What to Expect in 2019
Our Mission
Our mission is to maximize performance of organizations and employees so that business thrives.

Our Purpose
We achieve our mission through knowledge transfer—the delivery of HR expertise and a wide range of membership benefits.

The MRA Edge is distributed bi-monthly by MRA—The Management Association as a benefit of MRA membership. Back issues are available at www.mranet.org. Share content as often as you’d like for the benefit of your management team or employees with appropriate MRA attribution. Reach out to Lynell Meeth, Director of Member Content at 414.696.3446 or Lynell.Meeth@mranet.org with questions or comments.

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Welcome to the MRA Edge! We are excited to unveil our new bi-monthly publication, a premier source of information designed to help solve the challenges in your business environment. In today’s ever-evolving workplace, it’s critical to stay on the leading edge. Each issue will include insights for all organizational leaders who impact people and business success.

At MRA, our members’ success is at the heart of why we do what we do. That’s why we will highlight member stories throughout the year, to share what they’ve done, so we can learn from each other.

We are also adding two new segments: Tips from the Trainer, where our leading learning and development managers will share the latest on developing talent, and What’s New at MRA, revealing how we are continuously innovating to meet our members’ needs.

You have humans. You have resources. Let the MRA Edge give you the advantage you need to lead powerfully into the future.

Letter From the Editor
Lynell Meeth - Lynell.Meeth@mranet.org

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You have humans. You have resources. Let the MRA Edge give you the advantage you need to lead powerfully into the future.
Theoretically, taking a 12-week prep class for the SPHR certification exam makes perfect sense. Who wouldn’t want to be as prepared as possible for such an important test? But, with the class comes commitment. Just ask Sarah Hector, HR pro who was in the field for eight years when she decided it was time to go for her SPHR certification. She already had the SHRM-CP certification under her belt and felt that the breadth and depth of her work experience prepared her for an elevated certification.

“The SPHR is regarded as a top certification in our profession,” says Hector. “The credibility it adds to an HR professional is a game-changer. It shows that the person has the knowledge, skills, and abilities to succeed in the field.”

Attending the three-hour evening classes once a week for 12 weeks was, at times, tough to make happen with busy schedules and long work days. But it was worth it, offering Hector many positives like not missing any work time. Her seasoned class instructor had decades of HR experience to share with the class and she was surrounded by motivated colleagues trying to achieve the same goal. Hector also found it helpful that the class provided all the reading material, flash cards, and online prep resources to help the information sink in.

“Taking the class definitely helped me pass the exam,” says Hector. “The instructor, Kendra Dodd, has such a remarkable way of teaching. She is very engaging and her use of real-world examples helped me tremendously. Also, having other students learning the same information allowed us to form study groups where we would meet and share resources, ideas, and study guides.”

When Hector passed the exam, she found higher-ups within her organization stopping by to congratulate her on her success. She couldn’t help but feel accomplished with a new sense of credibility by achieving SPHR certification.

Would she recommend other people take the MRA prep class? “Absolutely,” Hector says. “Not only did I earn a really desirable certification in HR, my knowledge has vastly grown. I enjoyed learning about different aspects of the field and I made some good friends along the way. It was a win-win.”

By Sue Pettle, MRA Content Writer

So, what’s stopping you? MRA will be offering the next HR certification preparation classes in February.

- aPHR
  - In-person 1-day 2/6 or 3/21

- PHR/SPHR
  - In-person sessions begin 2/19 or 3/1
  - Webinar sessions begin 2/19

- SHRM-CP/SHRM-SCP
  - Prep classes are offered as individuals express interest, so contact us to add your name to our list, and indicate your interest in online or classroom training.

Register at mranet.org.
For personal assistance, contact Registrations at 800.488.4845 or registrations@mranet.org.
**Living the Dream**

**THE AMERICAN DREAM**—the idea that every U.S. citizen has an equal opportunity to achieve happiness, success, and prosperity through hard work, determination, and creativity.

MRA member Brentano Fabrics in Wheeling, IL, is an example of this definition. The company was started in 1990 in the garage of husband and wife team Iris Wang and E-Kwan Chen. Iris serving as the design director and E-Kwan as president. From their modest beginnings, along with a lot of hard work and passion for their craft, they have created a premier textile house with their fabric designs seen in hotels and restaurants around the world.

Iris was born in South Korea to parents who had fled Chinese Communism. In 1978, she came to the United States to complete her Master of Fine Arts degree at Kent State University, which she earned in 1981. When she was working with an interior designer in Chicago, a project involving fabric covered ceiling tiles sparked her interest in textiles.

E-Kwan grew up in Taipei, Taiwan, and studied biology at Fu Jen University and then earned a Masters of Anatomy at Kent State University. It was personal projects involving the construction of upholstered panels that inspired his fascination with textiles.

**Solidifying Their Strategy**

MRA is an important piece of the puzzle when it comes to Iris and E-Kwan’s business growing smoothly. Brentano Fabrics employs 42 people and MRA has helped position Brentano for success by taking the reins on the organization’s HR tasks, including:

- Updating their handbook
- Conducting supervisory training
- Refining the performance management process
- Adding “stay interviews”
- Starting an HR procedure manual
- Completing a HR audit
- Finishing an employee benefits analysis and setting up a Benefits Education Day
- Completing a safety audit and starting a safety committee
- Implementing a service award program
- Supporting the Myers-Briggs Type Indicator® assessment
- Facilitating a strategic planning session
- Crafting an employee morale program
- Developing a five-year transition plan

The successes that Brentano has seen with these HR initiatives have made a big difference for the company. For example, the stay interviews have encouraged more conversation and fewer emails. Employees like the frequently scheduled talks, making the supervisor/employee relationships better.

The benefits analysis revealed several gaps in the benefits package prompting Brentano to introduce employer-paid life insurance and disability programs. They then brought in an investment advisor to the company-sponsored Benefits Education Day so employees could learn more about their retirement plan, which is 100-percent employer-funded.

The employee morale program was designed around the idea that if work is enjoyable, employees will feel like an appreciated part of the team. Fun activities like a monthly raffle for a giveaway, potluck lunches, holiday parties, and the publication of a quarterly employee newsletter help strengthen the bond of the Brentano work family. It is important to Iris and E-Kwan that employees want to come to work every day and know that they are valued.

The transition plan that MRA developed spells out how Iris and E-Kwan’s sons, Alan and Leo, will take over the business in five years. With this plan, the next generation will start running the company on solid ground and be able to execute and manage the business successfully.

Brentano Fabrics is living proof that the American Dream is alive and well. Hard work, dedication, and knowing when to partner with experts for the business needs outside your wheelhouse can lead to great success.

By Sue Piette, MRA Content Writer
BULLY BOSSES CAN DO A LOT OF DAMAGE. From screaming directives to snubbing colleagues, bullies can create a “war zone” in the workplace.

So what does a bully boss look like? Common behaviors include:

- Talking about someone behind his or her back.
- Flaunting status or authority.
- Belittling someone’s opinion to others.
- Choosing not to return phone calls or respond to memos.
- Giving others the silent treatment.
- Delivering insults, yelling, and shouting.
- Staring, giving dirty looks, or other negative eye contact.
- Use of condescending or demeaning language.

When you add the anger you feel towards the bully and your frustration for putting up with such behavior, it hardly creates a prime condition for doing your best work, or any work at all.

These are never easy situations to resolve but here are some tactics that can help you cope with your bully boss:

- **Confront your bully boss.** It can be startlingly effective. Bullies lack boundaries on their own behavior. A boss can't bully if you don't let yourself be bullied. Conduct the conversation in neutral territory such as coffee or lunch chat in a location outside of your department.

- **Be firm and honest.** Point out how your boss’s behavior is affecting you. “I'm embarrassed when you humiliate me in a meeting. If you have a concern or issue with my performance, please address it with me in private.”

- **Talk to the human resources department** about your bully boss and then be sure to document each and every incident of bullying. Keep all memos, emails, and replies to your emails. Forward anything of bullying nature to HR. Sadly, companies often don’t learn about bullying experiences until an exit interview.

- **If you are in HR and your own boss is a bully,** communicate your concerns all the way up the chain of command until you are heard.

- **Set firm boundaries to take care of yourself.** This means deciding on the things you are not willing to do, no matter what pressure someone places on you. No person, including your boss, can force you to do something without your implicit or explicit consent.

Every time you allow a bully to get a reaction out of you, you are giving away your personal power. But don't fight fire with fire by becoming aggressive or hostile. Instead, take the steps needed to protect yourself while trying to make your bully boss see the error of his or her ways.

Debra Schmidt
Learning and Development Manager
Debra.Schmidt@mranet.org

MRA’s certified HR Hotline Advisors are always on standby to assist you with questions on bullying, or any other HR issue at 866-HR-HOTLINE (866.474.6854) or infoNow@mranet.org.
Should employees be permitted to sell their kids’ fundraising items at work … or not?
Here are two MRA experts to talk about both sides of the story.

**Rhonda Blum, SHRM-SCP**
HR Business Advisor

**ALLOW IT**
Employees should be able to sell their kids’ fundraising items at work, and here’s why:

- Selling kids’ fundraising items is a good idea, with practical guidelines in place. Leaving an order form in the breakroom for whatever is being sold is a passive way to make it happen. Co-workers can choose to participate or not.
- It feels good to support local teams, scouts, churches, performing arts, and the community. At the same time you’re supporting your co-worker, which can make a work team feel more engaged.
- Many of the items are things that people want and use often, like pizza, wrapping paper, magazine subscriptions—let’s not forget about the sweet treats!
- Allowing employees to sell fundraising items at work may align with the family-friendly culture within the organization.
- When the cause is something that an employee believes in, it’s a win-win. For example, mission trips may be a passion of someone at work and supporting that cause can enhance the employee’s feeling of connection with the company.

Kim Kozlik, SPHR, SHRM-SCP, HR Business Advisor

**DON’T ALLOW IT**
Selling your kids’ fundraising items at work just isn’t a good idea, and here’s why:

- By allowing any fundraising activities at work, you’re opening the door to all organizations to solicit. Companies can’t say yes to some and no to others. It’s all or nothing, including unions, which can pose challenges for management.
- What if the fundraiser is something an employee finds offensive or disagrees with? Religious items, charitable organizations, and community projects all have their supporters, as well as their opponents.
- Chances are people will feel obligated and not want to let anyone down. This may lead to frustrations from making a purchase of something they may not want or can’t afford.
- Selling any item at work can be distracting. Money needs to be exchanged, delivery needs to be coordinated. All of this takes away from being productive.
- Even if the order form is left in the breakroom, everyone can see who has signed up. There is social pressure to buy something when you see that the majority of your co-workers (or your boss!) have already done so.

MRA members can always contact a HR Advisor to ask any questions, about fundraisers or any other HR matters, by calling 866-HR-HOTLINE (866.474.6854) or emailing info@ranet.org.
What to Expect in 2019

The employment-related landscape of HR is ever-changing. While nothing is certain, there are a few key areas gaining momentum where businesses need to proactively take notice in 2019.

Michael Hyatt
Director, HR Government Affairs
Michael.Hyatt@mranet.org
**MeToo and Harassment:** Sexual harassment and the #MeToo movement will continue to be hot topics. Aside from reputational damage, legal fees, and settlements, allegations of sexual harassment and discrimination can impact an organization's ability to attract and retain key talent. There is simply too much at stake for companies not to pay attention.

If your organization did not do so in 2018, now is the time to reinforce the commitment to a harassment-free work environment. Look for legislation in the Democratic-controlled House that will focus on gender equity, including pay equity and prohibiting the use of salary history in hiring.

In addition, MRA is monitoring the EMPOWER Act legislation, which focuses on (among other things) banning companies from having nondisparagement and nondisclosure agreements in their contracts, requiring public companies to disclose all their settlements in the annual filings to the U.S. Securities and Exchange Commission (SEC), and mandating that companies have sexual harassment prevention training programs in place. Given the continued national discussion surrounding the #MeToo movement and that this bill has bipartisan support, the EMPOWER Act could gain traction in the coming months.

**FLSA Exemption Rules:** The Fair Labor Standards Act (FLSA) salary threshold has been on hold since November 2016; however, it is likely to be updated in 2019. Recently, the Department of Labor (DOL) gathered interested parties for a series of listening sessions to solicit more opinions before issuing a proposed rule.

The proposal isn't expected until March 2019 (at the earliest) and will require a comment period. The DOL will need time to review the comments (the last time, there were more than 260,000 comments) before any new rule is issued. It is expected the rule (once finalized) would not take effect until at least 2020. And there is much speculation that the proposed salary level will be far less than the 2016 version of $47,476 annually—more likely in the $30,000 to $34,000 range.

**Immigration:** A key focus of President Trump’s agenda has been on immigration. In 2019, continued increase in I-9 audits and workplace raids is anticipated as well as continued revisions to the H1-B program. Moreover, as the Deferred Action for Childhood Arrivals (DACA) program remains in limbo, the new Congress will have an opportunity to address and pursue reforms to it and to the immigration system as a whole.

**Federal Paid Leave:** Federal paid leave legislation, titled the Workflex in the 21st Century Act, stalled in Congress in 2018. The bill proposes a combination of paid leave benefits and flexible work arrangements intended to help employees strike a better work-life balance. This legislation will likely gain momentum in 2019 now that the House has moved to a Democratic majority. It's likely they will attempt to reconcile some of the patchwork paid leave laws enacted by states and cities across the nation.

**Paid Parental Leave:** The Economic Security for New Parents Act, a paid parental leave bill, also stalled in 2018 but could pick up traction again in 2019. The bill is designed to be self-financing, as employees who voluntarily opt-in will draw on their Social Security benefits for two months in exchange for delaying the collection of retirement benefits by an equal amount of time (two months). The bill is limited to paid parental leave only and does not address other forms of paid leave (e.g., paid sick leave).

**Drugs in the Workplace:** Many U.S. manufacturing employers are encountering an increasing number of employees failing drug screens or simply quitting if asked to take such a test. In the age of marijuana legalization and opioid drug abuse, addressing and managing drug use and drug testing will remain one of the most challenging issues for employers in 2019.

**State and Local Issues:** Given the gridlock and inaction on the federal level, there may be more states and local governments taking the lead in addressing workplace issues such as paid family leave, pay equity (including salary history bans), and minimum wage.

If the past year is any indication, this year will also be a bit unpredictable in terms of what policy and enforcement changes will be made and when. In the meantime, employers can stay up to date on the latest news and regulations through MRA’s publications and ask questions of our HR Hotline Advisors on compliance changes to the laws at 866-HR-HOTLINE (866.474.6854) or infonow@mranet.org.
You’ve hired a great new employee who will help you immensely with your ever-growing workload, and you can’t wait to get started. There’s just one problem—training is needed.

Do you have time in your schedule to train this new person (and train well)? Of course, you don’t! You hired a new employee because you have too much work and not enough people. But, it’s incredibly important that you make the time to train your new hire well, because if you don’t, you’ll be retraining to fix the mistakes that happened when you were rushing through it the first time around.

Here are some tips to remember when you’re feeling the time crunch but need to train a new hire.

- **Be deliberate.** Your boss may be breathing down your neck to get the new person up to speed ASAP, but doing a quality job of training needs to be paramount. Go slow to get him or her up to speed as fast you can.

- **Be patient.** People don’t usually learn as fast as you want them to. That’s because you forget how hard it is to learn something you aren’t familiar with. Telling your trainee, “We need to get this done, so I’ll just do it but I’ll show you how later,” only says that he or she isn’t good enough. You will never get good results by being impatient with someone.
- **Be prepared.** Managers who wing it end up saying things like, “I forgot to mention this three steps ago.” Not having all your ducks in a row leads to a frustrating experience for the people trying to learn from you. Make sure you have all the equipment, resources, established procedures, and guidelines ready to drive the training. If you’re not organized, your trainee will be lost and confused.

- **Be all in.** Training is not just showing, or not just telling. Training is showing, telling, demonstrating, and explaining—then allowing the trainee to show, tell, demonstrate, and explain while the trainer provides feedback and coaching. All these steps must be taken, and if they aren’t, you’re shortchanging your new hire’s potential to thrive at the job you hired him to do.

Taking the time to properly train a new hire is the best thing a manager can do to ensure that person’s success. In the short term it can be really challenging to find the time to do it right. But in the long run, a well-trained worker will help you, your team, and your organization reach its goals and run smoothly.

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**To help you get started, check out our Manager’s Training Toolkit.**

- Pre- and Post-Training Briefing
- Employee Action Plan
- Development Plan
- Training Follow-Up

[MRANET.ORG]

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**MRA Sound Bites**

**“What we can do as leaders is create a safe space.”**

Welcome Diversity in Your Company Culture

KCRG-TV9 in Cedar Rapids, Iowa, aired an Ethical Perspectives in the News 30-minute segment on diversity and inclusion in the workplace. Cherrie Spurlin, MRA Associate Director, was a featured panelist commenting on whether current initiatives are working and what needs to be improved.

**“They (companies) are absolutely trying to be more creative and inventive in terms of all of the components that go into it beyond base.”**

Remove the Stigma of Mental Illness

The HRCI HR Leads Business blog on “Mental Illness and the Workplace: How to Accommodate Employees” emphasized the need for employers to be willing to assist those with mental illness and remove negative misconceptions. In the blog post, MRA’s Laurie Greenlees, Director, HR Hotline Services, encouraged employers to try various accommodation approaches to see what works best in specific situations.

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**“A lot of people jump to the conclusion that the accommodation is going to create a hardship. Often, these are easy adjustments that can help the individual.”**
Leading From Afar
How to Be Successful With Remote Teams

IF YOU THINK MANAGING EMPLOYEES in the office can be tricky, ask anyone who has direct reports across the state (or across the country) and you’ll realize that there’s a different set of rules to remote leadership.

When a team isn’t physically in the same space, important aspects of a traditional work group are missing. Think about how much team building happens organically in everyday activities. A lot of work gets done in hallways and stairwells. How often do you randomly bump into someone and have an impromptu conversation about a project? And think about how much work happens before and after meetings. You arrive a few minutes early, start out talking about the football game, and then evolve to what the heck happened with that client—you have answers to questions before the meeting even starts. But, not so much for your remote team members who aren’t logged in yet.

Relationships (Really) Matter

The biggest difficulty with remote leadership is building relationships. It’s common for off-site managers to call on the phone and jump into work too fast. There’s no chitchat about the family, that vacation they’re taking, or how the root canal went—banter that would normally take place in an office setting. But it needs to be because that’s where relationship building starts. It may seem like extra effort, like you’re not getting work done, but it’s the glue that holds teams together, with the end result of a successful working relationship.

The biggest difficulty with remote leadership is building relationships. It may seem like extra effort, like you’re not getting work done, but it’s the glue that holds teams together.

Here are some tips of the trade when managing people from a distance:

- Choose Skype over a phone call. It takes a little more coordinating on your part but it makes the interaction more real. Of course, phone calls are functional but if Skype (or FaceTime) is an option, take it.
- Be clear on how you’re going to work together. Will you have daily meetings? What time of day is best to connect? Be well-defined on plans, goals, and expectations, and stick to them.
- Go to where the employee is as often as possible. And when you do spend time in the same space, don’t do things in-person that you could do remotely, like talking about procedures and day-to-day work. Instead, focus on solving conflicts, coaching, giving feedback, discussing something delicate that needs to be explained, and having some fun together.
- Schedule a coffee break on the phone. Take this time to have a conversation about life, not work. Enjoy a cup of coffee, tea, or soda together and talk about the little things. It’s a big deal in building your remote working relationship.
Remind your employee upfront (and often) to tell you about the good things that are happening. The challenging issues will always come up, but the “wins” you won’t always hear about, like a crisis that was averted. Encourage your remote employee to proudly share all of his or her “superstar moments.”

Does Your Employee Fit the Bill?

Not everyone is cut out to work at home. If your employee is easily distracted, working at home may be a big challenge. Structure and focus are must-haves. At times, privacy is imperative. Remember the viral video when the adorable toddler and baby entered the room and hijack dad’s live teleconference call, with mom rushing in to get them? Space can be an issue—the kitchen table may not be as effective as a room less used.

But there are many positive aspects about working remotely. People who successfully work from home tend to put in more hours, be more productive, are happier, highly satisfied, and loyal to their company. The organization saves money because there’s no need for office space. Another bonus: Employees aren’t tied to a city, or a country for that matter—they can work anywhere they like.

Leading from afar can be challenging in different ways than leading an in-house team, but it can also be very rewarding. Following these guidelines is a great step in the right direction to your remote team’s happiness.

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Deadlines Approaching

**Form W-2** – Employers have a due date of January 31, 2019 to provide Forms W-2 to the Social Security Administration (SSA) and their employees. Also, any Forms 1099-MISC must be filed by January 31. The SSA encourages all employers to file Forms W-2 electronically and employers with 250 or more employees are required to file electronically.

**ACA** – Contrary to some wishful thinking, ACA reporting has not gone away! Employers are responsible for distributing Form 1095-C to employees by March 4, 2019, extended from the original due date of January 31, 2019. This extension is automatic; employers do not need to make a request.

The due dates for filing with the IRS stay the same and are as follows:
- February 28, 2019 – Form 1094-C to the IRS if filing on paper, along with Form 1095-C.
- April 1, 2019 – Form 1094-C to the IRS if filing electronically, along with Form 1095-C.

**OSHA** – The deadline for certain employers to electronically submit 2018 injury and illness records (300A) through OSHA’s Injury Tracking Application (ITA) is March 2, 2019. OSHA is not accepting Form 300 and 301 information at this time.

The deadline applies to:
- All Minnesota employers with 20 or more employees.
- Employers with 250 or more employees that are required to keep OSHA injury and illness records.
- Employers with 20 to 249 employees in certain high-risk industries.
WHAT’S NEW AT MRA

5-4-3-2-1 Blast Off…
MRA’s New Website

WE ARE EXCITED TO LAUNCH MRA’S NEW WEBSITE at the end of January. It has been redesigned to create an improved user-friendly experience, with easier access to all your valued MRA resources.

MRA’s new website will provide better searching capabilities, a modernized look, upgraded dashboard, online event registrations, easy-access to services and learning opportunities, direct links to surveys, and so much more!

Watch for member emails with new website access information.

Investing in Technology Is a Priority at MRA

A year and a half ago, MRA’s journey into a new customer management system (CRM) began with the decision to convert to Salesforce, consistently honored as a top-rated CRM and named #1 on Fortune’s 100 Best Companies to Work For.

Our upcoming conversion to Salesforce will allow us to adapt quickly to changing business conditions, personalize our interactions, and develop the best data-informed experiences to meet your organizational needs.

Creating efficiencies, increasing collaboration, and addressing changing dynamics—it all speaks to one of our strategic goals of using technology as a connector and differentiator to attract and delight our members. We can’t wait to get started!

Build Your Own Job Descriptions and Performance Reviews with CCH Tools

Our partnership with Wolters Kluwer gives you access to an exclusive resource, the CCH Compliance Library, which features a State Employment Law Compare tool, and two NEW online tools for building your own job descriptions and performance reviews. Members can customize, save, and print job descriptions and performance appraisals that meet their needs. With this technology, members will now experience:

- an easier user interface
- a single link to new tools
- improved document management functionality
- more user customization options

To Infinity and Vyond

We know videos can move audiences—from powerful storytelling to compelling data visualization. MRA is now using Vyond (formerly known as GoAnimate) to create dynamic and powerful media for training classes, e-learning, and episodes of Heard It on the Hotline Q&A.

Check out our Heard It on the Hotline Q&A two-minute videos on the MRAnet.org YouTube channel or on our website.
Meet
KEITH PETERSON
VICE PRESIDENT OF
LEARNING & DEVELOPMENT

"I’m so impressed with the MRA staff and the talented trainers. They really are experts and keep attendees motivated and on-track in training sessions. I’m honored to lead such a talented and committed team."

KEITH PETERSON, MRA’s Vice President of Learning & Development, has a passion for people and enjoys helping them become the best possible version of themselves.

Keith, who is based in the Plymouth, MN, office, is charged with creating the finest classroom and virtual training experience for MRA members. He and his team are creating offerings to include more webinars, classes at members’ offices, blended classes, and some all-virtual options. They are also working on enhancing the training content and delivering it in a new, modern way.

Before MRA, Keith was the Vice President of Marketing at a human resources software and services provider, where he trained thousands of clients on products, compliance, and personal development. He also focused internally, training employees on the company’s culture. His skill-set is a great fit at MRA.

When not at MRA, Keith, his wife and three kids enjoy all that is outdoors—hiking, biking, and any sport under the sun. He and his wife are also active in their church as marriage mentors and have gone on numerous mission trips, including to Vietnam, Cuba, and Africa, helping those who need it the most.
HR Certification Preparation

In-person or webinar sessions

aPHR
- New to HR? This certification is for you!
- In-person 1-day 2/6 or 3/21
- Webinar lunch sessions begin 3/4

PHR/SPHR
- In-person sessions begin 2/19 or 3/1
- Webinar sessions begin 2/19

Principles of Leadership Excellence Certificate Series (PLX) * kicks off 1/16
- Trust and Influence
- Communicating for Results
- Culture, Motivation, and Aligning Goals With Strategies
- Training, Delegating, Coaching, and Managing Performance
- Building Collaboration and Managing Conflict
- Leading Change and Putting It All Together

Frontline Leadership Certificate Series* kicks off 1/24
- Motivation and Trust Building
- Communication Skills
- Effective Training Techniques
- Resolving Conflict and Handling Difficult People Problems
- Excelling as a Frontline Leader

HR & Leadership

Essentials of HR Certificate Series* kicks off 1/22
- HR and Employment Law Essentials
- Essentials of HR E-Learning Suite
- HR's Role in Performance Management and Documentation
- Effective Interviewing and Hiring
- Total Rewards: Compensation Basics
- Total Rewards: Benefits Basics

HR Business Partner Certificate Series* kicks off 2/26
- HR as Strategic Business Partner
- HR Metrics: Impacting Business Results
- Success Coaching

Other Training & Development

EXPANDED AND IMPROVED!
- Delivering Exceptional Service
- Customer-Centered Communications
- Win Over Angry Customers Through Problem-Solving

Supervisor and the Law* 1/23

FMLA Made Simple* 1/24

Diplomacy & Tact* 2/12

Management Drivers of Employee Engagement** 2/13

All programs are one full day unless otherwise specified.

* HRCI HR (general) credit / ** HRCI Business (strategic) credit

REGISTER AT MRANET.ORG/TRAINING-EVENTS

For personal assistance or training recommendations, contact Registrations at 800.488.4845 or registrations@mranel.org.
Project Management: The Human and Technical View*
2/19 & 2/20

Recruiting in a High-Demand Market* 2/20

Organization Development (OD) Certificate** kicks off 2/28

Upcoming Webinars

Interviewing Dos and Don’ts*
Live Webinar 1/25, 12-1 pm

Supervisor and the Law*
NEW! Live Webinar 3/15, 12-2 pm

Harassment Prevention:
Creating a Respectful Workplace*
4/5, 12-1 pm

Benefits E-Learning
NEW! 30 sessions on hot topics in health care, general benefits, and retirement

Upcoming Events

Employment Law Update
Almost every decision made as an HR professional is fraught with legal landmines that can bring frustration, fear, and lawsuits. Join our legal experts as they untangle misconceptions and eliminate confusion. Expert attorneys will cover #MeToo, hiring best practices, immigration alerts, workplace violence, along with state and federal law changes affecting business, and more.

January 31, 2019: Illinois
February 7, 2019: Iowa/Western Illinois
February 21, 2019: Wisconsin
March 14, 2019: Minnesota

Business Insights

Does $720 Million Buy Engaged Employees?
$720 million (and growing!) is how much Harvard Business Review estimates employers collectively spend on employee engagement each year. In addition to the high cost of engagement, employers continue to wrestle with attracting and retaining talent. Join us at MRA’s Business Insights to learn about Employee Experience (EX), a holistic approach many employers are now using to increase engagement, productivity and overall profits.

February 15, 2019; Minnesota
March 29, 2019; Wisconsin
March 22, 2019; Iowa/Western Illinois
May 3, 2019; Illinois

Training Programs | Upcoming Events
# New Members

MRA extends a warm welcome to our newest members

<table>
<thead>
<tr>
<th>Company/Membership</th>
<th>Senior Members</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTS Community Development Corporation</td>
<td>Dorothy York • Associate Director</td>
<td>Milwaukee, WI</td>
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<tr>
<td>Adicent Solutions</td>
<td></td>
<td>Krysta Hallett • HR Manager</td>
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<tr>
<td>Ainsworth 4 Corners Fuel</td>
<td>Tim Anding • Operator</td>
<td>Ainsworth, IA</td>
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<tr>
<td>American Transmission Company LLC</td>
<td>Kama Adcock • Manager HR Talent Acquisition &amp; HCM</td>
<td>Waukesha, WI</td>
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<tr>
<td>Annex Teen Clinic</td>
<td>Brian Russ • Executive Director</td>
<td>Robbinsdale, MN</td>
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<tr>
<td>Apache Stainless Equipment Corp.</td>
<td>Pam Korth • HR Manager</td>
<td>Beaver Dam, WI</td>
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<tr>
<td>ARCA Recycling</td>
<td>Cyndy Janzig • HR Manager</td>
<td>Hopkins, MN</td>
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<tr>
<td>Assurance Laboratories</td>
<td>Ilke Panzer • President &amp; CEO</td>
<td>West Milwaukee, WI</td>
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<tr>
<td>August Schell Brewing Co.</td>
<td>Erin DeSoto • HR Manager</td>
<td>New Ulm, MN</td>
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<tr>
<td>Bauer Built Inc.</td>
<td>Jannine Kralewski • Director</td>
<td>Durand, WI</td>
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<tr>
<td>Branigan Communications</td>
<td>Julie Dahearty • Director, HR and Operations</td>
<td>Milwaukee, WI</td>
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<tr>
<td>BRK Brands Inc.</td>
<td>Ryan Bullock • HR Manager</td>
<td>Aurora, IL</td>
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<tr>
<td>Broadhead</td>
<td>Kristi Zweigh • Director, Human Resources</td>
<td>Minneapolis, MN</td>
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<tr>
<td>CDM Tool &amp; Manufacturing</td>
<td>Hannah Klein • Office/HR Manager</td>
<td>Hartford, WI</td>
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<tr>
<td>Center for Active Seniors, Inc. (CAS)</td>
<td>Lee Gaston • Director of Finance</td>
<td>Davenport, IA</td>
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<tr>
<td>Certified Power Inc.</td>
<td>Kathy Agerhoff • HR Manager</td>
<td>Mundelein, IL</td>
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<tr>
<td>Chimney Concepts</td>
<td>Emily Emster • HR Administrator/Accounting</td>
<td>Cedarburg, WI</td>
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<tr>
<td>Church Metal Spinning Co.</td>
<td>Kim Herro • CEO</td>
<td>Milwaukee, WI</td>
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<tr>
<td>City of Eau Claire</td>
<td>Victoria Selton • Director of Human Resources</td>
<td>Eau Claire, WI</td>
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<tr>
<td>Cleaver-Brooks Inc/Industrial Combustion</td>
<td>Katrina Schindler • HR Manager</td>
<td>Monroe, WI</td>
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<tr>
<td>Clockwork</td>
<td>Nancy Lynn • CEO</td>
<td>Minneapolis, MN</td>
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<tr>
<td>Concord Station LLC</td>
<td>Heather Janquart • Manager</td>
<td>Oconomowoc, WI</td>
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<tr>
<td>Corn Belt Power Cooperative</td>
<td>Jennifer Arndt • HR Specialist</td>
<td>Humboldt, IA</td>
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<tr>
<td>CornerStone One LLC</td>
<td>Matthias Ballmus • Director of Operations</td>
<td>Brookfield, WI</td>
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<tr>
<td>Deluxe Machine &amp; Manufacturing</td>
<td>Jim Dunkin • President</td>
<td>Burnsville, MN</td>
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<tr>
<td>Dessert Holdings</td>
<td>Kristin Nordfjell • CHRO</td>
<td>St. Paul, MN</td>
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<tr>
<td>Doral Corporation</td>
<td>Sean McBride • Senior Manager</td>
<td>Milwaukee, WI</td>
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<tr>
<td>E-S Plastic Products Inc.</td>
<td>Barb Strasser • HR Manager</td>
<td>Waterford, WI</td>
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<tr>
<td>Englert Civic Theatre, Inc.</td>
<td>Bill Thomasson • Accountant</td>
<td>Iowa City, IA</td>
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<tr>
<td>ESE, Inc.</td>
<td>Maureen Lee • HR Coordinator</td>
<td>Marshfield, WI</td>
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<tr>
<td>Faith Lutheran Home</td>
<td>Hunter Lauritsen • Administrator</td>
<td>Osage, IA</td>
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<tr>
<td>Genz-Ryan Plumbing &amp; Heating</td>
<td>Andrea Fischer • VP of HR</td>
<td>Burnsville, MN</td>
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<tr>
<td>Greater Cedar Valley Alliance</td>
<td>Sandi Sommerfelt • VP Operations</td>
<td>Waterloo, IA</td>
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<tr>
<td>Hinckley Productions LLC</td>
<td>Natalie Hinckley • Director, Owner</td>
<td>Madison, WI</td>
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<tr>
<td>Historic Third Ward Association Inc.</td>
<td>Jim Plaisted • Executive Director</td>
<td>Milwaukee, WI</td>
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<tr>
<td>Key Benefit Concepts LLC</td>
<td>Sarah Plohokey • Operations Manager</td>
<td>Wales, WI</td>
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<tr>
<td>Kreg Tool Company</td>
<td>Christie Hennessey • HR Manager</td>
<td>Huxley, IA</td>
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<tr>
<td>Lenze Americas</td>
<td>Jennifer Wren • Senior HR Business Partner</td>
<td>Glendale Heights, IL</td>
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<tr>
<td>Lichine International Corporation</td>
<td>Randy Portel • CFO</td>
<td>Darrien, WI</td>
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<tr>
<td>Marion Chamber of Commerce</td>
<td>Jill Ackerman • President</td>
<td>Marion, IA</td>
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<tr>
<td>MBX Systems</td>
<td>Maureen West • HR Manager</td>
<td>Libertyville, IL</td>
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<tr>
<td>Mid-State Equipment</td>
<td>Matthew Gordon • HR Director</td>
<td>Janesville, WI</td>
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<td>Minnesota United FC</td>
<td>Chelsea Hildreth • Senior Director of Culture &amp; Talent Management</td>
<td>Golden Valley, MN</td>
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<tr>
<td>Mudlark Theater Company</td>
<td>Michael Miao • Executive Director</td>
<td>Evanston, IL</td>
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<tr>
<td>National Cooperative Grocers Association (NGCA)</td>
<td>Carol Miller • Human Resources Manager</td>
<td>St. Paul, MN</td>
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<tr>
<td>North Star Sheets LLC</td>
<td>Susan Fontaine • HR Generalist</td>
<td>Cottage Grove, MN</td>
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<tr>
<td>Packer Fastener</td>
<td>Shannon Howerton • Human Resources Coordinator</td>
<td>Green Bay, WI</td>
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<tr>
<td>PAK Technologies</td>
<td>Sharon Herbst • Director of Business Administration &amp; HR</td>
<td>Milwaukee, WI</td>
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<tr>
<td>Parker Hannifin/Quick-Coupling Division</td>
<td>Jill Nelson • Division HR Manager</td>
<td>Golden Valley, MN</td>
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<tr>
<td>Peninsula Players Theater Foundation, Inc.</td>
<td>Brian Kelsey • Managing Director</td>
<td>Fish Creek, WI</td>
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<tr>
<td>Philadelphia Macaroni Company</td>
<td>Susan Clemens • VP, HR and Admin</td>
<td>Eden Prairie, MN</td>
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<tr>
<td>PMG Services</td>
<td>Elizabeth Bangston • HR Manager</td>
<td>Bloomington, MN</td>
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<tr>
<td>Prater Industries Inc.</td>
<td>Pete Heinz • VP &amp; General Manager</td>
<td>Bolingbrook, IL</td>
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<td>Qure Medical</td>
<td>Steve Mueller • HR Manager</td>
<td>Sturtevant, WI</td>
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<td>ResortsandLodges.com</td>
<td>Kevin Anderson • Director of Human Resources</td>
<td>Cottage Grove, MN</td>
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<td>Richelleu Foods</td>
<td>Angie Kasten • HR Manager</td>
<td>Beaver Dam, WI</td>
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<tr>
<td>Rock Energy Cooperative</td>
<td>Sharon Janes • Manager of Administrative Services</td>
<td>Janesville, WI</td>
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<tr>
<td>Saco LLC</td>
<td>Susan Smith • Director, Human Resources and Total Rewards</td>
<td>Minneapolis, MN</td>
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<tr>
<td>Schauer Arts and Activities Center</td>
<td>Mary Brozda • Executive Director</td>
<td>Hartford, WI</td>
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<td>SMC Metal Fabricators Inc.</td>
<td>Katelyn Spanbauer • HR Generalist</td>
<td>Oshkosh, WI</td>
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<td>Spectrum Industries Inc.</td>
<td>Laurie Kromstad • Human Resource Director</td>
<td>Chippewa Falls, WI</td>
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<tr>
<td>St. John’s Northwestern Military Academy</td>
<td>Teresa Gattiere • HR Director</td>
<td>Delafield, WI</td>
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<tr>
<td>St. John’s on the Lake</td>
<td>Keshia Exum-Pryor • Director of Human Resources</td>
<td>Milwaukee, WI</td>
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<td>Stoughton Trailers LLC</td>
<td>Caroline Lynch • Talent Development Manager</td>
<td>Stoughton, WI</td>
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<tr>
<td>Sullivan Precision Plate LLC</td>
<td>Sherry Kohn • Controller</td>
<td>Hartland, WI</td>
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<tr>
<td>The American Deposit Management Co.</td>
<td>Jeni Micksen • VP, Financial Institutions</td>
<td>Pewaukee, WI</td>
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<td>The American Swedish Institute</td>
<td>Whitney Charlene Winslow • HR Manager</td>
<td>Minneapolis, MN</td>
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<td>THINKLimo/Carey Limousine of Wisconsin</td>
<td>Kristi Malfheim • HR Manager</td>
<td>Cudahy, WI</td>
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<td>Tumban</td>
<td>Christine Brinkman • Chief Operating Officer</td>
<td>Maplewood, MN</td>
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<tr>
<td>Unity Hospice - Unity Limited Partnership</td>
<td>Jackie Berger • Human Resources Director</td>
<td>DePere, WI</td>
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We are wondering what other companies are doing to stay competitive and attract talent?

MRA recently published two Hot Topic surveys related to this buzzworthy topic.

In *Your Competitive Edge in Attracting, Retaining and Rewarding Top Talent*, close to 400 organizations tell all when it comes to their strategies for securing and holding on to top talent.

In *Compensation Besides Base Pay*, over 500 organizations shared what makes their total rewards strategy complete, including emerging benefits and variable pay.

While competitive pay and employer-sponsored health insurance remain two of the most valued employee benefits, employers are starting to think out of the box for ideas to seal the deal when it comes to attracting, retaining, and rewarding employees.

Here’s what some companies are offering:

- Paying for the entire premium for an employee’s health, dental, and vision coverage.
- Flexible work hours (and earlier close on Fridays).
- Extra PTO to do community service.
- Student loan forgiveness/repayment.
- An employee well-being series with topics including caregiving, parenting issues, and household budgeting.
- Additional money—in fact, more than 50 percent of our respondents reported that they will pay up to 10 percent above market to attract and retain top performers. Some will even go higher.

Visit the MRA website and download these popular survey results today!
MRA membership is a great value, providing a lifeline of time and cost-saving benefits that help you create powerful teams and a safe, successful workplace.

Email: InfoNow@mranet.org
Call: 866-HR-HOTLINE (866-474-6854)

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