

Business needs **evolve.**

# SHRM **2017 FALL SEMINARS**

COMPETENCY-BASED HR EDUCATION

So should your **education.**



Leading People.  
Leading Organizations.

[shrm.org/seminars/fall](http://shrm.org/seminars/fall)

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## THE NEED FOR HR EDUCATION IS NEVER-ENDING

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The Society for Human Resource Management (SHRM) developed SHRM Seminars to help HR professionals continually enhance their knowledge and competencies to address ever-changing business needs.

Each program is taught by subject matter expert instructors with hands-on experience, allowing participants to learn not only from course materials but also from the real-world application of those lessons. This holistic approach affords participants **the key knowledge, practical experience and behavioral competencies** needed to address their organization's unique challenges. **Enroll to kick-start, continue or advance your HR education.**

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## SHRM EDUCATION PROGRAM DELIVERY OPTIONS

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### In-Person SHRM Seminars



Across the U.S.



Instructor-led



Peer interaction

### Virtual SHRM Seminars



Virtual



Instructor-led



Live & recorded sessions



Available globally

### SHRM Onsite Training & Development



Onsite



Virtual



Blended



Instructor-led



Tailored to your team's needs



Available globally

# WHY CHOOSE SHRM FOR YOUR HR EDUCATION?

- ▶ Learn from Expert Instructors
- ▶ Grow Your HR Network
- ▶ Explore Innovative Strategies
- ▶ Take Away Practical Solutions
- ▶ Ensure Compliance
- ▶ Immediately Implement Lessons Learned
- ▶ Earn Recertification Credits

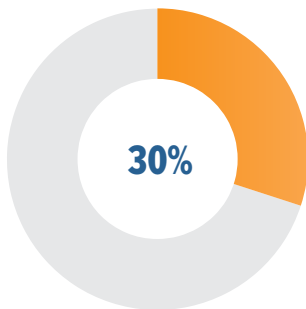
## WHO ATTENDS SHRM SEMINARS?

24,000+ HR Professionals in 5 Years

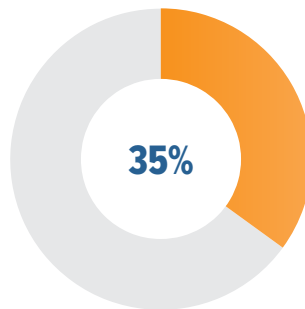
20,000 In-Person



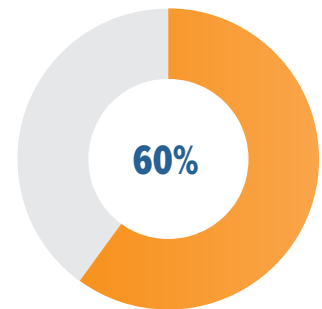
4,000 Virtual



≤ 1 Year in HR



10+ Years in HR



Manage More Than 1 Employee

### Top Job Functions

HR Generalist  
Talent Management  
Employee Relations  
Benefits

### Top Industries

Manufacturing  
Finance  
Health Care  
Technology  
Public Sector: Local, State, Federal

# HOW TO SELECT THE SHRM SEMINAR THAT MEETS YOUR NEEDS

SHRM developed the **SHRM Body of Competency and Knowledge™ (SHRM BoCK™)** to address the key knowledge needed today and the behavioral competencies required to apply that knowledge in the modern workplace.

## 1. Determine the HR Knowledge Domain on which you need to focus.

### HR Knowledge Domains

The knowledge required to perform specific HR activities.



#### People

- ▶ HR Strategic Planning
- ▶ Talent Acquisition
- ▶ Employee Engagement & Retention
- ▶ Learning & Development
- ▶ Total Rewards



#### Organization

- ▶ Structure of the HR Function
- ▶ Organizational Effectiveness & Development
- ▶ Workforce Management
- ▶ Employee & Labor Relations
- ▶ Technology Management



#### Workplace

- ▶ HR in the Global Context
- ▶ Diversity & Inclusion
- ▶ Risk Management
- ▶ Corporate Social Responsibility
- ▶ U.S. Employment Law & Regulations

## 2. Identify the key HR competencies you need to develop.

### Leadership Cluster



#### Leadership & Navigation

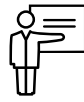


#### Ethical Practice

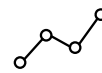
### Business Cluster



#### Business Acumen



#### Consultation



#### Critical Evaluation

### Interpersonal Cluster



#### Relationship Management



#### Global & Cultural Effectiveness

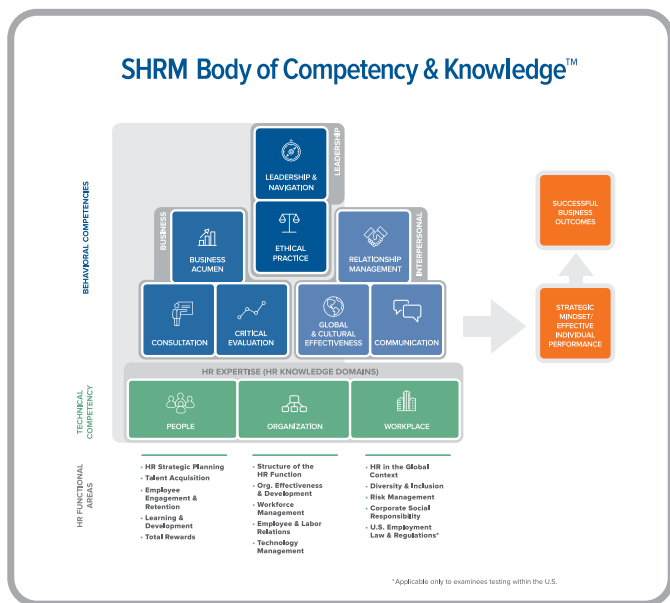


#### Communication

## 3. Select the **SHRM Seminar** that meets your criteria.

## 4. Ensure that you fit the **“Who Should Attend”** description, listed in each program outline.

## 5. Register at [shrm.org/seminars/fall](http://shrm.org/seminars/fall).



Learn more about the SHRM BoCK at [shrmcertification.org/shrmbock](http://shrmcertification.org/shrmbock).

## FROM A SHRM SEMINAR INSTRUCTOR:

“ My goal is to create a high energy, interactive learning environment that introduces new concepts and leverages the work experiences of participants. It is invigorating being with HR professionals who want to strengthen their abilities so they can have profound impact in their businesses. ”

**Susan White, SHRM-SCP**

SHRM Instructor since 2014

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### Recertification

SHRM Seminars are eligible for SHRM-CP/SHRM-SCP professional development credits (PDCs) as well as for recertification credits for other HR credentials.

# SHRM-CP/SHRM-SCP Certification Preparation

## 2017 SHRM-CP/SHRM-SCP EXAM SCHEDULE

**2017 Winter Exam Window:** Dec. 1, 2017-Feb. 15, 2018

**Application Acceptance Begins:** May 15

**Application Deadline:** Oct. 20

**Late Application Deadline:** Nov. 10

## PROGRAM OVERVIEW

Led by qualified and certified HR instructors, our intensive SHRM-CP/SHRM-SCP preparation seminars, combined with the 2017 SHRM Learning System®, present a comprehensive and detailed review of the current SHRM BoCK. By attending, you will be able to identify and build on areas of strength. You will also see where you need further concentrated study in preparation for either exam.

After registering for your seminar, you will receive the SHRM Learning System to begin your exam preparation. During your seminar, your SHRM-certified instructor will build upon the foundation you've already established through your studies.

While these seminars should not be considered your only preparation for the certification exam, they serve as a highly valuable asset to help you focus your study efforts and maximize your results.



Program fee includes the 2017 SHRM Learning System materials.

## BENEFITS AND FEATURES

- ▶ Led by highly experienced and engaging SHRM-certified instructors.
- ▶ Classroom environment provides interactive discussions with peers, providing real-world examples.
- ▶ Sample test questions and periodic progress checks keep you confident in your breadth of knowledge.
- ▶ Access to the SHRM Learning System Online Learning Center provides content, 1,500+ practice questions, quickstart video guides, learning tools and a post-test that mimics the SHRM-CP/SHRM-SCP exam format.

## IMPORTANT

These seminars are not a substitute for the certification examination. If you wish to take the SHRM-CP or SHRM-SCP examination, you must apply at [shrmcertification.org/apply](http://shrmcertification.org/apply).

## RECERTIFICATION

Earn up to 22 (in-person), 20.5 (7-week virtual) or 27.5 (9-week virtual) PDCs when attending the SHRM-CP/SHRM-SCP seminar for professional development only.

## Delivery Options and Fees\*



Register online at  
[shrm.org/seminars/certprep](http://shrm.org/seminars/certprep)

### 3-DAY IN-PERSON SEMINAR

New York, NY .....	October 2-4
Boston, MA.....	October 10-12
Austin, TX .....	October 11-13
Seattle, WA.....	October 11-13
Las Vegas, NV.....	October 16-18
San Francisco, CA .....	October 16-18
Atlanta, GA .....	October 18-20
Alexandria, VA .....	October 23-25
Minneapolis, MN.....	October 30-November 1
Chicago, IL .....	November 6-8
Denver, CO .....	November 13-15
Alexandria, VA .....	November 15-17
Alexandria, VA .....	November 27-29
Alexandria, VA .....	December 4-6
San Diego, CA .....	December 4-6
San Francisco, CA .....	December 11-13
Alexandria, VA .....	December 13-15

**SHRM MEMBER:** \$1,395 | **NONMEMBER:** \$1,670

### 7-WEEK VIRTUAL

#### Held on Tuesdays/Thursdays and Mondays/Wednesdays

September 12-October 26 .....	7:00PM-9:00PM ET
September 19-November 7 .....	7:00PM-9:00PM ET
September 25-November 13.....	7:00PM-9:00PM ET
October 10-December 5.....	6:00AM-8:00AM ET
October 16-December 6.....	7:00PM-9:00PM ET
October 17-December 12.....	7:00PM-9:00PM ET
October 24-December 19.....	7:00PM-9:00PM ET
November 2-December 26.....	7:00PM-9:00PM ET
November 14-January 4 .....	7:00PM-9:00PM ET
November 28-January 11 .....	7:00PM-9:00PM ET

**SHRM MEMBER:** \$1,095 | **NONMEMBER:** \$1,370

### 9-WEEK VIRTUAL

#### Held on Saturdays

September 16-November 18.....	2:00PM-5:00PM ET
October 7-December 30 .....	11:00AM-2:00PM ET

**SHRM MEMBER:** \$1,095 | **NONMEMBER:** \$1,370

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or  
**+1.703.535.6496**

**Note:** To ensure that you receive your copy of the SHRM Learning System before attending the seminar, SHRM must process your registration at least two weeks in advance of your seminar date. You should receive the materials within a week of registering for the course.



# Behavioral Interviewing: Practices for Hiring Smart

## HR COMPETENCIES

Communication  
Critical Evaluation  
HR Expertise (HR Knowledge)

## RECERTIFICATION

**SHRM:** 14.75 PDCs

## WHO SHOULD ATTEND

Individuals involved with recruiting and selection who are looking to improve their interviewing skills

## PROGRAM OVERVIEW

Learn the importance of job analysis and how to use behavioral interviewing to ensure candidate selection aligns with the needs of the organization. Discover techniques for determining the knowledge, skills and abilities needed for a position and conducting effective and fair interviews.

## PROGRAM OBJECTIVES

- ▶ Articulate the importance of making good hiring decisions.
- ▶ Identify competencies for various positions and how competencies relate to behavioral interviewing.
- ▶ Identify needed competencies based on the job analysis and the job description.
- ▶ Write behavioral interview questions.
- ▶ Evaluate information obtained from interviews to select the best candidate.

## Delivery Options and Fees\*

Register online at [shrm.org/seminars/interviewing](http://shrm.org/seminars/interviewing)

### 4-WEEK VIRTUAL

#### Held on Tuesday and Thursday evenings

November 7-December 7 ..... 7:00PM-8:30PM ET  
**SHRM MEMBER:** \$995 | **NONMEMBER:** \$1,270

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or +1.703.535.6496



# Business Acumen: Aligning Business Operations and HR

## HR COMPETENCIES

Business Acumen  
Critical Evaluation  
HR Expertise (HR Knowledge)

## RECERTIFICATION

**SHRM:** Virtual: 14.75 PDCs

## WHO SHOULD ATTEND

Individuals looking to communicate HR-related needs in a language that resonates with organizational leaders

## PROGRAM OVERVIEW

Become a critical player in your organization by improving your business acumen. Learn how to speak the business language, analyze and interpret reports and metrics for key business functions, and better align HR functions with your organization's strategic goals.

## PROGRAM OBJECTIVES

- ▶ Explore the scope, challenges and integration of key business functions including operations, product development, marketing and sales, finance, and IT.
- ▶ Review and interpret typical operating reports for key business functions.
- ▶ Describe the value and use of business intelligence.
- ▶ Develop strategies to drive organizational results and clarify the role of HR.

## Delivery Options and Fees\*

Register online at [shrm.org/seminars/busop](http://shrm.org/seminars/busop)

### 4-WEEK VIRTUAL

#### Held on Monday and Wednesday evenings

October 2-30 ..... 7:00PM-8:30PM ET  
**SHRM MEMBER:** \$995 | **NONMEMBER:** \$1,270

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or +1.703.535.6496

\*All programs are subject to change.

# Gain recognition for your California expertise.



If you practice HR in California, you need a complete understanding of the complex laws that apply. And if you're SHRM-certified, you can now earn a California Employment Law Micro-credential to prove your CA HR expertise.

## How can you earn your California Employment Law Micro-credential?

### 1. Enroll in California HR: Applying CA Law to Employment Practices

**AVAILABLE IN-PERSON AND VIRTUALLY!**

### 2. Complete four deep-dive SHRM eLearning courses on these California-specific topics:

- ▶ Wage & Hour
- ▶ Leaves of Absence
- ▶ Employee Relations
- ▶ Privacy, Safety, Security & Benefits

### 3. Pass a 50-question California knowledge exam

**LEARN MORE**  
[shrm.org/seminars/CACred](http://shrm.org/seminars/CACred)



## California HR: Applying CA Law to Employment Practices

### HR COMPETENCIES

Consultation  
Critical Evaluation  
HR Expertise (HR Knowledge)

### RECERTIFICATION

**SHRM:** In-Person: 14.75 PDCs/  
Virtual: 14.75 PDCs

### WHO SHOULD ATTEND

Individuals needing to apply California laws, rules and regulations in the workplace

### PROGRAM OVERVIEW

Experience the full scope of the dynamic and unique challenges HR professionals face while leading workforces in California. Gain the knowledge to develop employment guidelines that satisfy the intricate CA Labor Code, minimize potential litigation risks and meet the strategic objectives of your organization.

### PROGRAM OBJECTIVES

- ▶ Accurately apply California wage and hour, benefits, and workers' compensation rules and regulations.
- ▶ Adhere to key regulations impacting employee-employer relations in California.
- ▶ Interpret and apply California employment regulations regarding security, safety and privacy.

## Delivery Options and Fees\*



Register online at  
[shrm.org/seminars/california](http://shrm.org/seminars/california)

### 2-DAY IN-PERSON SEMINAR

San Francisco, CA ..... September 14-15  
Las Vegas, NV..... October 16-17  
San Francisco, CA .....November 6-7  
San Diego, CA ..... December 4-5  
**SHRM MEMBER:** \$1,295 | **NONMEMBER:** \$1,570

### 4-WEEK VIRTUAL

#### Held on Tuesdays and Thursdays

August 22-September 14..... 2:30PM-4:30PM ET  
October 17-November 14..... 2:30PM-4:30PM ET  
December 5-December 28..... 2:30PM-4:30PM ET  
**SHRM MEMBER:** \$995 | **NONMEMBER:** \$1,270

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or  
**+1.703.535.6496**





ORGANIZATION

# Change Management: Leading Successful Transformations

## HR COMPETENCIES

Communication  
HR Expertise (HR Knowledge)  
Leadership & Navigation

## RECERTIFICATION

**SHRM:** 14.75 PDCs

## WHO SHOULD ATTEND

Individuals seeking guidance on managing effective change within their organization

## PROGRAM OVERVIEW

Managing change is becoming a major focal point for HR professionals as organizations continue to adapt to an ever changing workplace. In this two day experiential seminar utilizing the SHRM Foundation's Effective Practice Guidelines on Leading Effective Change Paper, use a variety of technology resources to simulate a realistic work environment change initiative with access to an online portal to review background data/information. Interact with other students through true-to-life group discussions, problem solving via a case study, hypothesis testing, rework, and coaching in a safe learning environment with an experienced CM professional.

After the seminar, gain access to a Learning Reinforcement Toolkit to extend your learning and development beyond the classroom.

## PROGRAM OBJECTIVES

- ▶ Identify and apply appropriate prescriptive models to change initiatives.
- ▶ Apply guidelines and techniques for designing, facilitating and sustaining change.

## Delivery Options and Fees\*

Register online at [shrm.org/seminars/change](http://shrm.org/seminars/change)

### 2-DAY IN-PERSON SEMINAR

San Diego, CA ..... December 5-6  
**SHRM MEMBER:** \$1,295 | **NONMEMBER:** \$1,570

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or +1.703.535.6496



PEOPLE

# Coaching & Mentoring: Building Effective Skills

## HR COMPETENCIES

Communication  
HR Expertise (HR Knowledge)  
Relationship Management

## RECERTIFICATION

**SHRM:** 14.75 PDCs

## WHO SHOULD ATTEND

Individuals looking to develop and practice effective coaching competencies

## PROGRAM OVERVIEW

Experience being a “coach” and “coachee” through practice, observation and feedback. Develop and apply coaching techniques that effectively increase leader and organizational performance. Increase your self-awareness to be better equipped to assist the individual you’re coaching.

## PROGRAM OBJECTIVES

- ▶ Link coaching goals to business performance.
- ▶ Learn to create an open and flexible coaching relationship that includes the establishment of trust and respect.
- ▶ Demonstrate active listening, “powerful” questioning and other effective communication techniques.
- ▶ Incorporate and make effective use of data and feedback through a variety of coaching techniques.
- ▶ Develop an effective coaching plan.
- ▶ Assist clients with the design and implementation of a goal-related action plan.

## Delivery Options and Fees\*

Register online at [shrm.org/seminars/coachingskills](http://shrm.org/seminars/coachingskills)

### 2-DAY IN-PERSON SEMINAR

Alexandria, VA ..... November 9-10  
**SHRM MEMBER:** \$1,295 | **NONMEMBER:** \$1,570

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or +1.703.535.6496

\*All programs are subject to change.



PEOPLE

# Communication: Influencing Senior Leadership

## HR COMPETENCIES

Communication  
HR Expertise (HR Knowledge)  
Leadership & Navigation

## RECERTIFICATION

**SHRM:** 14.75 PDCs

## WHO SHOULD ATTEND

Experienced HR professionals looking to enhance business relationships through improved presentation skills

## PROGRAM OVERVIEW

Learn to convey credibility in interactions with staff at all levels of your organization. Enhance your relationship-building, communication and presentation skills to drive business results.

Discover ways to communicate clearly and credibly to senior leadership through extensive practice sessions and individualized feedback.

On the last day of the seminar, use what you've learned to deliver a 15-minute presentation on camera and in front of your peers. Following the program, you will have your classmates' feedback and the ability to re-watch your presentation, which will allow you to continue your development outside of the classroom.

## PROGRAM OBJECTIVES

- ▶ Describe the importance of credibility in effective communication and influence by HR leaders.
- ▶ Assess the image you present to other leaders, and identify ways to enhance your image.
- ▶ Develop strategies and approaches for building effective relationships with business leaders.
- ▶ Prepare and present a proposal to senior leaders and stakeholders that will position ideas for acceptance.

## Delivery Options and Fees\*

Register online at [shrm.org/seminars/commlead](http://shrm.org/seminars/commlead)

### 2-DAY IN-PERSON SEMINAR

Alexandria, VA ..... November 2-3  
**SHRM MEMBER:** \$1,295 | **NONMEMBER:** \$1,570

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or **+1.703.535.6496**



PEOPLE

# Conflict Management: Enhancing Your Business Relationships

## HR COMPETENCIES

Communication  
HR Expertise (HR Knowledge)  
Relationship Management

## RECERTIFICATION

**SHRM:** 7.25 PDCs

## WHO SHOULD ATTEND

Individuals seeking guidance on how to manage conflict in business relationships

## PROGRAM OVERVIEW

Acquire the necessary confidence to facilitate a conflict discussion. Learn how to assess and manage workplace conflict while fostering an environment conducive to effective discussions.

Measure your own perceptions of conflict, and learn how to identify sources of conflict and recognize early warning signs of destructive conflict in order to develop positive alternatives.

## PROGRAM OBJECTIVES

- ▶ Assess your individual methods of managing conflict.
- ▶ Identify the various styles with which others handle conflict.
- ▶ Identify the sources and warning signs of potential conflict.
- ▶ Learn how to execute methods for successful conflict resolution, coach others to manage conflicts effectively and facilitate conflict discussions.
- ▶ Discover how to create a culture of effective conflict management by understanding the nature and causes of workplace conflict.

## Delivery Options and Fees\*

Register online at [shrm.org/seminars/conflict](http://shrm.org/seminars/conflict)

### 1-DAY IN-PERSON SEMINAR

Alexandria, VA ..... October 16  
**SHRM MEMBER:** \$795 | **NONMEMBER:** \$1,070

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or **+1.703.535.6496**



ORGANIZATION

# Critical Evaluation: Building HR Metrics to Guide Decisions

## HR COMPETENCIES

Business Acumen  
Critical Evaluation  
HR Expertise (HR Knowledge)

## RECERTIFICATION

**SHRM:** 14.75 PDCs

## WHO SHOULD ATTEND

HR professionals wanting to develop metrics based on organizational goals and to identify relevant HR and workforce analytics


## PROGRAM OVERVIEW

Learn how to identify and align metrics to support your organization's goals and provide decision-makers with greater insight into workforce-related metrics and measurement. Use SHRM's Human Capital Analytics Model to properly align human capital analytics with business and HR strategies, and to leverage data to build and deliver workforce and HR metrics to improve results.

## PROGRAM OBJECTIVES

- ▶ Align workforce metrics with business strategy, goals and objectives.
- ▶ Align HR metrics with critical HR objectives and initiatives.
- ▶ Determine the right data to collect.
- ▶ Build and execute your implementation plan.
- ▶ Earn management and stakeholder support and involvement.

## Delivery Options and Fees\*

 Register online at [shrm.org/seminars/metrics](http://shrm.org/seminars/metrics)

### 2-DAY IN-PERSON SEMINAR

Alexandria, VA .....October 2-3  
**SHRM MEMBER:** \$1,295 | **NONMEMBER:** \$1,570

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or **+1.703.535.6496**



PEOPLE

# Employee Engagement: Influencing Workplace Culture

## HR COMPETENCIES

Communication  
HR Expertise (HR Knowledge)  
Relationship Management

## RECERTIFICATION

**SHRM:** Virtual: 7.5 PDCs

## WHO SHOULD ATTEND

Individuals working to manage engagement throughout the employee lifecycle

## PROGRAM OVERVIEW


Explore ways to increase employee effectiveness by aligning engagement initiatives with your organizational goals and culture.

Examine a broad range of employee engagement concepts to identify drivers and barriers. Identify and apply techniques to integrate and engage employees at key career milestones.

## PROGRAM OBJECTIVES

- ▶ Recognize the importance of employee engagement as it relates to your management team, HR strategy and overall organizational culture.
- ▶ Define your engagement HR strategy based on organizational vision and goals.
- ▶ Apply motivation techniques during key employee milestones to gauge and respond to employee engagement levels.

## Delivery Options and Fees\*

 Register online at [shrm.org/seminars/empeng](http://shrm.org/seminars/empeng)

### 3-WEEK VIRTUAL

### Held on Tuesday and Thursday evenings

August 29-September 12 ..... 7:00PM-8:30PM ET  
**SHRM MEMBER:** \$795 | **NONMEMBER:** \$1,070

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or **+1.703.535.6496**

\*All programs are subject to change.



# Employee Relations: Creating a Positive Work Environment

## HR COMPETENCIES

Critical Evaluation  
Ethical Practice  
HR Expertise (HR Knowledge)

## RECERTIFICATION

**SHRM:** In-Person: 7.25 PDCs/  
Virtual: 7.5 PDCs

## WHO SHOULD ATTEND

Individuals addressing employee relations issues in their organizations

## PROGRAM OVERVIEW

Better promote employee accountability in the workplace by aligning management initiatives with your organizational goals and culture. Examine a broad range of employment laws as they apply to workplace incidents. Discuss the performance management process as it aligns with organizational values and strategy.

## PROGRAM OBJECTIVES

- ▶ Recognize the importance of fair and consistent employee relations policies as it relates to your management team, HR strategy, and overall organizational culture
- ▶ Explain the connection between the organization and its overall HR strategy for developing and implementing employee and workplace policies
- ▶ Identify the forms of and apply strategies to prevent harassment, discrimination, and retaliation in the workplace
- ▶ Interpret and apply employment laws based on workplace incidents.

## Delivery Options and Fees\*

Register online at [shrm.org/seminars/emprel](http://shrm.org/seminars/emprel)

### 1-DAY IN-PERSON SEMINAR

Alexandria, VA ..... October 30  
**SHRM MEMBER:** \$795 | **NONMEMBER:** \$1,070

### 3-WEEK VIRTUAL

#### Held on Tuesday and Thursday evenings

November 14-December 7 ..... 7:00PM-8:30PM ET  
**SHRM MEMBER:** \$795 | **NONMEMBER:** \$1,070

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or +1.703.535.6496



# Finance for HR Professionals: Building Business Fluency

## HR COMPETENCIES

Business Acumen  
Critical Evaluation  
HR Expertise (HR Knowledge)

## RECERTIFICATION

**SHRM:** 7.25 PDCs

## WHO SHOULD ATTEND

Individuals looking to improve their understanding of financial principles

## PROGRAM OVERVIEW

Become a more well-rounded HR professional by enhancing your understanding of the complex world of finance. Learn key financial terms and concepts, how to analyze financial data, and how to recognize patterns and opportunities in the financial arena.

With a better understanding of finance, gain valuable insight into your organization's strategy and make your HR department an indispensable component of your organization.

## PROGRAM OBJECTIVES

- ▶ Describe how businesses operate.
- ▶ Define key components of the income statement and balance sheet.
- ▶ Describe the link between financial measures and shareholder value.
- ▶ Determine how to build an HR budget.
- ▶ Identify ways to positively impact corporate performance.
- ▶ Define key financial terms and concepts.

## Delivery Options and Fees\*

Register online at [shrm.org/seminars/finance](http://shrm.org/seminars/finance)

### 1-DAY IN-PERSON SEMINAR

Alexandria, VA ..... September 15  
**SHRM MEMBER:** \$795 | **NONMEMBER:** \$1,070

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or +1.703.535.6496



# FLSA: Navigating the Fair Labor Standards Act

## HR COMPETENCIES

Critical Evaluation  
Ethical Practice  
HR Expertise (HR Knowledge)

## RECERTIFICATION

**SHRM:** 7.25 PDCs

## WHO SHOULD ATTEND

Individuals needing to apply FLSA law, rules and regulations in the workplace

## PROGRAM OVERVIEW

Gain a deeper understanding of the Fair Labor Standards Act (FLSA) by breaking down areas such as determining exempt status, salary basis, time keeping, hours worked, and the different types of pay and how to manage each. This seminar is designed to be a hands-on exploration of how to understand, implement, and ensure compliance with the FLSA and the ever-changing landscape of employment law.

## PROGRAM OBJECTIVES

- ▶ Articulate the different components of the Fair Labor Standards Act.
- ▶ Determine employment type and status.
- ▶ Identify and manage the different components that impact exempt and nonexempt employees.
- ▶ Implement effective processes to ensure FLSA compliance.
- ▶ Implement and communicate the 2017 changes to the FLSA.

## Delivery Options and Fees\*

Register online at [shrm.org/seminars/FLSA](http://shrm.org/seminars/FLSA)

### 1-DAY IN-PERSON SEMINAR

New York, NY ..... October 4  
 Alexandria, VA ..... October 26  
 Chicago, IL ..... November 8  
 San Diego, CA ..... December 6  
**SHRM MEMBER:** \$795 | **NONMEMBER:** \$1,070

### 2-WEEK VIRTUAL SEMINAR

#### Held on Tuesdays/Thursdays and Mondays/Wednesdays

September 5-September 14 ..... 7:00PM-8:30PM ET  
 November 27-December 6 ..... 7:00PM-8:30PM ET  
**SHRM MEMBER:** \$795 | **NONMEMBER:** \$1,070

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or +1.703.535.6496

\*All programs are subject to change.



# Global Hiring: Complying with U.S. Visa Requirements

## HR COMPETENCIES

Business Acumen  
Consultation  
HR Expertise (HR Knowledge)

## RECERTIFICATION

**SHRM:** 14.75 PDCs

## WHO SHOULD ATTEND

Individuals requiring guidance on hiring and retaining foreign nationals

## PROGRAM OVERVIEW

This seminar is presented in partnership with the **Council for Global Immigration**, a high-level understanding of concepts and principles used when recruiting and retaining global talent. Identify opportunities and limitations of the U.S. immigration system as related to employment.

**Council for Global Immigration**  
A SHRM Affiliate

## PROGRAM OBJECTIVES

- ▶ Identify when to use immigrant and nonimmigrant visas to manage the visa process, and how to comply with federal laws associated with temporary and permanent employment of foreign professionals.
- ▶ Gain the knowledge to comply with federal auditing guidelines and legal requirements.
- ▶ Identify and define key considerations when hiring a foreign national by participating in various scenarios via practical labs.

## Delivery Options and Fees\*

Register online at [shrm.org/seminars/globalhiring](http://shrm.org/seminars/globalhiring)

### 2-DAY IN-PERSON SEMINAR

Alexandria, VA ..... October 5-6  
**SHRM MEMBER:** \$1,295 | **NONMEMBER:** \$1,570

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or +1.703.535.6496



# HR Analytics: Using Data to Drive Results

## HR COMPETENCIES

Communication  
Critical Evaluation  
HR Expertise (HR Knowledge)

## RECERTIFICATION

**SHRM:** 14.75 PDCs

## WHO SHOULD ATTEND

Individuals working to understand and analyze data to make data-driven recommendations and decisions


## PROGRAM OVERVIEW

Identify the varying types of data systems and analytic techniques available today. Explore how to gather and analyze pertinent HR metrics and how to properly communicate findings to drive organizational decisions. Learn how to effectively use analytics to support your organization's goals and provide decision-makers with greater insight into workforce-related considerations.

## PROGRAM OBJECTIVES

- ▶ Explain why data is important for driving organizational decisions.
- ▶ Demonstrate basic methods for reading and presenting data.
- ▶ Identify tools used to interpret data and support HR decisions.
- ▶ Prepare results to effectively communicate information to organizational management.
- ▶ Coach other HR professionals in your organization in the use of analytics for business decisions.

## Delivery Options and Fees\*

 Register online at [shrm.org/seminars/analytics](http://shrm.org/seminars/analytics)

### 2-DAY IN-PERSON SEMINAR

Austin, TX ..... October 12-13  
 Alexandria, VA ..... November 9-10  
 Denver, CO ..... November 14-15  
**SHRM MEMBER:** \$1,295 | **NONMEMBER:** \$1,570

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or +1.703.535.6496



# HR Budgets: Developing Your Financial Plan

## HR COMPETENCIES

Business Acumen  
Critical Evaluation  
HR Expertise (HR Knowledge)

## RECERTIFICATION

**SHRM:** 7.25 PDCs

## WHO SHOULD ATTEND

New or rising HR managers looking to gain a better understanding of developing and managing budgets


## PROGRAM OVERVIEW

Gain a thorough understanding of general budgeting principles to guide your ability to develop and manage a variety of budget types. Learn and apply the steps involved in developing a master budget. Practice tracking performance, forecasting and contingency planning as a part of managing your budget.

## PROGRAM OBJECTIVES

- ▶ Apply the general principles and methodologies for budgeting.
- ▶ Differentiate between department, responsibility, cash, capital, and master budgets.
- ▶ Develop a master budget.
- ▶ Contribute to forecasting and develop contingency plans for budget variances.

## Delivery Options and Fees\*

 Register online at [shrm.org/seminars/budgets](http://shrm.org/seminars/budgets)

### 1-DAY IN-PERSON SEMINAR

Seattle, WA.....October 11  
**SHRM MEMBER:** \$795 | **NONMEMBER:** \$1,070

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or +1.703.535.6496



ORGANIZATION

# HR Business Partners: Enhancing Your Strategic Contributions

## HR COMPETENCIES

Business Acumen  
Consultation  
HR Expertise (HR Knowledge)

## RECERTIFICATION

**SHRM:** 14.75 PDCs

## WHO SHOULD ATTEND

Individuals looking to improve their business consulting skills


## PROGRAM OVERVIEW

Develop the necessary skills to become an effective HR business partner and maximize the value of HR in your organization. Explore the positive impact of the HR business partner role and how the use of an HR business partner structure improves HR services across an organization. Analyze case studies and engage in group discussions to enhance your consulting skills, business acumen and ability to strategically contribute to organizational goals.

## PROGRAM OBJECTIVES

- ▶ Identify the key leadership abilities of HR business partners.
- ▶ Demonstrate effective internal consulting skills.
- ▶ Demonstrate business acumen and the financial drivers of company performance.
- ▶ Align your recommendations with the strategic direction of the organization.

## Delivery Options and Fees\*

 Register online at [shrm.org/seminars/hrbp](http://shrm.org/seminars/hrbp)

### 2-DAY IN-PERSON SEMINAR

Alexandria, VA .....	September 14-15
Atlanta, GA .....	October 18-19
Alexandria, VA .....	November 6-7
Chicago, IL .....	November 6-7

**SHRM MEMBER:** \$1,295 | **NONMEMBER:** \$1,570

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or +1.703.535.6496



PEOPLE

# L&D: Developing Organizational Talent

## HR COMPETENCIES

Communication  
HR Expertise (HR Knowledge)  
Leadership & Navigation

## RECERTIFICATION

**SHRM:** 14.75 PDCs

## WHO SHOULD ATTEND

Individuals working to build employee development programs


## PROGRAM OVERVIEW

Discover the essential relationship between employee development and organizational strategy. Gain the insight needed to assess organizational needs so you can implement effective informal and formal employee development approaches.

## PROGRAM OBJECTIVES

- ▶ Analyze and determine the learning needs of your organization in order to ensure the L&D function aligns with the goals of the organization
- ▶ Produce a business case for learning and development for key organizational decision makers
- ▶ Develop and implement a training plan for building, sharing, and ensuring retention of key knowledge and skills throughout the organization

## Delivery Options and Fees\*

 Register online at [shrm.org/seminars/talentdev](http://shrm.org/seminars/talentdev)

### 2-DAY IN-PERSON SEMINAR

Alexandria, VA .....	November 6-7
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**SHRM MEMBER:** \$1,295 | **NONMEMBER:** \$1,570

### 4-WEEK VIRTUAL

#### Held on Tuesday and Thursday evenings

November 28-December 21 .....	7:00PM-8:30PM ET
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**SHRM MEMBER:** \$995 | **NONMEMBER:** \$1,270

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or +1.703.535.6496

\*All programs are subject to change.



PEOPLE

# Leadership: Strategies for Leading & Navigating in HR

## HR COMPETENCIES

Business Acumen  
HR Expertise (HR Knowledge)  
Leadership & Navigation

## RECERTIFICATION

**SHRM:** 29.5 PDCs

## WHO SHOULD ATTEND

HR leaders seeking a framework for formulating and implementing HR strategies

## PROGRAM OVERVIEW

Under the guidance of an expert in strategic leadership, explore human resource management from both strategic and consultative perspectives. Your organizational experiences will be used as the foundation for identifying relevant issues and applying business lessons throughout the program. Between the two sessions, reflect on the concepts discussed and integrate them into your work responsibilities and approaches.

## PROGRAM OBJECTIVES

Part 1, Strategic Leadership and Decision-Making, emphasizes the formulation and implementation of human resource strategies that deliver value and contribute to organizational objectives.

Part 2, Collaborative Leadership, highlights the cultivation of engaging relationships with internal and external stakeholders, as well as environments of trust and partnership within executive teams.

## Delivery Options and Fees\*\*

Register online at [shrm.org/seminars/leadstrategies](http://shrm.org/seminars/leadstrategies)

### 4-DAY, 2-PART IN-PERSON PROGRAM

#### PART 1: 2-DAY SEMINAR

Alexandria, VA .....November 13-14

#### PART 2: 2-DAY SEMINAR

Alexandria, VA .....May 3-4, 2018

**SHRM MEMBER:** \$3,295 | **NONMEMBER:** \$3,570

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or +1.703.535.6496

\*Program fee includes both Part 1 and Part 2 registration as well as assessments.



# NEW! Mastering Your HR Generalist Role

## HR COMPETENCY

HR Expertise (HR Knowledge)

## RECERTIFICATION

**SHRM:** In-Person: 14.75 PDCs/  
Virtual: 11.75 PDCs

## WHO SHOULD ATTEND

Mid-career professionals currently working as a generalist or those moving away from a specialist to a generalist role.

## PROGRAM OVERVIEW

Learn how to stand out in your organization as an HR generalist in this two-day course. Take an in-depth and comprehensive look at today's business challenges and apply your existing HR knowledge with practical scenarios, case studies, discussions and activities that incorporate behavioral competencies including business acumen, consultation, communication and more.

## PROGRAM OBJECTIVES

- ▶ Apply behavioral competencies and U.S. employment laws with actionable skills to be more effective in your generalist role.
- ▶ Gain stakeholder support by using metrics to build credibility for HR initiatives.

## Delivery Options and Fees\*

Register online at [shrm.org/seminars/generalist](http://shrm.org/seminars/generalist)

### 2-DAY IN-PERSON SEMINAR

Alexandria, VA .....	September 13-14
Boston, MA.....	October 10-11
Austin, TX .....	October 11-12
Seattle, WA.....	October 12-13
Las Vegas, NV.....	October 17-18
Minneapolis, MN.....	October 30-31
Alexandria, VA .....	November 2-3
Chicago, IL .....	November 7-8
Denver, CO .....	November 13-14
Alexandria, VA .....	December 11-12

**SHRM MEMBER:** \$1,295 | **NONMEMBER:** \$1,570

### 4-WEEK VIRTUAL

#### Held on Monday and Wednesday evenings

August 21-September 18.....	7:00PM-8:30PM ET
October 16-November 8.....	7:00PM-8:30PM ET

**SHRM MEMBER:** \$995 | **NONMEMBER:** \$1,270

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or +1.703.535.6496





# Performance Management: Designing & Implementing Effective Systems

## HR COMPETENCIES

Consultation  
HR Expertise (HR Knowledge)  
Leadership & Navigation

## RECERTIFICATION

**SHRM:** In-Person: 7.25 PDCs/  
Virtual: 7.5 PDCs

## WHO SHOULD ATTEND

Individuals looking for guidance on building or revising their organization's performance management system


## PROGRAM OVERVIEW

Obtain the necessary insight to design or modify, implement, and administer a performance management system that supports the mission of your organization. Learn how to evaluate performance management from a systems perspective, to understand relationships, and to develop strategies for interlinking components to support your organization.

## PROGRAM OBJECTIVES

- ▶ Design or modify a performance management system that supports motivation, learning, recognition and communication between employees and their immediate supervisor.
- ▶ Measure the effectiveness of a performance management system in supporting the strategic goals of your organization.

## Delivery Options and Fees\*

 Register online at [shrm.org/seminars/relmgmt](http://shrm.org/seminars/relmgmt)

### 1-DAY IN-PERSON SEMINAR\*\*

Alexandria, VA ..... November 13  
**SHRM MEMBER:** \$795 | **NONMEMBER:** \$1,070

### 3-WEEK VIRTUAL

#### Held on Monday and Wednesday evenings

November 27-December 13 ..... 7:00PM-8:30PM ET  
**SHRM MEMBER:** \$795 | **NONMEMBER:** \$1,070

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or  
**+1.703.535.6496**

\*\*This program is followed by four virtual coaching sessions.



# Risk Management: Leading Internal Investigations

## HR COMPETENCIES

Communication  
Critical Evaluation  
HR Expertise (HR Knowledge)

## RECERTIFICATION

**SHRM:** 7.25 PDCs

## WHO SHOULD ATTEND

Individuals working to minimize organizational risk when conducting internal investigations


## PROGRAM OVERVIEW

Explore a best-practice framework for conducting internal investigations, on which organizational policies, procedures and work rules can be developed and anchored. Practice investigation skills and techniques using a case study that runs through the entirety of the program.

## PROGRAM OBJECTIVES

- ▶ Communicate a best-practice process framework for conducting internal investigations.
- ▶ Employ tactics to mitigate the risks of employment-related litigation.
- ▶ Develop HR policies, procedures and work rules that will result in a more appreciative, engaged and productive workforce.

## Delivery Options and Fees\*

 Register online at [shrm.org/seminars/investigations](http://shrm.org/seminars/investigations)

### 1-DAY IN-PERSON SEMINAR

Alexandria, VA ..... October 27  
**SHRM MEMBER:** \$795 | **NONMEMBER:** \$1,070

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or  
**+1.703.535.6496**

# SHRM Essentials of Human Resources

The newly updated SHRM Essentials of Human Resources is an introductory HR program that incorporates components of the SHRM BoCK and provides insight into the standards for knowledge, strategies and competencies required of effective HR professionals around the world.

**Six learning modules** organized in one convenient workbook

Take an **online pre-test** to determine your current knowledge and areas for improvement

Create a personalized **study plan** to identify learning priorities and estimate study time



**Competency Connections** featuring real-life scenarios are threaded throughout the course

An **online glossary** for quick reference of key terms

**Resource Center** for reference material – including related links, HR updates, and sample forms

Earn a **Certificate of Achievement** when you pass the post-test with a score of 80% or higher

Walk away effectively able to approach the challenging issues and everyday situations that you face on the job.



## UPDATED! SHRM Essentials of Human Resources

### HR COMPETENCY

HR Expertise (HR Knowledge)  
Introduction to Behavioral Competencies

### RECERTIFICATION

**SHRM:** In-Person: 14.75 PDCs/  
Virtual: 11.75 PDCs

### WHO SHOULD ATTEND

Small business owners, individuals new to HR, managers, and professionals where HR is one of your many responsibilities

### PROGRAM OVERVIEW

This course introduces you to the behavioral competencies and provides a solid foundation of key HR content areas for practical application on the job.

### PROGRAM OBJECTIVES

- ▶ Gain a better understanding of human resource issues facing organizations today.
- ▶ Expand awareness of HR behavioral competencies and develop a solid foundation of HR expertise.
- ▶ Gain practical expertise to increase job skills.

Program fee includes the SHRM Essentials of Human Resources materials.

## Delivery Options and Fees\*

Register online at [shrm.org/seminars/essentials](http://shrm.org/seminars/essentials)

### 2-DAY IN-PERSON SEMINAR

New York, NY .....	October 2-3
Alexandria, VA .....	October 12-13
Seattle, WA .....	October 12-13
Atlanta, GA .....	October 18-19
San Diego, CA .....	December 5-6
Alexandria, VA .....	December 7-8
San Francisco, CA .....	December 14-15

**SHRM MEMBER:** \$1,295 | **NONMEMBER:** \$1,570

### 4-WEEK VIRTUAL

#### Held on Monday/Wednesday and Tuesday/Thursday evenings

August 29-September 21 .....	7:00PM-8:30PM ET
November 1-December 4 .....	7:00PM-8:30PM ET

**SHRM MEMBER:** \$995 | **NONMEMBER:** \$1,270

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or +1.703.535.6496



ORGANIZATION

# Strategic HR: Delivering Business Results

## HR COMPETENCIES

Critical Evaluation  
HR Expertise (HR Knowledge)  
Leadership & Navigation

## RECERTIFICATION

**SHRM:** 14.75 PDCs

## WHO SHOULD ATTEND

HR leaders working to better align their HR strategy to their organizational strategy

## PROGRAM OVERVIEW

Help lead the development and execution of an HR strategy in your organization through exploration of the essential components of both an HR and organizational strategy, and an understanding of how these strategies should align. Through case studies and group activities, learn how to leverage information and create a wholly aligned HR strategy and implementation plan for your organization.

## PROGRAM OBJECTIVES

- ▶ Define and describe organizational strategy, and recognize the major components of a good organizational strategy.
- ▶ Create an HR strategy that is linked to an organizational strategy.
- ▶ Create an HR strategy implementation plan.

## Delivery Options and Fees\*



Register online at  
[shrm.org/seminars/strategichr](http://shrm.org/seminars/strategichr)

### 2-DAY IN-PERSON SEMINAR

Alexandria, VA ..... October 19-20  
**SHRM MEMBER:** \$1,295 | **NONMEMBER:** \$1,570

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or  
**+1.703.535.6496**



ORGANIZATION

# Succession Planning: Preparing for Future Talent Needs

## HR COMPETENCIES

HR Expertise (HR Knowledge)  
Leadership & Navigation

## RECERTIFICATION

**SHRM:** In-Person: 7.25 PDCs/  
Virtual: 7.5 PDCs

## WHO SHOULD ATTEND

HR leaders looking to lay the foundation for a robust succession strategy

## PROGRAM OVERVIEW

Gain the necessary skills to develop and implement an effective succession plan based on your organization's needs. Learn how to transition your organization from reactive replacements to using a proactive strategic solution. Develop an understanding of how monitoring, developing and retaining critical talent has a positive impact on the bottom line.

## PROGRAM OBJECTIVES

- ▶ Describe succession planning and how it aligns with and supports organizational and HR strategies and goals.
- ▶ Recognize organizational competencies that are critical to develop in order for an organization to be successful.
- ▶ Describe succession planning approaches that meet the specific needs of your organization.

## Delivery Options and Fees\*



Register online at  
[shrm.org/seminars/succession](http://shrm.org/seminars/succession)

### 1-DAY IN-PERSON SEMINAR

Alexandria, VA ..... December 8  
**SHRM MEMBER:** \$795 | **NONMEMBER:** \$1,070

### 3-WEEK VIRTUAL

#### Held on Monday and Wednesday evenings

October 23-November 8 ..... 7:00PM-8:30PM ET  
**SHRM MEMBER:** \$795 | **NONMEMBER:** \$1,070

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or  
**+1.703.535.6496**



PEOPLE

# Talent Acquisition: Creating Your Organization's Strategy

## HR COMPETENCIES

HR Expertise (HR Knowledge)  
Leadership & Navigation  
Relationship Management

## RECERTIFICATION

**SHRM:** In-Person: 14.75 PDCs/  
Virtual: 11.75 PDCs

## WHO SHOULD ATTEND

Individuals looking for guidance on developing a talent acquisition strategy for their organization

## PROGRAM OVERVIEW

Obtain the necessary skills and understanding to implement a talent acquisition strategy at your organization so that you can attract and retain the most qualified applicants. Explore branding and sourcing strategies, behavioral interviewing techniques, and relevant retention objectives. Learn and practice interviewing techniques designed to enhance your ability to make effective hiring decisions.

## PROGRAM OBJECTIVES

- ▶ Identify the importance of talent acquisition and where it fits into the overall HR and business strategies.
- ▶ Recognize the importance of organizational culture and its impact on talent acquisition.
- ▶ Describe how to develop and implement a talent acquisition strategy.

## Delivery Options and Fees\*

Register online at [shrm.org/seminars/talent](http://shrm.org/seminars/talent)

### 2-DAY IN-PERSON SEMINAR

New York, NY ..... October 3-4  
 Chicago, IL ..... November 6-7  
 Alexandria, VA ..... November 30-December 1  
**SHRM MEMBER:** \$1,295 | **NONMEMBER:** \$1,570

### 4-WEEK VIRTUAL

#### Held on Monday and Wednesday evenings

August 28-September 25 ..... 7:00PM-8:30PM ET  
**SHRM MEMBER:** \$995 | **NONMEMBER:** \$1,270

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or  
**+1.703.535.6496**



PEOPLE

# Total Rewards: Designing a Compensation System

## HR COMPETENCIES

Business Acumen  
Critical Evaluation  
HR Expertise (HR Knowledge)

## RECERTIFICATION

**SHRM:** In-Person: 14.75 PDCs/  
Virtual: 11.75 PDCs

## WHO SHOULD ATTEND

Individuals seeking an introduction to compensation structures and systems

## PROGRAM OVERVIEW

Explore the fundamentals of compensation, including key legislation, designing and administering a compensation system, and communicating compensation plans to your organization.

Engage in practical-application activities and discuss incentive pay, compensation for critical business needs and recent compensation developments.

## PROGRAM OBJECTIVES

- ▶ Discuss key aspects of legislation that affect compensation structures and systems.
- ▶ Learn to design, administer and maintain a compensation system that aligns with an organization's mission and vision.
- ▶ Effectively communicate details of compensation plans, both initially and when they are changed.

## Delivery Options and Fees\*

Register online at [shrm.org/seminars/compensation](http://shrm.org/seminars/compensation)

### 2-DAY IN-PERSON SEMINAR

Alexandria, VA ..... September 25-26  
 Minneapolis, MN ..... October 31-November 1  
**SHRM MEMBER:** \$1,295 | **NONMEMBER:** \$1,570

### 4-WEEK VIRTUAL

#### Held on Monday and Wednesday evenings

September 13-October 11 ..... 7:00PM-8:30PM ET  
**SHRM MEMBER:** \$995 | **NONMEMBER:** \$1,270

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or  
**+1.703.535.6496**



ORGANIZATION

# Workforce Planning: Strategies to Support Organizational Needs

## HR COMPETENCIES

Critical Evaluation  
HR Expertise (HR Knowledge)  
Leadership & Navigation

## RECERTIFICATION

SHRM: 14.75 PDCs

## WHO SHOULD ATTEND

Individuals looking to align their organization's talent with its strategic direction

## PROGRAM OVERVIEW

Learn to align your current and future workforce with your organization's strategic goals. Explore how to develop targeted human capital solutions based on data-driven analyses of your organization's strengths and weaknesses.

## PROGRAM OBJECTIVES

- ▶ Analyze the organizational environment, including future business challenges and their likely impact on the organization's workforce.
- ▶ Describe the key steps to developing a strategic workforce plan, including analysis, forecasting, strategy development and cost-modeling.

## Delivery Options and Fees\*

Register online at [shrm.org/seminars/workforce](http://shrm.org/seminars/workforce)

### 2-DAY IN-PERSON SEMINAR

Alexandria, VA ..... October 16-17  
SHRM MEMBER: \$1,295 | NONMEMBER: \$1,570

### 4-WEEK VIRTUAL

#### Held on Tuesday and Thursday evenings

September 12-October 5 ..... 7:00PM-8:30PM ET  
SHRM MEMBER: \$995 | NONMEMBER: \$1,270

### ONSITE TRAINING

Contact a training specialist: [orgtraining@shrm.org](mailto:orgtraining@shrm.org) or +1.703.535.6496

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[shrm.org/seminars/fall/virtual](http://shrm.org/seminars/fall/virtual)

- p. 6 SHRM-CP/SHRM-SCP Certification Preparation
- p. 7 Behavioral Interviewing
- p. 7 Business Acumen
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**Miss a class?** No problem! All live sessions are recorded and are available for up to one year following your seminar.

\*All programs are subject to change.

HOW TO REGISTER FOR A

# SHRM SEMINAR



ONLINE: [SHRM.org/seminars/fall](http://SHRM.org/seminars/fall)



PHONE: SHRM Member Care Center  
800.283.7476, option 3



MAIL: Registration Form (page 27)

## SHRM-CP/SHRM-SCP RECERTIFICATION

All professional development credits (PDCs) for SHRM conferences, seminars and eLearning programs will be automatically\* uploaded to your SHRM Certification Portal. You don't have to enter anything yourself!



For more information on recertification and how to enter PDCs, visit [shrmcertification.org/recertify/steps](http://shrmcertification.org/recertify/steps).

\*Please e-mail [recertification@shrm.org](mailto:recertification@shrm.org) if you do not see your activities uploaded to your Certification Portal.

# SEMINARS REGISTRATION AND TRAVEL INFORMATION

## STEP 1 Register

To expedite your registration, register online with a credit card at [shrm.org/seminars](http://shrm.org/seminars).

You may also call the SHRM Member Care Center at 800.283.7476, option 3, or +1.703.548.3440, option 3, or mail or fax the registration form on page 27. Seating is limited.

Many SHRM Seminars sell out quickly, so we encourage you to register early. Parking and hotel accommodations are not included in registration fees. If you are unable to register before the seminar start date and plan to register onsite, please call the Member Care Center to verify that the seminar is not sold out or canceled before making your travel arrangements. Some food/beverages are included in registration fees (varies by location).

## STEP 2 Confirmation

Your confirmation verifies your course registration and will be e-mailed to you. Review it for accuracy and bring it with you to the seminar. Once you receive it, we suggest you make hotel reservations and airline/travel arrangements. If you do not receive your confirmation shortly after you register, please call the SHRM Member Care Center at 800.283.7476, option 3, or +1.703.548.3440, option 3.

## STEP 3 Travel/Accommodations

Please note, hotel and travel fees are not included in your SHRM Seminars registration, nor does SHRM provide discounted hotel fees. SHRM does not reimburse participants for canceled travel fees.

Please confirm your registration before making travel and hotel arrangements. Do not make nonrefundable travel arrangements until your registration is confirmed. SHRM has a list of recommended hotels near seminar locations, available at [shrm.org/seminars/hotels](http://shrm.org/seminars/hotels).

## TRANSFERS AND CANCELLATIONS

### TRANSFERS

Transfers are permitted one time only within the calendar year. Transfer requests must be submitted in writing, no later than 10 business days before the seminar's start date. You may transfer into another program that will be held before Dec. 31, 2017. If you are unable to attend the program into which you transferred, you may send a replacement in your place. If you are unable to send a replacement, you forfeit your registration fee.

All transfers must be made in writing, via our online form at [shrm.org/csresearch](http://shrm.org/csresearch), or faxed to +1.703.535.6490.

## CANCELLATIONS

All cancellations must be made in writing, via our online form at [shrm.org/csresearch](http://shrm.org/csresearch), or faxed to +1.703.535.6490. Confirmed registrants may cancel and receive a full refund, minus a \$250 administrative fee, up to 10 business days before the program begins. If you are unable to attend and it is less than 10 business days before the program's start date, you may send a replacement in your place. If you are unable to send a replacement, you forfeit your registration fee.

SHRM reserves the right to cancel any seminar due to low course enrollment. Should a program be canceled, SHRM is not responsible for any penalty incurred by registrants who purchased a nonrefundable airline ticket or for related travel/personal costs.

## SPECIAL NOTE

Participants who cancel their registration for the SHRM-CP/SHRM-SCP Certification Preparation Seminar (3 days), the Virtual SHRM-CP/SHRM-SCP Certification Preparation Seminar (7 or 9 weeks) or the Virtual SHRM Essentials of Human Resources Seminar (4 weeks) should follow the guidelines above. Additionally, they must return the SHRM Learning System or SHRM Essentials of Human Resources materials unopened or be charged the purchase price of \$695 SHRM member/\$885 nonmember for the SHRM Learning System, or the purchase price of \$385 SHRM member/\$460 nonmember for the SHRM Essentials of Human Resources materials. Your refund will be equal to the registration fee, minus the applicable cost of the materials, minus a \$250 administrative fee.

## RECERTIFICATION

Visit [shrm.org/seminars](http://shrm.org/seminars) for the most up-to-date recertification credit details.

## SHRM.ORG/SEMINARS

All scheduled programs, pricing and professional development credits are subject to change. For the most current information on SHRM Seminar offerings, please visit [shrm.org/seminars](http://shrm.org/seminars).

## RECOMMENDED HOTELS FOR SHRM SEMINARS

For a listing of recommended hotels near seminar locations, visit [shrm.org/seminars/hotels](http://shrm.org/seminars/hotels). Please confirm your registration before making hotel and travel arrangements. Do not make nonrefundable travel arrangements until your registration is confirmed. SHRM does not reimburse participants for canceled hotel and travel fees.

# More SHRM Professional Develop

OCTOBER 2-4  
PHOENIX, AZ

## 2017 Leadership Development Forum

[conferences.shrm.org](http://conferences.shrm.org)

The 2017 Leadership Development Forum will help you develop the skills necessary to be an effective, trustworthy leader. Take your career to the next level through information-packed sessions, inspiring speakers, personalized coaching opportunities, and vast networking possibilities.

OCTOBER 23-25  
SAN FRANCISCO, CA

## 2017 Diversity & Inclusion Conference & Exposition

[conferences.shrm.org](http://conferences.shrm.org)

Join HR generalists, diversity practitioners, senior managers and recruiters for professional and personal development, networking, and learning at the SHRM Diversity & Inclusion Conference & Exposition.

MARCH 12-14  
WASHINGTON, DC

## 2018 Employment Law & Legislative Conference

[conferences.shrm.org](http://conferences.shrm.org)

Provides you with the latest legislative updates, compliance and regulatory issues, and a unique opportunity to visit with your congressional offices.

APRIL 16-18  
LAS VEGAS, NV

## 2018 Talent Management Conference & Exposition

[conferences.shrm.org](http://conferences.shrm.org)

Designed specifically for recruitment and talent management professionals, this conference gives you the tools, resources, innovations and solutions you need to evolve your human capital strategies.



# ment and Learning Opportunities

JUNE 17-20 | CHICAGO, IL

## SHRM 2018 Annual Conference & Exposition

[annual.shrm.org](http://annual.shrm.org)

There's no better place for HR professional development than SHRM's Annual Conference & Exposition. By attending, you'll gain the tools and resources you need to implement successful HR practices – which help your company succeed.

## SHRM Executive HR Delegation Programs

[shrm.org/  
executivedelegations](http://shrm.org/executivedelegations)

SHRM's Executive HR Delegation programs provide unique opportunities to establish relationships and business connections with thought leaders in successful companies in a variety of industries, in an intensive week-long delegation format.

## SHRM eLearning Library

[shrm.org/elearning](http://shrm.org/elearning)

A one-year subscription to 500+ self-paced courses on a variety of HR topics. Features recorded sessions from live SHRM conferences, events and webcasts. SHRM-CP/SHRM-SCP credential holders earn up to 30 PDCs.

# 2017 FALL SHRM SEMINARS CALENDAR\*

## IN-PERSON SHRM SEMINARS CALENDAR

### ALEXANDRIA, VA

September 13-14.....	Mastering Your HR Generalist Role
September 14-15.....	HR Business Partners: Enhancing Your Strategic Contributions
September 15.....	Finance for HR Professionals: Building Business Fluency
September 25-26.....	Total Rewards: Designing a Compensation System
October 2-3.....	Critical Evaluation: Building HR Metrics to Guide Decisions
October 5-6.....	Global Hiring: Complying with U.S. Visa Requirements
October 12-13.....	SHRM Essentials of Human Resources
October 16.....	Conflict Management: Enhancing Your Business Relationships
October 16-17.....	Workforce Planning: Strategies to Support Organizational Needs
October 19-20.....	Strategic HR: Delivering Business Results
October 23-25.....	SHRM-CP/SHRM-SCP Certification Preparation
October 26.....	FLSA: Navigating the Fair Labor Standards Act
October 27.....	Risk Management: Leading Internal Investigations
October 30.....	Employee Relations: Creating a Positive Work Environment
November 2-3.....	Mastering Your HR Generalist Role
November 2-3.....	Communication: Influencing Senior Leadership
November 6-7.....	HR Business Partners: Enhancing Your Strategic Contributions
November 6-7.....	L&D: Developing Organizational Talent
November 9-10.....	Coaching & Mentoring: Building Effective Skills
November 9-10.....	HR Analytics: Using Data to Drive Results
November 13.....	Performance Management: Designing & Implementing Effective Systems
November 13-14.....	Leadership: Strategies for Leading & Navigating in HR Part 1
.....	Part 2: May 3-4, 2018
November 15-17.....	SHRM-CP/SHRM-SCP Certification Preparation
November 27-29.....	SHRM-CP/SHRM-SCP Certification Preparation
November 30-December 1.....	Talent Acquisition: Creating Your Organization's Strategy
November 30 -December 1.....	Consultation: Honing Your HR Business Leader Skills
December 4-6.....	SHRM-CP/SHRM-SCP Certification Preparation
December 7-8.....	SHRM Essentials of Human Resources
December 8.....	Succession Planning: Preparing for Future Talent Needs
December 11-12.....	Mastering Your HR Generalist Role
December 13-15.....	SHRM-CP/SHRM-SCP Certification Preparation

### ATLANTA, GA

October 18-19.....	SHRM Essentials of Human Resources
October 18-19.....	HR Business Partners: Enhancing Your Strategic Contributions
October 18-20.....	SHRM-CP/SHRM-SCP Certification Preparation

### AUSTIN, TX

October 11-12.....	Mastering Your HR Generalist Role
October 11-13.....	SHRM-CP/SHRM-SCP Certification Preparation
October 12-13.....	HR Analytics: Using Data to Drive Results

### BOSTON, MA

October 10-11.....	Consultation: Honing Your HR Business Leader Skills
October 10-11.....	Mastering Your HR Generalist Role
October 10-12.....	SHRM-CP/SHRM-SCP Certification Preparation

## VIRTUAL SHRM SEMINARS CALENDAR

### VIRTUAL 2-WEEK SEMINAR

September 5-14.....	Virtual FLSA: Navigating the Fair Labor Standards Act
November 27-December 6.....	Virtual FLSA: Navigating the Fair Labor Standards Act

### VIRTUAL 3-WEEK SEMINAR

August 29-September 12.....	Virtual Employee Engagement: Influencing Workplace Culture
October 23-November 8.....	Virtual Succession Planning: Preparing for Future Talent Needs
November 14-December 7.....	Virtual Employee Relations: Creating a Positive Work Environment
November 27-December 13.....	Virtual Performance Management: Designing & Implementing Effective Systems

### VIRTUAL 4-WEEK SEMINAR

August 21-September 18.....	Virtual Mastering Your HR Generalist Role
August 22-September 14.....	Virtual California HR: Applying CA Law to Employment Practices
August 28-September 25.....	Virtual Talent Acquisition: Creating Your Organization's Strategy
August 29-September 21.....	Virtual SHRM Essentials of Human Resources
September 12-October 5.....	Virtual Workforce Planning: Strategies to Support Organizational Needs
September 13-October 11.....	Virtual Total Rewards: Designing a Compensation System
October 2-30.....	Virtual Business Acumen: Aligning Business Operations and HR
October 16-November 8.....	Virtual Mastering Your HR Generalist Role
October 17-November 14.....	Virtual California HR: Applying CA Law to Employment Practices

### CHICAGO, IL

November 6-7.....	Talent Acquisition: Creating Your Organization's Strategy
November 6-7.....	HR Business Partners: Enhancing Your Strategic Contributions
November 6-8.....	SHRM-CP/SHRM-SCP Certification Preparation
November 7-8.....	Mastering Your HR Generalist Role
November 8.....	FLSA: Navigating the Fair Labor Standards Act

### DENVER, CO

November 13-14.....	Mastering Your HR Generalist Role
November 13-15.....	SHRM-CP/SHRM-SCP Certification Preparation
November 14-15.....	HR Analytics: Using Data to Drive Results

### LAS VEGAS, NV

October 16-17.....	California HR: Applying CA Law to Employment Practices
October 16-18.....	SHRM-CP/SHRM-SCP Certification Preparation
October 17-18.....	Mastering Your HR Generalist Role

### MINNEAPOLIS, MN

October 30-31.....	Mastering Your HR Generalist Role
October 30-November 1.....	SHRM-CP/SHRM-SCP Certification Preparation
October 31-November 1.....	Total Rewards: Designing a Compensation System

### NEW YORK, NY

October 2-3.....	SHRM Essentials of Human Resources
October 2-4.....	SHRM-CP/SHRM-SCP Certification Preparation
October 3-4.....	Talent Acquisition: Creating Your Organization's Strategy
October 4.....	FLSA: Navigating the Fair Labor Standards Act

### SAN DIEGO, CA

December 4-5.....	California HR: Applying CA Law to Employment Practices
December 4-6.....	SHRM-CP/SHRM-SCP Certification Preparation
December 5-6.....	Change Management: Leading Successful Transformations
December 5-6.....	SHRM Essentials of Human Resources
December 6.....	FLSA: Navigating the Fair Labor Standards Act

### SAN FRANCISCO, CA

September 14-15.....	California HR: Applying CA Law to Employment Practices
October 16-18.....	SHRM-CP/SHRM-SCP Certification Preparation
November 6-7.....	California HR: Applying CA Law to Employment Practices
December 11-13.....	SHRM-CP/SHRM-SCP Certification Preparation
December 14-15.....	SHRM Essentials of Human Resources

### SEATTLE, WA

October 11.....	HR Budgets: Developing Your Financial Plan
October 11-13.....	SHRM-CP/SHRM-SCP Certification Preparation
October 12-13.....	Mastering Your HR Generalist Role
October 12-13.....	SHRM Essentials of Human Resources

### VIRTUAL 4-WEEK SEMINAR CONTINUED

November 1-December 4.....	Virtual SHRM Essentials of Human Resources
November 7-December 7.....	Virtual Behavioral Interviewing: Practices for Hiring Smart
November 28-December 21.....	Virtual L&D: Developing Organizational Talent
December 5-28.....	Virtual California HR: Applying CA Law to Employment Practices

### VIRTUAL 7-WEEK SEMINAR

September 12-October 26.....	Virtual SHRM-CP/SHRM-SCP Certification Preparation
September 19-November 7.....	Virtual SHRM-CP/SHRM-SCP Certification Preparation
September 25-November 13.....	Virtual SHRM-CP/SHRM-SCP Certification Preparation
October 10-December 5.....	Virtual SHRM-CP/SHRM-SCP Certification Preparation
October 16-December 6.....	Virtual SHRM-CP/SHRM-SCP Certification Preparation
October 17-December 12.....	Virtual SHRM-CP/SHRM-SCP Certification Preparation
October 24-December 19.....	Virtual SHRM-CP/SHRM-SCP Certification Preparation
November 2-December 26.....	Virtual SHRM-CP/SHRM-SCP Certification Preparation
November 14-January 4.....	Virtual SHRM-CP/SHRM-SCP Certification Preparation
November 28-January 11.....	Virtual SHRM-CP/SHRM-SCP Certification Preparation

### VIRTUAL 9-WEEK SEMINAR

September 16-November 18.....	Virtual SHRM-CP/SHRM-SCP Certification Preparation
October 7-December 30.....	Virtual SHRM-CP/SHRM-SCP Certification Preparation



# 2017 Fall SHRM Seminars Registration Form

**ONLINE CREDIT CARD ONLY**  
shrm.org/seminars  
Expedite your registration  
by registering online

**PHONE CREDIT CARD ONLY**  
800.283.7476 option 3 (U.S. only)  
or +1.703.548.3440, option 3

**FAX CREDIT CARD &  
U.S. GOV'T P.O.**  
+1.703.535.6490  
(Allow 1-2 weeks for processing)

**MAIL CHECKS ONLY**  
SHRM Seminars  
PO Box 79482  
Baltimore, MD 21279-0482  
(Allow 4-6 weeks for processing)

Please print clearly.

Today's Date \_\_\_\_\_

Professional Certification(s) \_\_\_\_\_

Last Name \_\_\_\_\_

First Name \_\_\_\_\_ M.I. \_\_\_\_\_

SHRM Member Number \_\_\_\_\_

Badge Name \_\_\_\_\_

Job Title \_\_\_\_\_

Organization/Business Name \_\_\_\_\_

Mailing Address  Home  Business \_\_\_\_\_

City \_\_\_\_\_

State/Province \_\_\_\_\_ Postal Code/ZIP \_\_\_\_\_

Country \_\_\_\_\_

Phone  Home  Business \_\_\_\_\_

Fax  Home  Business \_\_\_\_\_

E-mail (required)  Home  Business \_\_\_\_\_

**Note:** The mailing address is where all mailed correspondence about this registration will be sent. Please print e-mail address clearly; this is how SHRM communicates important program details to you.

Important: Your VIP Promo Code

Fill in your VIP number as it appears above the name on the mailing label. (Record the number even if the label is addressed to another individual.)

Check is enclosed. (Allow 4-6 weeks for processing.)  
Please make checks payable to SHRM in U.S. dollars drawn on a U.S. bank.

P.O. Number \_\_\_\_\_  
(U.S. government agencies only.) You must attach the purchase order to the registration form. Attendees will receive a Certificate of Achievement only after payment is received. Payment by wire transfer is not available as a payment option for SHRM Seminars.

I authorize SHRM to charge \$\_\_\_\_\_ to my:  
 VISA  MasterCard  American Express

Card Number \_\_\_\_\_ Expiration Date \_\_\_\_\_

Signature \_\_\_\_\_

Print Name as It Appears on Credit Card Bill \_\_\_\_\_

Cardholder's Daytime Phone # \_\_\_\_\_

All faxed registration forms must be accompanied by a VISA, MasterCard or American Express number or a purchase order. If you have already purchased the 2017 SHRM Learning System and are registering for the SHRM-CP/SHRM-SCP Certification Preparation seminar, please deduct the full price of the 2017 SHRM Learning System: \$695 for SHRM members and \$885 for nonmembers.

## CANCELLATION POLICY

Confirmed registrants may cancel and receive a full refund minus a \$250 administrative fee up to 10 business days before the program begins. If you find you are unable to attend and it is less than 10 business days before the program start date, you forfeit your registration fee. Confirmed registrants may transfer into another program or send a replacement for no additional fee.

For cancellations and transfers, send written requests no later than 10 business days before start date. Please note, SHRM does not reimburse participants for canceled travel fees.

Visit [shrm.org/seminars/registration](http://shrm.org/seminars/registration) for the complete cancellation and transfer policy.

## PLEASE REGISTER ME FOR THE FOLLOWING SEMINAR(S):

SHRM SEMINARS*	DATE	LOCATION	SHRM MEMBER	NONMEMBER
<input type="checkbox"/> SHRM-CP/SHRM-SCP Certification Preparation <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,395 <input type="checkbox"/> \$1,095	<input type="checkbox"/> \$1,670 <input type="checkbox"/> \$1,370
<input type="checkbox"/> Virtual: Behavioral Interviewing: Practices for Hiring Smart			<input type="checkbox"/> \$995	<input type="checkbox"/> \$1,270
<input type="checkbox"/> Business Acumen: Aligning Bus. Operations and HR <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,295 <input type="checkbox"/> \$995	<input type="checkbox"/> \$1,570 <input type="checkbox"/> \$1,270
<input type="checkbox"/> California HR: Applying CA Law to Employ. Practices <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,295 <input type="checkbox"/> \$995	<input type="checkbox"/> \$1,570 <input type="checkbox"/> \$1,270
<input type="checkbox"/> Change Mgmt.: Leading Successful Transformations			<input type="checkbox"/> \$1,295	<input type="checkbox"/> \$1,570
<input type="checkbox"/> Coaching & Mentoring: Building Effective Skills			<input type="checkbox"/> \$1,295	<input type="checkbox"/> \$1,570
<input type="checkbox"/> Communication: Influencing Senior Leadership			<input type="checkbox"/> \$1,295	<input type="checkbox"/> \$1,570
<input type="checkbox"/> Conflict Mgmt.: Enhancing Your Bus. Relationships			<input type="checkbox"/> \$795	<input type="checkbox"/> \$1,070
<input type="checkbox"/> Critical Eval.: Building HR Metrics to Guide Decisions			<input type="checkbox"/> \$1,295	<input type="checkbox"/> \$1,570
<input type="checkbox"/> Virtual: Employee Engagement: Influencing Workplace Culture			<input type="checkbox"/> \$795	<input type="checkbox"/> \$1,070
<input type="checkbox"/> Employee Relations: Creating a Positive Work Environment <input type="checkbox"/> Virtual			<input type="checkbox"/> \$795 <input type="checkbox"/> \$795	<input type="checkbox"/> \$1,070 <input type="checkbox"/> \$1,070
<input type="checkbox"/> Finance for HR Pros: Building Business Fluency			<input type="checkbox"/> \$795	<input type="checkbox"/> \$1,070
<input type="checkbox"/> FLSA: Navigating the Fair Labor Standards Act <input type="checkbox"/> Virtual			<input type="checkbox"/> \$795 <input type="checkbox"/> \$795	<input type="checkbox"/> \$1,070 <input type="checkbox"/> \$1,070
<input type="checkbox"/> Global Hiring: Complying with U.S. Visa Requirements			<input type="checkbox"/> \$1,295	<input type="checkbox"/> \$1,570
<input type="checkbox"/> HR Analytics: Using Data to Drive Results			<input type="checkbox"/> \$1,295	<input type="checkbox"/> \$1,570
<input type="checkbox"/> HR Budgets: Developing Your Financial Plan			<input type="checkbox"/> \$795	<input type="checkbox"/> \$1,070
<input type="checkbox"/> HRBP: Enhancing Your Strategic Contributions			<input type="checkbox"/> \$1,295	<input type="checkbox"/> \$1,570
<input type="checkbox"/> L&D: Developing Organizational Talent <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,295 <input type="checkbox"/> \$995	<input type="checkbox"/> \$1,570 <input type="checkbox"/> \$1,270
<input type="checkbox"/> Leadership: Strat. for Leading & Navigating in HR			<input type="checkbox"/> \$3,295	<input type="checkbox"/> \$3,570
<input type="checkbox"/> Mastering Your HR Generalist Role <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,295 <input type="checkbox"/> \$995	<input type="checkbox"/> \$1,570 <input type="checkbox"/> \$1,270
<input type="checkbox"/> Performance Management: Designing & Implementing Effective Systems <input type="checkbox"/> Virtual			<input type="checkbox"/> \$795 <input type="checkbox"/> \$795	<input type="checkbox"/> \$1,070 <input type="checkbox"/> \$1,070
<input type="checkbox"/> Risk Mgmt.: Leading Internal Investigations			<input type="checkbox"/> \$795	<input type="checkbox"/> \$1,070
<input type="checkbox"/> SHRM Essentials of Human Resources <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,295 <input type="checkbox"/> \$995	<input type="checkbox"/> \$1,570 <input type="checkbox"/> \$1,270
<input type="checkbox"/> Strategic HR: Delivering Business Results			<input type="checkbox"/> \$1,295	<input type="checkbox"/> \$1,570
<input type="checkbox"/> Succession Planning: Prep. for Future Talent Needs <input type="checkbox"/> Virtual			<input type="checkbox"/> \$795 <input type="checkbox"/> \$795	<input type="checkbox"/> \$1,070 <input type="checkbox"/> \$1,070
<input type="checkbox"/> Talent Acquisition: Creating Your Organization's Strategy <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,295 <input type="checkbox"/> \$995	<input type="checkbox"/> \$1,570 <input type="checkbox"/> \$1,270
<input type="checkbox"/> Total Rewards: Designing a Comp. System <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,295 <input type="checkbox"/> \$995	<input type="checkbox"/> \$1,570 <input type="checkbox"/> \$1,270
<input type="checkbox"/> Workforce Planning: Strategies to Support Org. Needs <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,295 <input type="checkbox"/> \$995	<input type="checkbox"/> \$1,570 <input type="checkbox"/> \$1,270
<b>Join SHRM Now!</b>			<b>Total Amount Due</b>	
Join SHRM to receive the discounted SHRM member rate. <input type="checkbox"/> <b>\$189</b>				

\*All programs are subject to change.

# SHRM 2017 FALL SEMINARS

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- ▶ SAN DIEGO, CA
- ▶ SAN FRANCISCO, CA
- ▶ SEATTLE, WA
- ▶ and VIRTUALLY!