AE is a non-profit membership association committed to the success of employers and their businesses. Founded in 1916, AE currently serves over 700 businesses across Montana and Wyoming.

The Mission of the Association is to provide expert advice, support, information, education and training in Employee Relations, Management, Human Resources, Research and Governmental areas and related matters directed to the promotion and establishment of a positive employer/employee relationship.

Our Commitment is to provide our members with the information they need, the training they require and the direct help they request in an accurate and timely manner.

Information Resources
- *The HR Hotline:* Unlimited access to certified HR, compensation and payroll professionals
- *Resources:* Monthly printed newsletter highlighting important HR and compliance information

Business Development
- Strategic Planning
- Succession Planning
- Meeting Facilitation

Payroll Services
- Process Payroll Per Pay Period
- Prepare Quarterly Reports
- Prepare Year End Reports

Human Resource Services
- HR Needs Assessment
- On-site HR Partnering
- Recruiting Services
- Employee Handbooks
- Affirmative Action Services
- Job Descriptions
- On-site Investigations
- Drug & Alcohol Testing Programs

Training & Development
- Executive Development
- Leadership & Management Development
- Teambuilding, Communication, Conflict
- HR Educational Programs
- Executive Coaching
- Webinars

Research & Compensation
- Wage & Salary Surveys
- Policies & Benefits Surveys
- Compensation System Design
- Employee Opinion Surveys
- 360 Degree Peer Reviews
- Customer Satisfaction Surveys

Group Health Trust
- Group Medical/Dental/Vision and Life Plans
- Benefit Consulting
- COBRA/HIPAA Assistance
- Insured Products
- Premium Only Plans

<table>
<thead>
<tr>
<th>Member Fee Schedule</th>
<th>Non-Member Fee Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Day Workshop</td>
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<tr>
<td>Consulting Per Hour</td>
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<td>Quarter-Day Workshop</td>
<td>$  700</td>
</tr>
<tr>
<td>Consulting Per Hour</td>
<td>$  130</td>
</tr>
</tbody>
</table>
## Course Listings

### Employee Development

#### PROGRAM FOR APPLIED LEADERSHIP

Focusing exclusively on leadership education and research, the Program for Applied Leadership offers expertise in solving the leadership challenges of individuals and organizations. The Program for Applied Leadership assists senior executives and business owners in developing and maintaining practical leadership skills through an array of programs, products, and other services.

- Leader - Personal development
- Leader - Developing your management team
- Business law & business ethics
- Financial analysis
- Strategic thinking: personal & professional development

#### THE BUILDING BLOCKS OF PERFORMANCE MANAGEMENT

This course will provide basic building blocks to assist managers with effectively managing the performance of their team members and teams. The course starts with a look in the mirror and how can I better manage myself. We then move into providing tools to manage others.

- DiSC Personality Profile/Effective communication
- Develop trust and equitably establish expectations
- Hold employees accountable
- Performance management
- Walk the Talk

#### MANAGEMENT EXCELLENCE

In this 6-session seminar, explore how to maintain technical expertise while demonstrating an effective style of leadership.

- DiSC Personality Profile / Communication
- Conflict Management
- Performance Management / Dialogue / Coaching
- Discipline / Termination / Performance Appraisals
- Teambuilding / Developing a Leader

#### CONFLICT MANAGEMENT / HANDLING DIFFICULT EMPLOYEE BEHAVIORS

This seminar will help you understand and manage conflict for positive outcomes, manage difficult employees, and put an end to unproductive and disruptive behavior.

- Conflict self-assessment
- Conflict response
- Enable a more productive and comfortable work environment
- Build confidence in managing conflict

#### COACHING FOR IMPROVED WORK PERFORMANCE

This seminar focuses on helping leaders define and enhance their coaching and counselling roles.

- Understand what coaching is
- Define the coaching relationship
- Resolve problems that interfere with performance
- Provide coaching guidance to develop employees

#### INTERPERSONAL RELATIONSHIP EXCELLENCE & EFFECTIVE COMMUNICATION

Each member’s profile and classical pattern will be examined and discussed as to how each can and should relate to others on a team where differences exist.

- Dimension strengths
- Networking
- How to adapt personal style and communication to more effectively work and interact with others
- Hearing vs listening
- Effective listening skills
### RESPECT AND DIVERSITY IN THE WORKPLACE

This session will raise basic awareness in how we interact with external contacts and co-workers.
- 10 commandments of good manners
- Cost of rudeness
- Cell phone and email etiquette
- Harassment prevention overview
- Diversity

### EFFECTIVE PRESENTATION SKILLS

This seminar will examine how executing four different components will allow participants to deliver impactful presentations with more confidence.
- Four key components of a presentation
- Three purposes of a presentation
- Creating the presentation
- Classroom management - dealing with difficult participants
- Various activities and role play are utilized

### MANAGING THE GENERATION GAP

This seminar will enhance the ability of managers and employers to recognize, respond to, and resolve differences involving generational issues where productivity, teamwork, and customer satisfaction suffer if not handled effectively.
- Generations defined
- Tips for working with every generation
- Competitive edge for the organization
- Problem escalation prevention

### TRAIN-THE-TRAINER

This skills development seminar is designed to allow each participant the opportunity to learn key steps in the training process. Using the techniques learned in the session, participants will build leadership skills and self-confidence.
- Business needs for training
- Stages of adult learning
- The 10 commandments of training
- Training model

### CUSTOMER SERVICE NICHE

This course offers customer service training based on attitude, communication, and listening. Learn how effectively using these three simple tools can keep customers doing business with YOUR organization and telling others about the great service you provide.
- Fantastic service
- Customer expectations
- Dealing with angry customers
- Moments of truth

### EFFECTIVE TEAM DYNAMICS

This workshop focuses on the skills needed to successfully build and maintain a productive employee team framework.
- Creating team identity
- Characteristics of an effective vs ineffective team
- Team dynamics
- Setting team goals and norms
- Decision making and problem solving exercises

### PERFORMANCE MANAGEMENT - CULTURE OF DIALOGUE / PERFORMANCE APPRAISALS

This seminar will examine the benefits of creating a culture of trust within the organization and discuss an effective performance appraisal process.
- Motivating through creating a Culture of Dialogue and positive reinforcement
- Understanding a performance appraisal system
- Creating an effective performance appraisal

### FACILITATION TECHNIQUES

This workshop walks you through the process of facilitation and conducting successful meetings that identify issues & provide solutions.
- Team dynamics
- Model for successful meetings
- Problem solving
# Employee Development

## MANAGING THE TRANSITION OF CHANGE
This course will assist managers in understanding the difficulties involved in getting people to change. It will also help your employees to understand and cope with change in a manner that is not negative.
- Change vs transition
- Three phases of transition
- Effective communication during change
- Four P’s of change
- Building trust

## TRANSITIONAL MANAGEMENT
This program is designed around the concept that managers/supervisors need to learn to lead as opposed to just manage. Where management means doing things right, leadership means doing the right things.
- Learn how to put people first
- Honesty
- Trust
- Special treatment
- Courage

## TIPS FOR MANAGING YOUR TIME
Each of us has the same amount of time but never enough time. The key is not to manage time, but to manage ourselves. The choices we make about what we are doing with our time are critical.
- Prioritizing
- Analyzing
- Filtering
- Scheduling
- Executing

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# Human Resources

## HARASSMENT AND DISCRIMINATION PREVENTION IN THE WORKPLACE
Any kind of harassment can have devastating effects in the workplace. Because the Equal Rights Commission views managers and supervisors as company representatives, companies must ensure proper training for supervisors and proactive education for employees.
- Federal and State law overview
- Sexual harassment
- Other illegal forms of harassment
- Retaliation
- Your support role as peer or supervisor

## WORKPLACE VIOLENCE PREVENTION
Learn the skills necessary to prevent the threats, abuse, and other aggression your employees may encounter in the workplace.
- What is workplace violence, how can it manifest itself, and who can commit it?
- When is workplace violence committed?
- What are the signs?
- What kinds of threats should you watch for?
- How can you prevent workplace violence?
# Course Listings

## Human Resources

<table>
<thead>
<tr>
<th>LABOR RELATIONS</th>
<th>EFFECTIVE RECRUITING PROCESS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Join us as we explore what employers can do to maintain a non-bargained environment, or continue a good rapport with your current collective bargaining unit.</td>
<td>This seminar will give you the confidence and tools necessary to evaluate your personnel needs and hire the best candidate for the position and for your organization.</td>
</tr>
<tr>
<td>• Understanding impact of Employee Free Choice Act</td>
<td>• Creating a recruiting strategy</td>
</tr>
<tr>
<td>• Understanding how to keep your workplace union-free</td>
<td>• Developing behavioral-based interview questions</td>
</tr>
<tr>
<td>• Understanding how to run a management campaign</td>
<td>• Evaluation of resumes</td>
</tr>
<tr>
<td></td>
<td>• Reference checking</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ADA / FMLA / WORKERS’ COMPENSATION</th>
<th>WAGE &amp; HOUR LAW BASICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>This session will focus on an overview of ADA and FMLA laws and how organizations need to comply with the laws. In addition, Workers’ Compensation will be covered, and participants will learn how all three interact.</td>
<td>This program will review the Fair Labor Standards Act (FLSA) provisions, including job classifications and overtime pay, uncover areas of vulnerability and possible noncompliance issues.</td>
</tr>
<tr>
<td>• Americans With Disabilities Act (ADA) overview</td>
<td>• Identify and correct wage and hour problems</td>
</tr>
<tr>
<td>• Family and Medical Leave Act (FMLA) overview</td>
<td>• Wage and hour audit prevention</td>
</tr>
<tr>
<td>• Workers’ Compensation overview</td>
<td>• Exempt vs non-exempt classifications</td>
</tr>
<tr>
<td></td>
<td>• Overtime computation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EMPLOYMENT LAW</th>
<th>HUMAN RESOURCE PRACTICES</th>
</tr>
</thead>
<tbody>
<tr>
<td>This one-day workshop develops participants’ understanding of recent changes or modification of the laws that impact every decision, policy, and practice involving employees of their organizations. It also develops a practical understanding of government regulations and the skills needed to interpret and apply these laws, so that the laws can be readily communicated to all levels of personnel within the organization.</td>
<td>This seminar will examine the role of Human Resources in the organization. Training and discussion will occur in regards to primary functions and applicable laws and regulations.</td>
</tr>
<tr>
<td>• Discussion topics vary from year to year</td>
<td>• Gain insight from knowledge and experience from facilitators who have 30+ years of Human Resource management experience</td>
</tr>
<tr>
<td></td>
<td>• Share questions and information with program participants</td>
</tr>
<tr>
<td></td>
<td>• Topics will vary from year to year</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DISCIPLINE AND TERMINATION</th>
<th>FUNDAMENTALS OF COMPENSATION SYSTEMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>This workshop will give managers the tools to understand the fair, consistent, and legal way to discipline and discharge employees.</td>
<td>This seminar will provide an overview of the compensation function, from designing a compensation program that supports your organization’s business strategies, to administrating your pay system.</td>
</tr>
<tr>
<td>• Overview of Montana Wrongful Discharge from Employment Act (MWDEA)</td>
<td>• Developing a compensation philosophy</td>
</tr>
<tr>
<td>• Good cause</td>
<td>• Developing and maintaining a pay structure</td>
</tr>
<tr>
<td>• Due process</td>
<td>• Communicating compensation to employees</td>
</tr>
<tr>
<td>• Disciplinary process</td>
<td></td>
</tr>
</tbody>
</table>
## Human Resources

### EMPLOYEE RECORDKEEPING / DEVELOPING EMPLOYEE HANDBOOKS

This seminar will provide an understanding of the law and common practices of employee recordkeeping and information needed to maintain records and reduce liability. Participants will also be guided through the process of determining whether their organization requires an employee handbook.

- Federal and State regulations
- Types of employee files / personnel files
- Record retention
- Employee handbooks

### DOT & NON-DOT DRUG & ALCOHOL COMPLIANCE: REASONABLE SUSPICION

DOT mandated Alcohol and Substance Abuse Compliance is a program that is often misunderstood and incorrectly administered. Montana laws that govern the testing of Non-DOT employees further complicates drug and alcohol testing programs.

- Current regulations
- Proper compliance with DOT
- Proper compliance with Non-DOT
- Mandated Reasonable Suspicion for Supervisors training

### FUNDAMENTALS OF PAYROLL

Payroll is more than just receiving a paycheck. With regulatory rules and complicated calculations, payroll may be a potential hidden liability for your company. This seminar is an excellent source of education and information for the person who is just starting in payroll. It is also a great tool for knowledge verification for the person who has been in payroll for years. This seminar is designed to explain procedures, policies and processes that define the workload and daily challenges of the payroll professional.

- Determine correct worker status
- Properly define and pay for overtime
- Withhold deductions properly
- Deposit taxes correctly
- Prepare quarterly tax reports properly

### UNDERSTANDING PAYROLL DEDUCTIONS

Adding to the complexity of the payroll department’s responsibilities, employee paychecks are often subject to deductions other than those for federal, state and local taxes or for the purchase of various employee benefits. Come learn the particular guidelines associated with the non-routine deduction; how to comply with the requests or court ordered deductions; and communicate them to the employee impacted.

- Gain an understanding of voluntary and non-voluntary deductions
- Learn how to calculate the appropriate amounts to withhold for employee garnishments
- Determine the correct order to withhold amounts when you have multiple garnishment requests for an employee

### SOCIAL MEDIA: WHAT IS AN EMPLOYER TO DO?

This seminar will explore the benefits and pitfalls of social media policies in the workplace. Generational characteristics will be discussed in relation to the need for social media policies. Conflict management tips will be introduced to assist participants with issues when they arise.

- Policy “do’s” and “don’ts”
- Discipline/termination for social networking infractions
- Sample social media policies
- Generational characteristics and differences
- Conflict management
Safety Training
Consulting
Technical Assistance
Seminars
Program Development

MSSC
Your Education & Training Resource
What is Montana Safety Services Council?

The Montana Safety Services Council is a non-profit educational association established in 1993 to provide safety and health related services. MSSC currently serves more than 130 business in all areas of service; manufacturing; construction; medical; energy; retail; wholesale; transportation; and refining throughout Montana and Wyoming. These services include occupational safety training, consulting, technical assistance, needs assessments, safety audits, and safety program development to our membership and the public at large.

Montana Safety Services Council Commitment

MSSC’s commitment is to advance and improve both general and construction industries safety culture through education and training. The Council recognizes that if improvement in safety performance and awareness is to be achieved, a unified effort involving business owners, contractors and our labor force must be realized.

Our Mission

The Council is dedicated to the enhancement of Montana’s safety culture through education and training programs. Our goal is to serve and assist business owners, contractors, labor, as well as the general public to advance and improve worker safety knowledge. We strive to reduce worker fatalities and injuries furthering reduction in workers’ compensation insurance costs and to enhance productivity.

Member Fee Schedule

<table>
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<th>Fee</th>
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Non-Member Fee Schedule

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</table>
Online Training Lab

26 Training Stations Available

MONTANA’S SOLE RESOURCE for CHS LAUREL REFINERY & PHILLIPS 66 BILLINGS REFINERY SITE SPECIFIC TRAINING

MSSC Members $20
Non-Members $25

- Training is available Monday-Friday 8am to 5pm.
- Reserve training for your employees at least 24 hours in advance, this will guarantee their time.
- Training classes are 1 1/2—2hrs long.
- Walk-ins accepted if training space is available.
- The last training will begin at 2:30 pm.

REQUIRED SAFETY TRAINING
for individuals who work in highly hazardous environments. C-STOP Basic Training
Includes the following; Process Safety Management, Hazardous Materials, Confined Spaces, Emergency Response, Excavation, Trenching, Lead Awareness, Lock and Tag, Hazardous Energy training, Overhead and Gantry Crane Safety, Personal Protective Equipment, Scaffold Safety and more.

- 8 hour initial—$100
- 4 hour refresher—$50

ONE HOUR SAFETY COURSES OFFERED

- Arial Lift Awareness - WEB
- Asbestos Awareness WBT
- Benzene Awareness WBT
- Bloodborne Pathogens WBT
- Electrical Safety - Web
- Firewatch WBT
- Hazcom - Web Based
- Hearing Conservation WBT
- Hydrofluoric Acid - Web
- Hydrogen Sulfide WBT
- Lockout Tagout WBT
- Safety Awareness 5
- Scaffold User WBT
- WBT Confined Space

OPERATOR QUALIFICATIONS POTENTIAL TRAININGS—COMING SOON
(Not all inclusive)

Abandonment of Facilities
Abnormal Conditions & Safety
Atmospheric Corrosion
Basic Electronics:PLCs
Cathodic Protection Criteria
Cathodic Protection Troubleshooting
Cathodic Protection-Rectifier
CGIs & Flame Ionization
Characteristics & Properties of Natural Gas
Compressor Operation: Gas Path
Compressor Operation: Power Cylinder
Compressor Operation: Compressr
Compressor Operation: Turbine
Compressor Station Operations
Damage Prevention
Effective Media Relations
Electric Arc Welding
Electrical Insulator Inspection
Electrofusion
Emer Plans & Public Contractor
Fundamentals of Electricity
Gas Control
Hot Tapping & Stopping
Inspecting & Testing Relief Va
Installation of Anodes
Installation of Steel Mains
Installation of Test Stations
Installation Plastic Mains-PT1
Installation Plastic Mains-PT2
Interference (AC/DC)
Internal Corrosion Monitoring
Investigating Pipeline Failure
Leak & Pipeline Failure
Leak Survey & Classification
Mechanical Fittings
Natural Gas Operations
Odorization
Operator Qualification Summary
OSHA Rigging - Inspection
OSHA/DOT-Excavation Safety
Oxygen/Acetylene Welding
Pipe-to-Soil Surveys
Pipeline Crossings
Pipeline Leak Repair
Pipeline Pigging
Pipeline Purging
Pipeline Shutdown & Startup
Plastic Pipe Fusion
Plastic Pipe Fusion - Spanish
Population Density Change
Pressure Testing Steel & Plast
Preventing Accidental Ignition
Protective Coatings
Reciprocating Compressor Units
Up-Rating Pipeline Systems
Valve Maintenance
Valve Operators
Vault Inspection
Weld Repairs & Procedures
Welder Qualification
### Classroom Course Listing

#### Certifications

<table>
<thead>
<tr>
<th>CSTOP © TRAINING 8 HOUR &amp; 4 HOUR REFRESHER (Contractor Safety Training Orientation Program)</th>
<th>FORKLIFT TRAIN-THE-TRAINER COURSE (PIT Instructor)</th>
</tr>
</thead>
</table>
| An industrial safety training orientation program designed to provide contractor employees with a basic understanding of hazards and safety procedures associated with work in industrial facilities.  
  - Verifiable and certifiable  
  - Focuses on 12 OSHA basic construction industry safety requirements  
  - Accident prevention | Forklift Train-the-trainer Certification Course, three-year certification provides four hours of formal classroom training presented with lecture, video, and PowerPoint presentations, focusing on OSHA’s final rule 29CFR1910.178.  
  - Requirements for training  
  - Presentation tips  
  - Required OSHA guidelines  
  - Includes forklift TTT guide manual  
  - Includes course support DVD |

<table>
<thead>
<tr>
<th>CPR / AED / FIRST AID COURSES</th>
<th>BLOODBORNE PATHOGENS</th>
</tr>
</thead>
</table>
| Medic First Aid BasicPlus CPR, AED, and First Aid for Adults  
  - Essential responsibilities  
  - Recognizing a medical emergency  
  - Making the decision to help  
  - Activating EMS system  
  - Providing basic first aid care |  
  - What are bloodborne pathogens (BBPs)?  
  - Why are they harmful?  
  - How can I protect myself?  
  - What is our Exposure Control Plan? |

<table>
<thead>
<tr>
<th>DIRECTORS SERIES</th>
<th>HAZWOPER 8 HOUR REFRESHER</th>
</tr>
</thead>
</table>
| This series will enable managers and supervisors to understand the fundamentals of safety management, and strengthen the safety culture within your organization.  
  - New Employee Orientation  
  - Incident Investigation  
  - Hazard Communication  
  - Emergency Preparedness  
  - Ergonomics  
  - Record Keeping | OSHA 29CFR1910.120 requires annual refresher training for workers and supervisors working with hazardous materials who have previously completed the 40-hour course.  
  - Hazwoper introduction  
  - Proposed OSHA PPE Standards  
  - Hazardous materials recognition systems/labeling  
  - Site specific considerations |
### Classroom Course Listing

#### Training

<table>
<thead>
<tr>
<th>HAZARD IDENTIFICATION</th>
<th>HAZARD COMMUNICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Useful for employees &amp; employers who do site inspections in fixed or mobile locations</td>
<td>OSHA’s Hazard Communication Standard is 29 CFR 1910.1200.</td>
</tr>
<tr>
<td>• Types of hazards</td>
<td>• Methods and observations used to detect chemicals</td>
</tr>
<tr>
<td>• Exposure</td>
<td>• Physical and health hazards of chemicals</td>
</tr>
<tr>
<td>• Probability and severity</td>
<td>• Employee protective measures</td>
</tr>
<tr>
<td>• Hazard control hierarchy</td>
<td>• Material Safety Data Sheets (MSDS)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RESPIRATOR PROTECTION</th>
<th>PORTABLE FIRE EXTINGUISHERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• When respirators are needed</td>
<td>• The fire triangle</td>
</tr>
<tr>
<td>• Types of respirators and their limitations</td>
<td>• Types of fires &amp; classes of fire extinguishers</td>
</tr>
<tr>
<td>• What you must do when respirators are required</td>
<td>• Rules for fighting fire</td>
</tr>
<tr>
<td>• What you must do when respirators are optional (worn voluntarily)</td>
<td>• Fire extinguisher use</td>
</tr>
<tr>
<td></td>
<td>• Fire extinguisher inspection / maintenance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HEARING CONSERVATION</th>
<th>PERSONAL PROTECTIVE EQUIPMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The effects of noise on hearing</td>
<td>• When PPE is required to protect an employee, who is responsible for payment for personal protective equipment?</td>
</tr>
<tr>
<td>• Hearing protection – their purpose, types and use</td>
<td>• When is the employer required to implement a personal protection program?</td>
</tr>
<tr>
<td>• The purpose of audiometric testing and how it works</td>
<td>• The 7 categories of PPE</td>
</tr>
<tr>
<td>• Your right to see noise measurement records and hearing test results</td>
<td>• Proper selection of PPE</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>FALL PROTECTION</th>
<th>SCAFFOLD SAFETY</th>
</tr>
</thead>
<tbody>
<tr>
<td>• When do you need fall protection</td>
<td>• OSHA standard</td>
</tr>
<tr>
<td>• Types of fall protection</td>
<td>• Requirements</td>
</tr>
<tr>
<td>• Requirements of the Fall Protection Standard</td>
<td>• Inspections</td>
</tr>
<tr>
<td>• Fall arrest systems</td>
<td>• Fall hazards</td>
</tr>
<tr>
<td>• Written fall protection plan</td>
<td>• Access</td>
</tr>
<tr>
<td></td>
<td>• Struck by falling objects</td>
</tr>
<tr>
<td></td>
<td>• What is a competent person?</td>
</tr>
<tr>
<td></td>
<td>• What is a qualified person?</td>
</tr>
<tr>
<td>Classroom Course Listing</td>
<td></td>
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<td>--------------------------</td>
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</tr>
<tr>
<td><strong>Training (cont)</strong></td>
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<table>
<thead>
<tr>
<th><strong>CONFINED SPACE</strong></th>
<th><strong>LOCK OUT/TAG OUT—HAZARDOUS ENERGY CONTROL</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>How to identify a confined space</td>
<td>What is lockout/tagout</td>
</tr>
<tr>
<td>Confined space hazards</td>
<td>Training of lockout/tagout procedures</td>
</tr>
<tr>
<td>How to control or eliminate the hazards</td>
<td>Authorized employees</td>
</tr>
<tr>
<td>Confined space entry procedures</td>
<td>Affected employees</td>
</tr>
<tr>
<td>Confined space permits</td>
<td>Standards for locks and tags</td>
</tr>
<tr>
<td>Employee training needs</td>
<td>Procedures for lockout/tagout</td>
</tr>
<tr>
<td>Confined space worker duties</td>
<td>Procedures before locks and tags removed</td>
</tr>
<tr>
<td>Emergency and rescue services</td>
<td>Procedures for special lockout/tagout occasions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>CUSTOM SITE SPECIFIC TRAINING</strong></th>
<th><strong>DEFENSIVE DRIVING</strong></th>
</tr>
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<tbody>
<tr>
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Benefits of Membership

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