July—December, 2019

Training Catalog

Columbus

Get Geared Up with ERA Training
“Lori did a great job leading discussions and providing insight. The presentation was clear and comprehensive. Valuable morning of training.”

Recent quote from a participant of our Understanding and Managing Generations program.

“Loved the class and the content. The real world examples that the class members have shared made it even better.”

Recent quote from a participant of our Leadership Skills for Group Leaders program.

“Dawn is amazing! Engaging but also amazing at commanding the room and keeps it interesting even during some of the dryer material.”

Recent quote from a participant of our Excellence in Leadership I program.

Table of Contents:

3  About Our Classes and How to Register
4  Cancellation/Discounting Policies/Core Training Offerings
5  In-House Prepaid Package Discounts
5  Conference Room Rental
6  Monthly Program Index
6  DiSC Dimensions of Behavior
7  Alphabetical Program Index
7  The Chally® Assessment
8  Program Listings with Learning Objectives
15 Executive Coaching
20 Workplace Harassment Prevention
21 Our Instructors
22 Partnered Services
23 Directions To Our Facility

The ERA Educational Services Department in Columbus

Dawn Hays, Esq., SHRM-SCP - dhays@hrxperts.org

Lori Hall, SHRM-SCP, SPHR - lhall@hrxperts.org

Lori Lewellen, SHRM-SCP, SPHR - lhall@hrxperts.org

Lindsay Robson - lrobson@hrxperts.org

July through December 2019  To register call: 614.538.9410
To Register for Classes

Choose the method most convenient for you.

**Online:** Visit www.hrxperts.org, e-mail training@hrxperts.org or visit our webstore at http://store.hrxperts.org

**Phone:** 614.538.9410

**Fax:** 614.538.9420

**Mail:** Employers Resource Association
Attn: Educational Services Department
300 East Broad Street, Suite 550
Columbus, Ohio 43215-3774

~Please Print Clearly~

Program Title:__________________________________________
Program Date:__________________________________________
Participant(s):__________________________________________

________________________________________________________________________
________________________________________________________________________

Organization:____________________________________________
Mailing Address:________________________________________
Telephone:______________________________________________
Fax:____________________________________________________
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 153 hours available)**
Employers Resource Association is recognized by SHRM to offer Professional Development Credits (PDCs) for the SHRM-CP or SHRM-SCP.

**HRCI Credits: (over 153 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% early bird 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 to address this need, 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.
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:

Dawn Hays, Esq., SHRM-SCP
General Counsel, Columbus Office
dhays@hrxperts.org

Check out these new and updated programs!

Pregnancy & Paternal Leave Webinar - page 9
EDGE™ Employee Development Growth and Enhancement - page 10
Exercise Your Financial Fitness Workshop- page 10
To Compliance & Beyond! Building a Culture of Inclusion - page 17
Handbook Essentials Webinar- page 18
### Monthly Program Index

#### July
- How To Champion Change: 8
- Delivering Performance Appraisals and Feedback: 8
- Making the Transition to Supervisor: 9
- Pregnancy & Parental Leave Webinar: 9

#### August
- EDGE™ Employee Development Growth & Enhancement: 10
- Exercise Your Financial Fitness Workshop: 10
- Understanding and Managing Generations: 11
- The Role of the Human Resource Assistant: 11

#### September
- SHRM-CP/SCP Certification Preparation Course: 12
- Excellence in Leadership I: 13
- Communication Skills for Teamwork: 13

#### October
- Behavioral Interviewing Techniques for Managers and Supervisors: 14
- Leadership Skills for Group Leaders: 14
- Excellence in Leadership II: 16
- Human Resource Management I: 16

#### November
- Affirmative Action Planning Requirements: 17
- To Compliance & Beyond! Building a Culture of Inclusion: 17

#### December
- Coaching Skills for Managers and Supervisors: 18
- Handbook Essentials Webinar: 18
- FMLA Essentials: 19
- Wage & Hour Law Essentials: 19
- Workplace Harassment Awareness and Prevention for Managers and Supervisors: 20

If you do not see a topic or program listed that you need, please contact us at:
- **614.538.9410**
- **888.237.9554**
- training@hrxperts.org

---

### 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

---

888.237.9554
Alphabetical Program Index

Affirmative Action Planning Requirements ......................................................... 17
Behavioral Interviewing Techniques for Managers and Supervisors .................. 14
Coaching Skills for Managers and Supervisors ..................................................... 18
Communication Skills for Teamwork ................................................................. 13
Delivering Performance Appraisals and Feedback .............................................. 8
EDGE™ Employee Development Growth & Enhancement ............................ 10
Excellence In Leadership I ............................................................................... 13
Excellence In Leadership II .............................................................................. 16
Exercise Your Financial Fitness Workshop ................................. FREE WORKSHOP! 10
FMLA Essentials ............................................................................................... 19
Handbook Essentials Webinar ................................................... NEW PROGRAM! 18
Human Resource Management I ................................................................. 16
How to Champion Change .............................................................................. 8
Leadership Skills for Group Leaders ............................................................... 14
Making the Transition to Supervisor ................................................................. 9
To Compliance & Beyond! Building a Culture of Inclusion .............................. 17
Pregnancy & Parental Leave Webinar ................................................... NEW PROGRAM! 9
SHRM-CP/SCP Certification Preparation Course ............................................. 12
The Role of the Human Resource Assistant ...................................................... 11
Wage and Hour Law Essentials ...................................................................... 19
Workplace Harassment Awareness and Prevention for Managers and Supervisors 20
Understanding and Managing Generations ......................................................... 11

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
rneal@hrxperts.org
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

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:

Anyone responsible for conducting employee performance appraisals. *Non-HRM and EL series participants.*

Date:

Wednesday, July 17, 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: Lori Hall, SHRM-SCP, SPHR
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**.

Dates:
Wednesdays, July 24, 31, August 7 & 14, 2019

(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: Lori Hall, SHRM-SCP, SPHR

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, 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 and Title VII 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:
HR managers, HR assistants, managers and small business owners.

Date:
Wednesday, July 24, 2019

(Time: 10:00 a.m. - 11:00 a.m. Eastern Standard Time

Member Fee: $75.00
Nonmember Fee: $105.00
Instructors: Dawn Hays, Esq., SHRM-SCP & Catherine Burgett, Esq., Frost Brown Todd LLC
Exercise Your Financial Fitness Workshop
Experience goal setting exercises to help clarify your financial goals. Complete a Financial Fitness Self-Assessment Tool on the top ten financial fundamentals. Create a realistic plan to move forward financially and accomplish your goals and dreams!

Join us at this FREE event as Nancy Sullivan Graf, CCUFC, an experienced Financial Counselor and Educator at BMI Federal Credit Union, speaks on exercising your financial fitness. Nancy develops and presents financial wellness workshops for employers, community groups and Credit Union members on topics including budgeting, saving, managing debt, improving credit, student loan repayment and more. She has been a Certified Credit Union Financial Counselor since 2010 and supports Credit Union members as they work towards their financial goals with individual financial coaching and online education opportunities. She is dedicated to the Credit Union mission of improving the financial wellbeing of their members and the communities they serve. Nancy has a Bachelor of Science degree from the University of Dayton and a Master of Arts degree from University of Chicago.

### EDGE™ Employee Development Growth & Enhancement

Today's employees have a fundamental need to enhance their personal brand and feel valued. This three-part program helps employers meet those needs by investing in their employees’ development with the EDGE™. The EDGE™ uses a variety of methods, including online tools, assessments, facilitated discussion, experiential learning and interim assignments, to help participants increase self and social awareness, conscientiously communicate, and courageously resolve conflict. By enhancing the employee’s personal and professional skills with the EDGE™, employees and their employers gain a competitive edge by increasing trust, collaboration and retention in the workplace.

**Learning Objectives:**
- Increase self and social awareness through understanding behavioral styles
- Conscientiously communicate to influence others and improve outcomes
- Courageously resolve conflict with grace and ease

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

**Date:**
Thursdays, August 1, 8 & 15, 2019

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

**SHRM-CP/SCP PDCs:** 12

**PHR/SPHR/GPHR Recertification Credits:** 12

**Member Fee:** $340.00
**Nonmember Fee:** $476.00

**Instructor:** Lori Hall, SHRM-SCP, SPHR & Dawn Hays, Esq., SHRM-SCP

### Exercise Your Financial Fitness Workshop

**Participants:**
Employees and Managers

**Date:**
Wednesday, August 21, 2019

**Time:** 10:00 a.m. - 11:30 a.m.

**Free Event—Registration Required**

**Instructor:** Nancy Sullivan Graf, CCUFC, experienced Financial Counselor and Educator at BMI Federal Credit Union
The Role of the Human Resource Assistant

This class explores the supporting role of the HR Assistant in the delivery of HR services to the 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 convey 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

Understanding and Managing Generations in the Workplace

There are more pronounced differences between the generations today than ever before. Each generation has distinct attitudes, behaviors, expectations, habits and motivational buttons. Learning how to communicate with the different generations can eliminate many major confrontations and misunderstandings in the workplace and the world of business. Being aware of these differences can help leaders tailor their message for maximum effect, regardless of the task, or the relationship. To work effectively and efficiently, to increase productivity and quality, one needs to understand generational characteristics and learn how to use them effectively in dealing with each individual.

Learning Objectives:
- Current workforce trends and challenges
- Different workplace characteristics of each of the generations in the current workforce
- Best practices and techniques on managing and interacting with the different generations
- Viewpoints of each generation on relationships, work ethics, authority, perspectives on conflict and resolution, and communication and team cohesiveness

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

Dates:
- Thursday, August 29, 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: Lori Hall, SHRM-SCP, SPHR
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 NEW 2019 SHRM Learning System® for SHRM-CP/SHRM-SCP. Comprised of comprehensive learning modules in print and e-reader formats, advanced online resources that are 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.
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 them and companies in legal trouble

Participants:
Any manager or supervisor with six months or more experience. Less than six months should consider Making the Transition to Supervisor. (see page 9)

Dates:
Wednesdays, September 11, 18, 25, October 2, 9 & 16, 2019
(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: Dawn Hays, Esq., SHRM-SCP

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

Participants:
Individuals interested in being part of a cohesive team environment.

Date:
Thursday, September 12, 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: Lori Hall, SHRM-SCP, SPHR
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

Leadership Skills for Group Leaders

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.

**New six week format!**

**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
- Improve communication by overcoming aggressiveness (active and passive) and submissiveness
- Utilize a six-step coaching method for performance improvement

---

Participants:
Anyone who interviews candidates for hire or promotion. **This class is not for HRM series participants.**

Date:
Thursday, October 3, 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: Lori Hall, SHRM-SCP, SPHR

---

Participants:
Current or potential hourly group leaders.

**Dates:**
Thursdays, October 17, 24, 31, November 7, 14 & 21, 2019  
(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: Lori Hall, SHRM-SCP, SPHR
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 Outcomes 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.
**Human Resource Management I**

This comprehensive 24-hour program provides an intensive overview of the key elements of the contemporary HR function. Participants are offered practical, usable ideas and suggestions for handling HR matters. The focus is on 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
- Master the employment process/employee relations/recordkeeping requirements
- Comply with Equal Opportunity rulings and guidelines
- Grasp compensation/benefits administration principles
- Improve communication and employee training

---

**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 with peers. Learn 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:**
Current or future HR generalists, managers and others overseeing HR functions.

**Dates:**
Wednesdays, October 23, 30, November 6, 13, 20 & 27, 2019
(Six session program)
**Time:** 8:15 a.m. - 12:15 p.m.

**Member Fee:** $410.00
**Nonmember Fee:** $574.00
**Instructor:** Lori Hall, SHRM-SCP, SPHR
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.

**Learning Objectives:**

- Master the essential concepts of affirmative action
- Identify the more significant regulations requirements
- Utilize a self-audit tool to facilitate your efforts to ensure compliance
- Adopt sample language to provide a basis from which you will be able to develop your own language
- 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.*

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:

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

**Date:**

Thursday, November 7, 2019

**Time:** 9:30 a.m. - 12:00 p.m.

**SHRM-CP/SCP PDCs:** 2.5

**PHR/SPHR/GPHR Recertification Credits:** 2.5

**Member Fee:** $95.00

**Nonmember Fee:** $145.00

**Instructor:** Dawn Hays, Esq., SHRM-SCP & Stephanie Bostos-Demers, Esq.
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

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
FMLA Essentials

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.

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 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.
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

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.

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.
- Provide information and practical guidance to learners.
- Cover relevant federal and state law.
- 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.

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.
Dawn Hays, Esq., SHRM-SCP, General Counsel, brings over sixteen years of experience as an employment attorney to Employers Resource Association. Prior to joining ERA, Dawn advised Fortune 500 companies and middle market clients in all areas of employment law. At ERA, Dawn trains in areas of leadership, communication and employment. Among her accomplishments, Dawn was voted an Ohio Super Lawyer Rising Star in the 2005-2012 editions of Law & Politics magazine. She was also awarded the 40 Under Forty award by Business First and the Community Award from the Ohio Community Development Finance Fund. Dawn previously served in the Signal Corps of the US Army and graduated, summa cum laude, from Youngstown State University. She then earned her law degree from the Ohio State University Moritz College of Law in 2001. **Staff Instructor.**

Lori Hall, SPHR, SHRM-SCP, Learning and Development Consultant and Compliance Manager, has recently returned to ERA from 5 years teaching and consulting at a Fortune 26 global organization. Lori served our members from 2006 to 2013 as Manager, HR Consulting Services, when she gained a deep understanding of our members while providing a wide range of business solutions. Lori holds a Bachelor of Arts in Communication and Human Resource Management and is certified as a trainer through Development Dimensions International, and as a performance coach for the MBTI assessment tool. **Staff Instructor.**

Lori Lewellen, SPHR, SHRM-SCP, Director, Columbus Office & Manager, HR Consulting Services, brings with her an extensive HR background in senior-level HR roles within manufacturing, healthcare, retail and media. She has a breadth of experience in HR policy and program development, benefits/compensation planning, employee development, talent management and strategic HR planning and processes. Lori attended Purdue University, is a graduate of Leadership Columbus and International Business College in Fort Wayne, Indiana and has her SPHR certification. Lori is also active in the HR community and serves as a member of the Board of Directors for the Association of Developmentally Disabled. **Staff Instructor.**
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 rNeal@hrxperts.org.

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.

888.237.9554
Directions to ERA
300 East Broad Street, Suite 550
Columbus, Ohio 43215-3774

Free Parking Available  Free parking is available in the garage behind our building. The entrance to the garage is 1/2 block north of Broad Street on the west side of Grant Avenue. Bring your parking ticket in for validation by both ERA and the guard at the guard station.

Please note: Once you enter the building you must first visit the guard station for a visitor’s badge in order to have access to the ERA office.

From the North:
Take I-71 south. Exit to Broad Street. Turn right on Broad Street. Turn right on Grant Avenue. The entrance to the garage is 1/2 block up Grant Avenue on the west side (your left).

From the South:
Take I-71 north to I-70 east. Exit to Fourth St./Livingston Ave. Turn left on Fourth Street to Town Street. Turn right on Town Street, then left on Grant Avenue. When you cross Broad Street, the entrance to the garage is 1/2 block up Grant Avenue on the west side (your left).

From the West:
Take I-70 east. Exit to Fourth St./Livingston Ave. Turn left on Fourth Street to Town Street. Turn right on town Street, then left on Grant Avenue. When you cross Broad Street, the entrance to the garage is 1/2 block up Grant Avenue on the west side (your left).

From the East
Take I-70 west to I-71 north. Exit to Broad Street. Turn left on Broad Street and right on Grant Avenue. The entrance to the garage is 1/2 block up Grant Avenue on the west side (your left).

Exiting the garage:  Use the far right exit lane, it is the only lane for validated tickets.

"Lori is super knowledgeable about FMLA and helped answer all of my questions. I look forward to more ERA trainings!"
Recent participant from our FMLA Essentials program.

"Dawn is great! I was not only learning, I was also entertained. The class helps elevate my knowledge & understanding to pass the exam."
Recent participant from our SHRM/SCP Certification Prep Course program.