Get Geared Up with ERA Training
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"Mike approaches topics from all directions. This forces the listener to consider different points of view."

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

"I found this class extremely helpful & look forward to implementing what I learned both at work & in my personal life."

Recent participant quote from Interpersonal Skills Development Series with Ralph Neal

"Susan is super inspirational and has so much knowledge on the topic! Every class, I learned something!"

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 Ralph Neal for more information.
888.237.9554, ext. 242 or rneal@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:**
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.

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.

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.

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
SHRM-CP/SCP Certification Preparation Course

Legal Compliance

ADAAA Essentials
FMLA Essentials
Wage and Hour Law Essentials

Personal Development

Communication Skills for Teamwork
Interpersonal Skills Development Series
Taking Back Control of Your Time
Perfecting Your Presentation Skills
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 Prices:
- $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:

Ralph Neal, SPHR, SHRM-SCP, Vice President, Educational Services
513.679.4120, ext. 242
888.237.9554
training@hrxperts.org

Check out these new programs!

Pregnancy & Parental Leave Webinar - page 10
Introduction to Project Management - page 17
Handbook Essentials Webinar - page 26
FMLA, FLSA for Managers and Supervisors - page 26

Conference Room Rental
ERA’s conference rooms are available to our members at low “member only” prices.

“ERA staff have proven to be, thoroughly and consistently, professional, accommodating, flexible, helpful, friendly and kind. Outstanding customer service!”

Quote from a frequent room rental participant.

For more information, contact:
Patti Grogan
888.237.9554, ext. 210
pgrogan@hrxperts.org
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*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*

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**The ERA Educational Services Department in Cincinnati**

Ralph Neal, SPHR, SHRM-SCP - rNeal@hrxperts.org

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Susan Sterritt Meyer, SPHR, SHRM-SCP - sssterrittmeyer@hrxperts.org

Mike Koch - mkoch@hrxperts.org

Patti Grogan - pgrogan@hrxperts.org

Chelsea McDaniel - cmcdaniel@hrxperts.org
# Alphabetical Program Index

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For more information: 513.679.4120 or training@hrxperts.org
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

**Participants:**
Potential and new supervisors preparing for a leadership role and those who plan on attending Excellence in Leadership I. (Page 12)

**Dates:**
Tuesdays, July 9, 16, 23, & 30, 2019
(Four session program)

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

**SHRM-CP/SCP PDCs:** 16
**PHR/SPHR/GPHR Recertification Credits:** 16

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

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

**Participants:**
Team leaders, supervisors, managers and executives. This class is not for EL series participants.

**Date:**
Thursday, July 11, 2019

**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:** Ralph Neal, SPHR, SHRM-SCP

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Consider also attending “Delivering Performance Appraisals and Feedback” on September 26. Combined, both classes provide a solid performance management foundation of knowledge.
Communication Skills for Teamwork

When communication breaks down, so does teamwork. Help your team or individuals on your team to 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: Thursday, November 14, 2019 with Mike Koch

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: Wednesday, October 30, 2019 with Ralph Neal, SPHR, SHRM-SCP
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 after completing this course.

Pregnancy & Parental Leave Webinar

When dealing with pregnant employees, maternity leave, or paternity leave, it is important to understand the laws that impact the employer, including the Pregnancy Discrimination Act (PDA), Title I of the Americans with Disabilities Act (ADA), and Title VII. This one-hour webinar will explore common issues affecting employers when dealing with pregnancy in the workplace and how to effectively administer parental leave, and will educate business owners and HR professionals on best practice essentials.

Learning Objectives:
- Understand the basics of PDA Coverage and potential ADA implications
- Identify common medical conditions related to pregnancy or childbirth
- Draft compliant light duty policies
- Administer compliant and nondiscriminatory leave
- Utilize best practices to avoid common pitfalls

Participants:
Safety and human resource professionals, department heads, supervisors, safety committee representatives or anyone who has a need for a deeper understanding of current OSHA standards.

Dates:
Tuesdays, July 23, 30, August 6, 13 & 20, 2019
(Five session program)

Time: 8:30 a.m. - 3:30 p.m.
Lunch is included

Member Fee: $480.00
Nonmember Fee: $672.00
Instructor: Steve Brazil, Associate Instructor

Dates:
Wednesday, July 24, 2019

Time: 10:00 a.m. - 11:00 a.m.

Member Fee: $75.00
Nonmember Fee: $105.00

Presenters: Dawn Hays, Esq., SHRM-SCP General Counsel & Catherine Burgett, Frost Brown Todd LLC
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 an overview of pertinent federal and state employment laws and their administration. The program includes guidance on employment records, posting and retention issues, as well as other key HR areas 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
- Introduction to applicable federal and state employment laws: Title VII, OSHA, ADEA, ADAAA, FLSA, FMLA and many others
- Discuss the limitations on employment at-will and other concepts
- Develop the skills to support the entire hiring process: evaluating resumes and applications, conducting screening interviews, administering pre-employment tests, etc.
- Explore ways to improve new hire orientation

Next series: Wednesdays, October 30 & November 6, 2019 with Susan Sterritt Meyer, SPHR, 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 success with more people more often by exposing them to the most important leadership competencies.

Learning Objectives:
- Adopt the qualities of a great leader
- Change/adjust leadership styles 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

Next series: Wednesdays, November 13, 20, 27 & December 4, 2019 with Mike Koch
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
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

Part one of the HRM series

Human Resource Management I

This comprehensive 24-hour program provides an intensive overview of the key elements of the contemporary HR function. Participants are introduced to the body of HR knowledge they need to perform in the modern HR practitioner role, and are offered practical, usable ideas for handling HR matters. The focus is on being able to spot issues and 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 requirements
- Grasp fundamentals of Leaves of Absence, including highlights of FMLA, ADA, Workers’ Comp and other leaves
- Understand Wage and Hour regulations and how to avoid violations
- Improve HR’s communication and employee training
- Manage workplace performance, and
- End the employment relationships

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:
Tuesday, August 27, September 3, 10, 17, 24, October 1, 8 & 15, 2019
(Eight session program)

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

Member Fee: $410.00
Nonmember Fee: $574.00
Instructor: Susan Sterritt Meyer, SPHR, SHRM-SCP
Participants:
HR professionals, managers and supervisors only. Not for hourly, non-exempt employees or offenders. ERA offers one-on-one coaching for offenders.

Date:
Wednesday, August 28, 2019
Time: 8:15 a.m. - 12:15 p.m.

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 how harassment falls under the description of discrimination as described in Title VII of the Civil Rights Act of 1964
- Recognize the three types of harassment: verbal, physical and environmental
- Deal with harassment/discrimination of all “protected classes”
- Use Cooper's Six Levels of Harassment to recognize predictable patterns of behavior
- Protect the organization with the two-prong affirmative defense
- Properly hear and report complaints that protect the organization and employee alike
- Recognize all forms of illegal harassment and discrimination

Participants:
Group Leaders, supervisors and anyone who does skill-training on the job. (Non-GL series participants)

Date:
Thursday, August 29, 2019
Time: 8:30 a.m. - 4:00 p.m.
Lunch is included

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 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 in training
- Master the ability to give useful feedback to ensure trainee success
SHRM-CP/SCP Certification Preparation Course

Offered in partnership with the Society for Human Resource Management (SHRM), the curriculum is designed by global subject matter experts and covers the entire SHRM Body of Competency and Knowledge™ (SHRM BoCK™) which encourages 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 2019 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.
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.

Areas of development we regularly address include:

- Strategically improving communication using DISC Dimensions of Behavior
- Situational Leadership: how to bend/flex leadership styles
- Motivation: How to tap employee potential
- Communicating to influence others
- Emotional Intelligence to improve relationships and outcomes
- Taking back control of your time
- Leading and motivating different generations

This list is not all inclusive, but representative of the most common interventions that members request.

Most 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 Outcome Include:

- Leadership effectiveness
- Teamwork and morale
- Individual performance and productivity
- Job satisfaction
- Work/life balance and blend

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

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

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
- Apply organizational skills, proper planning and effective communication to current and future projects
### Excellence in Leadership II

**Description:** 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 with peers. Learning to write and deliver the performance review is explored. The program finishes with 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 and deliver performance appraisals
- 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:**
Tuesdays, September 17, 24, October 1, 8, 15 & 22, 2019
(Six session program)

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

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

**Instructor:** Ralph Neal, SPHR, SHRM-SCP

### FMLA Essentials

**Description:** This program is designed to provide a working knowledge of the FMLA requirements and is ideally suited for growing organizations at or near the 50-employee threshold of the regulation, or any manager new to the FMLA.

**Learning Objectives:**
- Effectively determine the key qualifiers that must occur before an employer is expected to grant job-protected family and medical leave to its employees
- Identify an employer’s essential obligations in handling and resolving requests from employees for job-protected leave under FMLA
- Discuss what an employer can legally require with regard to employees who are eligible for job-protected leave under FMLA
- Effectively deal with those situations in which you must comply with FMLA, state workers’ compensation laws and ADAAA

**Participants:**
HR managers, HR assistants, managers and small business owners.

**Dates:**
Wednesdays, September 18 & 25, 2019
(Two session program)

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

**SHRM-CP/SCP PDCs:** 6
**PHR/SPHR/GPHR Recertification Credits:** 6

**Instructor:** Susan Sterritt Meyer, SPHR, SHRM-SCP
OSHA 10-Hour General Industry Outreach Training Program

This two-day program covers the most frequently cited OSHA safety and health standards for general industry and includes all of the mandatory elements of OSHA’s 10-Hour Voluntary Compliance Course. Participants will learn about the OSHA Act/General Duty Clause and the Citation-Penalty Process. Other topics to be covered are Walking and Working Surfaces, Means of Egress and Fire Protection, the Electrical Standard, Personal Protective Equipment, Machine Guarding, Flammable and Combustible Liquids and Hazard Communication.

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 after completing this course.

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 why performance appraisals are so important
- 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
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

Participants:

Front-line customer service providers, account managers and sales staff who would benefit from learning about current best practices.

Date:
Wednesday, October 9, 2019
Time: 8:30 a.m. - 3:00 p.m.
Lunch is included

Member Fee: $165.00
Nonmember Fee: $231.00
Instructor: Ralph Neal, SPHR, SHRM-SCP

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

Participants:

Hourly group leaders who have participated in Leadership Skills for Group Leaders I. (page 11)

Dates:
Wednesdays, October 2, 9, 16 & 23, 2019
(NEW - Four session format)
Time: 8:15 a.m. - 12:15 p.m.

SHRM-CP/SCP PDCs: 16
PHR/SPHR/GPHR Recertification Credits: 16

Member Fee: $350.00
Nonmember Fee: $490.00
Instructor: Gary Mertz, SPHR, SHRM-SCP

New 4 Session Format
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 required to 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 concerning: 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 (PowerPoint, flipcharts and handouts) to add value to your presentation

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

**Dates:**
Thursdays, October 10 & 17, 2019
(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 II

The second course of the series has been completely redesigned from earlier years’ content. Participants will continue to build expertise in core areas to boost Engagement and Retention. All-new content includes the importance of organization-wide learning and development, including how to assess needs, design, develop and evaluate training, an in-depth study of performance appraisal techniques that align with the organization’s culture and business goals, and a beginner’s dive into compensation design for internal equity and market competitiveness.

Like HRM I, this core course focuses on building a body of knowledge, but also intertwines peer problem-solving opportunities with lively, thought-provoking lecture.

**Learning Objectives:**
- Recognize the value and components of a learning organization, and how to assess needs, design, develop, and evaluate appropriate learning and growth opportunities in your current culture.
- Audit, evaluate and improve the effectiveness of your organization’s formal performance appraisal system.
- Understand the mechanics of basic compensation design to assure equity and remain competitive.
- Examine how motivation, job design, job content and job context impact engagement.
- Learn how to spot barriers to performance using motivational process formulas.

**Participants:**
HRM I graduates and any HR generalist or administrator.

**Dates:**
Tuesdays, October 29, November 5, 12, 19, 26 & December 3, 2019
(Six session program)

**Time:** 8:15 am—11:45 am

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

**Member Fee:** $390.00
**Nonmember Fee:** $546.00

**Instructors:** Susan Sterritt Meyer, SPHR, SHRM-SCP
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
- Coaching

For more information about DiSC®, please contact: Ralph Neal at 888.237.9554. ext. 242 or rneal@hrxperts.org.

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

Participants:
Executives, managers, supervisors or anyone who has direct authority over others. This class is not for EL or GL series participants.

Date:
Thursday, October 31, 2019

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: Mike Koch
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 to be completed prior to attendance.**

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

Session 2: Personal Assertiveness
This session is designed to help participants to 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 to deal 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 each type of difficult person 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, **non-Excellence in Leadership II series and non-Communication Skills for Teamwork participants.**

Dates:
Tuesdays, November 5, 12, 19 & 26, 2019
(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:** Ralph Neal, SPHR, SHRM-SCP
Avoiding Liability Landmines: Employment Landmines for Managers and Supervisors

This program is designed to help managers and supervisors to understand why they can no longer simply rely on “good judgment” 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 the myriad of laws impacting their management activities and will examine the most common mistakes they 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:
Thursday, November 7, 2019
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: Gary Mertz, SPHR, SHRM-SCP

ADAAAA 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 and supervisory personnel 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. Participants will then review recent court cases and EEOC guidance papers and explore how the courts and the EEOC have handled various “disability” situations.

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

Participants:
HR managers, HR assistants, managers and small business owners.

Date:
Wednesday, November 13, 2019
Time: 8:30 a.m. - 11:30 a.m.

SHRM-CP/SCP PDCs: 3
PHR/SPHR/GPHR Recertification Credits: 3

Member Fee: $100.00
Nonmember Fee: $140.00
Instructor: Susan Sterritt Meyer, SPHR, SHRM-SCP
The Art of Negotiation: Strategies for Success

Any interaction with another individual is a negotiation. The ability to negotiate successful win-win outcomes is a critical business skill. We negotiate with vendors, suppliers, team members and even our bosses to establish goals, to gain access to resources and to help each other. This course explores all the facets of successful negotiation.

Learning Objectives:
- Utilize common negotiation tactics to gain advantage
- Utilize counter-tactics to “defend” yourself and your position
- Influence others without having to resort to authority or threat
- Use time to your advantage
- Gather information that is useful and relevant to the negotiation
- Factor in and read the negotiation style of others and use that to your advantage
- Read “meta-messages” to learn hidden agendas
- Identify hidden meanings in speech to know what they really mean

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 valuable skills and methods for navigating this difficult managerial task.

Learning Objectives:
- Prepare to conduct your investigation without violating employee privacy rights or inadvertently causing defamation of character
- Identify and focus on the real objective in conducting any investigation
- Implement an effective witness interview process to gather facts/data to help make informed decisions
- Decide whether a third-party investigator or an internal investigator is a better choice for any particular type of investigation
Handbook Essentials Webinar
Employee handbooks provide crucial policy guidance for both employees and employers and serve as an employer’s best defense against costly litigation when thoughtfully drafted to avoid common pitfalls. This webinar will discuss the benefits of employee handbooks, the importance of keeping the handbook regularly updated and how to avoid mistakes that are found in many employee handbooks.

Learning Objectives:
- Understand the essentials of employment handbooks
- Identify the key policies necessary to protect employees and employers
- Draft compliant policies
- Learn drafting tips to avoid pitfalls

Date: Tuesday, December 3, 2019
Time: 10:00 a.m. - 11:00 a.m.
Member Fee: $75.00
Nonmember Fee: $105.00
Presenters: Dawn Hays, Esq., SHRM-SCP General Counsel & Pam Krivda, Esq., Taft, Stettinius & Hollister

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

Date: Wednesday, December 4, 2019
Time: 8:30 a.m. - 11:30 a.m.
Member Fee: $100.00
Nonmember Fee: $140.00
Instructor: Susan Sterritt Meyer, SPHR, 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

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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

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For more information: 513.679.4120 or training@hrxperts.org
### 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 and become familiar with all of the new exemption tests
- 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

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### 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
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. Workplace harassment prevention training is under attack like never before. Thus, as training programs have become increasingly important, the quality of these programs has developed into the newest battlefield in the employment litigation wars.

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.”

What should be covered? According to an article recently written in the Legal Report, published by the Society for Human Resource Management (SHRM), 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. When questioned during her deposition, the trainer incorrectly answered questions about what types of conduct could be considered sexual harassment. The court ruled that given the “trainer’s ignorance about sexual harassment, a jury could reasonably infer that Pacesetter failed to make good faith efforts to adequately educate employees about its non-discrimination policy and Title VII.”

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

Ralph Neal, SPHR, SHRM-SCP
Vice President, Educational Services

Gary Mertz, SPHR, SHRM-SCP
Learning and Development Consultant

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

Mike Koch
Learning and Development Consultant

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

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”.
Steve Brazil, Certified Risk Management Professional, bringing 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 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.

Gary Mertz, SPHR, SHRM-SCP, Learning and Development Consultant, is the founder and CEO of The Palmis Group, LLC, an executive leadership and corporate health coaching, consulting and strategy development firm. Gary is 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. Gary also served as an adjunct faculty member at Gateway Community College as an Achieve Global Leadership Development training facilitator and instructor. 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.
Ralph Neal, SPHR, SHRM-SCP, Vice President, Educational Services, holds a Bachelor of Science in Management, is a public speaker, business manager, experienced management consultant, successful entrepreneur and expert in leadership development. Ralph has led the ERA training function for 19 years and has built a following among the membership. He develops and delivers training programs for both public and in-house settings and provides career transition expertise. He is also responsible for the quality of all instructional programs and instructors of the association. Ralph has authored or co-authored a majority of ERA training content.

Staff Instructor.

Susan Sterritt Meyer, SPHR, SHRM-SCP HR Learning and Development Consultant recently returned to the Association with new perspectives following five years teaching and consulting experience in Europe. Susan served our members from 2008-2011 as a Learning and Development Consultant, and held the post of Director of the 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 and social sciences. She holds multiple certifications and has been published multiple times.

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 Ralph Neal for more information at 888.237.9554, ext. 242 or rneal@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 Ralph Neal at 888.237.9554, ext. 242 or rmeal@hrxperts.org.

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**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-71 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-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 562 (Norwood Lateral) Traveling East**  
Exit (Rt. 4) Paddock Road and turn left onto Paddock Road. Go North one mile.  
At 5th 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.

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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 has not only a plethora of experience/knowledge but also has the ability to relate the content to real world everyday experiences while still providing the history & concept of how theories were born."

Recent participant quote from Human Resource Management II with Susan Sterritt Meyer

"Gary helped me understand the process along with ideas to ensure a successful change."

Recent participant quote from How to Champion Change with Gary Mertz

"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 Ralph Neal

888.237.9554