

Training & Services



PERFECT YOUR VISION
EMPLOYERS ASSOCIATION OF THE NORTHEAST

DEVELOP YOUR TEAM. TRAIN THEM TO SUCCEED.

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

EANE's leadership training programs are designed for group leads, work coordinators, supervisors and managers in any organization and industry. Each series is designed to help employees gain the leadership qualities and skills to be successful. Participants will gain a better understanding of how their leadership behavior can impact their success and those they work with. These training programs focus on developing better communication skills, improving performance and understanding how to adapt your leadership style to help leaders and the organization succeed.

HR Development

Everyone from HR professionals who are just starting their career, to seasoned employees benefit from EANE's Human Resource development programs. Our programs provide 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 improve communication 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.

Perfect distance vision is commonly referred to as 20/20 Vision. As we enter the year 2020, EANE wants to sharpen the visions of our member organizations. With vision and strategy, organizations can manage their priorities and resources to ensure that their workforce is moving towards common goals.



For more than 100 years EANE has partnered with thousands of businesses throughout the North East to offer practical solutions that build engaged, well-managed and low-risk workplaces. Our full range of outstanding HR and Business Development services support member organizations through tactical and strategic process improvement. Our comprehensive Learning & Development opportunities close critical skills gaps, develop leaders and increase employee engagement.

This Training and Services Catalog predominantly showcases our development programs, but EANE's resources are so much more comprehensive! Members leverage our expert bench strength for specialized HR and talent management solutions on critical issues such as pay equity, harassment prevention, employee engagement, coaching, succession planning and organizational development.

As you review this catalog, I hope you get a sense of the expertise and resources we have available for you to grow your business. The information in this collection of pages serves as an invitation to you to visit www.EANE.org. Even our website is a resource for EANE members, full of sample policies, forms and tools that are designed to help you find the information you need to navigate the ever-changing demands of a compliant and healthy organization! I invite you to share 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!

A handwritten signature in black ink that reads "Meredith F. Wise".

Meredith Wise | President

**BUILD YOUR PEOPLE.
BUILD YOUR BUSINESS.
BUILD SUCCESS.**



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93% of employees
say that they
would stay longer
at a company if it
invested in their
careers.

Having a sharp vision of the future of your organization requires a clear view of the objectives your workforce will need to achieve in order to grow. In today's employment market, it is imperative to develop your talent in order to retain your competitive edge

Developing your employees isn't optional - it's expected! As your employees grow professionally and personally they will contribute to the growth of your organization.

EANE wants to be your learning and development partner to help you improve employee performance and engagement so that your organization can achieve a "20/20 vision" for a successful future.

Our learning and development programs are expertly designed to close critical skills gaps, develop leaders and build employee engagement. Our programs engage participants by differentiating our instructional techniques so that all learners learn. Topics include:

- Supervision and Leadership Development
- Human Resources and Compliance
- Communication Skills
- Professional Development
- Team Building
- And many more

We can provide training to you either onsite for a group of your employees or through one of our many public courses offered throughout Connecticut, Massachusetts and Rhode Island.

If you need assistance to identify what skills and training are needed for your employees in order to reach your vision of success we will be happy to assist you.

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 | 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 CUSTOM 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) | pg 12 |
| • Leadership Strategies for Achieving Workplace Respect | pg 19 |
| • Customer Focused Sales Techniques | pg 23 |
| • Developing High-Performance Teams | pg 16 |
| • Discipline and Documentation A Manager's Guide | pg 17 |
| • Diversity & Inclusion Plans The How and the Why | pg 32 |
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SOME PROGRAMS THAT ARE ONLY AVAILABLE ON-SITE

- | | |
|---|-------|
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| • The Five Behaviors of a Cohesive Team | pg 29 |



EARNING AND MAINTAINING HR CERTIFICATION IS EASY WITH EANE

EANE's partnership with HR Certification Institute™ (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:

- 10-Week Study Group
- 2-Day aPHR Bootcamp
- Online 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™ or SHRM® accept equal recertification points for each of our qualifying programs.

See page 47 for further information about our HR Certification study programs or visit www.EANE.org/hr-certification-study for a listing of present program times and locations.

REGISTERING FOR CLASSES

Choose the method that is convenient for you:

Online: www.EANE.org

Phone: 877.662.6444

WHY ONLINE REGISTRATION IS RECOMMENDED:

- EANE's website is always current with public training options
- Website login gives members access to their training order history on their member dashboard

For a brief tutorial for online registration, visit: www.EANE.org/website-tips-features

EANE associates are available to assist you with the completion of an online registration.

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.

UNDERSTANDING THE COURSE DESCRIPTIONS, CREDITS & REGISTERING



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 all days of the series.



Course descriptions containing the “DiSC®” icon will utilize the findings of this behavioral 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.



Most of the course descriptions include credit information. This is the number of HR Certification Institute™ (HRCI) and SHRM® recertification credits approved for the course.

A number of the EANE training opportunities have been pre-approved for HRCI™ Business Credits. These trainings contain course business credit information in green.

EANE will distribute certification codes to participants at the conclusion of completed training classes.

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► PRINCIPLES OF LEADERSHIP FOR SUPERVISORS & MANAGERS | 5 DAY SERIES

TIME: 5 DAYS | CREDITS: 32.5

HRCI™ BUSINESS CREDITS: 26 | HRCI™ GENERAL CREDITS: 6.5



OFTEN PAIRED WITH

Emotional Intelligence (EQ) | Connecting to Improve Results

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.

This series leverages the findings of the Everything DiSC® Management Profile assessment tool which participants complete before the training series begins.

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 pg. 12)
- Session 2: Communication Skills & Establishing Performance Expectations (see pg. 13)
- Session 3: Situational Leadership and Training Skills (see pg. 13)
- Session 4: Legal Liabilities of the Supervisor (see pg. 14)
- Session 5: Managing Performance Problems and Handling Conflict (see pg. 14)

► UNDERSTANDING YOUR LEADERSHIP ROLE & MANAGING DIVERSE WORK STYLES

TIME: 1 DAY | CREDITS: 6.5

HRCI™ BUSINESS CREDITS: 6.5



OFTEN PAIRED WITH

Principles of Leadership

Day 1 of Principles of Leadership For Supervisors & Managers (See pg.12)

Explore the strategic, philosophical and emotional changes that accompany your transition into your role as a leader. The nature of critical relationships with higher level managers, peers, direct reports and people outside your organization is examined and specific action for improving relationships and trust are examined. Through the use of the DiSC® Assessment Tool, participants will understand the impact of their preferred style on individual and team communication, and their ability to provide motivation and drive overall performance. Participants will have an opportunity to reflect on their DiSC® assessment results to identify strategies for capitalizing on their strengths and interact more effectively with styles that are different than their own.

This training leverages the findings of the Everything DiSC® Management Profile assessment tool which participants complete before the training series begins.

WHO SHOULD ATTEND?

Front-line supervisors, managers and professionals in any industry

LEARNING OBJECTIVES

- Understand your role as a leader
- Examine the actions and behaviors needed to establish credibility in a leadership role
- Successful transition to the leadership role
- Develop trust and respect
- Understand and 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
- Develop strategies and action plans for applying skills back on the job

► COMMUNICATION SKILLS & ESTABLISHING PERFORMANCE EXPECTATIONS

TIME: 1 DAY | CREDITS: 6.5

HRCI™ BUSINESS CREDITS: 6.5

OFTEN PAIRED WITH

Principles of Leadership

Day 2 of Principles of Leadership For Supervisors & Managers
(See pg.12)

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 production consistency 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.

WHO SHOULD ATTEND?

Front-line supervisors, managers and professionals
in any industry

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

► SITUATIONAL LEADERSHIP AND TRAINING SKILLS

TIME: 1 DAY | CREDITS: 6.5

HRCI™ BUSINESS CREDITS: 6.5

OFTEN PAIRED WITH

Principles of Leadership

Day 3 of Principles of Leadership For Supervisors & Managers
(See pg.12)

Situational Leadership is the most widely used leadership process in the world. Based on research carried out by Dr. Paul Hersey and Ken Blanchard, Situational Leadership has provided over 10 million managers with the tools needed to lead effectively in an increasingly complex world. Learn how to adopt a leadership style that generates heightened performance and improved productivity in any situation.

You will complete the Thomas-Kilman Conflict Mode Instrument survey during this session and learn how your leadership style can be adapted to improve outcomes.

WHO SHOULD ATTEND?

Front-line supervisors, managers and professionals
in any industry

LEARNING OBJECTIVES

- Use the Situational Leadership model to assess employee ability and motivation
- 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

► LEGAL LIABILITIES OF THE SUPERVISOR

TIME: 1 DAY | CREDITS: 6.5

OFTEN PAIRED WITH

Discipline and Documentation | A Manager's Guide

Day 4 Of Principles of Leadership For Supervisors & Managers
(See pg. 12)

Supervisors and Managers have a unique responsibility for ensuring an organization's legal compliance. Because they directly engage with employees on a day-to-day basis, they're often the "eyes and ears" of the organization. This places them on the front line in mitigating legal risk.

This course identifies concepts of employment-at-will, hostile work environment, and reasonable accommodation. You will gain exposure to major federal and state employment laws such as the ADA Amendments Act, the Family Medical Leave Act, Wage and Hour laws and state sick leave requirements. Learn how to recognize situations that may pose legal risk, how to supervise employees within legal boundaries, when to get HR involved and how to respond appropriately when legal issues arise.

WHO SHOULD ATTEND?

Front-line supervisors, managers and professionals in any industry

LEARNING OBJECTIVES

- Develop a general understanding of the current legal framework governing the workplace
- Identify employee relations and union concerns
- Gain a deeper understanding of the ADAAA, the FMLA, Wage and Hour laws, and state sick leave requirements
- Identify harassing and discriminatory behaviors and how to utilize company policies to prevent them
- Understand the potential liability supervisors have, both personally and as an agent of the organization, as well as the supervisor's role in resolving workplace issues
- Develop strategies and action plans for applying skills back on the job

► MANAGING PERFORMANCE PROBLEMS AND HANDLING CONFLICT

TIME: 1 DAY | CREDITS: 6.5

HRCI™ BUSINESS CREDITS: 6.5

OFTEN PAIRED WITH

Principles of Leadership

Day 5 of Principles of Leadership For Supervisors & Managers
(See pg 12)

Using communication skills, participants will learn how to effectively provide feedback to help their employees get back on track to improve their performance. Participants also explore conflict modes and how their own conflict style "shows up". They will apply a conflict resolution technique to a real situation.

You will complete the LEAD assessment survey during this session and learn how your conflict style can be adapted to improve outcomes.

WHO SHOULD ATTEND?

Front-line supervisors, managers and professionals in any industry

LEARNING OBJECTIVES

- Determine the difference between behavioral issues and performance issues
- Learn 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

► BUSINESS STRATEGY ESSENTIALS

TIME: 1 DAY | CREDITS: 6.5

HRCI™ BUSINESS CREDITS: 6.5

OFTEN PAIRED WITH

Winning the War for Talent

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, 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?

Owners, executives and managers in any industry

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)

► COACHING FOR RESULTS

TIME: 1 DAY | CREDITS: 6.5

Employee counseling to management coaching. Effective coaching requires managers, supervisors and HR professionals to overcome various mindsets and acquire critical skills. Explore the key components of coaching: what it is, why it's important and how it can best be used to improve performance. Acquire coaching methods you can use back on the job to become a more effective coach.

WHO SHOULD ATTEND?

HR professionals, managers, supervisors and executives

LEARNING OBJECTIVES

- State the difference between coaching and training and share why/when to use one over the other
- Identify mindsets that individuals need to shift to become better coaches
- Practice coaching skills needed for individuals 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

► CONFLICTS CAN BE PRODUCTIVE

TIME: 1 DAY | CREDITS: 6.5

HRCI™ BUSINESS CREDITS: 6.5



OFTEN PAIRED WITH

Assertiveness | The Art of Tactful Communication

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.

This program leverages the findings of the Everything DiSC® Productive Conflict assessment tool which participants complete before the training series begins.

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

► DEVELOPING HIGH-PERFORMANCE TEAMS

TIME: 1 DAY | CREDITS: 6.5

HRCI™ BUSINESS CREDITS: 6.5

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

► DISCIPLINE AND DOCUMENTATION | A MANAGER'S GUIDE

TIME: HALF DAY | CREDITS: 3.25

OFTEN PAIRED WITH

Performance Management | Set it, Manage it, Measure it!

Having a consistent and well-developed disciplinary process is a key component in improving employee performance, managing performance deficiencies and protecting your organization's legal liability.

In this interactive, half-day program, you'll learn the importance of consistent disciplinary and documentation processes in mitigating legal risk, the pros and cons of progressive discipline, how the disciplinary process can assist in holding employees accountable and reinforcing good behaviors. Learn the "who, what, when, and how" of effective performance documentation, including a simple formula to get documentation right.

Through exercises and role play, you'll get to engage with the material and practice these new documentation skills on real-world scenarios.

WHO SHOULD ATTEND?

Managers, supervisors and team leaders who are involved in the performance management and discipline process

LEARNING OBJECTIVES

- Understand the necessity of appropriate documentation in supporting the organization's policies and protecting the organization from legal claims
- Learn how to develop and execute effective disciplinary processes
- Understand the pros and cons of progressive discipline
- Learn the information to include in all documentation
- Engage in the practical application of learned documentation skills through course exercises and role play
- Understand how documentation can be used to reinforce good behaviors
- (Massachusetts Sessions Only) Understand how appropriate disciplinary and documentation procedures can assist in protecting the organization from interference and retaliation claims under the Massachusetts Paid Family and Medical Leave law

► HARASSMENT & DISCRIMINATION PREVENTION TRAINING FOR MANAGERS AND SUPERVISORS

TIME: 2HRS | CREDITS: 2

The effects of harassment and discrimination in the workplace can be devastating, affecting the personal well-being of employees, employee morale, productivity and brand reputation.

This interactive learning experience provides a comprehensive overview of federal and state discrimination and anti-harassment laws, including the legal definitions of sexual and discriminatory harassment and "hostile work environment." You will explore practical strategies to prevent and address inappropriate behavior before it becomes illegal harassment, and understand the liabilities associated with complaints, including civil and criminal penalties as well personal liability for harassing behavior.

This program meets and exceeds the new and expanded 2019 Connecticut Sexual Harassment training requirements and is a best practice in meeting your obligations in Massachusetts and Rhode Island as well.

WHO SHOULD ATTEND?

Managers, supervisors, HR professionals, and any other individuals responsible for investigating and responding to harassment or discrimination complaints

LEARNING OBJECTIVES

- Learn the legal definition of sexual and discriminatory harassment
- Discuss the types of conduct that may constitute sexual harassment under the law
- Identify and discuss harassment prevention strategies
- Describe the remedies available to complainants in sexual harassment cases
- Learn the civil and criminal penalties as well personal liability for harassing behavior
- Study best practices in conducting harassment investigations
- Learn the supervisor's role in mitigating company exposure
- Bystander intervention training - elevate awareness, minimize blind spots and create a speak-up culture
- Develop strategies and action plans for applying skills back on the job

► LEADERSHIP FOUNDATION

TIME: 1 DAY | CREDITS: 6.5

HRCI™ BUSINESS CREDITS: 6.5

OFTEN PAIRED WITH

Principles of Leadership

What is your next step? Are you contemplating a move into a management/supervisory role? Already leading a team? Our Leadership Foundation program will sharpen the edge of your leadership skills by bringing you back to basics; the fundamentals that make or break great leadership. This program provides an overview of leadership skills to give an understanding of what's involved in a manager/supervisor role. From exploring transition traps that new supervisors fall into and strategies to work through them, to learning to communicate clearly, establish performance expectations and understand conflict, you'll be prepared to continue your leadership journey.

WHO SHOULD ATTEND?

Individual contributors moving into a leadership role and experienced leaders looking for a refresher course

LEARNING OBJECTIVES

- Discuss credibility in a leadership role
- Explore various communication skills
- Set and communicate performance expectations
- Discover ways to manage conflict effectively
- Develop strategies and action plans for applying skills back on the job

► LEADERSHIP SKILLS FOR LEAD PEOPLE | 2 DAY SERIES

TIME: 2 DAYS | CREDITS: 13



OFTEN PAIRED WITH

Influencing Without Authority

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.

The interactive LSLP 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.

This series leverages the findings of the Everything DiSC® Workplace Profile assessment tool which participants complete before the training series begins.

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

► LEADERSHIP STRATEGIES FOR ACHIEVING WORKPLACE RESPECT

TIME: HALF DAY | CREDITS: 3.25



OFTEN PAIRED WITH

Harassment and Discrimination Prevention Training for Managers and Supervisors

Interpersonal conflicts, harassment, and discrimination allegations are often the result of disrespectful attitudes and behaviors, misunderstandings, or an unwillingness to respect the point of view, rights, experiences or culture of others. Front-line leaders, managers, and supervisors often set the tone for what behaviors are considered respectful in the workplace. But what do we mean by “workplace respect?”

Take a deep dive into the meaning of workplace respect, learn to identify barriers to respect, and discuss how the concept of respect relates to topics like diversity and inclusion, bullying, and compliance with federal and state anti-harassment and discrimination laws. You will reflect on your own behaviors and actions, as well as engage in interactive exercises to learn and apply new tools and strategies for creating a more positive and productive workplace. Acquire immediately applicable communication techniques that will help you interact with direct reports in a respectful manner and successfully ask for mutual respect from them.

WHO SHOULD ATTEND?

Managers, supervisors, and front-line leaders

LEARNING OBJECTIVES

- Answer the question, “What is meant by Workplace Respect?”
- Identify barriers to understanding respect
- Analyze expectations related to workplace respect
- Study how committing to a culture of respect can help meet the organization’s obligations under federal and state anti-harassment and discrimination laws
- Learn and apply respectful communication techniques

► MAKE YOUR MEETINGS MATTER

TIME: HALF DAY | CREDITS: 3.25

OFTEN PAIRED WITH

Take Control of Your Time

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
- Develop strategies and action plans for applying skills back on the job

▶ MANAGING THE MULTI-GENERATIONAL WORKPLACE

TIME: HALF DAY | CREDITS: 3.25

OFTEN PAIRED WITH

Self-Awareness and Adaptability

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 inter-generational 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, HR Professionals and others responsible for the supervision and performance management of employees

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
- Develop strategies and action plans for applying skills back on the job

▶ PERFORMANCE MANAGEMENT | SET IT, MANAGE IT, MEASURE IT!

TIME: HALF DAY | CREDITS: 3.25

OFTEN PAIRED WITH

Discipline and Documentation | A Manager's Guide

Providing effective performance management doesn't just protect your organization from liability, or help you weed out problem employees – it actually helps your organization grow! Learn how a holistic approach to performance management can increase employee engagement, help employees on their path to development and assist the organization in meeting its strategic goals. Gain skills to effectively communicate expectations and goals, measure employee performance and deliver feedback through course activities and role-play.

WHO SHOULD ATTEND?

Supervisors, managers, HR Professionals and others responsible for the supervision and performance management of employees

LEARNING OBJECTIVES

- Understand the importance of a holistic approach to managing employee development and performance
- Define the components of the performance management cycle
- Learn how to establish SMART goals and maintain a cycle for providing continuous feedback
- Demonstrate the ability to provide specific, job-related, behavior-based feedback through course activities and role-play
- Understand the role of performance appraisals as a component of performance management and learn tips for getting them done right
- Learn how effective performance management processes can assist in protecting the organization from legal liability
- (Massachusetts Sessions Only) Understand how effective performance management processes can assist in protecting the organization from interference and retaliation claims under the Massachusetts Paid Family and Medical Leave law

► PERFORMANCE MANAGEMENT OF REMOTE WORKERS

TIME: HALF DAY | CREDITS: 3.25



OFTEN PAIRED WITH

Performance Management | Set it, Manage It, Measure It!

In today's digitally connected environment, many organizations have moved to a remote or partially remote workforce. However, not having face-time with employees presents unique management challenges. As a long-distance manager, how do you build trust with your remote employees and keep them engaged? How do you effectively communicate goals and expectations? How do you stay on top of performance and productivity problems?

In this interactive half-day program, you will learn strategies, tools, and tips for managing a remote workforce. Explore common challenges that arise from remote worker arrangements, and apply learned communication and performance management techniques to specific scenarios. Design an action plan to apply skills back on the job.

WHO SHOULD ATTEND?

Supervisors, managers, HR Professionals and others responsible for the supervision and performance management of a remote workforce

LEARNING OBJECTIVES

- Understand the common challenges that arise from remote worker arrangements, as well as the legal issues and employment laws that are relevant to remote employees
- Identify essential skills for the remote workforce manager
- Learn effective communication techniques for setting goals and expectations for your remote workers, including what to include in a remote worker's job description
- Examine strategies for keeping remote employees engaged as members of the team
- Examine best practices for tracking off-site performance and progress through discussion of specific scenarios
- Develop an action plan to apply skills back on the job



TESTIMONIAL

“We have found retention has been much better with our employees over the last few years, and employees are more engaged in the workforce. I think a lot of this is attributable to the EANE trainings that they're attending. It has a direct benefit to us as an organization.”

- **Dodie Carpentier** | Monson Savings Bank

► ASSERTIVENESS | THE ART OF TACTFUL COMMUNICATION

TIME: HALF DAY | CREDITS: 3.25

HRCI™ BUSINESS CREDITS: 3.25

OFTEN PAIRED WITH

Self-Awareness and Adaptability

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
- Develop strategies and action plans for applying skills back on the job

► BUSINESS WRITING EXCELLENCE

TIME: 1 DAY | CREDITS: 6.5

OFTEN PAIRED WITH

Self-Awareness and Adaptability

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

▶ CUSTOMER FOCUSED SALES TECHNIQUES

TIME: 1 DAY | CREDITS: 6.5



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.

This program leverages the findings of the Everything DiSC® Sales Profile assessment tool which participants complete before the training series begins.

WHO SHOULD ATTEND?

Salespeople, sales managers, customer service representatives, account executives, sales people from any industry

LEARNING OBJECTIVES

- Discover your sales DiSC® style
- Recognize customer buying styles
- Adapt your sales style to customer buying styles
- Develop strategies and action plans for applying skills back on the job

▶ CUSTOMER SERVICE EXCELLENCE

TIME: 1 DAY | CREDITS: 6.25

OFTEN PAIRED WITH

Customer Focused Sales Techniques

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-to's for making a professional impression in every customer interaction.

*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
- Develop strategies and action plans for applying skills back on the job

► EMAILS | THAT'S NOT WHAT I MEANT

TIME: HALF DAY | CREDITS: 3.25

OFTEN PAIRED WITH

Assertiveness | The Art of Tactful Communication

Email is an easy and quick form of communication but how often does our message get read the wrong way? We all know that there are benefits and challenges to using Email as a form of communication. This program will allow you to understand the best practices using Email. You will gain an understanding of when and when not to use Emails as the best tool to communicate with someone. You will understand how to best 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

► EMOTIONAL INTELLIGENCE (EQ) | CONNECTING TO IMPROVE RESULTS

TIME: 1 DAY | CREDITS: 6.5

HRCI™ BUSINESS CREDITS: 6.5

OFTEN PAIRED WITH

Totally Responsible Person

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.

This training leverages the findings of an emotional intelligence assessment survey which participants complete before the training begins.

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
- Identify 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

► INFLUENCING WITHOUT AUTHORITY

TIME: 1 DAY | CREDITS: 6.5

OFTEN PAIRED WITH

Self-Awareness and Adaptability

The ability to positively influence others is vital to today's collaborative organizations. Whenever you need action and commitment from employees and peers, 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. This program will equip you with techniques to gain buy-in by dynamically adjusting your approach to colleagues, customers and even personal acquaintances.

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

► INTRODUCTION TO LEAN — SIX SIGMA | IMPROVING PRODUCTIVITY

TIME: 1 DAY | CREDITS: 6.5

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

► LGBTQ+ BASICS | FROM AWARENESS TO BEST PRACTICES

TIME: HALF DAY | CREDITS: 3.25



OFTEN PAIRED WITH

Leadership Strategies for Achieving Workplace Respect

Despite the recent progress made toward equality for LGBTQ+ individuals, research shows that close to 50 percent of employees report hiding their sexual orientation or identity at work due to fear of hostility, discrimination and job loss.

This interactive program creates a safe space to learn and ask questions about LGBTQ+ basics. Review LGBTQ+-inclusive terminology and language, and engage in discussion and activities to develop a greater understanding of the experiences of LGBTQ+ individuals.

Course content also includes an overview of the federal, state, and local laws that protect employees from discrimination based on sexual orientation and gender identity, as well as discussion of specific HR scenarios affecting LGBTQ+ workers and effective strategies for resolution. You'll gain greater understanding of the challenges LGBTQ+ workers face, and strategies for creating a more inclusive workplace.

WHO SHOULD ATTEND?

Managers, supervisors, HR professionals and individual contributors

LEARNING OBJECTIVES

- Understand the difference between sexual orientation, gender identity, and other identities under the LGBTQ+ umbrella
- Describe and implement LGBTQ+-inclusive terminology and language
- Explore the challenges that may impact gender diverse and transgender people
- Understand the federal, state, and local laws that protect employees from discrimination based on sexual orientation and gender identity
- Develop effective strategies to address questions and issues involving LGBTQ+ workers, including restrooms, dress codes, gender transition at work

► MANAGING CHANGE IN A POSITIVE AND PRODUCTIVE MANNER

TIME: 1 DAY | CREDITS: 6.5



OFTEN PAIRED WITH

Self-Awareness and Adaptability

This program will guide you and your organization on how to remain positive, productive and effective in the face of constant change. In this thought-provoking and highly interactive program, you will learn tools for managing change of all kinds.

Learn about the Circles of Collaboration which affords a new perspective to begin deeper collaboration with others, and harness the energy we often waste in conflict.

This program is for you if you are facing changes like:

- Businesses merge through acquisition, sales, changes in management
- Processes or procedures evolve with technology and trends
- Shifting demographics in the workforce, multiple generations working together
- Older generations exiting the workforce, younger generations entering
- Roles change or expand with increased workloads and responsibilities
- Change in political climate, social atmosphere, family dynamics, and more

* While this program does build upon the principles of the Totally Responsible Person® (TRP) training, participants are not required to take TRP in advance of this program.

WHO SHOULD ATTEND?

Supervisors, managers, team leads, or project managers

LEARNING OBJECTIVES

- Increase problem solving skills and effectiveness; view problems as opportunities to generate fresh solutions
- Manage stress and focus on results; prevent and avoid energy-sapping tension without giving in to being overwhelmed or stressed
- Develop a future-focused perspective that allows you to manage change effectively. With the Building Analogy, our methods for managing change and challenges are reviewed for their effectiveness, or lack thereof

► PROJECT MANAGEMENT | A BLUEPRINT FOR SUCCESS

TIME: 1 DAY | CREDITS: 6.5

HRCI™ BUSINESS CREDITS: 6.5

Project Management is the practice of applying general management skills and supporting disciplines to organize and deploy resources in a way that effectively accomplishes project objectives. The techniques presented in this program will provide project managers and practitioners with a step-by-step approach to developing a detailed project plan.

This program is highly interactive and covers the five process groups and 20 tools for project management.

*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 tasks to accomplish project goals
- Describe proven project management tools and techniques
- Develop a plan to monitor core project parameters: time, cost and quality

► PUBLIC SPEAKING MADE EASY

TIME: 1 DAY | CREDITS: 6.5

OFTEN PAIRED WITH

Make Your Meetings Matter

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 assess 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

► SELF-AWARENESS AND ADAPTABILITY

TIME: HALF DAY | CREDITS: 3.25

HRCI™ BUSINESS CREDITS: 3.25



OFTEN PAIRED WITH

Totally Responsible Person

Discover your DiSC® style.

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 communication style, debunk some misconceptions about others' styles and develop a personal action plan to adapt more effectively.

This program leverages the findings of the Everything DiSC® Workplace Profile assessment tool which participants complete before the training begins.

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

► TAKE CONTROL OF YOUR TIME

TIME: HALF DAY | CREDITS: 3.25

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.

*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 who want to maximize performance with proven time management strategies

LEARNING OBJECTIVES

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

► THE ART OF COURAGEOUS CONVERSATIONS

TIME: 1 DAY | CREDITS: 6.5

OFTEN PAIRED WITH

Conflicts Can be Productive

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 your 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 the benefits of having courageous conversations
- Understand what prevents 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

► THE FIVE BEHAVIORS OF A COHESIVE TEAM

TIME: 1 DAY | CREDITS: 6.5



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.

This program leverages the findings of the Everything DiSC® Five Behaviors Personal Development Profile assessment tool which participants complete before the training begins.

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

WHO SHOULD ATTEND?

Currently operating teams or departments

LEARNING OBJECTIVES

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

▶ TOTALLY RESPONSIBLE PERSON®

TIME: HALF DAY | CREDITS: 3.25

HRCI™ BUSINESS CREDITS: 3.25

Establishing A Culture Of Accountability, Respect & Teamwork

How do you infuse your organization with a culture of responsibility, cooperation, respect and teamwork and get beyond negative 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.

Understand how to turn any situation into an opportunity for learning and growth by accepting the fact that we're all accountable to others, as well as ourselves. Learn proven techniques to move yourself 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 an environment of respect and accountability, helping both employees and organizations thrive even in the midst of change and adversity.

WHO SHOULD ATTEND?

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

▶ TRAIN THE TRAINER | ON-THE-JOB TRAINING TECHNIQUES

TIME: 1 DAY | CREDITS: 6.5

OFTEN PAIRED WITH

Public Speaking Made Easy

Mastery of skills does not often translate into the ability to transfer that skill to another individual. Yet, the ability to train and to learn effectively is not just a “nice to have” skill. It is imperative for organizational growth in efficiency and effectiveness. This is an intensive program which examines the process to understand the learner, use a step-by-step training model, and avoid the common pitfalls of knowing something “too well.” Each participant conducts a mini-training session on a job-related task in the actual work environment (where possible.) A follow-up critique will assess their skill level as a trainer 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
- Explain the natural learning curve for all trainees
- Learn the value and methods to identify baseline knowledge, skills, and attitude of a new learner
- Examine a four-step training model
- Conduct a mini-training session on a job-related task using a four-step systematic training process
- Receive a comprehensive critique of your training techniques

► AFFIRMATIVE ACTION 101

TIME: 2 HRS | CREDITS: 2

Are you worried about Affirmative Action Plan (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 2-hour webinar provides an overview of your affirmative action obligations and what is involved in developing a compliant AAP.

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 your organization is required to develop and maintain an Affirmative Action Plan
- 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
- Describe 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

► COMPENSATION | THE BASICS

TIME: 1 DAY | CREDITS: 6.5

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
- 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?

HR 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

► DIVERSITY & INCLUSION PLANS | THE HOW AND THE WHY

TIME: HALF DAY | CREDITS: 3.25



According to Forbes, businesses that have developed and successfully implemented a solid diversity and inclusion plan outperform their competitors. In addition, organizations have an easier time recruiting and retaining top talent when they implement a plan where people feel respected and safe to be their authentic self at work.

Gain an understanding of what today's D&I plans include and why those components are necessary for the growth of your organization. Review common barriers that prevent companies from effectively implementing a comprehensive D&I plan and acquire the tools needed to help your organization assess which areas will need the most work to make D&I a strategic priority for growth.

WHO SHOULD ATTEND?

Individual contributors, supervisors, managers, leaders and owners

LEARNING OBJECTIVES

- Identify the elements of a D&I plan
- Examine barriers that stand in the way of implementing a plan and tactics to overcome the barriers
- Create a communication strategy that supports the plan
- Evaluate sample plans for strengths and areas of improvement
- Design evaluation tools to measure your success

► EMPLOYEE HANDBOOKS | KEY ISSUES IN 2020

TIME: 2 HRS | CREDITS: 2

Employee handbooks are dynamic, "living" documents – they evolve over time with changes in the law, best practices and an organization's individual culture and strategic goals. They're also your organization's key communication tool – setting expectation for employees, and describing what those employees can expect from your organization.

Updating employee handbooks is a continuous process, and if you blink you might miss communicating a critical change in the law or your company's policies. Is your handbook up to date? Do you know the key issues to monitor in 2020 that may prompt additional revisions to your handbook? This 2-hour webinar provides an overview of current handbook best practices, as well as discussion of recent changes in the law and key policies to include.

WHO SHOULD ATTEND?

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

LEARNING OBJECTIVES

- Learn quick tips for layout, organization, content, formats and distribution best practices
- Learn how to clearly articulate expectations through your handbook and written policies
- Identify new developments in the law that require policy revision
- Identify issues to monitor that may prompt additional revisions to the handbook

► FMLA MADE SIMPLE

TIME: HALF DAY | CREDITS: 3.25

OFTEN PAIRED WITH

HR Essentials

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 form

► FMLA MASTER CLASS | ADVANCED WORKSHOP

TIME: HALF DAY | CREDITS: 3.25

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.

*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

► HARASSMENT & DISCRIMINATION PREVENTION TRAINING FOR EMPLOYEES

TIME: 2 HRS | CREDITS: 2



The effects of harassment and discrimination in the workplace can be devastating, affecting the personal well-being of employees, employee morale, productivity and brand reputation.

This interactive learning experience provides a comprehensive overview of federal and state discrimination and anti-harassment laws, including the legal definitions of sexual and discriminatory harassment and "hostile work environment." You will explore practical strategies to prevent and address inappropriate behavior before it becomes illegal harassment, and understand the liabilities associated with complaints, including civil and criminal penalties as well personal liability for harassing behavior.

This program meets and exceeds the new and expanded 2019 Connecticut Sexual Harassment training requirements and is a best practice in meeting your obligations in Massachusetts and Rhode Island as well.

*This program is recommended for on-site training.

WHO SHOULD ATTEND?

All employees

LEARNING OBJECTIVES

- Learn the legal definition of sexual and discriminatory harassment
- Discuss the types of conduct that may constitute sexual harassment under the law
- Identify and discuss harassment prevention strategies
- Describe the remedies available to complainants in sexual harassment cases
- Learn the civil and criminal penalties as well personal liability for harassing behavior
- Bystander intervention training - elevate awareness, minimize blind spots and create a speak-up culture

► HR ESSENTIALS | 3 DAY SERIES

TIME: 3 DAYS | CREDITS: 19.5



Are you new to HR or in need of a refresher on key HR functions? This fact-packed, three-day program provides an in-depth introduction to those functions and the regulatory requirements affecting HR. Gain foundational understanding of the HR function through an exploration of the employee life cycle, and learn skills to successfully manage compliance areas. Course content includes a review of current federal employment law requirements and up to date changes in CT-MA-RI employment legislation. Acquire the necessary tools to help reduce company 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 the ADA Amendments Act, the Family and Medical Leave Act, and wage and hour laws
- Summarize personnel and record keeping requirements
- Assess legal interviewing and selection procedures
- Discuss employee orientation and training
- Describe effective discipline, documentation, and termination procedures
- Study the elements of a total compensation program
- Understand OSHA requirements for a safe workplace

► HR PROFESSIONAL aPHR CERTIFICATION BOOT CAMP | 2 DAY SERIES

TIME: 2 DAYS

The aPHR™ encompasses the foundation of human resource (HR) operations as practiced in the United States. Professionals embarking on a new career in HR or those involved in HR assistant or payroll can gain a competitive edge by earning the aPHR. It's an HR certification for professionals who are beginning their HR career or transitioning into the HR field.

This intensive two-day boot camp is ideal for individuals who currently perform HR responsibilities or serve in an HR support role.

For additional HR certification preparation information please visit www.EANE.org/hr-certification-study

WHO SHOULD ATTEND?

HR professionals or recent graduates who have been thinking about enhancing their career with the first level of HR certification

LEARNING OBJECTIVES

In addition to gaining proven test-taking techniques, the aPHR™ study course content will be focused on covering the general HR knowledge, principles and practices that make up the aPHR™ Exam:

- HR Operations
- Recruitment and Selection
- Compensation and Benefits
- Human Resource Development and Retention
- Employee Relations
- Health, Safety and Security

► HR PROFESSIONAL CERTIFICATION | 10-WEEK STUDY

TIME: 10 EVENINGS

HR certification tests require 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 a workbook, audio recordings, robust online resources and sample tests with in-classroom discussions, activities and lectures led by EANE's experienced (and certified) HR Professionals.

The study materials parallel the major areas of responsibility and competencies covered in the HRCI and SHRM exams and Bodies of Knowledge. The study series will cover strategic management; workforce planning & employment; employee & labor relations; HR development; compensation & benefits; occupational safety and health & security. In addition to providing self-study materials from Distinctive HR, our review sessions are highly interactive and include discussions, exercises and practice tests. Instructors will cover test taking and study strategies to help participants increase their chances of passing the exam.

For additional HR certification preparation information please visit www.EANE.org/hr-certification-study

WHO SHOULD ATTEND?

HR professionals who have been thinking about enhancing their career with an HRCI™ or SHRM® Certification

LEARNING OBJECTIVES

- Understand the testing techniques used by SHRM and HRCI to create the certification exams
- Learn effective test-taking tips
- Review, learn, fine-tune your knowledge of the areas covered in the HRCI exams: leadership & strategy, business management, employee relations & engagement, employee & labor relations, talent planning & acquisition, total rewards and learning & development
- Review, learn, fine-tune your knowledge of the areas covered in the SHRM exams: leadership, business, interpersonal skills, people management, organization and workplace

► INTERNAL INVESTIGATIONS WORKSHOP

TIME: 1 DAY | CREDITS: 6.5



OFTEN PAIRED WITH

Discipline and Documentation | A Manager's Guide

In order to protect the organization from legal liability, employers must make a good faith effort to "prevent and correct promptly" harassment and discriminatory conduct. Allegations of harassment, discrimination and "hostile work environment" often necessitate a formal fact-finding process before appropriate corrective steps can be taken. Even reports of workplace violence, bullying, poor performance or other behavioral issues may require the use of a more formal process when conflicting information is presented.

This interactive, full-day workshop teaches you how to properly conduct an internal workplace investigation, from determining whether to conduct an investigation, the scope of the investigation, interviewing techniques, documentation skills, and presenting findings to support the selected course of action.

*Registered participants will receive a mock investigation scenario prior to the workshop. These materials must be reviewed prior to attending in order to facilitate discussion and application of skills.

WHO SHOULD ATTEND?

HR professionals, managers, and supervisors who may conduct internal investigations

LEARNING OBJECTIVES

- Understand the legal obligations that require employers to conduct prompt investigations
- Study the when, what, and why of investigations
- Learn effective interview preparation, questioning strategies, and how to manage aggressive complainants and difficult witnesses
- Learn how to gather relevant documentary and physical evidence
- Learn a standard format for the structure and content of investigation reports
- Engage in the practical application of learned investigatory skills through mock investigation practice and role play

► MANAGING THE ILL OR INJURED WORKER

TIME: HALF DAY | CREDITS: 3.25

When confronted with employee medical conditions, employers frequently walk a fine line between compassion and an increasingly complex web of federal and state laws and regulations. In this advanced seminar, you'll gain a deeper understanding of the Family and Medical Leave Act (FMLA), ADA Amendments Act, Workers' Compensation law and state sick leave requirements by learning when each law is triggered and how they overlap. For sessions running in Massachusetts, this course will also include an overview of the interplay between the laws referenced above and the Massachusetts Paid Family and Medical Leave law (MA PFML). Through the discussion of a case study, you will examine some of the common management difficulties employee medical conditions present, and explore a roadmap to navigating intricate compliance issues.

*Approximately one week before the workshop, EANE will distribute details of the specific situation to be discussed. You're expected to come prepared to discuss how you would address and resolve the compliance issues the scenario presents.

WHO SHOULD ATTEND?

HR professionals and managers who are responsible for managing attendance and leave of absences within their organization

NOTE: This is an advanced seminar. Participants must possess an understanding of the FMLA, ADAAA, Workers' Compensation law, state sick leave requirements, and Massachusetts PFML (Massachusetts attendees only). Registrants will receive a post-registration survey to confirm their knowledge, which must be completed prior to attending the program. Individuals who are interesting in attending, but do not possess the prerequisite knowledge, are encouraged to attend EANE's seminars "FMLA Made Simple" and "FMLA Master Class| Advanced Workshop" prior to enrolling.

LEARNING OBJECTIVES

- Understand the overlapping requirements and responsibilities of the FMLA, ADAAA, Workers' Compensation, state sick leave laws and Massachusetts PFML (Massachusetts attendees only)
- Identify when each law is triggered and next steps when more than one law applies
- Understand and apply compensation and benefit requirements of the law and your policies
- Understand the actions necessary to bring a regular or extended leave to a conclusion
- Discuss when employees may be terminated under the various laws
- Engage in the practical application of course content through discussion of a case study

► MANAGING THE ILL OR INJURED WORKER FOR THE SMALL EMPLOYER

TIME: HALF DAY | CREDITS: 3.25



When confronted with employee medical conditions, employers frequently walk a fine line between compassion and an increasingly complex web of federal and state laws and regulations. Small employers (those with less than 50 employees) often believe that, because the federal Family and Medical Leave Act does not apply to them, they have few legal obligations when it comes to employees' medical needs and family obligations. Nothing could be farther from the truth!

Though the rules are different for small employers, their application isn't any less complicated. In this advanced seminar, you'll gain deeper understanding of the ADA Amendments Act, Workers' Compensation law, and state sick leave requirements by learning when each law is triggered and how they overlap. For sessions running in Massachusetts, this course will also examine the interplay between the laws referenced above and the Massachusetts Paid Family and Medical Leave law. Through the discussion of a case study, participants will examine some of the common management difficulties employee medical conditions present, and explore a roadmap to navigating intricate compliance issues.

*Registered participants will receive case study materials prior to attending the workshop. These materials must be reviewed in advance of training, and you should come prepared to discuss how you would address and resolve the compliance issues presented in the scenario.

WHO SHOULD ATTEND?

HR professionals and managers who are responsible for managing attendance and leave of absences within organizations with less than 50 employees

LEARNING OBJECTIVES

- Understand the overlapping requirements and responsibilities of the ADAAA, Workers' Compensation, state sick leave laws, and Massachusetts PFML (Massachusetts attendees only)
- Identify when each law is triggered and next steps when more than one law applies
- Understand and apply compensation and benefit requirements of the law and your policies
- Understand the actions necessary to bring a regular or extended leave to a conclusion
- Discuss when employees may be terminated under the various laws
- Engage in the practical application of course content through discussion of a case study

► OSHA 10 HOUR GENERAL INDUSTRY COURSE

TIME: 1.5 DAYS

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, blood borne pathogens
- Emergency action plans and fire prevention
- Personal protective equipment plans
- Violence in the workplace and strategies to reduce risk

► SUCCEEDING AS AN HR DEPARTMENT OF ONE

TIME: 1 DAY | CREDITS: 6.5



The HR Department of One (HRDOO) is a one-stop shop. Solo HR professionals have to juggle numerous compliance and operational responsibilities – including recruiting, payroll, leave management, safety, benefits, and employee relations and development – which can leave them short on time to be a more strategic partner within the organization. When time and resources are limited, how does a Solo HR professional take HR to the next level?

This interactive program will help you take the leap from being tactical to strategic partners within your organization by providing critical survival skills for the HRDOO. You'll be challenged to consider your role, and how HR aligns with your organization's "big picture" and strategic objectives. Learn effective communications strategies, time management skills, how to tap your internal resources, and when it makes sense to automate or outsource elements of the HR function. Finally, through hands-on exercises, you will analyze your current HR practices and use your newfound knowledge to build a set of realistic best practices to apply back on the job.

WHO SHOULD ATTEND?

Solo HR professionals in an organization, or leaders of small HR departments

LEARNING OBJECTIVES

- Consider how HR aligns with your organization's "big picture" and strategic objectives
- Describe communication strategies for building effective relationships with business leaders and getting HR a seat at the table
- Learn effective time management strategies and how to tap your internal resources for support
- Describe the HR function elements that are appropriate for automation or outsourcing
- Develop an action plan for application of knowledge and skills back on the job

► TOP 10 WAGE AND HOUR MISTAKES

TIME: HALF DAY | CREDITS: 3.25

This workshop increases your basic understanding of Fair Labor Standards Act (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?

HR professionals, accounting and payroll professionals, managers, and any other individuals who are responsible for tracking hours of work and calculating pay for employees

LEARNING OBJECTIVES

- Identify common mistakes in misclassifying employees as exempt from overtime
- Describe common record keeping mistakes in tracking "hours worked" for employees and examine effective timekeeping strategies
- Examine common pitfalls in calculating employee pay, including determining an employee's "regular rate" and calculating overtime
- Understand the penalties and costs associated with improper wage and hour practices

▶ WINNING THE WAR FOR TALENT

TIME: HALF DAY | CREDITS: 3.25

With today's hot job market, it's fair to say that attracting and maintaining 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, onboarding 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 battle plan 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

▶ WORKFORCE PLANNING

TIME: HALF DAY | CREDITS: 3.25



OFTEN PAIRED WITH

Winning the War for Talent

The goal of workforce planning is to have the right people, with the right skills, in the right place, at the right time – and yet, rather than thinking proactively, many organizations take a reactive approach to meeting the organization's staffing needs. Learn how to proactively align your current and future workforce with the organization's overall strategic goals. Course content will cover the “why” of workforce planning, the key steps to developing a strategic workforce plan, common business staffing challenges, and creative strategies for closing the gaps. Through class exercises, you'll examine your current talent acquisition strategy and apply your new knowledge and skills to develop a plan for addressing growth and gaps.

NOTE: Participants will be asked to bring in their current talent acquisition plan for use in class exercises.

WHO SHOULD ATTEND?

HR professionals, business owners, and any other individuals who participate in making strategic staffing decisions

LEARNING OBJECTIVES

- Learn the importance of workforce planning as a component of the organization's overall talent acquisition strategy
- Describe the key steps to developing a strategic workforce plan, including gap analysis, forecasting, and strategy development
- Analyze common business challenges that are likely to impact your workforce and explore creative solutions for meeting those challenges
- Create or refine your organization's workforce plan through class exercises

20/20



PERFECT YOUR VISION EMPLOYERS ASSOCIATION OF THE NORTHEAST

APRIL 8, 2020

LEADERSHIP CONFERENCE

Each spring we host leaders, executives, 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.

Average HRCI™ & SHRM® Credits: **6***

JUNE 2020

MOCK TRIAL

We hear about employment litigation all the time, and for some employers it is not a question of "if" but rather "when" they may be the next company to be sued. However, unless you've been involved in a lawsuit, it is often a mystery as to what actually transpires. The process can tap company personnel and resources on many levels - from the CEO, to the CFO, to the HR Manager, to the manager/supervisor on down to other key personnel. Do not miss this unique experience to witness and participate in a mock trial which will focus upon an employment-based topic that will be tried by outside attorneys before a judge and jury; beginning with the opening statements and culminating with the jury verdict!

Average HRCI™ & SHRM® Credits: **6***

*Actual number of hours will vary.

CONFERENCES AND SPECIAL EVENTS

EANE hosts a variety of special events throughout the year to help organizations enhance skills and awareness and expand their professional networks.

► Visit www.EANE.org/conferences-special-events to learn more and to register for any of EANE's annual conferences.

COMING FALL 2020!

INTENTIONAL LEADER ACADEMY

EANE's new senior-level leadership program is an innovative and integrated approach to help you develop critical skills for executive and senior leadership. This integrated learning approach will challenge you to think and act more strategically.

This program offers a unique combination of self-paced learning, peer mentorship and executive-level coaching. You will be leveraging expertise and support of peer mentorship through monthly cohorts to help you take what you've learned and apply it.

JULY 16, 2020

COMPENSATION & BENEFITS CONFERENCE

Our Compensation & Benefits Conference brings together HR thought leaders and 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 solutions to meet the new and ongoing challenges of attracting, retaining, rewarding and engaging talent. Attendees gain practical guidance on day-to-day employment issues and strategies for big-picture planning to deliver breakthrough results for your organization.

Average HRCI™ & SHRM® Credits: **6***

NOVEMBER 2020

EMPLOYMENT LAW & HR PRACTICES CONFERENCE

The Employment Law & HR Practices (ELHR) conference combines legislative updates with best practices in Human Resources. In today's workplace regulations are constantly evolving – this conference will keep you informed on new and revised initiatives that impact your business. Stay up to date on Federal and state laws, immigration, work-related injuries, sexual harassment, diversity initiatives and much more. Protect your organization with the latest updates and information on law and regulation changes. We partner with CT, MA & RI law firms to offer this valuable Employment Law & HR Practice Conferences in each state, beginning in November.

Average HRCI™ & SHRM® Credits: **6 For Full Day Conference***

*Actual number of hours will vary.

Learn more at www.EANE.org



▶ TRAINING NEEDS ASSESSMENT

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.

EANE offers a comprehensive needs-assessment for companies by helping you identify gaps in your training plan and recommend a plan to help you reach your goals. When a company implements a comprehensive learning and development plan it can have a positive impact on:

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

Contact us at 877.662.6444 to discuss the 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.

▶ COMPETENCY MODELING

Designing and implementing a competency model for your organization has many benefits. Most importantly it helps to create a winning team where all players are focused on a common goal, each knows what their personal role is on the team and everyone knows what skills and abilities they need demonstrate to be a successful contributor to the team.

A custom competency model will support every phase of the employment life cycle, it will:

- Establish criteria to assess, develop and select talent that align with your strategic objectives
- Establish a framework for defining critical performance standards
- Identify key behaviors that drive success in each position
- Establish the framework in which to develop plans that support the professional growth of future leaders

Let's grow your people, your business and success together. Contact us today to get started!

► STRETCH 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.

TESTIMONIAL

“The Employers Association has helped us establish a new level of professionalism in our organization by helping us establish a baseline of critical company training in areas such as leadership skill development that we needed to advance the objectives of our business.”

-Sean Fitzgerald | South Hadley Electric Light Department

► TRAINING GRANT SERVICES

State Funded Grants

MASSACHUSETTS GRANTS

There are 3 types of funds available: Small Business Direct Access Program, Express Program and General Program.

The Small Business Direct Access Program is open to companies with 100 or fewer employees that contribute to the Workforce Training Fund. EANE has been awarded funds to be able to offer free seats in our Principles of Leadership 5-day series and Leadership Skills for Lead People 2 day series. Please contact EANE for help in securing seats.

The Express Program is also open to companies with 100 or fewer employees that contribute to the Workforce Training Fund. The program will reimburse for up to 50% of the actual cost of training.

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.

CONNECTICUT GRANTS

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 GRANTS

Incumbent Worker Training Grant Program provides 50% reimbursement for training costs with a \$50,000 cap per company over 12 months. More information may be found here: www.GWB.RI.GOV. We are happy to help our Rhode Island members with this application.



► WEBINARS

Webinar Learning

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, bolster your 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. Members may also access all of our previously recorded webinars at no charge. Non-members may register for a \$95 fee per webinar.

TESTIMONIAL

“We find that EANE always stays up on the latest trends & changes in laws. We’ve had the Employers Association proactively reach out to us to make sure that we’ve stayed up to date with a change in compliance laws. So we really feel like we’re a business partner. It’s been a great relationship.”

-Sarah Corrigan | OMG, Inc.

► 2020 MONTHLY HR INFO WEBINAR TOPICS*

January 9	Succession Planning – Your Roadmap to the Future
February 13	How the Opioid Epidemic Affects Your Business
March 12	Gender Transition in the Workplace
April 9	Attendance Management -Strategies for Holding Employees Accountable in a Paid Leave World
May 14	Overtime and Exemptions: Wage and Hour Update
June 11	Unconscious Bias in the Workplace
July 9	Competency Modeling – Building Blocks for Future Business Success
August 13	Financial Health Strategies for Employees
September 10	Performance Management: Moving from Feedback to Coaching
October 8	The Fundamentals of Documentation for Managers and Supervisors
November 12	Joint Employment: Being Liable for Someone Else's Workers
December 10	Remote Worker Arrangements: Making it Work

► FREE 30 MINUTE WEBINARS EACH MONTH

Our 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 webinar themes have included leadership development and tools to help you measure employee engagement. These webinars are open to the public (EANE membership is not required to participate.)

► MEMBER WEBINAR BENEFIT

EANE Members may access all of our previously recorded monthly “HR Info” webinars and our “30-on-Third” webinars at no charge in our online webinar library. This is one of the features of the “MY EANE” member-only page on the EANE website.

*Webinar topics are subject to change should a more urgent topic arise. Visit www.EANE.org/webinars for the most up to date information about upcoming webinars available to our members and non-members and to register for the topics that interest you.

▶ **ROUNDTABLE LEARNING**

Share. Connect. Grow.

Our highly popular EANE roundtables are interactive learning opportunities 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.

Most roundtables run from September/October through May/June; participants can sign up for all the gatherings or join at any time throughout the year.

▶ **HR ROUNDTABLES 2019 – 2020**

Our Human Resources Roundtable groups meet in MA, CT, and RI monthly. HR Roundtables create an interactive environment for participants to exchange current practices in a confidential setting. Your willingness to share your insights in a peer-to-peer format will enhance the success of the roundtable. HR Roundtables are an EANE member benefit and are not open to non-members.

Past topics have included:

- Employee Relations
- HR Metrics
- Compensation & Benefits
- Training
- Staffing in HR Departments
- Recruitment & Selection Challenges
- Workers Compensation
- New Laws and Regulations

NEW THIS YEAR: Participation in EANE's HR Roundtables has been approved for 1.5 HRCI™ & SHRM® Credits per session.

▶ **OTHER EANE ROUNDTABLES**

Our Safety Roundtable group meets in Agawam monthly. Every month our Finance Roundtable group meets in Holyoke. The Finance Roundtable is open to non-members for participation at no charge. www.EANE.org/roundtables will always display the most up to date information about EANE's roundtable series.

Visit www.EANE.org/roundtables to register or learn more.

▶ **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 works 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

► POWER BRIEFINGS

Our topical briefings address hot topics that may need your immediate attention – often focusing on legal compliance issues. In order to meet your needs, we offer these briefings in multiple geographic locations. Past briefings focused on the new MA paid family leave regulations, economic updates, the value of training grants, digital marketing tools for recruitment and non-compete agreements.

While the lively nature of these briefings generates added-value for attendees, they also provide take-away information in the form of PowerPoint presentations, supplemental material from government agencies and recaps of vital components of new laws and regulations. For a list of the presently scheduled power briefings open to EANE members and non-members

Please visit www.EANE.org/power-briefings for information about the presently scheduled briefing events and to register.

TESTIMONIAL

“EANE’s certification study group gave me a tremendous advantage. I was comfortable finding my courage to take the test after studying under the guidance of the team that I already knew. The EANE instructors shared knowledge and test tips that I knew I could trust, and I passed the test! It doesn’t matter who you talk to at EANE, there’s a high level of expertise and professionalism with all the trainers.”

-Joelle Duff | SPHR, Cartamundi

► 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 study program options:

- 10-Week Study Group
- 2-Day aPHR Bootcamp
- Online Study Program

► NEED HELP DETERMINING WHICH CERTIFICATION IS RIGHT FOR YOU?

All the certification options can be confusing. Visit the HR Certification Study page of our website to view our easy to read chart that shows which certifications make sense based on your present HR experience level.

Visit www.EANE.org/hr-certification-study to learn more about the certification study programs that are available to help you accelerate your career in Human Resources.



HUMAN RESOURCES SOLUTIONS

What you need, when you need it!

► HR BUSINESS PARTNERS

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.

Our experienced Human Resources Business Partners (HRBPs) have mastered their skillset in various industries and companies of all sizes. Many have specialized training to help insure that your organization is well positioned to remain in compliance and to respond to sensitive issues. Our HRBPs are backed by the entire EANE team and our resources.

► COMPLIANCE SERVICES

EANE has the resources you need to help you manage your team, keep up to date with the current HR trends and stay compliant with the ever-changing legal landscape. We can join your team onsite, support you remotely or set you up with the training and resources to maintain compliance on your own.

Our Compliance Services Include:

- Handbook Development & Review
- HR Audits
- Affirmative Action Plans
- Harassment & Discrimination Prevention
- Compliance Posters
- Pay Equity Assessments

► RECRUITING

In today's hot job market, candidates know that they're in high demand. They have resources and information at their fingertips and 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.

► **COMPENSATION & BENEFITS**

Our HR professionals will work with your HR Staff and senior management to develop and implement best practices in assessing and implementing compensation and benefits plans that will increase your organization's ability to attract and retain A-list talent.

Our Compensation & Benefits Services Include:

- Benefits Compliance
- Benchmark Surveys
- Compensation Plan Design
- Total Compensation Statements

► **EMPLOYEE RELATIONS**

Our employee relations 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.

Our Employee Relations Services Include:

- Discipline & Termination Services
- Coaching
- Employee Engagement Surveys
- Succession Planning

TESTIMONIAL

“Several of our employees have attended EANE leadership training courses. The topics and skills that are covered are immediately transferable to their daily jobs. We've seen positive results with those employees and they've become eligible for promotions that have helped us with our succession planning and future goals.”

-**Sharon Regan** | Yarde Metals

► **CONFLICT RESOLUTION & 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.

Visit www.EANE.org/hr-solutions to learn more about our Human Resources Solutions services.



TALENT MANAGEMENT

Top talent is in high demand with today's tight labor market. EANE has innovative recruiting and retention resources proven to help develop your people and organization for optimal results.

From recruiting to exit interviews, talent assessments to succession planning, EANE is your partner for finding, developing and retaining the right people to build a high-performing workforce.

► BACKGROUND CHECKS

Successful hiring requires thorough and comprehensive pre-employment screenings. Organizations suffer the consequences of losing hundreds of millions of dollars each year, lost time, decreased productivity and morale problems when bad hiring choices are made. We can help! EANE's background checking services include verification of employment, education, licensing, military service, social security and other key indicators -often within 72 hours. Our background checking partners 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.

► RETENTION SERVICES

Your organization's bottom line can be critically impacted by talent attraction, retention and turnover. Great employees are an investment in the ongoing success of your company – and EANE has the services to help you attract and retain top performers.

Our Retention Services Include:

- Diversity & Inclusion Plans
- Talent Strategy Assessment
- Stay Interviews
- Exit Interviews



► **EMPLOYEE ENGAGEMENT SURVEYS**

Today's employees expect to be heard and want to be involved. Companies can effectively listen to employees and involve them in shaping the success of their organizations through EANE's Employee 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 Employee Engagement Surveys gather employee feedback via a core set of questions, options for narrative responses and special areas of focus.

With dozens of years of experience designing, administering and analyzing Employee Engagement Surveys, EANE provides support services far beyond that of other employee opinion survey providers, ensuring that your organization gets the best possible return on investment. We know the questions to ask, how to analyze the answers and most importantly, how to advise you on a course of action. As a highly-qualified third party administrator, we bring credibility to the process and ensure confidentiality of employee responses.

► **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.

► **STRATEGIC PLANNING**

EANE helps organizations of all sizes and industries maximize people and productivity by developing and retaining the right people assigned to the right tasks. We work closely with your senior management and HR staff to develop a strategic talent management plan that builds and maintains a high-performing workforce.

Our Strategic Planning Services Include:

- Succession Planning
- Workforce Assessments
- Assessment Tools

Visit www.EANE.org/talent-management to learn more about our valuable Talent Management services.

BUILD YOUR PEOPLE. BUILD YOUR BUSINESS. BUILD SUCCESS.

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.

Nearly 1,000 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.

Learning & Development and HR Experts

Leverage the experience and knowledge of our L&D and HR professionals; along with their comprehensive expertise in developing and implementing employee handbooks, HR audits, workplace investigations, recruiting, compensation analysis, affirmative action plans, employee skill assessment and development and more.

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

In addition to the exclusive benefits of membership, EANE Member organizations get great deals too! EANE Members organizations save 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



Massachusetts Office | 67 Hunt Street | Agawam, MA 01001-6070 | 413.789.6400
Connecticut Office | 300 Church Street | Wallingford, CT 06492 | 877.662.6444
Rhode Island Office | 6 Blackstone Valley Place | Lincoln, RI 02865 | 877.662.6444

Training classes are offered at a variety of additional locations throughout MA, CT, and RI.
Visit www.EANE.org for an up to date listing of class times and locations.