“I have been interviewing for the past 6 months and learning I may have been making interviewees uncomfortable by getting to the point and being done. Going to take new skills to better myself and hire a dependable employee.”

Recent participant quote from Behavioral Interviewing Techniques for Managers and Supervisors with Gary Mertz

“I think it really took some obvious ideas (ones I should know) but really provided clear steps and direction.” “I thought this class was so helpful, I signed up for Excellence in Leadership I.”

Recent participant quotes from Making the Transition to Supervisor with Mike Koch

“Without Susan as the instructor, I would have had a really hard time. She honestly makes this class very tolerable. Her style is phenomenal!”

Recent participant quote from SHRM-CP/SCP Certification Preparation with Susan Sterritt Meyer

The HR Chally™Assessment

The HR Chally™ assessment specializes in putting the right people in the right role. Over 300 studies have been conducted to create a database of 156 validated work performance skills that allow the Chally assessment tool to predict success in management, sales, technical, customer care and administrative positions.

Contact Gary Mertz for more information.
888.237.9554, ext. 241 or gmertz@hrxperts.org
To Register for Classes

Choose the method most convenient for you.

Online: Visit www.hrxperts.org or e-mail training@hrxperts.org or visit our web store: http://store.hrxperts.org

Phone: 513.679.4120, option 3
Fax: 513.679.4139

Mail: Employers Resource Association
      Attn: Educational Services Department
      1200 Edison Drive
      Cincinnati, OH 45216-2276

~Please Print Clearly~

Program Title:__________________________________________________________
Program Date:__________________________________________________________
Participant(s):__________________________________________________________
_____________________________________________________________________
_____________________________________________________________________
Organization: ___________________________________________________________
Mailing Address:_________________________________________________________
Telephone:_____________________________________________________________
E-Mail:_______________________________________________________________
Enrolled By:____________________________________________________________

☐ Check Enclosed  ☐ Please Invoice

Credit Card Information (We accept company credit cards only)
Circle One: MasterCard  Visa  AmEx  Discover

Name (as it appears on card):_______________________________________________
Card Number:_________________________________________________________
Expiration Date:____________________Security Code:_____________________
Billing Address:_____________________________________________________________________
Signature:_____________________________________________________________________

About Our Classes

Learning Objectives:
The Learning Objectives describe the main outcomes for the class.

CEUs: (Continuing Education Units)
These courses may be awarded CEUs. Certain organizations and certifications require individuals to show ongoing learning by acquiring CEUs. ERA cannot guarantee that all accrediting organizations will accept these courses, although most do.

SHRM-CP/SCP Credits: (over 305 hours available)
Employers Resource Association is recognized by SHRM to offer Professional Development Credits (PDCs) for the SHRM-CP or SHRM-SCP.

SHRM-CP/SCP
RECERTIFICATION PROVIDER

HRCI Credits: (over 305 hours available)
Employers Resource Association is an “approved provider” of recertification credits for PHR, SPHR, and GPHR through the Human Resource Certification Institute (HRCI). HRCI holds educators to a very high standard, so you can be assured of a valuable educational experience. Courses that qualify will be clearly marked with this prestigious logo.

The use of this seal is not an endorsement by the HR Certification Institute of the quality of the program. It means that this program has met the HR Certification Institute’s criteria to be pre-approved for recertification credit.
Discounting Policy

Program discounts are available to members only. In addition to membership discounts, a 5% earlybird discount is available and is applied when full payment for a program is received in our business office fourteen (14) calendar days prior to the start date of the program.

A 5% group discount is applied when registering three or more paying member participants for the same program fourteen (14) calendar days prior to the start of the program.

Refunds and Credits

In the event that a timely written cancellation is made, you may choose to receive a refund for any pre-payment or, to simplify your paperwork, we can apply a training credit. A training credit can be used toward any of your company’s registrations for any future training service within six months of your written cancellation.

Core Training Areas

Employers Resource Association is well known for the quality of its core training areas. If you are searching for the right combination of programs, we recommend creating a strong foundation with the following core courses. Then build on that foundation with other individually selected offerings to enhance specific skills.

Leadership Development

Core Courses for Managers, Supervisors & Team Leaders
- Leadership Skills for Group Leaders I
- Leadership Skills for Group Leaders II
- Making the Transition to Supervisor
- Excellence in Leadership I
- Excellence in Leadership II
- How to Champion Change
- Behavioral Interviewing Techniques
- Delivering Performance Appraisals and Feedback
- FMLA, FLSA for Managers and Supervisors

Human Resource Management
- The Role of the Human Resource Assistant
- Human Resource Management I
- Human Resource Management II
- Human Resource Management III
- SHRM-CP/SCP Certification Preparation Course

Legal Compliance
- ADAAA Essentials
- FMLA Essentials
- Wage and Hour Law Essentials

Personal Development
- Business Writing in the Digital Age I
- Communication Skills for Teamwork
- Interpersonal Skills Development Series
- Taking Back Control of Your Time
- Perfecting Your Presentation Skills

Our Cancellation Policy

We offer one of the most liberal cancellation policies around. We commit to instructors and other registered participants based on the number of individuals registered for a program. As a result, “no-shows” or cancellations within two full business days of a program will be charged. Cancellations must be made in writing. This policy is firmly enforced for all members and non-members.

Please note that substitutions of participants may be made at any time for any of the one day or shorter programs. Multi-session programs are not transferrable for the purpose of substitution once the program has started.

Inclement Weather Policy

Please be advised that ERA makes weather-related training program cancellations for Level 3 snow emergencies only. During any other inclement weather, we will hold our training programs and our normal cancellation policy will apply. Please check weather several days in advance and plan accordingly.

Photos and Videos

From time to time, ERA may take live action shots and/or video during training for use on our website, social media and print materials. When we do, we may ask for written permission from your employee to use their likeness. If you have any questions, please contact us for further details.
In-House Prepaid Package Discounts

Customized “In-House” Training
Last year ERA conducted over 250 in-house training sessions. This method of delivery allows for customization of programs and is significantly more cost effective when training a number of people.

The In-House Package Purpose:
• Organize annual training plans
• Planning will lead to better business results
• These results will improve “buy-in” for future training budget requests
• Reward members who know they will do a substantial amount of in-house training per year

In-House Training Rates for Members:
• $1,500.00 for half day, $250.00 per hour afterward
• Saturday rate $500.00 per hour
• 10% Prepay discount when ERA receives payment 30+ days in advance of training
• 12.5% or 15% Prepay volume discounts apply at certain levels of purchase. Please inquire about discounting.

More Information
If you have further questions about In-House Training Packages, please contact:

Gary Mertz, SHRM-SCP,
Director of Learning & Development and Executive Coaching
gmertz@@hrxperts.org
513.679.4120, ext. 241
888.237.9554

Check out these New Programs!

Human Resource Management III - page 24
To Compliance and Beyond! Building a Culture of Inclusion - page 25
Monthly Program Index

January
Making the Transition to Supervisor 8
Behavioral Interviewing Techniques 8
The Role of the HR Assistant 9
Human Resource Management I 9
SHRM-CP/SCP Certification Preparation Course 10

February
Communication Skills for Teamwork 11
Excellence in Leadership I 11
Leadership Skills for Group Leaders I 12
How to Champion Change 12
Skill-Based Training Techniques 13
Coaching Skills for Managers and Supervisors 13

March
Employment Law Update and Review 14
Avoiding Liability Landmines for Managers and Supervisors 14
Discipline and Discharge for Managers and Supervisors 15
FMLA, FLSA for Managers and Supervisors 15
Excellence in Leadership II 17
Introduction to Project Management 17
Human Resource Management II 18

April
Workplace Harassment Awareness and Prevention for Managers and Supervisors 18
Interpersonal Skills Development Series 19
Leadership Skills for Group Leaders II 20
Exceptional Customer Service 20
Delivering Performance Appraisals and Feedback 21
The Role of the HR Assistant 9

May
OSHA 30-Hour General Industry 21
Investigating Employee Complaints and Misconduct 22
Situational Leadership 23
Excellence in Leadership I 11
Communication Skills for Teamwork 11
Making the Transition to Supervisor 8
FMLA Essentials 23
Perfecting Your Presentation Skills 24

Human Resource Management III 24
To Compliance and Beyond! Building a Culture of Inclusion 25

June
Leadership Skills for Group Leaders I 12
Taking Back Control of Your Time 26
ADAAA Essentials 26
Wage and Hour Law Essentials 27
Workplace Harassment Awareness and Prevention for Non-Managerial Staff 27
AAP Requirements 28
Principles of Employee Compensation 25
Behavioral Interviewing Techniques 8
T.E.A.M. Work 28
Business Writing in the Digital Age I 29

If you do not see a topic or program listed that you need, please contact us at 513.679.4120, option 3 or training@hrxperts.org

The ERA Educational Services Team in Cincinnati

Gary Mertz, SHRM-SCP - gmertz@hrxperts.org
Susan Sterritt Meyer, SHRM-SCP - sssterrittmeyer@hrxperts.org
Mike Koch - mkoch@hrxperts.org
Patti Grogan - pgrogan@hrxperts.org
Chelsea McDaniel - cmcdaniel@hrxperts.org
Alphabetical Program Index

AAP Requirements ................................................................................................................. 28
ADAAA Essentials .................................................................................................................... 26
Avoiding Liability Landmines for Managers and Supervisors ................................................... 14
Behavioral Interviewing Techniques for Managers and Supervisors ........................................ 8
Business Writing in the Digital Age I ....................................................................................... 29
Coaching Skills for Managers and Supervisors ......................................................................... 13
Communication Skills for Teamwork ....................................................................................... 11
To Compliance and Beyond! Building a Culture of Inclusion  NEW OFFERING!  .............. 25
Delivering Performance Appraisals and Feedback ..................................................................... 21
Discipline and Discharge for Managers and Supervisors ......................................................... 15
Employment Law Update and Review ....................................................................................... 14
Excellence in Leadership I ........................................................................................................ 11
Excellence in Leadership II ....................................................................................................... 17
Exceptional Customer Service .................................................................................................. 20
FMLA Essentials ....................................................................................................................... 23
FMLA, FLSA for Managers and Supervisors ............................................................................. 15
How to Champion Change ........................................................................................................ 12
Human Resource Management I ............................................................................................... 9
Human Resource Management II .............................................................................................. 18
Human Resource Management III  NEW PROGRAM! ................................................................. 24
Interpersonal Skills Development Series .................................................................................. 19
Introduction to Project Management .......................................................................................... 17
Investigating Employee Complaints and Misconduct ................................................................. 22
Leadership Skills for Group Leaders I ....................................................................................... 12
Leadership Skills for Group Leaders II .................................................................................... 20
Making the Transition to Supervisor .......................................................................................... 8
OSHA 30-Hour General Industry Outreach Training Program ................................................... 21
Perfecting Your Presentation Skills ............................................................................................ 24
Principles of Employee Compensation ....................................................................................... 25
Role of the Human Resource Assistant ..................................................................................... 9
Situational Leadership ................................................................................................................ 23
SHRM-CP/SCP Certification Preparation Course  NEW TIME! .............................................. 10
Skill-Based Training Techniques ................................................................................................ 13
Taking Back Control of Your Time ............................................................................................ 26
T.E.A.M. Work ............................................................................................................................ 28
Wage and Hour Law Essentials .................................................................................................. 27
Workplace Harassment Awareness and Prevention for Managers and Supervisors ............ 18
Workplace Harassment Awareness and Prevention for Non-Managerial Staff ....... 27
Making the Transition to Supervisor

This program is designed specifically for the newly promoted supervisor or someone who will soon make the transition. The class introduces supervisors to the dynamic nature of their new role and to the fundamental skills necessary to be immediately effective in that role.

Learning Objectives:

- Distinguish between old and new roles, responsibilities and relationships
- Master key functions and duties of supervisors
- Identify the difference between aggressive and assertive behaviors
- Develop communication skills to effectively influence others
- Give ongoing constructive feedback and recognition
- Recognize and manage conflict on the team
- Manage time and identify priorities by setting S.M.A.R.T. goals
- Develop and implement an action plan for future success

Next series: Thursdays, May 14, 21, 28 & June 4, 2020 with Mike Koch & Gary Mertz, SHRM-SCP

Behavioral Interviewing Techniques for Managers and Supervisors

Interviewing and selection mistakes are costly: increased turnover, lower productivity, morale problems, unemployment and litigation. These problems are caused or exacerbated by well-intended managers and supervisors who have not been formally trained in the proper selection techniques. Teach your managers and supervisors how to do this right.

Learning Objectives:

- Introduce the “behavioral” interviewing technique
- Analyze the job for critical success factors
- Develop better behavioral questions to uncover those critical success factors
- Avoid asking questions that potentially lead to discrimination charges
- Read applications/resumes with a critical eye, identifying red flags
- Follow an excellent 7-step interview process
- Interpret candidate answers to determine candidate fitness for the job

Next date: Thursday, June 18, 2020
with Susan Sterritt Meyer, SHRM-SCP
The Role of the Human Resource Assistant

This class explores the supporting role of the HR Assistant in the delivery of HR services to an organization. Participants are provided a general overview of pertinent federal and state employment laws. The program includes guidance on creating and implementing employment records, postings and other HR activities that generally fall within the domain of the Assistant. Participants learn how to create good employee relations, handle questions from management and employees, and safeguard and maintain confidentiality.

**Learning Objectives:**
- Identify specific recordkeeping and posting requirements
- General introduction to federal and state employment laws and common law concepts
- Develop the knowledge needed to support the entire hiring process: advertising, evaluating resumes and applications, screening, administering pre-employment tests, etc.
- Explore ways to improve new hire orientation
- Learn techniques to handle employee complaints with grace and ease.


Human Resource Management I

This comprehensive 24-hour program provides an intensive overview of the laws and key elements impacting the HR function. Participants are introduced to the body of HR knowledge they need to master to perform in the modern HR practitioner role, and are offered practical, usable ideas for handling HR matters. The focus is on building a good foundation of knowledge and being able to spot issues, learning “what questions to ask” rather than trying to provide all the answers in the ever-changing, complicated HR field.

**Learning Objectives:**
- Identify and apply federal/state laws to your workplace rules and standards
- Manage the employment process from job analysis to recruiting, screening, interviewing, testing and background checks to making the offer
- Evaluate how best to welcome and retain new employees, including orientation, onboarding and benefit basics
- Assure compliance with employment recordkeeping and reporting requirements
- Grasp fundamentals of Leaves of Absence, including highlights of FMLA, ADA, Workers’ Comp and other leaves
- Understand basic Wage and Hour regulations and how to avoid violations
- Improve HR’s communication with stakeholders
- Manage workplace performance, including issues of discipline and discharge.

Part one of the HRM series

Participants:
Anyone assisting with or involved in the administration of HR tasks.

Dates:
Thursdays, January 16 & 23, 2020
(Two session program)
Time: 8:15 a.m. - 12:15 p.m.

Member Fee: $210.00
Nonmember Fee: $294.00
Instructor: Susan Sterritt Meyer, SHRM-SCP

Participants:
Current or future HR generalists, managers and others overseeing HR functions.

Dates:
Tuesdays, January 21, 28, February 4, 11, 18, 25, March 3 & 10, 2020
(Eight session program)
Time: 8:30 a.m. - 11:30 a.m.

Member Fee: $410.00
Nonmember Fee: $574.00
Instructor: Susan Sterritt Meyer, SHRM-SCP
SHRM-CP/SCP Certification Preparation Course

Offered in partnership with the Society for Human Resource Management (SHRM), the intensive curriculum is designed by global subject matter experts and covers the entire SHRM Body of Competency and Knowledge™ (SHRM BoCK™), encouraging HR professionals to acquire the Competencies and Knowledge they’ll need to effectively perform their jobs and achieve career success.

Along with classroom instruction, you will receive the 2020 SHRM Learning System® for SHRM-CP/SHRM-SCP. Comprised of comprehensive learning modules in print and e-reader formats, advanced online resources and designed to streamline study time, accelerate learning and build confidence for passing the SHRM-CP/SHRM-SCP exam.

Establish yourself as a globally-recognized HR expert by earning the new standard in HR certification: SHRM Certified Professional (SHRM-CP™) and SHRM Senior Certified Professional (SHRM-SCP™). These certifications reflect what HR practitioners need to know to be leaders in their organizations and in the profession.

This intensive 12 week program combines expert instruction with the SHRM Learning System® for SHRM-CP/SHRM-SCP, so you will learn faster, retain more knowledge and stay on track for success on the exam.

ERA has been recognized as a “Top 20” provider of the SHRM Preparation course nationwide.
Communication Skills for Teamwork
When communication breaks down, so does teamwork. Help your team or individuals on your team improve their ability to communicate with each other by understanding behavioral styles and how they affect communication and, ultimately, teamwork. This highly interactive program gets at the heart of teamwork and team play.

Learning Objectives:
➢ Gain an awareness of how others see you
➢ Complete a self-assessment to determine dominant behavioral style
➢ Recognize how your style can “rub others the wrong way”
➢ Exercise behavioral flexibility to improve communication with team members of different styles
➢ Deal with conflict directly in a healthy way
➢ Utilize principles of consensus to do what is best for the group as a whole

Next date: Wednesday, May 13, 2020
with Mike Koch

Excellence in Leadership I
This intensive workshop is a key component of the core “Excellence in Leadership” series for managers and supervisors. Participants will receive deep exposure to a variety of competencies necessary to be successful leading others in today’s complex workplace. Highly interactive, participants will apply what they learn while in the classroom.

Learning Objectives:
➢ Adopt the qualities of a great leader
➢ Use authority and influence appropriately
➢ Flex leadership style to meet the needs of team members
➢ Discover the “true” nature of motivation
➢ Utilize motivational techniques to get better results
➢ Identify the laws that govern the workplace such as Title VII, FLSA, FMLA, OSHA, ADAAA and many more
➢ Avoid common leadership landmines that land employees and companies in legal trouble

Next series: Tuesdays, May 12, 19, 26, June 2, 9 & 16, 2020
with Mike Koch & Susan Sterritt Meyer

Participants:
Individuals interested in being part of a cohesive team environment. This class is not for Interpersonal Skills Development Series participants.

Date:
Tuesday, February 4, 2020
Time: 8:30 a.m. - 3:00 p.m.
Lunch is included

SHRM-CP/SCP PDCs: 5.5
PHR/SPHR/GPHR Recertification Credits: 5.5

Member Fee: $165.00
Nonmember Fee: $231.00
Instructor: Lisa Kappesser, Associate Instructor

Next date: Wednesday, May 13, 2020
with Mike Koch

Participants:
Any manager or supervisor with six months or more experience. Less than six months should consider Making the Transition to Supervisor (Page 8).

Dates:
Wednesdays, February 5, 12, 19, 26, March 4 & 11, 2020
(Six session program)
Time: 8:15 a.m. - 12:15 p.m.

SHRM-CP/SCP PDCs: 24
PHR/SPHR/GPHR Recertification Credits: 24

Member Fee: $410.00
Nonmember Fee: $574.00
Instructor: Susan Sterritt Meyer, SHRM-SCP
Leadership Skills for Group Leaders I

Help your non-exempt group leaders improve their ability to get things done through others without actual supervisory authority. This course will give them the tools they need to have more successes with more people more often by exposing them to the most important leadership competencies.

**Learning Objectives:**
- Adopt the qualities appropriate for a working leader
- Change/adjust your approach to meet the needs of team members
- Apply motivational techniques
- Avoid communication “gaffes” that plague group leaders
- Improve skill training techniques to get new employees trained better and faster

**Participants:**
Current or potential hourly group leaders.

**Dates:**
Thursdays, February 6, 13, 20 & 27, 2020
(Four session program)
**Time:** 8:15 a.m. - 12:15 p.m.

**Member Fee:** $350.00
**Nonmember Fee:** $490.00
**Instructor:** Mike Koch

How to Champion Change

During times of rapid and/or on-going change, employees experience stress, feel out of the loop and don’t really understand their important role in the change process. This program is designed to help management and HR to not just manage change, but to “champion” change. Participants will learn that by moving change from a top-down autocratic process to more of a team process that emphasizes communication, organizations can gain more buy-in, gain cooperation, reduce stress and make inevitable change a more palatable process.

**Learning Objectives:**
- Identify the triggers for change
- Discover the natural lifecycle of an organization and the essential role change plays in it
- Assess the organization’s readiness for change and your own personal readiness for change
- Utilize the “change/resistance” model to determine leadership strategy during change
- Design a communication and implementation strategy to get the team committed to change
- Prepare for employee reactions to change
- Implement the “6 Key Action Steps” for announcing change to improve buy-in and support

**Participants:**
Managers directly involved in change strategy, HR, business owners and all others who hold direct responsibility for design and implementation of organizational change.

**Date:**
Thursday, February 6, 2020
**Time:** 8:15 a.m. - 12:15 p.m.
**SHRM-CP/SCP PDCs:** 4
**PHR/SPHR/GPHR Recertification Credits:** 4
**Member Fee:** $120.00
**Nonmember Fee:** $168.00
**Instructor:** Gary Mertz, SHRM-SCP

Next series: Tuesdays, June 2, 9, 16 & 23, 2020 with Lisa Kappesser
Skill-Based Training Techniques
This program is designed for those front-line employees and supervisors who are tasked with training new employees or re-training existing employees. It highlights the importance of properly structured training, how adults learn best, and shares a four-step method of teaching a process, procedure, or how to operate a tool or a piece of equipment.

Learning Objectives:
➢ Recognize business implications and importance of effective training
➢ Identify the four stages of learning, three distinct learning styles, and how this impacts adult learners
➢ Discover the Ten Commandments for effective training and learning
➢ Apply the four step method of skill-training using Job Instruction Training (J.I.T.) cards
➢ Identify relevant key points that should be shared with trainees
➢ Break down barriers to effective communication with trainees
➢ Master the ability to give useful feedback to ensure trainee success

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 to help their employees grow and develop greater responsibility for their choices, actions and productivity.

Learning Objectives:
➢ Utilize coaching to correct and improve performance
➢ Identify main reasons employees do not perform as expected
➢ Master six steps of coaching performance or behavioral deficiency
➢ Gain “buy-in” at the right time
➢ Practice with common performance/behavioral issues
➢ Develop sound documentation practices
➢ Use effective communication skills during coaching

Consider also attending “Delivering Performance Appraisals and Feedback” on April 28th. Combined, both classes provide a solid performance management foundation of knowledge.
Avoiding Liability Landmines for Managers and Supervisors

This program is designed to help managers and supervisors understand why they can no longer simply rely on “common sense” in dealing with employees. Interacting the most with employees, these participants are also the most likely to violate employee rights protected by law. This eye-opening program will expose participants to key laws impacting their management activities and will examine common mistakes managers make that lead them and the company into legal trouble.

Learning Objectives:
- Identify management activities impacted by laws
- Identify common legal errors supervisors make with Title VII, ADAAA, ADEA, FLSA, OSHA, FMLA and other laws
- Explain employment-at-will and ways managers unintentionally create implied employment contracts
- Understand the concepts of wrongful and constructive discharge
- Introduce the following nine legal landmines utilizing video enactments, team exercises, and class discussion: failure to document, failure to train, failure to keep evidence, grade inflation on performance evaluations, failure to consult HR, inappropriate electronic messages, inconsistent treatment, inappropriate talk about ex-employees and uncontrolled references

Participants:
Executives, exempt managers and supervisors. This class is not for EL-series participants.

Date:
Tuesday, March 17, 2020
Time: 8:30 a.m. - 4:00 p.m.
Lunch is included

SHRM-CP/SCP PDCs: 6.5
PHR/SPHR/GPHR Recertification Credits: 6.5

Member Fee: $190.00
Nonmember Fee: $266.00
Instructor: Susan Sterritt Meyer, SHRM-SCP

Employment Law Update and Review

This valuable day with the legal experts provides tremendous insight into the latest laws, rulings and practical interpretations to allow the executive or HR professional to perform a difficult job confidently, avoid expensive litigation and keep personal knowledge up-to-date.

Learning Objectives:
- Legally stay within the requirements of federal and state laws and regulations
- Identify and implement changes in policy and procedure made necessary by new legal requirements and changes in existing requirements
- Avoid making risky and costly mistakes due to lack of awareness of recent court decisions that change the way employment issues must be handled
- Explore creative alternatives in dealing with problems you are facing by discovering what your peers are doing on such issues

Participants:
Business owners, executives, managers and HR professionals.

Date:
Thursday, March 5, 2020
Time: 8:30 a.m. - 4:00 p.m.
8:00 a.m. Continental Breakfast
Lunch is included

SHRM-CP/SCP PDCs: 7
PHR/SPHR/GPHR Recertification Credits: 7
CLE Certification: Pending approval by the Ohio Supreme Court

Member Fee: $190.00
Nonmember Fee: $266.00
Instructor: Specially selected experts from several prominent local ERA member law firms.
Discipline and Discharge for Managers and Supervisors

Ending the employment relationship is not easy for most managers. Discharge is a huge area for employment litigation, with more and more regulations eroding the concept of “employment at-will”. Managers will learn certain precautions they can take to make sure they discharge legally and ethically. Also discussed will be the need for coaching substandard performance, behavior and rules violations as a tool to help the employee succeed.

Learning Objectives:

➢ Recognize the purpose behind progressive discipline
➢ Recognize, reinforce and maintain performance improvements
➢ Avoid the seven “deadly sins” of reprimanding
➢ Develop a step-by-step process of preparing for and conducting the disciplinary meeting
➢ Review and discuss the most often violated laws surrounding termination that may prompt charges against the organization
➢ Develop a step-by-step process of preparing for and conducting the termination meeting that is both legal and ethical

FMLA, FLSA for Managers and Supervisors

Assuming your organization has a professional HR presence, supervisors and managers need not be exposed to all the intricacies of these extremely complex laws. What is critical is for supervisors and managers to understand how these laws impact what they can and can’t say, and can and can’t do in carrying out their responsibilities. Failing to train leaders in these matters has been found by the courts to be paramount to “failing to make a good-faith effort” to prevent violations. To protect the organization, themselves, and employees’ rights, your management team must have a clear understanding of what behaviors are appropriate and necessary, as well as how to recognize subtle issues that might trigger a visit to the HR Department.

Learning Objectives:

➢ Eliminate common misunderstandings about these laws
➢ Recognize how HR policies guide organizational behavior under these laws
➢ Discover how FMLA may turn into an ADA concern
➢ Gain awareness in spotting “issues” that may trigger certain actions on management’s part
➢ Explore how to avoid retaliation and interference claims
➢ Recognize the manager’s responsibilities in appropriate handling of overtime pay
Xpert Coaching
Taking Development to the Next Level

Employers Resource Association (ERA) has launched a new division called Xpert Coaching. This coaching service works with a wide variety of executives and high potential managers (Hi Po's) to improve their ability to lead teams and to communicate effectively across the organization.

At ERA, we believe no two coaching interventions are alike, therefore, we don’t follow a prescribed one size fits all “formula”. Some coaching is developmental and some coaching is remedial. Some leaders need short-term assistance focused on a competency or two while others require more long-term assistance, building multiple competencies.

Most of our private sessions combine open dialogue with some structured learning. Our goal is to enable candidates, often through “assignments”, to apply techniques and ideas right away. Our focus is on enabling coached leaders to experience more success quickly.

Executive Coaching outcomes yields so many benefits including:

- Greater leadership effectiveness
- Stronger teamwork and improved morale
- Individual performance and productivity gains
- Renewed job satisfaction and re-engagement
- Work/life balance and blend
- Movement from legacy thinking towards more current best practices.

Please let us know how we can help your leaders boost their professional acumen. We have a variety of skilled coaches to help bring out their best.

Contact Gary Mertz for more information. 888.237.9554, ext. 241 or gmertz@hrxperts.org.
Excellence in Leadership II

This program builds on the concepts developed in “Excellence in Leadership I”. Participants take a detailed look at communicating to influence others, communicating with employees regarding performance issues, coaching for performance improvement and managing conflict with team members and peers. The program also provides an important look into a manager’s need to understand sexual and other workplace harassment for what it is, providing information on how to spot and stop it, and the organization’s obligation to investigate and eliminate it.

**Learning Objectives:**
- Improve communication skills to influence and gain cooperation
- Complete a conflict style self-assessment
- Develop conflict management strategies utilizing various models: HEAR, AEIOU and Six Essential Techniques
- Apply a six-step coaching method and role-play coaching scenarios
- Develop a comfort level of giving feedback regularly
- Effectively use the progressive discipline process
- Evaluate what to do if employees show no improvement
- Examine how to protect your organization against claims of workplace harassment and discrimination

Participants:
Supervisors, managers, exempt team leaders and ELI graduates.

Dates:
Wednesdays, March 25, April 1, 8, 15, 22 & 29, 2020
(Six session program)

Time: 8:15 a.m. - 12:15 p.m.

SHRM-CP/SCP PDCs: 24
PHR/SPHR/GPHR Recertification Credits: 24

Member Fee: $410.00
Nonmember Fee: $574.00
Instructor: Mike Koch & Susan Sterritt Meyer, SHRM-SCP

Introduction to Project Management

Project management is an important skill in many professions. This course provides an introduction to the core concepts of project management, such as planning, communication and problem solving. It is ideal for participants with little or no formal Project Management training. Through a variety of discussions, group activities and skills practice, participants will be able to apply these concepts to their current and future work, leading to higher efficiency and better quality results.

**Learning Objectives:**
- Demonstrate comprehension of the four phases of project life cycle
- Develop a "S.M.A.R.T." objective for a project
- Utilize a Work Breakdown Structure
- Utilize a Gantt Chart
- Demonstrate effective communication skills throughout the project
- Apply organizational skills, proper planning and effective communication to current and future projects

Participants:
Employees of any level who manage projects both large and small yet have no formal training to do so.

Date:
Tuesday, March 31, 2020
Time: 8:30 a.m. - 3:00 p.m.
Lunch is included

SHRM-CP/SCP PDCs: 5.5
PHR/SPHR/GPHR Recertification Credits: 5.5

Member Fee: $165.00
Nonmember Fee: $231.00
Instructor: Mike Koch
Human Resource Management II

The second course of the series provides a deeper dive into four core knowledge areas that HR professionals must address that directly impact Employee Engagement and Retention: motivation, compensation design, employee development, and performance evaluation. Participants learn to evaluate job context, content, and human variables to analyze if and how their organizations are undermining engagement. In a tight labor market, they’ll consider how to respond to external pay pressures, while maintaining internal equity and market competitiveness. To make sure the workforce is skilled and employees envision career paths and development opportunities, participants learn how to identify and move closer towards a learning organization culture, including how to assess needs, design, develop and evaluate training for employees and managers throughout their careers. An in-depth study of the pros and cons of popular performance evaluation methodology helps participants evaluate what is best to drive their organization’s culture and business goals.

**Learning Objectives:**

- Recognize the value and components of a learning organization, and how to systematically assess or perform the T&D function
- Audit, evaluate and improve the effectiveness of your organization’s formal performance evaluation system
- Understand the mechanics of basic compensation design to balance internal equity with market competitiveness
- Examine how motivation, job design, job content and job context impact engagement and retention.

Workplace Harassment Awareness and Prevention for Managers and Supervisors

This program is designed to help educate managers to recognize and prevent workplace harassment, monitor for risky behaviors in their workplace, and understand their responsibilities to maintain a legal and respectful work environment. This program, in its entirety, should be used as a basis to both educate and protect your organization and to help fulfill the organization’s requirements to “take reasonable care to prevent” harassing behavior.

**Learning Objectives:**

- Understand the definition of harassment and how that impacts managers behavior
- Recognize manifestations of the three types of harassment: verbal, physical and environmental
- Eliminate harassment/discrimination of all protected classes
- Use Cooper’s Six Levels of Harassment to recognize predictable patterns of inappropriate behavior
- Protect the organization with the two-prong affirmative defense
- Properly take and report complaints that protect the organization and employee alike
- Recognize all forms of illegal harassment and discrimination and the manager’s responsibility to report them.
Interpersonal Skills Development Series

Session 1: DiSC® Dimensions of Behavior
Learn about the tendencies of your natural behavioral style, how it might “rub” other styles the wrong way and what to do about it if it does. **Self-assessment is to be completed prior to attendance.**

**Learning Objectives:**
- Develop communication strategies to deal with styles different from your own
- Apply behavioral flexibility techniques
- Apply what you learn with a dynamic, interactive exercise

Session 2: Personal Assertiveness
This session is designed to help participants recognize the differences between passive, aggressive and assertive behaviors and how to maintain healthy, productive and assertive communication.

**Learning Objectives:**
- Complete a self-assessment to determine your level of assertiveness
- Apply appropriate techniques to influence others
- Employ ten techniques to ensure assertiveness

Session 3: The Art of Conflict Resolution
Organizations depend on managers, supervisors and employees to openly discuss concerns and arrive at a joint resolution before a situation gets out of control. Through the use of exercises, team discussions and role-plays, participants learn how to intervene in creative, effective ways to turn conflict into conciliation.

**Learning Objectives:**
- Determine your preferred conflict resolution style via self-assessment
- Effectively respond to conflict using the conflict resolution style that fits the situation
- Develop conflict resolution strategies utilizing various models: HEAR, AEIOU and Six Essential Techniques

Session 4: Dealing With Difficult People
This session is designed to help anyone at any level deal more effectively with “difficult” people in their workplace. Participants will learn how to level the playing field in dealing with difficult people by adopting coping mechanisms. Participants will examine common types of difficult people and identify strategies for effectively working with them.

**Learning Objectives:**
- Learn coping techniques for dealing with difficult people
- Identify and develop strategies for dealing with typical difficult personality types, such as the “bomb”, the “bulldozer”, the “sniper” and many others

Participants:
Those whose success depends on the ability to work well with others. Supervisors, managers and employees who would like to improve relationships and deal with others with more grace and ease in their workplaces, **not for Excellence in Leadership II series and Communication Skills for Teamwork participants.**

Dates:
Thursdays, April 2, 9, 16 & 23, 2020
(Four session program)

Time: 8:30 a.m. - 11:30 a.m.

SHRM-CP/SCP PDCs: 12
PHR/SPHR/GPHR Recertification Credits: 12

Member Fee: $340.00
Nonmember Fee: $476.00

Instructor: Lisa Kappesser, Associate Instructor
Exceptional Customer Service
Customer service is truly a lost art form. Since few of us have products, services, technology, or pricing that is substantially different from our competition, the one way left to differentiate ourselves is to provide better service. Exceptional customer service is 90% attitude and 10% technique. Participants walk away with the skills to excel at both.

Learning Objectives:
➢ Adopt the qualities and skill sets of a customer service professional
➢ Explore customer service from the customer’s perspective
➢ Display excellent phone skills
➢ Diffuse difficult customers with grace and ease
➢ Modify how you communicate to avoid common “gaffes”
➢ Read and address problematic body language and “hidden” meanings in speech
➢ Be the best by design, using the technique of benchmarking to improve all areas of customer service

Leadership Skills for Group Leaders II
This program builds on the skills learned in “Group Leaders I”. The focus of this program is improving communication with team members. The importance of influence is discussed and how communicating to influence greatly enhances outcomes. Modules on coaching for performance improvement and a look at delegating to get the job done rounds out this valuable program.

Learning Objectives:
➢ Improve communication and influence through an assertiveness self-assessment
➢ Overcome aggressiveness (active and passive) and submissiveness to communicate assertively
➢ Apply a six-step technique to coach for improved performance
➢ Develop effective conflict resolution strategies
➢ Effectively delegate to provide growth opportunities to team members
**Delivering Performance Appraisals and Feedback**

Performance management is a critical and often mishandled process. All too often, the performance appraisal turns into an annual bureaucratic exercise loathed by manager and employee alike. This skill-building workshop is designed to assist managers, supervisors and HR in the effective development and delivery of the performance appraisal as a powerful performance management tool.

**Learning Objectives:**
- Recognize how to make the performance appraisal process pay off
- Determine what to document and what not to document
- Follow a 10-step process to develop the appraisal
- Avoid common rating errors that can “contaminate” the appraisal
- Master a 6-step delivery of the appraisal
- Prepare in advance for employee reactions and concerns
- Practice coaching throughout the evaluation cycle

**OSHA 30-Hour General Industry Outreach Training Program**

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 workplace. This program has been used by thousands of safety professionals over the years to guide the development of effective safety programs for their organizations.

Participants should bring their up-to-date OSHA CFR 1910 Handbook, if possible. Go to: www.osha.gov/publications/OSHA2254.pdf to download your free, up-to-date copy. All successful participants will receive a course completion card from OSHA upon participation in all 5 sessions of the course.
DiSC® Dimensions of Behavior

DiSC® Dimensions of Behavior provides a non-judgmental assessment and report for exploring behavioral issues. It helps explore behavior across four primary dimensions:

- Dominance
- Influence
- Steadiness
- Conscientiousness

A multi-level assessment instrument, DiSC® Dimensions of Behavior helps companies or individuals assess to what degree they utilize each dimension of behavior in a given situation. The instrument provides feedback designed to help people in your organization build productive teams, develop effective managers and team members, train a powerful sales force, improve customer service and ease frustration due to interpersonal conflict.

Typical applications:

- Pre-employment screening (used by ERA for our own hiring needs)
- Training/Teambuilding/Improved Relationships
- Coaching

For more information about DiSC®, please contact: Gary Mertz at 888.237.9554. ext. 241 or gmertz@hrxperts.org.

Investigating Employee Complaints and Misconduct

Nearly every company will eventually need to conduct an investigation. Whether prompted by an allegation of workplace harassment, a problem of theft, or some other form of misconduct, a prompt and thorough investigation is a critical first step toward protecting your organization. Participants will learn legal considerations, valuable skills and methods for navigating this difficult managerial task.

Learning Objectives:

- Understand all the legal risks that impact how investigations are conducted
- Identify and focus on the real objective in conducting any investigation
- Determine best practices for developing the report and recommendation
- Plan all steps of the investigation, including process and chronology for selecting and interviewing witnesses
- Identify when investigations are necessary and who should conduct them
- Handle "he said, she said" situations properly.
Situational Leadership
This program is designed for non-EL and non-GL series participants and is a detailed look at using different leadership styles to meet employees’ needs for a hands-on or hands-off approach. The goal of this program is to help leaders understand how and when to bend and flex their styles of leadership to best address the needs of each team member. A challenging case study helps to illustrate the importance of leading by adapting to the needs of your team.

Learning Objectives:
- Use personal power (influence) in leading others
- Complete a personal leadership style assessment
- Recognize the four main leadership styles and when it’s best to use each one
  - Director style
  - Teacher style
  - Facilitator (coach) style
  - Consultant style
- Define what constitutes a fully “performance mature” employee
- Identify the seven factors impacting your leadership style
- Apply lessons learned through an interesting and true case study

FMLA Essentials
This intensive program is designed to provide a working knowledge of the FMLA requirements for those who will administer it and is ideally suited for organizations at or near the 50-employee threshold of the regulation. Participants will walk through the process and timelines for FMLA as well as learning best practices for common challenges.

Learning Objectives:
- Effectively determine the key qualifiers that must occur before an employer is expected to grant job-protected leave
- Identify an employer’s essential obligations in handling and resolving requests from employees
- Discuss what an employer can legally require with regard to employees who are eligible
- Explore options for insufficient or incomplete medical certification, and recertifications
- Consider when seeking second opinions may be prudent, and how to handle suspected abuse.
- Build issue spotting skills with real scenarios
- Understand the minutiae of the law’s definitions at qualifying conditions.
Perfecting Your Presentation Skills

This program is designed for people at all levels who are technically competent at their jobs, but diminish their professional credibility when they deliver information in front of small or large groups. Participants learn all of the fundamentals of great presenting. This program includes a videotaping of a short presentation by every participant and a personalized debrief for improvement.

Learning Objectives:
- Adopt the "6 Components of a Powerful Presenter"
- Utilize the tools to help slay personal dragons and be more relaxed
- Master effective platform skills of: voice, body and facial presence, gestures, handling questions and confrontations and attending skills to bond with your audience
- Practice delivery to ensure clarity of message
- Use visual aids to add value and interest to your presentation

Participants:
Anyone who needs to improve presentation or public speaking skills.

Dates:
Wednesdays, May 20 & 27, 2020
(Two session program)
Time: 8:30 a.m. - 3:00 p.m.
Lunch is included

SHRM-CP/SCP PDCs: 12
PHR/SPHR/GPHR
Recertification Credits: 12

Member Fee: $295.00
Nonmember Fee: $413.00
Instructor: Mike Koch

Human Resource Management III

The third course of the series is redesigned for 2020 to provide a more personalized experience for participants as managers and leaders. We’ll examine and practice behaviors needed to wield more influence, both as department managers and as leaders in the organization. Participants will work on strategies for managing conflict, including evaluating their level of assertion to be persuasive without being perceived as aggressive. Techniques to recognize and confront resistance are mastered as added ways to gain credibility and traction with colleagues and upper management. Participants will also practice coaching and giving positive feedback that yields results.

The second half of this foundational course focuses on building the HR professional’s body of knowledge, including managing agency compliance, and understanding cultural challenges with diversity and inclusion. Learning modalities include peer discussions, personal assessments, case studies, and lively, thought-provoking lecture.

Learning Objectives:
- Understand the nature and practice of leadership today and how to exercise influence appropriately
- Evaluate personal assertiveness and learn techniques to stand firm without coming across as aggressive or pushy
- Examine how to provide feedback more effectively to correct behavior or reinforce great performance
- Prepare for government agency challenges
- Consider how diversity impacts the workplace and the challenges of building a culture of inclusion and engagement.

Participants:
HRM I and HRM II graduates and HR practitioners in or moving to a leadership position.

Dates:
Wednesdays, May 20, 27, June 3, 10, 17 & 24, 2020
(Six session program)
Time: 8:30 a.m. - 12:00 p.m.

SHRM-CP/SCP PDCs: 21
PHR/SPHR/GPHR
Recertification Credits: 21

SHRM Certification
Pre-Approved

Member Fee: $390.00
Nonmember Fee: $546.00
Instructor: Susan Sterritt Meyer, SHRM-SCP
Principles of Employee Compensation

Join this four hour program to gain an understanding of the components of an effective compensation program. Intended to attract, retain and reward employees, compensation is as much an art as a science. Practitioners need a clear understanding of the logic behind various strategies to administer compensation plans and explain decisions. This course is designed for an HR generalist or representative who has little or no background in compensation and wants a broad overview of compensation practices and trends.

**Learning Objectives:**

- Discuss elements of a total rewards program and elements of compensation
- Gain an understanding of the U.S. laws and regulations impacting compensation programs
- Learn about sequential processes of job analysis, job documentation and job evaluation
- Address the issue of external competitiveness – job pricing and the use of labor market data to determine competitive position
- Discuss pay determination systems and learn alternatives commonly used in companies

To Compliance & Beyond! Building a Culture of Inclusion

Join ERA and the **Chief Legal Counsel of the Ohio Civil Rights Commission** for this event. Employers have tried to answer the call to diversify for the past several decades, but those efforts have failed to transform the workplace culture to effectively leverage diverse talent and positively impact the bottom line. Explore how diversifying an institution is only the entry point for fostering inclusion and equity and will identify best practices to move beyond compliance and create a culture of inclusion to drive innovation.

**Learning Objectives:**

- Best practices to promote equality and avoid claims
- The why and how to drive inclusion and create equality
- Identify persuasive tools and talking points to drive diversity and build inclusivity
- Explore and uncover barriers to your inclusion and diversity objectives
- Gain ideas for implementing new programs and initiatives through reflection on Pixar’s business practices

Participants:

All functional managers and supervisors, human resource, financial and payroll personnel; small business owners; entrepreneurs and members of job evaluation or compensation committees.

Date:

Wednesday, June 17, 2020

Time: 12:30 p.m. - 4:30 p.m.

*New Afternoon Time*

**SHRM-CP/SCP PDCs:** 4  
**PHR/SPHR/GPHR Recertification Credits:** 4

**Member Fee:** $120.00  
**Nonmember Fee:** $168.00  
**Instructor:** Monique Kahkonen, SPHR, SHRM-SCP

Participants:

Employees, HR managers, HR assistants, managers and small business owners.

Date:

Thursday, May 21, 2020

Time: 1:00 p.m. - 4:00 p.m.

**SHRM-CP/SCP PDCs:** 2.5  
**PHR/SPHR/GPHR Recertification Credits:** 2.5

**Member Fee:** $0.00  
**Instructor:** Dawn Hays, Esq., SHRM-SCP & Stephanie Bostos-Demers, Esq.
## Participants:
Anyone who works in an office environment whose "world" places more demands than can be effectively managed.

### Dates:
**Thursday, June 4, 2020**
* New One Day Format

### Time:
8:30 a.m. - 11:30 a.m.
Lunch is included

### Member Fee: $100.00
### Nonmember Fee: $140.00
### Instructor: Susan Sterritt Meyer, SHRM-SCP

## Taking Back Control of Your Time
This highly interactive program examines factors that lead to poor time and priority management. Participants identify how to cope with stress on the job, how to prioritize, analyze and deal with time wasters, set goals and delegate responsibility. Participants learn to manage not only their time, but their environment as well.

### Learning Objectives:
- Determine your level of stress with a Life Event/Work stress assessment
- Apply personal stress reduction techniques
- Manage your “to do” lists with the application of two different prioritizing techniques
- Identify and manage the following potential time wasters: paperwork, telephone interruptions, drop-in interruptions, and meetings
- Defeat procrastination
- Set S.M.A.R.T. goals to get results
- Recognize the value of delegation and how to apply delegation techniques

## ADAAA Essentials
This program is designed to provide an overview of the Americans with Disabilities Act, as amended by the ADA Amendments Act. It is ideally suited for HR practitioners and senior management faced with their employees’ various “reasonable accommodation” requests, including job restructuring and leaves of absence. A comprehensive review of the ADAAA’s key terminology will be followed by a discussion of the most common errors made by employers. A review of newer handling of psychiatric disabilities rounds out the program.

### Learning Objectives:
- Discuss and apply the employer’s obligation in engaging in the “interactive process”
- Work with and apply the “reasonable accommodation” standard as well as know when “undue hardship” impacts such accommodation
- Effectively deal with those situations where ADAAA, FMLA and state workers’ compensation laws must all be complied with at the same time
- Prepare to handle mental conditions as a disability that falls within the protection of the ADAAA
**Wage and Hour Law Essentials**

A recent upsurge of wage and hour lawsuits, including very large collective actions, has prompted managers to re-evaluate company wage and hour compliance. Many companies have discovered potentially huge liabilities in unpaid overtime, miscalculations of time worked and misclassification of employees as exempt. This program will provide a practical overview of the law for participants, allowing them to identify and correct problems and to minimize the possibility of wage and hour audits or employee lawsuits.

**Learning Objectives:**
- Distinguish what issues are regulated by the Department of Labor under the FLSA and what issues are not
- Identify and categorize whether or not your jobs qualify for exempt status under the FLSA
- Understand and apply what does and does not become part of the “regular rate” in computing overtime under the FLSA
- Be familiar with those situations where an exempt employee’s salary can legally be docked under the FLSA without risking the loss of the exemption
- Consider the impact of the Portal to Portal Act on your pay practices
- Consider top violations that can be easily remedied.

**Workplace Harassment Awareness and Prevention for Non-Managerial Staff**

This important offering stems from members’ requests to help them achieve 100% participation in their anti-harassment training efforts by educating those employees who have missed their company training program. The session is also suitable for individuals who may benefit from a refresher in this topic. We’ll educate employees about behaviors that may constitute harassment and discrimination today.

**Learning Objectives:**
- Recognize the seriousness with which this topic is viewed today
- Be able to readily identify and avoid risky behaviors
- Understand the importance of maintaining a respectful workplace
- Obtain the formula to say “no” to others who may be harassing you
- Comprehend the need to utilize the company’s internal complaint procedures

---

**Managers and Supervisors should register for Workplace Harassment Awareness and Prevention for Managers and Supervisors - page 18**
Participants:
A must for anyone involved in the design, implementation or responsibility phases of the Affirmative Action Plan; corporate executives, HR managers and practitioners and other company decision-makers.

Dates:
Tuesdays, June 16 & 23, 2020
Time: 8:15 a.m. - 12:15 p.m.

SHRM-CP/SCP PDCs: 8
PHR/SPHR/GPHR Recertification Credits: 8

Member Fee: $210.00
Nonmember Fee: $294.00
Instructor: Carolyn Potter, J.D.

Affirmative Action Planning Requirements
Affirmative action requirements can be very confusing and overwhelming, especially to individuals new to equal opportunity officer responsibilities. This class is designed to provide the information necessary to allow participants to more competently prepare their AAP, particularly important with the new regulations concerning veterans and the disabled.

Learning Objectives:
➢ Master the essential concepts of affirmative action
➢ Identify the more significant regulations requirements
➢ Examine the regulatory changes for veterans and disabled affirmative action plans
➢ Utilize a self-audit tool to facilitate your efforts to ensure compliance
➢ Discuss some of the current challenges associated with affirmative action
➢ Outline a typical random audit process

*While this program will increase the participant’s knowledge about affirmative action, it is not a replacement for legal advice. Sample language examples provided within the text should be reviewed by your legal counsel prior to implementation.*

Participants:
Executives, managers, supervisors or anyone who has direct authority over others who view teamwork as an essential component to success.

Date:
Thursday, June 18, 2020
Time: 8:15 a.m. - 12:15 p.m.

SHRM-CP/SCP PDCs: 4
PHR/SPHR/GPHR Recertification Credits: 4

Member Fee: $120.00
Nonmember Fee: $168.00
Instructor: Gary Mertz, SHRM-SCP

T.E.A.M Work
Organizations today are facing a climate of accelerating changes. One of the key ingredients in surviving and prospering in this climate is teamwork. This highly-interactive program examines the four key influences on T.E.A.M. in the workplace today: Trust, Engagement, Accountability, and Mission. Participants will be encouraged to share their challenges in creating a team environment at work. Strategies will be shared to help them build a sustained Trust, Engagement, Accountability, and Mission focus.

Learning Objectives:
➢ Understand the intentional and unintentional benefits/consequences of teamwork in today’s rapidly changing business climate
➢ Recognize the role of strong leadership in developing a strong team environment
➢ Build trust, the true essence of team, examining causes of lost trust and how to rebuild that trust in our relationships
➢ Fuel engagement by considering how to build an environment of highly engaged employees to create a team environment
➢ Hold ourselves accountable, the glue that holds the team together. It’s not about punishment, it’s about improvement. Explore how to create an environment of accountability to insure a sustained team environment
➢ Drive a mission focus. Meaning and purpose is what keeps the team engaged and able to handle challenges and adversity that all teams face
Business Writing in the Digital Age I

In today’s fast-paced work world, business communication is most often conducted electronically. Unfortunately, often absent is the ability to communicate in a business-like fashion using this medium. Participants in this workshop will focus on “Digital Age” mechanical mistakes in grammar and punctuation that hinder readability, and will evaluate how to send a clear, concise, and correct business message that conveys a courteous, professional image. Email etiquette will be reviewed as well. Both the experienced business writer who would benefit from an update, and the novice writer who needs a solid introduction to this skill, will find value in the program. Participants will practice writing and editing for well-organized, action-oriented communications that are logical, clear and credible.

Learning Objectives:
- Replace casual electronic writing habits with clearer, more professional business writing
- Eliminate common image busting grammar and punctuation errors
- Gain a competitive advantage through adherence to email etiquette
- Compose sentences that are positive and action-oriented to accomplish your goal more quickly
- Gain confidence with tools to help you correct your own work

The Importance of Workplace Harassment Prevention Training

Recent court cases have made it very clear: The quality and duration of workplace harassment prevention training is critical in providing an affirmative defense against claims of workplace harassment.

As reported in the National Law Journal, in harassment lawsuits: “Plaintiff’s attorneys and the EEOC have begun to question employers aggressively as to how much money they spend on training, the expertise of the trainers, the curriculum and employee response to the training.”. Your training should meet each of the following requirements:

- Be at least two hours in length for employees and three hours for supervisors.
- Be effective and interactive.
- Provide information and practical guidance to learners.
- Cover relevant federal and state law.
- Cover other forms of unlawful harassment/discrimination.
- Explain prohibitions against and the prevention and correction of sexual harassment.
- Include practical examples to instruct learners (employees and supervisors) in the prevention of harassment, discrimination and retaliation.
- Describe remedies available to targets of workplace harassment.

Furthermore, the expertise of the trainer is coming into question. In Cadena v. Pacesetter Corp. the jury awarded $300,000 in punitive damages to the plaintiff and was upheld under appeal because the employer could not show that the trainer was qualified to provide the training.

Employers who fail to provide quality workplace harassment prevention training to all employees may be unable to establish an affirmative defense in response to a harassment lawsuit.
Cincinnati Educational Services Team

Gary Mertz, SHRM-SCP
Director, Learning & Development
And Executive Coaching

Mike Koch
Learning and Development Consultant

Susan Sterritt Meyer, SHRM-SCP
HR Learning and Development Consultant

Monique Kahkonen, SPHR, SHRM-SCP
Vice President, HR
Advisory Services

Carolyn Potter, J.D.
HR Consulting Manager
Employers Resource Association provides you with highly skilled and experienced facilitators to help develop your employees and management staff and provide real-world training.

Our educators are:

- True subject matter experts
- Rich with a real-world experience approach to training
- Leaders in adult education
- Unparalleled in their presentation skills
- Unsurpassed in the depth and breadth of materials they provide
- Second to none in their desire and enjoyment of teaching to make a difference.

Our goal is to make a valuable, immediately useful and robust learning experience for each and every one of our program participants. Last year, 97% of our participants rated the effectiveness of our training as “Very Good” or “Excellent”.

About Our Instructors

Patti Grogan
Training Coordinator

Chelsea McDaniel
Training Assistant
Steve Brazil, Certified Risk Management Professional, brings more than 20 years’ experience in occupational safety and health, risk compliance, corporate governance, disaster recovery and workers’ compensation compliance to the Risk Control 360 team. In a career spanning multiple continents, Steve earned his bachelor’s in Business Management from Martin College, Brisbane, Australia and has worked in industries ranging from State Government, non-profit private health insurance, to industrial manufacturing & warehousing. Steve has held various positions – all of which involved safety and risk management as a key focus throughout his career and most recently on a national level. “Prevention is far better than cure” has been a lifelong motto and the mantra of training and “PPE being your best insurance” is all too often forgotten. Therefore, logic based, simple solutions are usually the best and easiest to implement – mitigating risk, if not eliminating it saves everyone from injury and costly claims. Associate Instructor.

Monique Kahkonen, SPHR, SHRM-SCP, Vice President, HR Advisory Services, brings with her over 15 years of human resource and training experience. Before joining the Association, Monique was the Human Resource and Training Director for a national franchise system where she provided consultation and training in all aspects of human resources, including employment, compensation, leadership development, wage and hour, workers’ compensation and unemployment. Additionally, within this role she was responsible for the development of the learning system and training programs for both business owners and staff level employees. Prior to her work with this national company, she held leadership positions within a regional hospital network enhancing her business and human resource background. Staff Instructor.

Mike Koch, Learning and Development Consultant, is an educator, trainer and consultant. Mike has over 25 years of experience facilitating learning and driving culture change. His areas of expertise include leadership development, communication skills, teamwork, conflict resolution and customer service. What differentiates Mike is his ability to connect with any audience. He adapts his pace and style to the audience’s needs, resulting in a high level of customer satisfaction. He has worked extensively with both frontline supervisors and managers, helping them to develop the necessary leadership skills to motivate a productive and loyal workforce. Mike obtained a BA in Psychology and Philosophy from Northern Kentucky University and earned an M.S. Ed. in Educational Leadership from the University of Dayton. He is a member of the Association for Talent Development and is a certified Everything DiSC facilitator. Mike has served as an Achieve Global Leadership Development trainer at Gateway Community and Technical College. Staff Instructor.

Gary Mertz, SHRM-SCP, Director of Learning & Development and Executive Coaching, was the founder and CEO of The Palmis Group, LLC, an executive leadership and corporate health coaching, consulting and strategy development firm. Gary was also the president of G. Joseph Mertz and Associates, a HR and career consulting firm. Before forming the Palmis Group, Gary was president of Remedy Intelligent Staffing and a founding partner of The Kreller Consulting Group and Kreller Business Information Group. A lifelong entrepreneur with over 25 years of expertise in wellness, human resources and business development, Gary earned a B.A. in Business Administration from Franklin University and certificates in health and wellness counseling from the Institute for Integrative Nutrition. Gary also served as an adjunct faculty member at Gateway Community College as an Achieve Global Leadership Development training facilitator and instructor. Staff Instructor.

Alphabetical Instructor Listing

January - June 2020 To register call: 513.679.4120
Carolyn Potter, J.D., HR Consulting Manager, holds a B.A. and J.D. from University of Toledo and is licensed to practice law in Ohio and Kentucky. Carolyn worked in-house as Senior Corporate Counsel and later as a legal consultant for a large corporation for nearly 10 years. She offers experience in HR issues including hiring, discipline, firing, discrimination, harassment and wage and hour law. Her primary focus with ERA includes affirmative action plans, employee engagement surveys, hotline assistance, handbook review and HR training.

Staff Instructor.

Susan Sterritt Meyer, SHRM-SCP, HR Learning and Development Consultant, has returned with new perspectives following five years teaching in Europe. Susan served our members from 2008-2011 as a Learning and Development Consultant, and held the post of Director of our Educational Services Department from 1993-1999 during which time she developed the Department’s core training materials. She is well versed in the learning needs and preferences of our members. Considered by many to be “the best facilitator they’ve ever experienced,” Susan has “the rare ability to capture interest and stir emotion while engaging the brain to make continued learning a treat.” She bolsters her exceptional instructional skills with decades of solid business, training and HR expertise gleaned from leadership posts in major corporations in manufacturing, healthcare, broadcasting, and service industries. Susan earned her Master’s degree in Human Resource Development and B.S. degrees in psychology, social sciences and counseling. She is certified by Cambridge University as an ESL Instructor, holds multiple certifications, and has been featured in numerous publications

Staff Instructor.

Career Transition Services

Why offer Career Transition Services?

To help departing employee(s) move on quickly and effectively and to send the appropriate employee relations message to the other employees or the community at large. It could potentially reduce the cost of Unemployment Insurance and it reduces the likelihood of litigation and settlement.

ERA offers cost-effective and customized solutions for our member companies and their transitioning employees.

What services can ERA offer to our members?

- **RIF Consultation** – Analyze the need for RIF, alternatives to a RIF, adverse impact analysis, notification process with employees, discussion of benefits, unemployment, career transition services, severance and how to communicate with "survivors."

- **Career Transition Workshop** – Workshop designed to acclimate people to all facets of a job search campaign.

- **Resume Development Workshop** – Intensive workshop where attendees draft resumes with instructor guidance/critique.

- **One-on-One Coaching** – ERA customizes a regimen of meetings based on company budget and individual needs to teach up-to-date search methodology and develop a customized search strategy.

- **Interview Preparation** – Work with individuals to develop solid answers to frequently asked interview questions.

- **Negotiation Consultation** – Work with individuals on the skills of negotiation or analyze a specific job offer, determine what is negotiable, and how to effectively counteroffer.

- **Resume Writing Service** – Consultation with the individual to review old resume and career history. Deliverable will be a finished resume in electronic format.

Contact Michelle Pinsky for more information at 888.237.9554, ext. 229 or mpinsky@hrxperts.org.
One-on-One Coaching

Sometimes an individual’s performance or behavioral issues are best addressed privately, rather than in a group setting. ERA’s staff of skilled trainers can coach individuals on a variety of issues, whether they are remedial or developmental in nature. Most frequently requested coaching interventions include:

- Leadership development
- Communications skills
- Conflict resolution
- Workplace harassment issues
- Time and priority management

If our public training calendar does not fit your needs or if one-on-one is a better way to intervene, please contact Gary Mertz at 888.237.9554, ext. 241 or gmertz@hrxperts.org.

Directions to ERA
1200 Edison Drive
Cincinnati, OH 45216

**From I-75 Traveling North**
Exit #9 (Rts. 4/561) Paddock/Seymour
Turn right onto Paddock Road
At 2nd light (Edison Drive), turn right into Givaudan Business Park. ERA is the first building on the right.

**From I-75 Traveling South**
Exit #9 (Rts. 4/561) Paddock/Seymour
Turn left onto Paddock
At 3rd light (Edison Drive), turn right into Givaudan Business Park. ERA is the first building on the right.

**From I-71 Traveling North**
Exit #8B (562) Norwood Lateral
Exit (Rt. 4) Paddock Road and turn right onto Paddock. Go North one mile.
At 5th light (Edison Drive), turn left into Givaudan Business Park. ERA is the first building on the right.

**From I-71 Traveling South**
Exit #14 Ronald Reagan Cross County Highway
Turn right onto Ronald Reagan
Exit at I-75 South
Exit #9 (Rts. 4/561) Paddock/Seymour
Turn left onto Paddock
At 3rd light (Edison Drive), turn right into Givaudan Business Park. ERA is the first building on the right.

**From 562 (Norwood Lateral) Traveling East**
Exit (Rt. 4) Paddock Road and turn left onto Paddock Road. Go North one mile.
At 6th light (Edison Drive), turn left into Givaudan Business Park. ERA is the first building on the right.

**From 562 (Norwood Lateral) Traveling West**
Exit (Rt. 4) Paddock Road and turn right onto Paddock Road. Go North one mile.
At the 5th light (Edison Drive), turn left into Givaudan Business Park. ERA is the first building on the right.
Partnered Services

ERA is dedicated to bringing you world-class talent through our various training-related partners.

Assessment Tools:
We offer a variety of assessment tools that may be used for pre-employment screening, personal development, or enhancing team performance:

DiSC® Dimensions of Behavior is the leading profiling tool for helping people understand how they behave in business relationships. Over 50 million people have taken the DiSC assessment and used the feedback to enhance their effectiveness.

The HR Chally™ assessment specializes in putting the right people in the right role. Over 300 studies have been conducted to create a database of 156 validated work performance skills that allow the Chally assessment tool to predict success in management, sales, technical, customer care and administrative positions.

“Susan knows her stuff and then some! So much great info to take back to my workplace. Not just laws & regs, but actionable information to help us improve.”

Recent participant quote from Human Resource Management I with Susan Sterritt-Meyer

“Gary is an excellent facilitator. He engages participants while delivering informational material. Content is very helpful - well organized.”

Recent participant quote from Delivering Performance Appraisals and Feedback with Gary Mertz

“Very mind opening. Susan was very knowledgeable and inspired me to want to keep learning in the HR profession. I like how straightforward and real she was about topics. My college courses sugar-coated everything, which did not prepare me.”

Recent participant quote from The Role of the HR Assistant with Susan Sterritt Meyer

888.237.9554