



**BUILD** ESTABLISH  
**ADVANCE**

**2018 SPRING SHRM SEMINARS**



Leading People.  
Leading Organizations.

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

The Society for Human Resource Management (SHRM) offers seminars—competency-based HR educational opportunities that support your development of critical expertise and the continued advancement of your credibility.

## WHY SHRM SEMINARS?

In your career, credibility is everything. To perform effectively, you need to develop technical HR expertise and leverage it through key behavioral competencies. And to advance in your career—rising through the ranks in your own organization or positioning yourself for new opportunities—your leaders, peers and employees need to recognize and endorse you as a trusted HR practitioner and business partner.

**“THIS WAS AN EXCELLENT SEMINAR. THE INSTRUCTOR WAS KNOWLEDGEABLE, EXPERIENCED, AND DELIVERED THE MATERIAL IN A WAY THAT WAS SENSITIVE AND INFORMATIVE. IT WAS A BROAD-BASED APPROACH, WITH EDUCATION, REFERENCE MATERIAL AND ACTIVITIES THAT HELP US TO RELATE TO OUR OWN JOBS.”**

**PHYLLIS M. HOWARD**  
SENIOR MANAGER  
HUMAN RESOURCES AT  
ORGANOGENESIS INC.



### TRUSTED, UP-TO-DATE CONTENT

SHRM is the leading association of—and leading resource for—HR professionals around the world.

Each SHRM Seminar incorporates industry and legislative changes as they happen and guides participants in adopting and implementing innovative strategies and practical solutions.



### EXPERT INSTRUCTORS

On average, SHRM instructors have more than 10 years of experience in educating thousands of HR professionals and have over 15 years of practical HR experience.

They combine leading adult learning techniques, subject matter expertise and real-world experiences to create a dynamic classroom environment.



### OPTIONS FOR ALL LEARNING NEEDS

SHRM Seminars are available **in-person** and **virtually** to meet your budget, time, developmental needs and desired learning style.

*Training a team of 15 or more?  
Bring HR education directly to your team with SHRM Onsite Training & Development.  
[shrm.org/orgtraining/spring](http://shrm.org/orgtraining/spring)*



### EXPANDED HR NETWORK

Each SHRM Seminar is an opportunity for you to connect with like-minded professionals. Throughout your career, rely on this network to discuss new HR strategies, unique business challenges or the evolution of your own career path.



### PROFESSIONAL DEVELOPMENT CREDITS

Maintain your SHRM-CP or SHRM-SCP credential by earning professional development credits (PDCs). Each seminar's eligible credits (between 7.5 and 29.5 PDCs) are noted in the program description.

SHRM Seminars are eligible for SHRM-CP/SHRM-SCP professional development credits (PDCs).



**BUILD YOUR COMPETENCIES. ESTABLISH CREDIBILITY. ADVANCE YOUR CAREER.**

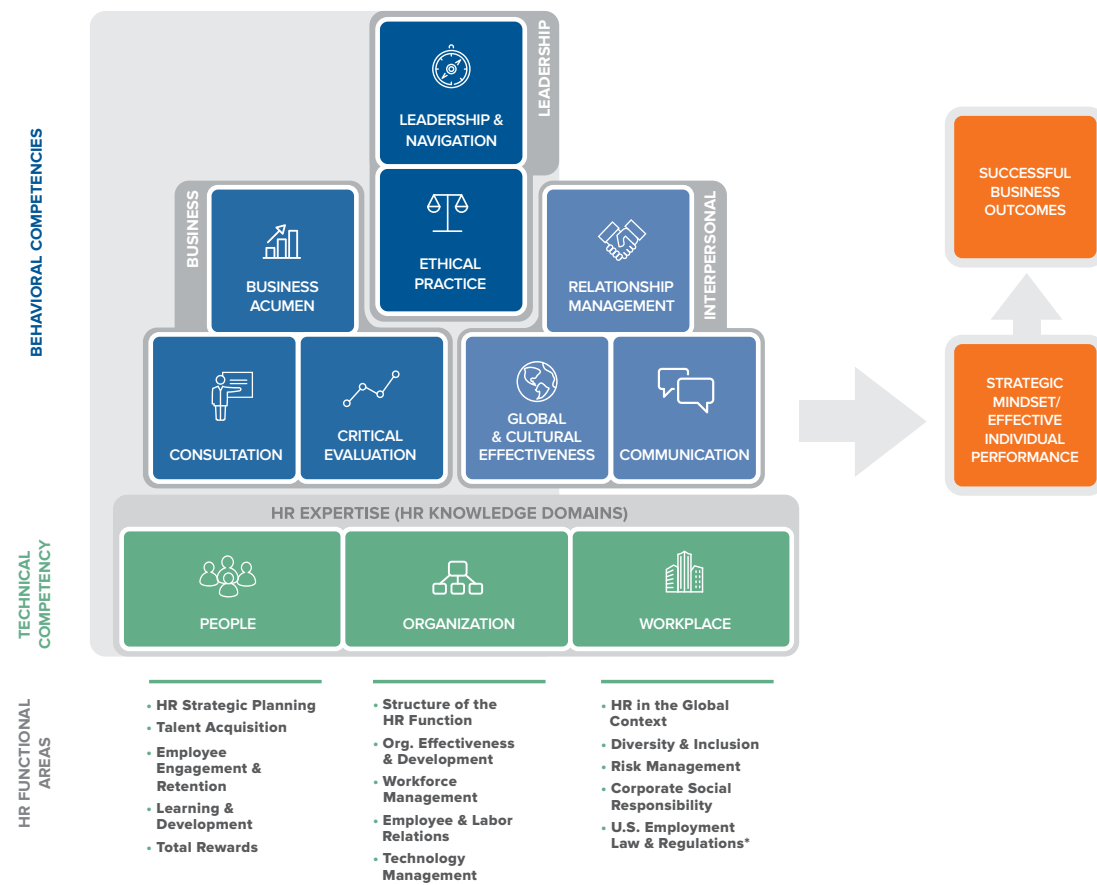
## Developing Competencies Throughout Your Career

Thousands of HR practitioners worldwide have trusted SHRM Seminars with their development, allowing them to hone the key technical and behavioral competencies critical to success in the HR field, as defined in the SHRM Body of Competency and Knowledge™ (SHRM BoCK™).

The SHRM BoCK is the foundation of successful HR practice, providing HR professionals a road map for developing the competencies needed to advance their careers.

Whether preparing for your SHRM-CP or SHRM-SCP exam or earning PDCs toward your recertification, the SHRM BoCK helps you easily identify the next step in your professional growth. All SHRM Seminars support the development of specific HR knowledge domains and competencies, which are identified in each program's description on the following pages.

### SHRM Body of Competency & Knowledge™



To learn more about the SHRM BoCK, visit [shrmcertification.org/shrmbock](http://shrmcertification.org/shrmbock).

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**ONLINE**  
[shrm.org/seminars/spring](http://shrm.org/seminars/spring)

**PHONE**  
SHRM Member Care  
800.283.7476, option 3

**MAIL**  
Registration Form (p. 27) to:

SHRM Seminars  
PO Box 79482  
Baltimore, MD 21279-0482

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 Participation in virtual courses marked with this sign require the use of a headset with microphone.

# SHRM-CP/SHRM-SCP Certification Preparation

# Already earned your SHRM-CP/SHRM-SCP?

## 2018 SHRM-CP AND SHRM-SCP EXAM SCHEDULE

**SPRING WINDOW:** May 1-July 15, 2018

APPLICATION ACCEPTANCE BEGINS [January 2](#)  
APPLICATION DEADLINE [March 23](#)  
LATE APPLICATION DEADLINE [April 13](#)

### PROGRAM OVERVIEW

Led by highly experienced and engaging SHRM-certified instructors, our intensive SHRM-CP/SHRM-SCP preparation seminars present a comprehensive and detailed review of the SHRM BoCK, to help you focus study efforts and maximize results. By attending, you will be able to identify and build on areas of strength and see where you need further concentrated study in preparation for either exam.

After registering, you will receive the 2018 SHRM Learning System® to begin your exam preparation. During your seminar, your instructor will build upon the foundation you've already established through your at-home studies.



Program fee includes the 2018 SHRM Learning System materials.

### Benefits and Features

- 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 1,500+ practice questions, quickstart video guides, learning tools and a post-test that aligns with the SHRM-CP/SHRM-SCP exam weighting to increase exam day confidence

**IMPORTANT:** You must apply for the SHRM-CP or SHRM-SCP exam separately at [shrmcertification.org/apply](http://shrmcertification.org/apply).

### RECERTIFICATION

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

**WINTER WINDOW:** December 1, 2018-February 15, 2019

APPLICATION ACCEPTANCE BEGINS [May 14](#)  
APPLICATION DEADLINE [October 19](#)  
LATE APPLICATION DEADLINE\* [November 9](#)

### Delivery Options and Fees\*

#### 3-DAY IN-PERSON SEMINAR

Charleston, SC | April 4 - 6  
Nashville, TN | April 4 - 6  
Alexandria, VA | April 9 - 11  
Dallas, TX | April 9 - 11  
San Francisco, CA | April 9 - 11  
Portland, OR | April 10 - 12  
Las Vegas, NV | April 14 - 16  
Orlando, FL | April 18 - 20  
Boston, MA | April 23 - 25  
Denver, CO | April 30 - May 2  
Alexandria, VA | May 2 - 4  
Los Angeles, CA | May 16 - 18  
St. Louis, MO | May 21 - 23  
Alexandria, VA | May 23 - 25  
San Francisco, CA | June 4 - 6  
**SHRM MEMBER:** \$1,495 | **NONMEMBER:** \$1,755

#### 7-WEEK VIRTUAL SEMINAR

**Held on Tuesdays and Thursdays or Mondays and Wednesdays**  
February 23 - April 18 | 7:00 PM - 9:00 PM ET  
March 20 - May 15 | 7:00 PM - 9:00 PM ET  
April 2 - May 21 | 7:00 PM - 9:00 PM ET  
April 10 - May 29 | 7:00 PM - 9:00 PM ET  
April 17 - June 5 | 6:00 AM - 8:00 AM ET  
April 30 - June 20 | 7:00 PM - 9:00 PM ET  
May 10 - June 28 | 7:00 PM - 9:00 PM ET  
**SHRM MEMBER:** \$1,315 | **NONMEMBER:** \$1,590

#### 9-WEEK VIRTUAL SEMINAR

**Held on Saturdays**  
March 17 - June 2 | 11:00 AM - 2:00 PM ET  
April 7 - June 16 | 2:00 PM - 5:00 PM ET  
**SHRM MEMBER:** \$1,315 | **NONMEMBER:** \$1,590

**REGISTER ONLINE AT**   
[shrm.org/seminars/certprep](http://shrm.org/seminars/certprep)

**Note:** To ensure that you receive your copy of the 2018 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.

## Recertify, and continue to demonstrate your HR expertise.

When you attend a SHRM Seminar, you can earn between 7.5 to 29.5 PDCs toward recertification—even better, SHRM Seminar PDCs auto-populate in your SHRM Certification Portal under Advance Your Education! Focus more on learning and less on paperwork.

**Advance Your Education** is one of the three categories under which you can fulfill your **60 PDC** recertification requirements, demonstrating engagement in activities that embody the twin aspects of modern HR practice, competency and knowledge, needed for effective job performance. Find the program that meets your development needs in the following pages—eligible PDCs are listed in each program description!



## THE RECERTIFICATION PROCESS IS SIMPLE.

1

Log on to your SHRM Certification Portal at [portal.shrm.org](http://portal.shrm.org) and enter your SHRM login e-mail address and password.

2

Click on “Add PDCs” and then choose the related PDC category.

E-mail [recertification@shrm.org](mailto:recertification@shrm.org) if you do not see your SHRM Seminar PDCs uploaded to your Certification Portal.

3

After you’ve earned 60 PDCs, click on “Apply for Recertification.”

You may submit your completed recertification application as early as one year into your recertification cycle.



[shrmcertification.org/recertify](http://shrmcertification.org/recertify)



## Behavioral Interviewing: Practices for Hiring Smart

### HR COMPETENCIES

Communication  
Critical Evaluation  
HR Expertise (HR Knowledge)

### RECERTIFICATION

**SHRM:** 15 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 that candidate selection aligns with the needs of the organization. Discover techniques for determining the knowledge, skills and abilities needed for a position and for conducting effective and fair interviews.

### PROGRAM OBJECTIVES

- Identify competencies for various positions and how competencies relate to behavioral interviewing.
- Write behavioral interviewing questions that aim to uncover if a candidate has the necessary competencies to succeed in the position.
- Conduct an interview that is legal, fair and well-structured.
- Evaluate information obtained from interviews to select the best candidate.

### Delivery Options and Fees\*

#### 2-DAY IN-PERSON SEMINAR

Alexandria, VA | Apr 16 - 17  
**SHRM MEMBER:** \$1,360 | **NONMEMBER:** \$1,635

#### 4-WEEK VIRTUAL SEMINAR



**Held on Mondays and Wednesdays**  
March 5 - April 4 | 7:00 PM - 8:30 PM ET  
**SHRM MEMBER:** \$1,195 | **NONMEMBER:** \$1,470

### REGISTER ONLINE AT



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



## Business Acumen: Aligning Business Operations and HR

### HR COMPETENCIES

Business Acumen  
Critical Evaluation  
HR Expertise (HR Knowledge)

### RECERTIFICATION

**SHRM:** 15 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\*

#### 4-WEEK VIRTUAL SEMINAR

**Held on Mondays and Wednesdays**  
February 12 - March 12 | 7:00 PM - 8:30 PM ET  
**SHRM MEMBER:** \$1,195 | **NONMEMBER:** \$1,470

### REGISTER ONLINE AT



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



## California HR: Applying CA Law to Employment Practices

### HR COMPETENCIES

Consultation  
Critical Evaluation  
HR Expertise (HR Knowledge)

### RECERTIFICATION

**SHRM:** 15 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 California Labor Code, minimize potential litigation risks and meet the strategic objectives of your organization.

### PROGRAM OBJECTIVES

- Accurately apply California wage and hour rules and regulations.
- Adhere to California benefits and workers' compensation rules and regulations.
- Accurately apply California regulations regarding leaves of absence when calculating employee leave.
- Interpret and apply California employment regulations regarding security, safety and privacy.

### Delivery Options and Fees\*

#### 2-DAY IN-PERSON SEMINAR

San Francisco, CA | April 12 - 13  
Los Angeles, CA | May 17 - 18  
San Francisco, CA | June 7 - 8  
**SHRM MEMBER:** \$1,360 | **NONMEMBER:** \$1,635

#### 4-WEEK VIRTUAL SEMINAR

**Held on Mondays and Wednesdays or Tuesdays and Thursdays**  
January 29 - February 26 | 2:30 PM - 4:30 PM ET  
March 13 - April 12 | 2:30 PM - 4:30 PM ET  
May 16 - June 13 | 2:30 PM - 4:30 PM ET  
**SHRM MEMBER:** \$1,195 | **NONMEMBER:** \$1,470

### REGISTER ONLINE AT



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

# CALIFORNIA EMPLOYMENT LAW MICRO-CREDENTIAL

## GAIN RECOGNITION FOR YOUR CALIFORNIA EXPERTISE.

If you practice HR or conduct business in California, you need complete competence in the complex laws that apply. And if you're SHRM-certified, you can now earn a California Employment Law Micro-Credential to demonstrate your California HR expertise.

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

**1. Enroll in the California HR: Applying CA Law to Employment Practices Seminar.  
Available in-person and virtually!**

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

- Wage and Hour.
- Leaves of Absence.
- Employee Relations.
- Privacy, Safety, Security and Benefits.



**3. Pass a 51-question California knowledge assessment.**

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



## Change Management: Leading Successful Transformations

### HR COMPETENCIES

Communication  
HR Expertise (HR Knowledge)  
Leadership & Navigation

### RECERTIFICATION

SHRM: 15 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, you will use a variety of technological 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 change management professional.

### PROGRAM OBJECTIVES

- Identify and apply appropriate prescriptive models to change initiatives.
- Apply guidelines and techniques for designing, facilitating and sustaining change.
- Identify tools and techniques for assessing change.
- Implement change management techniques via a full-day simulation.

### Delivery Options and Fees\*

#### 2-DAY IN-PERSON SEMINAR

Alexandria, VA | May 16 - 17  
SHRM MEMBER: \$1,360 | NONMEMBER: \$1,635

### REGISTER ONLINE AT

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



## Coaching & Mentoring: Building Effective Skills

### HR COMPETENCIES

Communication  
HR Expertise (HR Knowledge)  
Relationship Management

### RECERTIFICATION

SHRM: 15 PDCs

### WHO SHOULD ATTEND

Individuals looking to develop and practice effective coaching competencies

### PROGRAM OVERVIEW

Experience being a “coach” and a “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.
- Establish an effective coaching plan and recognize the best practices in ethical coaching.
- 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.

### Delivery Options and Fees\*

#### 2-DAY IN-PERSON SEMINAR

Alexandria, VA | June 4 - 5  
SHRM MEMBER: \$1,360 | NONMEMBER: \$1,635

### REGISTER ONLINE AT

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



## Communication: Influencing Senior Leadership

### HR COMPETENCIES

Communication  
HR Expertise (HR Knowledge)  
Leadership & Navigation

### RECERTIFICATION

SHRM: 15 PDCs

### WHO SHOULD ATTEND

Experienced HR professionals looking to enhance their 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. After the program, you will have your classmates' feedback and the ability to rewatch 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 for 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 your ideas for acceptance.
- Make your ideas appealing to others and use influence and advocacy skills to effect decisions.

### Delivery Options and Fees\*

#### 2-DAY IN-PERSON SEMINAR

Alexandria, VA | May 7 - 8  
SHRM MEMBER: \$1,360 | NONMEMBER: \$1,635

### REGISTER ONLINE AT

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



## Conflict Management: Enhancing Your Business Relationships

### HR COMPETENCIES

Communication  
HR Expertise (HR Knowledge)  
Relationship Management

### RECERTIFICATION

SHRM: 7.5 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.
- 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\*

#### 1-DAY IN-PERSON SEMINAR

Alexandria, VA | April 23  
SHRM MEMBER: \$955 | NONMEMBER: \$1,230

### REGISTER ONLINE AT

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



## Consultation: Honing Your HR Business Leader Skills

### HR COMPETENCIES

Consultation  
HR Expertise (HR Knowledge)  
Leadership & Navigation

### RECERTIFICATION

**SHRM:** 15 PDCs

### WHO SHOULD ATTEND

HR professionals and business partners looking to build key HR skills for internal consulting.

### PROGRAM OVERVIEW

Heighten your internal consulting skills to better align initiatives with the organization's strategic direction. Practice consulting methods to help you develop and manage relationships, communicate with impact, coach leaders, effectively facilitate discussions, and drive business results in your organization. Through an integrated case study, identify initiatives that address the needs of your organization while practicing coaching, communication and change leadership skills.

### PROGRAM OBJECTIVES

- Demonstrate your ability as a business leader and HR professional through effective communication and influence.
- Coach executives and managers to effectively lead their teams.
- Identify key organizational initiatives requiring a change management process and communicate necessary steps to business leaders.
- Align HR activities with the strategic direction of the organization and communicate how HR supports business results.

### Delivery Options and Fees\*

#### 2-DAY IN-PERSON SEMINAR

Orlando, FL | April 19 - 20  
Alexandria, VA | April 26 - 27  
St. Louis, MO | May 22 - 23  
**SHRM MEMBER:** \$1,360 | **NONMEMBER:** \$1,635

**REGISTER ONLINE AT**   
[shrm.org/seminars/consult](http://shrm.org/seminars/consult)



## Employee Engagement: Influencing Workplace Culture

### HR COMPETENCIES

Communication  
HR Expertise (HR Knowledge)  
Relationship Management

### RECERTIFICATION

**SHRM:** 7.5 PDCs

### WHO SHOULD ATTEND

Individuals working to manage engagement throughout the employee life cycle

### 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 the organization's vision and goals.
- Recognize the difference between employee engagement and job satisfaction.
- Apply motivation techniques during key employee milestones to gauge and respond to employee engagement levels.

### Delivery Options and Fees\*

#### 3-WEEK VIRTUAL SEMINAR

**Held on Mondays and Wednesdays**  
May 30 - June 18 | 7:00 PM - 8:30 PM ET  
**SHRM MEMBER:** \$955 | **NONMEMBER:** \$1,230

**REGISTER ONLINE AT**   
[shrm.org/seminars/empeng](http://shrm.org/seminars/empeng)



## Employee Relations: Creating a Positive Work Environment

### HR COMPETENCIES

Critical Evaluation  
Ethical Practice  
HR Expertise (HR Knowledge)

### RECERTIFICATION

**SHRM:** 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 they relate 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 strategies and learn how to apply them to prevent harassment, discrimination and retaliation in the workplace.
- Interpret and apply employment laws based on workplace incidents.

### Delivery Options and Fees\*

#### 3-WEEK VIRTUAL SEMINAR

**Held on Tuesdays and Thursdays**  
February 13 - March 1 | 7:00 PM - 8:30 PM ET  
**SHRM MEMBER:** \$955 | **NONMEMBER:** \$1,230

**REGISTER ONLINE AT**   
[shrm.org/seminars/emprel](http://shrm.org/seminars/emprel)



## Finance for HR Professionals: Building Business Fluency

### HR COMPETENCIES

Business Acumen  
Critical Evaluation  
HR Expertise (HR Knowledge)

### RECERTIFICATION

**SHRM:** 7.5 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

- Define key financial terms and concepts.
- Describe the link between financial measures and shareholder value.
- Determine how to build an HR budget.
- Identify ways to positively impact corporate performance.

### Delivery Options and Fees\*

#### 1-DAY IN-PERSON SEMINAR

Alexandria, VA | April 12  
**SHRM MEMBER:** \$835 | **NONMEMBER:** \$1,110

**REGISTER ONLINE AT**   
[shrm.org/seminars/finance](http://shrm.org/seminars/finance)



## FLSA: Navigating the Fair Labor Standards Act

### HR COMPETENCIES

Critical Evaluation  
Ethical Practice  
HR Expertise (HR Knowledge)

### RECERTIFICATION

SHRM: 7.5 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, timekeeping, 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

- Describe the different components of the FLSA.
- Identify and manage the different components that impact exempt and nonexempt employees.
- Implement effective processes to ensure FLSA compliance.
- Communicate the proposed changes to the FLSA.

### Delivery Options and Fees\*

#### 1-DAY IN-PERSON SEMINAR

Alexandria, VA | May 11  
SHRM MEMBER: \$835 | NONMEMBER: \$1,110

#### 2-WEEK VIRTUAL SEMINAR

Held on Mondays and Wednesdays  
March 19 - 28 | 7:00 PM - 8:30 PM ET  
SHRM MEMBER: \$955 | NONMEMBER: \$1,230

REGISTER ONLINE AT [shrm.org/seminars/FLSA](http://shrm.org/seminars/FLSA)



## Foundations of Compensation

### HR COMPETENCIES

Business Acumen  
Critical Evaluation  
HR Expertise (HR Knowledge)

### RECERTIFICATION

SHRM: 15 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.
- Describe incentive pay and types of pay plans for select employees.

### Delivery Options and Fees\*

#### 2-DAY IN-PERSON SEMINAR

Alexandria, VA | April 5 - 6  
Dallas, TX | April 10 - 11  
SHRM MEMBER: \$1,360 | NONMEMBER: \$1,635

#### 4-WEEK VIRTUAL SEMINAR

Held on Tuesdays and Thursdays  
February 20 - March 15 | 7:00 PM - 8:30 PM ET  
SHRM MEMBER: \$1,195 | NONMEMBER: \$1,470

REGISTER ONLINE AT [shrm.org/seminars/compensation](http://shrm.org/seminars/compensation)



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

### HR COMPETENCIES

Business Acumen  
Consultation  
HR Expertise (HR Knowledge)

### RECERTIFICATION

SHRM: 15 PDCs

### WHO SHOULD ATTEND

Individuals in need of guidance on hiring and retaining foreign nationals

### PROGRAM OVERVIEW

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

### 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.
- Define the I-9 employment verification process and incorporate best practices.
- Gain the knowledge required 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\*

#### 2-DAY IN-PERSON SEMINAR

Alexandria, VA | April 16 - 17  
SHRM MEMBER: \$1,360 | NONMEMBER: \$1,635

REGISTER ONLINE AT [shrm.org/seminars/globalhiring](http://shrm.org/seminars/globalhiring)



## HR Analytics: Using Data to Drive Results

### HR COMPETENCIES

Communication  
Critical Evaluation  
HR Expertise (HR Knowledge)

### RECERTIFICATION

SHRM: 15 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

- 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 on the use of analytics for business decisions.

### Delivery Options and Fees\*

#### 2-DAY IN-PERSON SEMINAR

Nashville, TN | April 5-6  
Dallas, TX | April 9 - 10  
Alexandria, VA | May 31 - June 1  
SHRM MEMBER: \$1,360 | NONMEMBER: \$1,635

REGISTER ONLINE AT [shrm.org/seminars/analytics](http://shrm.org/seminars/analytics)





## HR Budgets: Developing Your Financial Plan

### HR COMPETENCIES

Business Acumen  
Critical Evaluation HR Expertise (HR Knowledge)

### RECERTIFICATION

**SHRM:** 7.5 PDCs

### WHO SHOULD ATTEND

New or rising HR managers looking to gain a better understanding of how to develop and manage a budget

### 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.
- Develop a master budget.
- Contribute to forecasts and develop contingency plans for budget variances.

### Delivery Options and Fees\*

#### 1-DAY IN-PERSON SEMINAR

Alexandria, VA | April 13  
**SHRM MEMBER:** \$835 | **NONMEMBER:** \$1,110

### REGISTER ONLINE AT

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



## HR Business Partners: Enhancing Your Strategic Contributions

### HR COMPETENCIES

Business Acumen  
Consultation  
HR Expertise (HR Knowledge)

### RECERTIFICATION

**SHRM:** 15 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

- Demonstrate effective internal consulting skills.
- Demonstrate business acumen and awareness of the financial drivers of company performance.
- Align your recommendations with the strategic direction of the organization.

### Delivery Options and Fees\*

#### 2-DAY IN-PERSON SEMINAR

Charleston, SC | April 4 - 5  
Nashville, TN | April 4 - 5  
Boston, MA | April 23 - 24  
Alexandria, VA | May 3 - 4  
Alexandria, VA | May 23 - 24  
San Francisco, CA | June 5 - 6  
**SHRM MEMBER:** \$1,360 | **NONMEMBER:** \$1,635

#### 4-WEEK VIRTUAL SEMINAR

**Held on Mondays and Wednesdays or Tuesdays and Thursdays**

February 6 - March 1 | 7:00 PM - 8:30 PM ET  
April 9 - May 2 | 7:00 PM - 8:30 PM ET  
**SHRM MEMBER:** \$1,195 | **NONMEMBER:** \$1,470

### REGISTER ONLINE AT

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



## L&D: Developing Organizational Talent

### HR COMPETENCIES

Communication  
HR Expertise (HR Knowledge)  
Leadership & Navigation

### RECERTIFICATION

**SHRM:** 15 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 that the learning and development function aligns with organizational goals.
- 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.
- Practice employing techniques for engaging learners.

### Delivery Options and Fees\*

#### 2-DAY IN-PERSON SEMINAR

Alexandria, VA | June 5 - 6  
**SHRM MEMBER:** \$1,360 | **NONMEMBER:** \$1,635

#### 4-WEEK VIRTUAL SEMINAR

**Held on Tuesdays and Thursdays**  
March 6 - April 5 | 7:00 PM - 8:30 PM ET  
**SHRM MEMBER:** \$1,195 | **NONMEMBER:** \$1,470

### REGISTER ONLINE AT

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

# GET YOUR HR EDUCATION VIRTUALLY ANYWHERE!

When you enroll in a virtual SHRM Seminar, you benefit from the same live, dynamic classroom interaction with an expert instructor and like-minded peers as you do in the classroom. Plus:

- Time between sessions to implement lessons as you learn.
- Hassle-free access, with no travel or time out of the office required.
- Recordings to catch up or review for up to one year following your seminar.

### SEE ALL UPCOMING VIRTUAL SEMINARS

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



## Leading Internal Investigations

### HR COMPETENCIES

Communication  
Critical Evaluation  
HR Expertise (HR Knowledge)

### RECERTIFICATION

SHRM: 7.5 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 investigational 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.
- Develop an internal investigation process.
- Employ tactics to mitigate the risks of employment-related litigation.
- Create HR policies, procedures and work rules that will result in a more appreciative, engaged and productive workforce.

### Delivery Options and Fees\*

#### 1-DAY IN-PERSON SEMINAR

Alexandria, VA | May 10  
Los Angeles, CA | May 18  
SHRM MEMBER: \$835 | NONMEMBER: \$1,110

#### NEW 3-WEEK VIRTUAL SEMINAR

Held on Tuesdays and Thursdays  
March 27 - April 12 | 7:00 PM - 8:30 PM ET  
SHRM MEMBER: \$955 | NONMEMBER: \$1,230

REGISTER ONLINE AT [shrm.org/seminars/investigations](http://shrm.org/seminars/investigations)



## Mastering Your HR Generalist Role

### HR COMPETENCY

HR Expertise (HR Knowledge)

### RECERTIFICATION

SHRM: 15 PDCs

### WHO SHOULD ATTEND

Midcareer 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. Take a comprehensive look at today's business challenges and apply your existing HR knowledge with practical scenarios, case studies, and discussions that incorporate behavioral competencies including business acumen, consultation, communication and more.

### PROGRAM OBJECTIVES

- Apply behavioral competencies with actionable skills to be more effective in your generalist role.
- Gain stakeholder support by using metrics to build credibility for HR initiatives.
- Illustrate best-practice communication principles to build credibility throughout the organization.
- Assess your strengths and abilities to determine your unique career path as an HR generalist.

### Delivery Options and Fees\*

#### 2-DAY IN-PERSON SEMINAR

Alexandria, VA | April 2 - 3  
Nashville, TN | April 4 - 5  
Dallas, TX | April 9 - 10  
Alexandria, VA | April 30 - May 1  
Los Angeles, CA | May 16 - 17  
St. Louis, MO | May 21 - 22  
Alexandria, VA | June 7 - 8  
SHRM MEMBER: \$1,360 | NONMEMBER: \$1,635

#### 4-WEEK VIRTUAL SEMINAR

Held on Mondays and Wednesdays or Tuesdays and Thursdays  
January 23 - February 15 | 7:00 PM - 8:30 PM ET  
April 4 - 30 | 7:00 PM - 8:30 PM ET  
May 22 - June 14 | 7:00 PM - 8:30 PM ET  
SHRM MEMBER: \$1,195 | NONMEMBER: \$1,470

REGISTER ONLINE AT [shrm.org/seminars/generalist](http://shrm.org/seminars/generalist)



## SHRM Essentials of Human Resources

### HR COMPETENCY

HR Expertise (HR Knowledge)

### RECERTIFICATION

SHRM: 15 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

- Create a stronger alignment between your organizational and HR goals.
- Build your knowledge of HR practices.
- Apply newly learned HR knowledge to practical activities similar to those required on the job.
- Plan for ways to transfer the knowledge and skills learned from training to on-the-job tasks.

Program fee includes the SHRM Essentials of Human Resources materials.

### Delivery Options and Fees\*

#### 2-DAY IN-PERSON SEMINAR

Charleston, SC | April 5 - 6  
Orlando, FL | April 18 - 19  
Alexandria, VA | April 19 - 20  
Boston, MA | April 23 - 24  
Denver, CO | April 30 - May 1  
San Francisco, CA | May 7 - 8  
Alexandria, VA | May 21 - 22  
SHRM MEMBER: \$1,360 | NONMEMBER: \$1,635

#### 4-WEEK VIRTUAL SEMINAR

Held on Mondays and Wednesdays or Tuesdays and Thursdays  
February 5 - March 5 | 7:00 PM - 8:30 PM ET  
March 22 - April 24 | 7:00 PM - 8:30 PM ET  
May 7 - June 4 | 7:00 PM - 8:30 PM ET  
SHRM MEMBER: \$1,195 | NONMEMBER: \$1,470

REGISTER ONLINE AT [shrm.org/seminars/essentials](http://shrm.org/seminars/essentials)

# SHRM ESSENTIALS OF HUMAN RESOURCES

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



## Strategic HR: Delivering Business Results

### HR COMPETENCIES

Critical Evaluation  
HR Expertise (HR Knowledge)  
Leadership & Navigation

### RECERTIFICATION

**SHRM:** 15 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 an 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.
- Create an HR strategy that is aligned with an organizational strategy.
- Develop an HR strategy implementation plan.

### Delivery Options and Fees\*

#### 2-DAY IN-PERSON SEMINAR

Alexandria, VA | April 19 - 20

**SHRM MEMBER:** \$1,360 | **NONMEMBER:** \$1,635

#### NEW 4-WEEK VIRTUAL SEMINAR

Held on Mondays and Wednesdays

May 9 - June 4 | 7:00 PM - 8:30 PM ET

**SHRM MEMBER** \$1,195 | **NONMEMBER** \$1,470

REGISTER ONLINE AT

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



## Succession Planning: Preparing for Future Talent Needs

### HR COMPETENCIES

HR Expertise (HR Knowledge)  
Leadership & Navigation

### RECERTIFICATION

**SHRM:** 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.
- Analyze and evaluate the effectiveness of your organization's succession plan.

### Delivery Options and Fees\*

#### 3-WEEK VIRTUAL SEMINAR

Held on Mondays and Wednesdays

May 14 - June 4 | 7:00 PM - 8:30 PM ET

**SHRM MEMBER:** \$955 | **NONMEMBER:** \$1,230

REGISTER ONLINE AT

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



## Talent Acquisition: Creating Your Organization's Strategy

### HR COMPETENCIES

HR Expertise (HR Knowledge)  
Leadership & Navigation  
Relationship Management

### RECERTIFICATION

**SHRM:** 15 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 and need for workforce planning.
- Describe how to develop and implement a talent acquisition strategy.
- Identify how to effectively source, interview and evaluate candidates through interviewing, testing, and background investigations.

### Delivery Options and Fees\*

#### 2-DAY IN-PERSON SEMINAR

Portland, OR | April 10 - 11

Boston, MA | April 24 - 25

Denver, CO | May 1 - 2

**SHRM MEMBER:** \$1,360 | **NONMEMBER:** \$1,635

#### 4-WEEK VIRTUAL SEMINAR

Held on Mondays and Wednesdays

February 21 - March 19 | 7:00 PM - 8:30 PM ET

**SHRM MEMBER:** \$1,195 | **NONMEMBER:** \$1,470

REGISTER ONLINE AT

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



## Workforce Planning: Strategies to Support Organizational Needs

### HR COMPETENCIES

Critical Evaluation  
HR Expertise (HR Knowledge)  
Leadership & Navigation

### RECERTIFICATION

**SHRM:** 15 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.
- Integrate workforce planning into the strategic plan of the organization.
- Describe the key steps to developing a strategic workforce plan, including analysis, forecasting, strategy development and cost-modeling.
- Create or refine a framework for your organization's workforce planning strategy.

### Delivery Options and Fees\*

#### 2-DAY IN-PERSON SEMINAR

Alexandria, VA | May 15 - 16

**SHRM MEMBER:** \$1,360 | **NONMEMBER:** \$1,635

#### 4-WEEK VIRTUAL SEMINAR

Held on Mondays and Wednesdays

Apr 23 - May 16 | 7:00 PM - 8:30 PM ET

**SHRM MEMBER:** \$1,195 | **NONMEMBER:** \$1,470

REGISTER ONLINE AT

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

# INSTRUCTOR SPOTLIGHT

SHRM is proud to work with over 40 expert instructors—who, on average, have more than 10 years of teaching and over 15 years of practical HR experience—to deliver world-class, innovative and experiential education.

Combining leading adult learning techniques, subject matter expertise and real-world experience, SHRM instructors create dynamic classroom environments, providing you with the key knowledge and competencies to help you be successful in enhancing your credibility and your career.

## FEATURED INSTRUCTORS



### Angela Alper, SHRM-SCP

Principal Consultant | Integrated Human Capital Consulting, LLC

*"My passion is helping leaders elevate their impact by anticipating challenges and developing pragmatic strategies to overcome them. Whatever the topic, I love working with folks to bridge the gap between theory and reality! Working together, we use our experiences to tackle the most daunting obstacles and develop plans that position us to focus on our strategy, keep a positive perspective and prepare for whatever comes our way. I am always honored and inspired by the way participants embrace this level of engagement."*



### Mike Letizia, SHRM-SCP

President | Letizia HR Solutions, Inc.

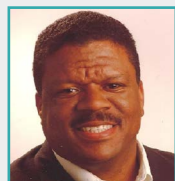
*"As a SHRM instructor, nothing is so fulfilling to me as the synergy and enthusiasm that grows within every class. The engagement and collaboration of each group always brings new and innovative ideas, allowing me to learn along with my students."*



### Susan Loynd, SHRM-SCP

Director of Administrative Operations and Human Resources | Washington County Mental Health Services, Inc.

*"I'm passionate about teaching Cert Prep. It's a rewarding opportunity to give back to the profession by creating a learning, collaborative community of HR peers who can share best practices and real-life scenarios while having fun and reviewing the competencies and knowledge required to be a successful HR practitioner."*



### Milton Perkins, Ph.D., SHRM-SCP

Vice President, Human Resources, Facilities & First Impressions | Kasasa

*"As an instructor, I provide an 'edutaining' environment where participants can not only learn rich content, with real-world examples, but also have fun and laugh a little! My sessions also provide the opportunity for attendees to leverage the experiences of fellow participants, as well as craft real-world ideas and solutions they can take back to their companies."*

## Registration & Travel Information

### SEMINAR REGISTRATION AND TRAVEL INFORMATION

#### STEP 1 Register

Many SHRM Seminars sell out quickly, so we encourage you to register early. Parking and hotel accommodations are not included in the registration fee. 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 may be included in the registration fee (varies by location).

#### STEP 2 Receive 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 Book Travel/Accommodations

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

Please confirm your registration before making hotel and travel 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

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 December 31, 2018. 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), the SHRM Essentials of Human Resources Seminar (2 days) or the Virtual SHRM Essentials of Human Resources Seminar (4 weeks) should follow the guidelines below. 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/\$920 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.

## HOW TO REGISTER FOR A SHRM SEMINAR

### ONLINE

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

### PHONE

SHRM Member Care  
800.283.7476, option 3

### MAIL

Registration Form  
(p. 27) to:

SHRM Seminars  
PO Box 79482  
Baltimore, MD 21279-0482

# MORE SHRM PROFESSIONAL DEVELOPMENT—AND RECERTIFICATION CREDIT-EARNING—ACTIVITIES

## SHRM eLearning Library

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**SHRM MEMBER:** \$229 | **NONMEMBER:** \$249  
Subscribe: [shrm.org/eLearning](http://shrm.org/eLearning)

## SHRM 2018 Annual Conference & Exposition [annual.shrm.org](http://annual.shrm.org) JUNE 17-20, 2018 Chicago, IL

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

## SHRM CONFERENCES

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

### SHRM Employment Law & Legislative Conference MARCH 12-14, 2018 Washington, D.C.

Get the latest legislative updates, information on compliance and regulatory issues, and a unique opportunity to visit with your congressional offices.

### SHRM Talent Conference & Exposition APRIL 16-18, 2018 Las Vegas, NV

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.

### SHRM Leadership Development Forum OCTOBER 1-4, 2018 Boston, MA

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.

### SHRM Diversity & Inclusion Conference & Exposition OCTOBER 22-24, 2018 Atlanta, GA

Join HR generalists, diversity practitioners, senior managers and recruiters for professional and personal development, networking, and learning.

### SHRM HR Innovation Experience in Silicon Valley MAY 7-11, 2018 San Jose, CA

This program offers senior-level HR professionals an exclusive opportunity to interact with thought leaders in the most sought-after companies in Silicon Valley while gaining exposure to the most forward-thinking business practices of today.

\* Additional fees apply

# 2018 SPRING SHRM SEMINARS CALENDAR\*

## IN-PERSON SHRM SEMINARS CALENDAR

### ALEXANDRIA, VA

- April 2-3 \_\_\_\_\_ Mastering Your HR Generalist Role
- April 5-6 \_\_\_\_\_ Foundations of Compensation
- April 9-11 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- April 12 \_\_\_\_\_ Finance for HR Professionals: Building Business Fluency
- April 13 \_\_\_\_\_ HR Budgets: Developing Your Financial Plan
- April 16-17 \_\_\_\_\_ Global Hiring: Complying with U.S. Visa Requirements
- April 16-17 \_\_\_\_\_ Behavioral Interviewing: Practices for Hiring Smart
- April 19-20 \_\_\_\_\_ SHRM Essentials of Human Resources
- April 19-20 \_\_\_\_\_ Strategic HR: Delivering Business Results
- April 23 \_\_\_\_\_ Conflict Management: Enhancing Your Business Relationships
- April 23-24 \_\_\_\_\_ OD: Designing Successful Organizational Performance\*\*
- April 26-27 \_\_\_\_\_ Consultation: Honing Your HR Business Leader Skills
- April 30-May 1 \_\_\_\_\_ Mastering Your HR Generalist Role
- May 2-4 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- May 3-4 \_\_\_\_\_ HR Business Partners: Enhancing Your Strategic Contributions
- May 7-8 \_\_\_\_\_ Communication: Influencing Senior Leadership
- May 10 \_\_\_\_\_ Leading Internal Investigations
- May 11 \_\_\_\_\_ FLSA: Navigating the Fair Labor Standards Act
- May 15-16 \_\_\_\_\_ Workforce Planning: Strategies to Support Organizational Needs
- May 16-17 \_\_\_\_\_ Change Management: Leading Successful Transformations
- May 21-22 \_\_\_\_\_ SHRM Essentials of Human Resources
- May 23-24 \_\_\_\_\_ HR Business Partners: Enhancing Your Strategic Contributions
- May 23-25 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- May 29-30 \_\_\_\_\_ Building HR Metrics to Guide Decisions\*\*
- May 31-June 1 \_\_\_\_\_ HR Analytics: Using Data to Drive Results
- June 4-5 \_\_\_\_\_ Coaching & Mentoring: Building Effective Skills
- June 5-6 \_\_\_\_\_ L&D: Developing Organizational Talent
- June 7-8 \_\_\_\_\_ Mastering Your HR Generalist Role

### BOSTON, MA

- April 23-25 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- April 23-24 \_\_\_\_\_ SHRM Essentials of Human Resources
- April 23-24 \_\_\_\_\_ HR Business Partners: Enhancing Your Strategic Contributions
- April 24-25 \_\_\_\_\_ Talent Acquisition: Creating Your Organization's Strategy

### CHARLESTON, SC

- April 4-6 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- April 4-5 \_\_\_\_\_ HR Business Partners: Enhancing Your Strategic Contributions
- April 5-6 \_\_\_\_\_ SHRM Essentials of Human Resources

### DALLAS, TX

- April 9-11 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- April 9-10 \_\_\_\_\_ Mastering Your HR Generalist Role
- April 9-10 \_\_\_\_\_ HR Analytics: Using Data to Drive Results
- April 10-11 \_\_\_\_\_ Foundations of Compensation

## VIRTUAL SHRM SEMINARS CALENDAR

### VIRTUAL 2-WEEK SEMINAR

- March 19-28 \_\_\_\_\_ FLSA: Navigating the Fair Labor Standards Act

### VIRTUAL 3-WEEK SEMINAR

- February 13-March 1 \_\_\_\_\_ Employee Relations: Creating a Positive Work Environment
- March 27-April 12 \_\_\_\_\_ Leading Internal Investigations
- May 14-June 4 \_\_\_\_\_ Succession Planning: Preparing for Future Talent Needs
- May 30-June 18 \_\_\_\_\_ Employee Engagement: Influencing Workplace Culture

### VIRTUAL 4-WEEK SEMINAR

- January 23-February 15 \_\_\_\_\_ Mastering Your HR Generalist Role
- January 29-February 26 \_\_\_\_\_ California HR: Applying CA Law to Employment Practices
- February 5-March 5 \_\_\_\_\_ SHRM Essentials of Human Resources
- February 6-March 1 \_\_\_\_\_ HR Business Partners: Enhancing Your Strategic Contributions
- February 12-March 12 \_\_\_\_\_ Business Acumen: Aligning Business Operations and HR
- February 20-March 15 \_\_\_\_\_ Foundations of Compensation
- February 21-March 19 \_\_\_\_\_ Talent Acquisition: Creating Your Organization's Strategy
- March 5-April 4 \_\_\_\_\_ Behavioral Interviewing: Practices for Hiring Smart
- March 6-April 5 \_\_\_\_\_ L&D: Developing Organizational Talent
- March 13-April 12 \_\_\_\_\_ California HR: Applying CA Law to Employment Practices
- March 22-April 24 \_\_\_\_\_ SHRM Essentials of Human Resources
- April 4-30 \_\_\_\_\_ Mastering Your HR Generalist Role

### DENVER, CO

- April 30-May 2 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- April 30-May 1 \_\_\_\_\_ SHRM Essentials of Human Resources
- May 1-2 \_\_\_\_\_ Talent Acquisition: Creating Your Organization's Strategy

### LAS VEGAS, NV

- April 14-16 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation

### LOS ANGELES, CA

- May 16-18 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- May 16-17 \_\_\_\_\_ Mastering Your HR Generalist Role
- May 17-18 \_\_\_\_\_ California HR: Applying CA Law to Employment Practices
- May 18 \_\_\_\_\_ Leading Internal Investigations

### NASHVILLE, TN

- April 4-6 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- April 4-5 \_\_\_\_\_ Mastering Your HR Generalist Role
- April 4-5 \_\_\_\_\_ HR Business Partners: Enhancing Your Strategic Contributions
- April 5-6 \_\_\_\_\_ HR Analytics: Using Data to Drive Results

### ORLANDO, FL

- April 18-20 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- April 18-19 \_\_\_\_\_ SHRM Essentials of Human Resources
- April 19-20 \_\_\_\_\_ Consultation: Honing Your HR Business Leader Skills

### PORTLAND, OR

- April 10-12 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- April 10-11 \_\_\_\_\_ Talent Acquisition: Creating Your Organization's Strategy

### SAN FRANCISCO, CA

- April 9-11 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- April 12-13 \_\_\_\_\_ California HR: Applying CA Law to Employment Practices
- May 7-8 \_\_\_\_\_ SHRM Essentials of Human Resources
- June 4-6 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- June 5-6 \_\_\_\_\_ HR Business Partners: Enhancing Your Strategic Contributions
- June 7-8 \_\_\_\_\_ California HR: Applying CA Law to Employment Practices

### ST. LOUIS, MO

- May 21-23 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- May 21-22 \_\_\_\_\_ Mastering Your HR Generalist Role
- May 22-23 \_\_\_\_\_ Consultation: Honing Your HR Business Leader Skills

### VIRTUAL 4-WEEK SEMINAR (CONTINUED)

- April 9-May 2 \_\_\_\_\_ HR Business Partners: Enhancing Your Strategic Contributions
- April 23-May 16 \_\_\_\_\_ Workforce Planning: Strategies to Support Organizational Needs
- May 7-June 4 \_\_\_\_\_ SHRM Essentials of Human Resources
- May 9-June 4 \_\_\_\_\_ Strategic HR: Delivering Business Results
- May 16-June 13 \_\_\_\_\_ California HR: Applying CA Law to Employment Practices
- May 22-June 14 \_\_\_\_\_ Mastering Your HR Generalist Role

### VIRTUAL 7-WEEK SEMINAR

- February 26-April 23 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- March 20-May 15 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- April 2-May 21 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- April 10-May 29 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- April 17-June 5 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- April 30-June 20 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- May 10-June 28 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation

### VIRTUAL 9-WEEK SEMINAR

- March 17-June 2 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation
- April 7-June 16 \_\_\_\_\_ SHRM-CP/SHRM-SCP Certification Preparation



# 2018 Spring SHRM Seminars Registration Form

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 \_\_\_\_\_ ZIP/Postal Code \_\_\_\_\_

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 \_\_\_\_\_

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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 2018 SHRM Learning System and are registering for the SHRM-CP/SHRM-SCP Certification Preparation seminar, please deduct the full price of the 2018 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.

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.

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SHRM Seminars  
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Baltimore, MD 21279-0482  
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## 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"/> \$1,465 <input type="checkbox"/> \$1,315	<input type="checkbox"/> \$1,755 <input type="checkbox"/> \$1,755
<input type="checkbox"/> Behavioral Interviewing: Practices for Hiring Smart <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,360 <input type="checkbox"/> \$1,195	<input type="checkbox"/> \$1,635 <input type="checkbox"/> \$1,470
<input type="checkbox"/> Virtual: Business Acumen: Aligning Bus. Operations and HR			<input type="checkbox"/> \$1,195	<input type="checkbox"/> \$1,470
<input type="checkbox"/> California HR: Applying CA Law to Employ. Practices <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,360 <input type="checkbox"/> \$1,195	<input type="checkbox"/> \$1,635 <input type="checkbox"/> \$1,470
<input type="checkbox"/> Change Mgmt.: Leading Successful Transformations			<input type="checkbox"/> \$1,360	<input type="checkbox"/> \$1,635
<input type="checkbox"/> Coaching & Mentoring: Building Effective Skills			<input type="checkbox"/> \$1,360	<input type="checkbox"/> \$1,635
<input type="checkbox"/> Communication: Influencing Senior Leadership			<input type="checkbox"/> \$1,360	<input type="checkbox"/> \$1,635
<input type="checkbox"/> Conflict Mgmt.: Enhancing Your Bus. Relationships			<input type="checkbox"/> \$995	<input type="checkbox"/> \$1,230
<input type="checkbox"/> Consultation: Honing Your HR Business Leader Skills			<input type="checkbox"/> \$1,360	<input type="checkbox"/> \$1,360
<input type="checkbox"/> Virtual: Employee Engagement: Influencing Workplace Culture			<input type="checkbox"/> \$955	<input type="checkbox"/> \$1,230
<input type="checkbox"/> Virtual: Employee Relations: Creating a Positive Work Environment			<input type="checkbox"/> \$955	<input type="checkbox"/> \$1,230
<input type="checkbox"/> Finance for HR Pros: Building Business Fluency			<input type="checkbox"/> \$835	<input type="checkbox"/> \$1,110
<input type="checkbox"/> FLSA: Navigating the Fair Labor Standards Act <input type="checkbox"/> Virtual			<input type="checkbox"/> \$835 <input type="checkbox"/> \$955	<input type="checkbox"/> \$1,110 <input type="checkbox"/> \$1,230
<input type="checkbox"/> Foundations of Compensation <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,360 <input type="checkbox"/> \$1,195	<input type="checkbox"/> \$1,635 <input type="checkbox"/> \$1,470
<input type="checkbox"/> Global Hiring: Complying with U.S. Visa Requirements			<input type="checkbox"/> \$1,360	<input type="checkbox"/> \$1,635
<input type="checkbox"/> HR Analytics: Using Data to Drive Results			<input type="checkbox"/> \$1,360	<input type="checkbox"/> \$1,635
<input type="checkbox"/> HR Budgets: Developing Your Financial Plan			<input type="checkbox"/> \$835	<input type="checkbox"/> \$1,110
<input type="checkbox"/> HRBP: Enhancing Your Strategic Contributions <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,360 <input type="checkbox"/> \$1,195	<input type="checkbox"/> \$1,635 <input type="checkbox"/> \$1,470
<input type="checkbox"/> L&D: Developing Organizational Talent <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,360 <input type="checkbox"/> \$1,195	<input type="checkbox"/> \$1,635 <input type="checkbox"/> \$1,470
<input type="checkbox"/> Leading Internal Investigations <input type="checkbox"/> Virtual			<input type="checkbox"/> \$835 <input type="checkbox"/> \$955	<input type="checkbox"/> \$1,110 <input type="checkbox"/> \$1,230
<input type="checkbox"/> Mastering Your HR Generalist Role <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,360 <input type="checkbox"/> \$1,195	<input type="checkbox"/> \$1,635 <input type="checkbox"/> \$1,470
<input type="checkbox"/> SHRM Essentials of Human Resources <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,360 <input type="checkbox"/> \$1,195	<input type="checkbox"/> \$1,570 <input type="checkbox"/> \$1,470
<input type="checkbox"/> Strategic HR: Delivering Business Results <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,360 <input type="checkbox"/> \$1,195	<input type="checkbox"/> \$1,635 <input type="checkbox"/> \$1,470
<input type="checkbox"/> Virtual: Succession Planning: Prep. for Future Talent Needs			<input type="checkbox"/> \$955	<input type="checkbox"/> \$1,230
<input type="checkbox"/> Talent Acquisition: Creating Your Organization's Strategy <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,360 <input type="checkbox"/> \$1,195	<input type="checkbox"/> \$1,635 <input type="checkbox"/> \$1,470
<input type="checkbox"/> Workforce Planning: Strategies to Support Org. Needs <input type="checkbox"/> Virtual			<input type="checkbox"/> \$1,360 <input type="checkbox"/> \$1,195	<input type="checkbox"/> \$1,635 <input type="checkbox"/> \$1,470
<b>Join SHRM Now!</b>				<b>Total Amount Due</b>
Join SHRM to receive the discounted SHRM member rate. <input type="checkbox"/> \$199				

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