



Training Catalog

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Introduction

MIIA EAP takes pride in helping people live better lives. We are pleased to offer educational training programs on a variety of important life and work issues. This catalog describes many of the most popular trainings we offer. We develop new trainings on an ongoing basis, so if there is a training subject that is not listed in this catalog, please contact your EAP consultant.

About the Trainings

MIIA EAP staff develop these trainings based on years of experience with organizations and companies throughout the country. We offer accounts the option to do further training as the need arises. Please note that not every training is available in every geographic area.

Manager and Supervisor Trainings

We provide numerous trainings to assist managers and supervisors in developing and successfully managing their staff. In some cases, an employee version of the same training is also available.

To Schedule a Training

Contact your EAP consultant to discuss and schedule a training for employees or managers. Your EAP consultant will help you make a selection, and provide more details about the trainings. To help us accommodate your request, please allow a minimum of four weeks lead time. We require at least one week's notice when canceling a training.

AllOne Health EAP Training Catalog



Personal Development Trainings

Assertiveness: Speaking Up for Your Rights, Recognition and Respect

Often people refrain from expressing their ideas for fear of seeming “pushy” or “aggressive”. Yet holding back too often can lead to resentment and frustration. This assertiveness training program will help participants differentiate between passive, aggressive, and assertive styles, and will review assertiveness skills that can be used in both personal and professional situations.

Training duration: 60-90 minutes

Balancing Your Work and Home Life

Do you ever feel that you are doing too many things at once and none of them well? Have the competing demands of work and home ever left you feeling guilty, stressed or inadequate? Well, you are not alone. Come learn how to bring balance into your life. In this seminar you will learn specific strategies for setting priorities and realistic expectations, tips to eliminate the guilt and unnecessary pressures we put on ourselves, and suggestions for restoring balance in your life.

Training duration: 60-90 minutes

Caring for Yourself While Caring for Others

Whenever we have responsibility for caring for others, whether it is aging parents, children, or sick family members or friends, we rarely have time to get the basics done, let alone “take care” of ourselves. Yet it is during such times we are most vulnerable to stress related injury or illness. It is when we are sandwiched that we most need to care for ourselves. This seminar will teach you the importance of taking care of yourself as a caregiver and how to plan your day accordingly.

Training duration: 60-90 minutes

Cultivating Mindfulness in Everyday Life

Mindfulness is the simple act of being aware. It is born out of the practice of being still with oneself and exploring what is within. This is not always easy. We live in a culture that does not reward slowing down, watching a sunrise, taking a lunch break, or resting. Rather, our culture rewards bigger, better, faster, and more. When we chronically live in the fast lane, we can lose an essential intimate connection with ourselves. This loss often results in depression, fatigue, disillusionment, and restlessness. This seminar will introduce you to mindfulness and invite you to experiment with various ways for cultivating it in your everyday lives.

Training duration: 60-90 minutes

Enhancing Your Resilience: A Stress Management Training

Everyone experiences excess stress from time to time. Chronic stress, however, takes a toll on our physical health, sense of well-being, and on our relationships. In this program participants will learn the physical and psychological consequences of chronic stress, understand how to recognize stress before it becomes a problem, and practice specific stress reduction techniques that may be applied at work and at home.

Training duration: 60-90 minutes

Keeping Your Cool: An Anger Management Training

Anger is a common and natural emotion that sometimes is expressed in unhealthy ways, such as through verbal or physical aggression. The distinction is that anger is an emotion, and aggression is a chose action. In this training, participants will explore their own anger triggers and style of anger expression, while learning ways to express difficult emotions in a non-aggressive way.

Training duration: 60-90 minutes

Laughing Matters: Using Humor as a Healthy Habit

Humor and laughter have long been used to cope with anxiety, pain, and crisis. Recent studies now show how and why they work. Humor can also be used to alleviate workplace stress. This seminar will discuss the effects of stress, the healing qualities of humor and laughter, and ways to bring humor and laughter into our lives.

Training duration: 60 minutes

Personal Development Trainings

Retirement Planning: Creating The Life of Riley

Ah, retirement - no alarms, no deadlines, no bosses - no problems, right? Wrong! While most of us look forward to days of endless freedom, the reality is that retirement is not always the Life of Riley. This course will focus on the need for structure, purpose, and community in post retirement.

Training duration: 90-120 minutes

Slowing Down the Holiday Rush

Holidays sometimes feel as if they are simply something to get through. Financial pressures, commercialism, packed social schedules, and kids' demand all conspire to keep us from the original joy of the holiday season. Often we feel blue and don't understand why. In this workshop, we discuss how to simplify the season and incorporate our values so we can enjoy the best the holidays have to offer us.

Training duration: 60-90 minutes

Staying Resilient After Loss

Throughout our lives we will all experience some loss: the death of a loved one, divorce, job loss/change, children leaving home, business failure, a big move... It is common to find ourselves reacting to these difficult life transitions in what may seem to us uncharacteristic ways. This workshop will explore how we can bounce back after a loss to emerge effective and emotionally healthy on and off the job.

Training duration: 60 minutes

Professional Development Trainings

Active Listening: What's in it for You

Do you ever feel misunderstood or mystified by bosses, colleagues, or customers? It could be that something has gotten "lost in translation," or that we aren't using active listening skills to understand what is said to us. When communicating, most of us focus on our outward message and only listen so we can form retorts. The most successful communicators, those who are able to influence others, listen... really listen. Those attending this seminar will explore and practice active listening skills.

Training duration: 60-90 minutes

Creating the Respectful Workplace: Meeting Half Way

Each of us would like to be thought of as the employee who positively contributes to not only the bottom dollar, but to the over-all workplace culture. This seminar will focus on respectful communication: the things we can do to create and perpetuate a respectful work environment. We will also examine behavior that detracts from the desired workplace environment.

Training duration: 90 minutes

Customer Service Excellence: Reaching Down Deep

Everyone knows and appreciates excellent customer service when they receive it; and most of us want to give excellent service ourselves. Knowing how to provide such service in this fast paced, highly stressed world can be difficult. Today's customers don't always make it easy. Participants will learn skills for providing 5-star service in person and on the telephone, strategies for dealing with difficult customers, and tips for providing excellent service even when they don't feel like it.

Training duration: 90-120 minutes

Dealing with Difficult People: Enhancing Your Interpersonal Skills

From time to time we all have to deal with people and/or situations that are challenging. What we want to say, and what we should say, are often two very different things. The challenge is to control our own response and utilize strategies that help to diffuse and resolve the situation. Participants in this seminar will learn and practice specific techniques for dealing with difficult people and situations.

Training duration: 60-90 minutes

Professional Development

Decreasing Danger in the Workplace: Drug and Alcohol Awareness

Addiction among employees is one of the most difficult issues that employers encounter. More money is lost in American industry from untreated addiction than from any other single source. This seminar will provide participants with knowledge about the disease of addiction, signs and symptoms of substance abuse in the workplace, and information about treatment options.

Training duration: 60-90 minutes

Don't Get Burned: Extinguishing Job Burnout Before it Extinguishes You

Burnout is the number one complaint of workers today. Too much to do and too little time to do it in. Why are some people able to withstand the increased pressure and others are not? This program will answer this question and give participants specific strategies to prevent and/or treat symptoms of burnout.

Training duration: 60-90 minutes

The Enneagram: Discovering New Ways to Improve Relationships & Increase Productivity

The Enneagram makes explicit the fact that people are different, and *different personality types need to be managed differently*. The idea of "personality type" must be taken into consideration in every area of the workplace if organizations are to be as effective and productive as they could be. The Enneagram helps everyone understand that there are nine different points of view, nine distinct sets of values, nine different communication styles, nine ways of solving problems - and so forth - that are all equally useful and valid. All of the types have something necessary to contribute to a thriving, balanced work environment.

Training duration: 90-120 minutes

Getting Your Head Back in the Game: Re-Engaging After a RIF

Reductions in force are happening everywhere, including your workplace. How do you manage through all this change? How do you get your head back in the game of work? This training session will focus on strategies for re-engaging in work during times of transition.

Training duration: 90 minutes

Let's Face It: Negotiating Workplace Conflict

Conflict is a part of everyday work life that most of us would like to avoid. Conflict, however, can be productive. This seminar reframes conflict as an opportunity for understanding and growth. Participants will discover their own blocks to resolving conflict, understand their conflict negotiation style, and learn keys to successful conflict resolution.

Training duration: 60-90 minutes

Preventing Workplace Harassment

This seminar heightens participants' awareness of harassment in the workplace. Federal and State laws and company policies that protect workers from harassment are discussed. Participants are encouraged to examine their own attitudes and behavior, as well as the impact of their behavior on co-workers. Discussion will include review of recent court rulings and policy recommendations.

Training duration: 60 minutes

Resiliency Training for Law Enforcement

This seminar is designed to help Officers balance work and home life more effectively by discussing their unique on-the-job stress. Without this important yet often neglected area of an Officer's professional development, the Officer's functioning and health are affected as well as that of his/her coworkers, friends, family, department, administration and community. This seminar heightens awareness for Officers and their Administration and encourages them to develop resiliency skills to address this essential component of a successful law enforcement career. This seminar can be conducted for a variety of audiences (separate or combined): all ranks of law enforcement, dispatchers, family members, significant others, friends.

Training duration: 120 minutes

Professional Development

Riding the Waves of Workplace Uncertainty and Change

In today's fast-paced work environment, employees face frequent, often unpredictable changes. These changes can produce stress at work and at home. This workshop will explain normal reactions to change and uncertainty at work and explain techniques that help decrease the negative impact of stress caused by workplace uncertainty and change.

Training duration: 60-90 minutes

Send Your Message Up, Down, and Across the Organization

Let's face it: communication is all about impact, and frequently our message does not make the impact we had hoped. The goal of this seminar is to help the employee send intentional, impactful messages upward and laterally. This seminar also provides managers with strategies for communicating with subordinates and navigating the politics of communicating laterally and upward.

Training duration: 90-120 minutes

Talking the Talk: Effective Communication in the Workplace

Most of us have had difficulty getting our point across with our customers, colleagues or boss at one time or another. The resulting misunderstandings can be both frustrating, costly and time consuming. This seminar addresses the basics of communication and gives participants the tools to make their communication more effective and more reliable.

Training duration: 60-90 minutes

Time Management: The Training I Don't Have Time For

What words come to mind when thinking of *Time*? Never enough! We cannot stretch the amount of time in a day, but we can learn to utilize it effectively. This seminar enables each participant to gain an understanding of his/her own time management style, and to begin to work with time as an ally, not an enemy--reducing stress in the workplace and at home.

Training duration: 90-120 minutes

Working in the Multigenerational Workplace

When considering workplace diversity, most people think of race, religion, and ethnicity. However, today's workplace is perhaps most diverse with regard to age. Each generation complains about the other generation. This is NOT new. What is new is the magnitude of the differences. Today's four separate generations have unique backgrounds and distinctive talents that they bring to the workplace. This seminar will help individuals better understand themselves and the diverse group within which they work.

Training duration: 60 minutes

Management / Organizational Development Trainings

All Aboard! A Team Building Training

Working for an organization is uniquely complex and demanding, particularly in today's high stress customer driven society. We are all working harder and faster than ever, which impacts the entire organization. In this participatory training, we'll address some of the issues facing employees, and discuss ways to build stronger teams. By the conclusion of the program, participants will be able to: define the elements of a strong team, identify challenges that interfere with effective teamwork and utilize or employ strategies that create a collaborative and productive workgroup.

Training duration: 90-120 minutes

Best Practices to Facilitate Meetings

Communicating effectively is a skill that requires a lifelong commitment to self-awareness, practice, and getting feedback from others. Of course you know how to communicate - it's second nature - but when we feel we could have made our point clearer or when we feel misunderstood, we have an opportunity to learn new skills to improve our relationships in our professional and personal life. We will look at the question: *Why are some meetings engaging and fun?* As a facilitator, your role is to create a forum where communication is lively, engaging, and stays on topic. This seminar will explore the value of meetings, your role as facilitator or meeting member and what you can do to keep energy up.

Training duration: 90-120 minutes

Management / Organizational Development

Critical Incidents: Developing Your Crisis Management Skills

Seventy percent of adults in the U.S. will have at least one traumatic event in their lives. We go to work each day expecting to be safe. When a trauma occurs in the workplace, our sense of safety can be shattered. In the aftermath employees need supportive leadership. This seminar will provide managers with tools for navigating the workplace after a traumatic event, and techniques for handling their own feelings and emotions.

Training duration: 90 minutes

Department of Transportation (DOT) Mandated Drug and Alcohol Training for Managers and Supervisors

The purpose of the DOT regulations is “to prevent, through deterrence and detection, alcohol and controlled substance users from performing safety-sensitive functions.” Managers and supervisors must be keen observers. They must use the skills of constructive confrontation to deal with this volatile issue and comply with DOT regulations. Participants in this seminar will learn how to: (1) recognize signs of substance abuse as job and performance problems and DOT violations; (2) constructively address those problems with employees; (3) identify employee appearances and behaviors that trigger *reasonable suspicion* drug tests; and (4) implement the organization’s substance abuse policies.

Training duration: 120 minutes

Fire Them Up: Igniting Employee Motivation

When you think about it, the success of an organization can almost always be traced back to motivated employees. There’s no secret formula or set calculation. In fact, motivation can be as individual as the employees who work for you. This seminar will explore a variety of strategies and tools to help light or reignite your employees’ motivation. Topics to be included are coaching, recognition, delegation, teambuilding, morale boosters/FUN and no-cost incentives.

Training duration: 90-120 minutes

Harassment Prevention: What Managers Need to Know

Managers and supervisors have special responsibilities and certain liabilities with respect to sexual harassment in the workplace. By understanding recent court rulings, and becoming aware of the impact of their behavior, managers and supervisors will learn how to increase their effectiveness with their employees. This awareness will decrease the likelihood of sexual harassment becoming a problem in their department.

Training duration: 90-120 minutes

Management 101: Management Training for the Newer Manager

This program will address the basic elements of management for the new manager. Topics to be addressed are transitioning to the managerial role, communication skills for managers, and supervising troubled employees. Each component of the program will provide managers with specific skills, theoretical background on managerial styles and strategies, and exercises to practice skills.

Training duration: 90-120 minutes

Managing Organizational Transition: Getting Your Team on Board

This two-hour course will provide a framework and useful tools to manage transition. It is geared towards managers of all levels whose responsibilities include helping people deal with organizational changes and making them successful.

Training duration: 120 minutes

Managing the Multigenerational Workforce

When considering workplace diversity, most people think of race, religion and ethnicity. However, today’s workplace is perhaps most diverse with regard to age. Each generation complains about the younger generation. This is NOT new. What is new is the magnitude of the differences. Today’s four separate generations have unique backgrounds and distinctive talents that they bring to the workplace. This seminar will help managers to capitalize on the strengths of varying aged employees, and merge the generations into an effective work team.

Training duration: 120 minutes

Management / Organizational Development

Motivating After a RIF

One of the biggest challenges following a Reduction in Force (RIF) is finding ways to re-engage remaining employees in such a way that they are productive, creative, motivated, and committed once again. This training session will focus on strategies for boosting employee morale and motivation, and getting people back on board at work.

Training duration: 90 minutes

Motivating and Mentoring Your Employees

Without motivated employees, your workplace suffers. In fact, the survival of your organization depends on it. What can you do as a manager to inspire motivation? This seminar identifies key ingredients to promote a culture where employees thrive. In part two, mentoring will be introduced as a powerful HR strategy to support ongoing learning and keep your employees challenged. Participants will also look at how to create a mentoring program for their organization.

Training duration: 120 minutes

Performance Discussions: Timely Feedback and Performance Appraisals

A key ingredient to effective management is honest, direct communication about an employee's performance. Easier said than done. This session will address the entire process of employee appraisal, including writing and setting goals with employees, evaluating employee's performance and strategies for communicating bad news. Participants will leave with specific steps and skills for effective employee appraisal.

Training duration: 90-120 minutes

Persuasive Presentations: Tips and Techniques for Public Speaking

Public speaking is frequently ranked as the number one fear for adults -- coming in higher than fear of death! Yet speaking publicly is increasingly becoming a requirement for many jobs. Luckily, effective public speaking is not magic. There are specific skills that enhance presentation delivery, strategies for program development, and tips for converting speaker anxiety into energy. This interactive workshop provides participants with practical tools for public speaking in any setting.

Training duration: 90-120 minutes

Riding the Waves of Workplace Uncertainty and Change: Managing Through Change

Change in the workplace has become a way of life. Managers and supervisors are challenged to maintain performance under sometimes chaotic conditions. Employees may be confused, demoralized and/or resistant. This program will discuss strategies for building and maintaining a motivated and productive workforce during times of change.

Training duration: 90-120 minutes

Skills For Effective Leadership: Coaching and Feedback

Being an effective leader is both challenging and exciting. We are working at a faster pace and more often within teams, which requires cross training and collaboration. The concept of leadership agility will be reviewed. This training explores participants' views of leadership and discusses ideas for developing new skills.

Training duration: 90 minutes

Top Ten Manager Headaches

Every manager has an employee that requires more time, energy and focus. Managers face employees with negative attitudes, lots of baggage, endless needs, low performance, or those they must terminate. As employee situations escalate, tension (*maybe even a headache*) builds. This seminar provides practical tools, tips and techniques for managing these employees while minimizing their impact on the manager.

Training duration: 90-120 minutes

Working it Out: Secrets of a Professional Mediator

As a manager, you know that conflict between employees in a work group can destroy productivity and morale. In this workshop, you will learn practical tools from an experienced mediator on how to transform conflict into a win-win solution!

Training duration: 90 minutes

Management / Organizational Development

Workplace Violence Prevention

Managers play a significant role in keeping their workplace safe from violence. Research has shown that roughly 85% of workplace violence incidents had clear warning signs. By recognizing and acting on these signs managers can help their organization significantly reduce their risk for workplace violence. This program will provide managers with the information and tools necessary for intervention.

Training duration: 60-90 minutes

Financial Trainings

A Financial Lifetime Prescription: Health, Wealth and Happiness

This 3-hour course takes participants through all the stages of retirement planning, from goal setting to living life without a paycheck. It discusses both social and economic aspects of lifetime planning and why it is necessary to start planning now.

Training duration: 90-120 minutes

Balancing Your Future: Debt Do's and Don'ts

This course focuses on teaching clients how to manage their money prudently from paycheck to paycheck. It is suitable for people who are trying to alleviate financial stress and remedy immediate concerns.

Training duration: 90-120 minutes

Fifty Nifty Financial Planning Tips

This course offers a list of 50 specific directions to help participants have a fabulous financial future. These ideas cover all areas of financial planning and include action steps that the participant can do immediately to improve his or her financial situation and quality of life.

Training duration: 60-90 minutes

How to Be Money Smart

This course focuses on the basics of money management and explains the financial processes we all need to understand in order to carry out everyday activities. We will also discuss the importance of PYF (Pay Yourself First) and how to safely use credit cards.

Training duration: 60-90 minutes

House Hunting for Big Gains

This workshop explains the process of buying a home and the preparation necessary for such an investment. In addition to explaining the terminology and timeframes associated with the procedure, the course also includes a list of resources to help participants get started.

Training duration: 90-120 minutes

Identity Theft

Identity theft is becoming more and more an issue with the prevalence of electronic record storage and the internet in our lives. This workshop will help you understand where your information might be vulnerable and easy steps you can take to protect yourself and your family. We'll also discuss steps to take if you become a victim of identity theft.

Training duration: 90-120 minutes

Insurance: How and Why?

This course explains the different types of insurance and how to calculate how much coverage to carry. It helps you to understand the various benefits available to you through your employer.

Training duration: 60-90 minutes

Investment Cents

This course focuses solely on the complexities of investing, including strategies and investment vehicles. It is a good follow-up to *Think Big! It's Your Money*. It includes an overview of the history of the market and explains how different market conditions affect the financial world.

Training duration: 90-120 minutes

Financial Trainings

Making the Most of Your Money

This course discusses how to change your lifestyle to fit your paycheck. It concentrates on helping clients to get financially organized to avoid future debt problems. This is an appropriate follow-up to *Balancing Your Future* for clients who have alleviated immediate financial concerns and wish to prevent them from happening again.

Training duration: 90-120 minutes

Managing Money in Tough Times

This course explains how to make your money work harder for you when the economy is not cooperating, and how to avoid making a bad financial situation even worse. It also discusses how to manage your investments and retirement assets appropriately during times of market panic.

Training duration: 90-120 minutes

Money Types: Are you a Saver or a Spender?

Anyone can be rich, because true wealth results when your deepest desires meet your financial means. However, like other parts of our lives, it takes personal awareness and reflection, as well as technical know-how, to achieve wealth. The importance of money and wealth, and the role money plays in our lives, are not the same for everyone. Some fortunate people seem to attract money; others repel it. Cash-strapped people always seem to be cash-strapped -- well-off people always seem to be well-off, even after financially hard times.

Training duration: 90-120 minutes

Roth 401(k) Made Easy

Roth 401(k) sounds complex, but with a few easy tips we can help you decide whether the Roth or the Traditional 401(k) plan is best for you. In this workshop learn the basics of traditional 401(k) plans and Roth 401(k) plans. Learn how to decide which works best for you and tax advantages of both. This is an excellent tool for companies introducing a new Roth component to their existing 401(k) plan and for those wanting to encourage overall 401(k) participation. This workshop also helps satisfy 404(c) requirements. The workshop is personalized to explain each company's specific investment offerings and plan features such as vesting schedules and company matching.

Training duration: 60-90 minutes

Talking Dollars, Making Cents

This program offers a general overview of financial planning principles and the importance of personal money management. This course can be tailored to address specific employee concerns as required. (e.g. The issues of a young workforce will be different from those retiring soon.)

Training duration: 60-90 minutes

Tax-Saving Ways

This course discusses how to plan all year long to help minimize taxes and achieve your financial goals. With the new rules put in place by EGTRAA, and ever-changing tax laws, there are many tax strategies that participants may not be aware of.

Training duration: 90-120 minutes

The ABC's of Money

This course explains financial terms in an easy-to-understand format. For example, A: assets, allocation, averages; B: budgets, banking, balancing; C: cash, credit, capital gains. Once participants understand the basic terminology, the whole financial process is easier to understand.

Training duration: 60-90 minutes

529, EIRA, UGMA/UTMA: The ABC's and 1-2-3's of Education Planning

This course discusses the planning required to finance your children's education, as well as the vehicles for education savings. It is suitable for anyone who already has children as well as participants planning to have children. It's never too early to start!

Training duration: 90-120 minutes

Financial Trainings

The Art of Budgeting

This course discusses how to match your lifestyle with your goals and your paycheck. It concentrates on helping you to get financially organized to avoid future debt problems. It also helps you build a saving and spending plan to reach your longer-term goals.

Training duration: 90-120 minutes

The Business of Retirement

This course covers the same basics as *The Three R's: Retirement, Rates and Risk* but focuses on employees who will be receiving a company pension in retirement. It will cover how living on a fixed, pre-determined income affects your retirement planning. This workshop is suitable for state employees and other workers who have a large portion of their retirement savings provided for them by their employer.

Training duration: 90-120 minutes

The 3 R's: Retirement, Rates, and Risk

This hands-on workshop focuses exclusively on retirement issues and funding vehicles. It includes company retirement plans, and traditional and Roth IRAs. It is crucial that clients understand all the pieces of the retirement puzzle to correctly assess their retirement needs.

Training duration: 60, 120, or 180 minutes

Think BIG! It's Your Money

This workshop explains the basics of investing and how to diversify your portfolio. It is a good introduction for employees who want to understand the principles of investing to make sure they are allocating their assets properly.

Training duration: 90-120 minutes

Understanding Your 401(k): A Winning Way

This course can be taught in 1, 2 or 3 hour sessions, and can also be adapted for 403(b) or TSA plans as needed. In this workshop, we explain the rules and requirements of 401(k) plans, and the benefits and tax advantages of participation. This is an excellent tool for companies trying to encourage participation in company retirement plans. It can also be used to satisfy 404(c) requirements. This course is personalized to explain each company's specific investment offerings in the corporate 401(k) plan.

Training duration: 60-90 minutes

Wealth Preservation

This course can be taught in either 2 or 3 hour sessions. It provides clients with tools and documents to help get their estates in order, and to preserve the wealth they have. Emphasis is placed on planning for life, not only for death.

Training duration: 90-120 minutes

Where There's a Will There's a Way

This course explains the documentation needed for successful estate planning. If you fail to plan you plan to fail! We explain how estate taxes are calculated, and how to make sure the bulk of your assets are left to your heirs, rather than the government.

Training duration: 90-120 minutes

Women + Money = Momoney

This course is for women only and addresses the specific financial concerns that women have. Women generally live longer and earn less than their male counterparts, which creates some unique financial planning issues. This seminar also addresses the needs of women who are single, divorced or widowed.

Training duration: 90-120 minutes