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April 2 0 1 2

# Guide to Hiring Temporary Employees

Many organizations rely on temporary employees in particularly busy times. Temporary employees are hired for a set period of time or for a project. Organizations can either hire temporary employees directly or through a staffing agency. Organizations hiring temporary employees directly should ensure:

- Advertisements clearly identify the position as temporary.
- Interviews remind candidates that the position is temporary.
- Offer letters, agreements, or other documents used specify the term of the temporary assignment.
- Temporary employees are not treated as or grouped with regular employees.
- Voluntary benefit plans and policies such as insurances and paid time off are carefully drafted to exclude temporary employees.
- Temporary employees do not receive the full employee handbook, but are trained in applicable policies such as anti-discrimination and harassment.

Organizations hiring staffing agencies to supply temporary employees should use an experienced firm with a good reputation. The staffing agreement should clearly outline each party's responsibilities and liabilities. Organizations should also ensure that the staffing agency:

- Makes clear that the temporary worker is its employee, not yours.
- Handles payroll, taxes, and benefits.
- Handles HR responsibilities including investigating misconduct, disciplining, terminating, and reassigning workers.
- Provides workers' compensation insurance

Organizations are not absolved of employment law issues because workers are temporary. Temporary employees have the same legal protections as regular employees. Laws may even require organizations employing temporary employees for long periods to allow them to participate in pension plans and to take family and medical leave.

Using an agency also does not avoid potential liability. A joint employment relationship may exist where both the staffing agency and the client are responsible for ensuring legal compliance and have the potential for being sued. And, some laws require client organizations to count temporary workers as employees to determine coverage.

Hiring temporary workers is not advised in long-term or prolonged situations. If what appeared to be a short-term need becomes something more permanent, you likely need to hire more regular employees.

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# From the President



Jennifer Graft, SPHR  
Secretary of ERA's Board  
of Directors

## **Reinforcing Your Organization's Core Values**



Large organizations will sometimes display an ornate plaque in a hallway reminding employees and visitors of the company's core values. Smaller organizations will often reflect the core values of their founder or the owner of the company without having them spelled out for everyone to see.

Either way, every organization should strive to make certain that the core values on which the company is built are well understood by everyone in the company and are demonstrated in everything the organization does.

For example, if the word "quality" is contained within a set of core values, this word can have several different meanings among employees when left to interpretation. Define what is meant by "quality," and make sure that definition is communicated to everyone.

Employees should understand the specifics of corporate core values and, more importantly, how core values can be reflected in their work each day.

The best way for employees to embrace core values and to recognize the emphasis placed on them is to tie employee recognition to core values whenever possible. Whether it is the recognition of a team effort in achieving an important milestone or simply the recognition of an

individual employee who has reached their 10-year anniversary with the company, there is no better time to relate their success back to the importance of keeping to the core values of the organization.

Other ideas sometimes used in defining core values are "integrity" and "respect." Many companies do not compromise when it comes to these, and employ these values in recruiting, progressive discipline, evaluations, and promotion decisions. Some organizations will even incorporate their core values into performance reviews as a way to reinforce their importance.

A company cannot claim something as a core value unless that value is clearly defined and understood by every single person within the organization, and given due consideration in every decision the company makes.

If it is not absolutely "core" to the operations of the organization, then it cannot be considered a "core" value. By the same measure, if it is defined as a "core" value, then it must be made central to every aspect of the organization.

# Survey Update



*Here are the current survey deadlines*

The 2012 Executive Compensation Survey will be sent on:  
**Wednesday, May 2**

The 2012 Engineering and Technical Survey has been extended until:  
**Friday, May 4**

The 2012 Health and Welfare Benefits Survey is due:  
**Friday, May 11**

The deadline for the 2012 Engineering and Technical Survey has been extended until Friday, May 4. This comprehensive survey covers salary data for **103** Engineering, Technical related occupations in fields such as:

- Production
- Safety
- Computer Operations/ Information Systems
- Drafting/Design
- Scientific and Technical Fields
- Healthcare

Also look for the 2012 Executive Compensation Survey, which is coming out on Wednesday, May 2. This will be the largest Executive survey yet, covering 22 positions. Remember, all participants get a free copy of the survey report.

## **The 2012 Health Survey is Open for Participation**

Healthcare is on everyone's mind these days. There's so much uncertainty and confusion out there that it's hard to know what to do with your company's health plan in the next few years. The best way to make sure that you're still competitive with your premium costs, co-pays and deductibles is to make sure that you have lots of data. Our health survey can show you what's happening in the area, and can give

you new ideas on how to control your costs. To participate in the survey, click [here](#).

Please do not hesitate to contact the Survey Department at 513-679-4120, toll free at 888-237-9554, or e-mail Douglas C. Matthews at [dmatthews@hrxperts.org](mailto:dmatthews@hrxperts.org) if you have any questions about our survey processes or need assistance with completing your survey questionnaires.



Doug Matthews, PHR



# OSHA 30-Hour General Industry Outreach

**Date:**

Wednesdays  
May 2, 9, 16, 23 & 30, 2012

**Time:**

9:00 am—4:00 pm  
Lunch is included

**Location:**

**ERA Cincinnati Office**  
1200 Edison Drive  
Cincinnati, OH 45216

**PHR/SPHR/GPHR**

**Recertification Credits:**

30

**CEUs:** 30

**CPEs:** Not available

**Member Fee:** \$465.00

(Including CFR 1910:  
\$495.00)

**\*Non-member Fee:**

\$650.00

**Member Discount**

Register three or more people at least 14 business days prior to the program to qualify for a 5% Group Discount

\*Pre-payment is required for non-members.

To register, e-mail [training@hrxperts.org](mailto:training@hrxperts.org) or call 513-679-4120



This five-session program will cover all of the major OSHA standards, how they apply to general industry and what companies need to do to meet the requirements. There is no other program that offers as much comprehensive information about the OSHA standards. Participants will learn how to take the OSHA standards and apply them immediately to their organizations. This program has been used by thousands of safety professionals over the years to guide the development of effective safety programs for their organizations.

**Learning Objectives**

- OSHA Act, General Duty Clause, inspections, citations penalties, and basic record keeping
- Walking-working surfaces
- Means of egress and fire protection
- Electrical
- Personal protective equipment (PPE)
- Materials handling
- Hazard communication (Hazcom)
- Hearing conservation
- Hazardous materials (flammable)
- Respiratory protection
- Permit-required confined space

- Control of hazardous energy (LO/TO)
- Machine safe-guarding
- Hand and portable powered tools
- Blood-borne pathogens

*\*All subjects listed above conform to the new OSHA (2009) requirements set forth and adopted February, 2009.*

All successful course participants will receive a course completion card from OSHA shortly after completing the course.

***Participants should bring their OSHA CFR 1910 Handbook, if possible.***

**About your instructor...**

**Billy Ring, Associate Instructor,** Billy retired as Captain after 27 years from the City of Miamisburg, Ohio Fire Department. Billy currently serves at the Ohio Fire Academy. He is an Associate Professor, Wright State University. He is also a Health & Safety Training Specialist in OSHA regulation policy development and review.

**CANCELLATION POLICY:**

Substitutions may be made at any time prior to the first class session. No -shows or cancellations in writing within 2 full business days will be charged.



**Date:**  
Tuesday  
May 15, 2012

**Time:**  
8:30 am—3:00 pm  
Lunch is included

**Location:**  
**ERA Columbus Office**  
300 East Broad Street  
Columbus, OH 43215

**CEUs:** 0.3

**CPEs:** 3 Management

**PHR/SPHR/GPHR**  
**Recertification Credits:** 5.5

**Member Fee:** \$155.00

**\*Non-member Fee:** \$215.00

**Member Discount**  
Register three or more people  
at least 14 business days prior  
to the program to qualify for a  
5% Group Discount

\*Pre-payment is required for  
non-members.

To register, e-mail  
[training@hrxperts.org](mailto:training@hrxperts.org)  
or call 614.538.9410



# Coaching Skills for Managers and Supervisors

This program helps supervisors and managers to more capably coach their employees into enhanced performance on the job. It will reinforce the business value of helping employees realize the need to improve their own performance or to change their behaviors in the workplace. As a result of lively practice in this session, leaders will be better able to use performance coaching as a method of helping their employees grow and develop greater responsibility for their choices, actions and productivity.

## Learning Objectives:

- Utilize coaching to improve performance
- Identify main reasons employees do not perform as expected
- Master six steps of coaching for performance deficiency
- Gain "buy-in" at an important time
- Live practice of common performance/behavioral issues
- Develop sound documentation practices
- Preview effective communication skills during coaching.

## About your instructor....

**Jessica Coleman, Associate Instructor**, leads this informative and valuable program.

Jessica holds a B.A. from Asbury College, and a M.A. in Training and Organizational Development from Ball State University. She also serves as adjunct faculty at Columbus State Community College in the Department of Communications, and is a member of HRACO and Columbus Young Professionals.



Jessica Coleman

## CANCELLATION POLICY:

Substitutions may be made at any time prior to the first class session. No-shows or cancellations in writing within 2 full business days will be charged.



*These companies  
have recently  
joined ERA:*

*Thank You!*

# New Members

**Atlas Industrial Contractors, LLC** is located in Columbus, Ohio. Ms. Vicki Childress is the President.

**Caster Connection, Inc.** is located in Columbus, Ohio. Ms. Sally Hughes is the President/CEO.

**Columbus Medical Association Foundation** is located in Columbus, Ohio. Mr. Philip Cass is the CEO.

**Curiosity Advertising** is located in Cincinnati, Ohio. Ms. Vicki Johnson is the Officer Manager.

**Digital Data Technologies, Inc.** is located in Columbus, Ohio. Mr. Ronald Cramer is the President.

**Disabled American Veterans** is located in Cold Springs, Kentucky. Mr. Edward R. Reese, Jr. is the Director of Human Resources.

**Identity Hair Salon & Spa** is located in Cincinnati, Ohio. Ms. Shawna Buckley is the Director of Finance.

**Life Issues Institute, Inc.** is located in Cincinnati, Ohio. Mr. Bradley Mattes is the Executive Director.

**Lyons Magnus** is located in Walton, Kentucky. Mr. Brett Zall is the Director of Human Resources.

**Mitsubishi Electric Auto America, Inc.** is located in Mason, Ohio. Mr. Bob Wyatt is the Human Resource Director.

**Next Step Networking, Inc.** is located in Cincinnati, Ohio. Ms. Erin Arnold is the President.

**Ohio Funeral Directors Association** is located in Columbus, Ohio. Mr. Stephen J. Gehlert is the Executive Director.

**Sam's Excavating Unlimited, Inc.** is located in Ashville, Ohio. Ms. Tiffany Thompson is the President.

**Syscom Advanced Materials, Inc.** is located in Columbus, Ohio. Mr. Joseph Reed is the President and CEO.

**The Buckeye Institute for Public Policy** is located in Columbus, Ohio. Mr. Kevin Holtsberry is the President.

**The Windsor Companies** is located in Westerville, Ohio. Mr. Alex Dorsey is the Owner.





*Welcome, new*

*members to ERA!*

*Thank you for*

*your membership!*

# Member Highlights

## Curiosity Advertising



Who is Curiosity?

On paper they're a Strategic 360° Advertising Agency. In the flesh, they're just really curious people. It's what gets them out of bed in the morning. They love discovering what makes consumers tick. Curiosity is the perfect merging of strategic, traditional, social and interactive capabilities.

## Ohio Funeral Directors Association



For more than a hundred years, funeral directors throughout Ohio have counted on Ohio Funeral Directors Association as they've reached out to families in grief. As one of the largest state associations for funeral directories in the nations, OFDA has become a conduit for promoting the funeral profession and a vital link between members.

## The Buckeye Institute for Public Policy



The Buckeye Institute for Public Policy founded in 1994 is serving all 88 counties of Ohio with their transparency, government accountability & research projects promoting free market & individual liberty.

## Identity Hair Salon & Spa



Identity Hair Salon & Spa's reputation has been built on cutting-edge treatments for which they have received countless national and international competition awards and been featured in numerous magazines. Each of their skilled professionals is carefully selected, highly trained and then encouraged to perfect their craft.

# Compensation Corner



Terry Henley, CCP, SPHR

## What is Pay Compression?

Most employers suffer from pay compression issues. In fact, surveys suggest that as many as 75% of companies suffer from pay compression. Pay compression occurs when the pay rate of one employee is too close to that of another employee.

There are three (3) basic pay compression issues common to most employers.

Pay compression could be caused by:

- 1) a new hire making the same as an incumbent employee who already has several years of experience in the same position
- 2) peers being paid nearly identically, despite far different years of experience and/or far different levels of performance
- 3) a supervisor and a subordinate making salaries that are very close.

## How Does Pay Compression Happen?

In general, compression occurs due to administrative error. We process promotions; rate changes; job upgrades; merit, automatic, or semi-automatic increases; and cost of living raises. In most pay systems, pay rates change constantly.

While we cannot overlook the changing value and contribution of employees, and must make changes accordingly, we must be vigilant about monitoring the compensation program, our pay rates, and the linkage between rates and contribution.

If monitoring is not performed regularly, done, pay compression issues will arise...unbidden. Unfortunately, once errors occur, it takes considerable time to resolve the resultant issues.

## Causes of Pay Compression and Solutions

### **Poorly set hiring rates.**

This is the number one cause of compression problems. When bringing people in from outside or other divisions, if you set a rate 5% higher than it should be, it can take a long time to get the relationships fixed. This is especially true in these days of 2-3% increases, when it's hard to get budget approvals for pay equity adjustments.

### **Managers operating alone.**

If the rate recommended by the line manager (who frequently does *not* have all the facts) is not reviewed by a compensation specialist, you can easily create problems.

**Lack of pay planning.** When pay rates change each year, or there's a new merit budget, there should be a simultaneous analysis of pay, requiring a look at the current relationships and the outcomes that will result. What will the next snapshot be after processing all recommended increases?

### **Poor pay administration.**

This happens when management is not diligent enough in paying attention to the dynamics of the pay system.

### **Lack of flexibility regarding in-grade pay change options.**

Examine your pay system to see how many options you have for changing pay rates. If you are just giving across the board increases, that's easy to administer, but it doesn't give you the flexibility to make pay compression corrections. Look at options for recognizing employees with in-grade pay increases, merit raises, skill-based pay, etc.

*(Continued on Page 10)*



# Safety Spotlight



## **Best Practices For Reasonable Suspicion Drug Testing**

Reasonable suspicion is a type of drug testing that occurs when an employer sees signs and symptoms of current impairment at work. Reasonable suspicion testing should be part of every drug and alcohol testing policy. Here are a few things to consider when administering reasonable suspicion drug testing:

### **What will you do when an employee tests positive?**

Will a positive drug test always result in termination? Will you support the employee through a rehabilitation program?

### **What will you do when an employee tests negative?**

Although this may not seem to be as troublesome as a positive test, there are still many things to consider. The negative drug test only means the employee did not have alcohol or illegal drugs in his/her system when tested. The employee may have been impaired at work by the legal use of a prescription drug, lack of sleep, illness, etc.

Regardless of the reason, employers do not have to allow employees to work when they appear to have

drugs or alcohol in their system. Therefore, the employer should discuss this with the employee and take appropriate action.

Best practices for employers who conduct reasonable suspicion testing include:

Training management personnel with authority to send employees for testing in the signs and symptoms of drug and alcohol impairment.

Arranging transportation to and from testing. If you are sending an employee for a reasonable suspicion test based on your determination that the employee may be currently impaired, you do not want to expose yourself to liability by allowing the employee to drive.

It's a good idea to suspend the employee until results are received because employees sent for reasonable suspicion tests are suspected of violating policy. Whether to pay the employee for the suspension is largely up to the employer.

Most employers pay if the drug test results are negative, but do not pay if the result is positive.

# ERA Special Events

## Columbus Training

**Role of the HR Assistant** will take place on Tuesday, May 8, 8:30 am — 3:00 pm

**Coaching Skills for Managers and Supervisors** will take place on Tuesday, May 15, 8:30 am — 3:00 pm

**Discipline & Discharge for Managers & Supervisors** will take place on Tuesday, May 22, 8:15 am — 12:15 pm

## Cincinnati Training

**Behavioral Interviewing Techniques** will take place on Tuesday, May 1, 8:30 am — 3:00 pm

**OSHA 30-Hour General Industry Outreach Training** will take place on Wednesdays, May 2, 9, 16, 23 & 30, 9:00 am — 4:00 pm

**Excellence in Leadership I** will take place on Thursdays, May 3, 10, 17, 24, 31 & June 7, 8:15 am — 12:15 pm

**Communication Skills for Teamwork** will take place on Tuesday, May 8, 8:30 am — 3:00 pm

**Perfecting Your Presentation Skills** will take place on Tuesdays, May 8 & 15, 8:30 am — 3:00 pm

**Role of the HR Assistant** will take place on Tuesdays, May 15 & 22, 9:00 am — 12:00 pm

**COBRA Essentials** will take place on Thursday, May 17, 8:30 am — 11:30 am

**Taking Back Control of Your Time** will take place on Tuesday, May 22, 8:30 am — 4:00 pm

To register for classes, e-mail [training@hrxperts.org](mailto:training@hrxperts.org) or call 888.237.9554.

## Legal Breakfast Briefing *Cincinnati*

"Common Labor Law Traps for Non-Union Employers"

Matthew R. Byrne  
Jackson Lewis, LLP

**Tuesday, May 15**  
**8:30 am—9:30 am**  
**ERA Cincinnati Office**  
**Member Fee: \$25.00**  
**Non-Member Fee: \$35.00**

[To Register...](#)

## Special Event *Columbus*

"Maintaining a Competitive, Union-Free Workplace in a New Hostile "Labor Board" Environment"

**Tuesday, June 6, 2012**  
**8:30 am—12:30 pm**  
**ERA Columbus Office**  
**Member Fee: \$110.00**  
**Non-Member Fee: \$155.00**  
**ERA Columbus Office**

[To Register...](#)

(Continued from Page 8) **Compensation Corner**

### Lack of an appropriate use of equity adjustments.

If you do have flexibility and budget to make special adjustments, by all means make them where you see **clear inequities**. These increases are not for meritorious performance; they purely are equity adjustment. A rule of thumb: if a government agency would look at your pay for similarly experienced and/or performing employees, and might see an inequity in pay, there is a good chance that you have an equity issue.

Apply the fairness test. Should this person (assuming that there are no performance and disciplinary issues), with their experience and tenure, and possibly gender, race, or age, be making as much, or more than other employees?

Should you need assistance in reviewing your existing compensation and performance management programs (to maximize their effectiveness and your return), or need ERA to create a program that meets your organization's unique needs, please contact Terry Henley, CCP, SPHR, Director of Compensation Services for ERA, at [thenley@hrxperts.org](mailto:thenley@hrxperts.org).

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# Clear and Accurate Performance Appraisals

Performance appraisals, if handled poorly, can lead to legal issues for employers down the road. The key to avoiding these problems is to train managers and supervisors to provide honest, objective evaluations.

Failing to provide an accurate assessment of an employee's performance can result in a number of problems. These issues most often occur due to managers being uncomfortable with having a conversation with an employee during which negative feedback on their performance is given.

Therefore, the manager tends to "soften" the appraisal so as to avoid any conflict or hurt feelings on the part of the employee. Later, if the employee is fired for poor performance, legal problems for the employer can arise.

For example, an employee who was given positive evaluations by a manager who avoided negative criticism on performance appraisals and was later fired for poor performance, could claim he or she was fired due to race, gender, age, or some other form of discrimination.

A review of past performance appraisals could leave doubt as to the true reason for the dismissal. For this reason, there can be no inconsistency between an employee's performance appraisal and their true performance.

Consistent and accurate performance appraisals measure the employee's contributions and competencies in their specific job function in relation to identified goals and objectives. Some employers use two management levels of review

for appraisals to ensure objective reviews.

Organizations should train managers to provide accurate performance appraisals. Along with reviewing the actual appraisal document itself, emphasize specific examples of what qualities and characteristics separate an employee rating of "one" from an employee rating of "five."

Objective criteria should be used when providing feedback to an employee. Both verbal and written constructive criticisms should be direct and clear, not generic or to interpretation by the employee. Performance incidents should be documented along with directions for improvements.

A formal performance review should be conducted at least annually, however, the appraisal process should include frequent scheduled feedback throughout the year to ensure both the supervisor or manager and the employee are on the same page in regards to performance and expectations.

The entire appraisal process should be reviewed every few years to make sure the appraisal form accurately measures the job responsibilities and that new managers have received relevant training.

## ERA Staff Members

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MONICA ZOERNER



# ERA People On The Move

ERA is pleased to announce the hiring of Dawn Hays, Esq. as HR Learning and Development Consultant in our Columbus office. She will be the lead trainer and lead Educational Services contact for our members in Columbus.

Dawn graduated summa cum laude from Youngstown State University. She then earned her law degree from The Ohio State University Moritz College of Law in 2001.

Dawn was voted an Ohio Super Lawyer Rising Star in the 2005-2012 editions of Law & Politics magazine. She was also awarded the 40 Under Forty award by Business First in 2007 and the Community Award from the Ohio Community Development Finance Fund in 2008.

Please help us welcome Dawn as she settles into her new role. She will be working to get to know as many of you as possible through trainings and roundtables. Please feel free to contact her at [dhays@hrxperts.org](mailto:dhays@hrxperts.org).

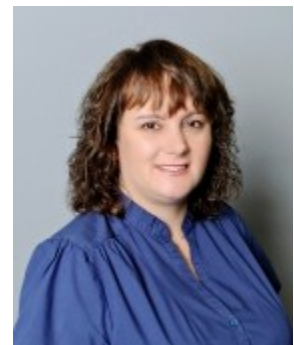


Dawn Hays, Esq.

Brandi Helton recently assumed the role of HR Consulting Services Administrator. Brandi has been with ERA for 8 years, most recently serving as our Training Coordinator.

Many ERA Members have become acquainted with Brandi as she responded to their questions about ERA training or enrolled them in training classes. ERA Members can now contact Brandi for assistance with Employee Engagement Surveys, 360 Degree Reviews, and Affirmative Action Plans.

Brandi's contact information will remain the same, so please feel free to contact her at [bhelton@hrxperts.org](mailto:bhelton@hrxperts.org), Carol Reubel at [creubel@hrxperts.org](mailto:creubel@hrxperts.org), or Carolyn Potter at [cpotter@hrxperts.org](mailto:cpotter@hrxperts.org) with any questions you may have about HR Consulting Services in Cincinnati or Lori Hall at [lhall@hrxperts.org](mailto:lhall@hrxperts.org) for questions about HR Consulting Services in Columbus.



Brandi Helton

**Employers Resource Association**

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Do you need more information about a service or program offered by ERA?

Would you like to talk to one of our experts in a particular speciality?

Here's a list of some of our most popular services, and the main contact person for each of them.

**In Cincinnati, please call: 513.679.4120 | In Columbus, please call: 614.538.9410**

	<b>Cincinnati</b>	<b>Columbus</b>
<b>Hotline</b> .....	Dan Chaney	Lori Hall/Barb England
<b>Administration and Posters</b> .....	April Risen	April Risen
<b>Compensation Services</b> .....	Terry Henley	Terry Henley
<b>Affirmative Action Plans</b> .....	Carol Reubel	Lori Hall
<b>HR On-Demand Services</b> .....	Carol Reubel	Lori Hall
<b>360's</b> .....	Carol Reubel	Lori Hall
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<b>Assessments</b> .....	Brandi Helton	Brandi Helton
<b>Compliance Issues</b> .....	Dan Chaney/Carolyn Potter	Dan Chaney/Carolyn Potter
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**Register For Training Today! See Page 10 For Upcoming Classes.**