

## TRAINING & SERVICES

Build People. Business. Success.



**EANE**  
EMPLOYERS ASSOCIATION OF THE NORTHEAST

# DEVELOP YOUR TEAM. TRAIN THEM TO SUCCEED.

## Public, On-site & Online Training

EANE can help your organization grow and succeed by developing your most important asset — your people. With over 60 different training topics available, our expert training team will customize a program that will deliver measurable results.

### SUPERVISORY & LEADERSHIP

This series is designed for group leaders, work coordinators and assistant supervisors in any organization. These trainings help develop a high level of communication, influence, and the ability to set goals, manage time and resolve conflicts. Others teach skills such as leading effective meetings and motivational techniques to improve productivity and morale.

### HR DEVELOPMENT

Everyone from HR professionals who are just starting their career, to seasoned employees benefit from EANE's Human Resource development programs. Our series provides everything from the essentials to more in-depth curriculum that help participants identify and measure critical HR initiatives that drive the future success of the organization.

### TEAM BUILDING

Your employees will enjoy experiential workshops that build communication, collaboration and teamwork. Our focus is on bringing together everyone's personalities and preferences to form a cohesive, productive team that provides benefits for individuals, the team, and the organization.

### COMMUNICATION SKILLS

Everyone benefits from developing more sophisticated communication skills. EANE has developed programs where participants can learn to communicate with greater impact, understand the power of listening, how to send a clear message and so much more.

### PROFESSIONAL DEVELOPMENT

Help your employees gain confidence, knowledge and the skills they need to grow as professionals and contributing members of your organization. EANE offers a full range of courses and workshops covering topics that offer practical applications in the workplace.

**To learn more about how EANE can help your business, call 877-662-6444 or visit our Web site at EANE.org.**

**Training is available at our four EANE offices as well as numerous locations throughout the region. We can even come to you!**



**Whether your organization needs to build leadership competencies, communication techniques, customer service skills, change management or team dynamics, EANE has solutions.**

Continuous learning is critical to our individual careers and the organizations that we work for. In speaking with EANE members, I often hear about the need for employee skills to remain relevant and the innovations that have been born from newly acquired skills within a company's workforce. By offering individual contributors, leaders, managers, and executives access to continued training opportunities, companies see benefits that include improved skills-based performance, increased productivity, turnover reduction, cost savings, improved company culture, and so much more!

EANE's learning and development approach has supported employees and organizations all across New England for years. We incorporate proven training methods and adult learning psychology into our process of designing learning experiences that build value. Whether your organization needs to build leadership competencies, communication techniques, customer service skills, change management or team dynamics, EANE has solutions.

While this Training and Services catalog predominantly showcases our learning programs, we are a partner that offers comprehensive HR resources. In addition to our high quality, practical learning experiences, we offer access to a powerful network of experienced HR professionals. Members leverage our strong bench of experts for specialized HR solutions on critical issues such as affirmative action, pay equity, engagement, succession planning, coaching, candidate assessment, and team and organizational development.

As you review this catalog I hope you get a sense of the options we have available for you. Additionally, I invite you to visit [www.EANE.org](http://www.EANE.org) for more information about the competitive advantages we can offer your organization and learn more about our team of HR experts. I welcome your questions and feedback, so please don't hesitate to let me know how EANE can meet your team's demand for continuous learning so your organization can realize its fullest potential!

**Meredith Wise**  
President

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- CONNECTICUT OFFICE**  
300 Church Street | Wallingford, CT 06492 | 877-662-6444
- RHODE ISLAND OFFICE**  
6 Blackstone Valley Place | Lincoln, RI 02865 | 401-732-6788

Earning and Maintaining HR Certification is Easy with EANE

EANE’s partnership with HR Certification Institute TM (HRCI) offers EANE members exclusive benefits when obtaining or renewing their HRCI certifications, including:

- \$50 discount on the PHR, SPHR or GPHR exam fee
- Earn up to 12 HRCI Recertification Credits per annual renewal cycle
- Exclusive access to a Recertification HRCI Concierge to quickly resolve questions

We’re committed to supporting our member’s career development and ongoing education. We offer several opportunities for achieving certification, including:

- A 10-week study course
- A 3-day boot camp study course
- And an on-line study program

We are an HRCI and SHRM approved provider. Many of our programs and special events qualify for recertification credits toward your PHR, SPHR, SHRM-CP, or your SHRM-SCP. The number of qualifying credits is listed with each course description in this book and on our website. HRCI and SHRM accept equal recertification points for each of our qualifying programs.

See page 41 for further information about our HR Certification study programs or visit [www.EANE.org/certificate-series](http://www.EANE.org/certificate-series) for a listing of present program times and locations.

The use of this seal is not an endorsement by the HR Certification Institute of the quality of the program. It means that these programs have met the HR Certification Institute’s criteria to be pre-approved for recertification credits.



EANE is recognized by SHRM to offer Professional Development Credits (PDCs) for the SHRM-CP SM or SHRM-SCP SM.



Let EANE help you keep your employees engaged through our learning and development programs.

Developing your most important asset – your people – is critical to the growth and success of your organization. It is a fact that an engaged employee is more productive. Let EANE help you keep your employees engaged through our learning and development programs.

Whether you are looking for management and leadership development courses or HR and professional development courses we can provide those to you either on-site for a group of your employees or through one of our many public courses offered throughout Connecticut, Massachusetts and Rhode Island.

Every successful company will develop goals and objectives to guide their daily operations. Forward thinking companies will also conduct a needs analysis to help them identify what skills and training they need for their employees in order to reach those goals and objectives. In this catalog and on our website you will find a diverse listing of training programs we offer. If you don’t find it in here please reach out to me and we will work to develop something to meet your needs.

It is true that we have been offering professional development and information through training programs for over 100 years but rest assured we pride ourselves on delivering current and engaging content. Our trainers employ a variety of instructional strategies to ensure that every learner is learning.

I encourage you to read through this catalog and our website to see for yourself the diverse programs we can offer and to remember that we can help customize programs to meet your goals!

Thanks,

*John Henderson*

**John Henderson**  
Director of Learning & Development





EANE Custom On-Site Training

EANE specializes in customized on-site training programs bringing our instructors to your facility (or other specified locations) to deliver our high-quality courses.

BENEFITS OF EANE’S ON-SITE TRAINING:

- EANE will work with you to **identify specific programs** to help you reach your goals.
- **Customized content** to address specific needs will be included in the curriculum for your on-site trainings.
- Create a **flexible training schedule** that works for you.
- **Save your organization money** by reducing travel expenses, reducing hours away from work, and ensuring that the custom training content focuses on the skills and knowledge that will give your organization the greatest ROI.

EANE’S MOST REQUESTED ON-SITE PROGRAMS

- Principles of Leadership (5-Day Series)
- Workplace Respect
- Aligning Sales Techniques with Customers Needs
- Developing High-Performance Teams
- Discipline and Documentation
- Embracing a Culture of Diversity & Inclusion
- Emotional Intelligence (EQ): Connecting to Improve Results
- Harassment & Discrimination Prevention Training for Supervisors

SOME PROGRAMS THAT ARE ONLY AVAILABLE ON-SITE

- Service Excellence
- The Five Behaviors of a Cohesive Team

Call us at 877-662-6444 for information about on-site training for your organization.

Certificate Courses

Course descriptions containing the “Certificate” icon are Certificate Series Programs. These series include:

- HR Essentials
- Leadership Skills for Lead People
- Principles of Leadership

Participants in Certificate Series Programs must attend the series in sequence - each session’s content builds upon what is learned in the previous sessions.



DiSC®

Course descriptions containing the “DiSC®” icon will utilize the findings of this personality assessment to enhance the training.

Registered participants will receive the necessary DiSC® Assessment survey prior to the workshop. The brief survey must be completed and submitted before the workshop.



HRCI and SHRM

Most of the course descriptions include credit information. This is the number of HR Certification Institute™ (HRCI) and SHRM recertification points are appointed to the course.



EANE will distribute certifications of completion to participants at the conclusion of completed training classes.

Registering for Classes

Choose the method that is convenient for you:  
Online: [www.EANE.org](http://www.EANE.org)  
Phone: 877-662-6444

Your registration will be confirmed with an email confirmation letter and directions to the training location.

CANCELLATION:

Participants may cancel up to 7 calendar days prior to the program start time. Cancellations made within 7 days of the training will be billed. Participant substitutions are accepted at any time!

SPECIAL ACCOMMODATIONS:

Please contact us if you need any special accommodations.

ATTIRE:

We suggest you dress comfortably. Temperatures in our classrooms can vary so you may want to bring a sweater or light jacket for your personal comfort.

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## Principles of Leadership for Supervisors & Managers

Exemplary leadership inspires employee engagement and maximizes productivity! This in depth series gives supervisors and managers practical knowledge and skills critical to leadership success. You will gain skills to effectively manage relationships with direct reports, peers, and managers. Through an active learning model of group exercises, self-reflection and collaborative peer learning, you'll be able to apply the concepts to real-life and begin identifying opportunities for your personal growth and development; and be prepared to apply the skills you've gained back on the job.

Note: Registered participants will receive a DiSC® assessment survey prior to the workshop. The brief survey must be completed and submitted before the workshop.

### WHO SHOULD ATTEND

This series is offered to front-line supervisors, managers and professionals in any industry. Participants who attend all five sessions will be awarded a Certificate of Completion

### LEARNING OBJECTIVES

- Session 1: Understanding Your Leadership Role & Managing Diverse Work Styles (See Page 18)
- Session 2: Clearly Communicating Performance Expectations (See Page 9)
- Session 3: Situational Leadership and Training Skills (See Page 16)
- Session 4: Legal Liabilities of the Supervisor (See Page 14)
- Session 5: Managing Performance Problems and Handling Conflict (See Page 15)

TIME Five Days  
CREDITS 32.5



OFTEN PAIRED WITH:  
**TOTALLY RESPONSIBLE PERSON**  
PAGE 33

## Business Strategy Essentials

In this interactive class, participants will learn a framework for strategic planning that answers three fundamental questions: Where are we now? Evaluate your current strategic position and clarify your mission, vision, and values.

Where are we going? Assess your competitive advantage and clearly describe the direction your organization is headed.

How will we get there? Lay out the pathway to connect where you are now to where you're going. Set your strategic objectives, goals, and action items and how you'll execute and communicate your plan. For each stage, you'll explore creative tools that can be adapted and applied to strategic planning at the organization, department, and team level.

### WHO SHOULD ATTEND

Supervisors, managers, team leads, or project managers

### LEARNING OBJECTIVES

- Define strategic management, strategic planning and strategy
- Describe the strategic management process
- Utilize strategy formulation tools (critical question analysis, SWOT analysis, business portfolio analysis and industry analysis)

TIME One Day  
CREDITS 6.5

### TESTIMONIAL

"We found ourselves looking for training opportunities in many different places. With EANE's comprehensive list of training opportunities, they have become our first place to shop. Not only do they provide a selection of useful classes, they know how to deliver them. We recently sent a group of managers to the Principles of Leadership training. They all had positive things to say and one comment was, the trainer can make all the difference in these types of training, and our trainer was amazing!"

Peggy Moulton  
PHR I Human Resources  
CME Engineering

## Clearly Communicating Performance Expectations

Giving clear directions, practicing active listening skills and using non-defensive communication techniques improves leadership effectiveness. When performance expectations are made clear, and reinforced properly, the appearance of bias can be avoided. With improved communication, you'll improve performance by increasing the accountability of your entire team. Through interactive discussions and use of real life situations, you'll learn several management strategies and when to use them effectively.

Note: This training is available as a standalone class or as the 2nd day of our Principles of Leadership for Supervisors & Managers series. (See page 8 for more information on the series.)

### WHO SHOULD ATTEND

Supervisors, managers and others in a leadership position seeking to enhance their communication skills

### LEARNING OBJECTIVES

- Demonstrate and effectively apply four core communication skills: Speak in Specifics, Ask for Input, Listen and Respond, and Use Reinforcement Techniques
- Recognize where communicating expectations fits within a performance management cycle
- Develop clear goals and behavior-based expectations for the people you manage
- Demonstrate a four step model to clearly communicate and ensure understanding of performance expectations
- Write an action plan to apply skills back on the job

TIME One Day  
CREDITS 6.5

OFTEN PAIRED WITH:  
**PRINCIPLES OF LEADERSHIP**  
PAGE 8

## Coaching For Results

Explore the key components of coaching: why it's important, what it is and how it can best be used to improve performance. Effective coaching requires managers to overcome various mindsets and acquire critical skills. In this course you'll learn simple coaching methods you can use back on the job to become a more effective coach.

### WHO SHOULD ATTEND

Supervisors, managers and others in a leadership position who want to maximize employee performance through coaching

### LEARNING OBJECTIVES

- State the difference between coaching and training and share why/when to use one over the other
- Identify mindsets that managers need to shift to become better coaches
- Practice coaching skills needed to for managers to be effective coaches
- Select a coaching model to implement on the job
- Develop an individual coaching plan to transfer learning back on the job

TIME One Day  
CREDITS 6.5

OFTEN PAIRED WITH:  
**LEADERSHIP SKILLS FOR LEAD PEOPLE**  
PAGE 13

### TESTIMONIAL

"I can apply many of these tools in my everyday life, and they will be very beneficial in my career advancement."

Mike Bessette  
MTU Aero Engines - North America, Inc.

## Conflicts Can Be Productive

Workplace conflict is inevitable. With insight from the Everything DiSC® Productive Conflict assessment, you'll increase your understanding of conflict behaviors. This class provides you with tools to curb destructive behaviors and effectively respond to the unavoidable challenges of conflict, so that opposing viewpoints can become productive. You'll see how productive conflict can improve workplace results and relationships.

Note: Registered participants will receive a DiSC® assessment survey prior to the workshop. The brief survey must be completed and submitted before the workshop.

### WHO SHOULD ATTEND

Front line leaders, managers, supervisors, project managers, individual contributors

### LEARNING OBJECTIVES

- Explore the destructive and productive conflict behaviors of your style and others
- Describe how to manage responses to conflict situations
- Discover communication strategies when engaging in productive conflict with others

TIME One Day  
CREDITS 6.5



OFTEN PAIRED WITH:  
**PRINCIPLES OF LEADERSHIP**  
PAGE 8

## Discipline and Documentation: A Manager's Guide

When discipline is necessary, are you using it to positively affect employee performance, or just protecting your organization? You can use discipline and documentation to do both! You'll learn more than the traditional management practices and approaches in the execution and delivery of disciplinary actions in this course. Learn the ins and outs of minimizing your organization's risk and improving employee performance through effective development, execution and delivery of disciplinary actions.

### WHO SHOULD ATTEND

Leaders, managers and supervisors who are involved in the execution and delivery of discipline

### LEARNING OBJECTIVES

- Understand the effective development, execution and delivery of disciplinary actions
- Understand the practical issues with workplace discipline and how to utilize related policies to ensure performance
- Understand the necessity of appropriate documentation to support and protect the organizations policies and procedures

TIME Half Day  
CREDITS 3.25

## TESTIMONIAL

"Every time I go to management training programs with EANE I improve as a manager, an employee, and a person."

Brent Litchy  
Unemployment Tax Control Associates

## Effective Delegation

Delegation is a critical skill for leaders in today's "do more with less" business environment. Fewer resources, changing motivations, virtual employees, and global workforces are just a few of the challenges leaders face as they attempt to meet ever-increasing workplace demands. In this course you'll learn the skills needed to address these challenges, gain the commitment of team members, develop individual skills and abilities, and enhance the overall capability and capacity of your team and, ultimately, the organization. You'll identify the tasks you need to delegate, select the most appropriate individuals, assess capabilities and commitment, and plan the delegation discussion. That discussion includes the level of decision-making authority, amount of support, and methods for monitoring progress and measuring results.

### WHO SHOULD ATTEND

Supervisors, managers, team leads, or project managers

### LEARNING OBJECTIVES

- Achieve key business results by leveraging the entire team's abilities
- Build the team's capabilities and capacity through developmental delegations
- Free up time to focus on mission-critical responsibilities.
- Delegate with increased confidence

TIME Half Day  
CREDITS 3.25

## Emotional Intelligence (EQ): Connecting to Improve Results

Understanding emotions, and the role they play in productivity, matters. Leaders who develop EQ can communicate more effectively, handle stress well, respond flexibly to change, and are better team players. You will increase your Emotional Intelligence Quotient by understanding your own emotional intelligence style, and of those you lead. This awareness will increase your ability to connect and influence more naturally.

Note: Registered participants will receive an EQ assessment survey prior to the workshop. The brief survey must be completed and submitted before the workshop.

### WHO SHOULD ATTEND

Employees who rely on others for results

### LEARNING OBJECTIVES

- Define what EQ is and why it matters at work
- Broaden your awareness of the role your emotions play on the job, in your profession and at your organization
- Define and develop each of the four EQ skills: Self-Awareness, Self-Management, Social Awareness, and Relationship Management
- Discuss real world examples and experiences - what works, what doesn't, and what to do next time
- From the Emotional Intelligence Appraisal assessment results, understand your current level of emotional intelligence (strengths and weaknesses) and where to focus your development
- Complete your own EQ Development Plan to include one EQ goal and specific EQ practice strategies that will help you achieve this goal
- Use after-training Online tools to help ensure that learning is sustained

TIME One Day  
CREDITS 6.5

OFTEN PAIRED WITH:  
**PRINCIPLES OF LEADERSHIP**  
PAGE 8

## Harassment & Discrimination Prevention Training for Supervisors

Managers and supervisors hold a great deal of responsibility in ensuring that their employees work in an environment free from harassment and discrimination. The effects of harassment and discrimination on a workplace can be devastating, and can include the complete collapse of employee morale. This class provides managers and supervisors with critical skills to recognize what is and is not harassment, what they should do to help prevent harassment, and the steps that need to be taken should harassment occur.

**WHO SHOULD ATTEND**

All levels of management and HR professionals

**LEARNING OBJECTIVES**

- Identify harassing and discriminatory behaviors
- Learn how to intervene and diffuse situations
- Document a complaint
- Understand the supervisor versus human resources role in resolving harassment issues
- Learn the liability ramifications on behalf of the company as well as personally

**TIME** Half Day  
**CREDITS** 3.25

OFTEN PAIRED WITH:  
**WORKPLACE RESPECT FOR MANAGERS**  
PAGE 18

## Leadership Foundation

Through understanding the role a leader plays and focusing on clear communication, you'll learn how to create a system of accountability from the onset. This is reinforced through learning and practicing how to establish performance expectations and effectively manage conflict.

**WHO SHOULD ATTEND**

Leads, group leaders, work coordinators, and assistant supervisors

**LEARNING OBJECTIVES**

- Establish credibility in a leadership role
- Explore various communication skills
- Set and communicate performance expectations
- Discover ways to manage conflict effectively

**TIME** One Day  
**CREDITS** 6.5

OFTEN PAIRED WITH:  
**COACHING FOR RESULTS**  
PAGE 9

### TESTIMONIAL

"We continue to send our supervisors to the leadership development trainings at EANE because they always come back engaged, informed and excited to implement their new skills and knowledge."

Cathy Zurlino  
Fountain Plating Company, Inc.

## Leadership Skills for Lead People

High performance organizations depend on employees called Team Leaders, Lead Workers, or Group Leaders more than ever before. These individuals may have limited authority, but great responsibility for producing results. These leaders need to effectively communicate, influence, set goals, diagnose problems, train teammates and resolve conflicts.

This interactive certification program will prepare you to perform at a high level. Through group discussions, exercises, role-plays, and action planning, you'll learn and practice guidance skills to help your peers meet goals; gain new perspective about your own responsibilities on the team; increase your understanding of different behavioral styles you may encounter from team members; and learn tactics for giving feedback to peers in an effective way.

Note: Registered participants will receive a DiSC ® assessment survey prior to the workshop. The brief survey must be completed and submitted before the workshop.

**WHO SHOULD ATTEND**

Leads, group leaders, work coordinators, and assistant supervisors

**LEARNING OBJECTIVES**

- Define and understand management's expectations
- Identify the characteristics of effective leaders
- Describe how to build credibility, trust and acceptance
- Practice key communication skills
- Identify different behavioral styles and how they affect others
- Develop an individual action plan to transfer learning back on the job
- Practice effective feedback and training techniques
- Describe what to do when conflict happens
- Practice using a technique, C.A.L.M., to manage conflict

**TIME** Two Days  
**CREDITS** 13



OFTEN PAIRED WITH:  
**INFLUENCING WITHOUT AUTHORITY**  
PAGE 30



## Leading Through Change

The effectiveness of a change initiative is heavily impacted by the effectiveness of those leading it. Less than 30% of major organizational change initiatives achieve the desired result. In this course you'll examine key strategies to control the impact of change on the business, the organization, the people, the culture and the values in order to achieve desired outcomes.

**WHO SHOULD ATTEND**

Supervisors, managers, team leads, or project managers

**LEARNING OBJECTIVES**

- Recognize the benefit of actively led change
- Utilize tools to help develop a plan for change actions
- Develop a communication strategy to facilitate the desired outcomes
- Formulate plans to develop people to adapt to change

**TIME** One Day  
**CREDITS** 6.5

### TESTIMONIAL

"[The most valuable information was] the info about body language and how much influence written, verbal and body language has."

Barry Metzler  
STR - Specialized Technology Resources



## Legal Liabilities of the Supervisor

Who has the greatest opportunity to prevent discrimination and harassment in the workplace? Supervisors -because you represent the company to your direct reports. In this class you'll explore both federal and state employment laws and clarify your responsibility to ensure compliance. You will become familiar with the terms: employment-at-will, hostile work environment, reasonable accommodation, ADAAA, FMLA, and FLSA. With a comprehensive overview of the legal, regulatory, personal and practical issues covered in this class, you'll recognize situations that may pose a legal risk to your organization and be prepared to respond appropriately.

Note: This training is available as a standalone class or as the 4th day of our Principles of Leadership for Supervisors & Managers series. (See page 8 for more information on the series.)

### WHO SHOULD ATTEND

Supervisors and managers

### LEARNING OBJECTIVES

- Develop a general understanding of the current legal environment governing the workplace
- Identify employee relations and union concerns
- Gain a deeper understanding of ADAAA, FMLA, and Wage and Hour Laws
- Identify sexually harassing and discriminatory behaviors and how to utilize related company policies to prevent them
- Understand the potential liability you have for yourself and for the company as a supervisor and your role in resolving workplace issues
- Develop strategies and action plans for applying skills and strategies back to the job

TIME One Day  
CREDITS 6.5

OFTEN PAIRED WITH:  
**PRINCIPLES OF LEADERSHIP**  
PAGE 8

## Make Your Meetings Matter

Are you frustrated with the outcomes of the meetings you lead? Sadly, ineffective meetings are the norm; and they cost money, waste time, deflate morale and contribute to turnover. In this class, you'll learn how to lead meetings that engage, inspire and achieve results. You'll learn the major elements involved in planning a meeting, guidelines for conducting productive meetings, and how to effectively follow through afterwards.

### WHO SHOULD ATTEND

Supervisors, managers, team leads, or project managers

### LEARNING OBJECTIVES

- Explain when it is and isn't appropriate to have a meeting
- Identify best practices in scheduling and planning for meetings
- Demonstrate techniques for facilitating meetings

TIME Half Day  
CREDITS 3.25

OFTEN PAIRED WITH:  
**TAKE CONTROL OF YOUR TIME**  
PAGE 33

### TESTIMONIAL

"I appreciated learning from trainers that were relaxed, engaging and knowledgeable."

Michael Fisher  
Grand Prix International

## Managing Performance Problems and Handling Conflict

Failing to address performance issues quickly can create bigger problems later. Using communication skills, you will learn how to effectively provide feedback to help employees get back on track to improve their performance. You'll also explore conflict modes and how to make conflict productive and turn it into a collaborative learning experience.

Note: Registered participants will receive a DiSC® assessment survey prior to the workshop. The brief survey must be completed and submitted before the workshop.

This training is available as a standalone class or as the 5th day of our Principles of Leadership for Supervisors & Managers series. (See page 8 for more information on the series.)

### WHO SHOULD ATTEND

Managers, supervisors, HR professionals and others responsible for the supervision and performance management of employees

### LEARNING OBJECTIVES

- Determine the difference between behavioral issues and performance issues
- Practice an effective communication method to address performance problems
- Identify conflict modes and apply the C.A.L.M.E.R. technique to a real situation
- Develop strategies and action plans for applying skills back on the job

TIME One Day  
CREDITS 6.5

OFTEN PAIRED WITH:  
**PRINCIPLES OF LEADERSHIP**  
PAGE 8



## Managing the Multi-Generational Workplace

Different generational groups working closely together can offer exciting opportunities, but can also present challenges at times. Today's supervisors and managers must skillfully handle intergenerational conflict or risk decreased productivity, poor customer service, and high turnover. With the varied preferences of the four generations regarding communication, respect, boundaries, and priorities, finding the right approach can be challenging. In this course you'll gain an appreciation for the preferences, strengths and challenges that members of each generation offer. We'll explore the motivations of each generation, working with supervisory practice cases to apply the concepts.

### WHO SHOULD ATTEND

Supervisors, managers, team leads, or project managers

### LEARNING OBJECTIVES

- Develop an understanding of generational differences
- Identify the behaviors that help and hinder communication
- Gain perspective on your own preferences and awareness
- Learn strategic processes for effective communication
- Honor, engage and motivate employees of different generations

TIME Half Day  
CREDITS 3.25

## Performance Management: Set it, Manage it, Measure it!

The key to accountability is to set forth a holistic and continuous approach that lays the foundation to move forward with the actions that you want to take while minimizing risk in the process. Anti-discrimination and leave of absence laws are making it ever more challenging to take action against an employee who is not meeting your expectations. You'll gain an overview of the key points needed to build out such a framework while identifying the pitfalls and challenges that can stand in the way and how to overcome them.

### WHO SHOULD ATTEND

HR professionals, managers, and executives

### LEARNING OBJECTIVES

- Learn how to establish expectations for communication and accountability
- Learn how to establish SMART goals and maintain a cycle for providing continuous feedback
- Understand the effective development, execution and delivery of disciplinary actions and documentation

**TIME** Half Day  
**CREDITS** 3.5

OFTEN PAIRED WITH:

**THE ART OF COURAGEOUS  
CONVERSATIONS**

PAGE 27

## Situational Leadership and Training Skills

Are you ready to heighten the performance of your team members and increase productivity? This course will show you how to adopt the leadership style that has provided over 10 million managers with the tools needed to lead effectively in an increasingly complex world. Using the 4-step adult learning process you'll be ready to train employees based on their individual abilities and motivations.

Note: This training is available as a standalone class or as the 3rd day of our Principles of Leadership for Supervisors & Managers series. (See page 8 for more information on the series.)

### WHO SHOULD ATTEND

Front line leaders, managers, supervisors, project managers

### LEARNING OBJECTIVES

- Assess employee ability and motivation using the Situational Leadership model
- Identify specific actions to take based on employee ability and motivation
- Target opportunities for employees to learn new skills, take on greater responsibility, and become more engaged
- Practice training employees using a 4-step adult learning process
- Receive feedback on the clarity of your training techniques

**TIME** One Day  
**CREDITS** 6.5

OFTEN PAIRED WITH:

**PRINCIPLES OF LEADERSHIP**

PAGE 8



## Supervisory Safety 101: 5 Steps to S.A.F.E.R. Safety

Safety in the workplace is everyone's responsibility, but supervisors need to coach their teams to adopt that mindset. In this workshop you'll gain basic tools to be successful in managing safety within the workplace. This presentation is based on the supervisory booklet, 5 Steps to S.A.F.E.R. Safety, by Milt Jacobs.

### WHO SHOULD ATTEND

Supervisors and managers

### LEARNING OBJECTIVES

- Mindset and steps to getting employees to develop that safety mindset
- Tips and strategies to get employees to focus on the present moment
- Risk and redundancy and how to assess risk within your work area
- Attitude and its importance in safety
- Relevance of certain types of exercise and its usefulness in reducing soft tissue injuries

**TIME** Half Day  
**CREDITS** 3.25

## Time Management for Managers

Managing time, people, and your workload can seem overwhelming. This session will help you identify what's truly important and help get you out of the weeds of non-value added activities. You will also set SMART goals, learn a system for successful prioritization, and discover how best to deal with interruptions and avoid procrastination.

Note: Registered participants will receive a Time Mastery Assessment survey prior to the workshop. The brief survey must be completed and submitted before the workshop.

### WHO SHOULD ATTEND

Supervisors, managers, team leads, or project managers. Individual contributors are strongly encouraged to attend the 1/2 day Time Mastery program

### LEARNING OBJECTIVES

- Identify current time squandering non-value-added activities
- Demonstrate techniques for managing daily activities
- Identify and develop S.M.A.R.T. goals
- Lead effective meetings

**TIME** One Day  
**CREDITS** 6.5

OFTEN PAIRED WITH:

**TOTALLY RESPONSIBLE PERSON®**

PAGE 33

## TESTIMONIAL

"Great Class! Excellent delivery of material.  
Starting baseline and leading up to full use of skills learned!"

Shawn Semo  
R.H. White Construction Co.



## Understanding Your Leadership Role & Managing Diverse Work Styles

Does your leadership style evoke trust and respect? By exploring the strategic, philosophical and emotional changes that accompany the transition from worker to supervisor you can establish greater credibility. In this course you will examine the nature of critical relationships with higher level managers, peers, direct reports and people outside your organization and discuss specific actions for improving those relationships and establishing trust. Through the use of the Everything DiSC® Management Profile you'll understand the impact of your preferred style on individual and team communication, and your ability to motivate and drive overall performance. Capitalize on your strengths and interact more effectively with styles that are different from yours with the strategies discussed in this course.

Note: This training is available as a standalone class or as the 1st day of our Principles of Leadership for Supervisors & Managers series. (See page 8 for more information on the series.)

### WHO SHOULD ATTEND

Front line leaders, managers, supervisors, project managers

### LEARNING OBJECTIVES

- Describe your role as a leader
- Examine the actions and behaviors needed to establish credibility in a leadership role
- Develop techniques to help enhance trust and respect
- Discuss your behavioral tendencies and how these behaviors affect others
- Recognize the strengths and limitations of different behavioral styles
- Learn to adapt your own style to others' styles and become more effective at communication and teamwork

**TIME** One Day  
**CREDITS** 6.5



**OFTEN PAIRED WITH:**  
**PRINCIPLES OF LEADERSHIP**  
PAGE 8

## Workplace Respect for Managers

Fostering and sustaining a culture of workplace respect is one of the primary drivers towards developing an engaged workforce and the secret behind an engaged workforce is the tone set by its managers. With managers lying at the intersection of this two-way street, it is vital that their actions and behavior set the company on the road to success. You'll be challenged to reflect upon your own behaviors and actions and learn new tools and strategies that can make your workplace more positive in this thought provoking class.

Note: Registered participants will receive a DiSC® assessment survey prior to the workshop. The brief survey must be completed and submitted before the workshop.

### WHO SHOULD ATTEND

HR professionals, managers, and executives

### LEARNING OBJECTIVES

- Define Workplace Respect and its importance
- Learn to self-assess the current level of workplace respect in your organization
- Identify effective workplace respect strategies and how to implement them in your workplace

**TIME** Half Day  
**CREDITS** 3.25

**OFTEN PAIRED WITH:**  
**EMOTIONAL INTELLIGENCE (EQ):**  
**CONNECTING TO IMPROVE RESULTS**  
PAGE 11

## ADAAA, FMLA & Workers Compensation: Taming the Three-Headed Dragon

We frequently walk a fine line of compassion for employees with medical conditions and protecting our companies from abuse of leave situations. Your organization's policies and practices need to comply with the increasingly complex web of Federal and State laws and regulations.

In this class, you'll explore a roadmap through the intricate compliance issues involved in managing employees with medical conditions. You'll analyze an actual situation and test the effectiveness of your organization's policies, forms and procedures. In a non-threatening environment, you'll discuss and evaluate the effectiveness of your tools and leave administration practices. The program content is fluid and will reflect current legal and regulatory activity.

Note: Approximately one week before the workshop, EANE will distribute details of the specific situation to be discussed. You're expected to bring the forms and policies you currently use to manage the leave to the workshop.

### WHO SHOULD ATTEND

HR professionals and managers who possess a basic understanding of the Family and Medical Leave Act, ADA Amendments Act and Workers Compensation Laws, and are responsible for managing attendance and leave of absences within their organization

### LEARNING OBJECTIVES

- Understand the overlapping requirements and responsibilities of FMLA, ADAAA and Workers Compensation
- Apply practical solutions to tough situations such as using FMLA to avoid undesirable work, suspicious leave patterns, overly broad medical certification and openly abusive leaves
- Understand and apply compensation and benefit requirements of the leaves and your policies
- Understand the actions necessary to bring a regular or extended leave to a conclusion
- Identify key problem areas with your organization's forms, policies and procedures

**TIME** One Day  
**CREDITS** 6.5



**OFTEN PAIRED WITH:**  
**FMLA MASTER CLASS:**  
**ADVANCED WORKSHOP**  
PAGE 22



## Affirmative Action from A-Z

Are you worried about AAP compliance? Do you struggle with understanding AAP requirements? Do you know what type of data you need to develop a complete affirmative action plan?

If your company is a federal contractor or subcontractor, you may be subject to affirmative action requirements. This comprehensive course includes the in-depth information you need to understand your affirmative action obligations and gain an understanding of what is involved in developing a compliant affirmative action plan. Topics covered include expanded regulations on coverage of veterans and the disabled, compensation analysis, and pay equity and transparency, and much more.

### WHO SHOULD ATTEND

HR professional or other professionals responsible for developing and implementing affirmative action plans for their organization

### LEARNING OBJECTIVES

- Identify and determine if the organization is required to develop maintain an affirmative action plan
- Understand and explain the required narrative and statistical sections that need to be covered in an affirmative action plan
- Identify what internal data needs to be collected and maintained in order to compile the necessary reports for affirmative action plan purposes
- Understand and explain how the federal government enforces and audits companies for compliance and the range of penalties available where non-compliance is found
- Identify the common pitfalls that can trigger findings of non-compliance

TIME Half Day  
CREDITS 3.25

OFTEN PAIRED WITH:  
**EQUAL PAY: COMPARABILITY IS KEY**  
PAGE 21

## Compensation: The Basics

How does your organization determine how much to pay positions within your organization? In today's labor market, all employers must establish base pay structures and salary administration guidelines that support internal pay equity and external pay competitiveness. Explore the overall practice of compensation management including basic plan design elements, determining your organization's compensation philosophy, job description composition, base and variable pay systems, and the basics for establishing and administering wages and salaries. You will gain an understanding of the principles behind an effective compensation plan design and salary administration, and have hands on practice performing position evaluations.

### WHO SHOULD ATTEND

Human Resource professionals, finance professionals or others involved with, or responsible for the development of compensation plan design within their organization

### LEARNING OBJECTIVES

- Learn the importance of a total compensation philosophy and how to define it for your organization
- Learn how to evaluate and compose accurate, valid and legally compliant position descriptions
- Learn the different approaches to position evaluation
- Learn how to develop a base pay system
- Analyze current pay practices to meet total compensation objectives

TIME One day  
CREDITS 6.5

OFTEN PAIRED WITH:  
**EQUAL PAY: COMPARABILITY IS KEY**  
PAGE 21

## Equal Pay: Comparability Analysis is Key!

Have you taken steps to protect your organization from the liabilities of a pay equity law suit? The first step is to complete a proactive pay audit – In this class you'll receive the tools necessary to determine which positions require substantially similar skill, effort, responsibility and are performed under similar working conditions.

Using the National Position Evaluation Plan (NPEP) point factor system, you'll learn how to evaluate positions based on a comprehensive set of well-defined compensable factors. You'll leave the program with a full understanding of how to use the NPEP manuals and an automatically tabulating substantiating data document which you will receive in this class.

Note: You will need to bring a laptop with Excel capability, a minimum of two hourly/nonexempt and two exempt position descriptions to review during the position evaluation exercise.

### WHO SHOULD ATTEND

HR or Finance professionals responsible for performing a pay equity analysis

### LEARNING OBJECTIVES

- Overview of the federal and state equal pay laws
- Affirmative Defense Provisions
- Defining Comparable Positions
- Steps to Conducting a Pay Equity Analysis
- Implementing the NPEP system resulting in the definition of comparable positions within your organization

TIME One and a Half Days  
CREDITS 9.75

## FLSA: An Advanced Workshop

This workshop increases your basic understanding of FLSA by focusing on the more challenging and misunderstood exemptions and the many unknown pitfalls and mistakes employers make when classifying positions. You'll explore the subtleties of the regulations and the complex, yet common, business scenarios that will assist in determining exempt or nonexempt status, and examine the inevitable increase in the salary level threshold and its impact on how our jobs are structured. Come prepared to dissect your organization's exempt positions, and leave armed with new knowledge to ensure that they're properly classified.

### WHO SHOULD ATTEND

Experienced HR professionals, individuals within the organization with the responsibility for designating positions as exempt or non-exempt

### LEARNING OBJECTIVES

- Master the details and key points of the various exemption tests under the FLSA and learn to identify the questions and issues that need to be resolved in applying these tests to complex and ambiguous jobs and job descriptions
- Fully understand the limited permissible deductions allowed for salaried exempt positions
- Demonstrate the ability to assess the exemption status of individual positions within your organization and write a related justification

TIME One Day  
CREDITS 6.5

## FMLA Made Simple

Does the FMLA administrative process leave you feeling confused and overwhelmed? With this class you can focus your efforts on areas that will have the greatest impact on administration of FMLA. You'll learn how to identify which employees qualify for FMLA and how to manage each step of the leave administration process appropriately. You'll also explore the liability risks that come with mismanagement of the FMLA process.

### WHO SHOULD ATTEND

Individuals responsible for day-to-day FMLA administration

### LEARNING OBJECTIVES

- Recognize responsibilities to maintain employee rights under the law
- Complete proper FMLA documentation to include Notice of Eligibility, employee rights and responsibilities, and designation forms

TIME Half Day  
CREDITS 3.25

OFTEN PAIRED WITH:  
**HR ESSENTIALS**  
PAGE 24

## FMLA Master Class: Advanced Workshop

Do you find yourself stumped when you face some of the more “unique” situations that can come up under FMLA? Not all leave situations are “basic.” With (sometimes confusing) regulations, court decisions that conflict, and abuse of the protections, it is critical to understand how to protect your company. In this program, you'll dive into the trickier situations that require more in-depth knowledge of implementing FMLA for your company.

For example: do you know what to do when an employee doesn't want to use FMLA or how to calculate leave for exempt employees taking intermittent leave? This attorney-led program highlights scenarios that cause confusion and frustration for HR professionals and offers guidance and solutions.

Note: Attendance at FMLA Made Simple is recommended prior to participating in this course.

### WHO SHOULD ATTEND

HR professionals responsible for FMLA administration

### LEARNING OBJECTIVES

- Examine unique situations under FMLA and your company's rights and responsibilities
- Gain essential knowledge to address real-life scenarios
- Access the liability risks involved with improper administration of FMLA
- Recognize responsibilities to maintain employee rights under the law

TIME One Day  
CREDITS 6.5

## Handbooks: The Complete Workshop

Your organization's employee handbook is a critical communication tool. A well written handbook sets forth your expectations for employees and describes what they can expect from your organization. This interactive workshop will expand your understanding of the legal considerations and impacts on employee morale associated with your employee handbook. Come prepared to begin crafting or revising this critical communication tool. During this working session, you will receive a flash drive with sample policies to work on and will spend time working on the development or revision of your handbook and policies.

### WHO SHOULD ATTEND

Human Resource professionals, office or operational managers responsible for the development or revision of the organization's Employee Handbook

### LEARNING OBJECTIVES

- Examine how to best convey the tone and culture of your organization
- Clearly articulate expectations through your handbook and written policies
- Apply layout, organization, content, formats and distribution best practices
- Start, complete, or revise current policies or handbook content

TIME One Day  
CREDITS 6.5

## Hiring Essentials: Conducting Behavioral Interviews Workshop

You want to make sure you select the candidate with the highest potential for success in your organization. Using the behavioral interviewing process helps you do just that. In this session you'll gain practical, step-by-step approaches for planning, conducting, and evaluating a behavioral-based interview. You'll have the opportunity to practice a variety of questioning techniques and interview tools

### WHO SHOULD ATTEND

Anyone responsible for giving input on or making hiring decisions.

### LEARNING OBJECTIVES

- Learn about key employment and Discrimination laws, including ADAAA, FMLA, harassment, and wage-and-hour
- Summarize personnel and record keeping requirements
- Assess legal interviewing and selection procedures
- Discuss employee orientation and training
- Describe discipline, documentation, and termination procedures
- Study the elements of a total compensation program.
- Understand OSHA requirements for a safe workplace

TIME One Day  
CREDITS 6.5

OFTEN PAIRED WITH:  
**WINNING THE WAR FOR TALENT**  
PAGE 25

## HR as a Coach

HR professionals provide various levels of coaching in an organization. From employee counseling to management coaching to executive influencing, businesses rely on your ability to handle and advise on a variety of difficult circumstances. You'll discuss tools and techniques of coaching and influencing at three levels - beginning with employee counseling and concluding at the senior management level. You'll gain insight on how a seasoned HR professional approaches each situation.

**WHO SHOULD ATTEND**

HR professionals, managers, and executives

**LEARNING OBJECTIVES**

- Understand the HR role in an employee counseling session as well as how to evaluate steps to be taken at the conclusion of the conversation
- Coach management through both the performance improvement and progressive discipline processes
- Identify poor performance management and learn to coach managers about effective employee performance management
- Identify key communication strategies to employ when engaging managers at various levels of an organization
- Learn and practice tools and techniques of coaching and influencing at the senior management level

**TIME** One Day  
**CREDITS** 6.5

## TESTIMONIAL

“The broad overview of all elements of HR was very helpful for participants new to the HR world.

Noelle Pandell  
MountainOne

## HR Essentials (3-Day Series)

Could you use an in-depth refresher (or introduction) to the key functions and regulatory requirements of the HR industry? In this fact-packed, three-day program you'll review the key functions and regulatory requirements affecting HR as well as updated content which reflects changes in CT-MA-RI employment legislation and provides critical knowledge to help reduce costs, avoid potential lawsuits, and improve your ability to handle challenging HR issues.

**WHO SHOULD ATTEND**

New HR professionals, business support professionals responsible for HR administration, including: office managers, payroll administrators, financial professionals, etc., plus HR generalists seeking a refresher on basic HR concepts, laws, regulations, administration and best practices

**LEARNING OBJECTIVES**

- Learn about key employment and discrimination laws, including ADAAA, FMLA, harassment, and wage-and-hour
- Summarize personnel and record keeping requirements
- Assess legal interviewing and selection procedures
- Discuss employee orientation and training
- Describe discipline, documentation, and termination procedures
- Study the elements of a total compensation program
- Understand OSHA requirements for a safe workplace

**TIME** Three Days  
**CREDITS** 19.5



OFTEN PAIRED WITH:  
**PRINCIPLES OF LEADERSHIP**  
PAGE 8



## OSHA 10 Hour General Industry Course

This course provides a basic awareness of relevant OSHA standards (and strategies for complying with OSHA) that apply to their work place. The OSHA card is one way to prove to OSHA that you have a good working knowledge of the basic OSHA standards/laws that relate to your organization. The OSHA cards do not expire and the workshop also includes helpful tips on starting a safety program and preventing injuries and illnesses. Upon successful completion of the mandatory training, you'll receive an OSHA card.

**WHO SHOULD ATTEND**

Safety committee members, safety supervisors, HR professionals, managers

**LEARNING OBJECTIVES**

- Creating health and safety plan
- Right to know/hazard communication
- OSHA policies and procedures
- Machine safe-guarding, lifting safety, bloodborne pathogens
- Emergency action plans and fire prevention
- Personal protective equipment plans
- Violence in the workplace and strategies to reduce risk

**TIME** One and a Half Days

OFTEN PAIRED WITH:  
**SUPERVISORY SAFETY 101:  
5 STEPS TO S.A.F.E.R. SAFETY**  
PAGE 17

## Winning the War for Talent

With today's hot job market, it's fair to say that attracting and maintaining the top talent is a constant battle, but it's a war you can win! Based on successful practices like stay interviews, this course will help you build recruiting, interviewing, on-boarding and retention processes that are aligned to the needs of your business. You will learn how to attract, select and retain the right candidates by objectively identifying and assessing key job competencies. You will also be able to develop an effective onboarding strategy that applies best practices from leading organizations. You will leave with a set of tools to help you implement these successful strategies in your organization.

**WHO SHOULD ATTEND**

HR professionals, HR managers, recruiters, and recruiting managers

**LEARNING OBJECTIVES**

- Explore the next transformative trends in recruiting
- Discover the best job boards - what are your options
- Discover how you can promote a strong employer brand through your employer profile
- Learn practical tips for ensuring candidates have a positive experience during your recruiting and hiring process
- Reach dramatically larger talent pools through social recruiting
- Develop talent retention plans using stay interviews and other tools

**TIME** Half Day  
**CREDITS** 3.25





## Assertiveness: The Art of Tactful Communication

Assertiveness impacts more than our communication styles. By increasing your ability to effectively assert your needs you'll gain confidence, the respect of others, and become more decisive - even in challenging situations. You'll build skills to help express your feelings and make requests in an appropriately assertive manner.

### WHO SHOULD ATTEND

Business professionals, associates, team leaders, anyone who wants to communicate more directly, tactfully, and effectively

### LEARNING OBJECTIVES

- Identify your own assertiveness style
- Explain the distinctions between assertive, aggressive and passive behavior
- Apply and practice assertive behavior skills in a variety of on-the-job and real-life situations

**TIME** Half Day  
**CREDITS** 3.25

OFTEN PAIRED WITH:  
**IMPROVE PERFORMANCE THROUGH SELF AWARENESS**  
PAGE 29

## Business Writing Excellence

Are there times where you struggle with writing or editing routine letters, memos and reports? Is saying what you want to say clearly and simply an occasional challenge?

If you answered yes to either or both of those questions, this class is for you. Anyone who has writing responsibilities—managers, supervisors, engineers, and administrative assistants—can benefit from this review of the fundamentals of business grammar and style.

### WHO SHOULD ATTEND

Anyone who communicates frequently in writing

### LEARNING OBJECTIVES

- Identify how to write concisely, clearly, and professionally
- Improve your writing style using standard rules of usage and grammar
- Create a writing tone that informs, respects, and entices the reader
- Improve your professional image through greatly improved business writing skills
- Tailor your writing to your reader's needs and understanding
- Eliminate wordiness and jargon that dilutes your message and confuses the reader
- Explain important tips and techniques for managing e-mails

**TIME** One Day  
**CREDITS** 6.5

## Emails: That's Not What I Meant!

Email is an easy and quick form of communication but how often does our message get read the wrong way? This program will allow you to understand the best practices using email and help you to know when and when not to use it, how to structure your message and be concise using appropriate tone.

### WHO SHOULD ATTEND

Anyone who regularly uses email for business communication

### LEARNING OBJECTIVES

- Review email best practices and the role email plays in the workplace
- Write professional emails using the accepted rules of grammar, punctuation, language, and proofreading
- Avoid emotional and inappropriate emails

**TIME** Half Day  
**CREDITS** 3.25

## The Art of Courageous Conversations

Do you have a hard time delivering sensitive feedback or conducting courageous conversations? How do you deliver a difficult message in a constructive manner? How should you properly handle adverse reactions to feedback? In this interactive session, you'll learn the benefits of having courageous conversations and the things that block us from having them. You'll gain strategies to prepare and conduct these conversations, techniques to manage emotional reactions and a concrete plan on how to approach and have their next difficult conversation whether it's with an employee, a boss, a partner or mother-in-law.

### WHO SHOULD ATTEND

Front line leaders, supervisors, managers, project managers

### LEARNING OBJECTIVES

- Define what a courageous conversation is
- Understand benefits of having a courageous conversations
- Understand what prevent us from having courageous conversations and the solution to overcome those obstacles
- Describe and demonstrate the 5 steps of having a difficult conversation
- Demonstrate how to manage a minimum of 2 different types of emotions

**TIME** One Day  
**CREDITS** 6.5

OFTEN PAIRED WITH:  
**CONFLICTS CAN BE PRODUCTIVE**  
PAGE 10



## Aligning Sales Techniques with Customers Needs

Customize your sales and service up-selling techniques to get the best response from your customers by discovering your DiSC® Sales style and how to adapt it as needed.

The profile is sales-specific with in-depth information; including tips, strategies, and action plans to help you close more business. Exciting follow-up tools are included in this training at no cost! The one-page reports in the Everything DiSC® Sales Customer Interaction Maps are the perfect personalized planning tool to prepare for sales calls.

Note: Registered participants will receive a DiSC® assessment survey prior to the workshop. The brief survey must be completed and submitted before the workshop.

### WHO SHOULD ATTEND

Salespeople, Sales Managers, Customer Service Representatives, Account Executives Sales people from any industry

### LEARNING OBJECTIVES

- Discover your discover DiSC® style
- Recognize customer buying styles
- Adapt your sales style to customer buying styles

**TIME** One Day  
**CREDITS** 6.5



## Being a Better Team Player

As the collaborative work model has increased in popularity, it's more important than ever to build commitment, accountability, and ownership. You'll examine what "team work" is and how each contributor can be most effective. You'll also learn and practice skills to successfully resolve conflict situations.

### WHO SHOULD ATTEND

Individuals who are interested in improving their ability to work more effectively with others

### LEARNING OBJECTIVES

- Identify the characteristics of effective team building
- Describe the importance of a unified team mission
- Establish team ground rules
- Create and sustain team synergy by strengthening collaborative efforts
- Practice Active listening skills
- Explain the causes of conflict
- Learn and practice the C.A.L.M. approach
- Develop an action plan for personal growth

**TIME** One Day  
**CREDITS** 6.5

**OFTEN PAIRED WITH:**  
**IMPROVE PERFORMANCE THROUGH SELF AWARENESS**  
**PAGE 29**

## Embracing a Culture of Diversity & Inclusion

Does your organization demonstrate awareness and acceptance of the vast life experiences and cultures represented by your own employees? Are you leveraging those differences to improve the employee experience and your customer experience? In this class you'll explore what personal and company benefits lie beyond equal treatment when we invest in appreciation of the vast experiences and viewpoints that each employee brings to the workplace. Through an inclusive lens you'll gain interpersonal perspective, improve your decision making process, widen your cultural opportunities and see how your business can grow from harnessing an appreciation for diversity and inclusion.

### WHO SHOULD ATTEND

Anyone from the owners to team members and contributor level employees

### LEARNING OBJECTIVES

- Become a more inclusive team, department, and organization
- Increase overall diversity awareness
- Leverage the positive aspects of diversity to reduce conflict and increase productivity
- Raise understanding and levels of empathy

**TIME** Half Day  
**CREDITS** 3.25

## Improve Performance Through Self Awareness

Understanding how we work with others and how others perceive us, makes us more effective in our jobs. Through this highly interactive program, you'll learn about your own behavioral style, debunk some misconceptions about others' styles, and develop a personal action plan to adapt more effectively.

Note: Registered participants will receive a DiSC® assessment survey prior to the workshop. The brief survey must be completed and submitted before the workshop.

### WHO SHOULD ATTEND

Employees who want to understand how to work more effectively with others

### LEARNING OBJECTIVES

- Describe behavior and its contributing factors
- Complete the DiSC® personal Profile System and identify your behavioral style
- Discuss your behavioral tendencies and how they affect others
- Recognize the strengths and limitations of different behavioral styles
- Learn methods for adapting to the behavioral style of others

**TIME** Half Day  
**CREDITS** 3.25







## Influencing without Authority

The ability to positively influence others is vital to today's collaborative organizations. Whenever you need action and commitment from employees and colleagues, you need to exert influence. Often times, individuals without direct authority over others are still expected to influence others and achieve results. You'll learn to understand your role as an influencer, plan your approach with others and communicate your position positively and persuasively.

### WHO SHOULD ATTEND

Individuals with or without direct authority who need to influence, negotiate, or gain cooperation from others

### LEARNING OBJECTIVES

- Influence others at any level to accomplish work and achieve goals
- Gain cooperation and support from others
- Identify personal strengths and opportunities for improvement in communicating with others
- Develop more meaningful relationships through improved communication skills
- Conduct critical conversations with those you need to influence

**TIME** One Day  
**CREDITS** 6.5

## Introduction to Lean Principles: Improving Productivity

Is your organization looking for ways to increase productivity while reducing waste? This effort can benefit from the practices of Lean principles no matter what industry you're in! With this solid introduction to Lean tools and process analysis (value-added vs. non-value added, 7 Wastes, 5S, Standard Work) along with the notion of Kaizen (continuous improvement), you'll develop a plan to integrate these tools and techniques back on the job.

### WHO SHOULD ATTEND

Those who need to develop or enhance Lean knowledge and application

### LEARNING OBJECTIVES

- Identify tools and techniques that outline process goals, deliverables and activities
- Practice using Lean tools and techniques to identify and eliminate waste
- Implement tools and techniques for monitoring key performance indicators: quality, cost and on-time delivery

**TIME** One Day  
**CREDITS** 6.5

## Mastering Customer Phone Skills

Do you or members of the staff spend the majority of your time dealing with customers (both internal and external) on the phone? This half-day program will help you hone the skills needed to provide a more positive way of communication via the telephone. We will focus on appropriate tone, effective word choice, and maintaining a positive attitude while reducing stress for all involved. Learn effective ways to deal with disgruntled customers over the phone.

### WHO SHOULD ATTEND

All employees who use the phone to do business with internal and external customers

### LEARNING OBJECTIVES

- Explore the definition of customer service
- Explain the individual's contribution and mindset needed to improve customer relations
- Reinforce professional telephone communication skills.
- Develop effective methods for handling a frustrated or angry caller

**TIME** Half Day  
**CREDITS** 3.25

## Presentation Skills: Delivering Impactful Presentations

Make a strong, positive impression when speaking to groups. Gain people's attention, project a confident image, convey competence and influence listeners. Become more self-confident in oral communication situations through emphasis on organization, preparation and practice. You'll see yourself on a recording as your audience sees you, letting you access and compare the impression you make.

### WHO SHOULD ATTEND

Executives, presenters, corporate spokespersons, salespeople, trainers, managers and anyone else who depends on the power of their presentations to sell, persuade or convince

### LEARNING OBJECTIVES

- Deliver impactful presentations to a variety of audience types and sizes
- Craft presentations in informative and/or persuasive formats
- Complete an audience analysis to best understand their needs and therefore tailor the message and delivery for impact

**TIME** One Day  
**CREDITS** 6.5

OFTEN PAIRED WITH:

**MAKE YOUR MEETINGS MATTER**  
**PAGE 14**



## Project Management: A Blueprint For Success

How do you manage both sides of the project management equation — the people and the process? The ability to do both is what makes a successful project leader. This program will give you the necessary tools to achieve success. In this practical course, you will have the opportunity to learn and share best practices, develop project communication strategies and gain insights into how to handle common roadblocks and obstacles that could stand in the way of your project success.

Note: Plan to attend with a current or upcoming project so that you can apply selected tools during the workshop.

### WHO SHOULD ATTEND

Individuals who manage projects of various sizes, whether they are working individually or with a project team.

### LEARNING OBJECTIVES

- Prioritize and organize project tasks to accomplish project related goals
- Utilize proven project management tools
- Participate on or lead project teams

TIME One Day  
CREDITS 6.5

## Service Excellence

Would you like to enhance customer loyalty and retention by maximizing customer relationships? You can by learning how to provide extraordinary customer service in this interactive course. You'll discover how to maximize your customer service skills with tools to improve overall customer and business relationships, strategies to more effectively communicate, tips to handle difficult personalities or situations with ease, and how-tos for making a professional impression in every customer interaction.

Note: This course is only available as an on-site training course.

### WHO SHOULD ATTEND

Customer Service Representatives, Account Executives, anyone who interacts with the company's customers in any industry

### LEARNING OBJECTIVES

- Recognize when and how to think like a customer
- Discover the basics of service and the impact to an organization
- Identify and develop personal competencies in the area of service quality
- Discuss the economic impact service quality has for employees and for an organization
- Learn to communicate effectively with customers

TIME One Day

OFTEN PAIRED WITH:  
**ALIGNING SALES TECHNIQUES  
WITH CUSTOMERS NEEDS**  
PAGE 28

## Take Control of Your Time

With increased workloads, constant interruptions, changing priorities and requests from co-workers, it can be challenging to achieve daily, weekly and monthly goals. This workshop will help you set priorities and manage your time so that you can enhance individual performance. You'll develop customized strategies for reaching your productivity goals.

Note: Registered participants will receive a Time Mastery Assessment survey prior to the workshop. The brief survey must be completed and submitted before the workshop.

### WHO SHOULD ATTEND

Individual Contributors

### LEARNING OBJECTIVES

- Identify your self-management strengths and development areas
- Explain goal-setting from a holistic perspective
- Review priorities in terms of what is urgent and important
- Develop specific actions to put time management strategies into practice

TIME Half Day  
CREDITS 3.25

## Totally Responsible Person®: Establishing a Culture of Accountability, Respect and Teamwork

How do you infuse your organization with a culture of responsibility, cooperation, respect and teamwork and get beyond these deadly behaviors? The Totally Responsible Person (TRP®) is a practical workshop that will help every employee — leaders and individual contributors — to learn innovative and proven ways to move out of the “victim mentality” to become a Totally Responsible Person. This workshop will help each participant understand how they can turn any situation into an opportunity for learning and growth by accepting the fact that they are accountable to others, as well as themselves. Each participant will learn proven techniques to move themselves, and help others, move beyond blame and judgment and gain the confidence and tools needed to interact in a positive, constructive and respectful way. TRP® is grounded in research and values that help to shift the culture of an organization from one of blame to one of respect and accountability, helping both employees and organizations thrive even in the midst of change and adversity.

### WHO SHOULD ATTEND

The workshop is recommended for all levels within an organization — individual contributors, supervisors, managers and leaders

### LEARNING OBJECTIVES

- Distinguish between the Totally Responsible Person® and “victim mentality”
- Apply TRP® to manage challenging workplace situations.
- Improve results by giving and receiving feedback using TRP®
- Describe techniques to handle workplace gossip and criticism
- Identify productive alternatives to enabling and rescuing in the workplace
- Create a personal action plan to apply the TRP® principles at work

TIME One Day  
CREDITS 6.5

## Train the Trainer: On-the-Job Training Techniques

Being great at doing something doesn't always translate into the ability to transfer that skill to another individual. The ability to train and to learn effectively is critical for organizational growth in efficiency and effectiveness. In this program you'll examine the process to understand the learner, use a step-by-step training model, and avoid the common pitfalls of knowing a task "too well." You'll conduct a mini training session on a job-related task in the actual work environment (where possible.) A follow up critique will assess your training skill level and provide feedback on areas for improvement.

### WHO SHOULD ATTEND

Individuals responsible for training others on-the-job

### LEARNING OBJECTIVES

- Describe the role of a trainer
- Identify baseline knowledge, skills, and attitude of a new learner
- Demonstrate a five-step training model
- Conduct a mini training session on a job-related task
- Develop an individual action plan

**TIME** One Day  
**CREDITS** 6.5

OFTEN PAIRED WITH:

**PRESENTATION SKILLS: DELIVERING IMPACTFUL PRESENTATIONS**

PAGE 31

## Workplace Respect for Employees

Often interpersonal conflicts, harassment and discrimination allegations are the result of misunderstandings or an unwillingness to respect another co-worker's point of view, rights, background or culture. In this program you'll develop an increased awareness of the impact of your actions, as well as an understanding of the impact, risk and potential liability for failing to respect others in your workspace.

### WHO SHOULD ATTEND

Individual Contributors

### LEARNING OBJECTIVES

- Define Workplace Respect and its importance
- Identify harassment and discriminatory behavior
- Identify tools and strategies for self-assessing one's own behavior

**TIME** Half Day  
**CREDITS** 3.25



## Developing High-Performance Teams

Efficient workflows and innovative ideas are frequently developed by high performance teams. Successful teams increase employee engagement and directly impact organizational goal achievement. You'll practice skills that stimulate collaboration and group decision making and discover how to use individual strengths to achieve maximum team results.

### WHO SHOULD ATTEND

Leaders of departmental, cross functional or project teams who have direct accountability for the results of others

### LEARNING OBJECTIVES

- Identify the characteristics of high performing teams
- Recognize the four stages of team development and apply appropriate actions needed for each stage
- Practice and apply seven engagement skills to a variety of situations: running meetings, leading discussions, and making decisions
- Use and apply common problem solving and decision making tools
- Learn how and when to apply a RACI chart to better determine roles and responsibilities
- Practice developing team operating principles to work effectively and build energy among team members

**TIME** One Day  
**CREDITS** 6.5

## The Five Behaviors of a Cohesive Team

A productive, high-functioning team makes better, faster decisions, taps into the skills and opinions of all members, avoids wasting time and energy on the things that don't matter, and is more fun to be on! The Five Behaviors of a Cohesive Team has a simple goal- to create a learning experience that helps individuals and organizations reveal what it takes to build a truly cohesive and effective team in the most approachable, competent, and effective way possible. Because this program is designed exclusively for intact teams and work groups, each individual on the team will learn their own DiSC® style and how it contributes to the team's overall success. Additionally, all participants will understand how their team scores on the key components of The Five Behaviors model: trust, conflict, commitment, accountability, and results.

Note: This course is only available as an on-site training course.

### WHO SHOULD ATTEND

Currently operating teams or departments that need to overcome difficulties in the way that they leverage strengths, set standards, or resolve conflicts

### LEARNING OBJECTIVES

- Identify team-related stumbling blocks
- Define optimal team roles and establish team rules
- Increase positive communication and honesty

**TIME** One Day



## Personalized Training Assessment

Don't get lost in the process of trying to identify what trainings would have a positive impact on your employees. Let EANE's Learning and Development team help you achieve your business goals by assessing your business objectives, exploring your current training programs and identifying the gaps in training that we can overcome to help you reach your goals.

- Together we will:
- Assess your needs
  - Create a customized training plan
  - Work with you to determine who from your organization should attend trainings
  - Schedule and deliver selected training programs

Training assessment is the first step in developing roadmap to help address your organization's most immediate and training and development needs.

Call us for information about initiating a customized training assessment for your organization.

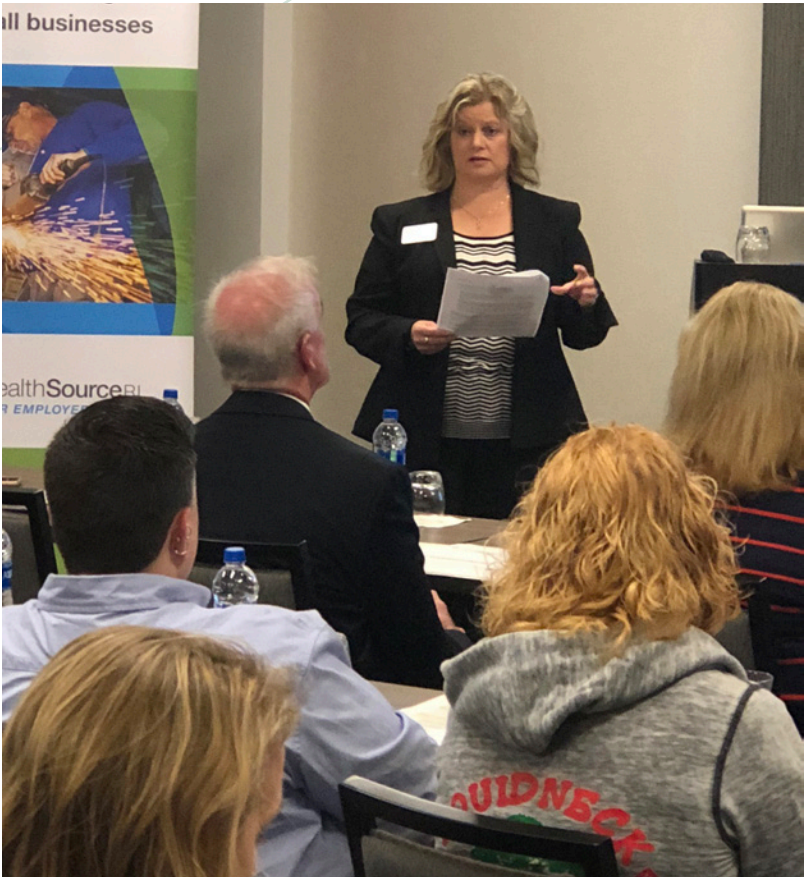
### INFORMATION CONTACT

John Henderson  
Director of Learning & Development  
877-662-6444 | [jhenderson@EANE.org](mailto:jhenderson@EANE.org)

## TESTIMONIAL

"Thank you for the super delivery of very relevant information in a manner that was easily understood. The training was delivered in an enjoyable fashion - highly recommend!"

Pam Kaczer  
RBC Bearings



## Getting the Most from Training Experiences

Your talent development strategy shouldn't be an "HR thing." It should always be considered a critical part of your business planning, requiring manager involvement and a well thought-out communication and implementation strategy. When done right, talent development impacts key success drivers in your organization such as:

- Performance improvement
- Increased productivity
- Turnover reduction
- Positive culture
- Safe workspace
- Reduced liability
- Cost savings

We encourage you to discuss implementation of training and transfer of learning in the workspace with our Learning and Development team to gain the greatest returns on your training investment.

## Stretching Your Training Budget

EANE wants to ensure that you are getting the most out of your talent development budget.

### TRAINING BUNDLE PRICING

Save on your training initiatives with one of our easy to use discount bundles. By pre-paying for a select number of training days you can save up to 20%. Discount bundles can be used for multiple training courses and multiple learners throughout the year from organizations who pre-pay for the discount bundle. Bundles can be purchased for 10, 15, 20, 25, 50 or 100 days' worth of training.

\*Discount bundles cannot be used for conferences, computer software training programs and other select programs.

### STATE FUNDED GRANTS

**Massachusetts Workforce Training Fund**  
There are currently 3 types of funds available: Small Business Direct Access Program, Express Fund, and General Fund. The General Program is designed to provide eligible Massachusetts companies the opportunity to apply for up to \$250,000 in training funds that may cover up to two years of training. The fund covers many types of training including:

- Leadership & Management Skills
- Customer Service Skills
- Sales
- Project Management
- Six Sigma
- Software and IT Training
- And much more!

In order to be eligible a company must contribute to the Workforce Training Fund; trainees must be employed in Massachusetts and a Certificate of Good Standing must be current. If you have a business problem or opportunities to be addressed through training then you may be a great applicant for these funds.

### EANE - YOUR GRANT WRITING PARTNER

- We can help you by:
- Assisting you in developing and writing the business case
  - Conducting a needs assessment for your organization
  - Identifying and suggesting training courses and providers to help you achieve your objectives
  - Drafting the grant application
  - Scheduling trainings
  - Drafting all the reports necessary to submit to the state on your behalf

**Connecticut's Manufacturing Innovation Fund** — grants cover 50% of training costs with a minimum request of \$10,000 and a maximum of \$50,000 per year. These funds are available to businesses classified as manufacturers under NAICS guidelines and open to companies with under 2,000 employees. EANE's Learning and Development team can assist you with the application.

**Rhode Island On-the-Job Training and Customized Training Grants** - cover 50% of wages or costs associated with training.

### INFORMATION CONTACT

John Henderson  
Director of Learning and Development  
877-662-6444 | [jhenderson@EANE.org](mailto:jhenderson@EANE.org)



## Webinar Learning

Our FREE monthly “30-on-Third” Thursday (30 minutes on the Third Thursday of each month) webinars focus on hot topics coming in from our member HOTLINE calls and other popular topics. Our recent webinars themes have included healthcare reform and measuring employee engagement.

Our monthly “HR Info” webinars focus on foundations of HR throughout the life of the employment cycle. These 60-minute sessions on the second Thursday of the month refresh your skills and knowledge, and review new twists on traditional topics from handbooks to drug-testing, record-keeping to termination ... and beyond. EANE Members attend these monthly webinars for FREE. Non-Members may register for a \$95 fee per webinar.

EANE Members may access all of our previously recorded webinars at no charge.

### 2019 MONTHLY HR INFO WEBINAR TOPICS:

Absence reporting and control	January 10
Workers Compensation Costs	February 14
ACA reporting	March 14
FLSA Common Mistakes	April 11
Workplace Investigations	May 9
Retaining Top Talent	June 13
Employee vs. independent contractor	July 11
Branding for Your Culture	August 8
I-9 and E-Verify	September 12
Reasonable Accommodations	October 10
COBRA	November 14
Wellness in the Workplace	December 12

Visit [www.EANE.org/webinars](http://www.EANE.org/webinars) for a complete listing of webinars and to register.

### INFORMATION CONTACT

Michele Jackson  
877-662-6444 | [mjackson@EANE.org](mailto:mjackson@EANE.org)

## Roundtable Learning

### SHARE. CONNECT. GROW.

Our highly popular EANE roundtables are an interactive learning opportunity designed to exchange information, provide networking with peers, and learn from other member organizations, all in a confidential setting. From best-practices to common workplace frustrations and challenges, the member-selected topics produce an active and spirited interchange of ideas and information as well as ongoing connections that last beyond the roundtable session. Participants often consider the EANE roundtable groups as an ad hoc consulting team.

Roundtables meet monthly or bi-monthly September/October through May/June; participants can sign up for all the gatherings or join at any time throughout the year.

### Roundtable Topics Include:

- Human Resources
- Safety
- Finance
- IT

### INFORMATION CONTACT

Michelle Gneda  
877-662-6444 | [mgneda@EANE.org](mailto:mgneda@EANE.org)



## Computer Software Learning

EANE has partnered with Computer Training of America (CTA) to provide hands-on software training courses in downtown Palmer, MA. CTA offers small classes for individualized attention, top instructors with best-in-class materials, and an engaging, live format with no pre-recorded content. EANE members choose from a variety of courses to refine skills at all levels, from novices to seasoned users. CTA can even come to your location for trainings. EANE members who register through EANE will receive a 10% discount on computer training programs at the CTA in Palmer.

### HIGHLIGHTS

- Efficient learning: Invest a full day, and you’ll have new skills to use as soon as you get back to your office
- High retention: Adult learners learn by doing. In the classroom, each student has his/her own computer for following along and completing exercises
- Enduring resources: Classes offer support tools to reinforce skills after the training

CTA’s leadership has serviced corporations and individuals for more than a decade by training thousands of workers to optimize their productivity levels through technology.

### SOFTWARE TRAINING PROGRAMS INCLUDE:

Microsoft Office applications:

- Word
- Excel
- Access
- PowerPoint
- Outlook
- Publisher
- Visio
- SharePoint

Adobe applications:

- Photoshop
- Illustrator
- InDesign
- Dreamweaver
- Flash

Accounting applications:

- QuickBooks
- Consulting Services for Access and Crystal Reports

### INFORMATION CONTACT

Michele Jackson  
877-662-6444 | [mjackson@EANE.org](mailto:mjackson@EANE.org)



## EANE Briefings

Our topical briefings address noteworthy happenings — often brought to the forefront by legal compliance issues — in face-to-face presentations, usually in multiple locations. In the past we have had briefings that focused on the sick-leave initiatives, an economic update, the value of training grants, and non-compete agreements.

While the lively nature of these forums generates added-value for attendees, we often provide take-away information such as PowerPoint presentations, supplemental material from government agencies, and recaps of vital components of new laws and regulations.

### INFORMATION CONTACT

Mark Adams  
877-662-6444 | madams@EANE.org

## Safety for the Workplace

The Employers Association of the NorthEast has partnered with Safety Solution Consultants, Inc. (SSCI) of East Granby, CT.

SSCI's safety and health team have been assisting organizations over the past 21 years (locally and nationally) reducing injury and liability risk, through safety innovations and education.

The SSCI team is available for on-site audits, safety and health questions, OSHA compliance issues, safety plans or on-site training at all of our member locations.

Some SSCI Safety Training Include:

- CPR/AED Certification
- CPR/AED/First Aid Certification
- First Aid Certification
- Office Ergonomics — “Tools For Success”

### INFORMATION CONTACT

Michele Jackson  
877-662-6444 | mjackson@EANE.org



### TESTIMONIAL

We've always appreciated the EANE skills training courses that our employees have attended. Recently, an employee thanked me for the training she receives. Her participation in the first aid/CPR/BBP class gave her the confidence to perform the Heimlich on a stranger while out to dinner. The woman thanked our employee for save her life.

Terry Thibault  
Saint-Gobain Ceramic Materials

## Conference Learning

EANE hosts a variety of special events throughout the year for members and non-members to help organizations enhance skills and awareness and expand their professional networks. Our annual conferences provide in-depth opportunities for learning on the most pressing challenges and issues facing our members. Attendees also find solutions to their organization's challenges at the conference vendor showcases.

**LEADERSHIP CONFERENCE:** Each Spring we host managers, supervisors, and team leaders who want to learn how to motivate, inspire, lead and succeed. This full-day conference focuses on developing core leadership competencies. The Leadership Conference is all about professional development with experts sharing proven strategies and techniques in core areas essential to your success.

**COMPENSATION & BENEFITS CONFERENCE:** Our Compensation & Benefits Conference brings together experts in the areas of total rewards, compensation, benefits and work-life balance to share their knowledge each summer. This full-day conference provides dynamic and critical themes to meet the new and ongoing challenges of attracting, retaining, and engaging talent.

### EMPLOYMENT LAW & HR PRACTICES UPDATE CONFERENCE:

This annual conference has been recapping vital developments in state and federal employment laws for several years. Now, we partner with CT, MA & RI law firms to offer this valuable Employment Law & HR Practice Conferences in each state with content specified to the recent court decisions, prospective changes in the law, and compliance issues relative to the specific states. Attendees gain practical guidance on day-to-day employment issues and strategies for big-picture planning.

### INFORMATION & REGISTRATION

[www.EANE.org/special-events](http://www.EANE.org/special-events)

### TESTIMONIAL

“EANE conferences always tackle a vast array of issues covered by industry experts, but the keynote speakers alone make the event completely worthwhile!”

Linda Olbrys  
CareerCurve

## HR Certification Study Program

PHR and SPHR Certifications from HRCI indicate that an individual possesses a knowledge and understanding of what HR professionals at various levels are expected to know and do on the job. The HRCI PHR and SPHR certification test requires a combination of experience and preparation in order to be successful.

EANE's HR Certification Study program combines the well-known Distinctive HR study materials, including workbook, audio recordings, recorded webinars and sample tests with in-classroom discussions, activities and lecture led by EANE's experienced (and certified!) HR professionals. We also offer a full on-line program for those that cannot attend the in-class study programs.

Tools and Resources Provided Include:

- EANE HR Certified faculty
- Study manual
- Exclusive access to Online study tools
- Online learning systems created by David Siler, author of The Seven Princes
- Study flashcards
- Practice tests
- Tools to help you learn best practices for taking and passing standardized tests

If you've been thinking about enhancing your career with an HRCI or SHRM Certification, now is the time to register for one of our three class options:

- 10-Week Study Group
- 4-Day Study Program
- Online Study Program

### INFORMATION CONTACT

Amanda Wilsher  
877-662-6444 | awilsher@EANE.org

### REGISTER ONLINE

[www.EANE.org/study-sessions](http://www.EANE.org/study-sessions)



HR Services

WHAT YOU NEED, WHEN YOU NEED IT!

EANE offers immediate, affordable solutions to support your HR needs that are designed to deliver day-to-day efficiency. Our HR Services are available to member and non-member companies. In the intricate and fast-changing landscape of HR, our EANE team offers a responsive and timely approach to speedy resolution of your challenges . . . on-site at your workplace, via phone, or using investigations, research and other vehicles.

HR PARTNER

As a trusted resource, EANE professionals fill in during transitions or step up to help with temporary overflow from critical events such as leaves of absence, onboarding, acquisitions, business growth, reorganizations or downsizing. We help members jump-start their HR functions, develop or enhance their infrastructure, and establish an HR presence. We provide a seamless presence in your workplace with little or no disruption to your programs and policies, staff or management.

RECRUITING

In today's hot job market candidates know that they're in high demand. They have resources and information at their fingertips, and they know how to evaluate their options. Now more than ever, you can't afford to have holes in your hiring process. Let EANE help your organization be nimble and strategic to get the right team members on board quickly. We will partner with you to keep the hiring process compliant, efficient, and candidate-friendly.

AFFIRMATIVE ACTION PLANS

Written affirmative action plans are required of employers with fifty (50) or more employees and that have contracts, subcontracts (and/or some grants) with the federal government in excess of \$50,000. These plans must be maintained on an annual basis; inaccurate or incomplete affirmative action plans can result in the termination of government contracts and disqualify you from future opportunities.

Whether you need to create an affirmative action plan, conduct an audit of your current plan, or maintain your plan within the changing legal landscape, our HR and legal professionals can help. We guide organizations on the road to compliance and train your personnel on how to generate the required statistical reports.

BACKGROUND CHECKS

We can help with verification of employment, education, licensing, military service, social security, and other key indicators . . . often within 72 hours. We screen for hot buttons in critical areas such as criminal records, sex offender registries, driving histories, and credit reports. In an effort to strengthen America against future terrorist attacks, we help businesses comply with the Patriot Act which prevents participation in "any transaction or dealing" in the United States with specifically designated entities or people.

EMPLOYEE HANDBOOKS

At EANE, our professionals understand the critical role the employee handbook can play in an organization, often as the cornerstone of a company's philosophies and day-to-day infrastructure. We review or create your handbook, providing you with updated information and useful suggestions from both the legal and HR perspectives. We work with you, step-by-step, to incorporate your current policies, procedures and expectations combined with insight into best-practices in the ever-changing areas such as discrimination, absence management, performance management, onboarding, compensation and more. We can review your employee handbook from top to bottom or, just selected policies. EANE services are scalable to meet member needs. We work on handbooks for companies of all sizes from those with 10 to 15 employees to companies with 200 to 300 employees.

ENGAGEMENT SURVEYS

Whether your company is trying to improve communication between individuals and teams, gauge morale after a merger or downsizing, or obtain feedback on programs and policies, our customized engagement surveys gather employee feedback via a core set of questions, options for narrative responses and special areas of focus.

We compile, analyze and benchmark information about your organization, providing perspective on noteworthy findings and significant gaps. We deliver reports with recommendations specific to your workplace and often create a specific action plan to build upon your strengths and address the weak spots.

CONFLICT RESOLUTION & INTERNAL INVESTIGATIONS

Employers are responsible for conducting a thorough and prompt investigation into complaints of misconduct, discrimination, harassment, and violence in order to properly identify, address, and prevent recurrence of these problems. However, HR professionals often don't have the bandwidth or resources they need to conduct time-sensitive investigations. When dealing with a potentially costly employee situation, it can be more effective to use a neutral third party to conduct the investigation.

When friction between individuals becomes more than just dislike and the workplace is being affected, action is required. EANE can provide an impartial third party, trained in dispute resolution techniques and knowledgeable in handling workplace conflict.

Conflict Resolution may be appropriate when:

- Work has suffered and other employees are affected
- The manager has talked with the parties several times, and the situation has not improved or has deteriorated
- The problem has affected morale throughout the team or department
- The problem has risen to a level in which employees are leaving or may leave
- It's apparent that you will need to terminate one or both employees if the problem isn't resolved

Our Conflict Resolution and Investigation services are conducted by skilled and experienced HR Professionals. We will work with you to identify the issues, define the scope of the project, and develop an approach that is thorough and unbiased.

COMPENSATION PLANNING

A well-designed, equitable and legally defensible compensation plan is an essential tool for organizations of any size, especially as businesses compete for talent in today's competitive market. Accordingly, your compensation plan must help your organization attract, retain, reward and recognize employees while, aligning with your philosophy and mission, business objectives, and fiscal capabilities. Our compensation professionals have the skills, experience and knowledge to help you develop practical compensation plans that support your business operations.

Our compensation services include: Base Compensation, Pay Grades, Salary Administration Guidelines

Appropriate base compensation levels help attract and retain high caliber employees while supporting the objectives of a fair, equitable, and defensible pay program. We help companies develop effective base compensation programs by:

- Establishing market pricing for all of your jobs or segments of jobs to assess the competitiveness of your salaries.
- Applying EANE's job evaluation system to internally classify jobs, develop a job hierarchy, and ensure internal equity.
- Developing a comprehensive base compensation program including a salary grade structure, merit matrices, and salary administration guidelines and communication tools.

EXECUTIVE COACHING

Whether you need to increase outstanding performance or confront unacceptable performance, our coaching professionals can facilitate mentoring with the individuals that need it most in your organization. We help your top-performers formulate personal strategies for success, and provide the self-assurance they need to step out of their comfort zones. Through counseling, mentoring and one-on-one coaching we can lead underachievers to rectify performance problems, and average performers to obtain new skills.

INFORMATION CONTACT

Pam Thornton  
877-662-6444 | pthornton@EANE.org

# BUILD YOUR PEOPLE. BUILD YOUR BUSINESS. BUILD SUCCESS.

EANE members access a full range of outstanding HR services

The Employers Association of the NorthEast (EANE) is comprised of Human Resource experts who deliver a full range of cutting edge resources and services that guide you to support, train and retain your workforce and ultimately help your organization succeed.



Over 900 companies — from start ups to Fortune 1000 companies — partner with EANE to minimize employer liability through management and human resource advice, align practices to ensure business success, and develop an engaged, productive workforce.

## HR HOTLINE

You are a phone call away from certified HR professionals who are there to provide unlimited answers to your critical questions, offer advice and consultation. Even the most basic questions and answers can save you time and money!

## ONLINE RESOURCE CENTER

Our members-only website offers webinars, tools, templates, sample policies, and forms giving you easy access to the resources and support you need day to day.

## COMPLIANCE & REGULATORY UPDATES

We help you stay up to date through E-alerts and E-Newsletters, covering current topics, legislative challenges and court rulings on the state and federal levels that have an impact on your organization.

## BENCHMARK DATA

Each year the Association conducts eight surveys on issues around compensation, insurance & benefits, business trends and more. Participating members receive these data-driven surveys at no charge.

## HR EXPERTS

Leverage the expertise and knowledge of our HR professionals and have access to employee handbooks, HR audits, workplace investigations, recruiting, compensation analysis, affirmative action plans.

## HRCI Recertification Credits and Exam Savings

Earn up to 12 HRCI Recertification Credits per annual renewal cycle and save \$50 off of the PHR, SPHR or GPHR exam fee with your EANE membership.

## Member Pricing – HR Consulting Services and Training

You'll receive a discount on all of our HR services including handbooks, affirmative action plans, HR audits and compensation plans plus a discount on your on-site training. Contact Allison Ebner, Director of Membership at 877-662-6444 or via email at aebner@EANE.org to learn more about membership benefits and rates.



## TRAINING & SERVICES



Build People. Business. Success.

Agawam Office | 67 Hunt Street | Agawam, MA 01001-6070 | 413-789-6400

Auburn Office | 15 Midstate Drive | Auburn, MA 01501 | 508-767-3415

Connecticut Office | 300 Church Street | Wallingford, CT 06492 | 877-662-6444

Rhode Island Office | 6 Blackstone Valley Place | Lincoln, RI 02865 | 401-732-6788