

**AASPA 77<sup>th</sup> Annual Conference  
Clinic Schedule**

<b>Clinic Title</b>	<b>Strand</b>	<b>Clinic Description</b>	<b>Time</b>
School Investigation and Employee Discipline: Questions & Answers	<i>Legal &amp; Legislative</i>	In this session, attendees may ask questions of Attorney, Steve Rossi, regarding School Investigations and/or Employee Discipline, as well as inquire about possible scenarios that they may have seen or may see on a recurrent basis.	Wednesday, 10:30 am - 11:30 am
Collaboration for Healthcare Savings	<i>Creative/Strategic Compensation</i>	Create cost savings through collaborative healthcare bargaining. Strategies and tips for the negotiation of interest-based bargaining resulting in a collaborative healthcare agreement.	Wednesday, 10:30 am - 11:30 am
HR 101: A Primer for Newbies	<i>Effective HR Process &amp; Use of Data</i>	New to HR? Feeling excited but nervous? Join us for this session geared towards new HR administrators. Learn HR basics, tips, and tricks of the trade	Wednesday, 10:30 am - 11:30 am
Responsible Leadership: Five Key Intangibles for a Successful Leader	<i>Healthy/Productive Work Place</i>	Human Resources professionals are often placed in leadership positions without preparation or previous leadership experience. Selflessness, Mentoring, Trust, Empowerment, and Peace: How can these five leadership intangibles motivate staff, cultivate future leaders, and define you as a successful leader and a successful person?	Wednesday, 10:30 am - 11:30 am
Human Resource Management for School and District Leaders	<i>Succession Planning &amp; Professional Development</i>	This session is an overview of Harford County Public Schools' Professional Development course titled Site-based Human Resource Management. This 12-week course provides the necessary background knowledge and skills to effectively manage human resources within educational settings such as schools and district level offices. In this session you will take away a proven syllabus of topics presented and useful resources	Wednesday, 10:30 am - 11:30 am
Magic, Ilya, A-Rod and Teachers: What Do They Have In Common?	<i>Recruitment &amp; Retention</i>	Things to consider before signing your "star" to a 20 year, or lifetime contract!	Wednesday, 10:30 am - 11:30 am
Diversifying the Educator Workforce	<i>Workplace Diversity</i>	In this session, we will share our local, regional and statewide efforts and initiatives designed to recruit and retain a diverse education workforce.	Wednesday, 10:30 am - 11:30 am
WIRED for Diversity Recruiting	<i>Workplace Diversity</i>	Finding high quality individuals to serve in various roles within your organization is complex. This task becomes more difficult when looking for individuals with diverse experiences and backgrounds. In this session we will learn about techniques and free sources to boost your recruiting effectiveness! Review best practices in recruiting, sourcing, and HR branding; how to target extremely specific resources and comb through social media sites; and how to locate new organizations and job boards. You may even pick-up a few helpful internet navigation and search tricks along the way	Wednesday, 10:30 am - 11:30 am

Enhancing Process Management in Human Resources	<i>Effective HR Processes &amp; Use of Data</i>	The Kent school district will present their process management system for developing process maps and templates in the areas of discipline, compensation and ADA	Wednesday, 10:30 am - 11:30 am
Personal Leadership - Making a Difference	<i>Succession Planning &amp; Professional Development</i>	Come and learn how to deepen your capacity to build powerful interpersonal relationships with people from a broad variety of socio/cultural backgrounds. Personal Leadership maximizes your understanding of communication and competence when working with others whose values, beliefs, communication styles and worldviews may be different from your own. A specific model of "how" to work through conflicts that may arise will be shared	Wednesday, 10:30 am - 11:30 am
FMLA - Legal Update in FMLA Administration - Part 1	<i>Legal &amp; Legislative Issue</i>	Attendees will learn about the latest compliance issues and legal updates in light of the revised federal regulations and court decisions, as well as changes and proposed changes by the U.S. Department of Labor.	Wednesday, 1:45 pm - 2:45 pm
How HR Got Its Groove Back!	<i>Effective HR Process &amp; Use of Data</i>	Have you ever wanted to completely restructure your school's human resource department? Administrators will share how they used external/internal data and research to restructure department by function.	Wednesday, 1:45 pm - 2:45 pm
The Supreme Court's Changing Assessment of Mandatory Arbitration of Employment Claims	<i>Employee Discipline &amp; Legal &amp; Legislative Issues</i>	The session will discuss the rights of employees covered by a collective bargaining agreement with a mandatory arbitration clause to pursue statutory claims of violations of federal civil rights.	Wednesday, 1:45 pm - 2:45 pm
Evaluation of All Certified and Non-Certified (exempt and non-exempt) Staff to Increase Student Achievement	<i>Performance Evaluation (Certified &amp; Non-Certified Staff)</i>	Learn how Charlotte-Mecklenburg Schools automated all staff evaluations for more than 18,000 employees. Exempt and non-exempt evaluations and professional development Plans are competency based and align with the district's strategic plan.	Wednesday, 1:45 pm - 2:45 pm
Support Staff Leadership Development- What Does That Look Like?!	<i>Succession Planning &amp; Professional Development</i>	Hear how one district addressed the need for leadership development for "the other half"- support staff. Components of the program will be shared, as well as lessons learned.	Wednesday, 1:45 pm - 2:45 pm
Where to Find the Best Trained New Teachers	<i>Recruitment &amp; Retention</i>	This presentation will give an overview of the quality of teacher preparation in the United States and provide concrete guidance on how districts can find teachers who are classroom-ready from day one.	Wednesday, 1:45 pm - 2:45 pm
Diversity: Is Divorce an Option?	<i>Workplace Diversity</i>	This thought provoking session is designed to assist participants with how to effectively retain and release diverse employees.	Wednesday, 1:45 pm - 2:45 pm

HR and the Aging Workforce: Strategies and Best Practices	<i>Workplace Diversity</i>	Can your organization afford to lose your reservoir of talented, experienced older workers in the coming years? If not, have you done serious strategic workforce planning to analyze the impact of baby boomer retirements and to identify potential skills gaps that could result? This session will look at key HR strategies that should be integrated into an overall talent management program for today's multi-generational workforce. It will also look at lessons to be learned from recent research -- including the 2014 SHRM Aging workforce Survey --and from best practice case studies of the Vita Needle Company and Scripps Health.	Wednesday, 1:45 pm - 2:45 pm
Setting up a Successful Wellness Program in Your District	<i>Healthy/ Productive Work Place</i>	Many insurance providers are requiring a wellness component to keep insurance rates lower. This session will provide information on how a school district partnered with the health department to provide flu shots, wellness screenings and weight management clinics to employees.	Wednesday, 1:45 pm - 2:45 pm
Changing How Schools Background Check: Fundamentals You Need to Know!	<i>Recruitment &amp; Retention</i>	Join BIB and Horry County Schools as they discuss everything you need to know about background checks, including: Why the quality of the screen matters; How to streamline operations and reduce costs; Why some screens could be putting your school at risk; The value of credential IDs; Compliance challenges and how to overcome them.	Wednesday, 1:45 pm - 2:45 pm
FMLA - Best Practices in FMLA Administration - Part 2	<i>Legal &amp; Legislative Issue</i>	Best practices in FMLA administration, along with useful, practical tips and tools will be provided that will enable attendees to facilitate FMLA administration through HR staff and train supervisors. Documents and forms will be provided to use in managing FMLA leaves.	Wednesday, 3:15 pm - 4:15 pm
Ralston/Westside Select Substitute Teacher Program	<i>Effective HR Process &amp; Use of Data</i>	This session will explore how the Ralston/Westside Select Substitute Teacher Program was designed to ensure that school districts would have access to a highly skilled pool of substitute teachers on a daily basis.	Wednesday, 3:15 pm - 4:15 pm
Confronting the Calibration Cliché: Counting the Value of Inter-Rater Reliability & Agreement	<i>Performance Evaluation (Certified &amp; Non-Certified Staff)</i>	Evaluator calibration is essential to achieve and sustain a reliable and defensible evaluation system. Explore how "master-coded" resources provide meaningful, on-going calibration activities and continuous improvement of evaluator practice.	Wednesday, 3:15 pm - 4:15 pm
Navigating Sexual Misconduct on Campus: Avoiding Risk & Protecting Students	<i>Legal &amp; Legislative Issue</i>	Through this workshop attendees will learn about the investigative process involved in a sexual misconduct or dating violence case. Attendees will receive practical advice on how to effectively create or manage these delicate and complex situations.	Wednesday, 3:15 pm - 4:15 pm

Email Marketing and Social Media Strategies for Teacher Recruitment	<i>Recruitment &amp; Retention</i>	Is your school district using email marketing and social media to its fullest potential when it comes to finding new teachers? Learn tips on how to make your recruiting efforts more productive.	Wednesday, 3:15 pm - 4:15 pm
Making Tough Decisions with a Compassionate Heart	<i>Employee Discipline</i>	This session will be a brief overview of one district's philosophy regarding treating ALL employees with compassion and respect. It will focus on times when HR administrators must make decisions based on student needs, but always keeping the employee's dignity in tact no matter the outcome.	Wednesday, 3:15 pm - 4:15 pm
It Is Magical: Planning and Implementing A District Career Fair	<i>Recruitment &amp; Retention</i>	Get an early start on filling vacancies for the upcoming year, in conjunction with your annual recruitment efforts. Join us for a discussion for hosting your own District Career Fair! We Will discuss the planning, setup, developing, open contract agreements, implementation, and follow up with prospective candidates. Selecting the right location is important as you determine and select the best place to host.	Wednesday, 3:15 pm - 4:15 pm
Proactive Recruiting Amidst Today's Teacher Shortage	<i>Recruitment &amp; Retention</i>	Long time education recruiter Marna Robertson is sharing best practices for proactively recruiting your next instructional superstars. These how-tos will ensure your team is well equipped to create a "rock-star" recruiting experience, while effectively identifying well-matched and high potential candidates early in the process.	Wednesday, 3:15 pm - 4:15 pm
Building Standards Based Interview Protocols	<i>Effective HR Process &amp; Use of Data</i>	Are your current interview practices aligned to your evaluation standards? If not, you may be confusing your employees. Learn how to build standards based interview protocols that will maximize your employee development strategy.	Wednesday, 3:15 pm - 4:15 pm
Creating a Performance Measurement Culture: The Importance of Organizational Alignment and Calculated Cultural Change	<i>Performance Evaluation (Certified &amp; Non-Certified Staff)</i>	Before school systems and districts can realize the benefits of performance measurement, personnel administrators must ensure organizational alignment and effective cultural change.	Wednesday, 3:15 pm - 4:15 pm
Strategies for Increasing Substitute Fill Rates	<i>Effective HR Process &amp; Use of Data</i>	This interactive session will cover the important components of attracting and retaining substitutes as well as strategies for analyzing and responding to teacher absences to increase fill rates.	Thursday, 10:45 am - 11:45 am
Staffing: From Standards to Practice	<i>Effective HR Process &amp; Use of Data</i>	This session will examine one mid-sized district's process for staffing its schools driven by state and local standards and enrollment data. The roles that HR and the principals play in those decisions, examples of standards and data, and sample action steps will be shared as they are applied in the Rock Hill Schools	Thursday, 10:45 am - 11:45 am

ESEA: The HR Director's Role in Leadership and Compliance	<i>Performance Evaluation (Certified &amp; Non-Certified Staff)</i>	The Elementary and Secondary Education Act (ESEA) mandates teacher/ principal effectiveness as a core focus. Learn how management of staff effectiveness data not only keeps schools compliant, but also provides opportunities for improvement, collaboration, and professional development with leadership from HR.	Thursday, 10:45 am - 11:45 am
Labor-Management Collaboration for School Improvement- A Review of Two initiatives from the NEA Foundation and the District Capacity Project in Massachusetts	<i>Legal &amp; Legislative Issues</i>	The NEA Foundation and the MA District Capacity Project are national leaders in labor-management collaboration focused on school improvement. Session participants will have the opportunity to interact with HR and union leaders actively involved with these initiatives	Thursday, 10:45 am - 11:45 am
Developing the Talent from Within: Building Capacity for Student Success	<i>Succession Planning &amp; Professional Development</i>	In this era of reform, educators are operating in uncertain times. The need for distributed leadership becomes essential to the success of our schools. Meriden has developed a comprehensive talent development system.	Thursday, 10:45 am - 11:45 am
New Teacher Academy: How to Effectively Train Teachers New to the District	<i>Recruitment &amp; Retention</i>	Learn how to effectively design and differentiate new teacher orientation and how to effectively implement ongoing training and mentoring throughout the year to maximize teacher retention.	Thursday, 10:45 am - 11:45 am
Pre-Employment Applicant Testing	<i>Effective HR Process &amp; Use of Data</i>	This session will provide participants with the theoretical and practical linkages between K-12 teacher pre-employment hiring decisions and post-employment outcomes while emphasizing recommended selection criteria for commercially designed interview instruments.	Thursday, 10:45 am - 11:45 am
Hard Conversations Without Hard Feelings	<i>Healthy/Productive Work Place</i>	Hard conversations are inevitable, but they do not always need to end with hard feelings. Learn strategies to prepare for and have conversations where the focus does not become personal.	Thursday, 10:45 am - 11:45 am
Student Teacher University: A Collaborative Approach to Training, Recruiting, and Hiring Highly Effective Teachers	<i>Recruitment &amp; Retention</i>	Wake County Public Schools, NC's largest school district, annually hires 1,000+ teachers. Learn how the district, in collaboration with college and university partners, uniquely capitalizes on its student teaching program	Thursday, 10:45 am - 11:45 am
Setting Up a Successful Wellness Program in Your District	<i>Healthy/Productive Work Place</i>	Many insurance providers are requiring a wellness component to keep insurance rates lower. This session will provide information on how a school district partnered with the health department to provide flu shots, wellness screenings and weight management clinics to employees.	Thursday, 10:45 am - 11:45 am
Leveraging HR and Technology	<i>Effective HR Process &amp; Use of Data</i>	Introduction to HTML tags and how they can help HR professionals build electronic forms and vibrant job announcements to enhance talent management. No special computer skills required.	Thursday, 1:15 pm - 2:45 pm

Delivering Great Service to Principals: The Transforming Role of the Human Capital Partner (Staffing Specialist, Talent Manager, etc.)	<i>Effective HR Process &amp; Use of Data</i>	The primary role HR service delivery comes through the team that staffs the schools. Districts call this role HR partner, Staffing Specialist, Talent Manager, etc. The Academy has transformed this role to provide high-level support to Principals in all aspects of school needs, from recruitment to matching candidates, assistance with performance management, retention and all aspects of human capital work. Participants will learn through a case study and cross-district interactions and will understand how to measure the productivity of this role through Power Metrics.	Thursday, 1:15 pm - 2:45 pm
Managing Teacher Absence- The Next Step	<i>Effective HR Process &amp; Use of Data</i>	Teacher absence impacts both district budgets and student achievement. This session reviews the body of relevant research and outlines new endeavors to provide actionable guidance for building-level administrators.	Thursday, 1:15 pm - 2:45 pm
Everything Counts - Even Post-Its!	<i>Employee Discipline</i>	Learn strategies to support clear and constructive communications related to performance concerns. Receive documentation templates that will hold up in court and protect just-cause and due process rights.	Thursday, 1:15 pm - 2:45 pm
Work Would Be So Much Easier If It Weren't for All the Other People	<i>Healthy/Productive Work Place</i>	By minimizing difficult communication patterns, we can reduce the number of employee complaints and coach our employees to reduce difficult behavior to make the workplace a more productive environment.	Thursday, 1:15 pm - 2:45 pm
A Culture of Engagement= Success	<i>Healthy/Productive Work Place</i>	Engaged employees are more productive, energized and get results, it is essential to build a culture of engagement among leaders and staff in order to achieve academic success. Join us to learn how to build a culture of engagement in your district.	Thursday, 1:15 pm - 2:45 pm
What Does Good Professional Development Look Like?	<i>Succession Planning &amp; Professional Development</i>	Today's PD is advancing professional learning to be more than just a mere supportive role and, instead, a strategic tool for increasing teacher effectiveness. Therefore, lets answer the question- What Does Today's Good PD Look Like?	Thursday, 1:15 pm - 2:45 pm
New Media Recruiting	<i>Social Networking</i>	Learn what it takes to leverage the latest networking and online engagement tools, the importance of your "employer brand" in a new media environment, and recruiting strategies that use new media to attract talent for your district.	Thursday, 1:15 pm - 2:45 pm

Recruiting Education Technology Leaders to Enable a Digital Leap	<i>Succession Planning &amp; Professional Development</i>	Learn about the new national, aspirational school district technology leader certification- COSN's Certified Education Technology Leader. Hear how it is used by leading school personnel officials to identify candidates with the skills required to provide technology leadership for K-12 school districts.	Thursday, 1:15 pm - 2:45 pm
Diversity Beyond the Color: Do You Really Know Me?	<i>Workplace Diversity</i>	A lot times we think diversity is just what we look like; ohhh what a mistake. This session will help you to look at other diversities that we have in the workplace. Knowing the people you work with can make the workplace each day an interesting place to be when you "really" know who you are working with. Just like we bring different talents to our work place, we do the same with cultures, beliefs, rituals, etc. and we need to be aware of them. This session will help you to see beyond the color barrier and you will leave wondering "Do I Really Know My Co-worker?".	Thursday, 1:15 pm - 2:45 pm
7 Steps to Nirvana	<i>Effective HR Process &amp; Use of Data</i>	The presentation's objective is to highlight a seven (7) step process to ensure the successful analysis, evaluation, negotiation, and implementation of a modern HR/HCM system... without any preference to a vendor or technology.	Thursday, 3:00 pm - 4:00 pm
Data, Analytics and School HR Leadership	<i>Effective HR Process &amp; Use of Data</i>	As market-driven forces continue to impact HR decisions, district leaders will need to incorporate new skills to manage in this evolving environment. Talent management will include new variables; experience will be paired with effectiveness and market forces. This session will focus on using data in compensation and staffing decisions and discuss how analytics can play a role in the HR office.	Thursday, 3:00 pm - 4:00 pm
Strategic and Effective Compensation Structures	<i>Creative/Strategic Compensation</i>	Job classification and compensation analysis is necessary to ensure strategic, affordable and sustainable compensation structures. Understand the correct ways to be sure that your wage scales provide the structure, market competitiveness and legal compliance you need to hire and retain excellent employees while not breaking the budget.	Thursday, 3:00 pm - 4:00 pm
Moving the Class Ahead: Six Practices of Strategic HR Leaders	<i>Succession Planning &amp; Professional Development</i>	We will discuss six ways / practices that HR leaders can use in their districts to move from managing HR administratively to leading HR strategically. We will provide an overview of the six practices, how these practices can be applied in a school district and a tool kit that can be used by participants when they return to work.	Thursday, 3:00 pm - 4:00 pm

Getting the Right Leader on the Bus: A Comprehensive Approach for Selecting the Ideal Urban School Principal	<i>Recruitment &amp; Retention</i>	Learn how the Grand Rapids Public Schools, with the support of a local foundation and the expertise of a national expert, developed a comprehensive principal selection process based on national best practices.	Thursday, 3:00 pm - 4:00 pm
The Effective Use of Conflict as a Constructive Tool in the Employee Discipline Process	<i>Employee Discipline</i>	In this session attendees will use the advanced concept of a conflict dynamic framework to analyze their local conflicts and design resolution strategies for use in employee discipline matters.	Thursday, 3:00 pm - 4:00 pm
Welcoming Millennials to the Workforce	<i>Healthy/Productive Work Place</i>	Our youngest employees come with very different skills and attitudes than we might be used to. Learning about these differences will help us all to be more productive!	Thursday, 3:00 pm - 4:00 pm
Refining the NEW HR Standards for Educators	<i>Succession Planning &amp; Professional Development</i>	The education industry is dramatically different than banking, power, or retail -- so, why would standards and certification programs for HR professionals be the same? Due to the gap in practices, in 2013 the nonprofit Battelle for Kids began to develop standards for HR practitioners using research and best practice with the goal of establishing a human resources certification program focused on building leaders, HR staff, and central office executives. Now, BFK is working with AASPA and state affiliates to gather feedback on these standards from people like YOU – experts in the field! Come learn about the work done to date, the views of HR education professionals nationally, and be part of facilitated activities to provide feedback on the standards and certification program!	Thursday, 3:00 pm - 4:00 pm
Hiring a Diverse Workforce	<i>Workplace Diversity</i>	The Kent School District would like to share our recruitment strategies allowing us to increase our workforce diversity.	Thursday, 3:00 pm - 4:00 pm
Applicant Communication: How to Talent Spot & Keep the Applicant Pipeline Moving	<i>Recruitment &amp; Retention</i>	Many Human Resources departments struggle to meet the demands of applicants and filling positions with the right new hire. Strategies will be shared to work with applicants through the application and interview process, talent spot and redirect applications, and keep your pipeline moving forward.	Thursday, 3:00 pm - 4:00 pm
Advanced Leadership Strategies for School District HR Executives	<i>Effective HR Process &amp; Use of Data</i>	Attendees will learn about advances leadership strategies to handle HR realities of internal and external political and funding impacts on their districts as well as their teachers	Friday, 8:00 am - 10:30 am
Developing Teacher Quality: How to Hire the Best Teachers	<i>Recruitment &amp; Retention</i>	What works and what doesn't in hiring the best teachers? This session provides research-driven and practical steps for hiring the right teachers. Practical field tested tools will be used.	Friday, 8:00 am - 10:30 am

Employee Discipline and Documentation	<i>Employee Discipline</i>	This presentation will discuss the basics of progressive discipline, how to document and investigate misconduct, and include tips for administrators so that they are not perceived as bullying and harassing an employee when disciplining.	Friday, 8:00 am - 10:30 am
Creating Shared Accountability Systems	<i>Performance Evaluation (Certified &amp; Non-Certified Staff)</i>	How well do we all know we are headed in the same direction or that everyone knows the organizations goals? While we talk about teacher evaluations constantly, what about all the other people who work in our district? Many districts and leadership teams struggle to answer these questions daily, but Tulsa Public Schools (TPS) would like to share with you their success in creating a system of shared accountability. Hear from the TPS Chief Human Capital Officer information on how the district has embarked on a unique journey, one of strategic planning balanced scorecards; comprehensive evaluation; customer service; and data-driven conversations to improve culture in the organization for the better!	Friday, 8:00 am - 10:30 am
School Turnaround - Practical Strategies for Schools and Districts	<i>Effective HR Process &amp; Use of Data</i>	Learn from a respected turnaround principal on how to take charge of your underperforming K-12 school or district to dramatically improve results. Shawn shares the skills he learned and the tactics he used to implement an intense reform that improved student achievement and brought about sustainable change in school culture.	Friday, 8:00 am - 10:30 am
Reimagining Talent Management through Increased Flexibility	<i>Recruitment &amp; Retention</i>	Recent trends have driven the need for a fresh take on recruitment, selection and retention in education. Learn how one school district has used flexibility in business practices to reimagine talent management. This session maps challenges and success when bridging innovation with traditional HR practices	Friday, 8:00 am - 10:30 am
The Cycle of Effective Questioning: Re-Engaging the HR Screening Interviewer	<i>Effective HR Process &amp; Use of Data</i>	Engage in a dialogue about how teacher recruitment protocols can be reframed to access candidate knowledge. Basing recruitment protocols on edTPA can meet the changing needs of school systems and candidates	Friday, 9:00 am - 10:30 am
I Don't Care How You Feel, I Care What You Show	<i>Employee Discipline</i>	Schools employees express emotion when interacting with stakeholders. Positive interactions help the local school, while negative interactions are damaging. Learn how to guide and support employee emotional expressions through research-based findings.	Friday, 9:00 am - 10:30 am
Relax and Recharge: Stress Relief for a More Enjoyable Life	<i>Healthy/Productive Work Place</i>	Stress is a fact of life and everyone has it. Since you can't always control the stress that comes your way, its important to know how to control it. In this session you will learn skills to keep stress in check.	Friday, 9:00 am - 10:30 am

<p>Recruitment: We're in This Together</p>	<p><i>Recruitment &amp; Retention</i></p>	<p>Successful partnerships with teacher education programs provide recruiting advantages in acquiring top talent and preparing new teachers. Learn the elements necessary for successful partnerships in preparing and hiring great teachers</p>	<p>Friday, 9:00 am - 10:30 am</p>
<p>Analyzing Staffing for Balance and Efficiency</p>	<p><i>Effective HR Process &amp; Use of Data</i></p>	<p>Ensuring balance, fairness and efficiency in district staffing can be an overwhelming task. Find out how to perform staffing analysis which will ensure staffing and workload balance and optimum effectiveness.</p>	<p>Friday, 9:00 am - 10:30 am</p>
<p>Work Would Be So Much Easier If It Weren't for All the Other People</p>	<p><i>Healthy/Productive Work Place</i></p>	<p>By minimizing difficult communication patterns, we can reduce the number of employee complaints and coach our employees to reduce difficult behavior to make the workplace a more productive environment.</p>	<p>Friday, 9:00 am - 10:30 am</p>