2018 Training Catalog
Dear Employers Council Member:

We are pleased to provide you with the Employers Council 2018 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, the Employers Council trains more than 30,000 professionals annually. This class 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 the Employers Council, you can choose from 17 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 EmployersCouncil.org.

I am confident that Employers Council will fulfill your professional and business needs. We look forward to serving you in 2018 and beyond.

Sincerely,

Michael G. Severns
President and CEO
Employers Council
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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:
Employers Council provides quality services to more than 4,000 employers in the Western region. Individual service to members has been the foundation and hallmark of Employers Council for over half a century. Each member is assigned to a specific staff person who provides and/or coordinates the many services offered by Employers Council.

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 Employers Council, We Value …*

**Our Members**
The power and strength of Employers Council 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 2018 Training Catalog

Employment Law and Labor Relations Training
Employers Council 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 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
- Support staff 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 SHRM, PHR®, SPHR®, and aPHR™ tests
TRAINING SERVICES AND RESOURCES
Don’t have time to come to us? Are you looking to train a group of your employees and have the content tailored to your needs? You need an onsite!

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

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

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

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

Costs\(^1,2\)

Standard Costs for Employers Council 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.

\(^1\) 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.

\(^2\) Please see 2018 Utah Training Catalog for Utah price information.
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 Employers Council ValuePac is a cost effective strategy to get quality training at a discounted price! Using this Training Catalog and your unique training goals, you can access hundreds of seminars that address employment law, human resources, leadership, management, and personal development. After determining your training needs for up to a 12-month period, you can prepay for the training you would like to receive at a discount. Please see discount schedule below.

Here’s How the ValuePac Works:

<table>
<thead>
<tr>
<th>Option</th>
<th>Employers Council Account</th>
<th>Your Cost</th>
<th>Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
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<td>B</td>
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<td>C</td>
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<td>$8,000</td>
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Note: The program only applies to standard Employers Council seminars and does not include custom on-site training. In addition, the following programs are excluded: The Intentional Leader: An Executive Leadership Program, Mediation Certificate Program, Return On Investment Certification Program, OD Practitioner’s Certificate Program, SHRM and HR Certification Study Programs, and any programs offered by Employers Council guest staff. Please understand that all funds must be used within 365 days from date of deposit. Maintenance of a current membership during the 365 day term is required. No refunds will be issued for any unused portion after the 365 days has expired or upon termination of membership with Employers Council. ValuePac Training Discounts may not be used in conjunction with any other discounts.

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

Call Registration today for more information at 800.884.1328 or email us at registration@EmployersCouncil.org.
Webinars

Employers Council webinars offer an affordable option to help your employees stay on top of the latest trends, topics, and training in their field. Employers Council offers live, instructor-led webinars as well as pre-recorded on-demand webcasts covering everything from legal compliance to human resources to leadership and development. State-of-the-art, interactive webinars from Employers Council 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 EmployersCouncil.org for schedules and availability.

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Do You Need Special Accommodations to Attend Employers Council Training?

**Employers Council Commitment**

Employers Council 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@EmployersCouncil.org.

**Accommodations Required**

We can accommodate the following needs per request:

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

Please include any emergency considerations that may be helpful for us to know when registering for a program.
Free! Membership Meetings and Webinars

Attend these free sessions to learn about the topics below and how your membership with Employers Council 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. Please refer to your local office for more information about these sessions.

The 2018 webinar and Denver office presentations are:

**HR Expertise and Support: Hot Tips for Hiring**
Recruiting the right people for the right job is challenging. Learn about resources and helpful tips to successfully tackle Hiring in 2018.
- Webinar - January 11
- Denver - August 2

**Compensation Strategy and HR Data: Compete and Win the Talent War**
Maximizing your payroll budget is essential in our competitive business climate. Develop a greater understanding of resources and concepts to develop a strategic compensation plan.
- Webinar - July 12
- Denver - February 1

**Compliance and Risk Management: Risk Reduction**
All organizations face a host of risks in the normal course of operations. In this session, we’ll review how to mitigate risks through preparation, awareness, and access to services.
- Webinar - March 1
- Denver - October 4

**Training and Development: Tips to Thrive**
Employers who inspire their employees to excel in their jobs are more likely to innovate and achieve key objectives. We’ll explore the basics of how to create a thriving workplace.
- Webinar - September 6
- Denver - April 5

**Measure and Maximize Performance: Data Driven Decision Making**
How decisions are made can be the difference between sustainable success, failure and costly legal exposure. Learn how data can improve performance and legal defensibility.
- Webinar - May 3
- Denver - December 6

**Employment Law and Representation: Hot Topics**
Employment laws are constantly evolving, impacting the operations of all employers. We’ll review legal issues and their practical impacts to employers in 2018 and beyond.
- Webinar - November 1
- Denver - June 7

The 2018 Loveland office presentations are:
- Legal Advice and Representation - January 18
- HR Expertise and Support - March 15
- Compensation Strategy and HR Data - May 17
- Training and Development - July 20
- Compliance and Risk Management - September 26
- Measure and Maximize Performance - November 8

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

**Meeting:**
FREE (Includes complimentary lunch or breakfast)
Denver - Employers Council Denver Office at 1799 Pennsylvania Street, Denver, CO 80203
Loveland - 5250 Hahns Peak Drive, Suite 140, Loveland, CO 80538

Registration 303.894.6732 / registration@EmployersCouncil.org / Toll Free 800.884.1328 / EmployersCouncil.org / 13
ANNUAL CONFERENCES AND EVENTS
Conferences and Events

Employers Council Has Annual Conferences That We Offer to Our Members.

- Colorado Compensation Survey Briefing Class
- Employers Summit 2018
- Employment Law Update Conference
- New! International Conference
- Public Employers Human Resource Conference
- Training Test Drive

Briefing Sessions

Employers Council 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 Employers Council emails and monthly training catalogs to announce upcoming Employers Council briefing sessions. Please see page 17 for our Colorado Compensation Briefing Sessions.

Get the latest information on topics that have a significant impact on the workplace.
Free! Colorado Compensation Survey Briefing Session
ID# SPEC124

Highlights from the 2018 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
- 2018 and 2019 pay increase projections
- Colorado economic overview

Who Should Attend
Human resources professionals

Free, 9:00-11:00 (Unless otherwise noted), HRCI Credit Hours: 1.75 General, SHRM Credit Hours: 1.75 PDCs

Event Dates
Denver - June 7 at Employers Council Denver, 1799 Pennsylvania Street, Denver, CO 80203
Webinar - June 21
Fort Collins - June 26 (Location to be provided at a later date)
Colorado Springs - September 27 (2:00-4:00) at Focus on the Family, Administration Building, 8655 Explorer Drive, Colorado Springs, CO 80920
Glenwood Springs - June 28 at the Glenwood Springs Recreation Center, 100 Wulfsohn Road, Glenwood Springs, CO 81601

Employers Summit 2018
ID# SPEC992

Conference Highlights
Coming in the late summer of 2018—the second year of the Employers Summit! The focus will be on current trends, legal issues and best practices for human resources, benefits, and compensation. Information on other total rewards will be presented, such as development and career opportunities, organization culture and leadership, interesting and meaningful work, performance feedback and recognition, and work/life balance.

This conference will feature speakers from across the Employers Council and industry leaders.

Who Should Attend
Human resources professionals, benefits and compensation administrators, business owners, leaders, managers, and supervisors

$199 per person for standard registration (Includes lunch)

Conference Date
Denver - August 21 at the Hilton Denver Inverness, 200 Inverness Drive West, Englewood, CO 80112
Salt Lake City - August 23 at the Radisson Hotel Salt Lake City Downtown, 215 West South Temple, Salt Lake City, UT 84101
Loveland - August 28 at the Embassy Suites Loveland, 4705 Clydesdale Parkway, Loveland, CO 80538
Employment Law Update Conference
ID# AELU101

Conference Highlights
Our Employment Law Update covers the most significant employment law developments of the year by stripping away the legalese and providing you with practical, timely, and critical advice to minimize employment law liability. Each year, the agenda is carefully selected by Employers Council’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

$219 per person *(Includes lunch)*, CLE: credits will be applied for, HRCI and SHRM credit hours are available
*(Times of the conference to be provided at a later date)*

Conference Dates
Loveland - May 4 at the Embassy Suites Loveland, 4705 Clydesdale Parkway, Loveland, CO 80538
Denver - May 7 at the Hyatt Regency Convention Center, 650 15th Street, Denver, CO 80202
Scottsdale * - May 11 at the Phoenix Marriott Tempe at the Buttes, 2000 West Westcourt Way, Tempe, AZ 85282
Colorado Springs - May 17 at the The Antlers Hotel Colorado Springs, 4 South Cascade Avenue, Colorado Springs, CO 80903
Grand Junction - May 22 at the Two Rivers Convention Center, 159 Main Street, Grand Junction, CO 81501
Salt Lake City * - June 7 at the Sheraton Salt Lake City Hotel, 150 West 500 South, Salt Lake City, UT 84101

* Please see 2018 Arizona or Utah Training Catalogs for price and time information

New! International Conference
ID# SPEC001

Conference Highlights
The International Conference is a unique forum bringing together practitioners, experts, and vendors to support your global and domestic business. If you are thinking about expanding your business outside of the United States, and were wondering how to start the process, this conference is for you. If you are currently doing business outside of the United States are struggling with employee issues like: hiring, benefits, payroll, performance or taxes. This conference is for you. Even if you are not doing business outside the United States but employ foreign nationals and have issue with US immigration laws or culture assimilation issues. This conference is for you. This is a great opportunity to hear from people who understand the issues and can offer solutions. It is also an opportunity to network with other organizations that share your “pain”.

Speakers at the conference include Employers Council staff (a immigration attorney and HR professionals) as well as representatives from: the World Trade Organization, a public accounting firm, a global mobility organization and others. You do not need to be an international organization to attend, the world is coming to us and we all need to be prepared to compete with this rapidly emerging trend. Join us for this inaugural event.

Who Should Attend
The conference is open to business owners, line manages and HR professionals

$139 per person for early-bird registration before May 31, 2018 *(Includes lunch)*, $179 per person for standard registration starting June 1, 2018 *(Includes lunch)*, HRCI and SHRM credit hours are available.

9:00–3:00

Conference Date
Denver - October 10

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.

Employers Council is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP.
Public Employers HR Conference
ID# SPEC558

Conference Highlights
Our annual conference is the only conference that is dedicated to Human Resource professionals who serve in government and quasi-government agencies across the region. Each year we attempt to make the agenda, format and location relevant to the needs of the array of public employers in Colorado.

This year the focus of the conference will be on innovation, productivity, and networking. We believe these three areas represent the challenges facing our state, our counties, our cities, our schools, and our special districts. Regardless if your organization is large or small, urban or rural, or in the front range, eastern plains or western slope, we hope the insights you will gain from the conference will enable you to meet the challenge that these three areas represent. So join us and your colleagues at this annual event!

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

$139 per person for early-bird registration before December 9, 2016 (Includes lunch), $179 per person for standard registration (Includes lunch), HRCI Credit Hours: 5.0 General, SHRM Credit Hours: 5.0 PDCs

8:30–3:30

Conference Date
Denver - March 9 at the Sheraton Denver West Hotel, 360 Union Boulevard, Lakewood CO 80228

Free! Training Test Drive
ID# SPEC990

Event Highlights
We would like to support your employee development decisions by providing you with a test drive of our class 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 class material so you get a genuine sense of the whole class. Participants will select which three modules of the nine offered they would like to attend. Join us and familiarize yourself with the premier training programs and facilities Employers Council has to offer!

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

Free, 8:30–12:15

Event Date
Denver - August 10 at Employers Council Denver Office, 1799 Pennsylvania Street, Denver, CO 80203

Registration begins early July 2018
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 Employers Council certification for the credentialed learning they provide. Master the following topics:

Certificate Programs

- Business Acumen Certificate Program
- Coaching Certificate Program
- Communication Mastery Certificate Program
- Employment Law Certificate Program
- Human Resource Certificate Program
- Human Resource Leadership Certificate Program
- Professional Management Recognition Plaque
- Supervision Certificate Program: Advanced Skills
- Supervision Certificate Program: Fundamentals
- Support Staff/Administrative Assistant Certificate Program
- Trainer Certificate Program

Employment Law Essentials Certificate Program

Human Resource Business Partner Program

The Intentional Leader: An Executive Leadership Program

Mediation Certificate Program

OD Practitioner 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 registrations@EmployersCouncil.org. Arizona and Utah members can contact their local offices for more information about HR and Supervisory development certificate programs in their area.
The Business Acumen Certificate Program

ID# CERTI128

Today’s workplace increasingly requires a fundamental understanding of how business works, in addition to the knowledge and skills to be successful in one’s job. Employees must be equipped to meet this new demand. The Business Acumen Certificate offers both tactical and strategic content, providing participants a deeper understanding of practical business concepts.

Who Should Consider this Program
This certificate is designed for individuals who have moved or aspire to move, into roles within their organization requiring a broader and deeper view of the business environment. All supervisors, project or product managers or anyone without a formal background in business will benefit from the seminars in this series.

Certificate Requirements
The certificate is made of twelve (12) seminars, seven core seminars, three from Financial and Communication Acumen categories and two seminars of participants’ choice listed under either the Optional or Acumen categories. To request your certificate or for more details, please contact the Registration at 800.884.1328 or email registration@EmployersCouncil.org.

Core Seminars (Complete ALL the following seminars):
- Business Essentials (1 day—$185)
- Business Results: Measuring the Value of HR (2 days—$360)
- Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolution (2 days—$460)
- Harvard Business Series: Real-World Case Studies (3 hours—$125 per case study)
- Organizational Excellence: LEAN Tools (½ day—$130)
- Problem Solving Skills (1 day—$185)
- Project Management Foundations (2 days—$360)

Financial Acumen (take at least one (1) class from the following seminars)
- Financial Acumen: Accounting for Non-Accountants (2 days—$310)
- Financial Acumen: Accounting for Non-Profits (1 day—$185)
- Financial Acumen: Accounting for Supervisors (1 day—$185)
- Financial Acumen: Understanding Accountant’s Reports (2 days—$310)
- Financial Foundations for HR (1 day—$185)

Written Communication Acumen (take at least one (1) class from the following seminars)
- Business Writing for Managers (1 day—$230)
- Business Writing for Support Staff (1 day—$230)
- Grant Writing Essentials (1 day—$155)
- Writing Proposals that Win (1 day—$155)

Verbal Communication Acumen (take at least one (1) class from the following seminars)
- Communication: A Solution-Focused Approach (2 days—$310)
- Developing Interpersonal Communication Skills (3 days—$460)

Optional Seminars (participants must complete two (2) additional seminars of their choice from either the following list, or from the Financial and Communication Acumen categories listed above)
- An Additional, Harvard Business Series: Real-World Case Studies
- Change Management: Building Resiliency
- Email: Write for Results
- Innovation in the Workplace
- Managing Effective Meetings
- Negotiation for Win/Win Results
- Project Management Intermediate
- Sales: The Mind-Set of Success
- Succession Planning: Are You Prepared?
- Supervision: The Accountability Experience
- Workforce Planning: Your Roadmap to the Future

Registration 303.894.6732 / registration@EmployersCouncil.org / Toll Free 800.884.1328 / EmployersCouncil.org / 23
The Coaching Certificate Program

ID# CERTI127

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: Credit will only be given for seminars completed the five years immediately preceding the final class that qualifies the individual for the certificate. 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, 2018, 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 EmployersCouncil.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—$205)
• 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 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?
• Mediation Certificate Program
• Stress Management in the Work Environment

* 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# CERTI106

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, 2018, 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@EmployersCouncil.org.

Basic Skill-Building Foundation Seminars (participants must complete the following seminars):
- Communication: A Solution-Focused Approach (2 days—$310)
- Developing and Maintaining Trust in the Workplace (1 day—$205)
- 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—$205)
- Developing Interpersonal Communication Skills (3 days—$460)

Advanced Skill-Building Foundation Seminars (participants must complete the following seminars):
- Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolutions (2 days—$460)
- Emotional Intelligence at Work (2 days—$360)
- Leading Teams (1 day—$210)
- 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 for Communication
- Generations: Working Together
- Interpersonal Mastery: The Human Element
- Mediation Certificate Program
- Myers-Briggs: An Interpretation of Personal Style
The Employment Law Certificate Program

ID# CERTI107

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):
- Any Legal Issues class (1 day—$245)
- Discrimination in the Workplace: The Law of EEO (1 day—$185)
- 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
- ADA: Managing Disabilities in the Workplace
- Affirmative Action Workshop: An Introduction
- COBRA in 2018 Workshop
- Drug and Alcohol: DOT/FMC Drug and Alcohol Testing Regulations
- Family and Medical Leave Act: Advanced Workshop
- 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# CERT1108

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) class from the suggested additional seminars list. To request your certificate, please contact Registration at 800.844.1328 or email registration@EmployersCouncil.org.

Core Seminars (participants must complete the following seminars):
- Business Essentials (1 day—$185) * It is recommended taking this early in the certification process
- Benefit Administration: The Basics from A to Z (2 days—$310)
- Compensation Administration I: Base Pay Design and Development (2 days—$310)
- Interviewing and Hiring I (1 day—$185)
- Legal Issues for Human Resources Professionals OR Legal Issues in Managing Employees for Governments and Special Districts (1 day—$245)
- Orientation/Onboarding: Building a Positive Connection from Day One (1 day—$185)
- Performance Management: Setting the Stage for Success (1 day—$185)
- Recordkeeping for Human Resources (½ day—$130)
- Retaining and Engaging Employees: What Employees Really Care About (½ day—$130)
- Your Fired! Practical Tools for Managing the Termination Process (½ day—$130)

Additional Seminars (participants must also complete one [1] of the following seminars):
- ADA: Managing Disabilities in the Workplace
- Business Results: Measuring the Value of HR
- Discrimination in the Workplace: The Law of EEO
- Employee Handbooks: Revising or Developing
- Family and Medical Leave Act: A Guide for Human Resources
- Harassment Prevention for Managers and Supervisors
- Recruiting: The Strategy and the Tactics
- Seven Essential Steps for Defending Employee Discipline and Discharge
- 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 Human Resource Leadership Certificate Program

ID# CERT1128

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 Harvard Business Series: 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
- Communication Tools for Maximizing Performance
- Compensation Administration II: A Day in the Life of a Comp Professional
- Leadership Through Influence
- Leadership: Why Would Anyone Want to Follow You
- Managing in a Multi-Cultural Environment
- Negotiation for Win/Win Results
- One Additional Case Study from the Harvard Business Series: Real-World Case Studies
- Problem Solving Skills
- Succession Planning: Are You Prepared?
- Supervision: Managing Remote Employees
- Writing Proposals that Win

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 Professional Management Recognition Plaque

ID# CERTI111

Employers Council provides a structured class 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@EmployersCouncil.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 class 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—$460)
- Interviewing and Hiring I (1 day—$185)
- Emotional Intelligence at Work (2 days—$360)
- Leadership Through Influence (2 days—$470)
- Leadership: Why Would Anyone Want to Follow You? (2 days—$405)
- 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 Foundations
- Train the Trainer
The Supervision Certificate Program: Advanced Skills

ID# CERT122

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, 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, 2018, 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: Fundamentals.

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)
- Communication: A Solution-Focused Approach (2 days—$310)
- Communicating Effectively in Difficult Situations for Managers and Supervisors (2 days—$540)
- Conflict Strategies: Navigating Others Through Workplace Difficulties (1 day—$215)
- Creating Effective Work Groups (1 day—$210)
- Emotional Intelligence at Work (2 days—$360)
- Ethics for Business: People, Performance, and Principles (½ day—$130)
- Five Dysfunctions of a Team (1 day—$295)
- Leadership Through Influence (2 days—$470)

Additional Seminars (participants must also complete two [2] of the following seminars):
- Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolutions
- Employers Council Workplace Coaching Services
- Enneagram: Leveraging the Power of Personality for Communication
- GOAL: Get Organized At Last!
- Innovation in the Workplace
- Leadership: Neuroscience Behind Leading
- Leadership: Why Would Anyone Want to Follow You?
- Leading Teams
- Myers-Briggs: An Interpretation of Style
- Negotiating for Win/Win Results
- Problem Solving Skills
- Project Management Foundations
- Project Management Intermediate
The Supervision Certificate Program: Fundamentals

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, 2018, 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—$460)
- 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)
- Situational Leadership: An Introduction to the SLBAII (1 day—$210)
- SKILLSCOPE: A Multi-Rater Assessment Tool for Supervisors and Managers (1 day—$360)
- Supervision: Core Competencies (2 days—$330)
- Supervision: The Accountability Experience (1 day—$250)
- 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: A Solution-Focused Approach
- 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
- Managing Multiple Priorities
- Stress Management in the Work Environment
The Support Staff/Administrative Assistant Certificate Program

ID# CERTI114

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—$230)
- 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—$205)
- 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: Write for Results
- Leadership Through Influence
- Telephone Imagery: Improving Customer Service Through Excellent Telephone Communication Skills
The Trainer Certificate Program

ID# CERTI115

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 may 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, 2018, 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)
- Presentation Skills: Fundamentals (3 days—$535)
- Training Activities (2 days—$390)
- Creating Training Materials (2 days—$325)
- Group Facilitation Skills (2 days—$310)
- Training Needs Assessment and Evaluation (2 days—$310)
- Advanced Practicum for Experienced Trainers (1 day—$205)
- Presentation Skills: The Art of Visual Design (1 day—$185)

Suggested Additional Seminars:

- Brush-Up English
- Cultivating Your Listening Skills
- Enneagram: Leveraging the Power of Personality for Communication
- Generations: Working Together
- Innovation in the Workplace
- Interpersonal Mastery: The Human Element
- Myers-Briggs: An Interpretation of Personal Style
- One-on-One Coaching
- Presentation Skills: Talk Like Ted
- Write It Right
EMPLOYMENT LAW ESSENTIALS CERTIFICATE PROGRAM
The Employment Law Essentials Certificate Program

ID# CERT101

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 in, or returning to, their human resource careers. The week-long format makes it especially attractive to Employers Council members who live outside the Denver metropolitan area. For more information on lodging for out-of-town participants, please see page 188.

Certificate Requirements

Participants will receive their Certificate upon completing the week-long program. Certificates will not be earned if a participant misses more than 10% of the program content.

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

This class 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 class examines and practices defensive strategies for employers, including progressive discipline and documentation skills.

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

This class 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 class 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 class also addresses the most prevalent claims brought against organizations: retaliation claims.

Managing Medical Issues in the Workplace (Wednesday)

This class addresses the most difficult compliance arena for HR professionals in today's workplace. The class 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 class 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 class social/networking event. Refreshments are provided.

State Law Concerns (Friday)

The last class 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.

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

8:30-4:30

Denver - September 10-14
HUMAN RESOURCE BUSINESS PARTNER PROGRAM
The Human Resource Business Partner Program

ID# CERT133

“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 three-month comprehensive program participants will:
• Grow in the role of an HR Business Partner
• Gain business acumen
• Understand an organization’s strategic framework
• 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 Employers Council’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@EmployersCouncil.org. Applicants will be contacted by Employers Council 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@EmployersCouncil.org.

This program is particularly effective as an on-site program for an internal human resources team. Please email HRBP@EmployersCouncil.org for more information about this option.

Cost: $3,400 per person (cost includes classroom modules, one initial and two project follow-up sessions, and two coaching sessions)

8:30-4:00
Program Modules:

Program Launch (April 3)
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.

One Week Intensive (April 23-27)
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.

Follow-Up Class (May 30)
This follow-up class 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 Class (June 28)
This second follow-up class 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 Employers Council coaching faculty.
THE INTENTIONAL LEADER: AN EXECUTIVE LEADERSHIP PROGRAM
The Intentional Leader: A Multi-Faceted Approach to Leadership Development

ID# CERTI131

HR Competencies
• Consultation
• Business Acumen
• Critical Evaluation
• Leadership and Navigation

Employers Council’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.

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

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

Delivery Methods
Innovative online processes to minimize class time while sharing valuable content and to 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 application.
• Executive Coaching: Eight one-on-one coaching sessions with an Executive Coach.
• Workplace Project: A self-directed workplace project supported by a state-of-the-art online learning process with project advisement.
• Decision-Making Groups: Three decision-making methods taught to address real time business issues.
• Hot Topics: Half-day modules to introduce concepts relevant to today’s changing workplace.

Program Format
Participants will meet as a cohort group for a full day 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 20, 2018, and will conclude with a two-day integration/closing class on October 16-17, 2018.

Application Process
Call Registration at 800.884.1328 to request an application form. Applications are due January 19, 2018. Deadline for Early Registration with a 10% discount is December 17, 2017.

Cost: $9,500 per person (10% discount applied if registered by December 17, 2017)
MEDIATION CERTIFICATE PROGRAM
The Mediation Certificate Program

ID# CERT1124

HR Competencies
- Relationship Management
- Consultation
- Communication

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 class, 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 class, participants will receive a Certificate of Completion from Employers Council. 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 188.

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, Common Ground Mediation and Coaching, LLC

Cost: $1,150 per person
8:30-4:30
Denver - October 22-26
OD PRACTITIONER
CERTIFICATE PROGRAM
The OD Practitioner Certificate Program

ID# CERT105

**HR Competencies**
- Leadership and Navigation
- Consultation
- Critical Evaluation

**Have You Been Asked to ...**
- Take on a more strategic role in your organization
- Mediate conflict between individuals or work groups
- Coach employees or senior leaders
- Improve the functioning of a workgroup or your organization
- Develop a strategic plan or set a vision

The OD Practitioner Certificate Program has the tools and skills to support you.

**This Program Will Help You ...**
- Creating and leading sustainable organizational change
- Formalize and diversify your current knowledge of OD practices
- Practice using assessment tools and intervention strategies
- Develop your facilitation skills
- Establish a more consultative relationship with your client groups
- Sharpen your skills as a high-performing OD practitioner who makes an impact and drives business results

Moving through the 10 month program as a member of a cohort enables participants to master concepts of organizational development, while simultaneously building their capacity to diagnose, facilitate, and intervene in their own systems on a real-time basis.

**Who Should Attend this Program**
This Certificate Program is designed for anyone responsible for, managing change, or improving organizational performance and functioning. This program can benefit individuals just entering the field as well as experienced professionals seeking to advance their knowledge and skill.

**Facilitators**
The facilitators in the program are leading practitioners with diverse business backgrounds and specialized expertise in the various program areas. The faculty will be drawn from Employers Council and Mediation Association of Colorado (the MAC). They have taught, trained, and consulted internationally, with non-profit and for-profit companies, and have extensive experience with the public sector.

**Prerequisite of the Organizational Development Practitioner Certificate Program**
Introduction to Organizational Development: A Consultative Approach
An overview of the organizational development profession and the role of the OD practitioner. The cost of the program is $215 per participant the class is available in Denver February 2, 2018, or November 1, 2018.

**Application Process**
Call the Employers Council Organizational Development and Learning Department at 800.884.1328 to request an application form.

**Cost:** $6,950 per person
Creating Organizational Excellence: The Human Element (March 14-16)
This powerful three-day class is designed to help participants develop increased self-awareness. Participants will learn how to enhance performance by developing healthier concepts of group and self.

Cultivating Group Identity (April 10-12)
Participants will work with tools and techniques for facilitating a group toward a common vision and mission by developing their own visioning map.

Entry, Contracting, Assessment, and Evaluation (May 8-11)
This class examines effective contracting. Participants have an opportunity to practice their consultation skills. In addition, participants will learn how to evaluate OD interventions.

Facilitation Skills and Designing Interventions (June 6-7)
Participants will learn techniques for helping groups move toward their desired outcomes, and they will also learn how to develop effective group interventions.

Change and Transition Management (July 10-11)
Models and tools for implementing change management and assessing organizational culture will be explored in this interactive class.

Appreciative Inquiry and The Reddy Process (August 14-15)
A framework is presented for discovering and valuing the factors that support an organization’s ongoing success. A process for identifying and reconciling group/team issues will be demonstrated.

Conflict Mediation (September 19-20)
Participants will learn about the power of mediation to resolve workplace conflicts, obtain an overview of the mediation process, and practice some basic mediation skills.

Workplace Coaching (October 9-10)
Participants will learn a systematic approach to coaching managers to an increased level of effectiveness and high performance.

Strategic Planning (November 1-2)
Participants will learn a process of determining or re-assessing an organization or business unit’s strategy, or direction, and how to make decisions on allocating its resources to pursue identified goals.

Integration (December 5)
Participants will do individual presentations based on their workplace project demonstrating the integration of OD theory, skills, and techniques.
RETURN ON INVESTMENT CERTIFICATE PROGRAM
Return on Investment (ROI) Certification Program

ID# CERT132

HR Competencies
- HR Expertise
- Consultation
- Leadership and Navigation
- Critical Evaluation
- Business Acumen

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

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

Cost: $2,995 per person (Contact Employers Council Registration for special registration details)
8:30-5:00
Denver - May 21-25
HR CERTIFICATION STUDY AND RECERTIFICATION PROGRAMS
**SHRM Competency Model**

### Competency 1: Human Resource Expertise
- Strategic Business Management
- Workforce Planning and Employment
- Human Resource Development
- Compensation and Benefits
- Risk Management
- Employee & Labor Relations
- HR Technology
- Global and International Human Resource Capabilities
- Talent Management
- Change Management

### Competency 2: Relationship Management
- Business Networking Expertise
- Visibility
- Customer Service (internal and external)
- People Management
- Advocacy
- Negotiation and Conflict Management
- Credibility
- Community Relations
- Transparency
- Proactivity
- Responsiveness
- Mentorship
- Influence
- Employee Engagement
- Teamwork
- Mutual Respect

### Competency 3: Consultation
- Coaching
- Project Management (Vision, Design, Implementation, and Evaluation)
- Analytic Reasoning
- Problem-solving
- Inquisitiveness
- Creativity and Innovation
- Flexibility
- Respected Business Partner
- Career Pathing/Talent Management/People Management
- Time Management

### Competency 4: Leadership and Navigation
- Transformational and Functional Leadership
- Results and Goal-Oriented
- Resource Management
- Succession Planning
- Project Management
- Mission Driven
- Change Management
- Political Savvy
- Influence
- Consensus Builder

### Competency 5: Communication
- Verbal Communication Skills
- Written Communication Skills
- Presentation Skills
- Persuasion
- Diplomacy
- Perceptual Objectivity
- Active Listening
- Effective Timely Feedback
- Facilitation Skills
- Meeting Effectiveness
- Social Technology and Social Media Savvy
- Public Relations

### Competency 6: Global and Cultural Effectiveness
- Global Perspective
- Diversity Perspective
- Openness to Various Perspectives
- Empathy
- Openness to Experience
- Tolerance for Ambiguity
- Adaptability
- Cultural Awareness and Respect

### Competency 7: Ethical Practice
- Rapport Building
- Trust Building
- Personal, Professional, and Behavioral Integrity
- Professionalism
- Credibility
- Personal and Professional Courage

### Competency 8: Critical Evaluation
- Measurement and Assessment Skills
- Objectivity
- Critical Thinking
- Problem Solving
- Curiosity and Inquisitiveness
- Research Methodology
- Decision-making
- Auditing Skills
- Knowledge Management

### Competency 9: Business Acumen
- Strategic Agility
- Business Knowledge
- Systems Thinking
- Economic Awareness
- Effective Administration
- Knowledge of Finance and Accounting
- Knowledge of Sales and Marketing
- Knowledge of Technology
- Knowledge of Labor Markets
- Knowledge of Business Operations/Logistics
- Knowledge of Government and Regulatory Guidelines
- HR and Organizational Metrics/Analytics/Business Indicators
Professional Instructor Credentials
Many of our experienced human resources professionals and employment law attorneys have achieved their SHRM-CP or SHRM-SCP certification and will share their expertise with you. You will work with a variety of professional instructors who are all subject matter experts and use an assortment of teaching techniques to enhance your learning experience.

Employers Council 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
- Employers Council 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 Employers Council registration fee includes all study program materials but does not include SHRM’s application and examination fees. For more exam information, eligibility requirements, or to apply to sit for any exam, please visit the SHRM website at www.shrm.org/certification or call 800.283.SHRM (7476).

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

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

- **Boot Camp, Three-Day, and Intensive Programs** are shortened intensive study programs. Reading and exercise materials will be mailed to participants for self-directed preparation prior to the beginning of class.
  Cost: $1,195 for Employers Council members and $1,395 for non-members.

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

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**SHRM-CP and SHRM-SCP Study Program Schedule**

**Denver**
- **Five-Week Program, 8:30-4:30**—Five consecutive Thursdays
  - March 29 – April 26

- **Evening Program 4:00-7:00**—Ten consecutive Mondays
  - September 10 – November 12

- **Three-Day Program, 8:30-4:30**—Three consecutive Saturdays
  - September 29, October 6, 13

**Colorado Springs**
- **Five-Week Program, 8:30-4:30**—Five consecutive Thursdays
  - October 18 – November 15

**Scottsdale**
- **Five-Week Programs, 8:30-4:30**
  - March 29 – April 26 (Five consecutive Thursdays)
  - October 15 – November 12 (Five consecutive Mondays)

**Loveland**
- **Boot Camp, 8:30-4:30**—One-week intensive
  - April 9 – 13
Pre-Approved Courses for SHRM Professional Development Credits

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

- ADA and FMLA for Managers and Supervisors: Stop, Look, and Listen
- ADA: Managing Disabilities in the Workplace
- Advanced I-9 Practice
- Advanced Practicum for Experienced Trainers
- Affirmative Action and Recruiters: What Recruiters Need to Know
- Affirmative Action Workshop: An Introduction
- Affordable Care Act: A Guide for Human Resources and Benefits Professionals
- Art of Blinders: Maximizing your Communication through Principles from the Sightless
- Assertiveness Training for Managers
- Assertiveness Training for Support Staff
- Basic I-9 Compliance
- Benefit Administration: The Basics from A to Z
- Benefit Administration: Retirement Plans—A Comprehensive Overview
- Brush-Up English
- Business Essentials
- Business Writing for Managers
- Business Writing for Support Staff
- Change Management: Building Resiliency
- Coaching: Partnering for Performance
- COBRA in 2018 Workshop
- Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolution
- Communication Feedback: Know Thyself
- Communicating Effectively in Difficult Situations for Managers and Supervisors
- Communicating Effectively in Difficult Situations for Non-Management Personnel
- Communication Tools for Maximizing Performance
- Compensation Administration I: Base Pay Design and Development
- Compensation Administration II: A Day in the Life of a Comp Professional
- Conflict: Self-Management
- Conflict Strategies: Navigating Others Through Workplace

Difficulties
- Crafting Compliant Handbook Policies and Employee Agreements
- Creating Effective Work Groups
- Creating Training Materials
- Cultivating Your Listening Skills: Listening to Understand
- Customer Relations: Making the Connection
- Developing Interpersonal Communication Skills
- Developing and Maintaining Trust in the Workplace
- Discrimination in the Workplace: The Law of EEO
- Drug and Alcohol: DOT/FMC Drug and Alcohol Testing Regulations
- Diversity in the Workplace
- Email Chaos Ended! Time Regained!
- Emotional Intelligence at Work
- Employee Handbooks: Revising or Developing
- Employment-Based Immigration Briefing Sessions
- Enneagram: Leveraging the Power of Personality for Communication
- Ethics for Business: People, Performance, and Principles
- Family and Medical Leave Act: A Guide for Human Resources
- Financial Acumen: Accounting for Non-Accountants
- Financial Acumen: Accounting for Supervisors
- Financial Acumen: Understanding Accountant’s Reports
- Financial Foundations for HR
- Five Dysfunctions of a Team
- Fundamentals of Human Resource Management: Key Steps in Getting Started
- Garnishments and Income Withholding Orders
- Generations: Managing Knowledge Transfer
- Generations: Working Together
- GOAL! Get Organized At Last!
- Group Facilitation Skills
- Harassment Prevention for Managers and Supervisors
- Harvard Business Series: Real-World Case Studies
- HIPAA: Health Insurance Portability and Accountability Act
- HR Metrics and Analytics: Focusing on What is Important

... continued on next page
Pre-Approved Courses for SHRM Professional Development Credits

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

... continued from previous page

- HR Strategic Planning: Building Organizational Capability
- Important Issues in Human Resources—Employers Council’s HR Webinar Series
- Innovation in the Workplace
- Interpersonal Mastery: The Human Element®
- Interviewing and Hiring I
- Introduction to Organizational Development: A Consultative Approach
- Investigations in the Workplace
- Investigations in the Workplace: Two-Day Workshop
- Leadership Principles of Alignment and Engagement
- Leadership Through Influence
- Leadership: Why Would Anyone Want to Follow You?
- Leading Teams
- Legal Issues for Human Resources Professionals
- Legal Issues for Supervisors and Managers
- Legal Issues in Managing Employees for Governments and Special Districts
- Management Back to Basics
- Managing Excellence: It Begins with You
- Managing the Ill or Injured Worker Under the ADA, FMLA, and Workers’ Compensation
- Managing in a Multi-Cultural Environment
- Managing Multiple Priorities
- Supervision: Managing Remote Employees
- Matrix Leadership Networks™: Creating Highly Collaborative Teams, Departments and Companies
- 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?
- Payroll Administration: The Ins and Outs
- Performance Appraisal Design: A Strategic Approach for Improving Results
- Performance Documentation Skills
- Performance Management: Setting the Stage for Success
- Presentation Skills: Fundamentals
- Problem Solving Skills
- Project Management Foundations
- Project Management Intermediate
- Project Management “Lite”
- 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
- Salary Survey Job Matching Workshop
- Seven Essential Steps for Determining and Defending Employee Discipline
- Succession Planning: Are You Prepared?
- Supervision: The Accountability Experience
- Time Management: Working Smart with Microsoft Outlook
- 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 Exemption Workshop
- Wage and Hour Workshop
- Workers’ Compensation Basics
- Workers’ Compensation: The Advanced Workshop
- Workforce Planning: Your Roadmap to the Future
- Writing Effective Job Descriptions
- Writing Proposals That Win
- You’re Fired: Practical Tools for Managing the Termination
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. Certification attests to the investment you have made in your HR career. Partner with Employers Council to study for the PHR® or SPHR® Certification test in one of our custom classes.

### PHR/SPHR Exam Functional Areas

<table>
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<tr>
<td>Developing, contributing to, and supporting the organization’s mission, vision, values, strategic goals and objectives; formulating policies; guiding and leading the change process; and evaluating organizational effectiveness as an organizational leader.</td>
<td>Developing, implementing, and evaluating sourcing, recruitment, hiring, orientation, succession planning, retention, and organizational exit programs necessary to ensure the workforce’s ability to achieve the organization’s goals and objectives.</td>
<td>Developing, implementing, and evaluating activities and programs that address employee training and development, performance appraisal, and talent and performance management to ensure that the knowledge, skills, abilities, and performance of the workforce meet current and future organizational and individual needs.</td>
</tr>
</tbody>
</table>

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</thead>
<tbody>
<tr>
<td>Developing/selecting, implementing/administering, and evaluating compensation and benefits programs for all employee groups in order to support the organization’s goals, objectives, and values.</td>
<td>Developing, implementing/administering, and evaluating the workplace in order to maintain relationships and working conditions that balance employer/employee needs and rights in support of the organization’s goals and objectives.</td>
<td>Developing, implementing/administering, and evaluating programs, procedures, and policies in order to provide a safe, secure working environment and to protect the organization from potential liability.</td>
</tr>
</tbody>
</table>

### 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.

### Employers Council Study Program Resources

- Comprehensive study materials from Distinctive HR®
- Access to instructors and fellow attendees through on-line discussion groups
- Practice test questions
- Instructor tips on how to take the HRCI® exams
- Employers Council members also have access to other on-line HR-related data bases

### Employers Council’s Reported Pass Rates for 2017

<table>
<thead>
<tr>
<th>Certification</th>
<th>Employers Council</th>
<th>National Average</th>
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</thead>
<tbody>
<tr>
<td>Professional in Human Resources (PHR):</td>
<td>74%</td>
<td>55%</td>
</tr>
<tr>
<td>Senior Professional in Human Resources (SPHR):</td>
<td>78%</td>
<td>57%</td>
</tr>
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</table>
Certificate Eligibility
The PHR® and SPHR® examinations are administered by the HR Certification Institute®. The Employers Council registration fee includes all study program materials but does not include HR Certification Institute’s® application or examination fees. For more exam information, eligibility requirements, or to apply to sit for any exam, please visit the HR Certification Institute® website at www.hrci.org or call 866.898.4725.

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

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 Employers Council members and $1,595 for non-members.

- **Five-Week Programs** meet for a full business day on the same day each week for five consecutive weeks. Reading and exercise materials will be mailed to participants for self-directed preparation prior to the beginning of class.
  Cost: $1,395 for Employers Council 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 Employers Council 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 Employers Council members and $1,595 for non-members.

- **Self-Study Option** provides comprehensive study materials from Distinctive HR, additional Employers Council study materials, test-taking tips, and a study timeline.
  Cost: $645 for Employers Council 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 Programs** are available at member locations by request. Minimum participation is required and travel fees will be charged. For pricing details and to schedule programs call the Human Resource Services Department at 800.884.1328.

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

- Heather Keeling Silva, PHR
PHR®, SPHR®, and aPHR™ Study Program Schedule

### Denver
- **Afternoon Program** 2:00-5:00—Ten consecutive Wednesdays
- **Evening Program** 6:00-9:00—Ten consecutive Wednesdays
  - February 7 – April 11
  - September 5 – October 24
  - November 7-14

- **Three-Day Program** 8:30-4:30—Three consecutive Saturdays
  - March 31, April 7, 14

- **Five-Week Program** 8:30-4:30—Five consecutive Fridays
  - October 5 – November 2

### Scottsdale
- **Evening Program** 6:00-9:00—Ten consecutive Wednesdays
  - February 7 – April 11

- **Morning Program** 8:30-11:30—Ten consecutive Fridays
  - October 5 – November 2

### Salt Lake City*
- **Five-Week Program** 8:00-4:00—Five consecutive Fridays
  - March 2 – March 30
  - September 7 – October 5

### Loveland
- **Boot Camp** 8:30-4:00—One-week intensive
  - February 12-16

- **Five-Week Program** 8:30-4:00—Five consecutive Fridays
  - October 2 – October 30

### Colorado Springs
- **Five-Week Program** 8:30-4:00—Five consecutive Tuesdays
  - April 3 – May 1

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*Please see 2018 Utah Training Catalog for more details and price information.*
The Associate Professional in Human Resources™ (aPHR™) certification can help fast-track your career growth and provide you with the confidence to launch into the HR profession. The aPHR™ is designed for professionals who are just beginning their HR career journey and demonstrates knowledge of foundational Human Resources.

**aPHR™ Exam Functional Areas**

**Functional Area 1: HR Operations**
Understanding the tactical and operational tasks related to workforce management and the HR function. Complying with the laws, regulations, and policies that affect the organization.

**Functional Area 2: Recruitment and Selection**
Understanding the hiring process including regulatory requirements, sourcing of applicants, formal interview and selection process, and on-boarding of a new hire.

**Functional Area 3: Compensation and Benefits**
Understanding concepts related to total rewards such as pay and benefit programs. Responding to employee questions and handling claims in compliance with applicable laws, regulations, and company policies.

**Functional Area 4: Human Resource Development and Retention**
Understanding the techniques and methods for delivering training programs and developing individual employees.

**Functional Area 5: Employee Relations**
Understanding the methods organizations use to monitor and address morale, performance, and retention. Balancing the operational needs of the organization with the well-being of the individual employee.

**Functional Area 6: Health, Safety, and Security**
Understanding the laws, regulations, and policies that promote a safe work environment. Use risk mitigation procedures to protect against workplace hazards.

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

**Who Should Attend**
Those new to the HR profession, and those who want to learn more about the HR profession.

**Certificate Eligibility**
To be eligible for the aPHR™, you must have a high school diploma or global equivalent. No HR experience is required since this is a knowledge-based credential. The aPHR™ examinations are administered by the HR Certification Institute®. The Employers Council registration fee includes all study program materials but does not include HR Certification Institute’s® application or examination fees. For more exam information, eligibility requirements, or to apply to sit for any exam, please visit the HR Certification Institute® website at [www.hrci.org](http://www.hrci.org) or call 866.898.4725.

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

**Study Programs for aPHR™ Candidates**
The study program for the aPHR™ Certification include comprehensive study materials, class discussion, exercises, and practice tests. Instructors, who are certified, will provide test-taking tips and exam preparation recommendations.

- **Four-Week Program** is available for you to attend either in Spring 2018 or Fall 2018. The cost also includes free registration in the class Fundamentals of Human Resource Management: Key Steps in Getting Started (please see page 161 for class dates).

  Cost: $1,395 for Employers Council members and $1,595 for non-members.
aPHR™ Study Program Schedule

**Denver**
Four-Week Program 6:00-9:00 PM—Four consecutive Tuesdays
- April 17 – May 8
- September 18 – October 9

**Colorado Springs**
Four-Day Program 6:00-9:00 PM—Four consecutive Thursdays
- September 20 – October 11

**Loveland**
Two-Day Program 8:30-4:00—Two Consecutive Mondays
- March 26, April 2

Please see page 161 for the class schedule for *Fundamentals of Human Resource Management: Key Steps in Getting Started*. 
Pre-Approved Courses for HRCI® Business Credit *

Employers Council is an HR Certification Institute® Approved Provider. The following courses have met HRCI’s® criteria and are approved for SPHR® Business recertification credit.

- Affirmative Action Workshop: An Introduction
- Business Essentials
- Ethics for Business: People, Performance, and Principles
- Harvard Business Series: Real-World Case Studies
- 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.

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Pre-Approved Courses for HRCI® General Recertification Credit

Employers Council is an HR Certification Institute® Approved Provider. The following courses have met HRCI’s® criteria to be pre-approved for HR credit.

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<td>Harassment Prevention for Managers and Supervisors</td>
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Pre-Approved Courses for HRCI® General Recertification Credit

Employers Council is an HR Certification Institute® Approved Provider. The following courses have met HRCI’s® criteria to be pre-approved for HR credit.

... continued from previous page

• HIPAA: Health Insurance Portability and Accountability Act
• Important Issues in Human Resources—Employers Council’s HR Webinar Series
• 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
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• Project Management Intermediate

• Project Management “Lite”
• 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
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• 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 Exemption Workshop
• Wage and Hour Workshop
• Workers’ Compensation Basics
• Workers’ Compensation: The Advanced Workshop
• Workforce Planning: Your Roadmap to the Future
• Writing Effective Job Descriptions
• You’re Fired: Practical Tools for Managing the Termination Process

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.
CLASS DESCRIPTIONS AND SCHEDULES
There is Always Something New!

Be sure to check out our new classes in 2018:

**Brand You: Invigorating Your Career and Your Life (page 94)**
Brand You helps you increase clarity and energizes you to more fully explore your career by utilizing a variety of explorations, exercises, and group discussions. You will identify and articulate your unique value at work to better define your passion and purpose as you identify what makes you feel vital.

**Business Strategy Essentials (page 122)**
Strategic planning provides the road map for action, moving you (it) from “here” to “there.” In this interactive class, participants will learn a framework for strategic planning to answer the fundamental questions of where you are, where you are going, and how you will get there.

**Digital Marketing: Google Analytics and ROI (page 122)**
Learn the basics strategies for evaluating ROI (the return on investment) on your digital marketing efforts, and explore ways to measure interactions across your digital channels and analyze traffic.

**Digital Marketing: Overview and Strategy (page 123)**
If you’re struggling to understand what all the digital marketing activities are and how they work together, this is the class for you. Get the big picture and prepare yourself for the next step in creating a digital marketing strategy that fits your budget and advances your business goals.

**Financial Acumen: Taxes for Small Business (page 125)**
This class covers the basics of the U.S. Tax Code and is ideal for the small business owner who wants to know how to structure their business and accounting for the better outcomes. Learn about applicable business tax deductions and how to minimize the self-employment taxes that come with running a business.

**Holistic Manager: Integrating Knowledge, Perception and Emotion for Optimum Results (page 136)**
Join this team of experts in employment law, human resources, and organizational development to learn to use tools and techniques to successfully integrate emotions, social skills, past experiences, and ongoing learning to grow interpersonal effectiveness and ensure compliance.

**Project Management Using Agile Methods (page 112)**
Project Management Using Agile Methods provides an overview of Agile project management principles and includes basic tools to help you apply basic Agile practices to projects.

**Financial Acumen: Accounting for Non-Profits (page 124)**
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 is 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.
ADA and FMLA for Managers and Supervisors: Stop, Look, and Listen

ID# LEGL147

HR Competencies
• HR Expertise

Objective
This class 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. The FMLA regulatory revisions provided employers with some opportunities to manage FMLA abuse. How can your managers protect your organization from potential legal liability? They need to Stop, Look, and Listen.

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

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

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

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

Facilitator
Employers Council staff attorney

$130, 8:30-12:00, CEU: 0.35, SHRM Credit Hours: 3.25 PDCs
Denver - February 21, April 10, August 17
Loveland - February 1
Colorado Springs - June 12
Grand Junction - August 23

ADA: Managing Disabilities in the Workplace

ID# LEGL153

HR Competencies
• HR Expertise

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

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

Designed For
Human resources professionals, supervisors, and managers. Employers Council also offers Managing the Ill or Injured Worker Under the ADA, FMLA, and Workers’ Compensation class that takes an in-depth analysis of the interplay between the ADA, FMLA, and Workers’ Compensation.

Facilitator
Employers Council staff attorney

$185, 8:30-3:00, CEU: 0.55, HRCI Credit Hours: 5.0 General, SHRM Credit Hours: 5.0 PDCs
Denver - January 17, February 27, May 1, July 19, September 27
Salt Lake City - March 20, October 30
Loveland - August 1
Colorado Springs - January 30
Grand Junction - November 15
Advanced I-9 Practice
ID# LEGL154

HR Competencies
• HR Expertise

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

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

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

Facilitator
Employers Council staff attorney

$130, 8:30-12:30, CEU: 0.4, SHRM Credit Hours: 3.75 PDCs
Denver - June 6, October 22
Salt Lake City - December 13

Affirmative Action and Recruiters: What Recruiters Need to Know
ID# LEGL145

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
Employers Council staff

$130, 8:30-12:00, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs
Denver - March 5, August 31
Salt Lake City - December 13
Affirmative Action Workshop: An Introduction

ID# LEGL103

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 class will teach you how to interpret and maintain a compliant Affirmative Action Program.

Recent changes to Affirmative Action Regulations and current OFC-CP 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
Employers Council staff

$265, 8:30-4:30 (day 1), 8:30-12:00 (day 2), CEU: 1.3, HRCI
Credit Hours: 9.75 Business, SHRM Credit Hours: 9.75 PDCs
Denver - January 23-24, April 4-5, August 1-2, October 23-24

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

ID# LEGL115

HR Competencies
- HR Expertise

Objective
Are you an applicable large employer under the Affordable Care Act that must offer health insurance to your employees? Which employees must be offered coverage and by 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 hour employees. The class will outline how to set up a measurement period and stability period, and examine the potential fines for multiple scenarios.

Outline
- Reviews the history and relevant sections of the Affordable Care Act
- Examines the definition of an applicable large employer and how full-time, seasonal, and part-time employees count towards the fifty full-time (FT) and full-time-equivalent (FTE) employee threshold
- Outlines how to determine whether variable-hour employees have a right to insurance, including establishing measurement and stability periods
- Covers the specific legal definitions of “minimum essential coverage,” “substantially all” full time employees, “affordability,” and “minimum value” for a variety of entity sizes and types (i.e. government, corporation, non-profit, etc.)
- Reviews sample calculations for the various fines for non-compliance (and provides suggestions for reducing penalties)
- 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/administrators, managers, supervisors, in-house counsel, and handbook policy writers

Facilitator
Employers Council staff attorney

This class is particularly effective as a customized on-site program designed for individual organizations. See page 10 for information about on-site programs.

$130, 8:30-12:00, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs
Denver - March 1, November 12

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.

Employers Council is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP.
Basic I-9 Compliance
ID# LEGL140

HR Competencies
• HR Expertise

Objective
To provide participants with improved knowledge of I-9 requirements and related E-Verify laws. This class explores the I-9 process in depth, including initial verification of work authorization, re-verification and rehires, correcting errors on I-9s, conducting internal audits, and penalties for noncompliance. Participants will also receive basic information regarding E-Verify processes, worksite enforcement activities by Immigration and Customs Enforcement (ICE) and best practices for employment eligibility verification.

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

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

Facilitator
Employers Council staff attorney

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

Denver - January 24, April 24, August 2, November 12
Salt Lake City - September 5
Loveland - August 8
Colorado Springs - July 10

COBRA in 2018 Workshop
ID# LEGL105

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 class 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
Employers Council staff attorney

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

Denver - March 6, June 28, September 18, November 29
Webinar: California Legal Webinars

ID# WEB2018_CAa-c

HR Competencies
- HR Expertise

California Legislative Update and Current Trends
January 24

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

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

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

Navigating Wage and Hour Issues in California
July 26

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

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

California—Managing Multiple Leave Issues
October 24

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

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

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

Designed for
Human resources professionals who oversee employees in California

Facilitator
Employers Council staff

$159 per line for each class,
$453 per line for all 3 sessions - a 5% savings

11:00-12:30 (Mountain Time)
Webinar: Critical Issues in Employment Law—Employers Council’s Legal Webinar Series

ID# WEB2018_ELSa-f

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

Spring Agenda:

Legal Pitfalls in the Hiring Process
January 18
Hiring a new employee presents a host of potential legal concerns. Can you really ask that question? Does that employment test pass legal guidelines? What do you do with the negative results of a background check or employment reference? At what point can you make medical inquiries? This webinar will explore the myriad of legal issues that can arise in the hiring process.

Employment At Will
February 8
Employers often want to rely on the concept of employment at will to justify their employment actions. But what does employment at will really mean? When does an employee discharge become wrongful? This webinar will examine the scope of employment at will and its exceptions, which constitute the law of wrongful discharge.

Handling Employee Complaints
March 8
Virtually every employer receives employee complaints. Ignoring them or hoping they will simply go away often leads to legal troubles. Do you know how to handle complaints? How should you respond when a complaint is received? What is the difference between inappropriate conduct and illegal harassment? What creates a hostile work environment? This webinar will address the legal issues that can arise out of employee complaints.

Fall Agenda:

Fair Labor Standards Act: Understanding Overtime Exemptions
August 9
The most frequent mistake employers make in trying to comply with the Fair Labor Standards Act is misclassifying employees as exempt from overtime. This webinar will explore the major FLSA exemptions from overtime and help employers navigate this confusing area of the law.

FMLA: Managing Intermittent Leave
September 13
Surveys unanimously show that the most difficult issue facing FMLA covered employers is managing intermittent leave. What role does medical certification play? What policies should be implemented? Should an employer seek a second opinion or recertification? What are the limits of return to work certifications? This webinar will examine the FMLA regulations and explore ways to manage intermittent leave.

ADA: Reasonable Accommodation and the Interactive Process
October 11
With the passage of the ADA Amendments Act, experts agree that the ADA battleground will shift to the issue of accommodating disabled employees in the workplace. How far does an employer have to go? When is an accommodation reasonable? What does an employer need to do to satisfy the interactive process? This webinar will examine the concepts of the interactive process, reasonable accommodation and its defenses.

Facilitator
Employers Council staff

$159 per line for each class,
$453 per line for 3 sessions - a savings of 5%,
$906 per line for 6 sessions - a savings of 5%,
11:00-12:00 (Mountain Time)
Crafting Compliant Handbook Policies and Employee Agreements

**ID# LABOR103**

**HR Competencies**
- HR Expertise

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

This half-day class will give you the tools to craft a handbook and employee agreements that comply with NLRB guidance and case law. The NLRB spends an inordinate amount of its time prosecuting non-union employers for seemingly innocuous policies and agreements that it says may restrict or discourage protected activity, and Employers Council 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, and policy writers

**Facilitator**
Employers Council staff attorney

This class is particularly effective as a customized on-site program designed for individual organizations. See page 10 for information about on-site programs.

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

Denver - March 20, August 22

**Scottdale - March 20, August 22**

**Discrimination in the Workplace: The Law of EEO**

**ID# LEGL106**

**HR Competencies**
- HR Expertise

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

This class will provide participants with an overview of federal and state civil rights laws such as the new Colorado pregnancy accommodation law, 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 class 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**
Employers Council staff attorney

**$185, 8:30-3:30, CEU: 0.6, HRCI Credit Hours: 5.5 General, SHRM Credit Hours: 5.5 PDCs**

Denver - January 11, February 22, April 19, July 13, October 3
Loveland - July 24
Colorado Springs - May 31
Drug and Alcohol: DOT/FMC Drug and Alcohol Testing Regulations
ID# LEGL118

HR Competencies
• HR Expertise

Objective
To satisfy the Department of Transportation’s (DOT’s) require-
ment 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, be-
havioral, 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
Employers Council staff attorney

This class is particularly effective as an on-site program tailored to
an individual organization. See page 10 for information about
on-site costs.

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

Denver - February 2, November 2
Loveland - January 11

Employment-Based Immigration Briefing Sessions
ID# LEGL152

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 Employ-
ers Council staff attorneys will drill down on the H-1B with a class
timed to get employers ready for the annual filing deadline on April
1. The second class deals with converting those temporary workers
to long-term workers with lawful permanent residency processing.

H-1B Sponsorship
Denver - January 25, September 27
Salt Lake City - February 6 (8:00-9:30)

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.

Permanent Residency for Non-Immigrants—the Green
Card Process
Denver - October 25
Salt Lake City - October 31 (8:00-9:30)

Examines the permanent residency benefit processes: labor cer-
tification, 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
Employers Council staff attorney

$59 per class, 9:00-10:30, CEU: 0.15 HRCI Credit Hours: 1.5
General, SHRM Credit Hours: 1.5 PDCs
Family and Medical Leave Act: Advanced Workshop
ID# LEGL180

HR Competencies
• HR Expertise

Objective
Many human resources professionals feel comfortable with the basics of the Family and Medical Leave Act. But real-world FMLA situations all too often don’t involve the basics.

Human resources professionals are frequently faced with situations that lie in the margins of the law and test the most experienced professionals. Examples include: what to do when an employee doesn’t want to use FMLA, dealing with FMLA abuse/fraud, calculating leave for exempt employees taking intermittent leave or employees working part-time or irregular schedules, determining when employers’ notice obligations are triggered, what to do when the employee fails to provide timely or complete notice of their need for FMLA, and more. To help you handle the trickiest FMLA situations, an Employers Council staff attorney will highlight scenarios most likely cause confusion, and explain in practical terms how to handle those scenarios.

Designed For
Human resources professionals and in-house counsel with knowledge of the FMLA basics

Facilitator
Employers Council staff attorney

$185, 8:30-3:00, CEU: 0.55
Denver - February 28, July 25, September 24, November 8

Family and Medical Leave Act: A Guide for Human Resources
ID# LEGL108

HR Competencies
• HR Expertise

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

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

Designed For
Human resources professionals who administer the FMLA

Facilitator
Employers Council staff attorney

This class is also available for supervisors as an on-site program tailored to the individual organization. See page 10 for information about on-site costs.

$185, 8:30-3:00, CEU: 0.55, HRCI Credit Hours: 5.25 General, SHRM Credit Hours: 5.25 PDCs
Denver - January 25, February 12, March 14, June 13, September 4, October 11
Scottsdale - February 13, August 14
Salt Lake City - February 27, August 1
Loveland - April 19, September 19
Colorado Springs - February 20
Garnishments and Income Withholding Orders

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 class will provide participants with information that will help them identify and properly process employee wage garnishments and income withholding orders. This class 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
Employers Council staff attorney

$185, 8:30-3:00, CEU: 0.6, HRCI Credit Hours: 5.25 General, SHRM Credit Hours: 5.25 PDCs

Harassment Prevention for Employees

Objective
The EEOC’s recent Task Force on the Study of Harassment in the Workplace, stated that employer’s workplace prevention efforts need a reboot. Too many people in too many workplaces find themselves in unacceptably harassing situations. Part of the EEOC’s recommended solution is effective in-person training. Employers who fail to train employees on harassment prevention are increasingly at risk for liability. Equal employment opportunity and anti-harassment policies are not enough today. Employees must know what behavior constitutes illegal harassment and how to use their employer’s complaint procedure. This class 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
Employers Council staff attorney

This customized class is available exclusively as an on-site program. See page 10 for information about on-site programs.
Harassment Prevention for Managers and Supervisors

ID# LEGL116

HR Competencies
• HR Expertise

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

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

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

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

This class is particularly effective as a customized on-site program designed for individual organizations. See page 10 for information about on-site programs.

Facilitator
Employers Council staff attorney

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

Denver - January 16, March 12, May 9, July 11, August 27, November 13
Scottsdale - November 11
Salt Lake City - April 3, October 25
Loveland - March 21
Colorado Springs - June 21
Grand Junction -July 18
Glenwood Springs - February 21

Webinar: Harassment Prevention in California—Managers and Supervisors

ID# LEGL1150

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, of all 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. Employers Council’s California-focused Harassment Prevention webinar will be offered every 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 Employers Council 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
Employers Council staff attorney

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

Webinar - September 20
HIPAA: Security Awareness and Training

ID# LEGL151

HR Competencies
- HR Expertise

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

Although data breaches have many causes, insider misuse and 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 Employers Council 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
Employers Council staff attorney

This class is available as a 2-hour on-site program tailored to an individual organization (customization fees apply). The class costs $800 for up to 25 participants. See page 10 for more information on on-site programs.
HIPAA: Health Insurance Portability and Accountability Act

ID# LEGL135

HR Competencies
• HR Expertise

Objective
The U.S. Department of Health and Human Services (HHS) has recently expanded HIPAA compliance requirements and increased enforcement and penalties, making compliance training even more important for plan sponsors.

This class 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 class will review key terms and concepts, including “covered entities,” “Protected Health Information (PHI and ePHI),” “business associate,” and “breach notification.” The class 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 or ePHI) 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 a designated Privacy Officer 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 resources directors and managers, benefits administrators, and designated privacy officers for group health plan sponsors (please Note: IT and health care provider requirements are not addressed)

Facilitator
Employers Council staff attorney

$185, 9:00-3:00, CEU: 0.5, HRCI Credit Hours: 4.75 General, SHRM Credit Hours: 4.75 PDCs
Denver - April 12, October 1

Investigations in the Workplace

ID# LEGL113

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 class 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?

Interviewing
• How should you prepare?
• What questions do you ask?
• How will you document the interviews?

Evaluating the Evidence
• How will you assess credibility?
• In what manner will you communicate your findings?
• What conclusions can you reach and what action can you take?

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

Facilitator
Employers Council staff attorney

$185, 8:30-3:30, CEU: 0.6, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs
Denver - February 7, April 18, June 12, October 2
Scottsdale - March 15
Loveland - April 17
Colorado Springs - March 6
Investigations in the Workplace: Two-Day Workshop

ID# LEGL139

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
Employers Council staff attorney

$310, 8:30-3:30, CEU: 1.1, HRCI Credit Hours: 11.0 General, SHRM Credit Hours: 11.0 PDCs

Denver - January 16-17, May 15-16, July 17-18, September 5-6, November 12-13

Legal Issues for Human Resources Professionals

ID# LEGL148

HR Competencies
- HR Expertise

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

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

Interviewing and Selection
- Job interviews
- Medical exams
- Hiring practices

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

Medical and Safety Issues
- FMLA and other leave guidelines
- Workers’ Compensation
- Drugs and alcohol

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

Separation and Discharge
- Investigations
- Risk analysis of termination
- RIFs
- COBRA
- Unemployment compensation
- Employment references

Designed For
Human resources professionals

Facilitator
Employers Council staff attorney

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

Denver - March 29, July 24, October 25
Scottsdale - July 26
Loveland - January 24, May 16
Colorado Springs - September 6
Legal Issues for Supervisors and Managers

ID# LEGL149

HR Competencies
- HR Expertise

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

Outline

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

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

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

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

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

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

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

Separation and Discharge
- RIFs
- Unemployment compensation
- Employment references

Designed For
Front line managers and supervisors

Facilitator
Employers Council staff attorney

This class is particularly effective as a customized on-site. See page 10 for information about on-site costs.

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

Denver - January 29, April 5, June 21, August 14, October 4, November 28
Scottsdale - January 25
Salt Lake City - November 8
Loveland - March 8
Colorado Springs - February 27

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Employers Council is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP.
Legal Issues in Managing Employees for Governments and Special Districts

ID# LEGL128

HR Competencies
• HR Expertise

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

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

Outline

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

Interviewing and Selection
• Hiring practices
• Job interviews
• Medical exams
• Background screening

Civil Rights
• Employment discrimination laws including pregnancy accommodation laws, where applicable
• Sexual and other harassment
• Americans with Disabilities Act
• Retaliation

Medical and Safety Issues
• Family and Medical Leave Act
• Workers’ Compensation
• Drugs and alcohol

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

Separation and Discharge
• Investigations
• Separation—layoff, discharge, and resignation
• COBRA
• Unemployment compensation

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

Facilitator
Employers Council staff attorney

This class is effective as a customized on-site. See page 10 for information about on-site costs.

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

Denver - February 8, November 1
Loveland - September 25
Managing the Ill or Injured Worker Under the ADA, FMLA, and Workers’ Compensation

ID# LEGL110

HR Competencies
- HR Expertise

Objective
This advanced class will provide a roadmap to guide employers through the intricate compliance issues involved in managing an employee with a medical condition. This class 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 class requires a working knowledge of the three legal statutes. Interested individuals without experience in these areas should consider taking Employers Council’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
Employers Council staff attorney

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

Denver - January 30, March 27, June 20, August 6, October 23
Scottsdale - April 10, October 17
Salt Lake City - April 17, December 6
Loveland - November 7
Colorado Springs - July 24

OSHA: Compliance and Enforcement—What You Need to Know

ID# OSHA111

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 class 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
Employers Council staff attorney

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

Denver - January 18, November 16

Registration 303.894.6732 / registration@EmployersCouncil.org / Toll Free 800.884.1328 / EmployersCouncil.org / 81
OSHA: Recordkeeping Requirements—How Do They Affect You?

ID# OSHA119

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
Employers Council staff attorney

$185, 8:30-3:30, CEU: 0.6, HRCI Credit Hours: 5.5 General, SHRM Credit Hours: 5.5 PDCs

Denver - January 4, October 23

Performance Documentation Skills

ID# PERF105

HR Competencies
• HR Expertise
• Communication

Objective
The human resources mantra to managers and supervisors is to “document, document, document.” But do your managers and supervisors know how, when, and what to document? This class 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 class 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
Employers Council staff attorney

This class is effective as a customized on-site. See page 10 for information about on-site costs.

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

Denver - January 18, February 28, April 17, June 12, August 8, October 9
Scottsdale (1:00-4:30) - March 20, August 22
Salt Lake City - May 1, November 29
Loveland - April 24, October 31
Colorado Springs - April 5, November 13
Grand Junction - April 4
Glenwood Springs - September 20
Performance Documentation Skills for Government Employers and Special Districts

ID# PERF110

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 class 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 class 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
Employers Council staff attorney

This class is available as an on-site program tailored specifically for public employers. See page 10 for information about on-site cost.

Reasonable Suspicion: Detecting Drug and Alcohol Use in the Workplace

ID# LEGL117

HR Competencies
- HR Expertise

Objective
To train employers to recognize the signs and symptoms of on-the-job impairment by drugs or alcohol. This class 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
- Combating 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
Employers Council staff attorney

$130, 8:30-12:00, CEU: 0.35, HRCI Credit Hours: 3.0 General, SHRM Credit Hours: 3.0 PDCs

Denver - February 13, June 5, October 10
Loveland - August 23
Colorado Springs - October 30
Grand Junction - June 20

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Employers Council is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP.
Seven Essential Steps for Defending Employee Discipline and Discharge

ID# LABOR107

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 terminate 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 resources specialists

Facilitator
Employers Council staff attorney

This class is effective as a customized on-site. See page 10 for information about on-site costs.

$185, 8:30-4:00, CEU: 0.65, SHRM Credit Hours: 6.0 PDCs
Denver - January 19, August 13, October 22
Scottsdale - September 5

Unemployment Insurance: Appeal Hearing Workshop

ID# LEGL120

HR Competencies
• HR Expertise

Objective
Employers’ unemployment taxes are a cost of doing business. 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 Employers Council Unemployment Insurance: Challenging Claims and Controlling Costs class.

Facilitator
Employers Council staff attorney

$130, 8:30-12:00, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs
Denver - June 26, November 6
Scottsdale (1:00-4:30) - June 27
Unemployment Insurance: Challenging Claims and Controlling Costs

ID# LEGL119, LEGL119h*

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

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

Designed For
All levels of management. As a follow-up to this class, participants should consider attending Employers Council’s Unemployment Insurance: Appeal Hearing Workshop.

Facilitator
Employers Council staff attorney

$185, 8:30-4:00, CEU: 0.65, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs
Denver - February 6, June 14, August 16
Scottsdale* (8:30-12:00) - December 6
Salt Lake City - July 12
Loveland - October 3
Colorado Springs - March 20
Grand Junction - October 16

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

ID# LABOR106

HR Competencies
• HR Expertise

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

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

Designed For
Managers, supervisors, and human resources specialists who are interested in maintaining a union free workplace

Facilitator
Employers Council staff attorney

This class is available as an on-site program tailored to an individual organization. The class is recommended periodically for employers that desire to remain union free or after union organization activity has been detected. It is also recommended after a first contract is reached or following completion of subsequent negotiations. See page 10 for information on on-site costs.

* Credit hours will vary with the length of the class.
Unions: Managing in a Union Environment—How To Manage, Discipline, and Terminate Union Employees

ID# LEGL127

HR Competencies
- HR Expertise

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

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

Designed For
Supervisors, managers, and human resources specialists who work in a union environment

Facilitator
Employers Council staff attorney

This class is particularly effective as a customized on-site program designed for individual organizations. See page 10 for information about on-site programs.

$130, 8:30-12:00, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs
Denver - March 22, May 31

Unions: Understanding Your Collective Bargaining Agreement

ID# LABOR105

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
Employers Council staff attorney

This class is available as an on-site program tailored to an individual organization. The class is recommended after a first contract is reached or following completion of subsequent negotiations. See page 10 for information on on-site costs.
Wage and Hour Exemption Workshop

ID# LEGL174

HR Competencies
• HR Expertise

Objective
This workshop will provide attendees an explanation of the FLSA exemptions and the primary differences between who is considered an exempt and a non-exempt employee. Misclassification is the most frequent FLSA mistake that employers make.

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

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

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

Facilitator
Employers Council staff and staff attorney

$130, 8:30-12:00, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs
Denver - January 10, September 6
Loveland - February 27

Wage and Hour Workshop

ID# LEGL121

HR Competencies
• HR Expertise

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

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

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

Facilitator
Employers Council staff attorney

$219, 8:30-4:00, CEU: 0.65, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs
Denver - January 31, April 3, June 27, October 30
Scottsdale - September 26
Salt Lake City - October 4
Loveland - July 19
Colorado Springs - August 28
Grand Junction - March 15

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.

Employers Council is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP.
Workers’ Compensation Basics
ID# LEGL122

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 class 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
Employers Council staff attorney

$205, 8:30-4:00, CEU: 0.65, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs
Denver - February 2, July 6, September 21

Workers’ Compensation: The Advanced Workshop
ID# LEGL132

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
Employers Council staff attorney

$130, 8:30-12:30, CEU: 0.4, HRCI Credit Hours: 3.75 General, SHRM Credit Hours: 3.75 PDCs
Denver - March 13, August 3, October 19
Loveland - May 3
Benefit Administration: The Basics from A to Z
ID# BNFTS101

HR Competencies
- Critical Evaluation
- Business Acumen
- HR Expertise

Objective
Employee benefits represent a significant cost for most employers, so taking the time to understand the many options available to select the right packages for employees should be of importance. Benefit administration can also be complex and costly if not done appropriately. This class will provide participants with an understanding of the basic concepts of employer-sponsored benefits including health and welfare, retirement, and reimbursement accounts. The class 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

Legal Issues
- Statutory benefits
- Federal laws impacting benefits, including Health Care Reform
- Compliance

Health and Welfare Benefits
- Health plan options
- Wellness programs
- Life insurance
- Disability plans

Reimbursement Accounts
- Flexible Spending Accounts (FSA)
- Health Savings Accounts (HSA)
- Health Reimbursement Arrangements (HRA)

Retirement Plans
- Defined contribution plans
- Defined benefit plans

Other Benefits
- Paid Time Off programs
- Work/Life programs

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

Facilitator
Employers Council staff

$310, 8:30-4:00, CEU: 1.3, HRCI Credit Hours: 12.0 General, SHRM Credit Hours: 12.0 PDCs
Denver - February 14-15, April 26-27, June 26-27, August 1-2, November 6-7
Scottsdale - May 15-16
Loveland - September 11-12
Colorado Springs - August 7-8

Benefit Administration: Retirement Plans—A Comprehensive Overview
ID# BNFTS115

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, HRCI Credit Hours: 5.75 General, SHRM Credit Hours: 5.75 PDCs
Denver - May 30
Compensation Administration I: Base Pay Design and Development
ID# COMP101

HR Competencies
• Critical Evaluation
• Business Acumen
• HR Expertise

Objective
Providing time-tested compensation fundamentals and principles, this class is designed for human resources professionals who want to expand their knowledge of this key HR function. These fundamentals can be applied to any organization, regardless of size or industry. Participants will develop a Total Rewards philosophy and work with a compensation model that begins with job analysis and introduces internal job evaluation and external market pricing. In addition, they will create pay ranges using real market data surveys 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
• Implementation and alignment with current pay practices

Designed For
This foundational compensation class is best suited for managers, human resource generalists, or compensation specialists with 0-3 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
Employers Council staff

$310, 8:30-3:30, CEU: 1.2, HRCI Credit Hours: 11.0 General, SHRM Credit Hours: 11.0 PDCs
Denver - January 17-18, April 4-5, June 5-6, August 15-16, October 11-12, November 27-28
Scottsdale - April 17-18, October 23-24
Loveland - May 23-24
Colorado Springs - February 8-9

Compensation Administration II: A Day in the Life of a Comp Professional
ID# COMP111

HR Competencies
• Consultation
• Business Acumen
• Critical Evaluation

Objective
Direct pay programs are vital to an organization’s success as key drivers in attracting, recognizing and retaining distinctive, crucial talent. Participants in this advanced compensation class develop enhanced critical thinking skills and knowledge related to developing strategies that support the compensation philosophy, creatively designing programs to meet business objectives and identifying and actively resolving compensation challenges. Through discussion of real-life scenarios and practical exercises, participants gain familiarity with multi-faceted compensation situations, practices and approaches. The value of accomplished interpersonal skills required for the delivery of successful compensation interactions, decisions and formal communications is also discussed.

Outline
• Applying the compensation philosophy
• Business case development
• Legal compliance
• Budget development
• Situational analysis
• Communication challenges

Designed For
HR managers, supervisors and professionals who have a minimum of two years of Compensation experience. This class assumes that participants have knowledge of compensation basics, covered in Compensation Administration I: Base Pay Design and Development, along with two years of practical experience in administering, designing and communicating compensation programs.

Facilitator
Employers Council staff

$185, 8:30-4:30, CEU: 0.7, HRCI Credit Hours: 6.5 General, SHRM Credit Hours: 6.5 PDCs
Denver - March 13, September 25
Payroll Administration: The Ins and Outs
ID# COMP110

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
Employers Council staff

$130, 8:30-12:00, CEU: 0.35, SHRM Credit Hours: 3.25 PDCs
Denver - March 9, October 5
Loveland - May 15

Free! Salary Survey Data: Making Sense of the Numbers
ID# COMP105

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 Employers Council surveys

Designed For
Staff responsible for completion of Employers Council’s survey questionnaires and using survey data. This class is especially useful to those new to this responsibility.

Facilitator
Employers Council staff

FREE, 8:30-11:30, CEU: 0.3, HRCI Credit Hours: 2.75 General, SHRM Credit Hours: 2.75 PDCs
Denver - July 6, October 1
Free! Salary Survey Job Matching Workshop

ID# COMP109

HR Competencies
• Critical Evaluation
• Business Acumen

Objective
To assist participants in matching jobs in their organization to positions in Employers Council’s Benchmark Compensation Survey for Arizona, Colorado, Utah, and Wyoming.

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

At the end of the class, 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 should bring copies of their organization’s job descriptions to use in this hands-on workshop.

Designed For
Staff responsible for completing Employers Council’s Benchmark Compensation Survey for the first time.

Facilitator
Employers Council staff

FREE, 8:30-11:30, CEU: 0.3, SHRM Credit Hours: 2.75 PDCs
Denver - February 2

Writing Effective Job Descriptions

ID# HR118

HR Competencies
• Ethical Practice
• Communication
• HR Expertise

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

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

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

Facilitator
Employers Council staff

This class is effective as a customized on-site. See page 10 for information about on-site costs.

$130, 8:30-12:00, CEU: 0.35 HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs
Denver - February 28, June 14, October 3
Scottsdale - January 30, July 24
Advanced Practicum for Experienced Trainers  
ID# TRNG102

HR Competencies  
- Communication

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 Employers Council 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  
Employers Council staff

$205, 8:30-4:30, CEU: 0.7, HRCI Credit Hours: 6.5 General, SHRM Credit Hours: 6.5 PDCs
Denver - February 9, June 12, October 9

Assertiveness Training for Support Staff  
ID# PDEV102

HR Competencies  
- Communication  
- Relationship Management

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 class 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  
Employers Council staff

$310, 8:30-4:00, CEU: 1.3, SHRM Credit Hours: 6.0 PDCs
Denver - January 25-26, July 26-27, November 28-29
New! Brand You: Invigorate Your Career and Your Life
ID# PDEV127

HR Competencies
• Relationship Management

Objective
We all want to be the best that we can be. Invigorate your career and your life. Brand You helps you increase clarity and energizes you to more fully explore your career. Do you believe you are, or want to be identified as an up and comer? Do you know how you want to serve and be of value in work and life?

Utilizing a variety of explorations, exercises and group discussions, you will identify and articulate your unique value at work. You will define your passion and purpose as you identify what makes you feel vital. Assess the skill sets that you have acquired and the skills you need to learn or have greater opportunity to apply. Recruit mentors and sponsors to support your advancement. Present the Brand of You with more power, purpose and commitment. Brand You will put you on the path to taking your next level in work and life.

Outline
• Identify your passion, purpose and vision of your future
• Take an inventory of your career strengths, contributions, and on the job opportunities
• Identify potential mentors and sponsors to support your progress
• Develop a learning and action plan to sustain your effort
• Present an honest, straightforward picture of who you are and your value

Designed For
All levels of professional and management personnel who wish to own their career path by more persuasively articulating and advocating for greater opportunity at work

Facilitator
Sandy Blaha, Performance Consulting

$185, 8:30-4:00, CEU: 0.7
Denver - April 6, October 11

Brush-Up English
ID# WRTG112

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 class. Please email up to three short documents (maximum five pages) to lbarbeau@EmployersCouncil.org, ATTN: Jenny Morse. Documents must be received one week prior to date of workshop.

Facilitator
Jenny Morse, Ph.D., Appendance

$230, 8:30-3:30, CEU: 0.6, SHRM Credit Hours: 5.5 PDCs
Denver - April 3, June 5, September 13, November 8
Business Writing for Support Staff

ID# WRTG106

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 proofreading. In addition, they will work with typical business documents like email, procedures, and minutes. The class format includes exercises, individual guidance, and group discussion.

Outline

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

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

Revising
- Punctuating properly
- Using possessives, plurals, and pronouns correctly
- Eliminating jargon
- 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 class. Please email up to three short documents (maximum five pages) to jbarbeau@EmployersCouncil.org, ATTN: Jenny Morse. Documents must be received one week prior to date of workshop.

Facilitator
Jenny Morse, Ph.D., Appendance

$230, 8:30-3:30, CEU: 0.6, SHRM Credit Hours: 5.5 PDCs

Denver - February 22, April 12, May 15, October 25

Communication: A Solution-Focused Approach

ID# SUPV124

HR Competencies
- Communication
- Consultation

Objective
The challenges of communication can impact us individually, in teams, with our colleagues and with clients. Lack of clarity, lack of buy in or entrenched positions can cause misunderstandings, defensiveness, poor work quality and wasted time. How can we get on the same page?

The Solution Focused Method quickly defines the desired outcome, detailing what will be happening when the agreed upon goal is complete and bringing forth useful strategies for moving forward that may otherwise be overlooked.

These tools help to unite teams behind common goals and motivate individuals forward by elucidating useful strengths and resources and defining small strategic steps that people can easily commit to. The solution comes into view one small step at a time.

Whether you are leading teams, managing performance, coaching, working with clients or just trying to tackle tough issues in your own life, Solution Focused tools will quickly get you clear on your goals, motivate you and move you forward to your desired future.

Designed For
This workshop is for anyone who is seeking to enhance communication in solving problems and challenges personally or professionally

Facilitator
Cindy J. Smith LCSW, ACC, Flatirons Coaching Solutions

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

Denver - March 6, September 25
Communication Feedback: Know Thyself
ID# COMM104

HR Competencies
• Communication
• Relationship Management

Objective
Gain a firm understanding of how others perceive you and learn how to effectively adapt your communications to strengthen relationships, improve outcomes, and succeed in today's workplace. Each participant will receive an individual style report along with results based on surveys from individuals you select. The "self-plus-others" report format provides a comprehensive description including concrete suggestions for mastering your style while effectively adapting to others. Learn how to recognize communication preferences in others and build the skills to successfully work 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 that will be sent directly to the participant by email prior to the class. Please register at least three weeks before the workshop. If the participant cancels their registration after accessing their on-line pre-work, they will be charged $160 for their pre-work materials. Cancellation notice must be received no later than seven days prior to the class. Should a participant cancel from the class less than seven days prior or is a "no show," the fee of $160 for preparation of diagnostic surveys will be charged in addition to the standard Employers Council class 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

$515 (Includes personal style report), 8:30-4:00, CEU: 1.3, SHRM Credit Hours: 12.0 PDCs
Denver - February 22-23, April 19-20, June 19-20, September 5-6, November 7-8

Communication Principles from the Sightless
ID# COMM121

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's success. 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, SHRM Credit Hours: 3.75 PDCs
Denver - February 7, September 26
Communication Tools for Maximizing Performance

ID# COMM105

**HR Competencies**
- Communication
- Relationship Management

**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 tail approach 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, SHRM Credit Hours: 11.0 PDCs

Denver - February 15-16, April 12-13, July 19-20, October 18-19, December 6-7

Conflict: Self-Management

ID# CONF102

**HR Competencies**
- Communication
- Relationship Management

**Objective**
Participants gain a deeper understanding of their conflict patterns and acquire skills for responding constructively to interpersonal conflicts. Often people in organizations respond to conflict by trying to avoid it, or by reacting inappropriately because they don’t know how to manage the emotions or perceptions that are driving the conflict. Ineffective conflict management is time-consuming, costing organizations money and productivity. This class 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**
Employers Council staff

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

$205 (includes conflict style assessment), 8:30-4:30, CEU: 0.7, SHRM Credit Hours: 6.5 PDCs

Denver - January 10, March 20, May 17, June 26, August 8, September 24, October 26, November 14
Scottsdale - March 1, October 4
Salt Lake City - March 15
Loveland - July 17
Colorado Springs - February 22

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Communicating Effectively in Difficult Situations for Non-Management Personnel

ID# COMM102

HR Competencies
• Communication
• Relationship Management

Objective
Customers and coworkers can often push our buttons and before we know it, we are 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 class 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 class of interactions
• 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
Employers Council staff

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

$380 (Includes cost of workbook), 8:30-4:00, CEU: 1.3, SHRM Credit Hours: 12.0 PDCs

Denver - February 22-23, May 3-4, October 3-4, December 11-12
Creating Training Materials
ID# TRNG107

HR Competencies
• Consultation
• Communication

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 class 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 class 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 Employers Council’s Train-the-Trainer and Training Activities seminars.

Facilitator
Employers Council staff

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

$325, 8:30-4:30, CEU: 1.4, HRCI Credit Hours: 13.0 General, SHRM Credit Hours: 13.0 PDCs
Denver - February 13-14, May 16-17, August 14-15

Cultivating Your Listening Skills: Listening to Understand
ID# PDEV114

HR Competencies
• Communication
• Relationship Management

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

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

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

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

Facilitator
Employers Council staff

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

$205, 8:30-4:30, CEU: 0.7, SHRM Credit Hours: 6.5 PDCs
Denver - March 13, July 26, September 24
Salt Lake City - September 27
Loveland - May 2
Colorado Springs - August 22
Customer Relations: Making the Connection

ID# CUST101

HR Competencies
- Relationship Management
- Communication

Objective
In this class, participants discover how to create customer service experiences which ensure that people leave as “satisfied customers” and “loyal customers.” It explores methods to CONNECT with customers for a truly personalized experience, practices skills to ACKNOWLEDGE the customer’s needs in difficult situations, and determines appropriate ACTION steps for follow up and completion.

Benefits
- Adapt the newly learned tools to your own work situations
- Discover practical, ready-to-use ideas for various phases of customer interaction
- Build confidence in handling tricky situations, leading to more enjoyable 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

Acknowledgements
- 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
Employers Council staff

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

$150, 8:30-12:30, CEU: 0.4, SHRM Credit Hours: 3.75 PDCs
Denver - January 12, April 20, July 10, November 13
Loveland - October 24

Developing Interpersonal Communication Skills

ID# COMM108

HR Competencies
- Relationship Management
- Communication
- Ethical Practice

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 class 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
Employers Council staff

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

$460, 8:30-3:30, CEU: 1.0, SHRM Credit Hours: 16.5 PDCs
Denver - January 10-12, February 7-9, March 13-15, April 11-13, April 25-27, May 22-24, July 10-12, August 14-16, September 18-20, October 23-25,
Loveland - June 12-14
Colorado Springs - December 4-6

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Employers Council is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP.
Developing and Maintaining Trust in the Workplace
ID# MGMT128

HR Competencies
- Ethical Practices
- Relationship Management
- Communication

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

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

Designed For
Any employee who wishes to develop more effective relationships with others

Facilitator
Employers Council staff

$185, 8:30-4:00, CEU: 0.65, SHRM Credit Hours: 6.0 PDCs
Denver - March 2, May 17, September 7, November 13

Diversity in the Workplace
ID# COMM109

HR Competencies
- HR Expertise
- Global and Cultural Effectiveness
- Relationship Management
- Ethical Practice

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 differences
- Optional responses to differences

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

Facilitator
Employers Council staff and Employers Council staff attorney

This class 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 10 for more information about on-site costs.

$130, 8:30-12:00, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs
Denver - April 17, November 6
Email Chaos Ended! Time Regained!
ID# TIME108

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 class 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 class 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, SHRM Credit Hours: 3.75 PDCs
Denver - April 18, September 28

Email: Write for Results
ID# WRTG110

HR Competencies
• Communication

Objective
To ensure that your email messages receive the attention you desire and the results you want. Participants will learn how to write emails that make it easy for the reader to understand and respond. This class emphasizes techniques for preparing, composing, and reviewing email messages 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
• Identifying the purpose
• Considering the intended readers
• Crafting the desired response

Composing with care
• Creating useful subject lines
• 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 improve written communication at work

Bonus! Individual Review Option
The instructor will confidentially review your writing and return it to you during the class. Please email up to three short documents (maximum five pages) to Jbarbeau@EmployersCouncil.org, ATTN: Jenny Morse. Documents must be received one week prior to date of workshop.

Facilitator
Jenny Morse, Ph.D., Appendance

$230, 8:30-3:30, CEU: 0.6
Denver - March 1, June 12, September 27
Emotional Intelligence at Work
ID# MGMT111, MGMT111h*

HR Competencies
- Relationship Management
- Ethical Practice
- Global and Cultural Effectiveness

Objective
This highly attended and expertly facilitated class 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
Employers Council staff

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

This class is particularly effective as an on-site program tailored to an individual organization. See page 10 for information about on-site costs.

$360 (Includes assessment), 8:30-4:30, CEU: 1.4, SHRM Credit Hours: 13.0 PDCs
Denver - February 6-7, April 3-4, October 15-16
Scottsdale * - March 28, November 1
Colorado Springs - May 23-24

* Credit hours will vary with the length of the class.

Enneagram: Leveraging the Power of Personality for Communication
ID# PDEV122

HR Competencies
- Communication
- Relationship Management
- Global and Cultural Effectiveness

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
Employers Council staff

On-Site Option
In addition to the standard on-site rate, there is an optional $20 per-person materials fee.

This class can be particularly effective in team building as part of a customized on-site. See page 10 for information about on-site costs.

$205, 8:30-3:30, CEU: 0.6, HRCI Credit Hours: 5.5 General, SHRM Credit Hours: 5.5 PDCs
Denver - March 20, September 7

* Credit hours will vary with the length of the class.
GOAL! Get Organized At Last!

ID# TIME106

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, SHRM Credit Hours: 6.5 PDCs
Denver - January 18, March 1, May 3, July 10, September 11, November 6

Grant Writing Essentials

ID# WRTG109

HR Competencies
• Communication
• Business Acumen

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

$155, 8:30-12:00, CEU: 0.35
Denver - September 12

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Group Facilitation Skills

ID# TEAM101

**HR Competencies**
- Communication
- Consultation

**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. There are many opportunities to practice and hone facilitation skills in a series of small group activities.

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**
Employers Council 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 class is particularly effective as a customized on-site program designed for individual organizations. See page 10 for information about on-site programs.

**$310, 8:30-4:30, CEU: 13.0 General, SHRM Credit Hours: 13.0 PDCs**

**Denver - January 30-31, April 15-16, August 15-16, November 1-2**

**Colorado Springs - September 18-19**

Leadership Skills and Strategies for Administrative Assistants

ID# SPEC457

**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 class 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 8, September 5**
Myers-Briggs: An Interpretation of Personal Style

ID# PDEV108

HR Competencies
- Global and Cultural Effectiveness

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

Note: This class requires pre-work which will be sent directly to the participant prior to the class. 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

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

Facilitator
Employers Council staff

This class 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 $45 per person charge for the online assessment tool and materials. See page 10 for information on on-site programs.

$230, 8:30-4:30, CEU: 0.7
Denver - February 27, September 20

Myers-Briggs: MBTI and Stress

ID# PDEV123

HR Competencies
- Global and Cultural Effectiveness

Objective
When you are stressed out, how do you tend to react? Are there ever behaviors you wish you could avoid when tense or angry? Sign up for this class 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 class. 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

Designed For
Anyone who wants to better understand and better manage their own stress reactions and the stress reactions of others. Attending Myers-Briggs: An Interpretation of Personal Style first is required as prior experience with MBTI is necessary! You must have a solid understanding of your four-letter preferences for the content to be of value.

Facilitator
Employers Council staff

This class 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 10 for information on on-site programs.

$235, 8:30-4:00, CEU: 0.65
Denver - March 28, October 12
Myers-Briggs: Understanding and Using Your Step II Results
ID# PDEV124

HR Competencies
- Leadership and Navigation
- Ethical Practice
- Relationship Management

Objective
The MBTI® Step II™ personality inventory shows respondents their preferences further detailed into five components, called facets. The results come from responses on Form Q of the MBTI assessment, which allows for a deeper analysis of type. Step II results help define the differences with the 16 types and also provide assistance to people who are having trouble identifying their best-fit type. Ultimately the results provide a framework to assist individuals and teams in understanding how preferences manifest on the team in unique ways, and allows one to go deeper within the layers of Type Theory.

- Refresh the language of MBTI theory
- Experience the facets
- Interpret your results
- Apply facet distribution to your team

Note: This class requires pre-work which will be emailed directly to participants upon registration. Because of the required lead time for online survey processing, the following deadlines are necessary:
- Prior MBTI experience is required. You must have a solid understanding of your four letter type.
- Registration must be completed no later than two weeks prior to the class.
- Cancellation must be received no later than fourteen (14) days prior to the class. If the pre-work is already accessed, a $48 assessment fee will be charged.

Designed For
Anyone who wants to have a deeper understanding of personality preferences and to work more effectively with others

Facilitator
Employers Council staff

On-Site Option
In addition to the standard on-site rate, there is a $70 per-person materials fee.

$255, 8:30-3:30, CEU: 0.6
Denver - May 24, September 14

Negotiation for Win/Win Results
ID# CONF106

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 class 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
Employers Council staff attorney

$185, 8:30-3:00, CEU: 0.55, HRCI Credit Hours: 5.25 General, SHRM Credit Hours: 5.25 PDCs
Denver - February 13, April 27, September 25, November 27
Practical Problem Solving for Support Staff
ID# PBSLV102

HR Competencies
• Consultation
• Critical Evaluation

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, 8:30-4:00, CEU: 0.65
Denver - May 11, September 28

Revised! Presentation Skills: The Art of Visual Design
ID# PDEV126

HR Competencies
• Communication

Objective
If you are no longer content with six bullet points per slide and six words per line, this design session is for you. If you are looking to move beyond using presentation software as a document creation tool, to make your presentations visually effective and engaging, spend the day with us exploring and applying the principles of color, graphics, and structure. Universal design principles can be applied immediately to existing decks or as you build powerful presentations, enhancing the effectiveness of your message. Experience both the science and art of beautifully balanced professional communication. The design principles can be applied to creating effective graphic design whether in PowerPoint, Keynote, Prezi, or other presentation software.

Outline
• Art elements and design principles
• Composition principles
• Color theory
• Thematic structure
• Visual and conceptual hierarchy
• Infographics
• Typography basics
• Presentation structure

Note: A working knowledge of your presentation software program is required. All participants must bring a laptop with a working USB port, your presentation software installed, and a power cord, no laptops will be provided. This session assumes a working knowledge of your software and your computer, this is not a computer skills class! Wherever possible, the participants will be encouraged to apply to content to existing materials. Having at least one presentation loaded on your laptop, available for editing is recommended. While you will have wifi access, it is risky to assume you will have remote access to network for the day.

Designed For
This class is designed for individuals who have to deliver polished presentations

Facilitator
Kristi Backman, Associate Professor at Art Institute of Colorado and Fine Artist

$185, 8:30-4:30, CEU: 0.7
Denver - April 20, October 18
Presentation Skills: Fundamentals

ID# PDEV105

HR Competencies
- Communication
- Consultation

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
Employers Council 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.

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

$535 (Includes lunch), 8:30-4:30, CEU: 2.1, SHRM Credit
Hours: 19.5 PDCs
Denver - January 24-26, April 24-26, July 10-12, September 17-19
Loveland - November 13-15

Presentation Skills: Talk Like TED

ID# PDEV125

HR Competencies
- Communication

Objective
Participants will be able to successfully apply principles and techniques of Ted Talks to their own business presentation. Participants will focus on delivering highly effective speeches by focusing on sensory details, delivery techniques, and various storytelling approaches.

Outline
- Keep it simple
- Provide unexpected
- Be concrete
- Build credibility
- Weave in emotion
- Highlight your story

Designed For
This class is designed for individuals who are looking to deliver more powerful and memorable speeches.

Facilitator
Employers Council staff

$195 (Includes the book “How to Deliver a Great TED talk”), 8:30-4:00, CEU: 0.65
Denver - March 20, November 7
Loveland - June 5
Problem Solving Skills
ID# PBSLV103

HR Competencies
• Consultation
• Critical Evaluation

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 class 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 effective implementation plan.

Outline
• Identify barriers and roadblocks to effective problem solving in your organization
• Assess your 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 a more effective problem solver. This class is particularly effective for intact work-groups.

Facilitator
Employers Council staff

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

This class is particularly effective as a customized on-site. Please see page 10 for information about on-site programs.

$185, 8:30-4:00, CEU: 0.65, SHRM Credit Hours: 6.5 PDCs
Denver - March 30, October 19

Project Management Foundations
ID# PROJ101

HR Competencies
• Consultation
• Critical Evaluation

Project Management Fundamentals provides methods, tools, and techniques to help participants effectively initiate, plan, manage, control, and close projects.

Objective
At some point in our professional careers, virtually everyone is handed a project to manage. However, few have had the luxury of receiving formal training to support project success. Learning the fundamentals of project management can be what differentiates a career-making from a career-breaking project. Project Management Fundamentals provides methods, tools, and techniques to help participants effectively initiate, plan, manage, control, and close projects. This two-day class is a combination of lecture, cases, and exercises to address realistic project needs and challenges. Access to templates from the class is provided to participants.

Overview
You will be introduced to fundamental project management topics that are relevant to new project managers. Key concepts included in the class is provided below.

• Project management overview
• Stakeholders and project charters
• Components of project planning, scheduling, estimating, and budgeting
• Commonly used tools including communication, quality, and risk management
• Relational aspects of project management
• Status reporting and accountability
• Project closure

Designed For
New and moderately experienced project managers who desire to understand a solid framework for managing projects. This class is useful for members of project teams and managers of functional areas who are actively involved in significant projects.

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

$360, 8:30-4:30, CEU: 1.4, HRCI Credit Hours: 13.0 General, SHRM Credit Hours: 13.0 PDCs
Denver - February 15-16, April 18-19, June 13-14, September 5-6, October 17-18
Project Management Intermediate  
ID# PROJ102  
HR Competencies  
• Consultation  
• Critical Evaluation  

*Project Management Intermediate* is designed to provide additional tools and techniques to help participants effectively manage medium complexity projects. This class uses a realistic case study and multiple scenario exercises to provide hands-on use of the various tools and techniques.  

**Objective**  
*Project Management Fundamentals* was just the beginning. More complex projects often require more advanced skills. *Project Management Intermediate* is designed to provide additional tools and techniques to help participants effectively manage medium complexity projects. This two-day class introduces over five new concepts through a realistic case study and multiple scenarios to dive deep and explore more challenges of effective project management.  

**Overview**  
Using skills learned in the *Fundamentals* class, you will be introduced to new and more advanced topics that are relevant to serious project managers. Key concepts included in the class is provided below.  

- Principals from the fundamentals class  
- Requirements gathering  
- Cost benefit analysis and go/no go decisions  
- Standards, processes, software tools, and knowledge management  
- Project planning from beginning to end  
- Procurement management  
- Earned value management and other quantitative tools  
- Integrated change control  
- Portfolio and program management  

**Designed for**  
Project managers or individuals who are assigned to plan and manage more complex projects with longer durations. This class is useful for individuals who are interested in pursuing project management as a career. **Prerequisite:** *Project Management Fundamentals.*  

**Facilitator**  
Certified and experienced project management professionals (PMP’s) from *Arrow Performance Group*  

**$360, 8:30-4:30, CEU: 1.4, HRCI Credit Hours: 13.0 General, SHRM Credit Hours: 13.0 PDCs**  
Denver - July 18-19, November 7-8

Project Management “Lite”  
ID# PROJ103  
HR Competencies  
• Consultation  
• Critical Evaluation  

*Project Management Lite* provides an overview of project management principles and includes five basic tools to help you plan and manage a relatively simple project.  

**Objective**  
You are supporting a project and you’ve heard words like PMI, charters, stakeholders, project work plans, timelines, and communication plans. You are wondering what it all means. If this is the case, PM Lite is just for you. This one-day class provides an overview of basic project management topics and includes five basic tools to help you plan and manage a relatively simple project. In addition, this class will help you more effectively support your project manager. Access to templates from the class is provided to participants.  

**Overview**  
You will be introduced to fundamental project management topics including:  

- Project management overview  
- Basic project charter  
- Stakeholders and key project team roles  
- Work plans  
- Status reporting  
- Communication plan  
- Managing up  

**Designed for**  
Individuals who support project managers as a team members or administrative assistants who want to learn and apply the basics of project management. Ideal for people assigned to manage small events, office projects, and special assignments.  

**Facilitator**  
Certified and experienced project management professionals (PMP’s) from *Arrow Performance Group*  

**$185, 8:30-4:30, CEU: 0.7, HRCI Credit Hours: 6.5 General, SHRM Credit Hours: 6.5 PDCs**  
Denver - February 1, September 19
**New! Project Management Using Agile Methods**

**ID# PROJ104**

**HR Competencies**
- Consultation
- Critical Evaluation

*Project Management Using Agile Methods* provides an overview of Agile project management principles and includes basic tools to help you apply basic Agile practices to projects.

**Objective**
To help participants: 1) Understand basic Agile principles and Scrum values and identify when these methods will support their success in project management initiatives 2) Manage the project with an iterative and incremental mindset to achieve outstanding results. 3) Consider innovative approaches to increase project success.

The primary emphasis will be on how to apply Agile and Scrum methods when managing project scope, soliciting and adjusting for team and client input and delivering high-quality products and services.

**Outline**
You will be introduced to Agile fundamental project management topics including:
- Traditional vs. Agile PM methodologies
- Types of agile PM – Scrum, Lean, Extreme Programming (XP)
- Principles of Agile and the roadmap to value
- Roles and responsibilities in Agile
- Scrums and Sprints
- Continuous improvement

**Designed For**
The class is designed for entry- and mid-level project managers who desire to learn leading-edge project management methodologies to apply to projects with aggressive deadlines, a high degree of complexity and uniqueness. It is ideal for people who want to expand their project management toolset to improve product quality, customer satisfaction and project team productivity.

**Facilitator**
Certified and experienced project management professionals (PMP’s) from Arrow Performance Group

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

Denver - April 10, September 11

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**Stress Management in the Work Environment**

**ID# PDEV107**

**HR Competencies**
- Global and Cultural Effectiveness

**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 support or hinder you
- 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**
Employers Council staff

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

**$330, 8:30-4:00, CEU: 1.3**

Denver - April 12-13, July 12-13, October 4-5
Team Development: Assessment and Facilitation

ID# TEAM106

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

Team Development May be Helpful in Creating:
- Increased production and team performance
- Improved service to staff and customers
- Clarity in team roles and responsibilities
- Increased participation
- Common goals and direction
- Improved capability to problem-solve
- Increased capacity to address team issues, concerns, and conflicts

Team Development is available as a customized, on-site program only, and usually includes the following steps:
- Initial discussion/diagnosis—no charge
- Interviews with team members and other appropriate personnel—charged at $135 per hour
- Sessions are charged at $1,400 for a half day and $2,100 for a full day

Designed For
Team members and work groups who must work together productively

Facilitator
Employers Council staff

This intervention is only available as an on-site program tailored to an individual organization. See page 10 for information about on-site costs.

Technical Writing for the Real World

ID# WRTG107

HR Competencies
- Consultation
- Communication

Objective
To provide participants with the processes that result in successful technical writing. In this full-day class, 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

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

Denver - May 10, September 13
Telephone Imagery: Improving Customer Service Through Excellent Telephone Communication Skills

ID# CUST102

HR Competencies
- Consultation
- Communication

Objective
This workshop is designed to develop telephone communication skills that can be immediately applied in the workplace, 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 kineshetic)

The Customer’s Mental PICTURE of You
- Posture and body language
- Inflection
- Courtesy
- Tone and volume
- Understandability
- Rate of speech
- Extra mile

Effective Listening Skills
- Keys to active listening
- Barriers to listening

Expected Outcomes:
- Improve employee productivity
- Enhance interpersonal communication
- Increase customer satisfaction
- Reinforce customer loyalty

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

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

Denver - January 25, March 7, May 16, July 12, October 11

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

ID# TIME104

HR Competencies
- Consultation

Objective
To provide participants with effective tools that will help them manage their activities and priorities in a busy office. This class 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 class is effective as a customized on-site. See page 10 for information about on-site costs.

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

Denver - January 23, May 1, August 14, October 16, December 4
Time Management: Working Smart with Microsoft Outlook

ID# TIME102

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 1: Working Sm@rt with Microsoft Outlook Workshop (6 hrs) - Please bring a laptop computer with power cord; no computer is provided for this class. While we train using Outlook 2016, 2013 and 2010. 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 and learn how to work from an empty Inbox
  - 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 … Get rid of ‘Mind Traffic’
  - 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, SHRM Credit Hours: 5.5 PDCs
Denver - January 18, April 11, July 12, September 12, November 14

Total Recall

ID# PDEV113

HR Competencies
• Communication
• Relationship Management

Objective
Have you ever met a new business associate and immediately forgotten their name? Do you feel like you are on information overload and can’t recall the important points of a meeting, a conversation, or a presentation? At last, there is a solution to help you discover your hidden brilliance. In this class, participants will learn how to access and use their innate power of photographic memory, a gift we each possess and can cultivate.

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’s his name?” (long -term and short-term name recall)
• Understand your learning style and the learning styles of others
• Learn the roadblocks hindering effective learning and study skills, and how to head them off at the curve
• Create a working action plan, and begin to implement the new techniques and strategies you’ve learned within 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 1, May 2, October 12

Registration 303.894.6732 / registration@EmployersCouncil.org / Toll Free 800.884.1328 / EmployersCouncil.org / 115
Train the Trainer
ID# TRNG103

HR Competencies
• Critical Evaluation
• Communication

Objective
Do you know the difference between a presentation and training? What are best practices in designing and delivering adult-based training? How can you tell if your training has any impact? If you struggled around any of these questions and are responsible for training in your organization, you might want to consider Train the Trainer. This class provides participants with comprehensive techniques to train groups of three or more. The focus of the class is on principles of adult learning and the training cycle, including: a) diagnosing, b) designing, c) delivering, and d) evaluating training programs. Participants develop and deliver a 15-minute training program during class on the second 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 class description for Training Skills for On the-Job Trainers to determine which of these two classes is best for your needs.

Facilitator
Employers Council 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, HRCI Credit Hours: 19.5 General, SHRM Credit Hours: 19.5 PDCs
Denver - January 29-31, March 7-9, May 8-10, June 6-8, August 1-3, September 26-28, November 27-29
Scottsdale - June 12-14

Training Activities
ID# TRNG104

HR Competencies
• Critical Evaluation

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. You can design an activity to liven your content and increase your training impact for sustainable results. Designing a fun activity that has a purpose for learning takes some skill. Training Activities gives you those skills. This class teaches participants how to select, design, and facilitate training activities.

Emphasis is placed on how to make training more interactive regardless of content. Participants have opportunities to experience an activity, debrief the activity, and then critique it from both the perspective of participant and facilitator. A variety of activities are explored including: openers, simulations, assessments, case studies and game formats. Discussions 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 the material
• Link the purpose of a training activity to the 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
Employers Council staff

On-Site Option
In addition to the standard on-site rate, there is a $60 per-person materials fee.

$390 (Includes copy of Design your Own Games and Activities), 8:30-4:00, CEU: 1.3, HRCI Credit Hours: 12.0 General, SHRM Credit Hours: 12.0 PDCs
Denver - March 21-22, November 15-16
Training Needs Assessment and Evaluation
ID# TRNG105

HR Competencies
- HR Expertise
- Critical Evaluation

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 class 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 class, 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
Employers Council staff

Employers Council also offers Training Needs Assessments customized for your organization. For more information on how Employers Council 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 14-15, October 1-2

Training Skills for On-the-Job Trainers
ID# TRNG106

HR Competencies
- HR Expertise
- Critical Evaluation

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 class 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 class 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
Employers Council 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: 1.8, HRCI Credit Hours: 17.5 General, SHRM Credit Hours: 17.5 PDCs
Denver - March 13-15, June 20-22, September 12-14

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.
Violence at Work: Increasing Your Awareness
ID# VIOL101

**Objective**
To introduce steps employees can take when faced with intimidating, threatening or violent situations in the course of performing their job duties. Practical suggestions are given on how to avoid becoming a victim and to diffuse a potentially violent situation. This class 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 class may contain a module which includes a review of guidelines from the Department of Homeland Security as to what to do if/when an active shooter is in the workplace. The module includes discussion of how the guidelines would apply in one’s own organization and allows participants to think through an action plan.

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

**Designed For**
All employees, supervisors, and managers

**Facilitator**
Employers Council staff

This class is particularly effective 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 10 for information about on-site programs.

**Workplace Respect**
ID# COMM114

**HR Competencies**
- Communication
- Global and Culture Effectiveness

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

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

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

**Facilitator**
Employers Council staff

This class is particularly effective as a customized on-site. Please see page 10 for information about on-site programs.

**$130, 8:30-12:30, CEU: 0.4**
Denver - January 18, April 6, June 13, October 4, November 30
Loveland - September 13
Write it Right
ID# WRTG102

HR Competencies
• Communication
• Critical Evaluation

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

Designed For
Anyone who has taken Brush-Up English, or anyone who wants to improve editing and reviewing skills

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

Facilitator
Jenny Morse, Ph.D., Appendance

$230, 8:30-3:30, CEU: 0.6
Denver - February 15, May 3, August 28, November 15

Write It Well: How to Create Shorter and More Positive Messages
ID# WRTG114

HR Competencies
• Communication

Objective
To help writers at all levels improve the way in which attitude and tone are communicated in writing. Participants will learn tactics for improving organization in messages so that the purpose is easier for the recipient to identify and techniques for using sentence structures and vocabulary to better convey the appropriate tone to the reader. By analyzing example messages and sentences, as well as producing their own, participants will learn the tools to convey their messages more effectively—positively, clearly, and politely—to their readers.

Outline
Understand How We Read
• Identifying critical places for information in messages and paragraphs
• Formatting a message to emphasize important information
• Reviewing what is most important to the reader

Review How Writing is Different from Other Forms of Communication
• Investigating what is missing from writing
• Discovering what tools we can use to write
  - Sentence structure
  - Vocabulary
  - Punctuation
• Practicing “translation” from speaking and thinking to writing

Analyze Sample Messages and Create Our Own
• Choosing which messages are better based on organization and clarity of ideas
• Identifying which sentences are better based on sentence structure and vocabulary
• Crafting sentences and messages using discussed techniques

Designed for
Professionals who want to improve the tone of their written communication or learn techniques to help others improve tone and attitude in writing

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

Facilitator
Jenny Morse, Ph.D., Appendance

$230, 8:30-3:30, CEU: 0.6
Denver - March 22, November 1
Writing Proposals That Win

ID# WRTG108

HR Competencies
• Communication

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

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

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

Facilitator
Janet Arrowood, The Write Source

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

Denver - May 9
Business Essentials
ID# MGMT154, MGMT154h*

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 class 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 through a guided case study. They can apply this knowledge to their own organizations to add value with their new 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 (PESTLE, SWOT)
• Understanding key performance indicators

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

Facilitator
Employers Council staff

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

Denver - January 19, May 8, September 11
Scottsdale* (8:30-12:00) - June 5, November 13
Loveland - November 6
Colorado Springs - March 22

Business Results: Measuring the Value of HR
ID# SUPV122

HR Competencies
• Leadership and Navigation
• Ethical Practice
• Critical Evaluation

Objective
These days the HR function must show the value of various HR programs and initiatives. The head of HR must be able to connect to business measures and develop productive relationships with the management team. At the same time, individual programs need to show value to the business, up to and including the financial ROI. This interactive workshop is based on the best-selling book Accountability in Human Resource Management, 2nd Edition, authored by Jack J. Phillips and Patti P. Phillips. Participants will receive several ROI books, a 100 page workbook and two job aids.

Outline
After completing the workshop you will be able to:
• Describe five ways to measure the HR contribution
• Increase influence with senior management
• Align HR programs to the business
• Collect and analyze data
• Report Results and make improvements
• Develop an HR scorecard

Designed For
This workshop is for anyone in an organization who is responsible for managing or coordinating HR functions.

Facilitator
Dr. Jack J. Phillips and Dr. Patti P. Phillips, ROI Institute

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

Denver - May 23-24,
New! Business Strategy Essentials
ID# MGMT167

HR Competencies:
• Critical Evaluation
• Business Acumen

Objective
The process of strategic planning can be as important to an organization as the results it attains. That’s because the discipline behind strategic planning provides the road map for action; moving us (it) from “here” to “there.”

A strategic plan is invaluable in laying out company’s goals, demonstrating why they are important, uncovering ways to improve performance and sparking insights for solving organizational problems. But your strategic plan is more than just a lens to examine your business. It’s also an essential tool for communicating and connecting your people and the work they do to the organization’s mission and vision.

Outline
In this interactive class, participants will learn a framework for strategic planning that answers three fundamental questions:

• Where are we now? Evaluate your current strategic position and clarify your mission, vision, and values.
• Where are we going? Assess your competitive advantage and clearly describe the direction your organization is headed.
• How will we get there? Lay out the pathway to connect where you are now to where you’re going. Set your strategic objectives, goals, and action items and how you’ll execute and communicate your plan.

For each stage, participants will explore creative tools that can be adapted and applied to strategic planning at the organization, department, and team level.

Designed for:
Organizational Managers, Leaders, HR professionals responsible for planning and action and anyone responsible for facilitating strategic planning sessions

Facilitator:
Vanita Bellen, MHSC., True North Organizational Consultants

$185, 8:30-4:30, CEU 0.7
Denver - April 27, October 9

New! Digital Marketing: Google Analytics and ROI
ID# PDEV128

HR Competencies
• Business Acumen
• Communication
• Critical Evaluation

Objective
Google Analytics is an amazing tool that generates detailed statistics about a website’s traffic and traffic sources, and measures conversions and sales. The data it provides can be overwhelming, but we will cover the basics to make sure you know which statistics you should be keeping track of to measure your sales and marketing dollars. Learn the basics strategies for evaluating ROI (the return on investment) on your digital marketing efforts. Explore ways to measure interactions across your digital channels and analyze traffic.

Outline
• History of Google Analytics
• Why use Google Analytics
• Installation
• Configuring Filters
• Setup Goals & Site Search
• Traffic Reports
• Audience Reports
• Acquisition Reports
• Behavior Reports
• Conversion Reports
• Determining ROI
• ROI Tracking Examples

Designed for
Business owners, marketing managers, and employees who are looking to expand their skill set by learning how to determine the success of their online marketing efforts by using Google Analytics

Facilitator
Michael Booker, Prosperity Internet Marketing Inc.

$185, 8:30-4:30, CEU: 0.7
Denver - March 29, September 27
New! Digital Marketing: Overview and Strategy

ID# PDEV129

HR Competencies
- Business Acumen
- Communication

Objective
Digital marketing includes search engine rankings, blogging, social media, reputation management, content marketing, lead generation, and conversion. If you’re struggling to understand what all the digital marketing activities are and how they work together, this is the class for you. We’ll define the terms, discuss the customer/client buying cycle, and show how these activities fit in that cycle. Consider which activities you want to do in-house and those you want to outsource, and how to hire consultants when needed. Determine what’s needed to implement your strategy, and create action steps to get the job done. This class is designed to give you the big picture and prepare you for the next step: creating a digital marketing strategy that fits your budget and advances your business goals.

Outline
- Digital Marketing Channel Overview
- Search Engine Optimization
- Paid Advertising
- Social Media Marketing
- Content Marketing
- Email Marketing
- Developing Your Target Audience
- Campaign Development

Designed For
Business owners, marketing managers, and employees who are looking to expand their skill set by learning what strategies are working to drive business on and offline

Facilitator
Michael Booker, Prosperity Internet Marketing Inc.

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

Denver - March 27, September 20

Financial Acumen: Accounting for Non-Accountants

ID# ACCT105

HR Competencies
- Business Management and Strategy
- Business Acumen

Objective
Many non-accounts 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-accounts for this lively and interactive class 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 is 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 class 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 class particularly beneficial. The content of this class will be applicable to both for-profit and non-profit entities.

Facilitator
Paul R. Harrison, CPA, CFP®, Principal of Paul R. Harrison, CPA, P.C. and an Assistant Teaching Professor at the University of Denver, School of Accountancy

$310, 8:30-3:00, CEU: 1.1, SHRM Credit Hours: 5.0 PDCs

Denver - June 14-15, December 4-5

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**New! Financial Acumen: Accounting for Non-Profits**

**ID# ACCT109**

**HR Competencies:**
- Business Management and Strategy
- Business Acumen

**Objective**
Learn how to read and understand the financial reports for your nonprofit. Use the results of past management decisions, as reflected in the reports, to make better decisions in the future.

**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:**
Not-for-profit managers and staff who use financial statements (Statement of Activities, Statement of Financial Position, Profit and Loss) to make decisions about their organizations

**Facilitator:**
Paul R. Harrison, CPA, CFP®, Principal of Paul R. Harrison, CPA, P.C. and an Assistant Teaching Professor at the University of Denver, School of Accountancy

**$185, 8:30-3:00, CEU 0.65**
Denver - March 23

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**Financial Acumen: Accounting for Supervisors**

**ID# ACCT106**

**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 class 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, CFP®, Principal of Paul R. Harrison, CPA, P.C. and an Assistant Teaching Professor at the University of Denver, School of Accountancy

**$185, 8:30-3:00, SHRM Credit Hours: 6.5 PDCs**
Denver - March 22
New! Financial Acumen: Taxes for Small Business
ID# ACCT110

HR Competencies:
• Business Management and Strategy
• Business Acumen

Objective
Learn how the choice of entity (Sole Proprietor, Partnership, Corporation) impacts your income taxes as a small business. This class covers the basics of the U.S. Tax Code and is ideal for the small business owner who wants to know how to structure their business and accounting for the better outcomes. Learn about applicable business tax deductions and how to minimize the self-employment taxes that come with running a business.

Outline
Concepts to be discussed and worked upon
• Structure of Income Taxes
• Types/Categories of Income
• Adjustments to Income – Adjusted Gross Income
• Deductions/Exemptions
• Planning for Income Taxes

Designed for:
Small business owners interested in working with their accountants on how best to organize their financial lives in order to legally pay the least amount in taxes. This class is NOT designed to teach how to file income tax returns

Facilitator:
Paul R. Harrison, CPA, CFP®, Principal of Paul R. Harrison, CPA, P.C. and an Assistant Teaching Professor at the University of Denver, School of Accountancy

$185, 8:30-3:00, CEU 0.65
Denver - November 29

Financial Acumen: Understanding Accountant’s Reports
ID# ACCT107

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 class in financial accounting with fundamental analysis, you can learn what your competitors are telling you through their financial statements.

This class 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 in 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, CFP®, Principal of Paul R. Harrison, CPA, P.C. and an Assistant Teaching Professor at the University of Denver, School of Accountancy

$310, 8:30-3:00, CEU: 1.0, SHRM Credit Hours: 5.0 PDCs
Denver - August 21-22
Organizational Excellence: LEAN Tools

ID# MGMT156

HR Competencies
- Business Acumen

Objective
Whether you are just thinking about a LEAN implementation or you’ve been running LEAN for years, this class is designed to build or re-build 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
Employers Council staff

This class is particularly effective as a customized on-site. See page 10 for more information about on-site costs.

$130, 8:30-12:30, CEU: 0.05
Denver - April 6, September 7

Sales: The Mind-Set of Success

ID# SALES103

HR Competencies
- Communication
- Consultation

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

$205, 8:30-4:00, CEU: 0.65
Denver - February 13, October 2
Assertiveness Training for Managers  
ID# PDEV101  

HR Competencies  
• Communication  
• Relationship Management  

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  
Employers Council staff  

$310, 8:30-4:00, CEU: 1.3, SHRM Credit Hours: 6.0 PDCs  
Denver - May 15-16, November 8-9  
Loveland - January 17-18  

Business Writing for Managers  
ID# WRTG103  

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  
• Appraising the audience  
• Choosing the format  
• Organizing ideas  

Writing for the Reader  
• Clarifying main ideas  
• Using language concisely  
• Considering your reader's needs  
• Crafting readable paragraphs  
• Using transitions  
• Getting desired responses  

Reviewing your writing  
• Eliminating errors  
• Punctuating correctly  
• Choosing words  
• 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 class. Please email up to three short documents (maximum five pages) to lbarbeau@ EmployersCouncil.org, ATTN: Jenny Morse. Documents must be received one week prior to date of workshop.  

Facilitator  
Jenny Morse, Ph.D., Appendance  

$230, 8:30-3:30, CEU: 0.6, SHRM Credit Hours: 5.5 PDC  
Denver - March 6, May 8, August 23, October 9
Change Management: Building Resiliency
ID# MGMT114

HR Competencies
• Business Acumen
• HR Expertise

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

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

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

Facilitator
Employers Council staff

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

$130, 8:30-12:30, CEU: 0.4, HRCI Credit Hours: 3.75 General, SHRM Credit Hours: 3.75 PDCs
Denver - February 26, May 3, June 12, August 31, November 20
Colorado Springs - October 11

Coaching: Partnering for Performance
ID# COACH104

HR Competencies
• Business Acumen
• Consultation

Objective
Whether managers are trying to help employees sharpen their skills, develop themselves toward future goals, or rebound after derailing, employees greatly benefit from being coached. In this blended-learning class, 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.

This class included a series of outline self-directed learning modules, video demonstrations, and two half-day training sessions. Participants must enroll in a minimum of two weeks prior to the first training session so they can complete the prerequisite coursework.

Outline
• Identify the personal qualities of a coach that are critical to employees
• Determine the roles and responsibilities of a coach
• Assess current coaching skills and behaviors through use of the Coaching Process Questionnaire
• Conduct a developmental coaching conversation
• Apply effective coaching techniques
• Diagnose employee performance using gap analysis
• Conduct a performance development coaching conversation and receive feedback from peer participants

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

Facilitator
Employers Council staff

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

$370 (Includes Coaching Process Questionnaire assessment), 8:30-4:00, CEU: 1.3, SHRM Credit Hours: 12.0 PDCs
Denver - January 24-25, May 10-11, September 24-25
Salt Lake City - January 18
Colorado Springs - December 11-12
Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolution

ID# TEAM112

HR Competencies
- Business Acumen
- Leadership and Navigation
- Relationship Management

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

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

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

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

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

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

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

Facilitator
Employers Council staff

On-Site Option
This class 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 book Radical Collaboration), 8:30-4:30, CEU: 1.4, SHRM Credit Hours: 13.0 PDCs

Denver - February 8-9, April 3-4, June 19-20, September 13-14
Colorado Springs - July 18-19

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.

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$460 (Includes book Radical Collaboration), 8:30-4:30, CEU: 1.4, SHRM Credit Hours: 13.0 PDCs

Denver - February 8-9, April 3-4, June 19-20, September 13-14
Colorado Springs - July 18-19
Communicating Effectively in Difficult Situations for Managers and Supervisors

ID# COMM101

HR Competencies

- Communication
- Relationship Management

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 increase your stress and cost your organization thousands of dollars per situation. Communication Competence—your ability to engage tough challenges effectively—can transform stressful situations into profitable outcomes.

The specific class 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

Personalized Data-Based Approach

- Prior to attending class, you complete a confidential Conflict Management Sphere (CMS) to gain a detailed picture of how you handle conflict.
- In five weeks following the class, you are invited to retake the CMS to see how your ability to handle conflict has changed—what has improved and where to continue to focus for growth.

Practical Learning Methods

The class involves a variety of interactive learning methods:

- Informative conceptual presentations
- Video and live demonstrations (by the instructor) using specific skills and processes
- Skill rehearsals using your own real work issue(s), of your choosing, to expand constructive behavioral choices and reduce negative responses
- Coaching and feedback employing innovative skills mats for accelerated learning
- Receipt of an I-SkillsZone Workbook and related set of practical tools for continued learning and application of the I-SkillsZone system
- Development of a specific action plan for dealing with your most challenging on-the-job conflict situation to apply after you leave the workshop
- Eight brief follow-up emails, over the period of four weeks after class, to prompt and reinforce your use of skills and processes on the job

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 more 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 class of interactions
- 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 methods 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

$545 (Includes cost of Conflict Management Spheres, Workbook, and other learning tools), 8:30-4:00, CEU: 1.3, SHRM Credit Hours: 12.0 PDCs

Denver - February 21-22, April 26-27, September 12-13, November 15-16
Complete Supervisor Program, The
ID# SUPV118

HR Competencies
- HR Expertise
- Consultation
- Leadership and Navigation

Objective
Coach, mentor, legal agent, interviewer, disciplinarian, and cheerleader are just a few of the names and responsibilities of today’s supervisor. Recognizing the difficulty of scheduling training into an already busy schedule, 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 addressing performance concerns 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 155 for a full description of this class).
- 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 139 for a full description of this class).
- Legal Issues for Supervisors and Managers (Thursday)—alerts participants to the major legal issues and common trouble spots in the employment relationship (see page 79 for a full description of this class).
- 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 149 for a full description of this class).

Designed For
Front-line supervisors and managers, as well as human resources professionals interested in an intensive and extensive training program

Facilitator
Employers Council staff

$830 (10% less than if each class were taken separately), 8:30-4:30, CEU: 3.5
Denver - March 12-16, July 9-13, October 15-19

Conflict Strategies: Navigating Others Through Workplace Difficulties
ID# CONF114

HR Competencies
- Consultation
- Relationship Management

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

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

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

Facilitator
Employers Council staff

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

$215 (includes Conflict Dynamics Profile assessment), 8:30-4:30, CEU: 0.7, HRCI Credit Hours: 6.5 General, SHRM Credit Hours: 6.5 PDCs
Denver - January 23, June 8, September 27
Scottsdale - May 17
Salt Lake City - June 26
Loveland - April 4
Colorado Springs - April 12

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.

Employers Council is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP.
Creating Effective Work Groups

ID# TEAM108

HR Competencies
• Relationship Management

Objective
This class is designed to help you achieve a more self-directed, cohesive, and engaged work group. 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 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 organization’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
• Practice how to facilitate effective group discussions

Designed For
Managers, supervisors, human resources professionals, or any employee who desires to help create a stronger work group

Facilitator
Employers Council staff

On-Site Option
In addition to the standard on-site rate, there is a $25 per-person materials fee.

$210, 8:30-4:30, CEU: 0.7, SHRM Credit Hours: 6.5 PDCs

Denver - January 9, July 27

Scottsdale - March 20, August 22

Colorado Springs - October 4

The Daring Way™

ID# MGMT158

HR Competencies
• Leadership and Navigation
• Relationship Management

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 daily practices that transform the way we live 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 thirteen years studying vulnerability, courage, worthiness, and shame. She is the author of The Gifts of Imperfection and I Thought It Was Just Me.

Employers Council Class Leader
This class 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, MA, LPC, Certified Daring Way™ Facilitator

$260, 8:30-4:30, CEU 0.7

Denver - February 6, August 23
Delegation: A Strategy for Empowerment
ID# PDEV104

HR Competencies
• Business Acumen
• Consultation

Objective
Effective delegation skills 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 class helps you become a master delegator—and avoid being perceived as a micro-manager—through exercises, discussions, and a case study. You learn a clear and simple process for delegation that empowers 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
Employers Council staff

$185, 8:30-4:30, CEU: 0.7
Denver - February 8, September 25
Colorado Springs - April 19

Ethics Awareness Training for Employees: Strengthening the Core
ID# HR165

HR Competencies
• Ethical Practice
• HR Expertise

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

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

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

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

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

Facilitator
Employers Council staff

This class is offered exclusively as a customized on-site. See “Custom On-Site Training” on page 10 for information about on-site costs.
Ethics for Business:
People, Performance, and Principles
ID# HR139

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, what makes an ethics program successful, 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 the organization and personal integrity of individuals 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 of an ethics program
• 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 and Dodd Frank overview

Designed For
Managers, supervisors, and human resources professionals who are responsible for creating and/or maintaining ethics programs in their organization

Facilitator
Employers Council staff

This class is particularly effective as a customized on-site. Please see page 10 for information about on-site programs.

$130, 8:30-12:00, CEU: 0.35, HRCI Credit Hours: 3.25
Business, SHRM Credit Hours: 3.25 PDCs
Denver - March 2, June 7
Loveland - July 12
Colorado Springs - May 3

The Five Dysfunctions of a Team
ID# TEAM114

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

The Five Dysfunctions of a Team

HR Competencies
• Relationship Management
• Consultation
• Leadership and Navigation

Objective
This class is offered as a one-day workshop that 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

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

Facilitator
Employers Council staff

On-Site Option
This class can be facilitated as a powerful experience with either intact teams or people throughout the organization and can be customized for your needs and timeframe. In addition to the standard on-site rate, there is a $100 per-person materials fee. Please call for registration details. Please see page 10 for information about on-site programs.

$295, 8:30-4:30, CEU: 0.7, SHRM Credit Hours: 6.5 PDCs
Denver - March 1, July 18, October 18
Colorado Springs - June 14
Generations: Managing Knowledge Transfer

ID# MGMT159

HR Competencies
• Critical Evaluation
• Global and Cultural Effectiveness

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

$230, 8:30-4:00, CEU: 0.65, SHRM Credit Hours: 6.5 PDCs
Denver - May 18, November 16

Generations: Working Together

ID# PDEV115

HR Competencies
• Global and Cultural Effectiveness
• Relationship Management
• Ethical Practice

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

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

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

Facilitator
Employers Council staff

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

$185, 8:30-4:30, CEU: 0.7, HRCI Credit Hours: 6.5 General, SHRM Credit Hours: 6.5 PDCs
Denver - January 17, June 27, October 5, December 5
Salt Lake City - August 15
Loveland - March 22
Colorado Springs - February 15
Goals and Standards Workshop: Achieving Results that Matter
ID# PERF108

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. We also discuss and explore the difference between goals and standards. These two tools are powerful, but, when misapplied, it can be confusing. We will guide you through proper application for optimal effectiveness.

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 timelines, 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
Employers Council staff

This class 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 10 for information about on-site programs.

New! The Holistic Manager: Integrating Knowledge, Perception and Emotion for Optimum Results
ID# MGMT168

HR Competencies
- Leadership and Navigation

Objective
Interpersonal effectiveness is vital to successful leadership. Emotional and social awareness are key in decision-making. Ensuring compliance with employment laws is essential to employee trust. Figuring out how to effectively use our emotions and manage the emotions of others is a challenge. What to say, what not to say and when to say it can be a conundrum. And, what about the legal ramifications? This class brings together a cadre of Employers Council professionals to help you navigate this complexity—an attorney, an HR consultant, and an authority on Organizational Development. Join this team of experts to learn to use tools and techniques to successfully integrate emotions, social skills, past experiences and ongoing learning. We plan to help you see all sides of employee interactions, especially when relationships and behaviors at work get rocky.

Outline
- The brain at work - using emotion to our advantage
- Awareness and actions leading to effective relationships with subordinates
- Integration of legal considerations - unconscious bias and what’s OK to say or not say
- Approaching and de-escalating tense situations, including involuntary terminations
- Learning from the military - mindfulness as energy
- Social Skills Inventory
- Stories of life at work - What happened? How? What to do?
- Working in the “Real World” - what do you want to know?

Designed For
Managers who have (1) at least two years of direct people management experience, (2) a willingness to cope with discomfort and vulnerability, and (3) the desire to learn more productive approaches and behaviors designed to preserve respect and goodwill in the workplace.

Facilitator
MSEC Staff Attorney, Certified Coach/Organizational Development Consultant, and Human Resources Consultant

$310, 8:30-4:30, CEU: 1.4
Denver - March 26-27, September 20-21
Amazon as an Employer
Denver - May 22
Amazon was the largest Internet-based retailer in the United States and had frequently been featured on lists of the most admired companies. In 2015, The New York Times published an article that portrayed Amazon as a ruthless employer with brutal human resource management practices and a toxic work atmosphere. Employees were divided in their opinions; some found the culture invigorating but others found the culture made it difficult for them to survive. Leaders in the industry came to Amazon's defense, while employees at other organizations began to disclose their own experiences of toxic work environments. Could Amazon continue to grow, thrive, and retain employees if it maintained its current strategy of managing employees? Did stress foster innovation, and, if so, at what point did that stress become destructive?

CVS Health: Redefining the Value Proposition
Denver - August 7
“CVS Health: Redefining the Value Proposition” explores how a company can use shared value as a lens to think about competition and strategy choices in a challenging and evolving industry. The case takes a historical look at the structure of the retail pharmacy industry and the changing nature of rivalry among competitors. The case examines how CVS was able to surpass the long-time industry leader, Walgreens, and highlights CVS Health’s shift in strategy starting in the mid-2000s.

Tony Hsieh at Zappos: Structure, Culture and Radical Change
Denver - November 2
After 18 months of attempting to transition the company to holacracy, Tony Hsieh, Zappos’ CEO, decided it was time to make the change happen. In March 2015, he offered employees 3 months’ severance pay if they felt that self-management was not for them. A month later, 14% of employees quit. The case recounts how Tony Hsieh ultimately became CEO of Zappos. Hsieh brought a sense of community to Zappos and despite the company’s weird culture, it had the lowest employee turnover rate in the industry. Zappos was repeatedly listed among Fortune’s “Best Places to Work.” In 2009, Amazon acquired Zappos for $1.2 billion and promised to maintain Zappos’ management and culture. But Hsieh’s decision to implement holacracy - a form of organizational self-management that replaces job titles and hierarchy with “circles” that employees step in and out of according to their preferences and skills - was less popular than hoped. Hence his “rip the Band-Aid” approach, to ensure that only employees committed to the change remained at the company.

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Denver - November 2
After 18 months of attempting to transition the company to holacracy, Tony Hsieh, Zappos’ CEO, decided it was time to make the change happen. In March 2015, he offered employees 3 months’ severance pay if they felt that self-management was not for them. A month later, 14% of employees quit. The case recounts how Tony Hsieh ultimately became CEO of Zappos. Hsieh brought a sense of community to Zappos and despite the company’s weird culture, it had the lowest employee turnover rate in the industry. Zappos was repeatedly listed among Fortune’s “Best Places to Work.” In 2009, Amazon acquired Zappos for $1.2 billion and promised to maintain Zappos’ management and culture. But Hsieh’s decision to implement holacracy - a form of organizational self-management that replaces job titles and hierarchy with “circles” that employees step in and out of according to their preferences and skills - was less popular than hoped. Hence his “rip the Band-Aid” approach, to ensure that only employees committed to the change remained at the company.

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Innovation in the Workplace

ID# CREAT101

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 class is particularly appropriate for anyone in the organization who identifies problems, generates ideas, or participates in implementing plans of action. The class is designed for managers and employees who want to learn how to foster a creative environment and stimulate innovation in their organization.

Facilitator
Employers Council staff

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

$190, 8:30-4:00, CEU: 0.65, SHRM Credit Hours: 6.0 PDCs
Denver - March 2, October 4

Interpersonal Mastery: The Human Element®

ID# COMM120

HR Competencies
• Leadership and Navigation
• Communication

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, social intelligence, and tools to creatively resolve conflict in a thoughtful, open, and intentional 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 your actions
• Understand human behavior
• Recognize feelings and drivers of behavior
• Know yourself, your style, your triggers, and blind spots
• Explore conflict patterns
• Manage yourself effectively when encountering difficult interactions
• Listen more curiously and neutrally
• Give and receive feedback regarding interpersonal preferences

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
Employers Council staff

On-Site Option
This class 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, SHRM Credit Hours: 19.5 PDCs
Denver - May 15-17, August 21-23, November 13-15

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. Employers Council is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP.
Interviewing and Hiring I
ID# HR110, HR110h*

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 class, 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
Employers Council staff

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

Denver - January 9, February 6, March 20, April 13, May 23, July 18, September 7, October 2, November 15
Scottsdale* (8:30-12:00) - February 20, August 7
Salt Lake City - April 25, November 1
Loveland - October 4
Colorado Springs - October 23

* Credit hours will vary with the length of the class.

Interviewing and Hiring I for Public Employers
ID# HR126

Objective
Hiring the right people has a direct impact on the success of an organization. Through an interactive format combining lecture, video, exercises, and discussion, participants will have an opportunity to develop skills for effective behavior-focused interviews that lead to successful hiring. This class provides a practical step-by-step approach for planning, conducting, and evaluating a structured behavioral interview. In this interactive class, 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 class 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
Employers Council staff

This class is available for public employers as an on-site program. See page 10 for information about on-site costs.

* Credit hours will vary with the length of the class.
**Interviewing and Hiring II**

**ID# HR111**

**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 class 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**
Employers Council staff

This class is offered as an on-site program tailored to an individual organization. See page 10 for more information about on-site costs.

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**Introduction to Organizational Development: A Consultative Approach**

**ID# MGMT110**

**HR Competencies**
- Consultation
- Critical Evaluation

**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. An 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**
Employers Council staff

$215, 8:30-4:00, CEU: 0.65, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs

**Denver - January 31, February 2, November 1**

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Lead Worker Training
ID# LEAD101

HR Competencies
- Communication

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

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

This class 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
Employers Council staff

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

$205, 8:30-4:00, CEU: 0.65
Denver - February 13, March 27, June 7, July 26, September 20, November 20
Salt Lake City - July 17
Loveland - August 30
Colorado Springs - July 12

The Leadership Challenge®: Leveraging 360° Feedback
ID# SUPV123

HR Competencies
- Leadership and Navigation
- Ethical Practice

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

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

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

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

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

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

Facilitator
Employers Council staff

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

$520, 8:30-4:00, CEU: 0.7
Denver - March 29, September 6
Leadership Academies

Turn your leadership training into transformational learning.

An Integrated Approach
Employers Council’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. Employers Council consultants partner with you to build a customized program that fits your organization’s needs, culture, and price point.

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

- 360 Degree Assessment
- Training
- Application assignments
- Short-term experiences
- Professional executive coaching
- Mentoring
- Year-long strategic initiatives
- 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 Employers Council staff was excellent at guiding the group through the development process.”

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

Facilitators
Employers Council staff

This customized program is available exclusively as an on-site program. Contact the Organizational Development and Learning Department for more information.
Leadership: Neuroscience Behind Leading
ID# LEAD103

HR Competencies
- Leadership and Navigation
- Communication

Objective
This class expands on Emotion Intelligence, one of Employers Council’s most popular and impactful courses. The neuroscience of leadership is a pioneering approach towards understanding and influencing human behavior and leadership field based on scientific research and findings of brain-mapping. Technological advances in functional magnetic imaging (fMRI) helps us understand the workings of the brain and its relationship to effective leadership skills, successful change management initiatives, enhanced creativity and improved innovation, and a more engaged workforce. By understanding how the brain functions, we can transform how leaders think, develop, and perform. Participants will have the opportunity to leverage the advances in neuroscience in order to improve their own performance as well as the performance of others.

Outline
- Provide an overview of the emerging field of neuroscience
- Understand how we think so we can become better thinkers, understand our behavior, and build our capacity to intentionally rewire our brain for optimal effectiveness
- Explore David Rock’s concept of Neuroleadership, a term he coined in 2006
- Explore how to apply neuroscience findings and practices in your organization to improve employee engagement, develop positive working relationships, maximize innovation and creativity, and increase focus.

Designed for
Leaders, supervisors, managers, and anyone who is interested in maximizing their leadership potential by leveraging the advances of neuroscience

Facilitator
Employers Council staff

$185, 8:30-4:30, CEU: 0.7
Denver - April 10, October 2
Scottsdale - April 11, November 15
Loveland - September 20

Leadership Principles of Alignment and Engagement
ID# MGMT155

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

$205, 8:30-4:00, CEU: 0.65, SHRM Credit Hours: 6.0 PDCs
Denver - February 15, October 4
Leadership Through Influence
ID# MGMT103

HR Competencies
- Critical Evaluation
- Leadership and Navigation

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 class 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, Employers Council 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.

Designed For
Non-managing professionals, high-level leaders, managers, supervisors, staff personnel, and self-directed or traditional work team members

Facilitator
Employers Council staff

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.

$470 (Includes cost of LTI book and workbook), 8:30-4:30, CEU: 1.4, SHRM Credit Hours: 13.0 PDCs
Denver - February 13-14, April 17-18, July 24-25, October 15-16
Colorado Springs - June 26-27
Leadership: Why Would Anyone Want to Follow You?

ID# MGMT129

HR Competencies
- Leadership and Navigation
- Relationship Management

Objective
To lead, you need to know what kind of leader you want to be and only you have the answer. Your leadership potential resides within you and can be unleashed by learning about yourself. This class is designed to help you navigate the increasingly complex terrain of leading people.

This class 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
Employers Council staff

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

$405, 8:30-4:30, CEU: 1.4, SHRM Credit Hours: 13.0 PDCs
Denver - February 22-23, July 5-6, November 6-7
Scottsdale - July 18-19, December 12-13
Colorado Springs - May 9-10

Leading Teams

ID# TEAM107

HR Competencies
- Leadership and Navigation

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

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

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

Continuous Improvement
- Identify possible methods for assessing team effectiveness
- Evaluate participant dynamics

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

Facilitator
Employers Council staff

On-Site Option
In addition to the standard on-site rate, there is a $25 per-person materials fee.

$210, 8:30-4:30, CEU: 0.7, SHRM Credit Hours: 6.5 PDC
Denver - February 6, April 20, June 15, October 26
Scottsdale - February 15, September 20
Loveland - May 9
Colorado Springs - March 8, September 28
Management Back to Basics
ID# MGMT116

HR Competencies
• Critical Evaluation
• Consultation
• HR Expertise

Objective
Managing people can be very challenging, whether you are new to the job or have many years of experience. This class covers five areas that are essential for every 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.

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

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

Outline
1. The Manager’s Role – Creating a Positive Work Environment
   • Transitioning from individual contributor to manager
   • Defining the Stewardship Model
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 feedback, and documentation
   • Conducting performance improvement discussions
5. Compliance – Knowing what you need to know
   • Overview of employment laws
   • Why ethics matter, review of current events, and making ethical decisions

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

Facilitator
Employers Council staff

This class is available as an on-site program tailored to an individual organization. See page 10 for more information about on-site costs.

$185, 8:30-4:00, CEU: 0.65, SHRM Credit Hours: 6.0 PDCs
Denver - March 27, October 5

Employers Council is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP or SHRM-SCP.
Managing Effective Meetings
ID# PDEV106

HR Competencies
• Communication

Objective
Recent research suggests that on any given day seventeen million meetings are held and that one-third of a manager’s time is spent in meetings. Many meetings are ineffective due to a lack of an agenda, poor meeting management skills, a lack of follow through, etc. This class 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
Employers Council staff

This class is particularly effective as a customized on-site program for companies involved in problem solving, manufacturing, and group/team meetings. See page 10 for information about on-site programs.

$130, 8:30-12:30, CEU: 0.4
Denver - May 24, December 4
Loveland - March 27
Colorado Springs - November 7

Managing Excellence: It Begins with You
ID# MGMT105

HR Competencies
• Leadership and Navigation

Objective
To help managers, as leaders, gain their professional edge. To “walk the talk” and stand firmly on the foundation of self-knowledge in order to effectively manage today’s workforce. This requires managers to know; how well they interact with others, how to make sound decisions, their preferences for getting work done, the values they exhibit, and the vision they want to pursue. In addition; managers need to identify the goals they’re pursuing, where they’re empowered, and how to manage up and down within their organization. This program leads each participant through an integrated process to identify and align all of these factors. Once they know where they stand, they can lead and manage others with confidence.

Note: This class requires pre-work that will be sent directly to the participant by email prior to the class. Please register at least one week prior to the workshop. The pre-work assessment for this program will be emailed to the participant. If the participant cancels their registration after they have accessed their on-line assessment, they will be charged $25 for their assessment materials. Cancellation must be received no later than two days prior to the class. Should a participant cancel from the class less than two days prior or “no show,” the fee of $25 for preparation of individual assessment will be charged in addition to the standard MSEC class cancellation/no show.

Outline
• Define your Leadership style
• Taking action with your style
• Claiming and using perspectives
• Leverage diversity to build inclusion
• Owning your power
• Stages and goals for personal power Calling power games correctly
• Career and life vision
• Making wiser decisions
• Focusing on goals

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

$435 (Includes Myers-Briggs instrument and the book Lifestyles), 8:30-4:30, CEU: 1.4, SHRM Credit Hours: 13.0 PDCs
Denver - March 29-30, July 31-August 1, October 25-26
Managing in a Multi-Cultural Environment

ID# MGMT123

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 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
Employers Council staff

This class is also available as an on-site program tailored to an individual organization. See page 10 for more information about on-site costs.

$185, 8:30-4:30, CEU: 0.7, HRCI Credit Hours: 6.5 General, SHRM Credit Hours: 6.5 PDCs
Denver - September 11

Matrix Leadership Networks™: Creating Highly Collaborative Teams, Departments, and Companies

ID# TEAM113

Leverage your company’s collective intelligence to generate innovative, adaptive solutions for your most complex problems and goals.

HR Competencies
- Leadership and Navigation
- Communication

Objective
Learn to transform working relationships in your organization into innovative highly creative and effective Matrix Leadership Networks™. All employees and partners become engaged leaders, critical to the success of the team, department and organization. This class teaches you how to:

- Generate optimal communication where solutions and strategies emerge from the interaction of all team members
- Build a relational infrastructure for smart, flexible leadership networks that generate aligned decisions and actions
- Create a learning-oriented, results-focused culture where people are connected and highly engaged across levels and functions

Outline
- Redefine leadership - from sole leaders and experts to interconnected and coordinated teams
- Establish peer-to-peer communication
- Cultivate foundation built on trust, appreciation, and strengths
- Generate a high feedback culture that produces desired results
- Increase individual talent and optimize group intelligence
- Transform conflict into collaboration

Designed For
Those who are responsible for leading, supervising, and/or managing teams or departments or companies. This is an excellent seminar for new supervisors and is a cutting-edge program for seasoned managers ready to expand their skill set.

Facilitator
Employers Council staff

This class is offered exclusively as an on-site program tailored to an individual organization. See page 10 for information on on-site costs.
Motivating Employees from the Inside Out
ID# MGMT127

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
Employers Council Staff

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

Denver - February 27, November 1

Managing Multiple Priorities
ID# TIME101

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 class 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
• 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, SHRM Credit Hours: 12.0 PDCs

Denver - March 15-16, June 7-8, September 20-21, November 15-16
Orientation/Onboarding: Building a Positive Connection From Day One

ID# HR113, HR113h*

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 class 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
Employers Council staff

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

Denver - February 20, April 25, June 19, October 18, December 4
Scottsdale* (1:00-4:30) - February 20, August 7
Salt Lake City - May 10
Loveland - June 6
Colorado Springs - January 11

Performance Management: The Employee’s Role

ID# PERF113

HR Competencies
- Relationship Management

Objective
Do your managers feel that responsibility for the performance management process is shared by the employees they lead? Do your employees look forward to contributing in a meaningful way to performance discussions with their supervisor? Do employees and supervisors understand the value that the process brings to the organization? If not, you probably are not getting an adequate return on the investment of time, money and energy spent completing your process.

This class will teach and encourage employees to be active participants in the performance management process by taking ownership of their performance, goals and development. It will highlight the importance of shared responsibility in setting and understanding yearly goals and expectations, as well as how to ask for and receive feedback.

Outline
- The value of performance management for the individual employee
- The employee’s responsibility for co-creating performance goals and expectations
- The roles of the organization, the manager, and the employee in the process
- Actively participating in the development discussion
- Keys to effective communication throughout the year

Designed For
Organizations that want to enhance their return on investment from Performance Management, employees needing a better understanding of their role as active participants in the performance management process and their individual development

Facilitator
Employers Council staff

This class is offered exclusively as an on-site program tailored to an individual organization. See page 10 for information on on-site costs.
Performance Management: Managing Employee Development
ID# PERF114, PERF114h*

HR Competencies
- Leadership and Navigation
- Communication
- HR Expertise

Objective
Organizations have realized that traditional performance management systems are often not effective at motivating or engaging employees. They focus primarily on the past with ratings and rankings rather than development and preparing for the future. Studies show that to be their best, employees want a coach rather than a boss; someone who will provide on-going feedback and communication, job clarity, accountability and the opportunity to learn and grow. This class focuses on using a coaching model to conduct employee development discussions.

Outline
- How effective employee development drives organizational performance
- The roles of the organization, the manager, and the employee in the process
- Applying a coaching style versus a traditional management style
- Assessing participants coaching style
- Preparing and conducting a development discussion

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

Facilitator
Employers Council staff

This class is particularly effective as a customized on-site. See page 10 for more information about on-site costs.

$185, 8:30-4:00, CEU: 0.65
Scottsdale* (1:00-4:30) - May 23, November 27

* Credit hours will vary with the length of the class.

Performance Management: Setting the Stage for Success
ID# PERF104, PERF104h*

HR Competencies
- Leadership and Navigation
- Communication
- HR Expertise

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

Outline
- Define performance management, it’s purpose and components
- Link an effective performance management system to employee engagement and organizational, team and employee success
- Develop performance expectations aligned with strategic objectives that drive organizational performance
- Demonstrate ability to provide specific, job-related, behavior-based feedback
- Prepare and conduct a mock performance appraisal

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

Facilitator
Employers Council 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, HRCI Credit Hours: 6.0 General, SHRM Credit Hours: 6.0 PDCs
Denver - January 25, March 6, May 2, July 24, September 19, November 14
Scottsdale* (8:30-12:00) - May 23, November 27
Salt Lake City (8:00-3:30) - October 16
Loveland - May 10, November 1
Colorado Springs - February 13, August 14

* Credit hours will vary with the length of the class.
Rising Strong: Leaning into Leadership
ID# MGMT166

**HR Competencies**
- Leadership and Navigation
- Communication

**Objective**
Story is king states Pixar, and we all love a good story. Our mind’s thrives on the beginning, middle, and ending of a story. Even in the absence of accurate information our mind’s will fill in the blanks to find completion. *Rising Strong* is a book and a program, written by Brené Brown, that invites you to examine your personal stories. This program offers you the opportunity to dive deeply into your story to gain greater awareness and understanding so that you can rewrite those stories to be more self-affirming, improve your relationships, and to live with more courage, authenticity, and worthiness. If we do not take the time to identify our story then the story drives our behavior. It’s only in naming of the story and becoming curious do we give ourselves the choice to create a different narrative. We invite you to step into your own personal story/struggle; be courageous, get curious.

**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 thirteen years studying vulnerability, courage, worthiness, and shame. She is the author of three #1 *New York Times* bestsellers.

**Employers Council Class Leader**
This class 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 Rising Strong™ and Daring Way™ Facilitator. She incorporates The Rising Strong™ process and 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, MA, LPC, Certified Rising Strong™ and Daring Way™ Facilitator

**$350, 8:30-4:30, CEU: 1.4**
Denver - May 16-17, November 1-2

Situational Leadership®: An Introduction to the SLBAII
ID# MGMT124

**HR Competencies**
- Leadership and Navigation

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

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

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

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

**Facilitator**
Employers Council staff

**On-Site Option**
This program is particularly effective as on-site program. In addition to the standard on-site rate, there is an $80 per-person materials fee.

**$210, 8:30-12:30, CEU: 0.4**
Denver - April 20, October 26
Loveland - June 20
Colorado Springs - September 26
SKILLSCOPE: A Multi-Rater Assessment Tool for Supervisors and Managers

ID# SUPV102

HR Competencies
- Leadership and Navigation
- Ethical Practice

Objective
Supervisors and Managers often have no way of getting the feedback they need to improve as leaders of people and process. This 360 instrument gives participants valuable feedback from their boss, peers, direct reports and others regarding a comprehensive set of management competencies.

SKILLSCOPE was designed by the Center for Creative Leadership and is based on decades of research analyzing management success. This in-depth instrument measures 15 key management competencies and 98 behavioral items. The clear, graphic SKILLSCOPE report is easy to interpret and provides anonymous feedback from all raters except the boss. SKILLSCOPE is specifically designed as a developmental tool, and therefore 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.

The 15 competencies measured include:
- Solves problems
- Communicates information
- Takes action
- Takes risks, innovates
- Manages conflict
- Manages teams
- Develops relationships
- Influences others
- Open to influence
- Develops people
- Knows the job, business
- Drives for results
- Manages time
- Copes with pressure; demonstrates agility
- Manages and develops self

Note: This class requires pre-work which will be emailed directly to participants. Because of the required lead time for online survey processing, the following deadlines are necessary:
- Registration must be completed no later than six weeks prior to the class.
- Questionnaires must be completed and returned by the participant and a minimum of five raters no later than three weeks prior to the class.
- Cancellation must be received no later than fourteen (14) days prior to the class. If the pre-work is already accessed, a $175 assessment fee will be charged.

Coaching Option
SKILLSCOPE is an excellent resource for supporting your supervisors and managers. Using the feedback along with Employers Council’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
Employers Council staff

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.

$360, 8:30-12:00, CEU: 0.35

Denver - February 16, June 8, September 21
Loveland - October 10
Succession Planning: Are You Prepared?

ID#: HR160

**HR Competencies**
- Leadership and Navigation
- Critical Evaluation
- HR Expertise

**Objective**
Leaving the development of leadership and key talent pipelines to chance exposes an organization to significant risk. Are you prepared if your organization suddenly loses a leader or key individual contributor? Is your organization strategic in the identification and development of key talent? In today’s competitive environment, organizations must be able to attract, develop and retain critical talent. To be successful, organizations must have a succession planning system in place to staff critical positions and develop future leaders. This half-day class will address some of the most important aspects of succession planning.

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

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

**Facilitator**
Employers Council staff

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

- Denver - April 23, September 17
- Scottsdale (1:00-4:30) - January 30, July 24
- Colorado Springs - February 1

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Supervision: Buddy to Boss

ID#: SUPV119

**HR Competencies**
- Communication

**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 class, 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

**$225, 8:30-4:00, CEU: 0.65**

- Denver - March 9, August 17, October 19
- Loveland - April 20
- Colorado Springs - September 21
**Supervision: Core Competencies**

**ID#: SUPV115**

**HR Competencies**
- Leadership and Navigation
- HR Expertise
- Ethical Practice

**Objective**
Do your supervisors have all the skills necessary to be successful in today’s workplace? Experience teaches us that focusing on self-management, relationship building and performance management of others helps us be successful leaders and creates successful organizations. This Employers Council 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**
Employers Council staff

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

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

**Denver** - January 10-11, January 23-24, February 20-21, March 1-2, March 28-29, April 5-6, April 24-25, May 10-11, May 21-22, June 12-13, July 5-6, August 1-2, August 16-17, September 17-18, October 2-3, October 29-30, November 8-9, December 5-6

**Scottsdale** - February 8-9, September 13-14

**Loveland** - February 7-8, August 14-15

**Colorado Springs** - March 13-14, November 28-29

**Grand Junction** - May 1-2, September 11-12

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**Supervision: Is It For Me?**

**ID#: SUPV101**

**HR Competencies**
- Communication
- Ethical Practice

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

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

**Planning your success in the transition**
- Identify strengths you bring to the role
- Identify areas of development
- Build your skills in situational assessments

**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**
Employers Council staff

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

**Denver** - January 23, May 2, September 11

**Scottsdale** - January 18, August 23
Supervision: Managing Remote Employees
ID# MGMT125

**HR Competencies**
- Leadership and Navigation
- Communication
- Consultation
- 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 class 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, SHRM Credit Hours: 6.5 PDCs
Denver - February 21, September 18

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Supervision: The Accountability Experience
ID# MGMT157

**HR Competencies**
- Ethical Practice
- Communication

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

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

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

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

**Facilitator**
Employers Council staff

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

$250, 8:30-4:30, CEU 0.7, SHRM Credit Hours: 6.5 PDCs
Denver - March 8, July 19, October 9
Scottsdale - April 25, November 30
Loveland - May 22
Supervision: The Art of Managing Up

ID# SUPV120

HR Competencies
• Leadership and Navigation
• Ethical Practice

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 bosses eyes’, what are your limitations and capabilities?

If not, you need to attend this class!

Participants 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
Employers Council staff

$185, 8:30-4:00, CEU: 0.65
Denver - April 11, September 25, December 6
Loveland - June 7
Colorado Springs - November 2

Supervision: Your First 90 Days—How to Survive

ID# SUPV113

HR Competencies
• Leadership and Navigation
• HR Expertise

Objective
People who are new to supervision move into a role of managing and leading people who get the work done rather than doing the work themselves. This is a difficult shift to make but one that is critical to the success of new managers. This class gives you skills to:
1. Better understand the importance of leading and managing,
2. Help you determine your supervision style,
3. Set employee expectations, and effectively communicate.

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

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

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

Facilitator
Employers Council staff

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

$205, 8:30-4:30, CEU: 0.7
Denver - January 30, May 8, October 22
Salt Lake City - June 14
Loveland - April 25, October 17
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: 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 4: Managing Effective Meetings**
- Structuring meetings
- Designing meetings
- Managing meetings

**Module 5: 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 6: 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 7: Leadership Through Influence**
- Defining influence and leadership
- Influence skills practice
- Influence application planning

**Module 8: 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 9: The Five Dysfunctions of a Team**
- Learn about these fundamentals of highly effective teams:
  - Trust
  - Conflict
  - Commitment
  - Accountability
  - Results
- Apply the model to your team - learn tools for applying the theory

**Module 10: Organizational Excellence - LEAN Tools**
- Build foundational knowledge of the LEAN process
- Explore the principles of innovation
- Evaluate work processes
- Think Lean!

**Module 11: Matrix Leadership Networks™**
- Redefine Leadership - from sole leaders and experts to interconnected and coordinated teams.
- Establish Peer-to-Peer Communication
- Cultivate foundation built on trust, appreciation and strengths
- Generate a High Feedback Culture that produces desired results
- Increase individual talent and optimize group intelligence
- Transform Conflict into collaboration

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 2018 Training Catalog.
Time Management for Managers and Supervisors: Creating Balance at Work and Home

ID# TIME103

HR Competencies
- Consultation

Objective
To provide managers and supervisors 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 and supervisors 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 class is effective as a customized on-site. See page 10 for information about on-site costs.

$205, 8:30-4:30, CEU: 0.7
Denver - March 7, June 21, August 7, September 12

Violence at Work: An Introduction for Supervisors and Managers

ID# VIOL102

Objective
To provide supervisors and managers with practical information for recognizing and addressing threats, domestic violence, bullying, suicide, and the behaviors that generally precede violence in the workplace. The focus of this class 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 class 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
Employers Council staff

This class is offered exclusively as an on-site program. If the Active Shooter Module is selected, the class will become a 4-hour class. See page 10 for information about on-site programs.
You’re Fired: Practical Tools for Managing the Termination Process

ID# HR167

HR Competencies
• Communication
• HR Expertise

Objective
Making the decision to terminate the employment relationship and conducting the termination meeting are two of the most difficult responsibilities managers have regardless of the cause. This class 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
Employers Council staff

This class is particularly effective as an on-site program tailored to an individual organization. An additional customization fee may apply. See page 10 for information about on-site programs.

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

Denver - March 13, May 18, August 20, October 11
Scottsdale - June 19, December 4
Loveland - April 3
Colorado Springs - January 23
Employee Handbooks: Revising or Developing

ID# HR102

HR Competencies
- Communication
- Ethical Practice
- HR Expertise

Objective
Having a well written employee handbook can protect an organization from legal risk. This class 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 organization's 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
Employers Council staff

$135 (Includes a complimentary copy of the Employers Council BlueBook: The Employment Law Resource), 8:30-12:00, CEU: 0.35, HRCI Credit Hours: 3.25 General, SHRM Credit Hours: 3.25 PDCs

Denver - March 8, June 28, September 11, November 30
Loveland - February 6

Fundamentals of Human Resource Management: Key Steps in Getting Started

ID# HR104

HR Competencies
- HR Expertise

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

Outline
The class journey includes:

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

Staffing: Starting out on the “right foot” - recruiting, retaining, interviewing and onboarding

Performance Management: Helping supervisors to succeed in managing employee performance

Compensation and Benefits: Focusing on total rewards and what that means in terms of pay and benefits

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

Designed For
This foundational class 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
Employers Council staff

$370 (Includes a complimentary copy of the Employers Council BlueBook: The Employment Law Resource), 8:30-4:00, CEU: 1.3, HRCI Credit Hours: 12.0 General, SHRM Credit Hours: 12.0 PDCs

Denver - February 15-16, April 10-11, July 16-17, September 6-7, December 5-6
Scottsdale - January 9-10, July 10-11
Loveland - March 13-14
Colorado Springs - September 12-13
Financial Foundations for HR

ID# HR171, HR171h*

HR Competencies
• Business Acumen
• Critical Evaluation
• HR Expertise

Purpose and Objectives
The purpose of this class is to increase the financial intelligence of human resources 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 class 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 class, 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?

† Credit hours will vary with the length of the class.

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
Employers Council staff

This class is particularly effective as a on-site and can be customized to fit the needs of your organization. See page 10 for information about on-site costs.

$185, 8:30-4:30, CEU: 0.7, SHRM Credit Hours: 6.5 PDCs
Denver - April 10, October 24
Scottsdale* (1:00-4:30) - June 5, November 13
HR Metrics and Analytics: Focusing on What is Important

ID# HR135

HR Competencies
- Critical Evaluation
- Business Acumen
- HR Expertise

Objective
How an organization defines success, drives what it values. What that organization values, it measures, what it measures drives organizational behavior and the allocation of resources.

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 impact business decisions. You do have to be a math whiz, we will provide you with the formulas, and give you the opportunity to apply measurement concepts to realistic business scenarios and problem solving activities. If you want to expand your Human Resource measurement and analytical 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
Employers Council staff

This class currently counts toward the 15-hour Business and Strategy requirement for SPHR recertification.

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

Denver - March 1, August 8
Scottsdale - May 1, October 9
Loveland - September 18
Colorado Springs - January 25

HR Strategic Planning: Building Organizational Capability

ID# HR134

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 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
Employers Council staff

This class currently counts toward the 15-hour Business and Strategy requirement for SPHR recertification.

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

Denver - February 20, July 17, October 29
Loveland - September 27
Webinar: Important Issues in Human Resources—Employers Council’s HR Webinar Series

ID# WEB2018_HRa-g

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

Managing Employee Performance:

You’re Fired: Terminating Employees - Practical Tools for Handling the Process  
January 26
Firing an employee is one of the most difficult tasks managers face. Join this webinar for tips on preparing and conducting the termination process both fairly and legally.

Discipline Without Punishment  
February 23
Forward thinking companies are shifting from progressive discipline to positive discipline. Take an innovative approach to employee discipline that is non-punitive. Use this approach to require poor performing employees to take responsibility for their behavior and commit to satisfactory performance to remain employed. This webinar will provide a framework to empower supervisors and managers to address performance issues with greater confidence.

Revamping Your Performance Management System  
March 23
Reports of the death of performance management are greatly exaggerated. While the annual performance review process may be broken, organizations still need a process for evaluating and improving employee performance. Learn cutting-edge practices to transform the annual performance review into a dynamic employee-centered strategy aligned with organizational priorities.

HR Business Partner Series:

What does it mean to be a Human Resource Business Partner?  
August 24
Learn how to get a “seat at the table”. Understand the competencies necessary to become a successful HR Business Partner: business acumen, strategic thinking and alignment, relationship development, partnering, analysis, and integration.

Strategic Relationship Development and Partnering  
September 28
Build strong and trusting relationships with clients and colleagues and become a value-added partner. Use a practical tool to assess power and interest to influence stakeholders.

Business Acumen: Understanding How Business Works  
October 26
Increase your business knowledge and acumen by understanding how organizational strategy, structure, functions, systems, and people work together to create value.

Financial Acumen: Understanding How to Create Economic Value  
November 16
How does money flow through an organization? Learn concepts and tools to speak the language of business and understand key financial reports. Use financial data to justify human capital recommendations.

Facilitator
Employers Council staff

$159 per line for each class,
$453 per line for Managing Employee Performance series - a savings of 5%,
$604 per line for HR Business Partner series - a savings of 5%,
$1,057 per line for both series - a savings of 5%,
11:00-12:00 (Mountain Time), HRCI Credit Hours: 1.0 General, SHRM Credit Hours: 1.0 PDCs
Performance Appraisal Design: A Strategic Approach for Improving Results

ID# PERF103

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 class is for you. This class 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
Employers Council staff

This class is particularly effective as a customized on-site for a task force or design team. See page 10 for information about on-site programs.

This class currently counts toward the 15-hour Business and Strategy requirement for SPHR recertification.

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

Denver - January 11, March 30, July 13, October 30
Loveland - April 18
Colorado Springs - July 31

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

ID# PERF115

HR Competencies
- Communication
- Consultation
- HR Expertise

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

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

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

Facilitator
Employers Council staff

This class is offered exclusively as a customized on-site program. See page 10 for information about on-site programs.

Registration 303.894.6732 / registration@EmployersCouncil.org / Toll Free 800.884.1328 / EmployersCouncil.org / 165
Recordkeeping for Human Resources

ID# HR114

**HR Competencies**
- Ethical Practice
- HR Expertise

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

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

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

This class does not address general business recordkeeping.

**Facilitator**
Employers Council staff

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

**Denver - January 26, March 21, May 29, August 6, September 28, November 8**

**Scottsdale (1:00-4:30) - June 19, December 4**

**Salt Lake City - June 21**

**Loveland - January 16**

**Colorado Springs - January 18**

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Recruiting: The Strategy and the Tactics

ID# HR115

**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.

**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**
Employers Council staff

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

**Denver - January 31, March 28, April 19, September 14**

**Loveland - January 23**
Retaining and Engaging Employees: What Employees Really Care About

ID# HR123

HR Competencies
- Ethical Practice
- Consultation
- HR Expertise

Objective
How do you build on the initial excitement of a new employee? What level of engagement do your employees have at different levels in your organization? This class 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 class 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 class 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 10 for information about on-site costs.

Facilitator
Employers Council staff

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

Denver - July 26, October 30
Salt Lake City - May 15
Loveland - April 17
Colorado Springs - August 24

Workforce Planning: Your Roadmap to the Future

ID# HR124

HR Competencies
- Leadership and Navigation
- Critical Evaluation
- HR Expertise

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

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

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
Employers Council staff

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

Denver - February 9, June 21, November 7
Scottsdale - March 13, September 25
Salt Lake City - March 8
Loveland - September 6
Colorado Springs - June 5
Employers Council 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—instructor is there in the room with you delivering training in an engaging and interactive way

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.

$205 per person for half-day class, $370 per person for full-day class, Please visit EmployersCouncil.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

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<thead>
<tr>
<th>Class:</th>
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</thead>
<tbody>
<tr>
<td>Access Basic</td>
<td>Students leave this class feeling confident in designing a simple Access database or making changes to an existing one.</td>
<td>January 8, March 22, May 14, July 16, September 27, November 30</td>
<td>Westminster, Tech Center, Westminster, Tech Center</td>
</tr>
<tr>
<td>Access Intermediate</td>
<td>Students leave this class with skills for developing more advanced Access databases and extracting advanced reports from their databases.</td>
<td>February 6, April 17, June 1, August 27, October 4</td>
<td>Westminster, Tech Center, Tech Center, Westminster</td>
</tr>
<tr>
<td>Access Advanced</td>
<td>Students leave this class feeling confident with the advanced features in Microsoft Access and be able to develop complex detailed databases.</td>
<td>January 23, June 4, November 14</td>
<td>Westminster, Tech Center, Westminster</td>
</tr>
<tr>
<td>Access Boot Camp</td>
<td>Students will learn skills to design a new database or edit an existing one including database management concepts and the ability to develop complex detailed databases. Includes time to work on your own specific projects, with instructor assistance.</td>
<td>February 19-23, June 25-29, October 29-November 2</td>
<td>Tech Center, Westminster</td>
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## EXCEL

<table>
<thead>
<tr>
<th>Class:</th>
<th>Goal:</th>
<th>Schedule:</th>
<th>Location:</th>
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</thead>
<tbody>
<tr>
<td>Excel Basic *</td>
<td>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.</td>
<td>January 3 (AM), January 17 (AM), February 1 (PM), February 19 (AM), March 7 (AM), March 20 (AM), April 10 (AM), April 26 (AM), May 7 (PM), May 23 (PM), June 5 (AM), June 21 (AM), July 9 (AM), July 25 (AM), August 6 (AM), August 21 (AM), September 5 (AM), September 18 (AM), October 1 (PM), October 17 (PM), November 8 (AM), November 19 (AM), December 4 (AM), December 19 (AM)</td>
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* Half-day class
<table>
<thead>
<tr>
<th>Class: Excel Intermediate *</th>
<th>Goal: Students leave this class with a solid foundation in Microsoft Excel and an ability to use common features to build worksheets with formulas, functions, charts, and other automation tools.</th>
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<td>Schedule:</td>
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<td>January 3 (PM)</td>
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<td>December 19 (PM)</td>
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<thead>
<tr>
<th>Class: Excel Advanced *</th>
<th>Goal: Students leaving this class will feel confident using many advanced features in Excel including Nested IF statements, VLookups and HLookups, Blank Functions, Text Functions, Validations, and recording macros.</th>
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</thead>
<tbody>
<tr>
<td>Schedule:</td>
<td>Location:</td>
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<td>January 4 (AM)</td>
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* Half-day class
### EXCEL (continued)

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<tr>
<th>Class:</th>
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<tbody>
<tr>
<td><strong>Excel Boot Camp</strong></td>
<td>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.</td>
<td>February 7-9, May 15-17, August 13-15, November 5-7</td>
<td>Westminster, Tech Center</td>
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<tr>
<td><strong>Excel Charts and Pivot Tables</strong></td>
<td>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.</td>
<td>February 2 (AM), April 25 (AM), June 6 (PM), August 23 (AM), October 3 (AM)</td>
<td>Tech Center, Westminster, Tech Center</td>
</tr>
<tr>
<td><strong>Excel Dashboards</strong></td>
<td>Students will learn to create interactive dashboards of data that include charts, graphs and pivot tables. Learn how to use PowerPivot, links, slicers, formulas, data validation and macro techniques that create visual interactive information.</td>
<td>January 30, April 18, July 31, October 24</td>
<td>Tech Center, Westminster, Tech Center</td>
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<tr>
<td><strong>Excel Macros</strong></td>
<td>Excel macros are an excellent tool to help streamline your workflow, and cut down on repetitive tasks. The ability to record macros in Microsoft Excel means that you can easily add macros to your daily work.</td>
<td>January 17 (PM), April 30 (AM), July 19 (AM), October 11 (AM)</td>
<td>Westminster, Tech Center, Westminster, Tech Center</td>
</tr>
<tr>
<td><strong>Excel Pros: Managing Databases</strong></td>
<td>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.</td>
<td>March 6, July 17, November 7</td>
<td>Westminster, Tech Center, Westminster</td>
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<tr>
<td><strong>Excel Functions and Formulas</strong></td>
<td>Students leave this class with experience using a number of specific formulas and functions and confidence to explore the hundreds of functions possible with Microsoft Excel.</td>
<td>February 5, May 2, August 9, November 29</td>
<td>Tech Center, Westminster, Tech Center, Westminster</td>
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### LINKEDIN TRAINING

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<tr>
<td><strong>LinkedIn for Sales and Marketing</strong></td>
<td>Students will be able to more effectively make use of LinkedIn as a powerful marketing and business development tool. Learn how to create a powerful profile, easily find and attract desired connections, and promote business for more sales.</td>
<td>March 19 (PM), June 8 (AM), September 19 (PM), December 3 (AM)</td>
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### OFFICE TRAINING

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<th>Class:</th>
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<tbody>
<tr>
<td><strong>Office Training Basic</strong></td>
<td>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.</td>
<td>February 12-13, June 5-6, October 9-10</td>
<td>Tech Center, Westminster</td>
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### POWERPOINT

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<tr>
<th>Class:</th>
<th>Goal:</th>
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<tbody>
<tr>
<td><strong>PowerPoint Basic</strong></td>
<td>Students leave this class ready to build a simple PowerPoint presentation using graphics, text, and other engaging elements.</td>
<td>February 8 (AM), May 23 (AM), August 6 (PM), November 20 (PM)</td>
<td>Tech Center, Westminster</td>
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* Half-day class
### PROJECT

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<th>Class</th>
<th>Goal</th>
<th>Schedule</th>
<th>Location</th>
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<tbody>
<tr>
<td><strong>Project Basic</strong></td>
<td>Students leave this class with skills for developing a project plan in Microsoft Project.</td>
<td>February 15, March 16, April 19, June 11, August 28, October 22</td>
<td>Tech Center, Westminster, Westminster, Tech Center, Westminster, Tech Center, Tech Center</td>
</tr>
<tr>
<td><strong>Project Advanced</strong></td>
<td>Students leave this class with skills in using advanced Project features to design complex and extensive Microsoft Project plans.</td>
<td>February 16, May 17, August 29, November 14</td>
<td>Tech Center, Westminster, Westminster, Tech Center</td>
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### SEO AND DIGITAL MARKETING

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<tr>
<th>Class</th>
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<tbody>
<tr>
<td><strong>SEO and Digital Marketing</strong></td>
<td>Learn how to gain more leads from your website, create brand awareness, and ultimately increase sales from your online marketing efforts. In this hands-on SEO and digital marketing workshop, you’ll learn the strategies and tactics you need to know in order to outsmart and outrank your competition on Google.</td>
<td>January 16, June 11, October 16</td>
<td>Tech Center, Westminster, Tech Center</td>
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### SHAREPOINT

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<tr>
<th>Class</th>
<th>Goal</th>
<th>Schedule</th>
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</thead>
<tbody>
<tr>
<td><strong>SharePoint 2016 Level 1</strong></td>
<td>Students leave this class comfortable using out-of-the-box SharePoint functionality to develop SharePoint sites after the backend SharePoint structure has been setup.</td>
<td>January 24, February 27, April 4, May 9, June 18, July 24, August 16, September 24, October 25, November 12, December 10</td>
<td>Westminster, Tech Center, Westminster, Tech Center, Westminster, Tech Center, Westminster, Tech Center, Westminster, Tech Center, Westminster</td>
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</tbody>
</table>

* Half-day class  | ** This class runs from 8:30-4:30
### SHAREPOINT (continued)

<table>
<thead>
<tr>
<th>Class:</th>
<th>Goal:</th>
<th>Schedule:</th>
<th>Location:</th>
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<tbody>
<tr>
<td><strong>SharePoint 2016 Level 2</strong></td>
<td>Students leave this class with skills needed to use more advanced features of SharePoint and develop better organized and effective sites.</td>
<td>January 25</td>
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<td>February 28</td>
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<tr>
<td><strong>SharePoint 2016 Level 3</strong></td>
<td>Learn more advanced features that a site manager and editor would use in creating dynamic company sites. Learn how to edit and configure more advanced webparts, how to create app templates, and view settings to customize content by audience targets. Use lookup content and filtered columns to make accessing data easier. Learn about Document Sets to better organize and access documents in a library.</td>
<td>March 1</td>
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<td>December 12</td>
<td>Westminster</td>
</tr>
<tr>
<td><strong>SharePoint Designer and Workflows</strong></td>
<td>Learn how to use designer to edit pages and sites and create powerful workflows.</td>
<td>January 29-30</td>
<td>Westminster</td>
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<td>April 12-13</td>
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<td>December 13-14</td>
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### TIME MANAGEMENT WITH OUTLOOK

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<thead>
<tr>
<th>Class:</th>
<th>Goal:</th>
<th>Schedule:</th>
<th>Location:</th>
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<tbody>
<tr>
<td><strong>Time Management with Outlook</strong></td>
<td>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.</td>
<td>March 26</td>
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### VBA

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<tr>
<th>Class:</th>
<th>Goal:</th>
<th>Schedule:</th>
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<tbody>
<tr>
<td><strong>Visual Basic for Applications</strong></td>
<td>This is a beginning VBA class that will familiarize the student with the VBA programming environment. It will provide the foundation for exploring and programming the objects, methods, properties and events of Office applications.</td>
<td>February 12-13</td>
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<td>May 21-22</td>
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<td>August 7-8</td>
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<td>November 27-28</td>
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### VISIO

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<tr>
<th>Class:</th>
<th>Goal:</th>
<th>Schedule:</th>
<th>Location:</th>
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<tbody>
<tr>
<td><strong>Visio Basic</strong></td>
<td>Students exiting this class will have the skills to develop a Visio diagram using graphics, text, and other elements.</td>
<td>January 31 (AM)</td>
<td>Westminster</td>
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* Half-day class
### TECHNOLOGY TRAINING

#### Word

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<th>Class:</th>
<th>Goal:</th>
<th>Schedule:</th>
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<tbody>
<tr>
<td>Word Basic *</td>
<td>Students leave this class confident writing a document in Microsoft and formatting the text in basic ways.</td>
<td>January 11 (AM)</td>
<td>Westminster</td>
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<td>December 5 (PM)</td>
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<tr>
<td>Word Intermediate *</td>
<td>Students leave this class ready to use word to create professional looking documents with graphics, page layout, and design elements.</td>
<td>March 2 (AM)</td>
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<tr>
<td>Word Advanced *</td>
<td>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.</td>
<td>February 8 (PM)</td>
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#### Free Workshop

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<tbody>
<tr>
<td>Free Workshop</td>
<td>Need help applying what you have learned to your own work in the real world? Bring your own projects and get hands-on help and guidance from our professional instructors. We offer an open format of collaboration between students and the instructor. We require that workshop students have attended one of our following public classes, prior to attending our Free Workshop: Any Excel, Word, PowerPoint, or Outlook class. Workshop needs to be attended within 6 months of taking a class. Please note that privately held company classes do not qualify for workshops.</td>
<td>January 4 (PM)</td>
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<td>November 26 (AM)</td>
<td>Tech Center</td>
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<td></td>
<td></td>
<td>December 20 (PM)</td>
<td>Westminster</td>
</tr>
</tbody>
</table>
REGIONAL CLASS SCHEDULES
Scottsdale Class Schedule

Arizona seminars will be held at the regional office in Scottsdale unless otherwise noted. Refer to the Catalog for class descriptions, times, and costs.

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

<table>
<thead>
<tr>
<th>January</th>
<th>May</th>
<th>September</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundamentals of HR Management: Key Steps in Getting Started - January 9-10 (page 161)</td>
<td>HR Metrics and Analytics: Focusing on What is Important - May 1 (page 163)</td>
<td>Seven Essential Steps for Defending Employee Discipline and Discharge - September 5 (page 84)</td>
</tr>
<tr>
<td>Business Writing - January 17</td>
<td>Employment Law Update Conference - May 11 (page 18) (Phoenix Marriott Tempe at the Buttes)</td>
<td>Supervision: Core Competencies - September 13-14 (page 155)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Coaching: Partnering for Performance - September 27 (page 128)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>October</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conflict: Self-Management - October 4 (page 97)</td>
</tr>
<tr>
<td>February</td>
<td>June</td>
<td>PHR/SPHR Examination Study Program (10-Week) - February 7-11 (page 58)</td>
</tr>
<tr>
<td>Supervision: Is It For Me? - January 18 (page 155)</td>
<td>Business Essentials - June 5 (page 121)</td>
<td>(S-Week) - October 5-November 2 (page 58)</td>
</tr>
<tr>
<td>Writing Effective Job Descriptions - January 30 (page 92)</td>
<td>Train the Trainer - June 12-14 (page 116)</td>
<td>Fall Conference* - October 11 (page 17)</td>
</tr>
<tr>
<td></td>
<td>Recordkeeping for HR - June 19 (page 166)</td>
<td>SHRM Examination Study Program (5-Week) - October 15-November 12 (page 53)</td>
</tr>
<tr>
<td></td>
<td>Unemployment Insurance: Appeal Hearing Workshop - June 27 (page 84)</td>
<td>Managing the Ill or Injured Worker Under the ADA, FMLA, and WC - October 17 (page 81)</td>
</tr>
<tr>
<td>March</td>
<td>July</td>
<td>Compensation Administration I: Base Pay Design and Development - October 23-24 (page 90)</td>
</tr>
<tr>
<td>Transformative Ethics - March 6</td>
<td>Leadership: Why Would Anyone Want to Follow You? - July 18-19 (page 145)</td>
<td></td>
</tr>
<tr>
<td>Workforce Planning: Your Roadmap to the Future - March 13 (page 167)</td>
<td>Writing Effective Job Descriptions - July 24 (page 92)</td>
<td></td>
</tr>
<tr>
<td>Crafting Compliant Handbooks - March 20 (page 71)</td>
<td>Legal Issues for Human Resources Professionals - July 26 (page 78)</td>
<td></td>
</tr>
<tr>
<td>Performance Documentation Skills - March 20 (page 82)</td>
<td>August</td>
<td>November</td>
</tr>
<tr>
<td>Emotional Intelligence at Work - March 28 (page 103)</td>
<td>Interviewing and Hiring I - August 7 (page 139)</td>
<td>Emotional Intelligence at Work - November 1 (page 103)</td>
</tr>
<tr>
<td>SHRM Examination Study Program (5-Week) - March 29-April 26 (page 53)</td>
<td>Orientation/Onboarding - August 7 (page 150)</td>
<td>Harassment Prevention for Managers and Supervisors - November 11 (page 75)</td>
</tr>
<tr>
<td>April</td>
<td>Family and Medical Leave Act: A Guide for HR - August 14 (page 73)</td>
<td>Business Writing - November 8</td>
</tr>
<tr>
<td>Managing the Ill or Injured Worker Under the ADA, FMLA, and WC - April 10 (page 81)</td>
<td>Crafting Compliant Handbooks - August 22 (page 71)</td>
<td>Business Essentials - November 13 (page 121)</td>
</tr>
<tr>
<td>Supervision: The Accountability Experience - April 25 (page 156)</td>
<td>Supervision: Is It For Me? - August 23 (page 155)</td>
<td>Leadership: Neuroscience Behind Leading - November 15 (page 143)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Performance Management: Managing Employee Development - November 27 (page 151)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Supervision: The Accountability Experience - November 30 (page 156)</td>
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<td>December</td>
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<tr>
<td></td>
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<td>You’re Fired: Practical Tools for Managing the Termination Process - December 4 (page 160)</td>
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<tr>
<td></td>
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<td>Recordkeeping for HR - December 4 (page 166)</td>
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<tr>
<td></td>
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<td>Unemployment Insurance: Challenging Claims and Controlling Costs - December 6 (page 85)</td>
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<tr>
<td></td>
<td></td>
<td>Leadership: Why Would Anyone Want to Follow You? - December 12-13 (page 145)</td>
</tr>
</tbody>
</table>

* Please see 2018 Employers Council Arizona Training Catalog or go to EmployersCouncil.org for more details.
# Salt Lake City Class Schedule

Utah seminars will be held at the regional office in Salt Lake City unless otherwise noted. Refer to the 2018 Utah Catalog for class descriptions, times, and costs.

**Salt Lake City Office:** Axis Building, 175 West 200 South, Suite 005, Salt Lake City, Utah 84101• 801.364.8479

<table>
<thead>
<tr>
<th>January</th>
<th>May</th>
<th>September</th>
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<tbody>
<tr>
<td>Coaching: Partnering for Performance - January 18 (page 128)</td>
<td>Performance Documentation Skills - May 1 (page 82)</td>
<td>Basic I-9 Compliance - September 5 (page 68)</td>
</tr>
<tr>
<td></td>
<td>Orientation/Onboarding: Building a Positive Connection From Day One - May 10 (page 150)</td>
<td>PHR/SPHR Examination Study Program (5-Week) - September 7 - October 5 (page 58)</td>
</tr>
<tr>
<td></td>
<td>Retaining and Engaging Employees: What Employees Really Care About - May 15 (page 167)</td>
<td>Cultivating Your Listening Skills: Listening to Understand - September 27 (page 99)</td>
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<tr>
<td>February</td>
<td>June</td>
<td>October</td>
</tr>
<tr>
<td>Employment-Based Immigration Briefing Sessions: H-1B Sponsorship - February 6 (page 72)</td>
<td>Employment Law Update Conference - June 7 (page 18) (Sheraton Hotel SLC)</td>
<td>Wage and Hour Workshop - October 4 (page 87)</td>
</tr>
<tr>
<td>Family and Medical Leave Act: A Guide for HR - February 27 (page 73)</td>
<td>Supervision: Your First 90 Days—How to Survive - June 14 (page 157)</td>
<td>Performance Management: Setting the Stage for Success - October 16 (page 151)</td>
</tr>
<tr>
<td></td>
<td>Recordkeeping for Human Resources - June 21 (page 166)</td>
<td>Harassment Prevention for Managers and Supervisors - October 25 (page 75)</td>
</tr>
<tr>
<td></td>
<td>Conflict Strategies: Navigating Others Through Workplace Difficulties - June 26 (page 131)</td>
<td>ADA: Managing Disabilities in the Workplace - October 30 (page 65)</td>
</tr>
<tr>
<td>March</td>
<td>July</td>
<td>November</td>
</tr>
<tr>
<td>PHR/SPHR Examination Study Program (5-Week) - March 2-30 (page 58)</td>
<td>Unemployment Insurance: Challenging Claims and Controlling Costs - July 12 (page 85)</td>
<td>Interviewing and Hiring I - November 1 (page 139)</td>
</tr>
<tr>
<td>Workforce Planning: Your Roadmap to the Future - March 8 (page 167)</td>
<td>Lead Worker Training - July 17 (page 141)</td>
<td>Legal Issues for Supervisors and Managers - November 8 (page 79)</td>
</tr>
<tr>
<td>Conflict: Self-Management - March 15 (page 97)</td>
<td></td>
<td>Performance Documentation Skills - November 29 (page 82)</td>
</tr>
<tr>
<td>ADA: Managing Disabilities in the Workplace - March 20 (page 65)</td>
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</tr>
<tr>
<td>April</td>
<td>August</td>
<td>December</td>
</tr>
<tr>
<td>Harassment Prevention for Managers and Supervisors - April 3 (page 75)</td>
<td>Family and Medical Leave Act: Advanced Workshop - August 1 (page 73)</td>
<td>Managing the Ill or Injured Worker Under the ADA, FMLA, and WC - December 6 (page 81)</td>
</tr>
<tr>
<td>Managing the Ill or Injured Worker Under the ADA, FMLA, and WC - April 17 (page 81)</td>
<td>Generations: Working Together - August 15 (page 135)</td>
<td>Advanced I-9 Practice - December 13 (page 66)</td>
</tr>
<tr>
<td>Interviewing and Hiring I - April 25 (page 139)</td>
<td>Employers Summit 2018 - August 23 (page 17) (Radisson Hotel SLC Downtown)</td>
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</tbody>
</table>
Colorado Springs Class Schedule

Colorado Springs seminars will be held at the regional office in Colorado Springs. Refer to the Catalog for class descriptions, times, and costs.

**Colorado Springs Office: 6005 Delmonico Drive, Suite 250, Colorado Springs, Colorado 80919 • 719.667.0677**

### January
- **Orientation/Onboarding** - January 11 (page 150)
- **Recordkeeping for HR** - January 18 (page 160)
- **You’re Fired: Practical Tools for Managing the Termination Process** - January 23 (page 160)
- **HR Metrics and Analytics: Focusing on What is Important** - January 25 (page 163)
- **ADA: Managing Disabilities in the Workplace** - January 30 (page 65)

### February
- **Succession Planning: Are You Prepared?** - February 1 (page 154)
- **Compensation Administration I: Base Pay Design and Development** - February 8-9 (page 90)
- **Performance Management: Setting the Stage for Success** - February 13 (page 151)
- **Generations: Working Together** - February 15 (page 135)
- **FMLA: A Guide for HR** - February 20 (page 73)
- **Conflict: Self-Management** - February 22 (page 97)
- **Legal Issues for Supervisors and Managers** - February 27 (page 79)

### March
- **Investigations in the Workplace** - March 6 (page 77)
- **Leading Teams** - March 8 (page 145)
- **Supervision: Core Competencies** - March 13-14 (page 155)
- **Unemployment Insurance: Challenging Claims and Controlling Costs** - March 20 (page 85)
- **Business Essentials** - March 22 (page 121)

### April
- **Performance Documentation Skills** - April 1 (page 82)
- **PHR/SPHR Examination Study Program (5-Week)** - April 3-May 1 (page 58)
- **Conflict Strategies: Navigating Others Through Workplace Difficulties** - April 12 (page 131)
- **Delegation: A Strategy for Empowerment** - April 19 (page 133)
- **Garnishments and Income Withholding Orders** - April 26 (page 74)

### May
- **Ethics for Business: People, Performance, and Principles** - May 3 (page 134)
- **Leadership: Why Would Anyone Want to Follow You?** - May 9-10 (page 145)
- **Employment Law Update Conference** - May 17 (page 18) (The Antlers Hotel)
- **Emotional Intelligence at Work** - May 23-24 (page 103)
- **Discrimination in the Workplace: The Law of EEO** - May 31 (page 71)

### June
- **Workforce Planning: Your Roadmap to the Future** - June 5 (page 167)
- **ADA and FMLA for Managers and Supervisors** - June 12 (page 65)
- **The Five Dysfunctions of a Team** - June 14 (page 134)
- **Harassment Prevention for Managers and Supervisors** - June 21 (page 75)
- **Leadership Through Influence** - June 26-27 (page 144)

### July
- **Basic I-9 Compliance** - July 10 (page 68)
- **Lead Worker Training** - July 12 (page 141)
- **Collaboration Skills: A Radical Approach to Problem Solving and Conflict Resolution** - July 18-19 (page 129)
- **Managing the Ill or Injured Worker Under the ADA, FMLA, and WC** - July 24 (page 81)
- **Performance Appraisal Design** - July 31 (page 165)

### August
- **Benefit Administration: The Basics from A to Z** - August 7-8 (page 89)
- **Performance Management: Setting the Stage for Success** - August 14 (page 151)
- **Cultivating Your Listening Skills: Listening to Understand** - August 22 (page 99)
- **Retaining and Engaging Employees** - August 24 (page 167)
- **Wage and Hour Workshop** - August 28 (page 87)

### September
- **Legal Issues for HR Professionals** - September 6 (page 78)
- **Fundamentals of HR Management: Key Steps in Getting Started** - September 12-13 (page 161)
- **Group Facilitation Skills** - September 18-19 (page 105)
- **aPHR Examination Study Program (4-Week)** - September 20-October 11 (page 60)
- **Supervision: Buddy to Boss** - September 21 (page 154)
- **Situational Leadership®: An Introduction to the SLBIAH** - September 26 (page 152)
- **Leading Teams** - September 28 (page 145)

### October
- **Creating Effective Work Groups** - October 4 (page 132)
- **Change Management: Building Resiliency** - October 11 (page 128)
- **SHRM Examination Study Program (5-Week)** - October 18-November 15 (page 53)
- **Interviewing and Hiring I** - October 23 (page 139)
- **Reasonable Suspicion: Detecting Drug and Alcohol Use in the Workplace** - October 30 (page 83)

### November
- **Supervision: Art of Managing Up** - November 2 (page 157)
- **Managing Effective Meetings** - November 7 (page 147)
- **Performance Documentation Skills** - November 13 (page 82)
- **Supervision: Core Competencies** - November 28-29 (page 155)

### December
- **Developing Interpersonal Communication Skills** - December 4-6 (page 100)
- **Coaching: Partnering for Performance** - December 11-12 (page 128)
## Regional Class Schedule — Loveland, CO

Loveland seminars will be held at the regional office in Loveland. Refer to the Catalog for class descriptions, times, and costs.

**Loveland Office: 5250 Hahns Peak Drive, Suite 140, Loveland, Colorado 80538 • 970.223.4107**

<table>
<thead>
<tr>
<th>January</th>
<th>May</th>
<th>September</th>
</tr>
</thead>
<tbody>
<tr>
<td>Record Keeping for HR - January 16 (page 166)</td>
<td>Workers’ Compensation: The Advanced Workshop - May 3 (page 88)</td>
<td>Benefit Administration: The Basics from A to Z - September 11-12 (page 89)</td>
</tr>
<tr>
<td>Recruiting: The Strategy and the Tactics - January 23 (page 166)</td>
<td>Leading Teams - May 9 (page 145)</td>
<td>HR Metrics and Analytics: Focusing on What is Important - September 18 (page 163)</td>
</tr>
<tr>
<td>Legal Issues for HR Professionals - January 24 (page 78)</td>
<td>Performance Management: Setting the Stage for Success - May 10 (page 151)</td>
<td>Family and Medical Leave Act: Advanced Workshop - September 19 (page 73)</td>
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<table>
<thead>
<tr>
<th>February</th>
<th>June</th>
<th>October</th>
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<tbody>
<tr>
<td>Employee Handbooks: Revising or Developing - February 6 (page 161)</td>
<td>Orientation/Onboarding: Building a Positive Connection From Day One - June 6 (page 150)</td>
<td>Interviewing and Hiring I - October 4 (page 139)</td>
</tr>
<tr>
<td>Garnishments and Income Withholding Orders - February 21 (page 74)</td>
<td>Developing Interpersonal Communication Skills - June 12-14 (page 100)</td>
<td>Supervision: Your First 90 Days—How to Survive - October 17 (page 157)</td>
</tr>
<tr>
<td>Violence at Work: Increasing Your Awareness - February 22 (page 118)</td>
<td>Situational Leadership®: An Introduction to the SLBA1I - June 20 (page 152)</td>
<td>Customer Relations: Making the Connection - October 24 (page 100)</td>
</tr>
<tr>
<td>Wage and Hour Exemption Workshop - February 27 (page 87)</td>
<td>Colorado Compensation Survey Briefing Class - June 26 (page 17) (Location TBD)</td>
<td>Performance Documentation Skills - October 31 (page 82)</td>
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<table>
<thead>
<tr>
<th>March</th>
<th>July</th>
<th>November</th>
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<tbody>
<tr>
<td>Investigations in the Workplace - March 20 (page 77)</td>
<td>Wage and Hour Workshop - July 19 (page 87)</td>
<td>Managing the Ill or Injured Worker Under the ADA, FMLA, and WC - November 7 (page 81)</td>
</tr>
<tr>
<td>Generations: Working Together - March 22 (page 135)</td>
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<tr>
<td>Managing Effective Meetings - March 27 (page 147)</td>
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<tr>
<td>Harvard Business Series - March 29 (page 137)</td>
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<thead>
<tr>
<th>April</th>
<th>August</th>
<th>December</th>
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<tbody>
<tr>
<td>You’re Fired: Practical Tools for Managing the Termination Process - April 3 (page 160)</td>
<td>ADA: Managing Disabilities in the Workplace - August 1 (page 65)</td>
<td>No classes offered this month</td>
</tr>
<tr>
<td>Conflict Strategies: Navigating Others Through Workplace Difficulties - April 4 (page 131)</td>
<td>Basic I-9 Compliance - August 8 (page 68)</td>
<td></td>
</tr>
<tr>
<td>Retaining and Engaging Employees - April 17 (page 167)</td>
<td>Supervision: Core Competencies - August 14-15 (page 155)</td>
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</tr>
<tr>
<td>Performance Appraisal Design - April 18 (page 165)</td>
<td>Reasonable Suspicion: Detecting Drug and Alcohol Use in the Workplace - August 23 (page 83)</td>
<td></td>
</tr>
<tr>
<td>Supervision: Buddy to Boss - April 20 (page 154)</td>
<td>Lead Worker Training - August 29 (page 141)</td>
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</tr>
<tr>
<td>Performance Documentation Skills - April 24 (page 82)</td>
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</tr>
<tr>
<td>Supervision: Your First 90 Days - April 25 (page 157)</td>
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</table>
## Grand Junction Class 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 class descriptions, times, and costs.

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

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

<table>
<thead>
<tr>
<th>January</th>
<th>May</th>
<th>September</th>
</tr>
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</table>
| No classes offered this month | Supervision: Core Competencies - May 1-2 (page 155)  
Employment Law Update Conference - May 22 (page 18) (Two Rivers Convention Center) | Supervision: Core Competencies - September 11-12 (page 155) |

<table>
<thead>
<tr>
<th>February</th>
<th>June</th>
<th>October</th>
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</thead>
</table>
| No classes offered this month | Reasonable Suspicion: Detecting Drug and Alcohol Use in the Workplace - June 20  
(page 83) | Unemployment Insurance: Challenging Claims and Controlling Costs - October 16  
(page 85) |

<table>
<thead>
<tr>
<th>March</th>
<th>July</th>
<th>November</th>
</tr>
</thead>
</table>
| Wage and Hour Workshop - March 15  
(page 87) | Harassment Prevention for Managers and Supervisors - July 18 (page 75) | ADA: Managing Disabilities in the Workplace - November 15 (page 65) |

<table>
<thead>
<tr>
<th>April</th>
<th>August</th>
<th>December</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance Documentation Skills - April 4 (page 82)</td>
<td>ADA and FMLA for Managers and Supervisors: Stop, Look, and Listen - August 23 (page 65)</td>
<td>No classes offered this month</td>
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</table>
Glenwood Springs Class Schedule

Glenwood Springs seminars will be held at the Colorado Mountain College. Your class confirmation will indicate location. Refer to the Catalog for class descriptions, times, and costs.

<table>
<thead>
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<th>Month</th>
<th>January</th>
<th>May</th>
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<tbody>
<tr>
<td></td>
<td>No classes offered this month</td>
<td>No classes offered this month</td>
<td>Performance Documentation Skills - September 20 (page 82)</td>
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<table>
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<tr>
<th>Month</th>
<th>February</th>
<th>June</th>
<th>October</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Harassment Prevention for Managers and Supervisors - February 21 (page 75)</td>
<td>Colorado Compensation Survey Briefing Class - June 28 (page 17)</td>
<td>No classes offered this month</td>
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<table>
<thead>
<tr>
<th>Month</th>
<th>March</th>
<th>July</th>
<th>November</th>
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<tbody>
<tr>
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<tr>
<td></td>
<td>No classes offered this month</td>
<td>No classes offered this month</td>
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EMPLOYERS COUNCIL SERVICES
Services Included in Employers Council Membership

When you become a full member of 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

**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 (Employers Council 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
  - Special Studies
  - Custom Survey Extracts
- 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@EmployersCouncil.org
- Employment Law Posters: posters@EmployersCouncil.org
- Immigration: immigration@EmployersCouncil.org
- Workers’ Compensation Dividend Program: wcdp@EmployersCouncil.org
- Workplace Investigations: investigations@EmployersCouncil.org

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

Organizational Development and Training
- Coaching Services / 360 Profilor: coaching@EmployersCouncil.org
- Mediation: mediation@EmployersCouncil.org
- OD Consulting and Leadership Academies: memservices@EmployersCouncil.org
- On-Site and Customized Training: onsitetraining@EmployersCouncil.org

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

Partnerships / Alliances
- Arrow Performance: stuart.thomas@arrowperformance.com
- Futuro Solido: servicio@futurosolidousa.com
- Mission Critical Systems: jenny.douras@mcstech.net
- Paylocity Payroll and HRIS: phenry@EmployersCouncil.org
ADMINISTRATIVE INFORMATION
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 EmployersCouncil.org
2. TELEPHONE: Call Registration at 303.894.6732 or 800.884.1328
3. EMAIL: Email class and attendee information to registration@EmployersCouncil.org

Your Membership Number
We ask for your membership number when you register to help ensure accurate registration and billing.

Class 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 class cost will be charged for all seminars canceled or rescheduled less than seven (7) days prior to the class. Cancellations can only be made with an Employers Council 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. On-site training also requires cancellation no less than fourteen (14) days prior to the beginning of the program.

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

Class Confirmation
All classes are confirmed at time of registration. A confirmation, which will include information on class location, will be emailed to each participant.

Class Locations
Employers Council seminars are conducted in a number of locations.

• Employers Council 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 Employers Council 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 Employers Council office, a hotel, or your organization.

Special Accommodations
Employers Council 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 page 12).

Lunches
Luncheons are provided as part of the class 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, Employers Council 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 Employers Council’s ID #262332 to receive the Employers Council discount). For more information, please contact the hotels directly or Employers Council's Registration at 800.884.1328 or email registration@EmployersCouncil.org
Scottsdale
Contact the Scottsdale Office (602.955.7558) for accommodations near our Scottsdale facility.

Salt Lake City
Contact the Salt Lake City Office (801.364.8479) for accommodations near our Salt Lake City facility.

Colorado Springs
Contact the Colorado Springs Office (719.667.0677) for accommodations near our Colorado Springs facility.

Loveland
Contact the Loveland Office (970.223.4107) for accommodations near our Loveland facility.

Snow Days—Inclement Weather
Employers Council seminars are not canceled or postponed because of snow or weather conditions. If weather conditions cause traffic problems, the normal Employers Council 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 class because the program will be held. We are in business because you are in business!

Continuing Education Units
Employers Council 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 Employers Council
Employers Council takes responsibility for providing the best possible learning environment for our participants; this includes class 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.

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<th>After the Class:</th>
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<tr>
<td>• Review with the participant the purpose of enrolling.</td>
<td>• Have the participant evaluate the program.</td>
</tr>
<tr>
<td>• Make sure the participant knows the dates and times of the class.</td>
<td>• Review key learning points with the participant and discuss strategies for implementation back at work.</td>
</tr>
<tr>
<td>• Describe class content and objectives.</td>
<td>• Establish an action plan for implementing ideas from the class.</td>
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<tr>
<td>• Discuss why the participant is attending the particular class.</td>
<td>• Observe and discuss the participant's on-the-job behavior.</td>
</tr>
<tr>
<td>• Establish minimum expectations for results.</td>
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<tr>
<td>• Establish a time to meet after the class.</td>
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</tr>
<tr>
<td>• Remind participants to use proper cell phone etiquette at the class.</td>
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Further Resources at Employers Council
While visiting Employers Council, participants are invited to use the resources of Employers Council’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 Employers Council Computer Café as well as the Employers Council Wi-Fi connection while visiting the main Denver Employers Council 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@EmployersCouncil.org.
Locator Map: Colorado Springs Office

6005 Delmonico Drive, Suite 250, Colorado Springs, Colorado 80919
719.667.0677 or 800.884.1328

Directions

From the North:
Take I-25 South toward Colorado Springs. Take Exit #148 for Nevada Avenue, Corporate Drive and Rockrimmon Boulevard. Turn right at the second light onto South Rockrimmon Boulevard Turn right onto Delmonico Drive. The Colorado Springs Office is located at 6005 Delmonico Drive, Suite 250, Colorado Springs, CO.

From the South:
Take I-25 South to Colorado Springs. Take Exit #148 for Rockrimmon Boulevard. Turn left onto South Rockrimmon Boulevard. Turn right onto Delmonico Drive. The Colorado Springs Office is located at 6005 Delmonico Drive, Suite 250, Colorado Springs, CO.
Locator Map: Denver Office

1799 Pennsylvania Street, Denver, CO 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 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 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 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 Denver Office is located at 1799 Pennsylvania Street, Denver, CO.
Locator Map: Loveland Office

5250 Hahns Peak Drive, Suite 140, Loveland, Colorado 80538
970.223.4107 or 800.884.1328

Directions

From I-25:
Exit I-25 at Exit 257 which is the Highway 34/East Eisenhower Avenue exit. Turn west and make a right onto Rocky Mountain Boulevard. After the second roundabout, turn left onto Hahns Peak Drive. The Loveland Office is located at 5250 Hahns Peak Drive, Suite 140, Loveland, Colorado 80538.
Directions

From the North:
Travel South on I-15. Take the 400 South exit in Salt Lake City (Exit 307). Stay to the left and proceed east onto 400 South eastbound. Turn left (north) onto 200 West. Proceed north approximately 2 blocks. Parking garage and Salt Lake City Office will be on your right just prior to (south of) 200 South. To park in the 5-story garage, turn right on Pierpont Avenue (240 South) and then turn left into the garage. The Salt Lake City Office is located in the Axis Building at 175 West 200 South, Suite 2005, Salt Lake City, UT 84101.

From the South:
Travel North on I-15. Take the 600 South exit in Salt Lake City (Exit 306). Proceed east on 600 South. Turn left (north) onto 200 West. Proceed north approximately 4 blocks. Parking garage and Salt Lake City Office will be on the right just prior to (south of) 200 South. To park in the 5-story garage, turn right on Pierpont Avenue (240 South) and then turn left into the garage. The Salt Lake City Office is located in the Axis Building at 175 West 200 South, Suite 2005, Salt Lake City, UT 84101.
Locator Map: Scottsdale Office

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

Directions

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

From the South:
Take 101 north 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 Scottsdale Office is located at 7975 North Hayden Road, Suite D-280, Scottsdale, AZ.
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