

Targeted Training Solutions for Your Business



Your Employers Association

www.trusightinc.com



MINNESOTA TRAINING & DEVELOPMENT PROGRAMS

May-December 2014

Leadership Training Essentials

Great leaders are not born—they're made by combining on-the-job experience with structured skills training. MRA's leadership training courses are designed for leads and frontline supervisors, and cover the knowledge, skills, abilities, and mindset that help leaders be effective in their positions. MRA instructors have in-the-trenches experience, focusing on practical takeaways that can be used immediately.

Leadership for Leads

Designed for employees on the first rung of the supervision ladder, this course introduces the foundation of basic supervisory skills, to transition from employee into management. Participants learn the principles of leading versus making an individual contribution.

Supervision Part I: Fundamentals of Leadership

This course provides the crucial knowledge, skills, abilities, and perspective required to effectively supervise a team.

Supervision Part II: Fundamentals of Leadership

Build on the basic supervision skills learned in Supervision I: Leadership Fundamentals.

MRA also offers the following Certificate Series:

- **Supervision Fundamentals Certificate Series**
- **Leading Effective Teams Certificate Series**
- **Principles of Leadership Excellence**

REGISTER

ONLINE: www.trusightinc.com

E-MAIL: registration@mranet.org

PHONE: 763.253.9100 OR 888.242.1359





WHY USE MRA?

for Training and Development

www.trusightinc.com

- Innovative, seasoned, and cutting-edge instructors with “real world” business AND training experience lead every training program
- Focused, targeted training delivered to build proficiency with direct application to the workplace
- Class sizes maximize the instructor-to-participant ratio
- Engaging, interactive curriculum for every program means participants learn from fellow learners as well as instructors
- Access to MRA trainers and topic experts during and after training who answer all of your questions
- Savings of 30% to 50% for MRA members on training fees
- Hundreds of programs and topics to choose from

Guaranteed. Absolutely.



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MRA offers a variety of certificate series programs that are designed to meet the unique needs of professionals in acquiring the knowledge and skills necessary to prepare for a broad range of positions in the field of human resources. Learn more about each of our certificate series and find out which program is right for you!

EMPLOYEE BENEFITS CERTIFICATE SERIES

The employee benefits function has grown more complex over the years, requiring professionals to have knowledge of laws and regulations, recordkeeping requirements, and employee relations and communications skills. The Employee Benefits Certificate Series guides you through a training sequence that will enrich you with current information, skills, and business tools needed to be effective in the benefits role.

Classes in this series include:

- Fundamentals of Employee Benefits
- 401(k) Plan Design and Compliance
- An Overview of the ADAAA and FMLA
- HIPAA Privacy & Security Administration
- Communication Best Practices—A Guide to Effective Employee Education

Classes in this series begin October 30, 2014

FEE:

\$1490 Members
\$2045 Nonmembers

SERIES HRCI:

HR (General) Credits:
26.0 Hours



HR BUSINESS PARTNER CERTIFICATE SERIES

The demands of HR professionals have changed immensely. Today, HR leaders must be able to align the HR function to achieve larger, strategic, organization-wide goals. MRA's HR Business Partner Certificate Series enables HR professionals to make the transition effectively to that of a HR Business Partner. Participants will develop the primary skills that HR Business Partners need to be successful in their role and be seen by executives, managers, and employees as a critical partner in the success of the business.

Classes in this series include:

- HR Professional as Business Partner
- HR Metrics: Measuring HR's Contribution to Organizational Success
- The Fine Art of Influencing: How to Lead without Authority
- Strategic Planning: Getting From Where You Are to Where You Want to Be
- Let's Get It Done: Effectively Implementing and Executing Plans and Strategies
- Employment Law for Today's Leaders

Classes in this series begin October 30, 2014

FEE:

\$1940 Members
\$2595 Nonmembers

SERIES HRCI:

Business (Strategic) Credits:
18.25 Hours
HR (General) Credits: 12 Hours



HR EMPLOYMENT LAW CERTIFICATE SERIES

Obtaining an in-depth understanding and awareness of state and federal employment laws continues to grow in importance in today's workplace. MRA's HR Employment Law Certificate Series prepares you to effectively manage employment law issues and recognize problem compliance areas.

Classes in this series include:

- An Overview of the ADAAA and FMLA
- HIPAA Privacy and Security Administration
- Affirmative Action Overview: An Introduction or Review
- Conducting Workplace Investigations: The Elements
- Conducting Workplace Investigations: Skill-Building
- Employment Law for Today's Leaders

Classes in this series begin November 6, 2014

FEE:

\$1585 Members
\$2120 Nonmembers

SERIES HRCI:

HR (General) Credits:
26.0 Hours



HR GENERALIST CERTIFICATE SERIES

A human resource generalist is typically involved in multiple facets of the human resources department, requiring a broad understanding of human resources. MRA's HR Generalist Certificate Series program is designed to provide someone new to human resources, or desiring to broaden his or her understanding, with a foundation of knowledge. Participants learn practical knowledge they can apply immediately back on the job.

Classes in this series include:

- Basics of Human Resources
- Fundamentals of Employee Benefits
- Overview of Compensation Design
- Writing Effective Job Descriptions
- Effective Interviewing & Hiring Techniques
- Employment Law for Today's Leaders

Classes in this series begin
October 9, 2014

FEE:

\$2850 Members
\$3805 Nonmembers

SERIES HRCI:

HR (General) Credits:
47.5 Hours



LEADING EFFECTIVE TEAMS CERTIFICATE SERIES

Collaboration. Teamwork. Cohesiveness. These words describe the difference between a true team working together to accomplish goals and a group of individuals working side by side. Successful teams require solid structure and organization, superior communication skills, and sound problem-solving and project management practices. The Leading Effective Teams Series provides participants with the background knowledge, techniques, and skills to lead productive and successful teams. Leaders of new teams as well as leaders of established teams will take away practical techniques and tools for stimulating collaboration and success on their teams.

Classes in this series include:

- Foundation for Leading Teams
- Communicating With Your Teammates
- Keeping the Team on Track
- Managing Conflict in Your Team
- Project Management for Team Leaders

Classes in this series begin
September 12, 2014

FEE:

\$1390 Members
\$1850 Nonmembers

SUPERVISION FUNDAMENTALS CERTIFICATE SERIES

Making the move from doer to leader is not as easy as it looks. Your employee knew how to do the job, and did it well. That's why your employee got the promotion! But getting the job done via others requires a very different set of skills. It's not about telling others what to do, but rather about leading and influencing team members. Now someone else is doing the job your employee enjoyed and excelled at. And your promoted employee is back in a learning mode. This series covers the fundamentals of what to do, why, and when, as well as tips on making the change. It also provides an understanding of employment laws and how to recognize situations that pose a legal risk to your organization.

Classes in this series include:

- Supervision Part I: Fundamentals of Leadership
- Supervision Part II: Fundamentals of Leadership
- Supervisor and the Law

Classes in this series are
offered at various dates,
times, and locations to fit
your schedule.

FEE:

\$1585 Members
\$2125 Nonmembers

For more information about our certificate series or certification programs, please contact MRA at 888.242.1359



Principles of Leadership Excellence

Just like sailing a boat, becoming an effective leader involves acquiring skill. Understanding leadership components, learning how to combine those components in just the right way, and practicing what you learn will lead to success. In this certificate series, you'll build not six, not ten, but 18 leadership competencies. You'll learn how to communicate well with your crew and how to respond when the wind is against you. You'll know how to change course to head for a brighter shore and ensure that every adjustment you make to the sails continues to take you to your goal. This series is not yawn-filled lecture and tedious note-taking. It's an exciting ride, with interactive learning that teaches you how to be a better leader through self-assessment, skill practice, group discussion, and application to your day-to-day work. You can stay connected to everyone in the series between sessions through the life-line of an online community. Instructors with real-world leadership experience in a variety of industries are at the helm, making the topics come alive and helping you catch steady wind in your leadership sails.

MRA encourages you to take the series in sequence because skill sets in each session build upon what is learned in the previous session.

Who will be around the table with you? There will be newly appointed supervisors, managers, or other professionals from manufacturing, service, healthcare, sales, distribution, office, or non-profits. Some will be experienced supervisors who have not had formal management training. Others may not yet hold a leadership or management role but have management potential.

SERIES FEE: \$3,025 MRA Members / \$4,015 Nonmembers

MODULE 1: TRUST AND INFLUENCE: NEW-SCHOOL LEADERSHIP

2 Days 9/9/14 & 9/23/14

Old-school leadership was based solely on "command and control," but new-school leadership is built on trust and influence. Regardless of the level of leadership that you hold in your organization or how long you have held a leadership spot, applying new-school principles will boost your effectiveness. Focusing on behaviors that promote trust in all areas of your professional life, you'll learn why and how to build a stronger, more trust-rich environment with your direct reports, managers, colleagues, customers, and suppliers. Your commitment to personal accountability will increase, and you'll take away powerful skills to use every day to help your reports meet their responsibilities, too.

Competencies:

- Performance Management
- Ethics and Integrity
- Diversity
- Trust and Authenticity
- Managing Relationships
- Communication
- Adaptability and Agility

MODULE 2: COMMUNICATING FOR RESULTS: GOLD MEDAL PERFORMANCE

2 Days 10/7/14 & 10/21/14

Regardless of what product or service your organization offers, as a leader you're in the people business, big time. Success in the people business demands high-level communication skills. Talking, writing, texting, e-mailing, phoning, gesturing, and listening—you swim every day in the ocean of communication. If those communication skills are poor, you're in the ocean with an anchor tied to your feet. In this module, you'll learn Olympic-sized techniques to strengthen your talent. You will discover details about your own communication style and learn to adapt your personal communication to those whose style is different from yours as well as hone your listening skills. Your awareness and use of nonverbal communication will sharpen. After the module, you'll feel confident to win a gold medal in communication.

Competencies:

- Relationships
- Diversity
- Self-assessment
- Communication
- Adaptability and Agility

MODULE 3: CULTURE, COACHING, AND MOTIVATION: THE PATH TO PRODUCTIVITY

2 DAYS 11/4/14 & 11/18/14

A leader's success depends on appropriate balance of two critical aspects of work: productivity and motivation. If you focus solely on production in nose-to-the-grindstone fashion, you neglect the crucial ingredient of building morale and motivating your reports to greater productivity and increased engagement. This module concentrates on the skills you need to strike just the right balance. You'll learn to build and maintain relationships, influence others, and coach in effective, efficient, and ethical ways. An in-depth study of motivation and employee engagement will polish your ability to increase productivity. Theory and practice combine to take your leadership skill up another notch.

Competencies:

- Performance Management
- Relationships
- Motivation
- Ethics and Integrity
- Communication
- Political Savvy

MODULE 4: TRAINING, DELEGATING, AND MANAGING PERFORMANCE: HEADS UP!

2 DAYS 12/2/14 & 12/16/14

It's a myth that ostriches bury their heads in the sand. But the myth is a spot-on analogy for leaders who take no action when their reports are faltering, who insist on doing it all themselves, or who fail to recognize the value of proactively managing performance. This module will help you banish any notion that, "This will go away if I just ignore it." By learning to effectively train, delegate, set goals, and give feedback, you'll increase your reports' chances for success on the job. You'll acquire the skills to implement a consultative method of addressing issues and a process that gets to the heart of performance issues, while recognizing the vital steps to take when discipline is required.

Competencies:

- Performance Management
- Talent Management
- Communication
- Political Savvy
- Delegation

MODULE 5: BUILDING COLLABORATION AND MANAGING CONFLICT: PUSH AND PULL

2 DAYS 1/6/15 & 1/20/15

Higher achievement. Deeper commitment. Sharper solutions. Ah, the payoff of superior teamwork! Helping groups achieve stellar results calls for particular skills, including creating trust, involving others in making decisions, and aligning team members' personal goals with the work of the group. It's a sure bet that team members with different backgrounds, interests, and personalities will bring different viewpoints to the table. It's also a sure bet that those different viewpoints can create stress and unproductive conflict. Competence in handling the complexities of teamwork in just the right way takes the know-how and practice this module provides. You'll learn how to skyrocket the effectiveness of a team and minimize unproductive conflict, and you'll take away practical techniques to address expected and unexpected behaviors.

Competencies:

- Team Building
- Diversity
- Conflict Management
- Trust and Authenticity

MODULE 6: LEADING CHANGE: AHEAD OF THE PACK

1 Day 2/3/15

Savvy business leaders are always on the lookout for opportunities for change. With many of today's top industries completely unknown 30 years ago, merely maintaining the status quo is flirting with failure. Understanding the dynamics of change and encouraging changes and improvements in their areas of responsibility are requirements for effective and forward-thinking leaders. This module addresses the challenge of initiating and shepherding change, focusing on techniques to communicate with and engage those affected. You'll learn best practices for dealing with unintended consequences of change and how to avoid the tug-of-war that can occur when change is poorly managed.

Competencies:

- Vision and Strategy
- Performance Management
- Relationships
- Innovation
- Problem Solving
- Delegation
- Change Management

MODULE 7: ALIGNING GOALS AND STRATEGIES: LOOKING TO THE FUTURE

1 Day 2/17/15

Applying your organization's vision and strategy is a vital component of successful leadership. It's not enough to occasionally dust off a formal document, give it a bit of lip service, and then relegate it to the bookshelf. This module will build your commitment to and skill in ensuring that workers' individual action plans support the organization's overall strategy. You'll learn how to take objectives in the strategy and help your reports create complementary goals. A strengthened ability to analyze the longer range impact of your tactical decisions will increase your willingness to make tactical adjustments. With the clear-sighted perspective this module provides, you'll acquire proficiency to align your area of responsibility with your organization's strategy and vision.

Competencies:

- Vision and Strategy
- Performance Management
- Motivation
- Delegation
- Self-assessment

Certification Programs

PREPARATION FOR PROFESSIONAL CERTIFICATION PROGRAMS

The following programs prepare individuals to sit for a professional certification examination. MRA does not administer the certification exams but provides the tools, education, and resources for a higher degree of readiness.

PROFESSIONAL IN HUMAN RESOURCES/SENIOR PROFESSIONAL IN HUMAN RESOURCES (PHR/SPHR)

Offered in both classroom and web-based learning formats, this 11-week program covers the body of knowledge tested by the Society of Human Resources Management (SHRM) certification examination for either the Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR) designations. This test is administered by the Human Resources Certification Institute at www.hrci.org.

GLOBAL PROFESSIONAL IN HUMAN RESOURCES (GPHR) CERTIFICATION PREPARATION

This program will help HR professionals prepare to sit for the GPHR exam and to gain knowledge that will help them become global strategic business partners. It is offered in a web-based learning format. This test is administered by the Human Resources Certification Institute at www.hrci.org.

PROJECT MANAGEMENT PROFESSIONAL (PMP) CERTIFICATION EXAM PREPARATION

This 3-day program provides an in-depth review of the information required for the Project Management Institute's (PMI®) Project Management Professional (PMP®) examination. The PMP certification demonstrates to employers, clients, and colleagues that an individual possesses project management knowledge, experience, and the skills to bring projects to successful completion.

MRA CERTIFICATION PROGRAMS

Certification programs include instruction and training to aid learners in acquiring the knowledge and skills necessary for the specific area. In addition to classroom training, participants are given the opportunity to complete a real-life project and they are assessed based upon their performance and competency. Certification testing, which includes both written and/or oral exams, is administered by MRA.

SIX SIGMA/LEAN CERTIFICATION PROGRAMS

In partnership with Brian P. Little & Associates, MRA will train, certify, and register individuals as qualified and capable practitioners in the following programs:

- Six Sigma Green Belt Certification
- Six Sigma Black Belt Certification
- Six Sigma Master Black Belt Certification
- Lean Systems Certification
- Lean Six Sigma Green Belt Certification
- Lean Six Sigma Black Belt Certification

The courses and programs are also Workforce Investment Act (WIA) certified.

ORGANIZATIONAL DEVELOPMENT (OD) CERTIFICATION PROGRAM

This certificate program will not only provide you with an overview of organization development (OD) and the role of the OD practitioner but will also teach you how to apply OD principles and techniques to increase performance in the workplace. The program includes classroom and online learning as well as an individual project.



HRCI APPROVED PROVIDER

MRA is an Approved Provider for recertification credit hours by the Human Resource Certification Institute (HRCI). Many of MRA's programs are pre-approved by HRCI for recertification credit toward your PHR or SPHR designation. Look for the HRCI Seal in appropriate course descriptions throughout our course catalog. The use of the HRCI seal is not an endorsement by the HR Certification Institute of the quality of the program. It means that this program has met the HR Certification Institute's criteria to be pre-approved for recertification credit.

AUTHORIZED IACET PROVIDER

MRA has been approved as an Authorized Provider by the International Association for Continuing Education and Training (IACET), 1760 Old Meadow Road, Suite 500, McLean VA 22102. In obtaining this approval, MRA has demonstrated that it complies with the ANSI/IACET Standards which are widely recognized as standards of good practice internationally. As a result of the Authorized Provider membership status, MRA is authorized to offer IACET CEUs for its programs that qualify under the ANSI/IACET Standards.

LICENSED EDUCATIONAL PROVIDER

MRA is licensed as a private career school with the Minnesota Office of Higher Education pursuant to Minnesota Statutes, Sections 141.21 to 141.32. Licensure is not an endorsement of the institution. Credits earned at the institution may not transfer to all other institutions. Minnesota Office of Higher Education, 1450 Energy Park Drive, Suite 350, St. Paul, MN 55108-5227, Phone: (651) 642-0567.

401(k) Plan Design & Compliance

This class provides a general overview of all elements of managing and administering a 401(k) plan for your employees. The program covers ERISA, Department of Labor (DOL) and Internal Revenue Service (IRS) requirements as well as essential information to guide you in managing the investment funds in your plan.

WHO SHOULD ATTEND

Anyone who has responsibility for managing or administering a 401(k) plan, including those involved with tasks such as payroll deductions, benefits enrollments, and investment selections.

LEARNING OBJECTIVES

- How plans are designed and implemented.
- Compliance concerns and how to avoid issues.
- Investment options and appropriate oversight and due diligence.
- The latest legislative updates as well as ERISA, DOL, IRS and fiduciary requirements.

Fee: \$410 MRA members / \$545 nonmembers

Dates/Times/Locations:

5/1/14	8:30 a.m. – 4:00 p.m.	Plymouth
10/23/14	8:30 a.m. – 4:00 p.m.	Plymouth

CEUs: .7

HRCI HR (General) Credits: 6.5 Hours



Achieving Excellence in Interpersonal Relationships

Understanding ourselves and each other is key to a smooth running, effective organization. This program includes a self-scored assessment that identifies how one behaves on a good day and bad day.

This program is specifically designed to help participants understand their own behaviors and how to be our “good day” selves all the time. This class offers a unique behavioral approach that makes participants aware of their own and others’ basic behavior styles. Once we understand the basic styles, we are able to respond more effectively.

WHO SHOULD ATTEND

Any employee interested in improving interpersonal relationships

LEARNING OBJECTIVES

- Know four styles of interaction
- Prioritize problems, wants and needs
- Utilize the mandatory interpersonal skills
- Know what words not to use

Fee: \$230 MRA members / \$305 nonmembers

Dates/Times/Locations:

5/20/14	9:00 a.m. – 12:00 p.m.	Plymouth
12/16/14	9:00 a.m. – 12:00 p.m.	Plymouth

CEUs: .3

Advanced Leadership

Becoming proficient in leadership skills requires you to be self-aware, listen to others and communicate effectively. Learn how to motivate and communicate with different personality types, make appropriate behavioral choices, understand situations before acting, apply critical thinking skills and manage your time and knowledge resources.

Advanced Leadership enhances your ability to lead people. Maximize your effectiveness in improving your personal and team performance as well as the organization's productivity. This course focuses on the concept of "relationship management" and building the competencies that support you in your leadership role.

WHO SHOULD ATTEND

- Graduates of Supervision Part I: Fundamentals of Leadership or Supervision Part II: The Next Stage of Leadership
- Anyone seeking to enhance their relationship management skills

LEARNING OBJECTIVES

- Identification of basic behavior styles of others and yourself.
- Effective interaction with employees.
- Communicating with different personality types.
- How to construct and understand a good argument.
- Differentiate between effective and efficient work activities.
- Understand and adopt business focus tools, SWOT analysis, and planning/scheduling techniques.

Fee: \$625 MRA members / \$835 nonmembers

Dates/Times/Locations:

5/16/14 9:00 a.m. – 12:00 p.m. 5 Fridays Plymouth

10/6/14 9:00 a.m. – 12:00 p.m. 5 Mondays Plymouth

CEUs: 1.5

HRCI HR (General) Credits: 13.75 Hours



HR Employment Law Certificate Series

Affirmative Action Overview: An Introduction or Review

This course provides a concise, updated overview of affirmative action (AA), including recent federal developments such as changes to the veterans' regulations and a proposed compensation data collection tool. If your organization is or will be a government contractor, this course will answer frequently asked questions such as the following, based on statutory, regulatory, Office of Federal Contract Compliance (OFCCP), and other requirements:

- Is my organization required to have an affirmative action program (AAP) and why?
- What is an affirmative action program and a written plan?
- What does my organization have to do to be in compliance?
- How much time will this take and who should be responsible?
- What are the benefits of compliance and the risks of non-compliance?
- How does the government check up on organizations that have government contracts?

WHO SHOULD ATTEND

Those in human resources or leadership positions who have responsibility for completing, implementing, and/or overseeing affirmative action compliance, including written AAP's. This may include those who:

- Work for organizations that are new government contractors or sub-contractors.
- Anticipate government contracts.
- Have an AAP but don't understand what it is or what to do with it once it's done.
- Now have AA responsibility for AA compliance with no prior experience or prior experience many years ago.
- Want to audit their organization's AA compliance and practices.
- Want a short, concise, general AA overview.

LEARNING OBJECTIVES

- Define EEO and AA and the laws that trigger affirmative action compliance.
- Explain key AA requirements such as the written plan, record-keeping, applicant tacking, compensation evaluation, adverse impact analysis, good-faith efforts, and communication to leadership and the workforce.
- Identify the statistical and/or narrative components of written affirmative action plans for women, minorities, veterans, and individuals with disabilities.
- Describe government audits, enforcement, and reporting requirements.
- Review recent and proposed changes, including current OFCCP enforcement priorities.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

11/13/14 12:30 p.m. – 4:00 p.m. Plymouth

CEUs: .4

HRCI HR (General) Credits: 3.5 Hours



Aligning Goals and Strategies: Looking to the Future

Some things just go together. Romeo and Juliet. Milk and cookies. Strategic plans and . . .well, let's see. . . is it strategic plans and actions or strategic plans and obstacles? Applying your organization's vision and strategy is a vital component of successful leadership. It's not enough to occasionally dust off a formal document, give it a bit of lip service, and then relegate it to the bookshelf. This module builds your commitment to and skill in ensuring that workers' individual action plans support the organization's overall strategy. You'll learn how to take objectives in the strategy and help your reports create complementary goals. A strengthened ability to analyze the longer range impact of your tactical decisions will increase your willingness to make tactical adjustments. With the clear-sighted perspective this module provides, you acquire proficiency to align your area of responsibility with your organization's strategy and vision.

LEARNING OBJECTIVES

- Describe components of vision and strategic plans.
- Relate functional area goals to strategic goals.
- Prepare a communication and integration plan for goals.
- Appreciate the balance between vision achievement and daily work.
- Relate vision and strategy to employee engagement.

Fee: \$455 MRA members / \$595 nonmembers

Dates/Times/Locations:

2/17/15	8:30 a.m. –4:30 p.m.	Plymouth
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CEUs: .7

An Overview of the ADA and FMLA

COMPLIANCE, ADMINISTRATION, AND RECENT DEVELOPMENTS

Survey results suggest that FMLA and ADA compliance has been increasingly challenging and even burdensome for many employers. The focus of this class is not only on understanding the basic compliance requirements of the FMLA, as amended by the 2010 National Defense Authorization Act, and the ADA, as amended by the ADA Amendments Act, but on administering these laws in the real world, coordinating them with other laws and benefits, and staying current on recent developments.

WHO SHOULD ATTEND

Those with FMLA/ADA compliance and administration responsibility, including HR staff at any level, line managers and supervisors, health/safety personnel, or executives/owners:

- Who need an introduction to these laws;
- Who want an ADA/FMLA refresher course, given the major statutory and regulatory changes over the last 2-3 years; and/or
- Who want to audit their organization's practices to ensure compliance and reduce potential liability.

LEARNING OBJECTIVES

- Identify when these laws apply to your organization and its employees.
- Review the basic requirements and terms of each law and their workplace application.
- Determine what constitutes an FMLA serious health condition and an ADA disability.
- Manage the administrative requirements triggered by FMLA and ADA coverage.
- Address administrative challenges, such as use and abuse of intermittent leave.
- Receive forms and resources to aid compliance and stay current.
- Differentiate HR, leadership, and employee roles, rights, and responsibilities.
- Coordinate ADA and FMLA with each other, state law, and other benefits.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

7/16/14	8:30 a.m. – 4:00 p.m.	Plymouth
9/9/14	8:30 a.m. – 4:00 p.m.	Plymouth
11/6/14	8:30 a.m. – 4:00 p.m.	Plymouth

CEUs: .7

HRCI HR (General) Credits: 7.0 Hours



Assertive Communication in the Workplace

Assertive communication is not passive, nor is it aggressive and dominating; it represents the most effective method of expression in almost every workplace situation. This one-day program is designed to help participants increase their influence and credibility, add confidence to their communication, become more effective in dealing with conflict situations, and increase results.

WHO SHOULD ATTEND

Anyone who would benefit from being able to communicate more directly, tactfully, and effectively. Also, anyone who is making the transition to a leadership position and needs to get things done through others or with the assistance of others in the organization.

LEARNING OBJECTIVES

- Recognize assertive, aggressive, and passive behaviors.
- Assess assertiveness in conflict situations.
- Reduce defensiveness and increase management effectiveness.
- Use positive communication techniques.
- Give difficult messages in an assertive manner.
- Identify nonverbal messages.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

10/21/14 9:00 a.m. – 4:00 p.m. Plymouth

CEUs: .6

HRCI HR (General) Credits: 6 Hours



HR Generalist Certificate Series

Basics of Human Resources

Individuals enter human resource roles from numerous avenues. An understanding of the essential elements comprising the function is needed in order to support an organization's business strategies by aligning policies, practices, and procedures within HR best practice recommendations and compliance requirements.

This course provides an overview of HR management, an introduction into the key functions and activities that comprise it, and the platform of knowledge necessary to assume HR responsibilities.

An overview of key HR functions will be provided, including:

- Employment laws and regulations
- Strategic HR planning
- Job analysis
- Staffing
- Compensation: pay and benefits
- Performance management systems
- Training and development
- Employee relations
- Union relations and collective bargaining
- Health, safety, and security
- Human resources recordkeeping

All participants receive a textbook and a manual of information, exercises, and handouts.

WHO SHOULD ATTEND

HR and administrative professionals who have recently assumed a human resource role as well as HR specialists looking to broaden their understanding of other HR functions.

LEARNING OBJECTIVES

- Understand the functions that comprise human resources.
- Identify and explain activities that are commonly found to exist within each HR function.
- Learn how HR and managers and supervisors partner for organizational success.
- Gain a more comprehensive understanding of HR and its value to an organization.

Fee: \$965 MRA members / \$1285 nonmembers

Dates/Times/Locations:

10/9/14 8:30 a.m. – 4:00 p.m. (Day 1) Plymouth

10/16/14 8:30 a.m. – 4:00 p.m. (Day 2) Plymouth

10/23/14 8:30 a.m. – 4:00 p.m. (Day 3) Plymouth

CEUs: 1.95

HRCI Business (Strategic) Credits: 19.5 hours



No Matter What MRA Has You Covered

HR & COMPLIANCE SERVICES

Policies, procedures, and HR best practices help your organization run efficiently and effectively. MRA's knowledge and experience helps you address all your requirements and questions. Turn to us with confidence.

- Affirmative Action/EEO
- HR Handbooks
- HR Audits
- Onsite HR Professionals
- FMLA/ADA
- Safety
- I-9's
- Compensation and Benefits
- Workplace Investigations

TALENT ACQUISITION

When you need talented people, contact MRA. We can source the candidates you need and show you how to develop and implement recruiting strategies that get results, all while saving you time and money.

- Reference and Background Investigations
- Recruiting and Retention Solutions
- Candidate Selection Services
- Resume Bank
- Pre-employment Assessments

ORGANIZATIONAL DEVELOPMENT & LABOR RELATIONS SERVICES

When your people strategies are aligned with your business strategies, the result is evident in your bottom line. MRA's experts can help evaluate and implement talent strategies that build success today and into the future.

- Strategic Planning
- Competency Planning
- Performance Management
- HR Technology
- Coaching
- Quality/Lean
- Team Building
- Diversity Strategy
- Succession Planning
- Conflict Management
- Change Management
- Employee Surveys
- 360 Feedback Assessment
- Labor Relations

Benefit Communication Best Practices: A Guide to Effective Employee Education

Without strong and effective communication to employees, even the best employee benefit programs can sputter. A solid communication system can be the spark that turns employees into proactive participants, uplifting their job satisfaction. Effective communication can also help control benefit costs to both employer and employees.

You learn proven techniques to:

- Continually sell the value of benefits to your employees with a solid marketing plan.
- Explore new delivery methods and make currently used methods most effective.
- Increase employee understanding of complex benefits to boost overall job satisfaction.
- Use effective writing techniques to turn your employees into proactive participants.
- Finish the benefit year by collecting feedback from employees to benchmark their level of satisfaction with both the benefits and the program vendor.

LEARNING OBJECTIVES

- Transform a basic benefits package into a strategic benefits philosophy.
- Organize targeted communications to market benefits throughout the year.
- Design and write proactive benefit communication campaigns to build employees' awareness and engagement, and to make wiser, more informed choices.
- Explore a variety of media and methods to reach out to different generations of employees.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

5/8/14	8:30 a.m. – 12:00 p.m.	Plymouth
11/13/14	12:30 p.m. – 4:00 p.m.	Plymouth

CEUs: .325

HRCI HR (General) Credits: 3.25 Hours



Principles of Leadership Excellence 5

Building Collaboration and Managing Conflict: Push and Pull

Higher achievement. Deeper commitment. Sharper solutions. Ah, the payoff of superior teamwork! Helping groups achieve stellar results calls for particular skills, including creating trust, involving others in making decisions, and aligning team members' personal goals with the work of the group. It's a sure bet that team members with different backgrounds, interests, and personalities will bring different viewpoints to the table. It's also a sure bet that those different viewpoints can create stress and unproductive conflict. Competence in handling the complexities of teamwork in just the right way takes the know-how and practice this module provides. You learn how to skyrocket the effectiveness of a team and minimize unproductive conflict, and you take away practical techniques to address expected and unexpected behaviors.

LEARNING OBJECTIVES

- Apply a model of teamwork to group performance.
- Explain the value of diversity of thought, experience, and perspective in teamwork and decision making.
- Apply strategies for addressing needs of isolated employees.
- Distinguish between productive and unproductive conflict.
- Demonstrate steps for managing conflict.
- Apply strategies for dealing with disruptive and difficult people.

Fee: \$455 MRA members / \$595 nonmembers

Dates/Times/Locations

2 Day Course

1/6/15 8:30 a.m. – 4:30 p.m. 2 Tuesdays Plymouth

CEUs: 1.4

Buyer Styles and Adapting Your Sales Approach

This class is all about the participants... and anyone they sell to, work with, live with, or relate to! Fun, interactive, and applicable immediately; it's the missing link in human interaction, and crucial in the sales and customer service arena.

PARTICIPANTS:

Professionals who interact with internal and/or external customers and want to improve their effectiveness and close rate.

LEARNING OBJECTIVES:

- Learn the four basic style types
- Identify who's who
- List the strengths and potential weakness of each style
- Understand what catches the ear and the attention of each style
- Structure your sales approach for maximum power
- Practice which closes are most effective
- Dealing with the inevitable: pushback and objections
- Planning for the crucial after-party
- Building your dream team

Participants will be required to complete a five minute style assessment to be submitted before the start of this class. Information to complete this assessment will be sent to participants two weeks before the class start date.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

6/4/14	8:30 a.m. – 4:30 p.m.	Plymouth
10/6/14	8:30 a.m. – 4:30 p.m.	Plymouth

Change Management

Changes that used to filter through an organization over several years now must be implemented in a few months. Organizations that can effectively manage change will realize a distinct competitive advantage.

“We can no longer wait for the storm to pass. We have to learn to work in the rain.”

WHO SHOULD ATTEND

- Managers and supervisors
- HR directors, managers and generalists
- Anyone responsible for overseeing a significant change within an organization

LEARNING OBJECTIVES

- Understand the change process.
- Know why change can be so difficult.
- Cultivate characteristics and traits that can make dealing with change easier.
- Incorporate behaviors and attitudes that make change more manageable.
- Enhance your ability to handle change.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

7/31/14	1:00 p.m. – 4:00 p.m.	Plymouth
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CEUs: .3

HRCI HR (General) Credits: 2.75 Hours



Classifying Positions Under the Fair Labor Standards Act: What You Need to Know

COMPLIANCE, ADMINISTRATION, AND RECENT DEVELOPMENTS

Properly classifying employees under the Fair Labor Standards Act (FLSA) as exempt or non-exempt has been increasingly challenging and even burdensome for many employers. The focus of this class is not only on understanding the basic compliance requirements mandated by current FLSA regulations and developments, but on learning helpful tips and tools to enable you to determine how to classify employees under the law.

WHO SHOULD ATTEND

- HR staff with obligations for determining FLSA classifications
- Managers who supervise exempt and non-exempt employees
- Staff interested in getting a refresher or updating their skills

LEARNING OBJECTIVES

- An overview of the history and purpose of FLSA.
- A detailed discussion of the various exemptions.
- Tips and tools to help classify positions.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

8/7/14 8:30 a.m. – 12:00 p.m. Plymouth

CEUs: .35

HRCI HR (General) Credits: 3.25 Hours



Principles of Leadership Excellence 2

Communicating for Results: Gold Medal Performance

Regardless of what product or service your organization offers, as a leader you're in the people business, big time. Success in the people business demands high-level communication skills. Talking, writing, texting, e-mailing, phoning, gesturing, and listening—you swim every day in the ocean of communication. If those communication skills are poor, you're in the ocean with an anchor tied to your feet. In this module, you learn Olympic-sized techniques to strengthen your talent. Just like swimming, you analyze the strokes you currently use, discovering details about your own communication style. You learn to adapt your personal communication to those whose style is different from yours and take out your earplugs to hone your listening skills. Your awareness and use of nonverbal communication will sharpen. After the module, you'll feel confident to win a gold medal in communication.

LEARNING OBJECTIVES

- Interpret nonverbal communication correctly.
- Recognize generational differences and consider the impact of those differences on the work group.
- Apply the DiSC® model to understand style differences, adapt your style, and improve your communication with others.
- Demonstrate active listening and questioning techniques.
- Demonstrate assertive communication skills.
- Use communication tools that minimize defensive responses from your work colleagues.
- Construct "I" messages.
- Interpret the impact of emotional intelligence on communication.
- Examine appropriate and effective use of various modes of communication technology such as e-mail, texts, and conference calls.
- Compare the options for remote communication and technology.

Fee: \$455 MRA members / \$595 nonmembers

Dates/Times/Locations:

10/7/14 8:30 a.m. – 4:30 p.m. Plymouth

CEUs: 1.4

HRCI HR (General) Credits: ? Hours



Communicating Performance Feedback

A manager's approach to communicating performance feedback can have a great impact on the effectiveness of the entire performance management process. This half-day program teaches you how to better facilitate performance feedback meetings with employees, to know the difference between performance management and performance reviews, how to set goals and how to give positive and constructive feedback—not just at the performance review, but every day.

WHO SHOULD ATTEND

- Managers and supervisors responsible for communicating performance
- Human resource professionals responsible for coaching department managers/supervisors

LEARNING OBJECTIVES

- To be able to effectively drive performance toward the achievement of goals through ongoing assessment and coaching.
- To understand the ongoing nature of feedback in the performance management cycle.
- To be able to understand performance standards and set effective goals.
- To be able to do effective performance improvement planning.
- To feel more comfortable when giving constructive feedback.
- To understand the roles of employees, supervisors and the organization in the performance management process.
- To be aware of potential legal implications of performance management.
- To build skills and learn barrier reduction techniques.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

6/18/14 8:30 a.m. – 12:30 p.m. Plymouth

10/15/14 8:30 a.m. – 12:30 p.m. Plymouth

CEUs: .375

HRCI HR (General) Credits: 3.75 Hours



Leading Effective Teams Certificate Series 2

Communicating With Your Teammates

Successful collaboration takes place when team leaders build a supportive climate with positive communication skills and constructive feedback skills. Through a variety of activities and discussions, participants in this program examine their roles as communicators. Participants complete the online DiSC®Classic 2.0 Communication Style Assessment and receive a personal report to use in class and back at work. Participants learn to build a positive communication environment by giving constructive feedback, handling defensiveness, and listening effectively.

This is the second of five programs in the Leading Effective Teams Certificate Series. Register for this course only or for the entire Leading Effective Teams Series.

WHO SHOULD ATTEND

Leaders of departmental, cross-functional, or project teams who may or may not have direct authority over team members. Also for those in management/supervisory roles moving from a traditional organizational structure to a team-oriented environment.

LEARNING OBJECTIVES

- Identify components of effective communication.
- Use techniques for improving listening.
- List steps for communicating nondefensively.
- Identify your own communication style and describe the characteristics of other styles.
- Give constructive feedback statements and “I” messages.
- Describe ways to positively influence others.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

9/19/14 8:30 a.m. – 4:30 p.m. Plymouth

CEUs: .7

HR Employment Law Certificate Series

Conducting Workplace Investigations: Skill-Building

This intermediate/advanced class provides enhanced instruction on workplace investigation considerations:

- How the investigation may most successfully be conducted
- Developing findings and conclusions
- Making recommendations based on findings and conclusions
- How to determine and implement appropriate actions, if any, based on the findings and conclusions.

Participants prepare investigation summaries based on detailed fact scenarios.

WHO SHOULD ATTEND

This class is limited to those who have attended Conducting Workplace Investigations: The Elements or HR professionals with extensive investigation experience.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

5/1/14	12:30 p.m. – 4:00 p.m.	Plymouth
11/20/14	12:30 p.m. – 4:00 p.m.	Plymouth

CEUs: .325

HRCI HR (General) Credits: 3.25 Hours



HR Employment Law Certificate Series

Conducting Workplace Investigations: The Elements

While complaints of disrespectful behavior—including potential harassment and discrimination—can be challenging, responding appropriately represents a critical function for human resources. Fully understanding and implementing an investigation process creates fairness and equity in your organization. It also reduces your risk of litigation. Learn how to stay out of court and protect your company.

This entry level class provides an overview of how to conduct a workplace investigation. Emphasis is on definitions and process.

Participants are encouraged to further develop their investigation skills after completing this program in *Conducting Workplace Investigations: Skill-Building*.

WHO SHOULD ATTEND

HR professionals or employees with supervisory responsibility who have limited experience in conducting workplace investigations, and individuals who wish to brush up on their knowledge of the basics.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

5/1/14	8:30 a.m. – 12:00 p.m.	Plymouth
11/20/14	8:30 a.m. – 12:00 p.m.	Plymouth

CEUs: .325

HRCI HR (General) Credits: 3.25 Hours



Consultative Sales Approach for Critical Accounts

Some industries have smaller territories and limited customer bases, which makes an exceptional sales approach crucial to maximizing the limited number of prospects. Others are more complex, and require a longer selling cycle, so sales representatives must quickly determine which accounts warrant their time, and those that don't.

WHO SHOULD ATTEND

- Product or services sales reps with a longer selling cycle
- Reps who handle large and national accounts
- Reps with a limited territory, or a narrow and specialized prospect base
- Companies with longer selling cycles, and lengthier quota periods

LEARNING OBJECTIVES:

- Understand the differences between strategic versus transactional sales approaches
- Explain the strategic sales process and the time commitment required
- List the crucial information that earns you the right to approach a company
- Distinguish between data and information
- Ways to obtain and interpret crucial information
- Determining when an account is not desirable
- Prepare for all calls
- Make the presentation... not public speaking
- Deal with roadblocks and redirecting

Prior to the class, participants will receive instructions on researching information for a target account or industry. Participants will need to bring this information to the first day of class.

Fee: \$845 MRA members / \$1120 nonmembers

Dates/Times/Locations:

2.5 Day Course

7/15/14	9:00 a.m. – 4:00 p.m.	(Day 1)	Plymouth
7/16/14	9:00 a.m. – 4:00 p.m.	(Day 2)	Plymouth
7/22/14	8:00 a.m. – 12:00 p.m.	(Day 3)	Plymouth
10/9/14	9:00 a.m. – 4:00 p.m.	(Day 1)	Plymouth
10/10/14	9:00 a.m. – 4:00 p.m.	(Day 2)	Plymouth
10/17/14	8:00 a.m. – 12:00 p.m.	(Day 3)	Plymouth

CEUs: .325

HRCI HR (General) Credits: 3.25 Hours



Creating Positive Employee Relations

This class examines the many components that affect employee relations, such as employee engagement, identifying what employees expect from work, coaching and giving feedback and building respectful work relationships. We also identify best practices in building a positive employee relations atmosphere through support of ethical decisions, conflict management and resolution, communication and listening skills.

WHO SHOULD ATTEND

- Human resource generalists and managers
- Managers, supervisors, and lead personnel
- Organizational development professionals
- Executives/owners

LEARNING OBJECTIVES

- Employee engagement—how to get people to want to work for you.
- Identifying what employees expect from work.
- Support of ethical decisions.
- Conflict management and resolutions.
- How to coach and give appropriate feedback.
- Better communication and listening skills.
- Approaches for building respectful work relationships.
- An appreciation for diversity.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

11/12/14 1:00 p.m. – 4:00 p.m. Plymouth

CEUs: .275

HRCI HR (General) Credits: 2.75 Hours



MRA Public Training Programs in Your Backyard

At Your Training Facility or Ours. Whether your office or facility is in IL, IA, MN, WI, or even Canada—MRA is your training partner.



MINNESOTA

Bloomington
Mankato
Plymouth
St. Cloud
St. Paul

WISCONSIN

Appleton
Madison
Oshkosh
Racine
Sheboygan Falls
Tomah
Waukesha
Wausau

ILLINOIS

Moline
Palatine

IOWA

Muscatine



Go to www.trusightinc.com for a complete list of webinars, courses, locations, and special events near you!

Creativity and Innovation Skills Development

This program helps jumpstart an organization's creativity and innovation. Participants not only learn about the concepts of creativity and innovation, but they also experience techniques to foster creativity and innovation and apply them to a real situation. MRA consultants facilitate the process and teach the techniques so that the participants can facilitate future sessions themselves.

This highly interactive program allows participants to practice the following:

- Brainstorming—tips for getting bolder, more divergent ideas
- Inside-the-Box Thinking—helping to go beyond initial ideas
- Creating and implementing a mind map and other creativity tools
- Creativity for the linear thinker
- The fine art of execution—making the idea real

This is a fun program that has positive impact on performance and productivity!

WHO SHOULD ATTEND

- Team and project leaders
- Managers or others responsible for fostering creativity and innovation

LEARNING OBJECTIVES

- Understand the critical role of creativity and innovation in our current business climate.
- Increase participants' awareness of their own creativity and innovation skills.
- Learn techniques to access creativity and innovation skills.
- Apply creativity and innovation techniques to real issues.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

9/15/14 1:00 p.m. – 4:00 p.m. Plymouth

CEUs: .275

Critical-Step Selling

Successful salespeople must master a variety of skills to move through each step of the sales process. Throughout each phase of the process - preparing, selling, and executing the sale there are critical steps which apply to all situations, whether you are selling a service, soft drinks, or jumbo jets. Completing these steps leads to success while omitting a critical step can lead to failure. This program will help participants learn to recognize and implement the key steps in each phase of the sales process for a more successful outcome.

WHO SHOULD ATTEND

Business owners, sales professionals, and anyone in a customer-facing role -from brand-new sales rep to the seasoned veteran - who want to learn techniques for maximizing sales productivity and customer retention. This course is also excellent for marketing and customer service managers who want to help front-line employees increase value to customers and increase sales and profitability.

LEARNING OBJECTIVES

- List the three phases of the sales process, and the four critical steps in each phase.
- Prepare for a sales call by completing each step of the Prepare phase.
- Conduct a complete sales call, from needs analyses to closing presentation
- Gain a customer's attention within the first two minutes of the sales call.
- Uncover opportunities by asking the appropriate questions during the sales call.
- Present relevant features and benefits to match customer needs.
- Successfully handle customer concerns.
- Secure the customer's commitment to purchase.
- Complete the sale using all steps in the Execute phase.

Fee: \$535 MRA members / \$750 nonmembers

Dates/Times/Locations:

1.5 day course

6/16/14	8:30 a.m. – 4:30 p.m.	Day 1	Plymouth
6/17/14	8:30 a.m. – 12:30 p.m.	Day 2	Plymouth
10/28/14	8:30 a.m. – 4:30 p.m.	Day 1	Plymouth
10/29/14	8:30 a.m. – 12:30 p.m.	Day 2	Plymouth

CEUs: .7

Critical Thinking Skills

This interactive workshop is designed to help develop independent thinking and problem solving skills. The program focuses on the fundamental and practical techniques to working smarter, not harder, through critical thinking. The program includes a new innovative approach to problem solving called Thinking Inside the Box that incorporates critical thinking into the problem solving process. The goal is to increase thinking knowledge, skills, and abilities that help workplaces increase productivity.

WHO SHOULD ATTEND

- HR professionals
- Managers/supervisors
- Business owners/leaders
- Team leaders

LEARNING OBJECTIVES

- Understand how to define problems and issues.
- Learn how to organize data and draw initial conclusions.
- Identify and evaluate options and ideas.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

5/13/14 1:00 p.m. – 4:00 p.m. Plymouth

10/14/14 1:00 p.m. – 4:00 p.m. Plymouth

CEUs: .3

Principles of Leadership Excellence 3

Culture, Coaching, and Motivation: The Path to Productivity

A leader's success depends on recognizing that long-term engagement, motivation, and alignment with the company culture will lead to higher productivity. If you focus solely on short-term production in a "nose-to-the-grindstone" fashion, you neglect the crucial ingredients of building morale and motivating your reports to want to do their best every day. This module concentrates on the skills you need to choose the right path. You learn to help employees function effectively in your organizational culture. Coaching skills are enhanced and practiced. An in-depth study of motivation and employee engagement polishes your ability to increase productivity. Theory and practice combine to take your leadership skill up another notch.

LEARNING OBJECTIVES

- Identify the values and cultural norms within your organization.
- Manage relationships with your own manager, peers, and direct reports within the organizational culture.
- Discuss the impact of Emotional Intelligence on relationships.
- Describe the elements of influence and how to apply them to work relationships.
- Develop the skills to create a coaching process.
- Use active listening skills.
- Use assertive communication skills for effective feedback and coaching.
- Recognize the various motivational theories.
- Plan how to use motivational theories to create engagement.
- Use the MRA Human Needs Model to create a motivational plan for employees.
- Recognize the impact of generational issues when motivating the workforce.

Fee: \$455 MRA members / \$595 nonmembers

Dates/Times/Locations:

11/4/14 8:30 a.m. – 4:30 p.m. Plymouth

CEUs: 1.4

Developing Effective Employee Handbooks

Virtually all HR practitioners understand the importance of a well-written employee handbook and with the availability of software programs, the Internet and websites, some feel a handbook is “just a click away.” Unfortunately, this is not always true because many software packages and websites do not include all the topics you need and more importantly, only cover information from federal law and not individual state law. This can make your handbook inaccurate.

In this four-hour session, participants will learn practical tips to write, revise or update their employee handbook. They will walk away with a complete handbook topic list and suggested language for the more challenging topics. You will learn what to say and how to say it—including all of the necessary disclaimers.

WHO SHOULD ATTEND

HR professionals, office management, or others who have the responsibility of writing or revising the company’s employee handbook.

LEARNING OBJECTIVES

- Benefits and value of having an employee handbook
- Difference between an employee handbook and policy/procedure manual
- Typical employee handbook topics and sample language
- Measures to reduce legal risks
- Mechanics of writing an effective employee handbook
- Annual review and maintenance of your handbook

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

5/15/14 8:30 a.m. – 12:30 p.m. Plymouth

9/24/14 8:30 a.m. – 12:30 p.m. Plymouth

CEUs: .375

HRCI HR (General) Credits: 3.75 Hours



Developing Emotional Intelligence

Emotional intelligence has been identified as a key component of personal and professional success. It is the ability to identify, assess, and control one’s own emotions and to be sensitive to the emotions of others. This program is designed to make participants aware of the different types of intelligence that professionals need to be successful and to familiarize them with the skills inherent in emotional intelligence. The session provides opportunities for participants to identify ways to apply emotional intelligence principles to their own situations.

WHO SHOULD ATTEND

- Those interested in understanding themselves and others better
- Those who want to improve their interactions with others
- Managers responsible for supervising, directing and developing employees
- Employees who provide customer service—internally or externally
- Human resource professionals

LEARNING OBJECTIVES

- Understand the distinction between different types of intelligence.
- Identify the five skills that comprise emotional intelligence.
- Be able to determine the appropriate application of emotional intelligence practices.
- Develop an individual plan to increase your emotional intelligence.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

8/13/14 1:00 p.m. – 4:00 p.m. Plymouth

CEUs: .3

Developing Senior Leaders

Leaders poised to advance to senior positions benefit from training specifically designed to help them develop the necessary skills to take on additional responsibilities. Senior leaders need to understand how they can develop a culture built on critical thinking and how to maximize resources to achieve desired results. This program provides participants strategic and operational tools to develop themselves to be effective leaders and in doing so enhances their contribution to their organization's success. Participants complete assessments that give them feedback on their management and leadership skills and their style preferences.

Participants complete "homework" assignments that will encourage them to practice the principles and skills introduced in the class.

Topics covered:

- Critical Thinking and Problem Solving
- Strategic Planning and Organizational Alignment
- Project Management Overview
- Achieving Results Through Change Management
- Understanding How to Work With Intercultural Conflict

WHO SHOULD ATTEND

- Those in management positions
- Managers in a heavy change environment (conditions such as: more people, less resources, more departments, bigger contracts, bigger clients)
- Individuals responsible for designing and implementing strategic results
- Anyone seeking to enhance their senior management skills

LEARNING OBJECTIVES

- Build strategies that will get results within the organization's environment.
- Use business focus tools, SWOT analysis, polarity management, and planning/scheduling techniques.
- Understand basic intercultural conflict styles and how to interact effectively with a variety of styles and preferences.
- Apply critical thinking principles to on-the-job situations.
- Understand the foundation and tools of project management.

Fee: \$625 MRA members / \$835 nonmembers

Dates/Times/Locations:

6/9/14	9:00 a.m. – 12:00 p.m.	5 Mondays	Plymouth
11/7/14	9:00 a.m. – 12:00 p.m.	5 Fridays	Plymouth

CEUs: 1.375

HRCI Business (Strategic) Credits: 13.75 Hours



Diplomacy & Tact I

This program introduces participants to tools and strategies to help influence people, reach agreements, and stay calm and focused in personal and professional situations. Participants examine ways to deal with differences of opinion and perspectives that can either cause stress and disagreement or, more positively, lead to better solutions and outcomes. Effective use of questioning, silence, and responding is explored.

WHO SHOULD ATTEND

- Human resource professionals
- Managers, supervisors, and team leaders
- Employees

LEARNING OBJECTIVES

- Know when to say "Yes," "No," and "Maybe."
- Be able to appropriately communicate what you are thinking.
- Understand the difference between aggression and assertiveness.
- Practice effective listening.
- Utilize the art of asking questions.
- Find areas of agreement.
- Understand the art of gentle persuasion.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

6/18/14	9:00 a.m. – 12:00 p.m.	Plymouth
9/17/14	9:00 a.m. – 12:00 p.m.	Plymouth

CEUs: .3

Diplomacy & Tact II: Handling Delicate Situations

This program offers tools and strategies that help people remain calm in order to navigate delicate situations effectively. Attendees examine specific situations and have an opportunity to practice responses covering many delicate situations including when someone mentions the “elephant in the room,” makes comments about race, religion, etc., or shares too much private information for your comfort level.

This program builds upon material presented in Diplomacy & Tact I and while not required, it is recommended that participants attend the Diplomacy & Tact I workshop prior to attending Diplomacy & Tact II.

WHO SHOULD ATTEND

- Human resource professionals
- Managers, supervisors, and team leaders
- Any employee whose job requires appreciating the delicacy of an interpersonal exchange

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

6/18/14 1:00 p.m. – 4:00 p.m. Plymouth

9/17/14 1:00 p.m. – 4:00 p.m. Plymouth

CEUs: .3

Discipline and Discharge Without Worry

Be prepared for termination challenges!

This program provides practical guidance on discipline and discharge issues. Participants learn how to approach discipline through effective corrective action measures, including termination of employment and appropriate documentation to minimize litigation.

LEARNING OBJECTIVES

- Address employee performance concerns through case study application.
- Create and maintain appropriate documentation.
- Prepare disciplinary action and a termination process when warranted.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

6/10/14 8:30 a.m. – 12:00 p.m. Plymouth

9/23/14 8:30 a.m. – 12:00 p.m. Plymouth

CEUs: .325

HRCI HR (General) Credits: 3.25 Hours



Diversity Dynamics: The Essential Skills

Today's workforce requires human resources, managers and supervisors to adapt, competently and constantly, to the needs of an increasingly diverse employee base. By being proactive and making informed choices, you can gain full productivity from all employee populations. This program focuses on essential knowledge, skills, and abilities for supervising a diverse workforce.

WHO SHOULD ATTEND

- Human resources professionals
- Supervisors, managers, and individuals with employment action authority
- Management personnel responsible for implementing diversity initiatives
- Diversity committee members
- Individuals responsible for resolution of customer complaints

LEARNING OBJECTIVES

Using brief lectures, learning simulations, and group exercises, this program includes practical application to:

- Define diversity and help employees understand the value difference in the workplace.
- Address various diversity-related issues.
- Understand interactions among diverse employees.
- Work with cultural differences and expectations.
- Communicate supervisory expectations and give feedback in culturally competent way.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

6/19/14 1:00 p.m – 4:00 p.m. Plymouth

CEUs: .3

HRCI HR (General) Credits: 2.75 Hours



SAFETY TRAINING AND SERVICES TO Protect Your Organization



Create or reinforce a strong safety program for your organization. MRA brings the assistance you're looking for whether that's as a driver of your program or an extension of your team. We provide safety audits, onsite assistance, and training at your facility or ours.

BENEFITS OF MRA ONSITE SAFETY TRAINING

- **On-Target Training**
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888.242.1359

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888.516.6357

Drug Testing in Minnesota: When Is It Reasonable Suspicion?

This two-hour session for supervisors and managers provides a basic understanding of Minnesota's drug testing statute, the cost of drug use in the workplace, an in-depth discussion of the signs and symptoms of alcohol and substance abuse and, most importantly, the supervisor's role in approaching an employee suspected of substance use at work.

WHO SHOULD ATTEND

- Managers, supervisors, or HR professionals who are responsible for determining if an employee must be tested for substance use in the workplace.
- This course is especially effective when brought on-site to your location in order to train all your managers and supervisors at one time.

LEARNING OBJECTIVES

- Gain a solid understanding of the possible signs and symptoms of drug/alcohol use and feel confident when approaching an employee suspected of use.
- Leave with a checklist of "Observed Behavioral Indicators" for reference.

Fee: \$130 MRA members / \$175 nonmembers

Dates/Times/Locations:

10/15/14 8:30 a.m. – 10:30 a.m. Plymouth

CEUs: .175

HRCI HR (General) Credits: 1.75 Hours



Effective Business Writing and Electronic Communication

Most business people today have too much to read. How can you ensure that your e-mail, letter, or memo is the one that gets read and acted on first? Spend a day learning and practicing techniques for creating clear, concise business communications that get your reader's attention and response.

This participative one-day course covers the five C's of effective business writing, exercises to jumpstart large writing assignments, dos and don'ts for email etiquette, ways to achieve proper tone, plus editing, spelling, and grammar refreshers.

WHO SHOULD ATTEND

Anyone who writes on the job and wants to improve his or her writing, editing, and communication skills.

LEARNING OBJECTIVES

Upon completion of this class, participants will be able to write clear, concise, reader-focused messages that achieve desired results at work.

Fee: \$420 MRA members / \$560 nonmembers

Dates/Times/Locations:

9/10/14 9:00 a.m. – 4:00 p.m. Plymouth

CEUs: .7

Effective Discipline in a Union Environment

(formerly How to Discipline Union Employees and Make It Stick!)

This course covers the “seven tests of just cause” and other issues involved in taking disciplinary action with employees covered by a collective bargaining agreement, including the grievance procedure, mediation, and arbitration. Case studies and a management “how to” guide are provided.

WHO SHOULD ATTEND

- Supervisors and managers
- Human resources professionals
- Directors, owners, executives

LEARNING OBJECTIVES

How to take effective disciplinary action with a union employee and how to make it stick before an arbitrator.

Fee: \$130 MRA members / \$175 nonmembers

Dates/Times/Locations:

8/19/14 8:30 a.m. – 11:00 a.m. Plymouth

CEUs: 0.2

HRCI HR (General) Credits: 2.0 Hours



Effective Documentation for Today's Leaders

Effective documentation plays a critical role in today's workplace. If done well, it can be an employer's best friend; if done poorly—or not at all—it can be its worst enemy. This interactive session:

- Explores the critical importance of effective employment documentation.
- Defines the legal ramifications surrounding documentation.
- Identifies when to document workplace behaviors.
- Provides practical information on the “mechanics” of effective documentation, including corrective action.
- Includes discussion, exercises and tools to reinforce and practice effective documentation.

WHO SHOULD ATTEND

- Anyone who supervises or manages people
- HR professionals

LEARNING OBJECTIVES

- Understand why effective employment documentation is critical in today's workplace.
- Limit the legal risks surrounding documentation.
- Know when to best use various documentation methods and techniques.
- Create effective documentation, including corrective action documents.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

10/22/14 8:30 a.m. – 11:30 a.m. Plymouth

CEUs: 2.75

HRCI HR (General) Credits: 2.75 Hours



Effective Interviewing & Hiring Techniques

(formerly Effective Employment Interviewing)

This one-day program provides the strategies and skills for interviewing all levels of employees. Learn the concepts of interviewing through practice and exercise and leave with a complete, documented interview. Responsible for filling a position? Bring the job description to gain the most value from this program.

LEARNING OBJECTIVES

- Carry out interviewing and hiring responsibilities in compliance with fair employment laws.
- Identify job success factors for a job.
- Prepare interview questions to identify if a candidate possesses the job success factors.
- Demonstrate behavioral interviewing techniques and ask probing questions to gain a depth of information from a candidate to make a good hiring decision.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

5/1/14 8:45 a.m. – 4:15 p.m. Plymouth

11/20/14 8:30 a.m. – 4:00 p.m. Plymouth

CEUs: .675

HRCI HR (General) Credits: 6.75 Hours



Employment Law for Today's Leaders

Employment-based claims are on the rise again, and yesterday's responses simply haven't kept up with today's issues. Changing employee demographics, tight financial times and "too much information" from Internet sources has had a dramatic affect on how we do business. Business leaders—including managers, supervisors and HR professionals—who have a solid understanding of employment laws and effective workplace practices can significantly reduce their organization's risk of claims, while increasing employee productivity and morale.

This interactive workshop provides an overview of key employment laws and how they impact hiring practices, managing employee performance and when and how to discipline and discharge. Through real-life examples that reflect today's work environment and HR best practices, you will learn how to meet your organization's business objectives while minimizing legal risks.

WHO SHOULD ATTEND

- Managers and Supervisors
- Human Resource Professionals

LEARNING OBJECTIVES

- Understand Federal and State employment laws prohibiting discrimination and harassment
- Understand at-will employment and its exceptions, including privacy and defamation, negligent hiring, supervision and retention, and breach of promise or contract
- Prevent problems by applying fair employment laws to daily employee interactions, including recruitment and hiring practices, performance management, corrective actions and terminations.

Fee: \$410 MRA members / \$545 nonmembers

Dates/Times/Locations:

5/8/14 8:30 a.m. – 4:00 p.m. Plymouth

12/04/14 8:30 a.m. – 4:00 p.m. Plymouth

CEUs: .65

HRCI HR (General) Credits: 6.5 Hours



Engaging the Disengaged Team

This class offers practical and effective tools to motivate and increase positive interaction among your team members. You gain information on how to attract people to your team and how to keep them engaged so that your group can enjoy their work and be more productive.

WHO SHOULD ATTEND

- Team leaders
- Project leaders
- Supervisors
- Managers
- Leaders
- Team members

LEARNING OBJECTIVES

- How to attract and engage a team.
- Motivational tips.
- Elements of engagement.
- Common team dysfunctions and how to handle them.
- Recognizing and managing energy vampires.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

8/13/14	9:00 a.m. – 12:00 p.m.	Plymouth
11/11/14	9:00 a.m. – 12:00 p.m.	Plymouth

CEUs: .275

HRCI HR (General) Credits: 2.75 Hours



Enhancing the Customer Experience

In today's fast-paced world you need a customer service seminar that addresses today's issues. This basic course is designed to help you meet the challenges of today and gain an understanding of benchmarks and expectations. Customers don't go where they feel unwanted or receive mediocre treatment. Learn concrete skills to help make all your customers feel like they're your number one customer.

WHO SHOULD ATTEND

- Customer service professionals and managers
- Administrative assistants
- Receptionists
- Small business owners

LEARNING OBJECTIVES

- Four types of customer service
- Prioritizing problems
- Wants and needs
- Mandatory interpersonal skills
- Words to use and avoid

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

5/13/14	1:00 p.m. – 4:00 p.m.	Plymouth
10/7/14	9:00 a.m. – 12:00 p.m.	Plymouth

CEUs: 3

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You can have it all with
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For nearly
30 years,
we've brought
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of training
sessions to
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nationwide.

FLEXIBLE

Select from MRA's 175 programs or request targeted sessions to meet your company's specific goals. Our seasoned, knowledgeable instructors can help you identify learning objectives to ensure maximum impact.

CONVENIENT

Bring your team together at a time and place that works best for your organization. We conduct training anywhere in the United States—any place, any shift.

EFFICIENT

Bring key concepts to the entire team at one time. Group training motivates the team to practice the desired behaviors and helps reinforce the concepts on the job.

COST-EFFECTIVE

Onsite programs can be less expensive than the total cost of employees attending individual courses. Save scheduling, coordination, and travel time!

EXPERT LED

All programs are developed and taught by seasoned business professionals with "real-world" experience. The focus is on application—transferring information into practical actions that make a difference in your workplace.

ENDURING

Our instructors will work with you to identify follow-up measures to maximize the long-term effectiveness of the training.

To inquire about leadership training at your location, contact Member Relations at 763.253.9100 or MemberRelationsMN@mranet.org



Essential Topics for Strategic Management

Those who've obtained the SPHR certification are required to earn 15 hours of strategic management credit to recertify their designation. MRA has created a program that meets the strategic management requirement for recertification through two days of classroom training and three hours of pre-recorded e-learning programs.

Developing a thorough understanding of the responsibilities and thought processes behind how business works allows human resources to make greater contributions to organizational success. This series of topics includes classroom instruction as well as e-learning designed to enhance your level of knowledge and ability to play a strategic role within your company.

PROGRAM CONTENT

CLASSROOM COURSEWORK

Day 1: Finance and Accounting for the Nonfinancial Leader

Regardless of your functional area of responsibility, it's critical for you to understand and speak the language of finance and accounting. In this program you learn practical concepts and skills that will help you make better management decisions.

Day 2: Organizational Culture and the Bottom Line: The HR Leader's Role

This program explores culture impact on the bottom line and the role that HR leaders play in creating and maintaining an organization's culture. The program defines culture and identifies the components that are included in what we call "culture." The components of culture are examined and how they directly and indirectly impact turnover, commitment, engagement, and an organization's level of success. Participants learn how to design and implement organization-wide changes to positively impact culture, employee performance, and business results.

E-LEARNING PROGRAMS (On Demand)

The following web-based programs are included as part of this course. Each online program is one hour in length and includes an assessment upon completion. Your login, logoff, and participation in each program is monitored within our Learning Management System.

Ethics from an HR Perspective

This program explores ethics from the perspective of HR practitioners. Participants learn how to define ethics, the role of ethics in the HR profession, and identify challenges HR professionals face when melding ethics and HR practices.

HR: A Strategic Business Partner

This program explores how the human resource function can partner with other critical departments to achieve organizational success. HR is in a unique position to bring valuable insight to organization-wide planning and decision making. This program identifies ways that HR can fulfill a strategic organizational role.

Quiet Side of Leadership

This program explores the essential factors that contribute to effective leadership and challenges some common assumptions about the traits and characteristics of successful leaders. The program

examines how the true leader focuses on results and not on personal recognition; works to build confidence in others and not place blame and how such individuals just might go unnoticed instead of drawing attention to themselves. Participants learn the techniques associated with leading through influence instead of position power and how to be an effective leader while in an HR role.

Your registration in this course includes the three, one-hour e-learning programs. You will be sent an email with access information. Upon successful completion of the two days of classroom coursework and the three e-learning programs, you will be sent a certificate of completion with the HRCI Program ID code for 15 strategic credit hours.

WHO SHOULD ATTEND

- HRCI-certified human resources professionals
- HR managers
- Specialists/generalists

LEARNING OBJECTIVES

- Expand the knowledge of and enhance the skills associated with strategic management.
- Develop an understanding and be able to apply standard accounting and finance principles and practices to HR.
- Understand how culture contributes to the bottom line and how HR can influence culture to benefit the organization.
- Learn how to successfully lead organization-wide change.
- Increase knowledge of ethics and how it applies to HR.
- Define the HR role from a strategic perspective.
- Develop and expand leadership skills.

Fee: \$720 MRA members / \$960 nonmembers

Dates/Times/Locations:

6/11/14	8:30 a.m. – 4:00 p.m.	(Day 1)	Plymouth
6/12/14	8:30 a.m. – 4:00 p.m.	(Day 2)	Plymouth
10/29/14	8:30 a.m. – 4:00 p.m.	(Day 1)	Plymouth
10/30/14	8:30 a.m. – 4:00 p.m.	(Day 2)	Plymouth

CEUs: 1.3

HRCI Business (Strategic) Credits: 15.0 Hours



Exploring Bonus/Incentive Plans

A well-designed and thoughtfully executed incentive plan can have a significant impact on overall business results and employee engagement. This course is designed to provide an introduction to the different types of incentive and bonus plans, practical design considerations, and a process for design and implementation.

WHO SHOULD ATTEND

- HR professionals who are or will be responsible for incentive plans
- Senior management of small businesses, including presidents, CFOs, and controllers

LEARNING OBJECTIVES

Assess your organization's readiness to implement or change an incentive plan and lead the process for plan design and implementation.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

10/7/14 8:30 a.m. – 12:30 p.m. Plymouth

CEUs: .35

HRCI HR (General) Credits: 3.5 Hours



Finance and Accounting for the Nonfinancial Leader

Regardless of your functional area of responsibility, it's critical for you to understand and speak the language of finance and accounting. In this program you learn practical concepts and skills that will help you make better management decisions.

Learn and understand the principles of accounting and interpret statements to determine the financial health of an organization. Participants also learn about the budgeting process.

WHO SHOULD ATTEND

Anyone who wants a better understanding of financial concepts and strategies.

LEARNING OBJECTIVES

- Interpret and analyze income statements, balance sheet, and statement of cash flows using ratio analysis.
- Determine ways to positively affect cash flow, net income, and the balance sheet.
- Learn the steps necessary to create and maintain a useful budget.
- Understand basic processes used to justify capital purchases and/or cost reduction proposals within organizations.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

6/11/14 8:30 a.m. – 4:00 p.m. Plymouth

10/29/14 8:30 a.m. – 4:00 p.m. Plymouth

CEUs: .65

HRCI Business (Strategic) Credits: 6.5 Hours



First Aid and CPR Skills Training

Life-saving skills training is important for businesses with designated first responders or for individuals seeking to obtain these skills for personal or professional reasons.

Program content for this course includes:

- Introduction to Emergency Action Principles
- Adult CPR Skills/Adult Obstructed Airway Skills
- Controlling Bleeding, Poisoning, Temperature-Related Illness, Diabetes, Seizures
- Two Rescuer CPR Skills
- Child and Infant CPR Skills
- Introduction to Bloodborne Pathogens

WHO SHOULD ATTEND

- First responders
- Others with a personal or professional interest in these skills

Fee: \$160 MRA members / \$215 nonmembers

Dates/Times/Locations:

11/10/14 12:30 p.m. – 3:30 p.m. Plymouth

CEUs: .3

Forklift Train the Trainer

This workshop is designed to teach participants OSHA's Powered Industrial Truck regulations and techniques for safe forklift operation, and to provide guidance on how to conduct your own in-house forklift training sessions and operator evaluations. Participants are provided with a PowerPoint they can use to train their employees. Covered topics include an overview of state and federal regulations, powered industrial truck types and characteristics, inspection requirements, safe operating procedures, classroom training techniques, and driver qualification evaluations.

WHO SHOULD ATTEND

- Safety coordinators
- Facility trainers
- Warehouse supervisors

LEARNING OBJECTIVES

- Have a good working knowledge of OSHA's powered industrial truck standard.
- Understand safe operating procedures for different styles of trucks.
- Conduct proper vehicle inspections.
- Conduct classroom training sessions.
- Perform operator evaluations.

Fee: \$230 MRA members / \$310 nonmembers

Dates/Times/Locations:

5/13/14 8:00 a.m. – 12:00 p.m. Plymouth

11/18/14 8:30 a.m. – 12:30 p.m. Plymouth

CEUs: .4

Leading Effective Teams Certificate Series 1

Foundation for Leading Teams

Is your organization missing out on the power of teams? Successful teams have a positive effect on employee engagement and a direct impact on how your organization meets its strategic goals. In a team environment, leaders must build a sense of team as they stimulate collaboration and group decision making in their departments. In addition, team leaders are often expected to involve employees from different parts and levels of the organization in projects and teamwork even when they do not have direct authority over team members. These cross-functional teams can be the driving force for change and improvement in your business. Participants in this program discuss how to lay the groundwork for successful teams while identifying the leadership skills and behaviors needed to create change in a positive team environment.

This is the first of five programs in the Leading Effective Teams Certificate Series. Register for this course only or the entire Leading Effective Teams series.

WHO SHOULD ATTEND

- Leaders of departmental, cross-functional, or project teams who may or may not have direct authority over team members
- The content of this series is also appropriate for individuals in management/supervisory roles moving from a traditional organizational structure to a team-oriented environment

LEARNING OBJECTIVES

- Explain synergy and how it benefits the organization.
- Explain the significance of team boundaries, mission, and ground rules.
- Identify stages of team development and team member roles.
- List elements of trust and identify ways to build trust.
- Identify components necessary for successful organizational change.
- Evaluate teams and identify actions for improvement.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

9/12/2014 8:30 a.m. – 4:30 p.m. Plymouth

CEUs: .7

Employee Benefits Certificate Series
HR Generalist Certificate Series

Fundamentals of Employee Benefits

There are not many areas of HR that have changed during the past 20 years as rapidly as employee benefits. Employers recognize that this component of total rewards is vital to attract and retain employees. It is also an area that is heavily regulated by both state and federal governments. This program provides an overview of employee benefits fundamentals, including:

- Health and welfare plans
- Retirement plans
- Voluntary benefits
- Flexible benefit plans
- Paid time off
- Laws affecting employee benefits
- Best practices in communication of benefits

WHO SHOULD ATTEND

- Individuals new to employee benefits administration
- HR professionals who want a refresher or to broaden their area of expertise
- Payroll or other personnel involved in benefits

LEARNING OBJECTIVES

- Understand what is involved with a typical employee benefits package.
- Learn the rules with regard to the laws affecting employee benefits.
- Obtain insight into best practices for administration of benefit plans and programs.
- Learn about current trends and what you might need to know next.
- Know more about legally mandated benefits.
- Understand retirement plan options.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

7/31/14 8:30 a.m. – 4:00 p.m. Plymouth

10/30/14 8:30 a.m. – 4:00 p.m. Plymouth

CEUs: .65

HRCI HR (General) Credits: 6.5 Hours



Fundamentals of Employment Recordkeeping

This class provides basic, practical tips for recordkeeping and methods to keep an efficient system while complying with various laws. In addition to checklists and other tools, you leave with a valuable list of laws and regulations indicating not only whether or not your organization must comply, but also how long certain records must be maintained.

WHO SHOULD ATTEND

- Human resource or other administrative staff members, especially those who are considered the “gatekeepers” of employee records

LEARNING OBJECTIVES

- Understand employment records and their relationship to HR management.
- Setting up an effective recordkeeping system.
- Understanding the balance of employee privacy and the need for information.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

11/12/14 9:00 a.m. – 4:00 p.m. Plymouth

CEUs: .6

HRCI HR (General) Credits: 6.0 Hours



Global Professional in HR (GPHR) Web-Based Remote Certification Study Course

Interested in Pursuing your GPHR?

MRA is pleased to partner with CAI for its highly successful GPHR (Global Professional in Human Resources) Certification Study Course over the Web!

Details and Registration: Call 919.713.5260.

WHO SHOULD ATTEND

- Individuals planning to sit for the GPHR certification examination through HRCI.
- Individuals with a professional HR designation who need continuing education credits (subject to approval by HRCI)

LEARNING OBJECTIVES

Be well-prepared to take and pass the GPHR exam.

“I like that the people in class are at the same level or similar as I am. I think this makes it easier to participate and be involved in the class.”

- Warehouse Supervisor

Handling Difficult Conversations Effectively

When issues are important, opinions vary, and emotions run strong, individuals often feel vulnerable expressing themselves. Learn strategies for thinking through issues, preparing for the conversation, managing a dialogue effectively, and achieving the desired outcome.

WHO SHOULD ATTEND

Individuals who need to gain cooperation, influence, or negotiate with others in difficult or less than ideal work situations.

LEARNING OBJECTIVES

- Plan for a challenging conversation.
- Assess the impact of perceptions, positions, and interests on difficult conversations.
- Use reframing, feedback, listening, and questioning skills to communicate effectively in difficult conversations.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

7/15/14	9:00 a.m. – 12:00 p.m.	Plymouth
12/9/14	9:00 a.m. – 12:00 p.m.	Plymouth

CEUs: .3

Employee Benefits Certificate Series
HR Employment Law Certificate Series

HIPAA Privacy & Security Administration

The 2009 HITECH Act made significant changes to the HIPAA Privacy and Security Rules. This class provides an overview of the Privacy and Security Rules and explains the changes effective in 2009, 2010 and 2011.

WHO SHOULD ATTEND

Persons who are responsible for protecting their company's employees' individually identifiable health information or who are interested in HIPAA privacy and security.

LEARNING OBJECTIVES

- Understand when protected health information may be used or disclosed.
- Learn the steps every employer needs to take given the most recent law and regulations.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

7/29/14	8:30 a.m. – 12:00 p.m.	Plymouth
11/13/14	8:30 a.m. – 12:00 p.m.	Plymouth

CEUs: .275

HRCI HR (General) Credits: 2.75 Hours



How to Write and Carry Out an Affirmative Action Plan

This workshop covers the “basics” of preparing affirmative action plans and carrying out the commitments of the plan. The workshop concentrates on federal, non-construction-based plans, with some discussion of state and local plan requirements. Important affirmative action concepts and implementation requirements are discussed. Each element of the statistical analyses is presented with an accompanying exercise so that participants gain experience and confidence in plan development.

Key elements of the workshop include:

- Legal framework and self-assessment: Who must develop a plan; how many plans must be prepared; timing issues; addressing multiple jurisdictional requirements; data collection
- Plan development: Statistical analysis—organizational profile; job group analysis; 2-factor availability analysis; comparing incumbency to availability; utilization rules; goals
- Plan development: Narrative elements—women and minorities; individuals with disabilities; veterans
- Additional required elements and implementation: recordkeeping, compensation analysis, adverse impact analysis, communication, and auditing and reporting
- Update on current developments and agency enforcement priorities

WHO SHOULD ATTEND

- EEO/AAP coordinators or specialists
- Human resources professionals
- Individuals involved in the EEO/AAP function who want to write their own plans or have a better understanding of the detailed elements of an affirmative action plan

LEARNING OBJECTIVES

- Understand the basic legal background and requirements of affirmative action regulations.
- Evaluate and audit your organization’s existing plan for appropriate levels of compliance.
- Understand the key activities involved in performing the commitments of the written affirmative action plan, including record-keeping, compensation analysis, adverse impact analysis, communication, and auditing and reporting.
- Design a plan tailored to your organization’s needs.
- Write an affirmative action plan for your organization, including each element of the statistical analysis and the narrative portions.
- Understand recent developments, including the regulatory agency’s current enforcement priorities.

Fee: \$750 MRA members / \$1050 nonmembers

Dates/Times/Locations:

2 Day Course

5/14/14	8:30 a.m. – 4:00 p.m.	(Day 1)	Plymouth
5/15/14	8:30 a.m. – 4:00 p.m.	(Day 2)	Plymouth

CEUs: .75

HRCI HR (General) Credits: pending



HR Leadership Forum

This monthly forum provides an opportunity to learn about emerging HR developments, discuss issues with other HR leaders and expand your business network. This program is designed for HR leaders who are seeking to expand their skills and to have a greater positive impact in their organizations. These forums create an interactive learning community for the participants—an opportunity to share their perspectives, bounce ideas off others, and use the group to help problem solve.

Participants meet once per month for 10 months, February through November. Each two-hour session includes:

- Short presentation by an expert knowledgeable about the designated topic
- Discussion to share ideas and strategies to take back to your organization
- Opportunity for networking

In addition to the topics participants introduce, we will also discuss:

- The current economic environment and labor market challenges and how they will influence organizations in the future
- Mergers and acquisitions—due diligence processes
- Strategic planning: Aligning HR’s plan with the organization’s
- Supporting corporate governance/ethics through HR policies and procedures
- The impact of organizational culture on business results
- Corporate restructuring: The impact of organizational structure and design on the bottom line
- HR Technology: How to leverage technology to streamline business processes
- Aligning technology with your organization’s strategic objectives
- Developing and managing an HR budget that supports the organization’s strategic objectives
- Performance management and the bottom line: Using metrics to measure ROI
- Leading and implementing organizational change

WHO SHOULD ATTEND

Organizational HR leaders

Fee: \$785 MRA members / \$1100 nonmembers

Dates/Times/Locations:

2nd Weds. of Each Month	8:30 a.m. – 10:30 a.m.	Plymouth
2nd Thurs. of Each Month	8:30 a.m. – 10:30 a.m.	ASE – St. Paul

CEUs: 2.0

HRCI Business (Strategic) Credits: 20.0 hours



HR Metrics: Measuring HR's Contribution to Organizational Success

It isn't enough to be doing a "good job." HR is expected to be able to explain how it contributes to the organization's success. And sometimes forcing the "people" side of the business into charts, graphs and numbers can be challenging.

This program explores the value and feasibility of applying measurement to many HR functions. Participants learn how to use a variety of methods to measure the impact of their work. This program also presents ways to make data gathering easier and guidelines for determining whether something should be measured, described, observed, or ignored.

WHO SHOULD ATTEND

- HR professionals who are looking for ways to measure their work
- Managers who want to know what they can expect from HR

LEARNING OBJECTIVES

- Productivity measures
- Revenue or expense per employee
- HR headcount ratio
- Cost of hire
- Ratio of offers to hires
- Time to fill jobs
- Morale measurements
- Voluntary/involuntary separations

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

11/6/14 8:30 a.m. – 12:00 p.m. Plymouth

CEUs: .275

HRCI Business (Strategic) Credits: 2.75 hours



HR Professional as Business Partner

Take your relationship building and alignment with organization leaders to another level. Learn best practices for HR professionals to partner with other key organizational leaders to connect real business issues to performance results. As businesses look for improvements in organizational effectiveness at all levels, HR professionals play an integral role in this transformation. Primary areas of focus within the program include developing the business partner role, influencing and consulting skills, and effective coaching strategies to address performance management.

WHO SHOULD ATTEND

For those with at least three years of professional level HR experience and for experienced HR professionals looking to improve their overall technical knowledge

LEARNING OBJECTIVES

- Consult and partner with internal clients to identify actions and solutions to meet business needs.
- Identify appropriate coaching strategies, demonstrate coaching skills, and guide managers in how to coach employees for performance improvement and employee development.
- Develop a personal plan for increasing business partner competencies.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

10/30/14 8:30 a.m. – 4:00 p.m. Plymouth

CEUs: .675

HRCI Business (Strategic) Credits: 6.75 Hours



HR Roundtables

Powerful Peer-to-Peer Learning That Gets Results.

Roundtables provide the opportunity to **SHARE, CONNECT** and **RECHARGE** with your professional peers.

Roundtables are offered for HR generalists and specialists looking for opportunities to learn best practices, have thoughtful, confidential discussions, and grow personally and professionally. They are an excellent way to meet with other HR practitioners and gain from their knowledge and experience, share your stories, ask questions, and form a community of learners.

Roundtables provide:

- An open forum
- Best practice sharing
- Honest communication
- Confidential results oriented peer discussion
- An MRA professional facilitator

Roundtables meet once per month from September – May at dates, times, and locations convenient for you!

To join an existing Roundtable group, contact Kate Nelson (kate.nelson@mranet.org) for pricing and registration.

PLEASE NOTE: Roundtables are ONLY available to MRA members. If you are a non-member interested in membership or attending a roundtable please contact 763.253.9100 and ask for a Member Relations Manager.

Fee: \$275 MRA members / Not available for nonmembers

Dates/Times/Locations/Session Codes:

2nd Wednesday of each month	11:30 a.m. – 1:00 p.m.	Plymouth
3rd Thursday of each month	8:00 a.m. - 9:30 a.m.	St. Paul, Wilder Foundation
Last Tuesday of each month	11:30 a.m. - 1:00 p.m.	Sauk Rapids, Talon Innovations
Last Tuesday of each month	8:00 a.m. - 9:30 a.m.	Plymouth

Influential Negotiation Skills

Through discussion and exercises, participants learn influential negotiation techniques designed to create “win-win” outcomes. Participants learn concrete skills that help them build relationships, not damage them.

Each participant also completes a negotiation communication styles profile that is designed to help individuals understand their personal negotiation style preferences and find ways to adjust or flex their style to achieve better results. Like communication or listening skills, negotiation skills are used almost every day and in many different ways. Whether you are setting a mutual goal, bargaining on the price of a product, settling a dispute, or reaching a compromise, this program is designed to help you negotiate everyday situations more effectively.

WHO SHOULD ATTEND

- Purchasing agents
- Customer service representatives
- Problem solving teams
- Managers, supervisors, and team leaders
- Human resource professionals

LEARNING OBJECTIVES

- Examine everyday negotiation situations, perspectives and tactics.
- Study four primary communication styles used during negotiation.
- Assess individual use of the four primary negotiation communication styles.
- Review negotiation action planning.
- Consider techniques and tips helpful for everyday negotiation.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

6/25/14 1:00 p.m. – 4:00 p.m. Plymouth

CEUs: .3

ISO 9001: Internal Auditor Training

This workshop provides information and tools needed for completing effective ISO self audits.

The program content includes:

- Review of ISO 9001 standard
- Audit definitions and responsibilities
- Audit planning/checklist
- Audit behavior and audit interviews
- Audit analysis, assessing nonconformance
- Meetings with auditees
- Audit reports, corrective action
- Audit follow-up, records

WHO SHOULD ATTEND

- Present or soon-to-be ISO 9000 internal company auditors
- Individuals needing to acquire auditing techniques within their organization
- Managers who oversee auditing in their company
- ISO management representatives

LEARNING OBJECTIVES

At the completion of this course, individuals will have the information and tools needed to effectively complete an ISO self audit according to standards.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

7/9/14	8:00 a.m. – 12:00 p.m.	(Day 1)	Plymouth
7/16/14	8:00 a.m. – 12:00 p.m.	(Day 2)	Plymouth
9/17/14	8:00 a.m. – 12:00 p.m.	(Day 1)	Plymouth
9/24/14	8:00 a.m. – 12:00 p.m.	(Day 2)	Plymouth
12/3/14	8:00 a.m. – 12:00 p.m.	(Day 1)	Plymouth
12/10/14	8:00 a.m. – 12:00 p.m.	(Day 2)	Plymouth

CEUs: .7

It's About Time: Managing Individual, Group, and Organizational Needs

This is a highly interactive, practical program that helps participants learn how to use one of our most valuable and finite resources—TIME! Participants learn to recognize the myths of time management and replace those myths with effective methods. You learn the skills necessary to drop the unprofitable; discard the unneeded; and, adopt proven methods for time management to improve existing time utilization.

WHO SHOULD ATTEND

Anyone who wants to learn time management techniques.

LEARNING OBJECTIVES

- Know how to cure procrastination paralysis.
- Prioritization tools and methods.
- Learn how to use time management tools.
- Become more efficient and effective with your time.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

10/14/14 1:00 p.m. – 4:00 p.m. Plymouth

CEUs: .3

“The way to lead people is much more difficult. The things I learned will help me prioritize and change my thinking.”

- Customer Service Supervisor

Keeping the Team on Track

When teams get off track, team leaders need to steer them back on course. In this program, participants examine typical ways teams go astray and then practice techniques for getting the teams back on track. Participants learn to lead their teams through goal setting and a problem-solving process, planning and conducting useful (and fun!) meetings, and dealing with disruptive group behaviors.

This is the third of five programs in the Leading Effective Teams Certificate Series. Register for this course only or for the entire Leading Effective Team series.

WHO SHOULD ATTEND

Leaders of departmental, cross-functional, or project teams who may or may not have direct authority over team members. The content of this series is also appropriate for individuals in management/supervisory roles moving from a traditional organizational structure to a team-oriented environment.

LEARNING OBJECTIVES

- Discuss steps of goal setting and problem solving/process improvement.
- Use steps to plan, conduct, and follow up meetings.
- Identify and discuss meeting roles and rules.
- Use tools and techniques such as the affinity diagram, brainstorming, and multi-voting.
- Use discussion and questioning skills.
- Discuss causes of group think.
- Identify remedies for common meeting problems.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

9/26/14 8:30 a.m. – 4:30 p.m. Plymouth

CEUs: .7

Leadership for Leads

The first rung on the supervision ladder, the lead position is also the first line of management representing the organization to employees. Leads are directly responsible for both results and employee satisfaction. Leads are normally selected based on technical expertise, but expertise has little to do with leadership.

This course introduces the foundation of basic supervisory skills which are covered in detail in Leadership Fundamentals. Participants learn and apply techniques to improve communication, interaction, and innovation skills.

WHO SHOULD ATTEND

- Newly appointed individuals in a lead position
- Experienced lead persons seeking to further develop and obtain a basic foundation of supervisory skills

LEARNING OBJECTIVES

- To make participants aware of the expectations of their position.
- To provide techniques to enhance communication skills.
- To help leads make the transition from employee into management.
- To develop participants' people skills.

Fee: \$490 MRA members / \$655 nonmembers

Dates/Times/Locations/Session Codes:

5/1/14	1:00 p.m. – 4:00 p.m.	4 Thurs.	Plymouth	LS01
6/6/14	1:00 p.m. – 4:00 p.m.	4 Fri.	Plymouth	LS02
7/7/14	9:00 a.m. – 12:00 p.m.	4 Mon.	Plymouth	LS03
9/9/14	8:30 a.m. – 11:30 p.m.	4 Tues.	Plymouth	LF02
9/15/14	8:30 a.m. – 11:30 p.m.	4 Mon.	Owatonna Cabela's	LF01
10/14/14	8:30 a.m. – 11:30 p.m.	4 Tues.	Plymouth	LF03
10/27/14	1:00 p.m. – 4:00 p.m.	4 Mon.	Mankato	LF04
10/30/14	1:00 p.m. – 4:00 p.m.	4 Thurs.	St. Paul	LF05
11/17/14	8:30 a.m. – 11:30 p.m.	4 Mon.	St. Cloud	LF06
12/12/14	8:30 a.m. – 11:30 p.m.	3 Fri.	Plymouth	LF07

CEUs: 1.2

Leading Change: Ahead of the Pack

Savvy business leaders are always on the lookout for opportunities for change. With many of today's top industries completely unknown 30 years ago, merely maintaining the status quo is flirting with failure. Understanding the dynamics of change and encouraging changes and improvements in their areas of responsibility are requirements for effective and forward-thinking leaders. This module addresses the challenge of initiating and shepherding change, focusing on techniques to communicate with and engage those affected. You learn best practices for dealing with unintended consequences of change and how to avoid the tug-of-war that may occur when change is poorly managed.

LEARNING OBJECTIVES

- Examine the major stages in the cycle of change.
- Differentiate change models and how they apply to various work environments.
- Identify and develop strategies for leading change.
- Identify the effects of change on employees.
- Demonstrate skills for communicating about change.

Fee: \$455 MRA members / \$595 nonmembers

Dates/Times/Locations/Session Codes:

2/3/15	8:30 a.m. – 4:30 p.m.	Plymouth	PLX01-6
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CEUs: .7

LEAN for Office

All employees in the office interact with the office system to produce the outputs of their companies. Having a logical methodology to determine and implement better ways to work together is a key to both improving the bottom line and improving office morale.

In order to gain savings that actually hit the bottom line, administrative functions must streamline their processes and take waste out of the system. This is what it means to be “LEAN,” and the LEAN concepts must be understood, implemented, and sustained in your organization.

This program is designed to provide participants with a thorough understanding of how to apply LEAN techniques in analyzing and implementing process improvements in an office environment. Focusing on practical examples of LEAN applications in the administrative environment provides training and practicing techniques using understandable case studies. This one-day program provides a thorough understanding of tools and information necessary to be effective as a LEAN office practitioner.

WHO SHOULD ATTEND

Office personnel from any industry

LEARNING OBJECTIVES

- Introduction to the LEAN office
- Value creation versus waste
- Types of waste
- Understanding and eliminating sources of variability and waste
- LEAN tools and techniques
- Operation metrics
- LEAN office simulation and case study

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

6/18/14	8:00 a.m. – 4:00 p.m.	Plymouth
10/8/14	8:00 a.m. – 4:00 p.m.	Plymouth

CEUs: .7

LEAN Operations Training: Eliminating Waste Through LEAN Tools and LEAN Thinking

By eliminating waste, quality is improved, production time is reduced and cost is reduced. LEAN “tools” include constant process analysis and improvement, “pull” production and mistake-proofing. The practice of waste reduction ultimately becomes the focus and responsibility of everyone in the organization and drives a significant and valuable culture change within the organization. It is practiced at all levels of operations by all stakeholders within every enterprise.

This program trains attendees in the use of LEAN (constant process analysis and improvement) in order to realize significant financial gains through waste reduction. Course content includes:

- Fundamentals of LEAN
- The Seven Wastes
- The 14 Disciplines
- Value Stream Mapping
- 5S Workplace Organization
- Visual Factory
- Set-up Reduction
- Cellular Manufacturing
- Takt Time
- Kanban
- Kaizen

WHO SHOULD ATTEND

- Process improvement professionals
- Quality/productivity specialists
- Project managers
- Operations managers

LEARNING OBJECTIVES

- Understand and identify and eliminate waste in your organization
- Create Value Stream Maps and see opportunities for time reduction.
- Have a more organized and synchronous flow workplace.
- See progress in the workplace and communicate it.
- Realize shorter set-up times.
- Understand what cellular work flow is, when and how to employ it.
- Keep your finger on the “heartbeat” of the operating systems.
- How to set-up JIT (just-in-time) supply systems.
- How to conduct kaizen events to realize quick continuous improvements through team efforts.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

7/16/14	8:00 a.m. – 4:00 p.m.	Plymouth
12/17/14	8:00 a.m. – 4:00 p.m.	Plymouth

CEUs: .7

HR Business Partner Certificate Series

Let’s Get It Done: Effectively Implementing and Executing Plans and Strategies

The greatest plans in the world don’t do any good if they aren’t implemented effectively. Experts say that execution is the great unaddressed issue in the business world today. Being able to get things done is one of the factors that separates industry leaders from their competition. Poor execution is the underlying cause of many business disappointments.

This practical program is designed to help participants understand how they can implement initiatives, follow through on plans, and achieve goals. This program introduces strategies to help ensure that plans become reality—that what we want and hope to do actually gets done! Participants learn some of the behaviors associated with effective implementation and followthrough.

WHO SHOULD ATTEND

This program is designed for managers, HR professionals, and anyone responsible for implementing plans, carrying out initiatives and simply getting things done.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

5/1/14	12:30 p.m. – 4:00 p.m.	Plymouth
11/20/14	12:30 p.m. – 4:00 p.m.	Plymouth

CEUs: .275

HRCI HR (General) Credits: 2.75 Hours



Leading Effective Teams Certificate Series

Managing Conflict in Your Team

Conflict is a natural part of teamwork, and effective team leaders manage conflict so that it is not destructive to the team. Using a model of conflict management and feedback skills, participants in this program learn to recognize the causes and effects of conflict, choose steps to take to work through conflicts in which they are involved, and appropriately intervene when conflicts occur between other team members.

This is the fourth of five programs in the Leading Effective Teams Certificate Series. Register for this course only or for the entire Leading Effective Teams Series.

WHO SHOULD ATTEND

Leaders of departmental, cross-functional, or project teams who may or may not have direct authority over team members. The content of this series is also appropriate for individuals in management/supervisory roles moving from a traditional organizational structure to a team-oriented environment.

LEARNING OBJECTIVES

- Describe characteristics of conflict.
- Learn the benefits of healthy conflict on a team.
- Identify options for intervening in conflict between others.
- Explore the steps to take in resolving or managing conflicts.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

5/7/14	8:30 a.m. – 4:30 p.m.	Plymouth
10/3/14	8:30 a.m. – 4:30 p.m.	Plymouth

CEUs: .7

Managing Problematic Behaviors

Sometimes people behave in ways that become difficult for the rest of us. It can be a customer, coworker, subordinate or superior. Whether it's occasional, chronic, or somewhere in between, the key is learning what to say or do to neutralize the behavior while still maintaining relationships.

Using a variety of learning tools, participants practice how to efficiently and effectively address difficult behavior in their own environment. Practical tools and concrete language will be offered to respond to some of the most common difficult workplace behaviors.

All participants receive a handy tip sheet for responding to some of the most common difficult behaviors.

WHO SHOULD ATTEND

- Anyone experiencing difficult behaviors in their work setting
- People working in stressful, fast-paced or rapidly changing environments
- Managers, supervisors, and leads whose subordinates have clashing personalities

LEARNING OBJECTIVES

- Identify the most common difficult behaviors.
- Pinpoint masked needs.
- Select neutralizing responses.
- Know when to use or avoid specific words.
- Recognize our own problematic behavior.
- Have tips for responding to specific behaviors—alarming, back-sliding, clamming-up, excuse making, exploding, sneaking, stalling and more.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

11/12/14	9:00 a.m. – 12:00 p.m.	Plymouth
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CEUs: .3

MRA Members SAVE MORE on MRA Training!

License-to-Learn

PACKAGE	SAVINGS	PACKAGE PRICE	PACKAGE VALUE
Silver	\$300	\$5,700	\$6,000
Gold	\$960	\$11,040	\$12,000
Platinum	\$2,160	\$15,840	\$18,000
Platinum +	\$4,000	\$21,000	\$25,000

Note: License-to-Learn offers cannot be used in conjunction with other discounts, are not retroactive, and are valid only on public training programs, special events, and webinars.

1. Pick your package level.
2. Use your License-to-Learn funds on the MRA public training programs of your choice within 1 year of the date of purchase.
3. Call MRA Registrations to register and say "Charge it to our License-to-Learn."

Note: License-to-Learn offers cannot be used in conjunction with other discounts, are not retroactive, and are valid only on public training programs, special events, and webinars.



Mistakes to Avoid in Collective Bargaining

Participants learn or develop negotiations strategies and skills based on employer priorities, including necessary preparation for negotiation meetings. This program covers specific negotiation tactics including contingency plans in the event of negotiation failure and a resulting strike. This interactive program allows participants to discuss negotiation issues with peers and the MRA Labor Relations Staff.

WHO SHOULD ATTEND

Executives, managers and HR professionals who play a role in negotiating labor contracts with unions.

LEARNING OBJECTIVES

How and why bargaining strategies are developed and modified during the negotiation process in the attainment of bargaining objectives.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

10/14/14 9:00 a.m. – 12:00 p.m. Plymouth

CEUs: .275

HRCI HR (General) Credits: 2.75 Hours



Onboarding: Developing an Effective Employee Orientation Program

Providing new employees with an effective onboarding process and delivering on your employment brand is crucial for new employee success and retention. This workshop is designed to help organizations plan and develop a successful onboarding/orientation program to help employees quickly become productive and engaged.

WHO SHOULD ATTEND

Human Resource professionals, owners, supervisors, or anyone responsible for developing an onboarding process.

LEARNING OBJECTIVES

- Identify a process for developing and revising onboarding/orientation programs
- Compare and identify appropriate program format/delivery options
- Understand how to measure the success of an onboarding/orientation program
- Examine the use of technology and social media to build your employment brand

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

5/6/14 8:30 a.m. – 12:00 p.m. Plymouth

10/8/14 8:30 a.m. – 12:00 p.m. Plymouth

CEUs: .325

HRCI HR (General) Credits: 3.25 Hours



Organizational Development (OD) Certification Program

The demand for professionals capable of effectively guiding change to achieve organizational goals is growing rapidly. This program not only provides you with an overview of organizational development (OD) and the role of the OD practitioner but will teach you how to apply OD principles and techniques to increase performance in the workplace. OD is a unique blend of art and science. It is a relatively new professional area and the term OD can mean many different things. MRA's approach to OD is consistent to how we approach everything else. We understand the theory and models, but our focus is on practical application that can improve outcomes for employers and employees.

What Is OD?

- Professional field that applies behavioral science knowledge and practices to help organizations achieve success in terms of financial returns, effectiveness, and improved quality of work life.
- Planned, organization-wide effort to increase an organization's effectiveness and viability.
- Comprehensive approach that addresses the overall health of an organization.
- Process that responds to or initiates change in an organization's culture and removes obstacles to increase effectiveness and success in achieving their desired outcomes.

Certification Information

Earning MRA Certification in Organizational Development provides you with the knowledge and skills required to execute successful change strategies and increase organizational effectiveness. Certification demonstrates to you and your organization that you are prepared to effectively apply OD principles to support your organization's success as a valued business partner. MRA's OD Certification distinguishes you among your peers improving your career opportunities and competitive advantage.

- To obtain certification participants must attend the classroom sessions, fulfill online learning requirements, and complete an individual project. Participants give presentations about their projects at the final classroom session.
- Attendees may choose to pursue certification **or** elect to only attend the classroom sessions.
- *All* attendees (certification or classroom only) will also receive a 1-2 hour **one-on-one coaching session** (up to \$500 value) with the course instructor, to discuss individual strengths and opportunities.

Total Hours: 35 – 40 hours

Classroom: 22.5 hours, Online: 4-6 hours, Individual Project: 5-8 hours, One-On-One coaching 1-2 hours

Topics Covered

- Introduction to Organizational Development
- Increasing Your Self-Awareness
- Change Management
- Understanding Group Processes
- Applying the OD Consulting Model
- Translating OD Into Business Results

WHO SHOULD ATTEND

This certification program is designed for anyone interested in learning more about the field of organization development and/or individuals responsible for managing change and improving organizational performance.

LEARNING OBJECTIVES

- Expand your current knowledge of OD principles and practices.
- Define the knowledge, skills, experiences and abilities of an effective OD practitioner.
- Develop your skills to become an effective OD practitioner that is able to lead change and increase organizational functioning.
- Learn how to apply various OD practices to solve specific problems and enhance performance at the individual, group, and organization-wide level.
- Learn how to translate OD initiatives into business results.

Fee: \$1105 MRA members / \$1475 nonmembers

Dates/Times/Locations:

3-Day Course

9/11/14	8:30 a.m. – 4:00 p.m.	(Day 1)	Plymouth
9/25/14	8:30 a.m. – 4:00 p.m.	(Day 2)	Plymouth
10/9/14	8:30 a.m. – 4:00 p.m.	(Day 3)	Plymouth

CEUs: 2.4

Certification (classroom, online & project)

HRCI HR (General) Credits: 24 Hours for Certification



HR Generalist Certificate Series

Overview of Compensation Design

To implement or update an effective compensation program, human resource practitioners need a familiarity with applicable laws and a working knowledge of basic pay program components. This workshop provides a foundation for understanding compensation issues, techniques and practices, plus it offers participants the opportunity to get hands-on experience in applying some of the methods presented. The workshop presents practical information on the basics and fundamentals of designing, developing, and/or realigning a compensation program.

Please note that this program contains information that is also covered in Compensation: A Market-Based Approach.

WHO SHOULD ATTEND

- HR professionals without formal compensation training
- Newly appointed compensation practitioners

LEARNING OBJECTIVES

Understand the basic components of designing a compensation system from developing a total rewards philosophy, ensuring compliance with applicable compensation regulations, analyzing market information, designing a salary grade structure and the supporting administrative and communication tools.

Fee: \$560 MRA members / \$750 nonmembers

Dates/Times/Locations:

2-Day Course

11/6/14 8:30 a.m. – 4:00 p.m. (Day 1) Plymouth

11/13/14 8:30 a.m. – 12:00 p.m. (Day 2) Plymouth

CEUs: .975

HRCI HR (General) Credits: 9.75 hours



Employee Benefits Certificate Series

Paid Time Off: An Overview and How to Make the Switch

This class gives you the basics of PTO (Pooled or Paid Time Off) plans. This class covers the philosophies behind implementing a PTO plan, how to determine whether or not a PTO plan might be the right approach for your organization, and gives an overview of the basics of how to develop, cost, and implement a PTO plan.

WHO SHOULD ATTEND

HR professionals with responsibility for time off programs or benefit practitioners.

LEARNING OBJECTIVES

- Objectives of PTO, when is it a good fit and when it may not be.
- Plan design: Focusing on how to transition your traditional plans to PTO.
- Costing and how it compares to traditional plans.
- Implementation and communication.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

5/22/14 8:30 a.m. – 12:00 p.m. Plymouth

CEUs: .35

HRCI HR (General) Credits: 3.5 Hours



PHR/SPHR Certification Classroom Prep Course

This course is for HR practitioners planning to take the Society for Human Resource Management (SHRM) certification examination for either the Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR) designations. Past participants in MRA's program have averaged a 90% pass rate!

The program includes:

- Eleven three-hour classroom sessions designed to review the key components of the HR body of knowledge that may be covered in the exam
- Weekly study groups facilitated by highly experienced, certified MRA instructors
- Six HRCP bound study manuals, which include review quizzes and discussion questions
- HRCI (Human Resources Certification Institute) Certification Guide
- MRA study aids and practice exams
- Comprehensive practice exam—take a practice test, review the answers and answer rationales—this \$160 value is free to program participants
- Option to pair up with a study partner and/or to learn about the testing experience of an HR professional who recently passed the exam
- Certificate of Completion
- Second-Time-Around Option – If at the end of the program you do not feel prepared to take the exam, or if you are not successful on your first attempt at the exam, you can attend MRA's PHR/SPHR Certification Preparation Program for no fee the next time it is offered. (Study manuals extra; updated materials are optional.)

WHO SHOULD ATTEND

Individuals planning to sit for the PHR/SPHR certification examination through HRCI. Individuals who hold a professional HR designation may be able to obtain continuing education credits, subject to approval by HRCI. HRCI requirements must be met in order to take the exam.

LEARNING OBJECTIVES

Study the HR body of knowledge, as identified by the Human Resources Certification Institute (HRCI), in order to pass the PHR or SPHR exam.

Fee: \$895 MRA members / \$1100 nonmembers

Dates/Times/Locations:

9/9/14 6:00 p.m. – 9:00 p.m. 11 Tues. Plymouth

CEUs: 3.0

PHR/SPHR E-Learning Certification Prep Program

This course is for HR practitioners planning to take the Society for Human Resource Management (SHRM) certification examination for either the Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR) designations. Past participants in MRA's program have averaged a 90% pass rate!

The program includes:

- Eight one-hour view-on-demand webinars designed to review the key components of the HR body of knowledge that may be covered in the exam. These fast-paced, information-rich sessions are facilitated by MRA instructors holding SPHR certification and can be viewed at any time by participants.
- Orientation webinar viewable on demand
- Conference calls/discussions
- Weekly reminders, each containing important study tips, additional discussion questions, and practice exam assignments.
- Opportunity to submit individual questions about the material, receiving answers from MRA's subject matter experts.
- Option for paired and group study
- Six HRCP bound study manuals, which include review quizzes and discussion questions, HRCI certification guide, flash cards, practice exams, and MRA study aids
- Comprehensive practice exam—take a practice test, review the answers and answer rationales—this \$160 value is free to program participants
- Second-Time-Around Option - If at the end of the program you do not feel prepared to take the exam, or if you are not successful on your first attempt at the exam, you can attend MRA's PHR/SPHR Certification Preparation Program for no fee the next time it is offered.

WHO SHOULD ATTEND

Individuals planning to sit for the PHR/SPHR certification examination through HRCI. Individuals who hold a professional HR designation may be able to obtain continuing education credits, subject to approval by HRCI. HRCI requirements must be met in order to take the exam.

LEARNING OBJECTIVES

Study the HR body of knowledge, as identified by the Human Resources Certification Institute (HRCI), in order to pass the PHR or SPHR exam.

Fee: \$895 MRA members / \$1100 nonmembers

Dates/Times/Locations:

9/9/14 1:00 p.m. – 2:00 p.m. Online

CEUs: 3.0

Powerful Presentations

This course offers a great introduction to people who don't make a lot of presentations but who need solid skills for an occasional public speaking opportunity. You will gain tips and tools to ensure that your presentation is professional and effective.

WHO SHOULD ATTEND

- Individuals new to presenting
- Those who have had no formal presentation training
- Employees at any level who are called upon to occasionally present to peers or superiors

LEARNING OBJECTIVES

- Learn two things that great presenters do.
- Gain professional presence.
- How to work with distractions.
- How to overcome nervousness so you can speak and move naturally.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

9/11/14	1:00 p.m. – 4:00 p.m.	Plymouth
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CEUs: .3

“I think the learning styles of different people are valuable to me. I also learned from the 360 reviews!”
- Production Supervisor

Powerful Verbal Communication

Communication is the transfer of a message from sender to receiver and is impacted by many factors. Whether you talk one-on-one, in small groups or to large audiences, some of the very same factors apply.

This workshop is divided into four primary factors impacting verbal communication: Styles—the different ways we package our overall communication; Vocal power—one's diction and modulation of volume, pace, pitch, tone, etc.; Listening—the ways we receive incoming verbal messages and; Nonverbals—how we transmit and interpret communication signals.

Practical techniques for improving message transfer are taught and practiced during this workshop.

WHO SHOULD ATTEND

- Supervisors and managers wanting to develop flexibility when communicating with direct reports, customers, vendors, etc.
- Human resource professionals who want to be more persuasive while maintaining relationships or expand communication capacity
- Team leaders who want to raise their platform presentation skills or demonstrate communication dexterity
- Employees who want to better communicate their ideas to co-workers, supervisors or members of management
- Anyone who wants to improve their overall communication skills or who is experiencing problematic verbal communication

LEARNING OBJECTIVES

- Identify your most-used communication styles and other styles you may encounter.
- Implement styles-based strategies to improve verbal information transfer and counteract communication difficulties.
- Select from and use five effective listening skills to create a balance between facts and feelings in verbal exchanges.
- Engage techniques designed to enhance the quality of your vocal power.
- Learn how to make adjustments to, and take advantage of, your vocal patterns and behaviors.
- Fine-tune your ability to use stance, physical postures and body language to enhance your verbal message.
- Develop specific communication improvement action plans.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

9/19/14	9:00 a.m. – 4:00 p.m.	Plymouth
12/10/14	9:00 a.m. – 4:00 p.m.	Plymouth

CEUs: .6

HRCI HR (General) Credits: 6.0 Hours



Project Management I

Formerly known as Supervision IV: Project Management

Project Management is one of the fastest growing professional disciplines in North America and this is a “beginner” class that walks anyone responsible for projects through the tools of project success. It was designed to reduce anxiety of the beginner and to maximize project performance with a practical, easy methodology. Tools utilized are Charter, Gantt Chart, Risk Matrix, Variances, Post Mortem and Lessons Learned.

NEW: Updated with ISO 21500:2012. International Standard for Guidance on Project Management.

This course provides participants with:

- Project management terminology
- Identification of the major stakeholders
- Ways to manage the basic elements of a project—resources, time & money
- Planning for high quality projects that are on-time and on-budget
- Project management teams and processes
- The difference between “program” management and “project” management
- How to get rid of scope creepage and resource leakage
- How to write a charter and deliverables
- How to create a do-able schedule and a Gantt Chart application
- Introduction to risk and the risk matrix
- How to get and keep commitments from project members
- How to deal with difficult project members
- How to run an effective project meeting
- How to conduct a Post Mortem and Lessons Learned

Students will participate in a project of their choice. The project can be a work or home project, but must be completed in the five-week class timeframe. It is recommended that you come to class with a project idea in mind.

WHO SHOULD ATTEND

- Executives
- Portfolio Managers
- Project Program and Project Managers
- Functional Managers and Team Managers
- Anyone involved in trying to implement a solution in a complex environment
- Anyone responsible for corrective/preventative initiatives

LEARNING OBJECTIVES

- Help beginning project managers implement projects
- To be able to work with sponsors, customers and project members in an effective, knowledgeable manner
- Improved your chaos control skills
- How to engage and get buy-in from your stakeholders
- Break down your project workload into manageable segments
- Avoid common project manager mistakes

Fee: \$515 MRA members / \$685 nonmembers

Dates/Times/Locations:

5 Mondays

7/14/14 9:00 a.m. - 12:00 p.m. 5 Mondays Plymouth

CEUs: 1.5

Project Management for Human Resources

So much of what HR does is project-based and requires project management skills to be successful. Projects may include selecting a new HR technology vendor to writing an employee handbook. According to SHRM, most HR professionals approach project management on an ad hoc basis. Projects unfold by their urgencies instead of spending the time to clarify what the goals and objectives are. This results in a lack of appropriate planning and necessary time spent with the project stakeholders. Significant projects and tasks then fall off the calendar.

So how do you chip away at a project? How do you break it down into bite-sized successes? Acquire the skills during this three-week class and set yourself up for project success.

NEW: Updated with ISO 21500:2012. International Standard for Guidance on Project Management.

WHO SHOULD ATTEND

Human resource professionals

LEARNING OBJECTIVES

- Define the essential characteristics of a project.
- Understand the life cycle phases of a project.
- Understand the key variables for HR projects.
- Introduction to project management tools.
- Learn how to control a project.
- Learn project close-out methodology.

Fee: \$370 MRA members / \$490 nonmembers

Dates/Times/Locations/Session Codes:

3 Mondays (No class 5/26/14)

5/12/14 1:00 p.m. – 4:00 p.m. Plymouth PM01-HR

CEUs: .9

Project Management for Team Leaders

Well-structured, cohesive teams reach high levels of success. Successful team leaders provide the project management structure that will move the team to project completion. Participants in this program learn the five parts of the project management process. Through activities, discussions, and examples from their own projects, participants learn techniques and tools to use during the project planning process and address leadership aspects of project management.

This is the fifth of five programs in the Leading Effective Teams Certificate Series. Register for this course only or for the entire Leading Effective Teams Series.

WHO SHOULD ATTEND

Leaders of departmental, cross-functional, or project teams who may or may not have direct authority over team members. This program is also appropriate for those moving to a team-oriented environment from a management/supervisory role in traditional organizations.

LEARNING OBJECTIVES

- Identify the five stages of the project management process.
- Discuss the roles and responsibilities of the project manager.
- Demonstrate steps of project initiation and planning using their own project examples.
- Facilitate effective team communication with others outside of the team.
- Discuss the impact of change on project management.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

5/14/14	8:30 a.m. – 4:30 p.m.	Plymouth
10/10/14	8:30 a.m. – 4:30 p.m.	Plymouth

CEUs: .7

Project Management Professional (PMP) Certification Exam Preparation

This three-day program provides an in-depth review of the information required for the Project Management Institute's (PMI®) Project Management Professional (PMP®) examination. As a valid and reliable way to assess competence, the PMP Certification is internationally recognized and globally accredited. It is a certification by project managers for project managers and the skills are transferable between methodologies, standards and industries.

Participation in MRA's PMP Exam Preparation classwork qualifies as a foundation for the 35 hours of required training to be eligible for the test. Other training programs in project management, industry applications or general management areas will complete your training requirements. The material provided in the training is consistent with "A Guide to the Project Management Body of Knowledge (PMBOK® Guide)" text book. Discussion of the extensive materials covering the concepts and best practices in project management get reinforced through individual work, group exercises and practice tests.

Second-Time-Around Option: Within 60 days of completing the program, if you are not successful at your first attempt of the exam, you may attend MRA's PMP Exam Preparation program for no fee the next time it is offered.

This program is Workforce Investment Act (WIA) certified.

WHO SHOULD ATTEND

- Experienced project managers and individuals looking to solidify skills, stand out to employers and maximize earning potential
- Anyone interested in PMP Certification

LEARNING OBJECTIVES

- Test taking tips and strategies
- Hands-on experience with tools and techniques needed to pass the PMP exam
- Foundation to study for and pass the exam
- Understand the principles and processes described in the PMBOK® Guide

Fee: \$1460 MRA members / \$1950 nonmembers

Dates/Times/Locations:

3-Day Course

8/6/14	8:00 a.m. – 4:00 p.m.	(Day 1)	Plymouth
8/13/14	8:00 a.m. – 4:00 p.m.	(Day 2)	Plymouth
8/20/14	8:00 a.m. – 4:00 p.m.	(Day 3)	Plymouth
11/5/14	8:00 a.m. – 4:00 p.m.	(Day 1)	Plymouth
11/12/14	8:00 a.m. – 4:00 p.m.	(Day 2)	Plymouth
11/19/14	8:00 a.m. – 4:00 p.m.	(Day 3)	Plymouth

CEUs: 2.1

Resolving Conflict Effectively

When differences of opinion are not handled appropriately, discordant conflict may result. This seminar helps participants understand the true nature of conflict, how to reap its benefits, and how to avoid the downsides of disruptive conflict.

WHO SHOULD ATTEND

- Employees who want to learn about resolving conflict effectively
- Managers who want to help employees deal with conflicts
- HR professionals and others responsible for managing relationships between employees

LEARNING OBJECTIVES

- Define conflict.
- Know how conflict starts and escalates.
- Understand different approaches to dealing with conflict and the advantages and disadvantages of each.
- Identify your preferred conflict management style.
- Practice methods of conflict resolution.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

10/7/14 1:00 p.m. – 4:00 p.m. Plymouth

CEUs: .275

HRCI HR (General) Credits: 2.75 hours



Responding to Workplace Complaints: Five Things Every Supervisor Should Know

As “first responders” to workplace complaints, supervisors and managers play a critical role in ensuring that issues are promptly and effectively addressed. This class provides techniques and tools to assist supervisors to:

- Know their role when complaints or concerns emerge.
- Avoid inadvertently escalating an issue.
- Make initial assessments to identify how to address a complaint.
- Determine when to involve Human Resources.
- Create documentation of a complaint and take appropriate initial steps.
- Monitor ongoing workplace activities to ensure complaints do not re-occur or escalate.

WHO SHOULD ATTEND

- Supervisors and managers who supervise employees
- Human Resources and other staff who want to refresh their investigation skills

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

7/22/14 8:30 a.m. – 12:00 p.m. Plymouth

12/11/14 8:30 a.m. – 12:00 p.m. Plymouth

CEUs: .275

HRCI HR (General) Credits: 2.75 Hours



Right-to-Know Instructor Training

This program is designed to assist employers in using their own staff to train their employees on the Minnesota Right-to-Know (RTK) Standard (Minnesota Statutes Chapter 5206) and its required annual refresher. Participants learn how to conduct their own initial and refresher in-house training sessions and how to keep their RTK program and training material up to date.

Class materials include a reference manual along with a PowerPoint presentation to assist in your specific training.

WHO SHOULD ATTEND

- Safety coordinators
- Supervisors
- HR professionals

LEARNING OBJECTIVES

- Know the difference between federal OSHA and Minnesota OSHA hazard communication programs.
- Be familiar with the required elements of a written program.
- Understand the different labeling systems.
- Develop an in-depth understanding of MSDS information.
- Learn effective training techniques.
- Be prepared for changes with the Globally Harmonized System of chemical classification and labeling.

Fee: \$260 MRA members / \$350 nonmembers

Dates/Times/Locations:

6/19/14 8:00 a.m. – 12:00 p.m. Plymouth

CEUs: .35

HRCI HR (General) Credits: 3.5 Hours



Safety for Supervisors and HR Professionals

Safety culture, responsibilities, and management are the theme of this course. An overview of federal and Minnesota OSHA regulations and requirements pertinent to most Minnesota businesses, methods of compliance, and industry trends are reviewed.

Class sessions include lecture, group exercises, and open discussion. Reference materials are provided.

Topics that will be covered include:

- An overview of OSHA, inspection process, citations, and penalties
- AWAIR program elements and compliance
- Right-to-Know / Hazard Communication Program and training
- Bloodborne pathogens
- OSHA injury and illness recordkeeping
- Emergency planning
- Safety incentive programs

WHO SHOULD ATTEND

- HR representatives in charge of safety
- Safety coordinators
- Safety committee members
- First-line supervisors, managers and team leaders

LEARNING OBJECTIVES

- Increased understanding of both state and federal OSHA operations and regulations.
- Knowledge of required elements in written programs for AWAIR, Right-to-Know, bloodborne pathogens, and emergency action plans.
- Improved skills in OSHA injury and illness recordkeeping.
- Understand pros and cons of safety incentive programs.
- Better appreciation for importance of quality safety programs.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

8/20/14 8:30 a.m. – 4:00 p.m. Plymouth

CEUs: .7

HRCI HR (General) Credits: 6.5 Hours



Self-Defeating Habits of Otherwise Brilliant People®

“Reversing Workplace Mistrust, Disengagement, and Tension”

The average manager spends between 30% and 50% of his or her time grappling with the fallout of mistrust and lack of cohesiveness. In a recent Gallup poll nearly 70% of employees report they are disengaged from work. Fortunately, there are proven strategies to resist and reverse these discouraging trends.

Through thousands of seemingly insignificant interactions, teams and leaders unknowingly create environments that are either cohesive or adversarial. In this class, these behaviors, and their far-reaching consequences, become stunningly clear. You learn how to short-circuit destructive disagreement, extinguish incivility and eliminate reactions that trigger anger and blame.

WHO SHOULD ATTEND

- Business leaders
- Human resource professionals
- Managers, supervisors and team leaders
- Employees

LEARNING OBJECTIVES

- Eliminate the temptation to bond teams by denigrating the efforts of others.
- Prevent destructive forms of disagreement, instead of continuously being hindered by their toxic effects.
- Turn resentment into a shared responsibility for the future.
- Short-circuit the Ten Hidden Costs of Contempt.
- Shift the focus off people and personalities to the five root causes of workplace tension.
- Renew energy, collaboration and optimism.
- Turn self-righteous indignation into a search for solutions.
- Be hard on the problem, soft on the people.
- Counter stress using nature's overlooked antidote.
- Improve morale and restore trust.
- Build teams that endure—even during times of rapid change.

Fee: \$365 MRA members / \$515 nonmembers

Dates/Times/Locations:

9/23/14 8:30 a.m. – 4:00 p.m. Plymouth

CEUs: .65

HRCI HR (General) Credits: 6.5 Hours



Six Sigma Black Belt Tools & Techniques

Six Sigma Black Belt training equips individuals to implement proven principles, practices and methods designed to eliminate or reduce defects and delays, while improving quality, customer satisfaction, and profits. This intensive, six-day Black Belt training program prepares candidates to function as Black Belts in a Six Sigma structure for continuous improvement. The class sections introduce steps for managing Six Sigma projects based on the Define, Measure, Analyze, Improve and Control (D-M-A-I-C) methodology. Participants become acquainted with the most useful and commonly used tools in each of the DMAIC phases of a Six Sigma project.

WHO SHOULD ATTEND

The ideal candidate for Six Sigma Black Belt Tools & Techniques is someone who:

- Is interested in taking their organization's continuous improvement initiative to the next level
- Is dedicated to improving customer satisfaction and reducing their organization's costs
- Has basic mathematical skills and experience with Excel spreadsheets

This class/certification program is offered on demand. Please contact Tom Rinne at 763.253.9121 for scheduling options and pricing.

LEARNING OBJECTIVES

- Understand the background of Six Sigma, the strategies, metrics, and DMAIC methodology.
- Know how to deploy and document a Six Sigma project.
- Improved customer satisfaction and profits at the participant's organization.
- Have the basic tools and training to run Six Sigma projects.
- Improved project skills.
- Develop Mini Tab® skills.

Fee: \$3610 MRA members / \$4815 nonmembers

Dates/Times/Locations:

6 Day Course

7/10/14	8:00 a.m. – 4:00 p.m.	(Day 1)	Plymouth
7/11/14	8:00 a.m. – 4:00 p.m.	(Day 2)	Plymouth
7/17/14	8:00 a.m. – 4:00 p.m.	(Day 3)	Plymouth
7/18/14	8:00 a.m. – 4:00 p.m.	(Day 4)	Plymouth
7/24/14	8:00 a.m. – 4:00 p.m.	(Day 5)	Plymouth
7/25/14	8:00 a.m. – 4:00 p.m.	(Day 6)	Plymouth
11/6/14	8:00 a.m. – 4:00 p.m.	(Day 1)	Plymouth
11/7/14	8:00 a.m. – 4:00 p.m.	(Day 2)	Plymouth
11/13/14	8:00 a.m. – 4:00 p.m.	(Day 3)	Plymouth
11/14/14	8:00 a.m. – 4:00 p.m.	(Day 4)	Plymouth
11/20/14	8:00 a.m. – 4:00 p.m.	(Day 5)	Plymouth
11/21/14	8:00 a.m. – 4:00 p.m.	(Day 6)	Plymouth

CEUs: 4.2

Six Sigma Green Belt Tools & Techniques

This two-day program trains participants in Six Sigma Green Belt Tools and outlines steps necessary to successfully implement Six Sigma. We will discuss structure, methods and techniques of Six Sigma. You will learn the importance of management support to the success of Six Sigma initiatives and ways to maximize the gain from these practices. The principles and methods covered in this program can be applied in both manufacturing and service environments. Upon completion of the course, you will receive a Certificate of Achievement. Participants can use this 2-day training to extend to Six Sigma Green Belt Certification.

This program is Workforce Investment Act (WIA) certified.

WHO SHOULD ATTEND

Executives, managers, engineers, and quality professions, and anyone who wants to discover the future of organizational management in a cost-competitive world economy.

LEARNING OBJECTIVES

- Understand DMAIC methodology.
- Identify Six Sigma Green Belt tools with practice exercises.
- Practice each phase of Six Sigma project.
- Define and understand the Six Sigma metrics used in Six Sigma projects.
- Understand how statistical methods are used in Six Sigma and how sigma levels measure improvement.
- Apply Six Sigma to service, manufacturing, and business processes.
- Introduction to Mini Tab®.

Fee: \$850 MRA members / \$1135 nonmembers

Dates/Times/Locations:

2-Day Course

5/15/14	8:00 a.m. – 4:00 p.m.	(Day 1)	Plymouth
5/16/14	8:00 a.m. – 4:00 p.m.	(Day 2)	Plymouth
8/14/14	8:00 a.m. – 4:00 p.m.	(Day 1)	Plymouth
8/15/14	8:00 a.m. – 4:00 p.m.	(Day 2)	Plymouth
10/30/14	8:00 a.m. – 4:00 p.m.	(Day 1)	Plymouth
10/31/14	8:00 a.m. – 4:00 p.m.	(Day 2)	Plymouth

CEUs: 1.4

Strategic Planning: Getting From Where You Are to Where You Want to Be

The program helps you learn how to create a strategic plan that will be a useful guide for future actions and decisions. You learn how to take your future goals and ideas and turn them into specific steps to success.

WHO SHOULD ATTEND

- Anyone responsible for creating, implementing or monitoring a strategic plan
- Those responsible for helping others create plans and implementation actions
- Executives, managers, supervisors, HR professionals

LEARNING OBJECTIVES

- Understand the steps to developing an effective strategic plan.
- Know how to effectively implement and monitor a plan.
- Learn how to use a template to develop a strategic plan.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

5/1/14	8:30 a.m. – 12:00 p.m.	Plymouth
11/20/14	8:30 a.m. – 12:00 p.m.	Plymouth

CEUs: .275

HRCI Business (Strategic) Credits: 2.75 Hours



Strategies for Success: What Successful Leaders Know and Do

This session provides participants with a learning opportunity to further develop their leadership skills and leverage their leadership abilities to improve organizational results. During the program, participants learn the key strategies great leaders use to achieve personal and organizational success. Various real-life success stories are discussed, along with the common characteristics of extraordinary leaders. Participants leave the session with an increased understanding of effective leadership strategies and practical ways to apply them in the workplace.

WHO SHOULD ATTEND

This program is essential for any business leader, manager, or HR professional that is interested in improving workplace performance and becoming a better leader.

LEARNING OBJECTIVES

- Understand key strategies great leaders use to achieve success.
- Define characteristics of extraordinary leaders.
- Find practical ways to apply effective strategies.
- Develop leadership skills to improve results.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

5/13/14 9:00 a.m. – 12:00 p.m. Plymouth

10/28/14 9:00 a.m. – 12:00 p.m. Plymouth

CEUs: .275

HRCI HR (General) Credits: 2.75 Hours



Stress Management

This workshop helps participants understand the stages of stress and why it is a problem. In addition, participants learn the four most serious causes affecting sanity in the workplace, including the common causes of job aggravation and adaptive and maladaptive behaviors. The program also reviews “sanity life savers” which help to control stress at home and work and overcome frustration, conflict and pressure barriers.

WHO SHOULD ATTEND

Any individual who struggles to cope with job frustrations, conflict and aggravations at work or home.

LEARNING OBJECTIVES

At the completion of this workshop, participants will have a better understanding of the causes of stress and ways to better cope and increase their emotional IQ.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

11/19/14 1:00 p.m. – 4:00 p.m. Plymouth

CEUs: .3

Supervision Fundamentals Certificate Series

Supervision Part I: Fundamentals of Leadership

Being in any leadership position requires you to be a motivator, problem solver, disciplinarian, delegator, mediator, interviewer, communicator, and trainer all at once. This course gives you the knowledge, skills, and abilities to be effective in your position. Taught from an in-the-trenches perspective, this interactive course gives you practical, easy-to-use methods for handling everyday issues.

WHO SHOULD ATTEND

- Individuals who have recently been assigned direct supervisory responsibilities
- Experienced supervisors who want to enhance or refresh their supervisory skills

LEARNING OBJECTIVES

- Make an effective transition into the supervisory role.
- Maintain effective work relationships.
- Develop employees and encourage them to make their own decisions.
- Learn and exercise appropriate levels of authority.
- Effective delegation.
- Introduce change and gain employee acceptance.
- Discipline effectively and lawfully.
- Give recognition that is sincere, specific and timely.
- Develop interview questions and conduct an effective interview.
- Train others and ensure they understand.
- Create a motivational climate for employees.
- Communicate work assignments to ensure understanding.

Fee: \$740 MRA members / \$985 nonmembers

Dates/Times/Locations/Session Codes:

5/2/14	8:00-12:00	6 Fri.	Lakeville	PS01
5/14/14	8:00-12:00	6 Wed.	Plymouth	PS02
5/19/14	8:00-12:00	6 Mon.	Plymouth	PS03
6/5/14	8:00-12:00	6 Thurs.	Plymouth	PS04
6/10/14	8:00-12:00	6 Tues.	St. Paul – TIES	PS05
7/2/14	8:00-12:00	6 Wed.	Plymouth	PS06
7/11/14	8:00-12:00	6 Fri.	Plymouth	PS07
7/29/14	8:30-3:30	4 Tues.	Plymouth	PS08
8/13/14	8:00-12:00	6 Wed.	Plymouth	PS10
8/29/14	8:00-12:00	6 Thurs.	Plymouth	PS11
9/2/14	12:30-4:30	6 Tues.	Plymouth	PF01
9/15/14	12:30-4:30	6 Mon.	Owatonna	PF02
9/18/14	12:30-4:30	6 Thurs.	Plymouth	PF03
10/1/14	8:00-12:00	6 Wed.	Plymouth	PF04
10/14/14	12:30-4:30	6 Tues.	Plymouth	PF05
10/17/14	8:30-12:30	6 Fri.	Plymouth	PF06
10/27/14	8:00-12:00	6 Mon.	Mankato	PF07
10/30/14	8:00-12:00	6 Thurs.	St. Paul – TIES	PF08
11/3/14	12:30-4:30	6 Mon.	St. Cloud	PF09
11/12/14	8:30-12:30	6 Wed.	Bloomington – MOA	PF10
12/2/14	8:30-3:30	4 Tues.	Plymouth	PF11

CEUs: 2.4

HRCI HR (General) Credits: 21.0 Hours



Supervision Part I: Fundamentals of Leadership for Manufacturers

Being in any leadership position requires you to be a motivator, problem solver, disciplinarian, delegator, mediator, interviewer, communicator, and trainer all at once. This course gives you the knowledge, skills, and abilities to be effective in your position. Taught from an in-the-trenches perspective, this interactive course gives you practical, easy-to-use methods for handling everyday issues.

This course is tailored specifically for manufacturing managers and employees using examples and exercises that apply specifically to the manufacturing and production environments.

WHO SHOULD ATTEND

- Individuals who have recently been assigned direct supervisory responsibilities in a manufacturing environment
- Experienced manufacturing supervisors who want to enhance or refresh their supervisory skills

LEARNING OBJECTIVES

- Make an effective transition into the supervisory role.
- Maintain effective work relationships.
- Develop employees and encourage them to make their own decisions.
- Learn and exercise appropriate levels of authority.
- Effective delegation.
- Introduce change and gain employee acceptance.
- Discipline effectively and lawfully.
- Give recognition that is sincere, specific and timely.
- Develop interview questions and conduct an effective interview.
- Train others and ensure they understand.
- Create a motivational climate for employees.
- Communicate work assignments to ensure understanding.

Fee: \$740 MRA members / \$985 nonmembers

Dates/Times/Locations/Session Codes:

8/14/14	12:30 p.m. – 4:30 p.m.	6 Thurs.	Plymouth	PS09
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CEUs: 2.4

HRCI HR (General) Credits: 21 Hours



Supervision Part II: Fundamentals of Leadership

To improve organizational performance, we must improve the productivity, the behavior, and the processes, as well as communication. To continuously improve performance we must do these things habitually.

This course builds on the basic supervision skills learned in Supervision I: Fundamentals of Leadership and provides participants with:

- Specific communication techniques
- A process for improving situations
- Practical application in the classroom
- Practical skills for improving work and/or life situations

Participants select a real-life situation from work. They apply the listening techniques and the innovation process to their chosen situation to continuously improve the organization's performance.

WHO SHOULD ATTEND

Any experienced supervisor or manager who wants to enhance or refresh their communication and interpersonal skills or learn how to effectively solve compelling problems at work.

LEARNING OBJECTIVES

- To become an active and effective communicator.
- To effectively implement and manage change in the workforce.
- To help others to accept change, participate in change, and even own the change.
- To reduce/eliminate problems or improve/create innovation.
- To foster/implement/encourage an organizational philosophy/mentality of Continuous Improvement.

Fee: \$490 MRA members / \$655 nonmembers

Dates/Times/Locations/Session Codes:

5/1/14	8:30-4:30	5 Thurs.	Plymouth	SS01
5/14/14	8:30-11:30	5 Wed.	Plymouth	SS02
6/10/14	1:00-4:00	5 Tues.	St. Paul – TIES	SS03
7/2/14	1:00-4:00	5 Wed.	Plymouth	SS04
8/12/14	8:30-11:30	5 Tues.	Plymouth	SS05
9/4/14	8:30-11:30	5 Thurs.	Plymouth	SF01
10/1/14	1:00-4:00	5 Wed.	Plymouth	SF03
11/19/14	1:30-4:30	5 Wed.	Bloomington – MOA	SF02

CEUs: 1.5

HRCI HR (General) Credits: 13.5 hours



Supervisor and the Law

A 'must' for all managers and supervisors.

Are your managers and supervisors up to date on the latest FMLA and ADA changes?

Do your managers and supervisors understand their role as legal agents of the organization? Are they aware of how they can easily violate fair employment laws, even though they would never intentionally discriminate? Are they able to recognize situations which may pose a legal risk to the organization and respond appropriately? This program educates the people with the greatest opportunity to prevent discrimination and harassment in your workplace.

WHO SHOULD ATTEND

Excellent training for new supervisors and managers or as an update for the more experienced.

LEARNING OBJECTIVES

- Demonstrate an understanding of fair employment laws through case study application.
- Identify "best practices" to reduce the risk of litigation in multiple phases of the employment relationship-interviewing and hiring, performance management, and discharge.

Fee: \$355 MRA members / \$475 nonmembers

Dates/Times/Locations:

9/19/1014	8:30 a.m. – 4:00 p.m.	Plymouth
11/19/14	8:30 a.m. – 4:00 p.m.	Plymouth

CEUs: .65

HRCI HR (General) Credits: 6.5 Hours



HR Business Partner Certificate Series

The Fine Art of Influencing: How to Lead Without Authority

This half-day program is designed to teach participants how to effectively influence others and the decisions they make. Our roles within the organization require us to influence others almost all the time. Whether it is to inspire others, gain support about our ideas, or persuade others to change their behavior we are constantly involved in the art of influencing. Getting people to cooperate with limited authority can be difficult and requires trust and mutual understanding. This course teaches participants how to use the right communication and persuasion strategies to achieve their goals. Successful influencing requires an understanding of yourself, the impact you have on others, and how people perceive you. Participants learn specific skills and strategies to influence others by building trust and commitment, rather than relying on authority.

WHO SHOULD ATTEND

Anyone who needs to influence others to meet their goals and objectives

LEARNING OBJECTIVES

- Understand your own influencing style.
- Understand the characteristics of a successful influential person.
- Learn positive influencing communication strategies and skills (verbal and nonverbal).
- Develop effective rapport.
- Learn how to understand motivation styles and inspire others.
- Learn how to gain trust and commitment without relying on authority.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

8/20/14 8:30 a.m. – 12:00 p.m. Plymouth

11/6/14 12:30 p.m. – 4:00 p.m. Plymouth

CEUs: .275

HRCI HR (General) Credits: 2.75 Hours



Principles of Leadership Excellence 4

Training, Delegating, and Managing Performance: Heads Up

It's a myth that ostriches bury their heads in the sand. But the myth is a spot-on analogy for leaders who take no action when their reports are faltering, who insist on doing it all themselves, or who fail to recognize the value of proactively managing performance. This module will help you banish any notion that, "This will go away if I just ignore it." By learning to effectively train, delegate, set goals, and give feedback, you'll increase your reports' chances for success on the job. You'll acquire the skills to implement a consultative method of addressing issues and a process that gets to the heart of performance issues, while recognizing the vital steps to take when discipline is required.

LEARNING OBJECTIVES

- Create performance objectives and standards.
- Apply training and delegation techniques to develop the talent of others.
- Diagnose causes of performance problems.
- Identify consequences of unacceptable behavior.
- Identify appropriate steps for discipline.
- Demonstrate an effective performance review.
- Examine strategies to ensure appropriate documentation.
- Define your role as a legal agent.
- Create SMART goals.

Fee: \$455 MRA members / \$595 nonmembers

Dates/Times/Locations:

12/2/14 8:30 a.m. – 4:30 p.m. Plymouth

CEUs: ?

HRCI HR (General) Credits: ? Hours



Training the Trainer

Upon successful completion of this course, the participant will be able to improve the training results of an organization and improve its overall effectiveness of transferring knowledge. Participants will be able to use adult learning theory of practice application and train to the different learning styles. You will be able to distinguish training versus performance, conduct a basic needs analysis, utilize the psychological laws of training, do basic curriculum development, and write the three parts of a performance objective. You will also learn basic testing dos and don'ts and how to do on-the-job training.

This course provides participants with:

- Training and development terminology (A.A.I.I.)
- Training as an investment (Transfer of Knowledge)
- Main types and goals
- ISO 9001:2008 requirement—what is a “must” according to the learning requirements
- How to do the needs analysis
- Law of Readiness, Law of Primacy, Law of Intensity, Law of Credibility, Law of Exercise
- Adult Learning Theory; Learning Style Assessment, three learning styles of the brain (auditory, visual, kinesthetic), retention rates, factors affecting retention and areas of difference
- Feasibility studies, task analysis, measurable objectives
- Two practicums provides practical skills for improving training work and/or life situations

WHO SHOULD ATTEND

- Executives
- Training program managers and trainers
- Project managers
- Human resource professionals
- Customer service
- Functional managers and team managers

LEARNING OBJECTIVES

- To become an active and effective trainer.
- To effectively implement and manager transfer of knowledge in the workforce.
- To help others to accept training, participate in the training, and even own the training.
- To reduce or eliminate problems and improve or create innovation.
- To foster an organizational philosophy of knowledge management.

Participants will select real training situations from their workplace. They will apply the knowledge transfer techniques and the Adult Learning Process to their chosen situation to improve the organization's performance and results.

Fee: \$615 MRA members / \$820 nonmembers

Dates/Times/Locations:

11/10/14	1:30 p.m. – 4:30 p.m.	Plymouth
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CEUs: 1.5

Principles of Leadership Excellence 1

Trust and Influence: New-School Leadership

Old-school leadership was based solely on “command and control,” but new-school leadership is built on trust and influence. Regardless of the level of leadership that you hold in your organization, and regardless of how long you have held a leadership spot, applying new-school principles will boost your effectiveness. You'll see why today's leaders have kicked out old-school thinking. Focusing on behaviors that promote trust in all areas of your professional life, you'll learn why and how to build a stronger, more trust-rich environment with your direct reports, managers, colleagues, customers, and suppliers. An in-depth study of the concept and practical use of influential leadership will provide many “aha!” moments. Your commitment to personal accountability will increase, and you'll take away powerful skills to use every day to help your reports meet their responsibilities, too.

LEARNING OBJECTIVES

- Describe the role successful leaders play in the organization and recognize the unique challenges that accompany that role.
- Accept the importance of personal accountability.
- Design a plan to build greater trust in the workplace.
- Adjust your leadership style using MRA's Diagnostic Direction[®] Model.
- Manage relationships with your own manager, peers, and reports.
- Apply the elements of power and influence to your work relationships.
- Incorporate results of a 360 Degree Leadership Survey into your personal development.

Fee: \$455 MRA members / \$595 nonmembers

Dates/Times/Locations:

2-Day Course

9/9/14	8:30 a.m. – 4:30 p.m.	(Day 1)	Plymouth
9/23/14	8:30 a.m. – 4:30 p.m.	(Day 2)	Plymouth

CEUs: ?

HRCI HR (General) Credits: ? Hours



Workplace Violence: Preparing for the Unthinkable – Part 1

Companies, schools, restaurants, and houses of worship have all experienced the unthinkable. A disgruntled employee, a difficult employment termination, or a relationship gone bad may create a violent behavior reaction that often results in a dangerous confrontation or an “active shooter” situation. Now, more than ever, knowledge, preparation and prevention for workplace violence is of paramount importance. **Organizations must be prepared to manage and react to a violent behavior situation. Your response to a critical issue must be the result of training, practice, and the empowerment to take control of the situation.**

This overview session is packed with information, analysis, and discussion of critical components that include:

- Methods of early detection
- Recognizing and responding to potential workplace violence
- Risk factors, prevention measures, emergency responses, and protection methods
- Structural security equipment and signage considerations
- Profile of an “active shooter” and how to respond
- Training your staff and the four steps to increase your chance of survival
- Staff awareness and response training recommendations

WHO SHOULD ATTEND

All employees will benefit from this program. This program is critical for managers, supervisors, human resource professionals, first responders, and team leaders.

Fee: \$95 MRA members / \$120 nonmembers

Dates/Times/Locations:

11/4/14 8:00 a.m. – 12:30 p.m. Plymouth

CEUs: .375

HRCI HR (General) Credits: 3.75 Hours



Workplace Violence: Preparing for the Unthinkable – Part 2

“Active shooter” events continue, often daily. Now, more than ever, training and preparation are paramount to survival. This PART 2 presentation briefly reviews the basic concepts/observations covered in PART 1; however, it expands with the recognition of the suspect’s preparatory acts (suspicious indicators), motives, intent, possible link to anniversaries dates, HUMINT (Human Intelligence), defining imminent danger, de-escalation methods, benefits of security/risk assessments, survival options and (due diligence) considerations for employees, supervisors, managers, and executives.

This session will include information on:

- Avoidance, reduction and mitigation of an event
- Recognizing/detecting subject indicators prior to a workplace violence episode
- Recognizing the potential targets of workplace violence episodes
- Potential significance of dates and anniversaries
- Suspect’s weapon(s) of choice
- Blast patterns and “safe” distances and energetic materials
- Structural, security equipment, and signage considerations
- Risk factors, prevention measures, emergency response(s) and protection methods
- The profile(s) of an “active shooter”
- Four steps that may increase your survival during an “active shooter” scenario
- Staff awareness/response training recommendations (including NIMS)
- Definition and response to “imminent threat”
- “Safe room”, designated “fall back” or evacuation areas
- ERP (Emergency Response Procedures) updates
- Interaction(s) with law enforcement (before, during and after)
- Post event—crime scene, family response (areas), media considerations
- Mandatory PTSD counseling? For whom?
- Scenario offered and a guided discussion with participants
- Debriefing and Q&A

NOTE: This is NOT a (law enforcement) tactical class.

Workplace Violence: Preparing for the Unthinkable - Part 1 is a prerequisite (previously title Workplace Violence and the Active Shooter: Preparing for the Unthinkable).

Register NOW! Class size is limited allowing for greater participant interaction.

Fee: \$95 MRA members / \$120 nonmembers

Dates/Times/Locations:

11/18/14 8:00 a.m. – 12:30 p.m. Plymouth

CEUs: .375

HRCI HR (General) Credits: 3.75 Hours



Writing Effective Job Descriptions

Well-written job descriptions can support a variety of HR functions. They communicate job requirements, support wage and salary administration, and serve as support documentation for legal compliance. Laws and regulations, such as the Americans with Disabilities Act (ADA), make it important for organizations to determine their approach to job descriptions. This workshop presents different approaches to job analysis and will help attendees understand multi-purpose job descriptions for their organization.

WHO SHOULD ATTEND

Any HR support staff, HR professional, or other supervisors and managers with the responsibility for writing job descriptions.

LEARNING OBJECTIVES

Understand the principal uses of job descriptions, how to conduct job analysis, what components go into a job description, basic formats, how to determine essential functions and how to write job responsibility statements.

Fee: \$205 MRA members / \$275 nonmembers

Dates/Times/Locations:

11/13/14	12:30 p.m. – 4:00 p.m.	Plymouth
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CEUs: .325

HRCI HR (General) Credits: 3.25 Hours



Using Style to Create Positive Interactions

Successful communication begins with understanding that individuals have different motivators and different preferences based on their style. Good communication is at the root of every function in an organization from collaboration with teammates to customer service. Through a variety of activities and discussions, participants examine their roles as communicators and the impact this understanding has on becoming more effective at managing conflict, conducting performance evaluations, providing exceptional customer services, and working with others. Participants complete the online Everything DiSC® Workplace assessment and receive a personal report to use in class and back at work. Participants learn to build a positive communication environment by giving constructive feedback, handling defensiveness, and listening effectively.

WHO SHOULD ATTEND

Leaders of departmental, cross-functional, or project teams who have direct authority over team members.

LEARNING OBJECTIVES

- Identify components of effective communication.
- Identify your own communication style and describe the characteristics or other styles.
- Use techniques for improving listening.
- Describe ways to positively influence others.
- Identify functions that can be enhanced by better communication.

Fee: \$385 MRA members / \$505 nonmembers

Dates/Times/Locations:

6/17/14	8:30 a.m. – 4:30 p.m.	Plymouth
9/16/14	8:30 a.m. – 4:30 p.m.	Plymouth

CEUs: .75

MRA Webinars

Webinars are a great way to build awareness. They offer timely information from experts and the convenience of viewing them from your office with your colleagues (all for one low access fee). With MRA's Recorded Webinar Library you don't have to worry if you didn't catch the live broadcast. You can play it back when it works for you.

Fee: \$95 MRA members
\$125 nonmembers

GENERAL HR

- **ADAAA FINAL REGULATIONS – WHAT DO YOU NEED TO DO TO REMAIN COMPLIANT?**
- **BUILDING STRATEGY FOCUS THROUGH USE OF THE BALANCED SCORECARD**
- **DRUG AND ALCOHOL AWARENESS TRAINING FOR MANAGERS & SUPERVISORS**
- **FMLA ESSENTIAL FUNDAMENTALS POWER PACK**
 - **FMLA - 12-MONTH PERIOD AND TRACKING**
 - **FMLA - 123 ADMIN START TO FINISH**
 - **FMLA - ESSENTIAL FUNDAMENTALS**
 - **FMLA - MY EMPLOYEE CALLED IN SICK**
 - **FMLA - SERIOUS HEALTH CONDITION DEFINED**
- **FMLA - WHAT MANAGERS AND SUPERVISORS NEED TO KNOW**
- **GINA THE GENETIC INFORMATION NON-DISCRIMINATION ACT OF 2008**
- **HIPAA 101**
- **HOURS REDUCTIONS AND LAYOFFS**
- **I-9 FORM COMPLIANCE – DOCUMENTING ELIGIBILITY**
- **INTERVIEWING DOS AND DON'TS**
- **INVESTIGATION ESSENTIALS: HARASSMENT AND DISCRIMINATION**
- **RECRUITING: USING LINKED IN TO ATTRACT ACTIVE AND PASSIVE JOB SEEKERS**
- **RECRUITING: WRITING JOB POSTINGS THAT ATTRACT THE RIGHT TALENT**
- **REFERENCE & BACKGROUND CHECKS – TRUTH OR CONSEQUENCES**
- **TERMINATIONS - A HOW TO GUIDE**
- **UNLAWFUL HARASSMENT – EMPLOYEE AWARENESS**
- **UNLAWFUL HARASSMENT – THE SUPERVISORS' ROLE IN PREVENTION**
- **WISCONSIN DOMESTIC PARTNERSHIP LEGISLATION**
- **WISCONSIN PERSONAL PROTECTION ACT: CONCEALED CARRY - ARE YOU COVERED?**
- **WRITING EFFECTIVE & COMPLIANT JOB DESCRIPTIONS**
- **WRITING JOB POSTINGS THAT WORK**

GENERAL MANAGEMENT AND PROFESSIONAL SKILLS

- **THE 3 P'S OF TIME MANAGEMENT**
- **VALUING DIVERSITY IN THE WORKPLACE**
- **EFFECTIVE LEADERSHIP FOR THE UNION-FREE ORGANIZATION**
- **EFFECTIVE TIME MANAGEMENT**
- **FIVE DIMENSIONS OF CUSTOMER SERVICE ON THE TELEPHONE**
- **GET YOUR MEETINGS BACK ON TRACK**
- **MANAGING THE GENERATIONS**
- **PERSONAL ACCOUNTABILITY**
- **SMART GOALS: CREATING SMART GOALS AND OBJECTIVES**
- **SOCIAL MEDIA FOR CEOS**
- **SOCIAL MEDIA FOR BUSINESS PEOPLE**
- **STRENGTHEN YOUR NONVERBAL COMMUNICATION SKILLS**
- **THE GROUP LEADERSHIP CERTIFICATE SERIES**
- **USING SEARCH ENGINES EFFECTIVELY**

HRCI credits are available for many of MRA's Webinars.



TAILORED WEBINARS

Trying to reach all locations in your company? Talk to MRA about setting up a webinar for your organization.

Call 736.253.9100 for details.

Registration Information and Training Program Policies

How To Register

Online: Visit www.trusightinc.com and click on "Training, View Course Listings." You must login using your member login and password to obtain member pricing. Contact MemberUpdates@mranet.org for login information.

Mail, Email or Fax: Complete the registration form on the next page and mail, email or fax your registration.

For personal assistance, contact registrations at 763.253.9100 or registration@mranet.org

Training Program Policies

School governing body and officials

MRA is fortunate to have a very dedicated and talented group of business leaders serving on our Board of Directors. These individuals assist in our ongoing efforts to provide outstanding training programs to our members.

MRA Officers:

- Chairman: Frederick M. Anderson, President/CEO, Wenthe-Davidson Engineering Co.
- Vice Chairman: Garth Wicinsky, Vice President, SECURA Insurance Companies
- Treasurer: Pete Herb, President, Fristam Pumps, Inc.
- Ex-Officio: Todd J. Teske, Chairman, President & CEO, Briggs & Stratton Corporation

MRA Executive Committee Members:

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- Lawrence P. Moon, Chairman, The Sandstone Group
- William R. Solomon, President, AFX Lighting, Inc.
- John J. Stollenwerk, Former Chairman, Allen Edmonds Shoe Corporation

MRA Board of Directors at Large:

- Paul Diamond, Vice President, Addus Healthcare, Inc.
- Dick Eisenlauer, President, Harrington Signal Inc.
- Dave Goodwin, Chairman and CEO, Reviva
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- Paul D. VanDuyne, President, KJWW Engineering Consultants
- Prince Wallace, Owner/CEO, West Central Environmental Consultants, Inc.

Cancellation/Refund Policy

When written notice to cancel is provided within five business days of registration acceptance, then a complete refund is given regardless of whether the program is started. When written notice of cancellation is provided after the start of the class, course registration fees will be refunded on a pro rata portion based on the number of course hours. Cancellations must be emailed to registration@mranet.org.

Attendance

Requirements for students' attendance and participation are defined in the specific program materials. Class participants receive a certificate of completion when they complete class.

Grading

MRA does not have a uniform grading system across programs. Specific requirements to "pass" are identified in program materials.

Transfer of Credit

MRA does not grant college credit. However, MRA does partner with Concordia University to offer college credit (through Concordia) for some of their programs. Please refer to Concordia University's academic catalog at <http://www.csp.edu/academics/academic-catalog/> for policy information on transferring credits. MRA also does not accept incoming Transfer Credits or previous life experience credit.

Conduct

MRA requires students to conduct themselves in a professional manner while participating in their training programs. Students may be asked to leave or be dismissed from a program for inappropriate or profane behavior that causes a disruption at MRA.

Complaints

Students may contact Jean Gross at MRA with any concerns. Jean can be reached at 763.253.9119 or jean.gross@mranet.org.

School address:

MRA - The Management Association
9805 45th Avenue North
Plymouth, MN 55442

Headquarters:

MRA - The Management Association
N19W24400 Riverwood Dr.
Waukesha, Wisconsin 53188

Course dates/times are subject to change. Check our website for current information and to register.

Registration Form

Register one person per page. Make copies as needed.

Participant name _____ Phone (____) _____ E-mail _____
 First M.I. Last

Company _____

Address _____ City _____ State _____ Zip _____

Person making reservation _____

Phone (____) _____ Fax (____) _____ E-mail _____

Program _____ Session Code (if any) _____

Date _____ Time _____ Location _____

Program _____ Session Code (if any) _____

Date _____ Time _____ Location _____

Please indicate payment method

If you have a promotional code toward payment of class fees, enter the code when registering and paying online, list the code where indicated below for fax registrations or include the promotional code card when mailing in your registration.

Promotional Code (if any): _____

Check enclosed Make checks payable to MRA.

Total enclosed \$ _____

Office use: Check # _____ Date rec'd _____
--

Bill the company (MRA members will be billed at the regular Member Price. Nonmembers must include payment for the Standard Price.) Provide billing address (if different from above).

Address _____ City _____ State _____ Zip _____

Credit card Visa Mastercard American Express

Authorized signature _____ Print authorized signature _____

Billing address of credit card:

Street address _____ Zip code _____

Card # _____ Exp. date _____

CVU2 Code _____ (3-digit security code on back of Visa/MC, 4-digit code on front of Amex)

Please e-mail registration@mranet.org or call 763.253.9100.

MRA is committed to providing accessible training to all individuals. We urge you to communicate to us any special needs you may have to participate fully in our programs.

Register online:

www.trusightinc.com

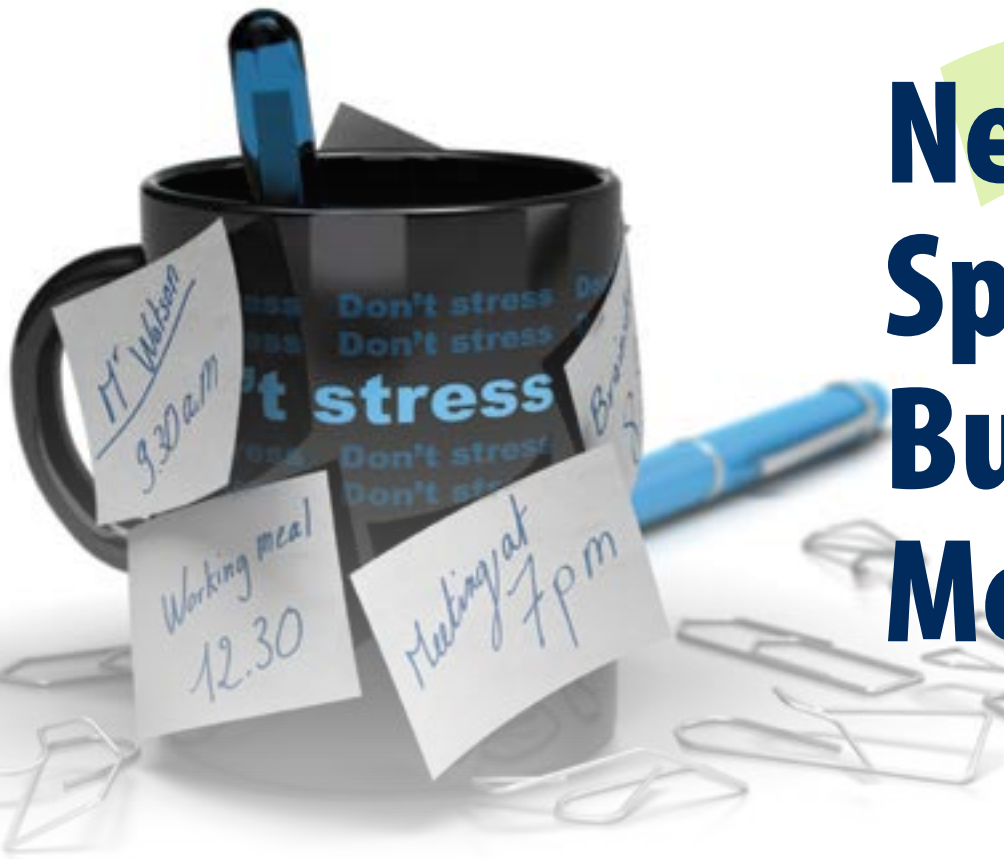
By fax:

763.253.9191

By mail:

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Association
Attn: Training
9805 45th Avenue North
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Plymouth, MN 55442
888.242.1359

Wisconsin

N19W24400 Riverwood Drive
Waukesha, WI 53188
800.488.4845

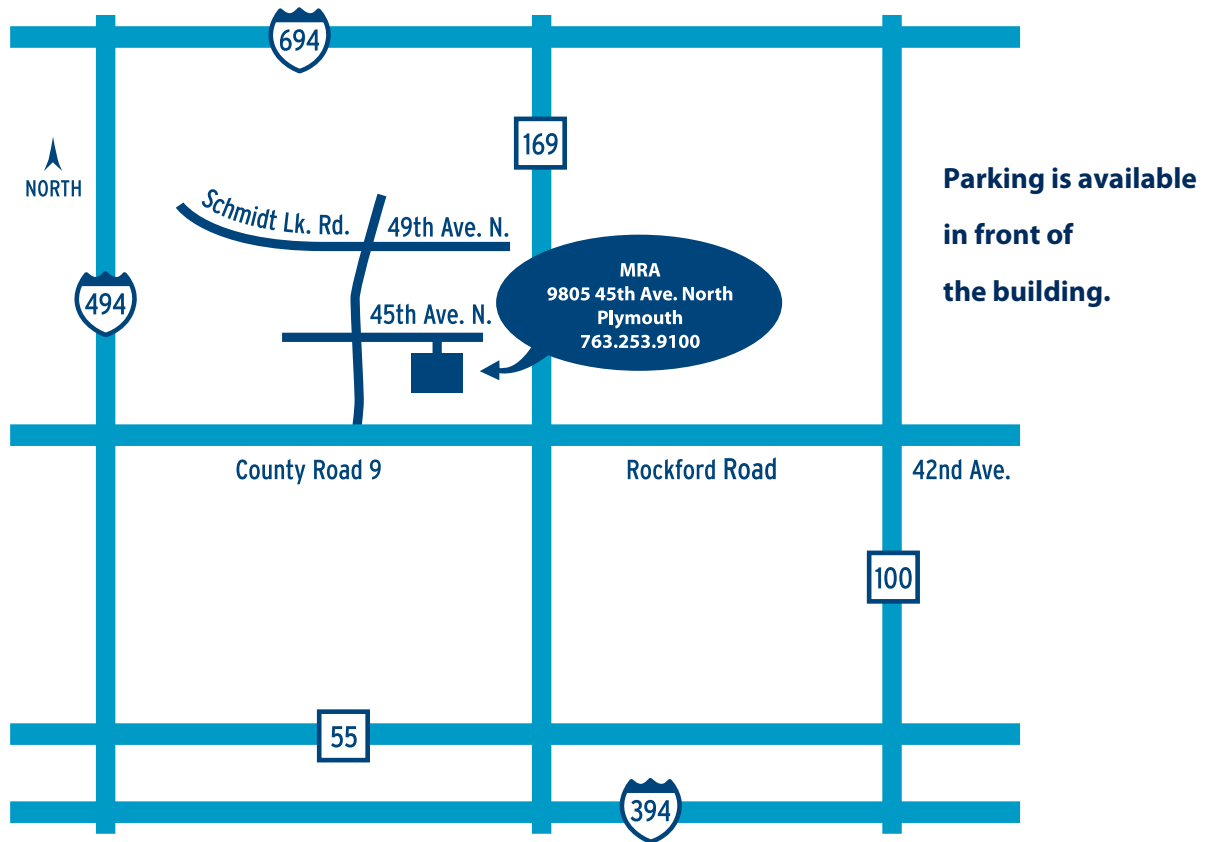
Illinois

625 North Court, Suite 300
Palatine, IL 60067
800.679.7001

Iowa/Western Illinois

3800 Avenue of the Cities, Suite 100
Moline, IL 61265
888.516.6357

Directions to MRA



From the North

Take 694 to Highway 169 south.

Follow 169 south to the Rockford Road West (County Road 9) exit.

Follow Rockford Road west to Nathan Lane.

Turn right (north) on Nathan Lane to 45th Avenue North.

Turn right (east) onto 45th Avenue North.

MRA is the second office building on the right at 9805 45th Avenue North.

From the South

Take Highway 169 north to the Rockford Road West (County Road 9) exit.

Follow Rockford Road West to Nathan Lane.

Turn right (north) on Nathan Lane to 45th Avenue North.

Turn right (east) onto 45th Avenue North.

MRA is the second office building on the right at 9805 45th Avenue North.

From the East

Take 394 west to Highway 169 north.

Follow 169 north to the Rockford Road West (County Road 9) exit.

Follow Rockford Road West to Nathan Lane.

Turn right (north) on Nathan Lane to 45th Avenue North.

Turn right (east) onto 45th Avenue North.

MRA is the second office building on the right at 9805 45th Avenue North.

From the West

Take 394 east to Highway 169 north.

Follow 169 north to the Rockford Road West (County Road 9) exit.

Follow Rockford Road West to Nathan Lane.

Turn right (north) on Nathan Lane to 45th Avenue North.

Turn right (east) onto 45th Avenue North.

MRA is the second office building on the right at 9805 45th Avenue North.



Your Employers Association

Contact MRA For All Your Training Needs

MINNESOTA

**9805 45TH AVENUE NORTH
PLYMOUTH, MN 55442**

763.253.9100 | 888.242.1359 | FAX: 763.253.9191

WISCONSIN

**N19W24400 RIVERWOOD DRIVE
WAUKESHA, WI 53155**

262.523.9090 | 800.488.4845 | FAX: 262.523.9091

ILLINOIS

**625 NORTH COURT, SUITE 300
PALATINE, IL 60067**

847.963.9860 | 800.679.7001 | FAX: 847.963.9861

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**3800 AVENUE OF THE CITIES, SUITE 100
MOLINE, IL 61265**

309.764.8354 | 888.516.6357 | FAX: 309.764.8356

www.trusightinc.com

