, team leaders, team members, OD and human resources professionals, change agents, trainers, consultants, people seeking a thorough grounding in Fundamental Interpersonal Relations Orientation (FIRO) theory and in advancing their knowledge of human behavior in organizations

Facilitators

MSEC staff

On-Site Option

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

\$505, 8:30-4:30, CEU: 2.1

Denver - May 17-19, August 23-25, November 15-17

Interviewing and Hiring I

ID# HR 110



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

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

Denver - January 12, February 9, March 22, April 15, June 1, July 20, September 9, October 4, November 17

Scottsdale - November 17 (8:30-12:00)

Fort Collins - February 18

Colorado Springs - May 26

Interviewing and Hiring I for Public Employers

ID# HR 126

Objective

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

Outline

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

Designed For

Hiring managers, supervisors, and human resources professionals who want to learn the basic principles and develop skills for interviewing in the public sector. This class is a prerequisite to *Interviewing and Hiring II*.

Facilitator

MSEC staff

This seminar is available for public employers as an on-site program. See page 11 for information about on-site costs.



Interviewing and Hiring II

ID# HR 111

Objective

Hiring the right people can make or break the success of your business. *Interviewing and Hiring II* teaches participants to master their interviewing skills with useful tools and practical application. Participants will learn to improve communication skills and eliminate common interview errors with proven strategies. In this class, participants will create a candidate evaluation template to assist in making the right hiring decision based on fit with the job. *Interviewing and Hiring II* also provides the opportunity to participate in role playing and receive group feedback as well as a personal critique from the course instructor.

Outline

- *The interview process*
- *Goals of the interview*
- *Value of behavioral-based interviewing*
- *Hiring for fit*
- *Effective communication strategies*
- *Interview errors*
- *Evaluation and selection*

Designed For

For experienced interviewers who want to strengthen their interviewing skills and technique. *Interviewing and Hiring I* is a prerequisite to this class.

Facilitator

MSEC staff

This seminar is offered as an on-site program tailored to an individual organization. See page 11 for more information about on-site costs.

Introduction to Organizational Development: A Consultative Approach

ID# MGMT 110

HR Competencies

- Consultation

Objective

This class provides an overview of the field of organizational development (OD) and the evolving role of the OD practitioner. OD at its best is a comprehensive approach that addresses the overall health of an organization. OD's focus is to foster change that will more fully integrate individual needs with those of the organization and lead to greater organizational effectiveness through better utilization of resources and provide more involvement of organization members in the decisions that directly affect them and their working conditions. OD is a process that responds to or initiates change in an organization's culture or system and removes obstacles to increasing the organizational potential for effectiveness and success in achieving their desired outcomes.

Outline

- *Overview of the practice, history and field of organizational development*
- *Assess and map your competencies as an OD practitioner*
- *Review the OD consulting model*
- *Discuss the why and how-to of applying foundational OD principles to your organization*

Designed For

This workshop is designed for anyone who is interested in learning more about the field of organizational development. This is an introduction to the theory and practice of organizational development rather than a skill-building class.

Facilitator

MSEC staff

\$215 (Includes cost of assessment tool used in class), 8:30-4:00, CEU: 0.65

Denver - February 2, November 1

New! Knowledge Management: Transferring Critical Knowledge

ID# MGMT 159

HR Competencies

- Critical Evaluation

Objective

Baby Boomers can retire overnight and take with them all those years of earned know-how you've come to rely upon. It's not an easy fix. It's not simply a question of replacing Boomers with younger workers. While college graduates, Gen X, and Gen Y are eager to fill the numbers gap they can't instantly know the institutional business and industry-related knowledge the Boomers developed. Both the organization and the up and coming leaders can potentially lose knowledge critical to their success.

Roughly 10,000 baby boomers will turn 65 today, and about 10,000 more will cross that threshold every day for the next 15 years. When will it affect you? Are you ready for your experienced employees with decades of knowledge to walk out the door? Do you have any strategies to transfer knowledge from older worker to younger workers? While there is no full replacement for a valuable employee, steps can be taken to retain some of their understanding in vital areas. This highly interactive workshop provides a practical guide for stopping the brain drain capturing valuable knowledge, skills, and experience so it can be shared among employees of all the generations in the workplace.

Outline

You will learn how to:

- *Who Wants What? Identify generational differences in transferring knowledge between Boomers, Gen X, and Gen Y*
- *What do you stand to lose? What keeps you up at night? Anticipate and assess your knowledge gaps*
- *"Just Ask!" to find the best practices for transferring the most difficult, often unspoken, unwritten and unrecorded—the what's "inside their head" internalized knowledge and expertise*
- *"Just Ask!" How to convert captured knowledge into effective solutions for Boomers, Gen X and Gen Y employees*
- *"Just Ask!" What to do when Gen X & Gen Y don't think they need information and Boomers don't want to share it!*
- *How To Make It Work? Design retaining, transferring, and retrieving plans to create a brain trust and avoid the brain bust*
- *Now What? Build a knowledge culture that encourages sharing and collaboration*

Designed for

Anyone who is looking to strategically capture employee knowledge before it walks out the door of your organization.

Facilitator

Susan Wehrspann, *Susan Wehrspann and Associates*

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

Denver - June 3, November 4

Fort Collins - October 13

Lead Worker Training

ID# LEAD 101

Objective

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

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

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

Outline

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

Designed For

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

Facilitator

MSEC staff

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

Denver - February 16, March 29, June 9, July 28, September 22, November 22

Scottsdale - April 19 (Tucson), June 14, November 8

Fort Collins - August 30

Colorado Springs - April 7

Leadership Academies

Turn your leadership training into transformational learning.

An Integrated Approach

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

Development Options

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

Development options include:

- *Denison Culture Assessment*
- *360 Degree Assessment*
- *Training*
- *Application assignments*
- *Short-term experiences*
- *Professional executive coaching*
- *Mentoring*
- *Year-long strategic initiatives*
- *Cross training*
- *Leadership in action speakers*
- *Action learning sessions*
- *Webinars*
- *Teaching opportunities within the organization*

Leadership Academy Benefits

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

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

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

Facilitator

MSEC staff

This customized program is available exclusively as an on-site program. Contact the Organizational Development and Learning Department for more information.

Leadership Through Influence

ID# MGMT 103

HR Competencies

- Critical Evaluation

Objective

Leadership is not limited to a job title. Leadership is a set of skills every member of an organization can master and demonstrate. With the ability to lead comes the ability to influence. This highly interactive and practice-based course empowers anyone who must accomplish organizational and personal goals by influencing upward, laterally, and downward—individually and in teams. We all must be able to exercise various kinds of influence to gain the resources, support, and cooperation that will allow them to achieve their strategic goals.

In addressing this critical skills area, MSEC offers a program that goes far beyond other influence courses in exploring personal and positional power sources as well as building influence techniques and skills. Participants increase their self-knowledge and awareness of their personal power base, determine strengths and weaknesses, and learn to apply specific influence tactics effectively.

Outline

Influence and Leadership

- *The influence model*
- *Power sources and power bases*
- *Influence strategies and tactics*
- *Individual assessment of power and tactics*
- *Creating a personal action plan*
- *Leading/influencing in a team environment*

Influence Skills Practice

- *Integrated skills practice*
- *Skills modeling and demos*
- *Team interaction exercise*
- *Video influence demonstration*
- *Influencing upward*
- *Lateral influence techniques*

Influence Application Planning

- *Select the appropriate tactic(s)*
- *Identify power position*
- *Develop a plan of action*

Bonus!

Each participant will receive a 145-page desktop reference guide on the application of leadership and influencing strategies in the workplace. Loaded with tips, techniques and easy-to-understand models, this resource will provide quick strategies for the most difficult situations.

Program Highlights

- *The personal action plan helps participants set concrete plans for improvement. This goal-setting activity improves commitment to achieving specific goals following the workshop and facilitates ongoing implementation on the job.*
- *Intensive, individual influence skills exercises allow participants to “try on” new techniques in a safe training environment. This opportunity to practice reinforces skills and promotes long-term skills retention.*
- *The team interaction exercise reveals team dynamics in action and provides insight into how influence operates in team settings. When natural work teams participate in this training, this exercise will help improve team effectiveness.*
- *Ten influence tactics give participants a spectrum of techniques to choose from, depending on their situation, objectives, and personal operating style. Unlike other influence programs that focus on one technique—such as currencies of exchange—this program provides many tools and addresses upward, lateral, and downward influence needs.*
- *The final influence application planning ties the program together by analyzing a work-specific situation, the influence, the goal, desired outcome, power bases, influence tactics, and approach plan. By focusing on a work-related influence need, the plan ensures participants will use the workshop information immediately and achieve longer-term results.*

On-Site Option

Leadership Through Influence can be facilitated as a powerful leadership development experience. In addition to the standard on-site rate, there is an additional \$160 per-person materials fee.

Designed For

Non-managing professionals, high-level leaders, managers, supervisors, staff personnel, and self-directed or traditional work team members

Facilitator

MSEC staff

\$470 (Includes cost of LTI book and workbook), 8:30-4:30, CEU: 1.4

Denver - February 16-17, April 19-20, July 14-15, October 17-18

Colorado Springs - November 8-9

Leadership: Why Would Anyone Want to Follow You?

ID# MGMT 129

HR Competencies

- Leadership and Navigation

Objective

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

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

Outline

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

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

Special Features

This program offers:

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

Follow-up coaching is available for an additional fee.

Facilitator

MSEC staff

On-Site Option

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

\$405, 8:30-4:30, CEU: 1.4

Denver - February 23-24, July 6-7, November 8-9

Scottsdale - October 18-19

Leading Teams

ID# TEAM 107

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 team success. The focus is on evaluating team and individual behaviors to determine the team course of action to support cohesion and productivity. Effective team leadership requires the ability to assess the team's stage of development and the capacity to adjust leadership style accordingly. The more dynamic work becomes, the greater the need for clarity around team needs and direction. Teams also require strategic decision making and continuous evaluation. Given today's complex and competitive business environment, organizations are relying on team cohesion to implement organizational strategies and for their leaders to navigate the way.

Outline

Direction Setting

- Assess individual needs during stages of team development
- Apply both facilitative and directive leadership practices to support team development
- Clarify team goals, operating agreements, 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's understanding of team dynamics

Designed For

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

Facilitator

MSEC staff

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

Denver - February 9, April 22, June 17, October 28

Scottsdale - February 2

Fort Collins - May 12

Colorado Springs - January 21

Lean Basics

ID MGMT 156

Objective

Whether you are just thinking about a Lean implementation or you've been running lean for years, this course is designed to build or rebuild the foundational knowledge your people need to meet the challenges of a Lean work environment. Participants will learn the basics of lean management, including the definition of Lean, principles of innovation, and steps to take to eliminate wasteful activities from work processes. Let them learn to do more than work Lean. Help them learn to think Lean.

Outline

- *History of Lean*
- *Value Add vs. Non-Value Add*
- *Types of Waste*
- *Ways to see and think Lean*
- *The power of YOU in Lean*
- *Possible paths for Lean Implementation in your environment*

Designed For

Anyone looking to streamline business processes. This program is for individuals new to the Lean process, those hoping to sharpen their Lean skills, or those curious about what Lean is or can offer.

Facilitator

MSEC staff

This seminar is particularly effective as a customized on-site. See page 11 for more information about on-site costs.

\$125, 8:30-12:00, CEU: 0.35

Grand Junction - August 10

Glenwood Springs - August 9

Managing Effective Meetings

ID# PERSDEV 106a

Objective

Recent research suggests that on any given day 17 million meetings are held and that one-third of a manager's time is spent in meetings. Many of these meetings are ineffective due to a lack of an agenda, poor meeting management skills, a lack of follow through, etc. This seminar will give participants the skills for getting the most value from their meetings.

Outline

Structuring Meetings

- *Establishing meeting norms*
- *Determining and assigning positive meeting roles*
- *Deciding on type of meeting needed*

Designing Meetings

- *Setting objectives*
- *Building agendas*
- *Choosing best meeting techniques*
- *Determining meeting logistics*

Managing Meetings

- *What the facilitator's role should be before and during the meeting*
- *Learning to manage difficult behaviors situations during a meeting*

Evaluating Meetings

Designed For

Anyone who facilitates or participates in meetings

Facilitator

MSEC staff

This seminar is particularly effective as a customized on-site program for companies involved in problem solving, manufacturing, and group/team meetings. See page 11 for information about on-site programs.

\$130, 8:30-12:30, CEU: 0.4

Denver - May 26, December 6

Management Back to Basics: Flexible Module Program

ID# MGMT 116

HR Competencies

- Critical Evaluation
- Consultation
- HR Expertise

Objective

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

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

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

Outline

1. The Supervisory Role – A process that drives results

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

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. Compensation – Laying the foundation

- *Defining a total rewards philosophy*
- *Determining and linking pay to performance*

6. Benefits – Planning and organizational impact

- *How design and other elements affect cost*
- *Defining employee value proposition*

7. Compliance – Knowing what you need to know

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

Designed For

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

Facilitator

MSEC staff

This seminar is available as an on-site program tailored to an individual organization. See page 11 for more information about on-site costs.

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

Denver - March 29, October 7

Managing Excellence: It Begins with You

ID# MGMT 105

HR Competencies

- Leadership and Navigation

Objective

To help managers and leaders who want to gain their professional edge, “walk the talk,” and stand firmly on the foundation of self-knowledge. As a manager you need to know; how well you interact with others, how you make sound decisions, what your preferences are for getting work organized, and what values you exhibit. In addition; you need to identify the goals you’re pursuing, where you’re empowered, how to manage up and down within your organization, and what vision you want to pursue. This program leads you through an integrated process to identify and align all of these factors. Once you know where you stand, you can comfortably manage and lead others.

Note: This class requires pre-work which will be sent directly to the participant prior to the seminar. Please register at least one week prior to the workshop. If the pre-work is accessed, there will be a fee for cancelation or no-show in addition to the standard cancellation fee.

Outline

- Defining your personal excellence
- Leadership style
- Stage and goals for personal power
- Work perspective: understanding your personal preferences for getting work done
- Driving values
- Career and life vision
- Empowerment assets
- Expanding your options
- Building your vision
- Enhancing your power
- Making wiser decisions
- Creating synergy between men and women
- Claiming and using your own perspective
- Owning your power
- Calling power games correctly
- Taking action with your style
- Being the architect of your own life
- Five goals to focus on
- Putting your authenticity to work for your employer

Designed For

Managers, team leads, and those leaders seeking to advance their careers by improving their professional edge.

Facilitator

Sean E. Moore, *The Athena Group, LLC*

\$410 (Includes Myers-Briggs instrument and the book *Lifestyles*), 8:30-4:30, CEU: 1.4

Denver - March 31-April 1, May 5-6, August 2-3, October 27-28

Managing in a Multi-Cultural Environment

ID# MGMT 123

HR Competencies

- Global and Cultural Effectiveness

Objective

As more and more employers are managing multi-cultural workforces, there is an increased need to understand varying cultural values and behaviors and how they present themselves in the workplace. In this class, we identify some significant cultural differences which can challenge the current way of management. We focus on the cultural values which create these differences in workplace behaviors as a means to accepting and leveraging them to build a strong, functioning workforce. We explore ideas for managing and communicating in ways which all find motivational and supportive. Although there are specific cultural examples used in the class, the intent is to provide a broad framework of understanding which can be applied to employees from any culture with whom an employer is working.

Outline

- Understanding of how our pre-conceived notions of other cultures affect our interactions
- Awareness of cultural expectations and values which affect workplace behavior and work styles
- Strategies for merging the various cultures in the workplace
- Communication skills useful in a multicultural workforce

Designed For

Supervisors, leaders, and managers who work with a multicultural workforce

Facilitator

MSEC staff

This seminar is also available as an on-site program tailored to an individual organization. See page 11 for more information about on-site costs.

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

Denver - February 24, September 13



Managing Multiple Priorities

ID# TIMEMGT 101

HR Competencies

- Consultation

Objective

To help participants learn new strategies to stay in control, set priorities, stay on track, and get more done than before. Both managers and non-managers alike are faced with handling multiple assignments each day. Dealing with simultaneous demands often seems overwhelming and it is easy to feel out of control. Emphasis in this seminar will be placed on practical skills to assist participants to become more organized, make choices, gain cooperation from others, and prioritize. Participants will also have the chance to work specifically on their priority problems and difficult situations.

Outline

- *Preparing for change*
- *Analyzing your multiple assignments*
- *Identifying major priorities*
- *Determining what's important*
- *Understanding payoffs versus priorities*
- *Breaking out of "crisis management"*
- *Planning and goal setting*
- *Tactics for handling a multiple workload*
- *Organizational tools to help you keep focused*
- *Using your calendar to your best advantage*
- *How to delegate and utilize available resources more effectively*
- *How to avoid major time wasters*
- *The enemies within—procrastination, perfectionism, and self-destruction*
- *Rising above difficult situations*
- *When you need to say "no"*
- *When someone frustrates you*
- *When priorities are in conflict*
- *Using influence skills to manage co-workers' time commitments to you*

Designed For

Supervisors, managers, and anyone who juggles a multitude of simultaneous work assignments

Facilitator

June Ramos, Roz Turner & Associates

\$370, 8:30-4:00, CEU: 1.3

Denver - March 17-18, June 9-10, September 22-23, November 17-18

Managing Remote Employees

ID# MGMT 125

HR Competencies

- Leadership and Navigation
- Communication
- Consultations
- HR Expertise

Objective

To give managers the tools they need to successfully manage virtual teams of employees across multiple locations. As telecommuting becomes more popular, many managers are faced with the difficult challenge of building morale, loyalty, and results from employees they rarely see. This seminar focuses on skills managers need to be successful in this changing environment.

Benefits

- *Creating a performance matrix for accountability to help employees better target goals*
- *Identifying employee performance levels and how to develop based on them*
- *Learning the 6 keys to successfully managing remote employees*
- *Learning the 10 things that employees want from remote managers*
- *Creating visions and expectations for remote employees and how to best communicate them*
- *Coaching and development tools to use with a remote workforce*
- *How to motivate and keep a remote team engaged*

Outline

- *Leading a remote team—setting vision and expectations*
- *Types of communication vehicles*
- *Creating an environment of respect and trust*
- *Micro-managing vs. micro-monitoring*
- *Creating performance trackers*
- *Proactive coaching methods*
- *Motivation techniques*

Designed For

Managers and supervisors that have employees spread across multiple locations

Facilitator

Jenny Douras, Mission Critical Systems

\$205, 8:30-4:30, CEU: 0.7

Denver - February 24, September 20

Matrix Team Leadership: A Systems Approach

ID# TEAM 113

HR Competencies

- Leadership and Navigation

Objective

Workplace relationships can often look simple on an Organizational Chart. However, we all know that they are much more complex. Today's leaders must be skilled in recognizing and working with the various dynamics that can arise in any human system. The Matrix Approach supports leaders in developing skills that build the group's capacity toward a high performing team using a human systems theory model. Participants learn how to matrix the team into a "living system" of relationships that encourages interconnected communication and interdependent leadership. The matrixed team radically redefines feedback, moves away from limiting roles, and promotes differences. This class delves into the "process" of how a group accomplishes its tasks.

Outline

- *Introduction of basic systems theory's applied to human behavior*
- *The Team - as its own living organism*
- *Person-to-person Communication - matrixing the team*
- *Ground of Health - the group's foundation*
- *Communication - an interconnected group function*
- *Leadership - the interdependent relationships*
- *Group Roles - assigned, assumed, distributed among team members*
- *Difference and Conflict - the expanded capacity*
- *Feedback - radically redefined as an investment in the relationships for the good of the group*

Designed For

Those who are responsible for leading, supervising, and/or managing a team. This is an excellent seminar for new supervisors and has significant impact on seasoned managers ready to expand their skill set.

Facilitator

MSEC staff and Amina Knowlan, *Matrix Leadership Institute of Boulder*

This seminar is particularly effective as a customized on-site. See page 11 for information about on-site costs.

\$360, 8:30-4:30, CEU: 1.3

Denver - March 30-31, September 29-30

Motivating Employees from the Inside Out

ID# MGMT 127

HR Competencies

- Communication
- Consultation
- HR Expertise

Objective

Employers count on motivated, highly engaged employees to deliver high levels of performance. However, in the current environment, multiple studies uncovered widespread employee disengagement. Today's jobs require more initiative, creativity, flexibility, judgment, and a different kind of motivation.

Research shows that "intrinsic" rewards enhance commitment and energize individuals to keep performing at their best. Through instruction, assessment, group discussion and exercises, participants will examine a variety of motivation models and gain new insights and tools to make jobs more meaningful and rewarding and create more positive outcomes for the organization and employee.

Outline

- Identify your own motivators
- Assess your motivation skills
- Discover why some reward systems fail
- Determine what motivates your employees
- Apply effective strategies that produce lasting impact

Designed For

Supervisors, leaders, and managers who are involved in motivating employees

Facilitator

MSEC Staff

\$185, 8:30-3:00, CEU: 0.55

Denver - March 1, November 3



Orientation/Onboarding: Building a Positive Connection From Day One



ID# HR 113

HR Competencies

- Communication
- Ethical Practice
- HR Expertise

Objective

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

Outline

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

Designed For

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

Facilitator

MSEC staff

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

Denver - February 17, April 27, October 12

Scottsdale - June 23

Fort Collins - June 7

Colorado Springs - July 28

Performance Management: Managing Employee Development

ID# PERF 114

HR Competencies

- Leadership and Navigation
- Communication
- HR Expertise

Objective

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

Outline

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

Designed For

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

Facilitator

MSEC staff

This class can be customized as an on-site to fit into your performance management process. An additional customization fee may apply. See page 11 for information about on-site programs.

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

Denver - February 2, June 9, October 24

Performance Management: Setting the Stage for Success

ID# PERF 104

HR Competencies

- Leadership and Navigation
- Communication
- HR Expertise

Objective

Supervisors and managers learn to manage employee performance and development as an ongoing process and to tie the supervisory role to employee and organizational success. Participants are trained to set clear expectations, document key performance behaviors and results, and provide ongoing coaching and feedback to employees. Preparing and conducting the appraisal conversation for optimal results is also discussed.

Outline

- *Connecting the supervisor role to employee retention and engagement*
- *Understanding the legal impact of performance management*
- *Setting and communicating expectations from day one*
- *Developing documentation based on facts and observable behaviors*
- *Delivering feedback and coaching employees' development toward success*
- *Preparing for and conducting the appraisal discussion*

Designed For

Supervisors and managers looking for practical and effective ways to manage employee performance throughout the year and conduct a performance appraisal

Facilitator

MSEC staff

This class can be customized as an on-site to fit into your performance management process. An additional customization fee may apply. Call registration for details.

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

Denver - January 28, March 8, May 11, July 26, September 21, November 16

Scottsdale - March 8 (8:30-12:00), October 27 (8:30-12:00)

Fort Collins - May 4 (8:30-12:00), November 8

Colorado Springs - January 12



Practical Tools for Managing the Termination Process

ID# HR 167

HR Competencies

- Communication
- HR Expertise

Objective

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

Outline

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

Designed For

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

Facilitator

MSEC staff

This seminar is particularly effective as an on-site program tailored to an individual organization. An additional customization fee may apply. See page 11 for information about on-site programs.

\$130, 8:30-12:00, CEU: 0.35

Denver - March 15, May 19, August 23, October 14

Scottsdale - August 3

Colorado Springs - March 17

Glenwood Springs - September 20



SKILLSCOPE: A Multi-Rater Assessment Tool for Supervisors and Managers

ID# SUPV 102

Objective

Supervisors and Managers often have no way of getting the feedback they need to continue improving as leaders of people. This instrument and the follow-up training give managers and supervisors feedback from peers, direct reports and superiors so they may assess strengths and developmental needs. Participants can then compare and contrast this information with their own self-assessment of 15 skills critical to effectiveness in their management role.

SKILLSCOPE was developed by the Center for Creative Leadership and is based on research which identifies key competencies and behaviors that lead to supervisory and management success. The clear, graphic SKILLSCOPE report is confidential, maintaining the anonymity of the raters. SKILLSCOPE is designed as a developmental tool, and results are given only to the class participant.

Benefits of SKILLSCOPE are:

- **Valuable, Relevant Feedback**—SKILLSCOPE provides managers with insightful and valuable feedback on their strengths and developmental areas from their bosses, peers, and direct reports in order to help formulate an individual action plan for further career development.
- **Easy to Use**—SKILLSCOPE is written in simple, straightforward language and takes only 20 minutes to complete. The feedback report clearly identifies strengths and developmental needs. The Development Planning Guide helps participants summarize and interpret their data and create an action plan toward improvement.
- **Research-Based**—SKILLSCOPE shows high test-retest reliability and a high internal reliability for the questionnaire.
- **Multiple Uses**—SKILLSCOPE may be used as a stand-alone development instrument or as a supplement to in-house training programs. It can be used to develop individual managers or to assess developmental needs across your entire organization.

SKILLSCOPE provides managers with a checklist of 98 managerial skills that are organized in 15 skill clusters.

The areas sampled include:

- Getting information, making sense of it
- Communicating information, ideas
- Taking action, making decisions
- Risk-taking, innovation
- Energy, drive, ambition
- Relationships
- Influencing, leadership, power
- Openness to influence, flexibility
- Administrative/organizational ability

- Managing conflict, negotiation
- Time management
- Selecting, developing people
- Knowledge of job and business
- Coping with pressure, adversity, integrity
- Self-management, self-insight, self-development

Note: Because of the required lead time for computer processing of the questionnaires, the following deadlines are necessary:

- Registration must be completed no later than six weeks prior to the seminar.
- Questionnaires must be completed and returned by the participant and a minimum of five raters no later than three weeks prior to the seminar.
- Cancellation must be received no later than fourteen (14) days prior to the seminar. If the pre-work is already accessed, a \$175 assessment fee will be charged.

On-Site Option: SKILLSCOPE is an effective feedback instrument for assessing collective supervisory and managerial strengths and developmental needs in the organization. The on-site rate is the standard half-day training rate, with an additional \$175 per person assessment fee.

Coaching Option: SKILLSCOPE is an excellent resource for supporting your supervisors and managers. Using the feedback along with MSEC's Workplace Coaching Services, we can design and implement a coaching program for your supervisors/managers. Please contact the Organizational Development and Learning Department for more information.

Designed For

Supervisors and managers

Facilitator

MSEC staff

\$330, 8:30-12:00, CEU: 0.35

Denver - February 19, June 10, September 23

Situational Leadership®: An Introduction to the SLBAII

ID# MGMT 124

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 program is offered as a half-day on-site program. See page 11 for more 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#: HR 160

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

\$130, 8:30-12:00, CEU: 0.35

Denver - April 25, September 19



Supervision: Buddy to Boss

ID#: SUPV 119

Objective

Have you been advanced over your co-workers? Have you been promoted into a new department? Are you managing people who applied for your position? Have you ever felt that a former colleague expected preferential treatment simply because they worked with you before you were promoted? Are some people testing the rules or trying to take advantage of their relationship with you?

Transitioning from being "one of the team" to "leader of the pack" isn't easy. It can be confusing for everyone involved and can create tension, resentment, and passive (or not-so passive) resistance. Discover how you can manage this difficult transition more effectively, develop your own management style, and create the kinds of relationships with your employees that guarantee your success as a new leader.

Outline

In this session, we will

- Identify what has changed, what has stayed the same, and how your relationships with people are essential for your next move
- Understand the key steps to a smooth transition into leadership
- Learn how to "Just Ask" your boss, your team, your employees the right questions to ensure your success
- Understand how to establish boundaries and address issues
- Maximize your experience as a "buddy" to help you as a "boss"
- Create an environment where your people trust you, look to you for resources, and solve problems with you
- Recognize and apply the strengths and abilities you possess to further your career

Designed for

Anyone transitioning from a team member into a lead, supervisory, or manager role

Facilitator

Susan Wehrspann, *Susan Wehrspann and Associates*

\$205, 8:30-4:30, CEU: 0.7

Denver - March 11, August 19, October 21

Fort Collins - April 20

Supervision: Core Competencies

ID#: SUPV 115

Objective

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

Outline

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

Designed For

First and second level supervisors

Facilitator

MSEC staff

\$310, 8:30-4:30, CEU: 1.4

Denver - January 6-7, January 19-20, February 23-24, March 17-18, March 30-31 April 7-8, April 26-27, May 12-13, May 23-24, June 14-15, July 5-6, August 1-2, August 18-19, September 1-2, September 19-20, October 4-5, October 11-12, November 10-11, December 7-8

Scottsdale - January 13-14, September 14-15

Fort Collins - February 9-10, May 24-25

Colorado Springs - March 9-10, June 14-15, December 7-8

Supervision: Is It For Me?

ID# SUPV 101

Objective

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

Outline

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

Planning your success in the transition

- Identify strengths you bring to the role
- Identify areas of development
- Build your skills in prioritizing, feedback and situational assessment

Designed For

Non-supervisory personnel who wish to clarify their knowledge of a supervisor's role and assess their interest in pursuing a career in supervision (current supervisors should attend *Supervision: Your First 90 Days* or *Supervision: Core Competencies*).

Facilitator

MSEC staff

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

Denver - January 26, May 4, September 13

Grand Junction - July 13

Glenwood Springs - July 14

New! Supervision: The Art of Managing Up

ID# SUPV 120

Objective

Can you answer these questions:

- *What is your boss's professional agenda? What are they trying to accomplish and why?*
- *What does your boss value most professionally?*
- *What is the most effective way to communicate with your boss?*
- *Do you know what your boss wants from you?*
- *In your boss's eyes, what are your limitations and capabilities?*

If not, you need to attend this class!

Participants will focus on more consciously working for the mutual benefit of themselves and their boss by:

- *Developing a better understanding of their boss's position, priorities, and expectations.*
- *Taking a more active role in daily relationship management with their boss.*
- *Finding the "right" way to engage management in dynamic, productive conversations.*
- *Establishing better working relationships, earning respect and confidence, and working more efficiently.*
- *Developing a more engaging and collaborative relationship or at a minimum seize the opportunity for conversation.*

Designed For

Anyone looking to partner more successfully with their boss

Facilitator

MSEC staff

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

Denver - April 13, September 27

Fort Collins - June 8

Supervision: Your First 90 Days— How to Survive

ID# SUPV 113

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 oneself. This is a difficult shift. This class gives you skills to: 1) better understand the importance of leading and managing, 2) help you determine your supervision style, 3) set employee expectations, and effectively communicate. Using a "Supervisory Skills Assessment," you will better understand your style and leave the class with an action plan for your first 90 days in the new job.

Outline

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

Designed For

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

Facilitator

MSEC staff

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

Denver - February 2, May 10, October 24

Fort Collins - April 12

Time Management for Managers: Creating Balance at Work and Home

ID# TIMEMGT 103

Objective

To provide managers with new skills to help them focus on their priorities, get organized, and stay on track. Participants will discover how to identify and attain long-term goals, both personally and professionally. By taking the time for the important task of values clarification during an in-class activity, participants will learn how to laser-focus activities on a daily basis to help reach these goals.

Outline

Learn to Recognize Where Time Goes

- Identify your top five personal time wasters and discover ways to control or eliminate them
- Discover the time wasters that are consuming your day and how they affect your performance
- Categorize activities to see whether they focus on priorities or on time wasters

Become a More Effective Leader

- Based on the latest concepts from Stephen Covey, David Allen, Donald Whetmore, and Julie Morgenstern, participants will explore the connection between leadership, management, and time management
- Delegate to gain control of your day
- Discover how to move from crisis management and putting out fires, to the discipline of organized and prioritized activities

Plan/Implement Life Balance Techniques That Reflect Your Values

- Review the historical progress of time management from making lists to making value-based decisions on time
- Define and focus your priorities, both business and personal
- Practice staying on track by planning your daily events
- Redesign your day so you can restore balance in your life

Designed For

Managers who want to learn how to quit "doing it all," become more productive, less stressed, and create a balance between work and personal time. **Note:** Please bring your current calendar or time management system to the class.

Facilitator

Doug Gertner, Ph.D., *Workplace Seminars and Solutions*

This seminar is effective as a customized on-site. See page 11 for information about on-site costs.

\$205, 8:30-4:30, CEU: 0.7

Denver - March 9, June 23, September 14

(The cost is \$430 for the seminar and 2-hour follow up coaching session on-site within the Denver metro area)

Team Development Modules for On-Site Training

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

Module 1: Leading Teams

- Direction setting
- Decision making
- Continuous improvement

Module 2: Creating Effective Work Groups

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

Module 3: Group Facilitation Skills

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

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

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

Module 5: Managing Effective Meetings

- Structuring meetings
- Designing meetings
- Managing meetings

Module 6: Problem Solving Skills

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

Module 7: Innovation in the Workplace

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

Module 8: Leadership Through Influence

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

Module 9: Generations: Working Together

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

Module 10: The Five Dysfunctions of a Team

This session will discuss how to use the Five Dysfunctions model as a way to function more effectively, allowing teams to achieve their full potential. We will provide an understanding of the model and the tools for applying the theory

For information about how these modules can help your team development process and to set up modules for your team, please call the Organizational Development and Learning Department at 800.884.1328. A complete description of each module can be located alphabetically by topic in the 2016 Training Catalog.

Violence at Work: An Introduction for Supervisors and Managers

ID# VIOLENCE 102

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 offered exclusively as a half day on-site program. If the *Active Shooter Module* is selected, the class will become a 4-hour class. See page 11 for information about on-site programs.

Employee Handbooks: Revising or Developing

ID# HR 102



HR Competencies

- Communication
- Ethical Practice
- HR Expertise

Objective

Having a well written employee handbook can protect an organization from legal risk. This seminar provides an overview of the process necessary to develop or revise an employee handbook. Participants will learn how employers can minimize legal risk and how to develop a handbook reflective of the organizations style .

Outline

- *Why have an employee handbook*
- *What every handbook should have*
- *What to exclude*
- *Planning*
- *Writing*
- *Style and language*
- *Communicating and maintaining the handbook*

Designed For

Human resources staff, managers, and employees interested in learning the process of revising or developing a handbook

Facilitator

MSEC staff

\$130, 8:30-12:00, CEU: 0.35

Denver - March 10, September 13, December 2

Fort Collins - February 11

Fundamentals of Human Resource Management: Key Steps in Getting Started

ID# HR 104



HR Competencies

- HR Expertise

Objective

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

Outline

The class journey includes:

HR Role:

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

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

Performance Management: Helping supervisors to succeed in managing employee performance

Compensation and Benefits: Focusing on total rewards and what that means in terms of pay and benefits

Compliance:

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

Designed For

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

Facilitator

MSEC staff

\$370 (Includes a complimentary interactive CD of the MSEC BlueBook: The Employment Law Resource), 8:30-4:00, CEU: 1.3

Denver - February 18-19, April 26-27, July 7-8, September 20-21, December 7-8

Scottsdale - January 27-28, November 1-2

Fort Collins - April 5-6

Colorado Springs - February 3-4

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



New! Financial Foundations for HR

ID# HR 171

HR Competencies

- Business Acumen
- Critical Evaluation
- HR Expertise

Purpose and Objectives

The purpose of this class is to increase the “financial intelligence” of Human Resource professionals.

The ability to move HR from a tactical to a strategic role can hinge on an understanding of the financial aspects of an organization. HR professionals increase their credibility with line managers when they speak the language of business, which is finance. This class provides a foundation for understanding the Income Statement, Balance Sheet, and Cash Flow statements and how human capital and business decisions affect those statements.

This is not an accounting course so we will not be exploring the nuances of GAAP. We will however focus our time on understanding the major elements of each of the major financial statements. We will then invest our time developing critical thinking skills on how human capital decisions affect each statement. We will also take time to learn how to evaluate the financial health of a business through ratio analysis and how ethics and bias can impact an organization.

Upon the active participation and completion of the course, the student will be able to achieve the following:

- *Demonstrate an understanding of how organizations make money and the major financial statements that are used to assess the health of a company*
- *Understand how human capital decisions impact the financial statements*
- *Understand the power of major financial ratios in evaluating financial health*
- *Describe business ethics and corporate governance and their role in daily activities in the workplace*

Outline

The class will cover these topics with a mix of lecture, discussion, and exercises

- *The art of finance*
- *The Income Statement, what does it mean?*
- *The Balance Sheet, what makes balance?*
- *The Cash Flow Statement, why is cash is king?*
- *Using ratios, what do they say about the “health” of an organization?*

Designed for

This is an essential class for Human Resource professionals who desire to increase their understanding of the foundations of financial reports and their implications. Managers in any function will also benefit from the principles taught in the class. The class would be an excellent on-site program and can be customized to fit the need of your organization.

Facilitator

MSEC staff

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

Denver - April 12, October 26

Fort Collins - August 24

HR Guide to Employee Financial Wellness: The Basics of Employee Financial Wellness for the Human Resource Manager



ID# HR 161

Objectives

Historically, benefit managers have referred to the three legs that support an employee's retirement: Social Security benefits, employer-sponsored pension, or other qualified retirement plan and individual personal savings.

Today, not only are the legs of the stool shaky and splintered, but employees are confronting some of the most difficult personal financial challenges in decades.

- *One in three workers report that money worries often hamper job performance*
- *Financial stress affects employees at all levels of compensation*
- *And, financially distressed employees report financial stress affects their health*

From Virginia Tech Study: Money Stress Strikes Millions of Americans

Financial difficulties take their toll on productivity and employee morale. Employers can impact their bottom line by providing employees with a solid track for improved financial knowledge.

Learn how the three-legged stool is still the basis for strong retirement planning and get answers to the following questions...

Part 1: Building Financial Wellness in Your Employees

- *What do employees worry about most—including highly compensated employees?*
- *What are the seven common blind spots causing employee financial distress?*
- *How does quality employee financial education impact employer fiduciary liability?*
- *What is the ROI to employers for developing a financial education program for employees?*

Part 2: Building Blocks of Employee Financial Wellness

- *What are the keys to a financially healthy life?*
- *How can employees develop a basic process for measuring and motivating change in financial habits?*
- *Do employees really understand their employer provided benefits, and, why this is an essential part of their financial health?*
- *What are the most common factors to employee financial troubles: debt, medical emergencies, divorce, and law suits?*

Part 3: Employee Retirement Planning and Employer Sponsored Retirement Programs

- *What is next on the economic roller coaster?*
- *Will Social Security be here to stay, and how are employee investments coordinated with Social Security?*
- *What are the key questions highly compensated employees want to know about preparing for retirement?*
- *How to correct the three most common misconceptions employees have about their employer provided retirement?*
- *The common dilemma: How to increase employee participation, and lower employer fiduciary liability?*

Designed For

HR managers and benefit administrators or consultants responsible for providing information to employees

Facilitator

Robert Douglass and Tim Szymanski, *Colorado Financial Education Initiative*

\$45, 8:30-10:30, CEU: 0.2

Denver - February 25, June 8

HR Metrics and Analytics: Focusing on What is Important



ID# HR 135

HR Competencies

- Critical Evaluation
- Business Acumen
- HR Expertise

Objective

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

In this class participants will learn; the foundations of measurement, the financial principles of how a business works, how business models affect what is measured and how analytics impacts business decisions. You don't have to be a math whiz to participate. We'll provide you with formulas, and give you the opportunity to apply measurement concepts to realistic business scenarios and problem solving activities.

If you do not know what HR should measure or how to measure, or simply you want to expand your Human Resource measurement skills, this class is for you.

Outline

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

Designed For

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

Facilitator

MSEC staff

This seminar currently counts toward the 15-hour Business and Strategy requirement for SPHR recertification.

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

Denver - March 17, May 2, August 10

Scottsdale - October 6

Fort Collins - September 20

Colorado Springs - November 2

HR Strategic Planning: Building Organizational Capability



ID# HR 134

HR Competencies

- Critical Evaluation
- Business Acumen
- HR Expertise

Objective

Strategic planning presents both great challenges and opportunities for HR professionals. Whether the organization is in the private, public, or nonprofit sector, HR leaders are responsible for aligning HR strategy and resources to achieve the strategic business goals of their organization.

In this hands-on class, you will learn how to create an HR strategic plan. We begin by exploring how organizations compete, then review a series of environmental factors that influence the organization as well as how culture aligns with the organization's business model, to and ultimately how this impacts business strategy. The HR Strategic Plan is then created by aligning all these factors to create the business strategy.

Outline

- *Defining strategic thinking and planning*
- *Understanding and evaluating how businesses compete*
- *Analyzing current effectiveness and needs*
- *Aligning and integrating HR and organizational strategy*
- *Aligning HR measures with key business measures*
- *Determining tactics: translating planning into action*
- *Identifying problems and implementing solutions*

Designed For

Human resource directors, managers, and professionals who want to be at the forefront of their profession, as well as business owners and managers who are interested in learning how effective HR planning can add value to their organization's bottom line

Facilitator

MSEC staff

This seminar currently counts toward the 15-hour Business and Strategy requirement for SPHR recertification.

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

Denver - March 16, July 19, November 1

Scottsdale - June 9

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

ID# HR 164m-r

The year ahead looks like a challenging one for managers and HR practitioners. Sound decision-making in this environment is critical and even small missteps can have far reaching and unintended consequences. This webinar series will provide guidance and solutions to meet those challenges.

Terminating Employees: Practical Tools for Handling the Process

January 28

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 webinar will cover the following topics: making the decision to terminate, preparing for the termination meeting, conducting the meeting, and completing post termination tasks.

Recordkeeping for HR: What to Keep and for How long

March 11

The HR world today involves a constant flow of records and paperwork. How should companies organize their HR records, reduce risk and meet their needs? What considerations are there regarding going paperless? What should organizations keep and what should be discarded? Join this webinar and learn how to improve your recordkeeping practices.

Technology in HR not your BFF (best friend forever)? Now is the time to step up and say “Howdy.” This four-part interactive series, offered in the Spring, is an opportunity to explore some of the hottest categories and trends in HR technology.

Core HR Information Systems

August 12

Redesigning and reskilling the HR function is one of the top five business challenges around the world. Learn how to move from spreadsheets and manual processes to workforce management solutions built with cloud computing, analytics, mobile and integration technologies. Decrease IT and administrative burden and improve reporting, tracking, and compliance requirements.

Human Capital Management

September 16

For the first time in nearly a decade issues of retention, engagement and talent attraction are on the top of company priority lists. The integration of HRIS and HCM into one cohesive process will be the standard business model and shape the future of Human Resource Information Technology. Explore ways that HCM systems can transform your talent strategies and improve employee engagement and hiring decisions.

HR Analytics

October 14

Can Big Data revolutionize HR? Big Data approaches look to solve business questions that could not be solved previously because of technology limitations or prohibitive costs. Attend this webinar to discover the effective use of HR analytics to achieve business results.

Seven Steps to Selecting a Software Solution

November 11

Strategic investments in HR technology solutions can fuel business growth; but keeping up with the shifting landscape can be overwhelming. In this fourth webinar of the series, examine a step-by-step method to look for, and select, a solution that addresses the biggest problem areas of your organization.

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,

12:00-1:00 (Mountain Time)

International Expansion: What You Must Know to do Business Outside the U.S.



ID# HR 166

HR Competencies

- Global and Cultural Effectiveness
- Leadership and Navigation
- HR Expertise

Objective

The objective of this class is to provide students with both an awareness and practical advice on how to deal with issues they will encounter when expanding operations outside of the U.S. An increasing number of organizations (for-profit and non-profits, small and large) are doing business or are looking to expand beyond the borders of the U.S. As a result, HR professionals need to have the business acumen and a global mindset to understand and be equipped to address not only the HR issues but the complexities of culture, legal, tax, and talent mobility.

A panel of instructors will facilitate the class. The panel includes an international attorney from Fisher & Phillips, an international tax expert from KPMG, an international talent mobility professional from MSI and an international HR professional from MSEC. The instructors will utilize the employee life cycle as well as address culture, business travel and international assignments issues. Particular focus will be placed on Canada and the U.K. but will address issues from other countries based on the needs of the class.

Outline

The class will act as a practical guide to the essential tools and resources needed to answer key questions:

- *What U.S. laws apply outside of the U.S.? What about employment at-will?*
- *Do our U.S. employees really need a work visa to work in another country?*
- *What should I be aware of when separating an employee from the company?*
- *Do I need to consider tax the consequences of someone who is just taking a business trip?*
- *What is totalization and a certificate of coverage?*
- *How expensive are expatriate assignments?*
- *Can I use my current employment offer letter outside the U.S.?*
- *Do I need to provide supplemental medical insurance to business travelers or local nationals?*
- *Can I put our foreign employee on the U.S. payroll?*
- *What else should I know? How do I get started?*

Designed For

Human Resources and business leaders who are looking to expand beyond the borders of the U.S. or are currently doing business abroad but need to expand or refresh their international knowledge.

Facilitators

MSEC staff

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

Denver - March 22

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

Performance Appraisal Design: A Strategic Approach for Improving Results



ID# PERF 103

HR Competencies

- Leadership and Navigation
- Communication
- HR Expertise

Objective

Is your performance appraisal system aligned with your business strategy and engaging your employees to achieve stronger results? If you are frustrated with your current system and desire to create a meaningful process that maximizes talent management, this seminar is for you. This seminar focuses on designing an effective performance appraisal system that is more than just developing the form.

The design must align and bring life to the organization's mission, vision, values, and goals. This class will provide the specific tools needed to help you define, develop, and implement a performance appraisal program for your organization. You will learn how to develop an integrated system that focuses both individual and organizational efforts towards achieving high performance and competitive advantage. Participants will receive a toolkit with step-by-step guidelines for designing the system, including the form.

Outline

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

Designed For

Human resources professionals, business owners, managers, and others seeking a strategic approach in designing and implementing a meaningful and relevant performance management system

Facilitator

MSEC staff

This seminar is particularly effective as a customized on-site for a task force or design team. See page 11 for information about on-site programs.

This seminar currently counts toward the 15-hour Business and Strategy requirement for SPHR recertification.

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

Denver - January 14, April 1, July 15, November 2

Fort Collins - September 22

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

ID# PERF 115

HR Competencies

- Communication
- Consultation
- HR Expertise

Objective

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

Outline

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

Designed For

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

Facilitator

MSEC staff

This seminar is offered exclusively as a customized on-site program. See page 11 for information about on-site programs.

Recordkeeping for Human Resources

ID# HR 114

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

\$130, 8:30-12:00, CEU: 0.35

Denver - January 29, March 23, May 31, August 8, September 2, November 10

Scottsdale - April 28

Fort Collins - February 11 (1:30-4:30), August 9

Colorado Springs - October 4



Recruiting: The Strategy and the Tactics

ID# HR 115



HR Competencies

- Leadership and Navigation
- Critical Evaluation
- HR Expertise

Objective

Recruiting talent is essential for organizations to accomplish goals and remain competitive. This class focuses on the resources and tools to build a recruiting process from creating a strategy to developing the tactics. Participants will learn how to leverage employer branding as a key part of their strategy in attracting and engaging candidates. The class also focuses on creative sourcing ideas including using social media.

Outline

- *Developing key components of a strategy*
- *Leveraging employer branding to distinguish your organization*
- *Targeting and evaluating effective internal and external sources*
- *Writing effective job postings*
- *Sharpening the tactics every recruiter needs*
- *Utilizing metrics and creating a recruiting scorecard*

Designed For

Anyone involved in or seeking knowledge about the way an organization attracts and hires employees. The class is also designed to help participants build strategic and tactical skills for the recruiting function.

Facilitator

MSEC staff

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

Denver - February 3, April 29, September 16

Retaining and Engaging Employees: What Employees Really Care About

ID# HR 123



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 particularly effective as a customized on-site where employees are able to work together as a team. Managers, supervisors, and others can learn effective engagement and retention practices specific for your company in your own environment. See page 11 for information about on-site costs.

Facilitator

MSEC staff

\$130, 8:30-12:00, CEU: 0.35

Denver - March 30, August 4, November 1

Fort Collins - April 19

Colorado Springs - September 20

Grand Junction - June 8

Glenwood Springs - June 7

Workforce Planning: Your Roadmap to the Future



ID# HR 124

HR Competencies

- Leadership and Navigation
- Critical Evaluation
- HR Expertise

Objective

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

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

Outline

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

Designed For

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

Facilitator

MSEC staff

\$185, 8:30-4:00, CEU: 0.6

Denver - February 12, June 23, November 9

Fort Collins - September 21

Colorado Springs - August 24

Grand Junction - May 25

Glenwood Springs - May 24

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MSEC Technology Training

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

Training classes are designed for:

- **Efficient learning**—with corporate length courses. Invest a day with us, and you'll have new skills to use as soon as you get back to your office.
- **High retention**—with highly interactive training. Adult learners learn by doing. In the classroom, each student has their own computer for following along and completing exercises.
- **Enduring resources**—support tools to reinforce skills after the training is over
- **Individualized attention**—small class sizes (no more than 12 students)
- **Live training**—no prerecorded or guided learning

Training locations and driving directions:

Directions to Westminster Mission Critical Systems Training Center:

Address: 8601 Turnpike Drive, Suite 105, Westminster, CO 80031

- Follow I-25 N take Exit 217A on the left to merge onto US-36 W toward Boulder.
- Take the Colorado 95 South/Sheridan Boulevard exit toward 92nd Avenue West.
- Turn left onto Sheridan Boulevard, and turn left onto Turnpike Drive.
- The Training Center is located 0.3 miles on your right.

Directions to Denver Tech Center Mission Critical Systems Training Center:

Address: 7384 South Alton Way, Suite 201, Centennial, CO 80112

- From I-25, Take exit 196 for Dry Creek Road.
- Keep right at the fork, follow signs for Chester Street South and merge onto East Dry Creek Road.
- Turn right onto South Yosemite Street, and turn right onto South Alton Way.
- The Training Center is located 0.1 mile on your right.

\$179 per person for half-day class, \$350 per person for full-day class,

Please visit MSEC.org for pricing on multi-day classes

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

Similar technology training is also available in Arizona. Please request an Arizona Training Catalog from our Scottsdale office at 800.437.9262 for more information.

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

ACCESS			
Class:	Goal:	Schedule:	Location:
Access Basic	Students leave this class feeling confident in designing a simple Access database or making changes to an existing one.	January 28 March 1 April 6 May 19 June 7 July 18 August 16 September 29 October 25 November 21 December 7	Westminster Tech Center Westminster Tech Center Tech Center Westminster Tech Center Tech Center Westminster Tech Center Westminster
Access Intermediate	Students leave this class with skills for developing more advanced Access databases and extracting advanced reports from their databases.	February 25 April 7 June 8 September 8 December 8	Tech Center Westminster Tech Center Westminster Westminster
Access Advanced	Students leave this class feeling confident with the advanced features in Microsoft Access and be able to develop complex detailed databases.	February 2-3 May 26-27 November 2-3	Tech Center Westminster Westminster
Access Boot Camp	Students will learn skills to design a new database or edit an existing one including database management concepts and the ability to develop complex detailed databases.	January 11-15 May 9-13 August 22-26 November 14-18	Tech Center Westminster Tech Center Westminster

CYBERSAFE			
Class:	Goal:	Schedule:	Location:
CyberSAFE (Securing Assets For End-users) *	In this course, you will identify many of the common risks involved in using conventional end-user technology, as well as ways to use it safely, to protect yourself from those risks.	January 6 (PM) March 16 (PM) May 2 (AM) July 19 (PM) September 28 (PM) November 8 (PM)	Westminster Tech Center Westminster Tech Center Westminster Tech Center

EXCEL			
Class:	Goal:	Schedule:	Location:
Excel Basic *	Students leave this class with a basic knowledge of Microsoft Excel and confidence to build simple worksheets that use the basic functionality of the program.	January 5 (PM) January 20 (PM) February 2 (AM) February 15 (AM) March 1 (AM) March 14 (AM) April 4 (PM) April 20 (AM) May 4 (AM) May 16 (PM) June 1 (AM) June 20 (AM) July 6 (PM) July 18 (AM)	Westminster Tech Center Westminster Tech Center Westminster Tech Center Westminster Tech Center Westminster Tech Center Westminster Tech Center Westminster Tech Center

* Half-day class

EXCEL (continued)			
Class:	Goal:	Schedule:	Location:
Excel Advanced *	Students leave this class will feel confident using many advanced features within Microsoft Excel, including nested IF statements, VLookups, Hlookups, PivotTables, Charts, and Validations.	June 2 (AM) June 21 (AM) July 7 (PM) August 3 (AM) August 19 (AM) August 31 (AM) September 12 (AM) September 26 (AM) October 12 (AM) October 31 (AM) November 10 (AM) November 30 (PM) December 9 (AM) December 20 (AM)	Westminster Tech Center Westminster Westminster Tech Center Westminster Tech Center Westminster Tech Center Westminster Tech Center Westminster Tech Center Westminster
Excel Boot Camp	Learn the ins and outs of Excel like a pro. If you know the basics, but want to learn more, this boot camp is for you to learn everything Excel can do for you.	February 9-11 May 23-25 August 10-12 November 28-30	Tech Center Westminster Tech Center Tech Center
Excel 2013 Charts and Pivot Tables *	Students leave this class with more confidence in using PivotTables and Charts in spreadsheets and a great understanding of how data in Excel can be displaying in a visual way.	February 9 (PM) April 11 (PM) June 13 (AM) August 18 (AM) October 12 (PM) December 20 (PM)	Westminster Tech Center Westminster Tech Center Tech Center Westminster
Excel Pros: Managing Databases	Students will learn how to get the most out of databases, and large amounts of data stored in Excel. They will learn how to analyze excel data and better manage large amounts of data in Excel.	February 4 May 17 August 9 November 7	Tech Center Westminster Westminster Tech Center

OFFICE TRAINING			
Class:	Goal:	Schedule:	Location:
Office Training Basic	Students exiting this class will have a basic knowledge of the primary Microsoft Office applications and a strong foundation for future training and skill growth.	January 7-8 April 25-26 July 12-13 November 28-29	Tech Center Westminster Tech Center Westminster

OFFICE TRANSITION			
Class:	Goal:	Schedule:	Location:
Office 2016 Transition *	This class will focus on new features and navigation of Office 2016 in PowerPoint, Excel, Word, and Outlook to help older version Office users quickly move to the new platform.	April 6 (AM) July 20 (AM) October 26 (PM)	Tech Center Tech Center Westminster

* Half-day class

POWERPOINT			
Class:	Goal:	Schedule:	Location:
PowerPoint Basic *	Students leave this class ready to build a simple PowerPoint presentation using graphics, text, and other engaging elements.	January 20 (AM) March 2 (PM) May 16 (AM) July 6 (AM) September 8 (AM) November 10 (AM)	Tech Center Westminster Tech Center Westminster Tech Center Westminster
PowerPoint Intermediate *	Students leave this class with better skills for designing interesting PowerPoint presentations, using many of the more advanced features of the program.	January 21 (AM) March 17 (PM) May 17 (PM) July 25 (AM) September 14 (PM) November 10 (PM)	Tech Center Westminster Tech Center Westminster Tech Center Westminster
PowerPoint Advanced *	Students leave this class ready to build effective, interesting PowerPoint presentations that use the advanced features of the program.	February 1 (PM) May 4 (PM) August 17 (PM) November 21 (PM)	Tech Center Westminster Tech Center Westminster

PROJECT			
Class:	Goal:	Schedule:	Location:
Project Basic	Students leave this class with skills for developing a project plan in Microsoft Project.	January 25 February 26 March 31 May 2 June 14 July 22 August 29 September 22 October 28 December 5	Westminster Tech Center Westminster Tech Center Westminster Tech Center Westminster Westminster Tech Center Tech Center
Project Advanced	Students leave this class with skills in using advanced Project features to design complex and extensive Microsoft Project plans.	February 29 April 28 July 29 September 23 November 11	Tech Center Westminster Tech Center Westminster Tech Center

SHAREPOINT			
Class:	Goal:	Schedule:	Location:
SharePoint 2013 Level 1	Students leave this class comfortable using out-of-the-box SharePoint functionality to develop SharePoint sites after the backend SharePoint structure has been setup.	January 26 February 22 March 23 May 18 June 22 August 3 September 14 November 8	Tech Center Tech Center Westminster Westminster Tech Center Tech Center Westminster Westminster

* Half-day class

SHAREPOINT (continued)			
Class:	Goal:	Schedule:	Location:
SharePoint 2013 Level 2	Students leave this class with skills needed to use more advanced features of SharePoint and develop better organized and effective sites.	January 27 February 23 March 24 May 19 June 23 August 4 September 15 November 9	Tech Center Tech Center Westminster Westminster Tech Center Tech Center Westminster Westminster
SharePoint 2013 Designer	Students exiting this class will feel confident using designer to edit pages and accomplish basic tasks using the ribbon.	March 29-30 June 27-28 September 27-28	Tech Center Westminster Tech Center
SharePoint 2016 Level 1	Students leave this class comfortable using out-of-the-box SharePoint functionality to develop SharePoint sites after the backend SharePoint structure has been setup.	May 25 July 20 October 18 December 14	Tech Center Westminster Tech Center Tech Center
SharePoint 2016 Level 2	Students leave this class with skills needed to use more advanced features of SharePoint and develop better organized and effective sites.	May 26 July 21 October 19 December 15	Tech Center Westminster Tech Center Tech Center

TIME MANAGEMENT WITH OUTLOOK			
Class:	Goal:	Schedule:	Location:
Time Management with Outlook	Learn the techniques to better manage your time and juggle your to-dos and how to incorporate the tools within Outlook to help. Learn how to take control of your email rather than it controlling you.	February 24 April 12 June 21 August 8 October 13 December 12	Westminster Tech Center Westminster Tech Center Westminster Tech Center

VISIO			
Class:	Goal:	Schedule:	Location:
Visio Basic	Students exiting this class will have the skills to develop a Visio diagram using graphics, text, and other elements.	March 22 (AM) June 21 (PM) September 8 (PM) December 13 (PM)	Westminster Tech Center Tech Center Tech Center

WORD			
Class:	Goal:	Schedule:	Location:
Word Basic *	Students leave this class confident writing a document in Microsoft and formatting the text in basic ways.	March 14 (PM) June 2 (PM) September 12 (PM)	Tech Center Westminster Tech Center

* Half-day class

WORD (continued)			
Class:	Goal:	Schedule:	Location:
Word Intermediate *	Students leave this class ready to use word to create professional looking documents with graphics, page layout, and design elements.	February 16 (PM) April 4 (AM) June 9 (AM) August 2 (AM) October 11 (PM) December 13 (AM)	Tech Center Westminster Tech Center Westminster Tech Center Tech Center
Word Advanced *	Students leave this class ready to use automation features in Word to build complex documents and templates that employ the advanced features of the program.	March 15 (PM) June 15 (PM) September 14 (AM)	Tech Center Westminster Tech Center

* Half-day class

REGIONAL SEMINAR SCHEDULES

Scottsdale Seminar Schedule

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

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

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

January	May	September
<p>Supervision: Core Competencies - January 13-14 (page 140) (SC)</p> <p>ADA and FMLA for Managers and Supervisors: Stop, Look, and Listen - January 21 (page 57) (SC)</p> <p>Fundamentals of Human Resources Management - January 27-28 (page 145) (SC)</p>	<p>Employment Law Update - May 5 (page 18) (Scottsdale Plaza Resort)</p> <p>Generations: Working Together - May 10 (page 96) (SC)</p> <p>Conflict Self-Management - May 10 (page 89) (SC)</p> <p>Compensation Administration I: Base Pay Design and Development - May 17-18 (page 80) (SC)</p> <p>Problem Solving Skills - May 19 (page 101) (SC)</p>	<p>MSEC Study Program Schedule for HRCI Certification (10-week) - September 9 - November 11 (page 51) (SC)</p> <p>Supervision: Core Competencies - September 14-15 (page 140) (SC)</p> <p>Coaching Partnering for Performance - September 20 (page 116) (SC)</p> <p>Cultivating Your Listening Skills: Listening To Understand - September 28 (page 90) (SC)</p>
February	June	October
<p>Leading Teams - February 2 (page 130) (SC)</p> <p>Writing Effective Job Descriptions - February 9 (page 83) (SC)</p> <p>Legal Issues for Human Resources Professionals - February 11 (page 70) (SC)</p> <p>MSEC Study Program Schedule for HRCI Certification (10-week) - February 17 - April 20 (page 51) (SC)</p> <p>Investigations in the Workplace - February 23 (page 67) (SC)</p> <p>Family-Medical Leave Act: A Guide for HR - February 25 (page 63) (SC)</p>	<p>Legal Issues for Supervisors and Managers - June 7 (page 68) (SC)</p> <p>HR Strategic Planning: Building Organizational Capability - June 9 (page 148) (SC)</p> <p>Lead Worker Training - June 14 (page 127) (SC)</p> <p>Change Management: Building Resiliency - June 16 (page 115) (SC)</p> <p>Basic I-9 Compliance - June 22 (page 60) (SC)</p> <p>Orientation/Onboarding: Building a Positive Connection From Day One - June 23 (page 136)</p>	<p>Wage and Hour Workshop - October 4 (page 77) (SC)</p> <p>HR Metrics and Analytics: Focusing on What is Important - October 6 (page 148) (SC)</p> <p>Affordable Care Act: A Guide for HR and Benefits Professionals - October 11 (page 59) (SC)</p> <p>MSEC Study Program Schedule for SHRM Certification (5-week) - October 17 - November 14 (page 48) (SC)</p> <p>Leadership: Why Would Anyone Want to Follow You - October 18-19 (page 130) (SC)</p> <p>Performance Management: Setting the Stage for Success - October 27 (page 137) (SC)</p> <p>Performance Documentation Skills - October 27 (page 72) (SC)</p>
March	July	November
<p>Performance Management: Setting the Stage for Success - March 8 (page 137) (SC)</p> <p>Performance Documentation Skills - March 8 (page 72) (SC)</p> <p>Unemployment Insurance: Challenging Claims and Controlling Costs - March 24 (page 74) (SC)</p>	<p>Unemployment Insurance: Challenging Claims and Controlling Costs - July 12 (page 74) (TS)</p> <p>Ethics for Business: People, Performance, and Principles - July 19 (page 122) (SC)</p> <p>Family Medical Leave Act: A Guide for HR - July 21 (page 63) (SC)</p> <p>Business Analysis: Real-World Case Studies - DaVita: A Community First, A Company Second - July 26 (page 114) (SC)</p> <p>Myers-Briggs: MBTI and Stress - July 28 (page 99) (SC)</p>	<p>Fundamentals of Human Resources Management - November 1-2 (page 145) (SC)</p> <p>Developing and Maintaining Trust in the Workplace - November 3 (page 92) (SC)</p> <p>Lead Worker Training - November 8 (page 127) (SC)</p> <p>Family-Medical Leave Act: A Guide for HR - November 10 (page 63) (SC)</p> <p>Interviewing and Hiring I - November 17 (page 125) (SC)</p>
April	August	December
<p>MSEC Study Program Schedule for SHRM Certification (5-week) - April 1 - April 29 (page 48) (SC)</p> <p>Myers-Briggs: An Interpretation of Personal Style - April 5 (page 99) (SC)</p> <p>Benefit Administration: The Basics from A to Z - April 6-7 (page 79) (SC)</p> <p>Managing the Ill or Injured Worker Under the ADA, FMLA and Workers' Compensation - April 14 (page 70) (SC)</p> <p>Lead Worker Training - April 19 (page 127) (TS)</p> <p>Recordkeeping for HR - April 28 (page 151) (SC)</p>	<p>Practical Tools for Managing the Termination Process - August 3 (page 137) (SC)</p> <p>Harassment Prevention for Managers and Supervisors - August 9 (page 64) (SC)</p> <p>Emotional Intelligence at Work - August 17 (page 95) (SC)</p>	<p>Conflict Strategies: Navigating Others Through Workplace Difficulties - December 6 (page 119) (SC)</p> <p>Managing the Ill or Injured Worker Under the ADA, FMLA and Workers' Compensation - December 8 (page 70) (SC)</p>

Colorado Springs Seminar Schedule

Colorado Springs seminars will be held at the regional office in Colorado Springs. Refer to the Catalog for seminar descriptions, times, and costs.

Colorado Springs Office: 6385 Corporate Drive, Suite 302, Colorado Springs, CO 80919 • 719.667.0677

January	May	September
<p>Basic I-9 Compliance - January 6 (page 60)</p> <p>Performance Management: Setting the Stage for Success - January 12 (page 137)</p> <p>Leading Teams - January 21 (page 130)</p> <p>Discrimination in the Workplace - January 26 (page 61)</p>	<p>The Five Dysfunctions of a Team - May 5 (page 123)</p> <p>Reasonable Suspicion: Detecting Drug and Alcohol Use in the Workplace - May 10 (page 73)</p> <p>Employment Law Update Conference - May 20 (page 18)</p> <p>Interviewing and Hiring I - May 26 (page 125)</p>	<p>Emotional Intelligence at Work - September 8-9 (page 95)</p> <p>MSEC Study Program Schedule for HRCI Certification (10-week) - September 7-November 9 (page 51)</p> <p>Affirmative Action Workshop: An Introduction - September 13-14 (page 58)</p> <p>Retaining and Engaging Employees: What Employees Really Care About - September 20 (page 152)</p> <p>Colorado Compensation Survey Briefing Session - September 22 (page 17)</p> <p>Managing the Ill or Injured Worker Under the ADA, FMLA and Workers' Compensation - September 27 (page 70)</p>
February	June	October
<p>Fundamentals of Human Resource Management - February 3-4 (page 145)</p> <p>Legal Issues for Supervisors and Managers - February 10 (page 68)</p> <p>Generations: Working Together - February 18 (page 96)</p> <p>Wage and Hour Workshop - February 25 (page 77)</p> <p>MSEC Study Program Schedule for SHRM Certification (Boot Camp) - February 29-March 4 (page 48)</p>	<p>Conflict Strategies: Navigating Others Through Workplace Difficulties - June 9 (page 119)</p> <p>Supervision: Core Competencies - June 14-15 (page 140)</p> <p>Legal Issues for Human Resources Professionals - June 23 (page 70)</p> <p>Customer Relations: Making the Connection - June 30 (page 91)</p>	<p>Recordkeeping for HR - October 4 (page 151)</p> <p>Compensation Administration II: A Day in the Life of a Comp Professional - October 11 (page 81)</p> <p>Affordable Care Act: A Guide for Human Resources and Benefits Professionals - October 18 (page 59)</p> <p>Investigations in the Workplace - October 27 (page 67)</p>
March	July	November
<p>Supervision: Core Competencies - March 9-10 (page 140)</p> <p>Practical Tools for Managing the Termination Process - March 17 (page 137)</p> <p>Family Medical Leave Act: A Guide for HR - March 31 (page 63)</p>	<p>Performance Documentation Skills - July 14 (page 72)</p> <p>Cultivating Your Listening Skills: Listening To Understand - July 19 (page 90)</p> <p>Benefit Update Conference - July 21 (page 17)</p> <p>Orientation/Onboarding: Building a Positive Connection From Day One - July 28 (page 136)</p>	<p>HR Metrics and Analytics: Focusing on What is Important - November 2 (page 148)</p> <p>Leadership Through Influence - November 8-9 (page 129)</p> <p>Unemployment Insurance: Challenging Claims and Controlling Costs - November 15 (page 74)</p> <p>Developing Interpersonal Communication Skills - November 30-December 1 (page 91)</p>
April	August	December
<p>Lead Worker Training - April 7 (page 127)</p> <p>MSEC Study Program Schedule for HRCI Certification (Boot Camp) - April 18-22 (page 51)</p> <p>Americans with Disabilities Act: Managing Disabilities in the Workplace - April 26 (page 59)</p>	<p>Workers' Compensation Basics - August 9 (page 77)</p> <p>Coaching Partnering for Performance - August 17-18 (page 116)</p> <p>Workforce Planning: Your Roadmap to the Future - August 24 (page 153)</p> <p>Crafting Compliant Handbook Policies and Employee Agreements - August 30 (page 61)</p>	<p>Supervision: Core Competencies - December 7-8 (page 140)</p>

Fort Collins Seminar Schedule

Fort Collins seminars will be held at the regional office in Fort Collins. Refer to the Catalog for seminar descriptions, times, and costs.

Fort Collins Office: 2950 East Harmony Road, Suite 255, Fort Collins, Colorado 80528 • 970.223.4107

January	May	September
<p>Assertiveness Training for Managers - January 20-21 (page 113)</p> <p>Discrimination in the Workplace - January 26 (page 61)</p> <p>Legal Issues for Human Resource Professionals - January 27 (page 70)</p>	<p>Performance Management: Setting the Stage for Success - May 4 (page 137)</p> <p>Performance Documentation Skills - May 4 (page 72)</p> <p>Workers' Compensation Basics - May 5 (page 77)</p> <p>Payroll Administration: The Ins and Outs - May 10 (page 81)</p> <p>Garnishments and Income Withholding Orders - May 11 (page 63)</p> <p>Leading Teams - May 12 (page 130)</p> <p>Employment Law Update Conference - May 16 (page 18) (Loveland)</p> <p>Affordable Care Act: A Guide for HR and Benefits Professionals - May 19 (page 59)</p> <p>Supervision: Core Competencies - May 24-25 (page 140)</p>	<p>Harassment Prevention for Managers and Supervisors - September 13 (page 64)</p> <p>Workplace Respect - September 13 (page 109)</p> <p>HR Metrics and Analytics: Focusing on What is Important - September 20 (page 148)</p> <p>Workforce Planning: Your Roadmap to the Future - September 21 (page 153)</p> <p>Performance Appraisal Design: A Strategic Approach for Improving Results - September 22 (page 150)</p> <p>Legal Issues in Managing Employees for Governments and Special Districts - September 27 (page 69)</p>
February	June	October
<p>Family and Medical Leave Act: A Guide for HR - February 3 (page 145)</p> <p>Supervision: Core Competencies - February 9-10 (page 140)</p> <p>Employee Handbooks: Revising or Developing - February 11 (page 145)</p> <p>Recordkeeping for HR - February 11 (page 151)</p> <p>Interviewing and Hiring I - February 18 (page 125)</p> <p>Compensation Administration I: Base Pay Design and Development - February 24-25 (page 80)</p>	<p>Orientation/Onboarding: Building a Positive Connection From Day One - June 7 (page 136)</p> <p>Supervision: The Art of Managing Up - June 8 (page 141)</p> <p>Colorado Compensation Survey Briefing Session - June 28 (page 17)</p>	<p>Unemployment Insurance: Challenging Claims and Controlling Costs - October 5 (page 74)</p> <p>Wage and Hour Workshop - October 6 (page 77)</p> <p>Training Skills for On-the-Job Trainers - October 10-12 (page 108)</p> <p>Knowledge Management: Transferring Critical Knowledge - October 13 (page 127)</p> <p>Conflict Self-Management - October 20 (page 89)</p> <p>Customer Relations: Making the Connection - October 25 (page 91)</p>
March	July	November
<p>Change Management: Building Resiliency - March 8 (page 115)</p> <p>Legal Issues for Supervisors and Managers - March 10 (page 68)</p> <p>Benefit Administration: The Basics from A to Z - March 15-16 (page 79)</p> <p>Investigations in the Workplace - March 22 (page 67)</p> <p>Harassment Prevention for Managers and Supervisors - March 23 (page 64)</p> <p>Diversity in the Workplace - March 23 (page 93)</p> <p>Generations: Working Together - March 24 (page 96)</p> <p>Train the Trainer - March 29-31 (page 107)</p>	<p>Benefit Update Conference - July 11 (page 17) (Loveland)</p> <p>Reasonable Suspicion: Detecting Drug and Alcohol Use in the Workplace - July 14 (page 73)</p> <p>Developing Presentation Skills - July 26-28 (page 92)</p>	<p>Developing Interpersonal Communication Skills - November 1-3 (page 91)</p> <p>Performance Management: Setting the Stage for Success - November 8 (page 137)</p> <p>Performance Documentation Skills - November 9 (page 72)</p> <p>Managing the Ill or Injured Worker Under the ADA, FMLA and Workers' Compensation - November 15 (page 70)</p> <p>Seven Essential Steps for Determining and Defending Employee Discipline - November 17 (page 73)</p>
April	August	December
<p>Fundamentals of HR Management: Key Steps in Getting Started - April 5-6 (page 145)</p> <p>Supervision: Your First 90 Days—How to Survive - April 12 (page 142)</p> <p>Business Essentials - April 13 (page 86)</p> <p>Retaining and Engaging Employees - April 19 (page 152)</p> <p>Supervision: Buddy to Boss - April 20 (page 140)</p> <p>Business Writing for Managers - April 21 (page 115)</p> <p>MSEC Study Program Schedule for HRCI Certification (Boot Camp) - April 25-29 (page 51)</p>	<p>Americans with Disabilities Act: Managing Disabilities in the Workplace - August 2 (page 59)</p> <p>Basic I-9 Compliance - August 9 (page 60)</p> <p>Recordkeeping for HR - August 9 (page 151)</p> <p>Email and Social Media: What to Do Before It Goes Public - August 16 (page 94)</p> <p>Ethics for Business: People, Performance, and Principles - August 18 (page 122)</p> <p>Financial Foundations for HR - August 24 (page 146)</p> <p>Lead Worker Training - August 30 (page 127)</p>	<p>No classes offered this month</p>

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 the Catalog for seminar descriptions, times, and costs.

Rocky Mountain Health Plans: Wilson Building, 2784 Crossroads Boulevard, Grand Junction, CO 81506 (RMHP)

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

<p>January</p> <p>No classes offered this month</p>	<p>May</p> <p>Employment Law Update Conference - May 13 (page 18)</p> <p>Workforce Planning: Your Roadmap to the Future - May 25 (page 153)</p>	<p>September</p> <p>ADA and FMLA for Managers and Supervisors: Stop, Look, and Listen - September 7 (page 57)</p>
<p>February</p> <p>No classes offered this month</p>	<p>June</p> <p>Retaining and Engaging Employees - June 8 (page 152)</p>	<p>October</p> <p>Coaching Partnering for Performance - October 26-27 (page 116)</p>
<p>March</p> <p>No classes offered this month</p>	<p>July</p> <p>Supervision: Is It For Me? - July 13 (page 141)</p> <p>Benefit Update Conference - July 26 (page 17)</p>	<p>November</p> <p>No classes offered this month</p>
<p>April</p> <p>Generations: Working Together - April 27 (page 96)</p>	<p>August</p> <p>Lean Basics - August 10 (page 131)</p> <p>Reasonable Suspicion: Detecting Drug and Alcohol Use in the Workplace - August 24 (page 73)</p>	<p>December</p> <p>No classes offered this month</p>

Glenwood Springs Seminar Schedule

Glenwood Springs seminars will be held at the Colorado Mountain College. Your class confirmation will indicate location. Refer to the Catalog for seminar descriptions, times, and costs.

Colorado Mountain College, 801 Grand Avenue, Glenwood Springs, CO 81601

January	May	September
No classes offered this month	Workforce Planning: Your Roadmap to the Future - May 24 (page 153)	ADA and FMLA for Managers and Supervisors: Stop, Look, and Listen - September 6 (page 57) Practical Tools for Managing the Termination Process - September 20 (page 137)
February	June	October
No classes offered this month	Retaining and Engaging Employees - June 7 (page 152) Colorado Compensation Survey Briefing Session - June 22 (page 17)	No classes offered this month
March	July	November
No classes offered this month	Supervision: Is It For Me? - July 14 (page 141)	No classes offered this month
April	August	December
Generations: Working Together - April 28 (page 96)	Lean Basics - August 9 (page 131) Reasonable Suspicion: Detecting Drug and Alcohol Use in the Workplace - August 23 (page 73)	No classes offered this month

Services Included in MSEC Membership

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

Employment Law Support:

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

Surveys:

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

Labor Relations and Administrative Representation:*

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

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

Human Resources:

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

Web-Based and Online Resources:

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

Other Resources:

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

Specialized For-Fee Services

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

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

ADMINISTRATIVE INFORMATION

MSEC Administrative Information

Registration

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

There are Three Easy Ways to Register:

1. INTERNET: Visit our online catalog at MSEC.org
2. TELEPHONE: Call Registration at 303.894.6732 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.

Seminar Cancellation

If unavoidable circumstances require cancellation, the cost of the program can be credited or refunded if the cancellation is received no less than seven (7) days prior to the beginning of the program. An administrative fee of 25% of the seminar cost will be charged for all seminars canceled or rescheduled less than seven (7) days prior to the seminar. Cancellations can only be made with an MSEC registration clerk.

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

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

Seminar Confirmation

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

Seminar Locations

MSEC seminars are conducted in a number of locations.

- **MSEC Denver Office.** *The seminars scheduled in this publication are held at 1799 Pennsylvania Street, Denver, Colorado, unless noted otherwise.*
- **Regional Locations.** *Please see Table of Contents for listing of seminars offered to MSEC members located outside of Denver.*
- **Custom On-Site Training.** *Member companies may request the presentation of various seminars for their employees. Such seminars are tailored to meet organizational needs and may be held at an MSEC office, a hotel, or your organization.*

Special Accommodations

MSEC wishes to assure our members of our intention to provide physically challenged participants equal access to all classes. If your employees have special needs in this area, please call Registration at 800.884.1328 (see 12).

Lunches

Luncheons are provided as part of the seminar cost for certain seminars only. For classes where lunch is not provided, a list and map of nearby restaurants will be available.

Hotel Information

Denver

For out-of-town participants who need lodging, MSEC has a special rate at the following hotels: The Warwick Hotel— 303.861.2000; and Denver Downtown Hampton Inn & Suites—303.864.8000 (when making reservations at The Hampton Inn & Suites, please reference MSEC’s ID #2623322 to receive the MSEC discount). For more information, please contact the hotels directly or MSEC’s Registration at 800.884.1328 or email registration@msec.org.

Scottsdale

Contact the Scottsdale Office (602.955.7558) for accommodations near our Scottsdale facility.

Colorado Springs

Contact the Colorado Springs Office (719.667.0677) for accommodations near our Colorado Springs facility.

Fort Collins

Contact the Fort Collins Office (970.223.4107) for accommodations near our Fort Collins facility.

Snow Days—Inclement Weather

MSEC seminars are not canceled or postponed because of snow or weather conditions. If weather conditions cause traffic problems, the normal MSEC starting time of 8:30 am may be delayed up to approximately one-half hour. Our standing rule is that all seminars and briefing sessions will be conducted as scheduled. Please advise your employees who are enrolled to proceed, even if late, to the seminar because the program will be held. We are in business because you are in business!

Continuing Education Units

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

Your Training Experience at MSEC

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

Before the Seminar:

- Review with the participant the purpose of enrolling.
- Make sure the participant knows the dates and times of the seminar.
- Describe seminar content and objectives.
- Discuss why the participant is attending the particular seminar.
- Establish minimum expectations for results.
- Establish a time to meet after the seminar.
- Remind participants to use proper cell phone etiquette at the seminar.

After the Seminar:

- Have the participant 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 seminar.
- Observe and discuss the participant's on-the-job behavior.

Further Resources at MSEC

While visiting MSEC, participants are invited to use the resources of MSEC's Library, which has current literature in the fields of management, employee relations, governmental regulations, and labor relations. In addition, participants are invited to use the MSEC Computer Café as well as the MSEC Wi-Fi connection while visiting the main Denver MSEC office.

Feedback

We welcome your comments or suggestions about participant experiences in any of our classes. Your input helps strengthen class content and delivery. Please call the Director of Organizational Development and Learning Department at 800.884.1328 or email at eabbott@msec.org.

Locator Map: Denver Office

1799 Pennsylvania Street, Denver, Colorado 80203
303.839.5177 or 800.884.1328



Directions

From the North:

Take I-25 south to the Colfax Avenue exit. Go east on Colfax Avenue. Turn left on Logan Street. Turn right on 17th Avenue. Turn left on Pennsylvania Street. The MSEC Denver Office is located at 1799 Pennsylvania Street, Denver, CO.

From the South:

Take I-25 north to the Colfax Avenue exit. Go east on Colfax Avenue. Turn left on Logan Street. Turn right on 17th Avenue. Turn left on Pennsylvania Street. The MSEC Denver Office is located at 1799 Pennsylvania Street, Denver, CO.

From the East:

Take Colfax Avenue west to Pennsylvania Street. Turn right on Pennsylvania Street. The MSEC Denver Office is located at 1799 Pennsylvania Street, Denver, CO.

From the West:

Take Colfax Avenue east to Logan Street. Turn left on Logan Street. Turn right on 17th Avenue. Turn left on Pennsylvania Street. The MSEC Denver Office is located at 1799 Pennsylvania Street, Denver, CO.

Locator Map: Scottsdale Office

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



Directions

From the West:

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

From the South:

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

Locator Map: Colorado Springs Office

6385 Corporate Drive, Suite 302, Colorado Springs, CO 80919-1985
719.667.0677 or 800.884.1328



Directions

From the North:

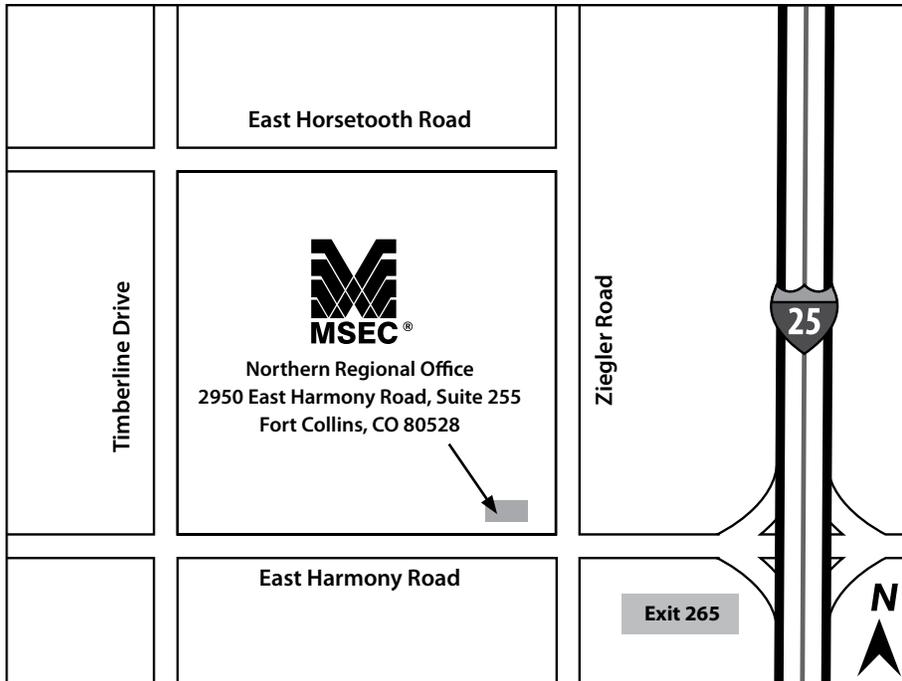
Take I-25 south toward Colorado Springs. Take the Woodmen Road Exit (#149) and turn right onto East Woodmen Road. Turn left onto Corporate Drive. The MSEC Colorado Springs Office is located at 6385 Corporate Drive, Suite 302, Colorado Springs, CO.

From the South:

Take I-25 north toward Colorado Springs. Take the Woodmen Road Exit (#149) and turn left onto East Woodmen Road. Turn Left onto Corporate Drive. The MSEC Colorado Springs Office is located at 6385 Corporate Drive, Suite 302, Colorado Springs, CO.

Locator Map: Fort Collins Office

2950 East Harmony Road, Suite 255, Fort Collins, Colorado 80528
970.223.4107 or 800.884.1328



Directions

From I-25:

Exit I-25 at Exit 265 which is the Harmony Road exit. Turn west and go about 1.5 miles. Just past Ziegler Road, make your first right into the Harmony Corporate Center parking lot. Enter the building through the southwest entrance. The MSEC Fort Collins Office is located at 2950 East Harmony Road, Suite 255, Fort Collins, CO.

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