

VIGILANT TRAINING CLASS CATALOG

Training classes for:

- Managers
- Supervisors
- Forepersons
- Team Leaders
- Leaders-in-Training
- HR Personnel
- Safety Committee Members



Vigilant has been approved as an Authorized Provider by the International Association for Continuing Education and Training (IACET), 8405 Greensboro Drive, Suite 800, McLean, VA 22102. In obtaining this approval, Vigilant has demonstrated that it complies with the ANSI/IACET Standards which are widely recognized as standards of good practice internationally. As a result of their Authorized Provider membership status, Vigilant is authorized to offer IACET CEUs for its programs that qualify under the ANSI/IACET Standards.



Designated Vigilant classes are eligible for credit towards certifications from the Human Resources Certification Institute (HRCI), 1800 Duke Street, Alexandria, VA 22314. Vigilant awards 1 credit per class hour to participants who successfully complete HRCI-designated classes. The use of this seal is not an endorsement by HR Certification Institute of the quality of the program. It means that this program has met HR Certification Institute's criteria to be pre-approved for recertification credit. For more information about certification or recertification, please visit the HRCI home page, www.hrci.org.

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WHAT MAKES VIGILANT TRAINING SO EFFECTIVE?

Adults learn best when they receive information in manageable blocks of time. For this reason, many of Vigilant's training programs follow a half-day format. Plus, we offer ongoing follow-up and post-training exercises to help you apply your new knowledge on the job. Our training sessions teach you proven techniques—not management theories—that you can implement immediately. Finally, Vigilant's facilitators are seasoned professionals who come from diverse business backgrounds. They've demonstrated a high level of leadership and experience that translates into credibility with your employees.

Expect good things from Vigilant training

The more you use the information and techniques that Vigilant teaches you, the easier your job will be. You'll learn specific ways to help yourself achieve your goals on the job, such as:

- Accomplishing your business and operating objectives
- Checking whether an employee really understands the instructions you just gave
- Establishing performance objectives that are observable, measurable and attainable
- Avoiding illegal conduct in the workplace
- Implementing safe, practical and cost-effective work practices

Earn continuing education credits from IACET or HRCI



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Many Vigilant classes have been approved for recertification credit hours toward PHR and SPHR recertification through the Human Resource Certification Institute (HRCI). HRCI awards 1 credit per class contact hour to participants who successfully complete an approved program. See specific course descriptions to check on HRCI designations and credits. The use of this seal is not an endorsement by HR Certification Institute of the quality of the program. It means that this program has met HR Certification Institute's criteria to be pre-approved for recertification credit. For more information about certification or recertification, please visit the HRCI home page, www.hrci.org.

VIGILANT WEBINARS

“It takes a great deal to tear me away from my daily tasks, and the Vigilant trainings are one of the only events that can make me close my door, hang out the “Do Not Disturb” sign, and focus on the message.

I really appreciate the fact that I do not have to leave the office to get the training, and that there is direct communication with the presenter.

All in all, well worth the time and money.”

Thanks,

Dave Johnson
Netropole Inc.

LEARN WITHOUT LEAVING YOUR DESK!

VIGILANT WEBINARS

Too busy to leave your desk? Vigilant offers webinars for those who can't invest a full day out of the office for a training class. You can learn more about new legal developments and other employment-related topics while you listen by phone and watch the presentation on your monitor. Webinars help your company squeeze the most value from its training budget because Vigilant delivers timely topics in a usable format—and you're done in an hour, with no travel expenses or hotel room costs.

Webinar training topics are interactive and up-to-date.

Tailor webinars to meet your needs.

For more information, visit our website,
www.vigilantcounsel.org

Meet Vigilant's Trainers



JOE ANGYUS, Vigilant safety manager, Tigard, is a Certified Safety Professional with expertise in industrial safety and health, accident prevention and OSHA compliance. He has a B.S. in industrial safety management from Indiana State University and is a member of the American Society of Safety Engineers.



DEREK GLOS, Vigilant regional director, Tigard, helps members meet business goals, minimize liabilities and manage human resources successfully. Derek has a B.A. in business and economics from Willamette University and has earned the Senior Professional in Human Resources (SPHR) designation from the Society of Human Resource Management (SHRM).



DAVE BLACK, Vigilant safety professional, Eugene, is a Certified Safety Professional with nearly 30 years experience in industrial safety and health, accident prevention and OSHA compliance. Dave has a B.S. from the University of Oregon and belongs to the American Society of Safety Engineers.



ROBERT HALLENBECK, Vigilant safety professional, Everett, has expertise in industrial safety and health, accident prevention and OSHA compliance. He is a member of the American Society of Safety Engineers. He previously worked in the timber industry and for Washington's Department of Labor & Industries.



ROD BROWN, Vigilant employer advocate, Everett, has more than a quarter century of experience with union issues, discrimination, wage & hour and leave laws. He has a B.S. in personnel & industrial management and an M.S. in industrial relations from the University of Oregon.



LORRAINE HOFFMAN, Vigilant employment attorney and IT project manager, Tigard, specializes in wage & hour issues, family and medical leave, discrimination and wage withholding. She received her law degree from Lewis & Clark Law School and is a member of the Oregon and Washington bars.



NICOLE FORWARD, Vigilant training manager, Everett, specializes in training, mediation and conflict management. She has a B.A. in communications from Pepperdine University and a master's degree in human development from Colorado State University.



BILL KESSLER, Vigilant safety professional, Everett, is a Certified Safety Professional with expertise in industrial safety and health, accident prevention and OSHA compliance. Bill has a B.S. in loss control management from Central Washington University and is a member of the American Society of Safety Engineers.



BRIAN GOLDADE, Vigilant safety professional, Spokane, has expertise in industrial safety and health, accident prevention and OSHA compliance. He helped a previous employer attain WISHA/OSHA VPP STAR status and is president of the American Society of Safety Engineers/ Inland Northwest Chapter.



RICK LABODA, Vigilant employment and labor attorney, Everett, specializes in attendance, leave, discrimination and collective bargaining issues and represents Vigilant members in hearings before the National Labor Relations Board. Rick's law degree is from Seattle University and he is a member of the Washington bar.

Meet Vigilant's Trainers (continued)



CLARK MALAK, Vigilant employment and labor attorney, Redding, specializes in wage & hour issues, family and medical leave and discrimination. He is a certified Senior Professional in Human Resources (SPHR) through SHRM. Clark holds a law degree from Boalt Hall, UC Berkeley, and is a member of the California bar.



DIANE WEISHEIT, Vigilant employment attorney, Tigard, specializes in wage and hour issues, family and medical leave, discrimination and wage withholding. She holds a law degree from the University of Oregon and is a member of the Oregon and Washington bars.



DICK SCHMIT, Vigilant safety professional, Everett, worked 30 years in the wood products industry. He has expertise in industrial safety and health, accident prevention and OSHA compliance. Dick is a member of the American Society of Safety Engineers.



CHRISTINE THOMPSON, Vigilant training coordinator, Tigard, specializes in leadership development and training. Because of her background in manufacturing and teaching, Christine is able to provide class participants with practical, relevant, hands-on training. She has a B.A. in secondary social studies education from the University of Wyoming and a master's degree in human resources training and development from Idaho State University.



ASHLEY WILTBANK, Vigilant employment and labor attorney, Everett, specializes in wage & hour issues, family and medical leave and discrimination. Ashley holds a law degree from Willamette University and is a member of the Oregon and Washington bars.

LEADERSHIP & STAFF DEVELOPMENT CLASSES

For managers, supervisors, forepersons, team leaders & leaders-in-training



- BRIDGING THE GENERATIONAL GAP AT WORK
- COMMUNICATION ESSENTIALS
- CONFLICT RESOLUTION
- CUSTOMER SERVICE SKILLS: CREATING ASTOUNDING CUSTOMER EXPERIENCES
- DEALING WITH DIFFICULT PEOPLE
- FIVE FUNDAMENTALS OF SUPERVISION
- GOING FROM CO-WORKER TO SUPERVISOR
- PROBLEM SOLVING
- RETENTION STRATEGIES
- TEAM-BUILDING
- THE PERSONALITY FACTOR
- TIME MANAGEMENT AND DELEGATION
- TRAINING EMPLOYEES

LEADERSHIP & STAFF DEVELOPMENT CLASSES

For managers, supervisors, forepersons, team leaders & leaders-in-training

BRIDGING THE GENERATIONAL GAP AT WORK

Ever hear someone say, “Kids these days—they have no work ethic and they have such a sense of entitlement!” Or how about, “Old folks are so stuck in their ways—they resist any new ideas—it’s so hard to work with them!” Frustrations like these can arise when we work with people from different generations. Yet, did you know that these characteristics exist for a reason? There are historical and cultural explanations for why our generations approach their work in very different ways. From the wars we grew up with to the cultural shifts in society, there are a variety of factors that influence how we view work, rewards, and even our career path. Find out how each generation defines work expectations differently and what to do when you come to certain crossroads.

Learning Outcomes

By the end of this training program, you will be able to:

- Outline the four generations at work and how they differ.
- Adapt your communication approach to more effectively reach those who are of a different generation.
- Explain how expectations of the workplace differ between the generations.
- Apply different motivational techniques when working with the four generations.

(4 hours; 0.4 IACET CEUs)

COMMUNICATION ESSENTIALS

Are your communication techniques building bridges or building walls? Would you like to change the way people see you and improve the opportunities afforded to you? Assessing your communication strengths and weaknesses is the first step in becoming a powerful and effective communicator. This hands-on, interactive workshop focuses on self-assessment, awareness and skill-building for developing your communication techniques. As one of our most popular courses, it’s a “must-attend” for anyone who is serious about becoming a better communicator. Even those who have had communications classes before find its self-assessments invaluable.

Learning Outcomes

By the end of this training program, you will be able to:

- Identify barriers to communication in your workplace and how to overcome them.
- Deliver clear messages and ask better questions.
- Obtain a realistic picture of your communication proficiencies.
- List specific areas of improvement for your nonverbal and verbal skills.
- Practice active listening, assertiveness skills and other techniques critical to effective communication.

(4 hours; 0.4 IACET CEUs)

LEADERSHIP & STAFF DEVELOPMENT CLASSES

For managers, supervisors, forepersons, team leaders & leaders-in-training

CONFLICT RESOLUTION

Conflict is inevitable—it's how we manage it that makes the difference. To be a leader, you must develop tools for handling and resolving conflict effectively. This seminar will equip you with workable guidelines and skills for dealing with unpleasant situations while keeping professional workplace relationships intact. No need to fear conflict again!

Learning Outcomes

By the end of this training program, you will be able to:

- Assess your conflict style and list the advantages and disadvantages of each style.
- Practice specific techniques in the art of managing conflict.
- Utilize a six-step process for resolving conflicts when they arise.
- Apply methods that can achieve win/win solutions.
- Practice a few tricks that can greatly reduce or even eliminate conflict in the workplace.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

CUSTOMER SERVICE SKILLS: CREATING ASTOUNDING CUSTOMER EXPERIENCES

One of the major challenges we face in dealing with customers is satisfying the customer's needs while maintaining business goals and standards. Whether we are working with internal or external customers, we are working *for* people and *with* people. In this workshop, participants will learn what both types of customers really want and need from us and the skills to manage customer interactions in a way that benefits everyone.

Learning Outcomes

By the end of this training program, you will be able to:

- Create **A**stounding **C**ustomer **E**xperiences.
- Professionally manage customer interactions.
- Consistently leave a positive impression of your company.
- Clarify what customers *really* want from you.
- Respond productively to emotional and angry customers.
- Use customer-focused, customer-friendly language.
- Increase your personal power and reduce stress.

(2 or 4 hours; 0.2 or 0.4 IACET CEUs; 2 or 4 HRCI credits)

LEADERSHIP & STAFF DEVELOPMENT CLASSES

For managers, supervisors, forepersons, team leaders & leaders-in-training

DEALING WITH DIFFICULT PEOPLE

The way you deal with difficult people can make a situation either better or much worse. Knowing why people become difficult, how to use redirection techniques when dealing with them, how to keep your cool in difficult situations and how to be assertive rather than aggressive—are all essential tools for turning those difficult situations around. This hands-on, interactive workshop, available as a two-hour or four-hour class, will give you a chance to practice the skills you learn and walk away feeling confident that you can handle that difficult person differently than you did before!

Learning Outcomes

By the end of this training program, you will be able to:

- Name at least three ways to keep your cool when faced with a difficult person.
- Use assertiveness skills to manage them.
- Demonstrate verbal de-escalation techniques.
- Identify the four main reasons people become difficult.
- Demonstrate a variety of redirection techniques.
- Summarize your role in these difficult situations.

(2 or 4 hours; 0.2 or 0.4 IACET CEUs; 2 or 4 HRCI credits)

FIVE FUNDAMENTALS OF SUPERVISION

This class is an entry-level introduction to leadership - one of the most challenging and important roles within any organization. Attendees will learn to establish and communicate performance expectations, organize and apply available resources, observe employee performance and coach for improvement. The course is filled with practical information taken from real-life situations; participants come back with skills they can put to use immediately in the workplace.

Learning Outcomes

By the end of this training program, you will be able to:

- Write and communicate clear performance standards.
- Provide high quality feedback for both poor and outstanding performance.
- Create a workable accountability system for your department.
- Practice the techniques outlined in class for handling employee push-back through role-play.
- Apply effective motivational techniques.

(4 hours; 0.4 IACET CEUs)

LEADERSHIP & STAFF DEVELOPMENT CLASSES

For managers, supervisors, forepersons, team leaders & leaders-in-training

GOING FROM CO-WORKER TO SUPERVISOR

Today's supervisor is usually a top performer who gets promoted with little training on how to be an effective supervisor. We assume that because they were good at their job, they're going to be a good supervisor. Nothing could be further from the truth. This class will provide new and/or potential supervisors a solid foundation to build their leadership abilities.

Learning Outcomes

By the end of this training program, you will be able to:

- Apply methods to avoid problems resulting from supervising friends and former co-workers.
- Define your new role and responsibilities as supervisor.
- Create standard work to help you transition from doing the work to getting work done through others
- Identify approaches that create a professional image and attitude.
- Assess your leadership style.
- Develop a plan for making improvements where needed.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

PROBLEM SOLVING

Many organizations spend way too much time chasing smoke but never address the fire. The reason for this phenomenon is that most problem-solving activities are free-wheeling, hit-and-miss affairs. The result is that we apply Band-Aids to problems that inevitably reoccur. This topic offers four different approaches to problem-solving, with extended exercises for practice. If your organization would benefit by addressing problems once and fixing them for good, this program is for you.

Learning Outcomes

By the end of this training program, you will be able to:

- List and apply four different problem-solving techniques.
- Select the most appropriate format for solving any problem.
- Tap into the power of the group when searching for solutions.
- Quantify the relative costs and benefits when selecting from multiple options.

(4 hours; 0.4 IACET CEUs)

LEADERSHIP & STAFF DEVELOPMENT CLASSES

For managers, supervisors, forepersons, team leaders & leaders-in-training

RETENTION STRATEGIES

While it is not possible—or even desirable—to completely eliminate employee turnover, it is highly desirable to understand the costs involved and explore possible preventive measures. Uncontrolled employee turnover is a cost that does not directly appear on any financial statement, yet the hidden costs in some companies can actually mean the difference between black ink and red. This program covers the direct and indirect costs and causes of employee turnover and provides specific strategies to regain control.

Learning Outcomes

By the end of this training program, you will be able to:

- Calculate your company's turnover rate.
- Itemize the direct and indirect costs of turnover.
- Define the difference between desirable and undesirable turnover.
- List the factors that drive turnover rates up.
- Explain how new employee orientation affects turnover.
- Demonstrate specific practices that companies can use to control undesirable turnover.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

TEAM-BUILDING

Would you like to see increased cooperation and collaboration among your employees or co-workers? Well-functioning teams have the highest productivity, efficiency and morale when compared with their competitors. Their secret? They often have had opportunities to bond, build trust and learn how best to communicate with each other. Our team-building program engages participants in a variety of small-group and large-group exercises that allow them to work collectively on issues relevant to their workplace. Put your team members on the same page while building trust and improving their leadership, problem-solving and communication skills. This is a highly interactive seminar.

Learning Outcomes

By the end of this training program, you will be able to:

- Identify behaviors that either build or undermine team work.
- Assess your personal team leadership qualities.
- Establish trust, collaboration and morale among team members by putting them through challenging exercises that require use of their communication and problem-solving skills.
- Practice and utilize ways to build stronger teams within your workplace.

(4 hours; 0.4 IACET CEUs)

LEADERSHIP & STAFF DEVELOPMENT CLASSES

For managers, supervisors, forepersons, team leaders & leaders-in-training

THE PERSONALITY FACTOR

What makes communication so challenging? People approach communication in four distinct ways, and the approach you take is closely linked to your personality. This advanced class addresses one of the biggest variables in the communication process and equips you to more effectively communicate with those who differ from you. Based on research and the Myers-Briggs Type Indicator, this class focuses on learning how to adapt your communication approach to reach others. Communication Essentials and Bridging the Generational Gap at Work are recommended prior to taking this class, but not required.

Learning Outcomes

By the end of this training program, you will be able to:

- Identify the four communication styles and which style you use.
- Explain the ways personality preferences influence how people send and receive messages.
- Describe the most productive ways to communicate with different personality types.
- Modify the messages you send to overcome barriers to good communication.
- Achieve greater understanding of your co-workers, employees and managers and how to successfully manage any personality differences.

(4 hours; 0.4 IACET CEUs)

TIME MANAGEMENT AND DELEGATION

Most managers and supervisors face the inevitable challenge to accomplish more with less. The result too often is 12-hour days with no end in sight. Time is the great equalizer - there are 60 minutes per hour, whether you use them well or poorly. Since you can't find more, buy more, save more or get more time, learn to use each minute as if there were a finite supply available. Additionally, delegation is the single most effective tool we have in our arsenal for developing our staff, yet few leaders have any training in how to delegate effectively. Utilize these tools to more effectively manage your time and improve your delegation skills.

Learning Outcomes

By the end of this training program, you will be able to:

- Identify time wasters and ways to address them.
- Structure your workload around the highest priorities.
- Streamline the flow of your paperwork, telephone calls and e-mail.
- Illustrate which tasks are appropriate to delegate and which are not.
- Select the best person to perform a delegated task.
- Formulate an overall delegation plan for your employees.

(4 hours; 0.4 IACET CEUs)

LEADERSHIP & STAFF DEVELOPMENT CLASSES

For managers, supervisors, forepersons, team leaders & leaders-in-training

TRAINING EMPLOYEES

Ever wonder why your employees don't remember how to do things, even after you've given them extensive training? Or why, after training, you're still not getting the performance you want? We've all been frustrated by situations like this. The critical difference is how you train people. This session will give you the most effective techniques for training others. You will dramatically improve retention rates as you motivate employees to meet and surpass performance expectations.

Learning Outcomes

By the end of this training program, you will be able to:

- Describe the different learning styles that impact how you train people.
- Assess the current training methodologies in your company.
- Develop strategies for improving training.
- Use the six-step training model.
- Produce a paradigm shifter to impact motivation.
- Practice the effective strategies on an impromptu basis with others in the class.

(4 hours; 0.4 IACET CEUs)

EMPLOYEE RELATIONS CLASSES

For managers, supervisors, forepersons, team leaders & HR personnel



- CALIFORNIA SEXUAL HARASSMENT PREVENTION TRAINING FOR SUPERVISORS
- ELIMINATING SUBSTANCE ABUSE AT WORK
- HIRING DONE RIGHT
- LEGAL ISSUES FOR SUPERVISORS
- MANAGING LEAVES: BEYOND ABSENCE MANAGEMENT
- MAXIMIZING YOUR LEADERSHIP IMPACT
- PERFORMANCE IMPROVEMENT AND DISCIPLINE
- PREVENTING DISCRIMINATION AND HARASSMENT
- PREVENTING HARASSMENT: A BRIEFING FOR SUPERVISORS
- PREVENTING HARASSMENT: A BRIEFING FOR EMPLOYEES

EMPLOYEE RELATIONS CLASSES

For managers, supervisors, forepersons, team leaders & HR personnel

CALIFORNIA SEXUAL HARASSMENT PREVENTION TRAINING FOR SUPERVISORS

Based on our Preventing Harassment: A Policy Briefing for Supervisors and Employees, this class provides everything your supervisors need to meet California's requirement for training in preventing sexual harassment. We focus on issues of harassment, including the definition of improper conduct. We examine why certain behavior is no longer tolerable and explain how company policy applies to such behavior. Finally, we provide guidance on the responsibilities that employees and supervisors bear.

Learning Outcomes

By the end of this training program, you will be able to:

- List six components that define "sexual harassment."
- Recognize workplace activity that can lead to harassment complaints.
- Describe two specific ways that employers can be held liable for harassment.
- Define your important role in enforcing the company's non-harassment policy.
- Demonstrate the five steps a supervisor must follow when responding to a harassment complaint.
- Describe the timeline for investigation of a harassment complaint.

(2 hours; 0.2 IACET CEUs; 2 HRCI credits)

ELIMINATING SUBSTANCE ABUSE AT WORK

This seminar equips participants with the tools they need to address abuse and explores the high price of drug and alcohol abuse in the workplace. Participants practice their decision-making skills with real-life scenarios that heighten their confidence in preventing and dealing with drug and alcohol issues.

Learning Outcomes

By the end of this training program, you will be able to:

- Define the key elements of substance abuse policies.
- Itemize your legal rights and obligations.
- Identify behavior and performance problems associated with substance abuse.
- List the five substance abuse intervention steps.
- Name the six substance abuse confrontation goals.
- Practice decision-making with real-life substance abuse scenarios.
- Increase your comfort with making the proper response.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

EMPLOYEE RELATIONS CLASSES

For managers, supervisors, forepersons, team leaders & HR personnel

HIRING DONE RIGHT

Frontline supervisors play a key role in hiring new employees. The effects of the hiring decision—good or bad—often impact every corner of the organization. While Human Resources may make the final hiring decision, supervisors play a pivotal role in defining the criteria for selecting the best candidates. This class will help supervisors develop the ability to assess skills of job applicants and help sort the players from the pretenders.

Learning Outcomes

By the end of this training program, you will be able to:

- Explain the recruitment process as a whole.
- Clearly determine exactly what skills and qualifications a job position requires.
- Generate open-ended interview questions that read between the lines of the application.
- Explore the use of employment assessments as one component of an objective selection system.
- Determine hiring decisions based upon facts, not feelings.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

LEGAL ISSUES FOR SUPERVISORS

In this seminar, participants explore the practical and legal solutions to common problems that supervisors face. We teach supervisors how to identify “red flags” and how to enforce company policies while avoiding legal pitfalls. Supervisors love the game-show exercise that tests their knowledge of employment laws.

Learning Outcomes

By the end of this training program, you will be able to:

- Use the law effectively to achieve company objectives.
- Implement the company return-to-work program for injured workers while complying with ADA and FMLA.
- Enforce the company's absenteeism-control policy while conforming to state and federal leave laws.
- Apply privacy and confidentiality laws during day-to-day activities.
- Recognize red flags that may signal an important legal risk.
- Interact confidently with employees.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

EMPLOYEE RELATIONS CLASSES

For managers, supervisors, forepersons, team leaders & HR personnel

MANAGING LEAVES:

BEYOND ABSENCE MANAGEMENT

Effective absence management involves much more than policy, documentation and discipline. Failing to recognize legally protected absences and assure proper handling of medical coverage during leaves can create significant legal liability. Those responsible for leave administration will learn to handle protected leaves properly while meeting obligations for health coverage continuation. This course is for human resource professionals and employees who are directly involved in leave management.

Learning Outcomes

By the end of this training program, you will be able to:

- Identify leave overlap situations that require special attention.
- Administer the company attendance policy consistent with overlapping obligations.
- Describe which absences are legally protected and therefore not a basis for potential disciplinary action.
- Comply with state and federal leave laws while properly handling benefit eligibility.
- Designate FMLA leave in a proper and timely manner.
- Assure proper health coverage continuation and/or COBRA notification according to company policy and medical plan provisions.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

MAXIMIZING YOUR LEADERSHIP IMPACT

The first few months on the job are critical to the success of both employee and supervisor. Too often, new-employee orientation focuses on administrative activities, not on the larger, long-term aspects of the position. In this class, we'll expose the weaknesses of the typical orientation process and help you do more than just get the new person into the payroll system. You'll learn how to help employees see their role in the company's mission clearly. You'll also hone your documentation skills on multiple case studies. This class is a "must-have" foundation piece for frontline leaders everywhere.

Learning Outcomes

By the end of this training program, you will be able to:

- Create and implement rules that employees willingly follow.
- Produce effective documentation of an employee's job performance.
- Design a high quality orientation program.
- Determine long-term suitability through the use of probationary periods.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

EMPLOYEE RELATIONS CLASSES

For managers, supervisors, forepersons, team leaders & HR personnel

PERFORMANCE IMPROVEMENT AND DISCIPLINE

Formally or informally, a supervisor fills the roles of both coach and disciplinarian. While those roles require very different skills, the goal is the same: behavioral change. Great coaches often bring out performance results that employees may not realize they can accomplish, but what happens when an employee can't perform to established expectations—or simply doesn't want to? This class will help you become a supervisor who can minimize potential liabilities, ask the right questions and guide the process through with a skilled hand.

Learning Outcomes

By the end of this training program, you will be able to:

- Apply coaching techniques to avoid the need to discipline.
- Create a performance improvement plan.
- Distinguish when and how to discipline effectively to achieve your objectives.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

PREVENTING DISCRIMINATION AND HARASSMENT

This half-day seminar for supervisors and managers emphasizes prevention, legal and effective responsiveness to complaints, applying work standards in a manner that does not discriminate and the practical meaning of both discrimination and harassment. Recent U.S. Supreme Court decisions have made it clear: Employers who fail to train all of their supervisors and managers lose the right to resolve complaints internally. Moreover, these employers are strictly liable for any harassment that occurs in the workplace—even if they don't know that it is taking place.

Learning Outcomes

By the end of this training program, you will be able to:

- Identify the three steps for making productive and legal employment decisions.
- Produce documentation that will stand up in court to validate your decisions and actions.
- List the six components of sexual harassment.
- Identify two specific ways that employers can be held liable for harassment.
- Follow the five-step process for responding to complaints of harassment.
- Use a four-point checklist for effective response.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

EMPLOYEE RELATIONS CLASSES

For managers, supervisors, forepersons, team leaders & HR personnel

PREVENTING HARASSMENT:

A BRIEFING FOR SUPERVISORS

This briefing on harassment is available separately or jointly for employees and supervisors. The briefing focuses exclusively on issues of harassment, including the definition of improper conduct. We examine why certain behavior is no longer tolerable and explain how company policy applies to such behavior. Finally, we provide guidance on the responsibilities that employees and supervisors bear.

Learning Outcomes

By the end of this training program, you will be able to:

- List six components that define “sexual harassment.”
- Recognize workplace activity that can lead to harassment complaints.
- Describe two specific ways that employers can be held liable for harassment.
- Define your important role in enforcing the company’s non-harassment policy.
- Demonstrate the five steps a supervisor must follow when responding to a harassment complaint.
- Describe the timeline for investigation of a harassment complaint.

(2 hours; 0.2 IACET CEUs; 2 HRCI credits)

A BRIEFING FOR EMPLOYEES

In order to preserve the right to resolve harassment complaints internally, your company must train every employee in the prevention of harassment. These briefings review the do’s and don’ts in today’s workplace, the consequences of harassment and retaliation and actions that employees must take if they encounter harassment. In these briefings, we also dispel common myths, such as the false belief that the law is more lenient in manufacturing environments than in offices. Our focus is teaching your employees how your policy works and what steps they need to take to remain in compliance.

- This training program accompanies A Briefing for Supervisors

(1 hour; noncredit)

SAFETY & HEALTH MANAGEMENT CLASSES

For managers, supervisors, team leaders & safety committee members



- ACTIVE SAFETY LEADERSHIP: PART 1—BUILDING A POSITIVE SAFETY CULTURE
- ACTIVE SAFETY LEADERSHIP: PART 2—ENHANCING YOUR LEADERSHIP ABILITY
- CONFINED SPACE
- FORKLIFT TRAINING FOR OPERATORS
- FORKLIFT TRAINING FOR TRAINERS
- INVESTIGATING TO IMPROVE SAFETY
- LOCKOUT/TAGOUT
- MANAGING OSHA INSPECTIONS
- OSHA 300 RECORDKEEPING
- PRINCIPLES OF SAFETY MANAGEMENT
- SAFETY INSPECTIONS
- SOFT TISSUE INJURY PREVENTION
- WORKING SAFELY AT HEIGHTS

SAFETY & HEALTH MANAGEMENT CLASSES

For managers, supervisors, team leaders & safety committee members

ACTIVE SAFETY LEADERSHIP: PART 1— BUILDING A POSITIVE SAFETY CULTURE

What is safety culture? How does a positive safety culture enhance everyone's commitment to a safe work environment? This class will explore how management and leadership can guide your company's safety efforts. We will explore typical barriers to safety and practice methods for obtaining positive safety interventions. In addition, participants will learn how to use rewards to build employee competence and their personal commitment to successful safety performance.

Learning Outcomes

By the end of this training program, you will be able to:

- Discuss the impact of management and leadership on your company's safety culture.
- Explain the importance of a structured safety program in guiding your safety efforts.
- Describe the effects of barriers to safety and how to eliminate those barriers.
- Review and practice positive safety intervention techniques.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

ACTIVE SAFETY LEADERSHIP: PART 2— ENHANCING YOUR LEADERSHIP ABILITY

Leading safety is challenging—Do you have the guidelines, tools and skills that are required? This class will prepare you to be more effective at leading safety in your organization. If you have a significant role in “making safety happen” in your organization, this class will help you be more effective!

Learning Outcomes

By the end of this training program, you will be able to:

- Explain how leadership ability affects an individual's effectiveness.
- Discuss how trust is earned and lost.
- List the important steps in planning for safety.
- Prioritize work activity for improved safety performance.
- Build buy-in for safety through empowerment and decision-making.
- Assess your own leadership abilities related to the key leadership characteristics.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

SAFETY & HEALTH MANAGEMENT CLASSES

For managers, supervisors, team leaders & safety committee members

CONFINED SPACE ENTRY

Did you know that hundreds of workers each year suffer needless injuries, even death, due to inadequate confined space entry programs? Employees need to be aware of the inherent dangers that lie in confined spaces and how to prevent harm being done to themselves or others. Confined space violations have cost employers up to a million dollars in OSHA fines - don't be one of them.

Learning Outcomes

By the end of this training program, you will be able to:

- Identify and classify a confined space.
- Distinguish the difference between a supervisor and an entry supervisor.
- Develop an entry permit.
- Recognize the distinctive responsibilities of attendants and entrants.
- Define testing protocol, including respirator storage and required paperwork.
- Establish a quality program that will assure organizational compliance.

This class is designed to equip your Program Administrator with all of the tools he/she will be required to have. For Entry Supervisors, Entrants, Attendants and Helpers.

(4 hours; 0.4 CEUs; 4 HRCI credits)

FORKLIFT TRAINING FOR OPERATORS

Too often, forklift operator training does not teach how to safely operate vehicles and the results can be devastating. OSHA requires that operators be trained on hazards related to their truck as well as other workplace hazards. Performance evaluations for forklift operators must also be performed regularly by someone knowledgeable on forklift safety. Vigilant is now offering training that complies with OSHA regulations for operators.

Learning Outcomes

By the end of this training program, you will be able to:

- Discuss training requirements including refresher training and evaluation techniques to ensure drivers are operating safely.
- Review the required topics related to the hazards of the forklift including the stability triangle to prevent tip over.
- Evaluate the hazards related to the workplace and discuss safe driving requirements for each hazard.

(3 hours)

SAFETY & HEALTH MANAGEMENT CLASSES

For managers, supervisors, team leaders & safety committee members

FORKLIFT TRAINING FOR TRAINERS

Studies prove that companies can achieve a 70-percent reduction in forklift mishaps through effective in-house training. Learn how to comply with the requirements for training drivers of powered industrial trucks, using experienced and knowledgeable members of your own in-house workforce. Participants will receive everything they need to deliver and document effective and compliant forklift training, including a CD-ROM with all course handouts as well as the PowerPoint® presentation used in the class. This one's a real money-saver.

Learning Outcomes

By the end of this training program, you will be able to:

- Interpret the Material Handling Subpart in the OSHA regulations pertaining to forklifts.
- Identify truck-related and work-related hazards in order to communicate effective controls to the worker.
- Evaluate new and experienced forklift operators.
- Document your actions in order to prove compliance.

(4 hours; 0.4 CEUs; 4 HRCI credits)

INVESTIGATING TO IMPROVE SAFETY

When performed correctly, an accident investigation can turn a mishap into an opportunity to improve overall safety at a facility. This class focuses on examining the management system by gathering data, conducting effective interviews and writing effective reports. Participants will go beyond identifying surface causes and learn to correct underlying system deficiencies that lead to accidents.

Learning Outcomes

By the end of this training program, you will be able to:

- View investigations as a means of continuous improvement.
- Better identify potential accidents and propose change before accidents happen.
- Gather information to establish the facts.
- Conduct an effective root cause analysis.
- Develop recommendations and actions to prevent recurrence.
- Document finding and follow-up.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

SAFETY & HEALTH MANAGEMENT CLASSES

For managers, supervisors, team leaders & safety committee members

LOCKOUT/TAGOUT

In the world of workplace safety, lockout/tagout leaves no room for error. Mistakes or shortcuts may leave workers dead or permanently disfigured, suffering a lifetime as a result of an amputation. As an employer, your job is to embrace the lockout rules set forth by safety regulations, examine machinery and equipment and identify all energy sources. Then you can transfer that knowledge into workable procedures and see that employees are motivated to protect themselves from accidental startup of dangerous machines and equipment. This class reviews lockout/tagout regulations and gives tools for implementing your lockout/tagout program.

Learning Outcomes

By the end of this training program, you will be able to:

- Discuss responsibilities for lockout/tagout policies and procedures.
- Identify the required steps for de-energizing and re-energizing equipment.
- Review specific situations and apply correct isolation methods.
- Define compliance with lockout/tagout regulations.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

MANAGING OSHA INSPECTIONS

Since the Occupational Safety and Health Act of 1970 became law, employers have received numerous citations and paid monetary penalties for violations identified by compliance safety and health officers (CSHOs). But do you know your rights and responsibilities surrounding an inspection by OSHA or one of the state enforcement agencies? This class prepares you to manage the opening and closing conference as well as the walk-through inspection/investigation. You'll also learn strategies for appealing citations and minimizing penalties. Business owners, managers, supervisors, safety and HR professionals, and safety committee members should all take this class.

Learning Outcomes

By the end of this training program, you will be able to:

- Identify employer and employee rights and responsibilities during the inspection process.
- Determine areas where you can gain an edge during an inspection.
- Organize the documents you need to have in place for review by a compliance officer.
- Review document limitation and other techniques that can help you minimize the likelihood of a large citation.
- Strategize a penalty reduction appeal to minimize your financial burden and limit penalties resulting from future inspections.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

SAFETY & HEALTH MANAGEMENT CLASSES

For managers, supervisors, team leaders & safety committee members

OSHA 300 RECORDKEEPING

If your company has ever been inspected by an OSHA officer, you know that one of the first documents you will be asked for is your OSHA Form 300 Log of Work-Related Injuries and Illnesses. The accuracy of your log not only is a roadmap to workplace mishaps, but also is an excellent indicator of how well your company understands safety and health regulations. Recordkeeping rules changed dramatically in January 2002, yet many employers continue to report inaccurately and incorrectly or don't know that they must keep an OSHA 300 log of injuries/illnesses. This course will make you knowledgeable in the rules and ensure confidence when it's time to "share" your 300 Log.

Learning Outcomes

By the end of this training program, you will be able to:

- Discuss the importance of recordkeeping.
- Discuss requirements of the recordkeeping system.
- Demonstrate knowledge of the recordkeeping rule while participating in class exercises.
- Maintain an OSHA 300 Log correctly for your workplace.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

PRINCIPLES OF SAFETY MANAGEMENT

Now more than ever, employers are realizing the importance of an effective safety and health program. In order for a workplace safety program to succeed, it must comply with safety laws and involve employees at all levels of the organization—managers, supervisors and employees working together. This course details the process involved in determining what needs to be accomplished, assigning the work and establishing accountability.

Learning Outcomes

By the end of this training program, you will be able to:

- Identify necessary safety programs and processes.
- Develop a list of activities necessary for developing and implementing those safety programs and processes.
- Assign responsibility for accomplishing safety activities.
- Establish an effective accountability system to ensure success.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

SAFETY & HEALTH MANAGEMENT CLASSES

For managers, supervisors, team leaders & safety committee members

SAFETY INSPECTIONS

A key component of a successful safety program is a company's ability to identify and correct hazards. Self-inspections must be performed by qualified individuals and the hazards detected during inspections must be corrected in a timely manner. This course will teach you how to identify hazards that can cause injuries/illnesses or lead to unnecessary OSHA citations and penalties. Note: This training is highly effective as an in-house (custom) course, since we can use digital photos from your workplace in the presentation.

Learning Outcomes

By the end of this training program, you will be able to:

- Identify workplace hazards.
- Explain the process for eliminating hazards in the workplace.
- Discuss why hazards, once fixed, reoccur in the workplace.

(4 hours; 0.4 IACET CEUs)

SOFT TISSUE INJURY PREVENTION

Many companies experience large losses relating to soft-tissue injuries and musculoskeletal disorders (MSDs). While the costs of these injuries are high, many employers do not have the knowledge, skills or abilities to identify and control the risks that cause them. This course will take the mystery out of risk factor analysis and introduce the participant to preferred work methods. It will also introduce participants to methods on how to develop and implement an effective ergonomics program.

Learning Outcomes

By the end of this training program, you will be able to:

- Realize the impact of soft tissue-related injuries.
- Review and use Vigilant's risk factor analysis form.
- Confirm the relationship between risk factors and injuries.
- Review elements of a soft tissue injury prevention program.
- Discuss common controls and solutions.

(4 hours; 0.4 IACET CEUs; 4 HRCI credits)

SAFETY & HEALTH MANAGEMENT CLASSES

For managers, supervisors, team leaders & safety committee members

WORKING SAFELY AT HEIGHTS

Fall hazards can lead to serious workplace injuries, so manufacturing companies must identify and control their fall hazards by implementing a planned and coordinated fall protection plan. Learn what your company is required to do to protect employees from fall hazards. This class also addresses inspection, training requirements and safe work practices for aerial lift platforms and ladders.

Learning Outcomes

By the end of this training program, you will be able to:

- Identify the components of various fall protection systems.
- Review the elements of a good ladder safety program for your facility.
- Define “fall protection” guidelines vs. “ejection protection” guidelines.
- Identify approved rescue methods and rescue systems for fall victims.
- Recognize hazards and review inspection requirements for aerial lift platforms.
- Implement safe practices.

(4 hours; 0.4 CEUs; 4 HRCI credits)

Here's what participants say about Vigilant training classes

"Time well spent...I have been able to use many of the skills at the level I am at now. I can only imagine how useful this course will be to me in the future."

"Now I know what not to do. Knowing how to protect myself, the company and our employees will help everyone."

"Lots of discussion and absolutely to the point; Not too structured—We talked about what we needed to talk about. 'WAY GOOD!'"

"I feel these classes were worthwhile and a very good opportunity to review some very real management concerns and situations."

"[The instructor had] excellent communication skills. Related well, with interactive participation. Thorough knowledge of the subject."

LEADERSHIP COACHING

Leadership Coaching helps you enhance business results by developing high-potential employees, at any level, to assimilate into new positions or to raise the level of their performance in existing positions. The focus is sustainable behavior change and leadership skill building with measurable results.

Sample Coaching Approaches

Top Performance Coaching

Geared to create sustainable leadership skill development and behavior change.

Includes a 360-degree assessment for gathering data across multiple levels of an organization program. Coaching options are three to six months long.

Focused Coaching

Coaching to enhance specific skills like Communication Effectiveness, Executive Presence, Change Leadership. Program typically lasts six weeks.

Assessment Feedback and Development Plans

Focus is on assessment interpretation and creating a development plan.

Assessments can be done at the individual or group level.

Other Tailored Programs Available

No Geographic Constraints

No matter where you are located, Leadership Coaching is available to you.

PROVEN TRACK RECORD

We have partnered with the internationally recognized firm, Lee Hecht Harrison, to provide you with Leadership Coaching Services at preferred terms for Vigilant members. LHH coaches have at least ten years of corporate experience as senior leaders and five years of business-oriented leadership coaching. Over 60 percent hold a master's degree or higher. LHH coaches have expertise in a broad range of strategic human capital initiatives and a track record of working with middle and senior level executives.

LHH partners with clients to implement leadership solutions with:

- Comprehensive results-driven methodology.
- Both custom and standard assessment and development tools.
- Alliances to leverage innovative approaches and specialized content.

VIGILANT TRAINING FITS THE WAY YOU WORK

Open training sessions: Come one, come all

To train a few people, try our open training sessions. Vigilant updates the schedule regularly on our website, www.vigilantcounsel.org and in our Vigilant newsletters. The advantages:

- **Flexibility**—Choose a time and place that fits your needs.
- **New perspectives**—Participants network and interact with people outside their organization and see how others handle similar situations.
- **Diverse offerings**—There are many classes to choose from on topics that matter to businesses.

In-house classes: Let Vigilant come to you

If you need training for a number of employees or have specific problems to address, in-house training could be your best choice. The advantages:

- **Tailored**—to meet your company's unique needs and problems. Your instructor will discuss issues in advance and make sure the session tackles problems head-on.
- **Convenient**—Vigilant comes to you when and where you need us. Time away from work is minimized.
- **Private**—Everything that's said remains totally confidential.
- **Proactive**—Employees talk among themselves in a positive way. They'll view you as a positive force for professional growth.
- **Effective and affordable**—Take care of training in a set block of time. You'll save money on a per-employee basis compared to individual class fees.

For training, the answer is Vigilant

Whether our open or in-house formats best suit your needs right now, Vigilant training is an effective tool for improving your workplace. To find out more or to schedule classes, call the Vigilant regional office nearest you.

For more information, contact Vigilant's Training Manager:

Nicole Forward

Vigilant Training Manager

1-800-733-8620 or 425-349-4477

Notes

Notes

For more information about Vigilant training or other services, please call the regional office nearest you, or visit our website, www.vigilantcounsel.org

Visit our new Washington Regional Office in Everett with its state-of-the-art training center.

OREGON REGION

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Toll-free 800-733-8621
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Eugene Office

895 Country Club Road
Suite A-160
Eugene, Oregon 97401
541-485-7296
Toll-free 800-733-8624
FAX 541-485-8641

WASHINGTON REGION (also serving Idaho & Montana)

Regional Office
6003 23rd Drive West, Suite 200
Everett, WA 98203
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FAX 425-349-4480

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