

The Bulletin

the ea!

The Employers' Association
Empowering excellence.

October 2017

A monthly digest of news and information of interest to HR professionals.

In This Issue

Leadership | Leadership Made Simple, Not Easy 3

Training | 10 Rules for an Effective Training for Adults 4

Legal | Upcoming Changes to the Ohio's Workers' Compensation System 6

Wellness Tips | Health Benefits of Reading 7

Membership | Welcome New EA Members! 7

EA Partner | Recent Changes in Ohio Workers' Comp Laws 8

Hotline Hits | Counting Employees for FMLA Purposes and Facebook Posts of an Ex-Employee 9



THRAC 2017: In It To Win It - Building HR Champions

November 2, 2017

Early Bird Session: 7:00 am - 8:00 am

Conference: 8:30 am - 4:30 pm

Hilton Garden Inn at Levis Commons, Perrysburg

Visit: theea.org/event-registration/?ee=304 to register!

Get ready to become an HR Champion!

We know how hard it is to feel like a champion these days when you're balancing so many priorities, like implementing effective training, managing health care costs, staying on top of legal compliance, performance management, the health of your culture, workplace drama, and so much more. This year's Toledo HR Associations' Conference (THRAC) is here to help you rise above it all, to become the HR Champion you want to be! Through our own line-up of expert champions, we'll help you in your preparation, dedication, and commitment to be an HR Champion! This year's keynote speaker is the wildly popular Cy Wakeman, who will present on "No Ego: How Leaders Can The Cut Cost of Workplace Drama, End Entitlement, and Drive Big Results".

NEW THIS YEAR:

The THRAC Committee is proud to present a pre-conference Workshop: Wednesday, November 1, 2017 - 2:00 to 4:00 p.m. featuring Valerie Grubb presenting "*Influencing without Authority*". This will be held at the BGSU Facility in Levis Commons right next to the Hilton Garden Inn. Sponsored by BGSU and USI.

Also new this year, we are offering TWO (2) early bird programs. Val Grubb will speak on "Turning your HR Department into an Engine for Growth" and Bob Bethel will present "Using Salary Surveys to Develop Pay Structures".

EA Team by Service Area

Corporate Team



Jack Hollister, President; ext. 204
jack.hollister@TheEA.org



Sarah Beddoes, Marketing Coordinator; ext. 207
sarah.beddoes@TheEA.org



Rebecca Byers, Bookkeeper; ext. 201
rebecca.byers@TheEA.org



Ian Gustafson, Administrative Assistant; ext. 205
ian.gustafson@TheEA.org



Nancy Hollister, Member Services Assistant; ext. 205
nancy.hollister@TheEA.org



Karin Roadarmel, Administrative Assistant; ext. 200
karin.roadarmel@TheEA.org

On-Site Learning and Consulting Team



Dave Tippett, PHR, Director, On-Site Learning & Consulting; ext. 206, dave.tippett@TheEA.org

Seminar Learning Team



Terry Vernier, Seminar Learning Manager; ext. 213
terry.vernier@TheEA.org



Judi Roe, Membership & Seminar Learning Assistant; ext. 203, judi.roe@TheEA.org

HR Solutions Team



Bob Bethel, SPHR, SHRM-SCP, Director, HR Services; ext. 216
bob.bethel@TheEA.org



Sheila Eason, SPHR, SHRM-SCP, Human Resources Consultant; ext. 209; sheila.eason@TheEA.org



Kelly Beard, HR Research Assistant; ext. 221
kelly.beard@TheEA.org

Wellness Team



Jennifer Kiernan, Director, EA Wellness; ext. 212
jennifer.kiernan@TheEA.org



Cory Panning, Senior Wellness Consultant; ext. 214
cory.panning@TheEA.org



Jennifer Burrous, Wellness Consultant; ext. 211
jennifer.burrous@TheEA.org



Megan Garris, Wellness Consultant; ext. 202
megan.garris@TheEA.org



Paige Johnston, Wellness Consultant; ext. 215
paige.johnston@TheEA.org



Sally Lanning, Wellness Consultant, ext. 220
sally.lanning@TheEA.org



Ashley Washington, Wellness Assistant; ext. 219
ashley.washington@TheEA.org

Board of Directors

Adele M. Jasion—Chairperson (2017)
Partner, Gilmore, Jasion & Mahler

Scott Arme (2020)
HR Manager, Pro-Pak Industries

Matt Aston (2019)
President, Ground Penetrating Radar Systems, Inc.

Sheri Caldwell (2020)
HR Director—Grain Division The Andersons, Inc.

Robert F. Deardurff (2018)
President, Phoenix Technologies

Marc Fruth (2020)
Executive Vice President, Human Resources & Consumer Services
Sauder Woodworking Co.

Jennifer Kranz (2020)
Director of Human Resources, Style Crest Enterprises

Shelly Lizyness (2018)
HR Director, Materion Brush, Inc.

Niki Mosier (2019)
Vice President, Human Capital, Spangler Candy Company

Jeff Schulte (2019)
VP of Human Resources, Genacross Lutheran Services

Judy Seibenick (2018)
Executive Director, Hospice of Northwest Ohio

Joyce Slusher (2019)
IT Project Management Consultant, Adjunct Instructor

David M. Smigelski (2018)
Attorney, Spengler Nathanson, P.L.L.

David Stark (2019)
Vice President of Human Resources, The Fremont Company

Michael Walters (2018)
President, Centaur Associates, Inc.

Sarah Zibbel (2020)
Vice President, Human Resources, Owens-Illinois



Leadership Made Simple, Not Easy

By: Michael R. Losey, SPHR, CAE; The following is excerpted from Chapter 18 of *Touching People's Lives* (SHRM Books, 2017)

If I were to list just the titles of the books dedicated to the subject of leadership, I could probably add another one hundred pages to this book.

Yes, leadership is important—critical, in fact. No organization can long exist without good leadership.

Leadership is the capacity to influence others to jointly work toward a specific goal. Key elements are recognizing change and solving problems, which are what we get paid to do. Key skills, abilities, and diversified experience are necessary to:

- Identify and define the problem.
- Generate alternative solutions.
- Evaluate the alternative solutions.
- Determine the "best" solution.
- Take actions to "mitigate" the disadvantages of the best solution.
- Implement the decision.
- Follow up to evaluate the success of the solution.
- Take corrective action, where necessary.

After all, if we never experienced change, we would not need leaders.

Someone once told me that there are only two types of people who like "change": One is a baby with a wet diaper, and the other is a cashier working at a cash register.

However, change always happens, sometimes at different frequencies and impact. The desired result is making things happen to address the changes—in the right way. Major contributors to doing the right things are the leader's initiative, creativity, interpersonal skills, and values.

Consistent with attempting to keep this simple, the execution of good leadership can be greatly enhanced with what I call "The Five I's."

INTELLIGENCE

Already referenced, intelligence is the ability to acquire and apply knowledge and skills. We are born with most of our capacity and potential for performance in this area. An appropriate education adds to intelligence. The result is thinking and solving problems with what you know.

INITIATIVE

Initiative is simply doing something without being told to do so. In a competitive environment, high-performing leaders are always trying to anticipate what will be required next versus awaiting instruction.

INNOVATION

In addition to taking the initiative when others may not, the capacity to offer completely new ideas and better solutions that meet changing requirements is a skill that is very important in a leader. Of course, intelligence and experience will contribute greatly to this skill. However, being innovative requires more than those attributes. It requires a discipline to be not only curious but also willing to challenge and create through dedicated effort.

(Leadership Made Simple, Not Easy continued on page 4)

(*Leadership Made Simple, Not Easy* continued from page 3)

INTEGRITY

Being honest and having strong moral principles are not automatic. In difficult situations, a reputation for honesty and fair dealings can provide protection when almost everything else fails. Good leaders make their position clear, even if it is contrary to the consensus of others. In addition, they tell the story the same way every time; otherwise, they risk trying to remember what they told someone previously and where. This is easily accomplished if the leader always tells the truth. In the long term, this straightforward, non-contrived behavior will contribute greatly to the credibility critical in any leadership capacity.

All of these characteristics, when combined with sufficient effort, can create a great leader. However, absent effort, mediocrity is a result. I have never seen a successful leader who did not apply significant effort.

In addition to effort, there is perseverance. Sometimes this occurs when a superior ignores, or worse—rejects, a leader's repeated attempts to influence or advance a proposal. As emphasized earlier, high-potential leaders who are knocked down will not stay down. They return time and time again to advance what they believe is a good suggestion. Are they at risk? No, not if they have the skill to continue sincerely and skillfully advancing their recommendation.

INTERPERSONAL

Potential leaders can possess almost all of the "I's," but if they lack the interpersonal skills to lead and work effectively with others, they probably will not be successful leaders, or at least not as good as if they did have this capability.

Lacking interpersonal skills does not necessarily mean they will fail. It is important to recognize that such people may be best placed in a role that allows them to be individual contributors, with their singular opportunity for contribution, even if it means working essentially alone.

10 Rules for an Effective Training for Adults

By: Dave Tippett (with some material from Magda Kay, MindValleyInsights.com)



Here's an initial checklist regarding keeping adult learning principles in mind:

- Before developing your training, in order to review and keep the principles in mind as you develop the training.
- During the development of your training, in order to incorporate them into the training.
- After you have developed your training, in order to verify that your training reflects these principles.

1. Does your content focus on “real world” problems?

Adults learn to solve their current issues. Make sure that the topic of the training is directly relevant to the participants' current situation. You **need to understand what they are looking for: what types of solutions and what types of problems. State course's objectives** clearly. During the course, always relate the new knowledge to situations your participants are trying to solve. No abstract solutions – you need to use concrete examples.

2. Does the content/approach emphasize how the learning can be applied?

What kind of preparation have you done to make sure your content and presentation does not come off as ‘cookie cutter’?

3. Relate the material to the participant's past experiences.

Adults who come into a training bring a vast range of experiences and knowledge. They weren't born yesterday (well, most anyway). When you train adults ask them to recall their own experience and train from there.

(*10 Rules for an Effective Training for Adults* continued on page 5)

(10 Rules for an Effective Training for Adults continued from page 4)



4. Use language that is relevant to the learner

No matter what you train about – use language that your learner understands and can connect with. Training learners in a manufacturing setting calls for terminology that might not be relevant in a white collar environment and vice versa. Remember, training is for participants, not for the trainer to show how much knowledge they have.

5. Ask participants to share their knowledge.

When training adults, every participant is also a trainer. Leverage that experience when asking questions. Also acknowledge the **expertise that's in the room at the very start, so experiences learners won't feel like you are coming to 'fix' them or teach them things they already know.** Let them know that some content may sound familiar, **and if that's the case, ask them to come along side with you, to be reminded of important points and to give them a chance to share their experiences.**

6. Are you allowing debate and challenge of ideas?

Let the adult learner know it's OK to speak up if they don't understand a point you've made or if they have a difference of opinion. Of course, you also need to set ground rules ahead of time regarding debate, the respect of other's opinions, and also not allow dissenters to hijack the class.

7. "Does that make sense?"

Be careful asking this question of adult learners, as it can have two negative implications:

- **Uncertainty on the part of the presenter about the accuracy or credibility of the content.**
- **Doubt about the ability of the audience to comprehend or appreciate the content.**

All you need to ask is simply: "Do you have any questions?", or **"What's your reaction of observation of that?"** You could also avoid offending the listener by placing the uncertainty back on yourself using "Have I explained this information clearly?" or "Is there anything I haven't covered effectively today?"

8. Incorporate (appropriate) humor in your training

Humor is a perfect way to help participants relax, which is essential for adults to learn effectively. Got the latest funny YouTube video that might connect with your topic? Use it. Or use them coming out of a break to re-energize the learners. Obviously you need to be extra careful when you train people from different cultures as sense of humor can significantly differ from one country from another.

9. Trainings *must* be active.

The average adult's attention span is about 12 minutes. That means that no matter how interesting your topic is, you are likely to lose your participants after that time.

Solution? Activities. Incorporating activities in your training will help participants stay focused and attentive. Make sure you plan something every 12-15 minutes at most. Incorporate small group work, assessments, relevant video clips, conversation cards, interactive activities/games, etc.

10. Respect the time

Adults have many things to do, they are always in a rush to do something or go elsewhere. If they attend the training, it means that they have dedicated the time to fit it in their schedule. Respect it. They most likely have a to-do list they need to get back to the second the training is over. **NEVER** go past the allotted



Introducing The EA's Newest Team Member: Kelly Beard!

Dear EA Members:

I am excited to announce that Kelly Beard has joined the EA Team as a full-time HR Research Assistant. Kelly has a BA from Defiance College and recently completed her MBA at BGSU. She is anxious to learn HR after spending several years in retail with Rite Aid and Big Lots.

As a member of the EA Team, you will work with Kelly when ordering Labor Law posters, participating in surveys, or need an HR related question answered. Kelly will also be creating and sending out the monthly EA Bulletin and Newsletter along with many other things!

Please join us in welcoming Kelly!

Bob Bethel, SPHR, SHRM-SCP
Director, HR Services



Upcoming Changes to Ohio's Workers' Compensation System

By: Kim Kondalski, Esq. and Melissa VanGessel, Esq.

Most Ohio employers are aware that the workers' compensation system allows claimants to file for workers' compensation benefits within a two-year period after an injury or death occurs. On September 29, 2017, this time frame will be reduced to one year. Due to the passage of Sub. House Bill 27, claimants will now have only one year in which to file applications for injury or death claims. For occupational disease claims and VSSR applications, the two-year time limit remains effective.

Because most claims are filed almost immediately after the injury, this shorter time frame is expected to have little impact on the overall number of claims filed. In fact, 99% of injury and death claims are already filed within 12 months. It will, however, assist employers in the timely investigation of claims and in predicting and planning for claim costs. It will also help employees by limiting the increased injury severity which can result when an employee puts off filing to keep working.

In addition to shortening the statute of limitations, Sub. House Bill 27 extends the time to appeal an Industrial Commission decision into court if one party gives notice of an intent to settle and the opposing party does not object. Currently, regardless of any intent to settle, an appealing party has 60 days to file a Notice of Appeal with the court of common pleas. For claims arising on or after September 29, 2017, a party may, within 30 days after receiving the Commission's order, file with the Administrator and serve on an opposing party a notice of intent to settle the claim. If the opposing party files and serves an objection within 14 days, the time to appeal remains 60 days. If there is no objection, the appealing party has 150 days in which to file the Notice of Appeal. If the appeal goes forward and the claimant establishes his or her right to participate, the claimant can recover the cost of the appeal, including attorneys' fees. House Bill 27 increases the cap on attorneys' fees from \$4,200 to \$5,000.

(Upcoming Changes to Ohio's Workers' Compensation System, continued on page 7)

(*Upcoming Changes to Ohio's Workers' Compensation System*, continued from page 6)

While House Bill 27, effective September 29, 2017, makes a number of small changes to the workers' compensation system, the principal changes include a one-year statute of limitations and up to 150 days to appeal a right to participate issue into court if a notice of intent to settle is filed. Some additional changes include:

- Handicap charge-offs are applicable to state fund settlements
- Waiver of the 90-day exam for good cause
- Aligns state drug testing level with the federal standard
- An incarcerated dependent cannot receive compensation
- Calculations of full weekly wage
- Dismissal of C-92 applications when claimant fails to attend a medical examination scheduled by the BWC

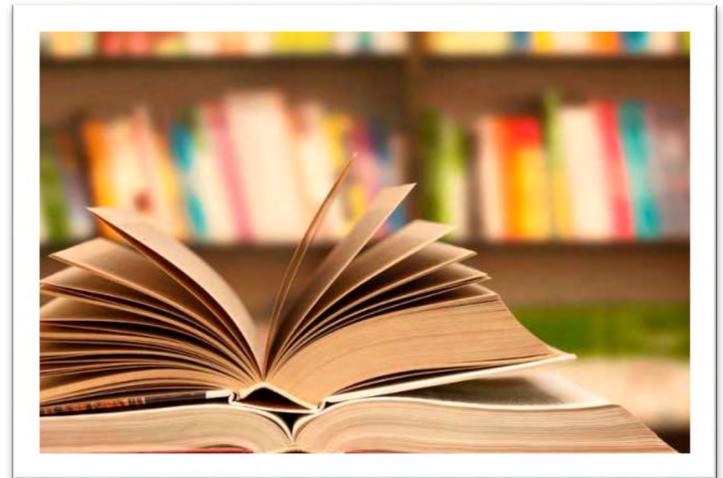
If you have any questions about these changes, please contact either Kim Kondalski or Melissa VanGessel.

Health Benefits of Reading

By: *Prevention*

There are many incredible health benefits to reading! Take a peek at the 10 listed below:

1. It stimulates the brain
2. It can improve your mood and make you feel happier
3. It can reduce stress
4. It can lead to feelings of optimism and open-mindedness
5. Improves memory
6. Has the potential to help expand vocabulary
7. You may develop stronger analytical thinking skills
8. It can improve your ability to concentrate
9. You will develop better writing skills
10. It is inexpensive entertainment (or free if you borrow from your local library)



Welcome New Members!



Anderson & Vreeland, Inc.
Williams
Equipment for Printing



Gogel Fastener & Industrial Supply Co.
Lucas
Coils, springs, fasteners

Recent Changes in Ohio's Workers' Comp Laws

By: Cordell Walton, Program Manager, CareWorksComp



Ohio legislators recently approved significant changes in workers' compensation this year. Below is a brief summary of some of the more substantive changes:

Statute of Limitation for filing of claims reduced to one year

The statute of limitations for an injury or death claim has been changed to require injured workers to file their application for benefits within one year, instead of the current two year window. The new statute of limitations applies to injury and death claims only and does not apply to occupational disease claims or VSSR applications. The change may lead to the fewer questionable claims, speedier investigations and claims resolution. It should also provide cost savings to Ohio employers. Only claims with dates of injury of September 29, 2017 or after will be impacted by this change.

Changes to Rebuttable Presumption

This is essentially a revision of the list of controlled substances and the necessary levels of intoxication for the rebuttable presumption to apply. **The revisions in substances create consistency with the Federal department of Transportation's drug testing program.** It is also important to note that although medical marijuana has been legalized in Ohio, employers are still free to maintain a drug-free workplace and the rebuttable presumption still applies if the requisite levels of marijuana are in an injured worker's system.



Employers have a valuable tool to defend against the allowance of a claim when the injured workers tests positive for drugs or alcohol. The statute creates a "rebuttable presumption" that intoxication was the proximate cause of the workplace injury and therefore it is not compensable. As many employers know, they must follow certain conditions to show the rebuttable presumption applies and if successfully applied and well-defended, such claims can be denied on this basis.

Extension to file court appeal

The Ohio Revised Code has been amended to allow for an extension of time for the employer or employee to file a court appeal in certain situations. Parties will often file an appeal into the court of common pleas in order to impact the settlement of a case. This is particularly true of the injured

worker's counsel who knows the employer has a financial incentive to settle rather incur added costs. Once the Industrial Commission has been notified of the intent for a claim to be settled, the time frame for appealing into the court of common pleas is being extended from 60 days to 150 days. The extension only applies to "right to participate" issues following final appeal orders from the Industrial Commission.

The Handicap provision can now be applied to settlements

Whenever a handicapped employee is injured or dies as a result of workplace injury sustained during the course of employment and is awarded compensation, it shall be paid from the surplus fund if the bureau determines that the injury or death was exacerbated by the pre-existing physical or mental impairment of the handicapped employee. The BWC requires a settlement agreement approved by a court of competent jurisdiction in Ohio be treated as an award of compensation granted by the BWC. This applies to any employer who employs a handicapped employee that sustains an injury, which is entitled to this determination. An employer must file an application for determination with the Bureau or Industrial Commission in the same manner as other claims. This application can only be made when a **handicapped employee or the handicapped employee's dependents claim and receive an award of compensation as a result of a workplace injury or disease.**

Hotline Hits: Counting Employees for FMLA Purposes

Bob Bethel, SPHR, SHRM-SCP, The Employers' Association

Q: One of our employees recently asked about going on Family Medical Leave. We've always been under 50 employees until this year, but we recently went above 50 employees. When do we have to start offering FMLA to our employees?



A: The language on the Department of Labor website says covered employers include “Private-sector employer, with 50 or more employees in 20 or more workweeks in the current or preceding calendar year, including a joint employer or successor in interest to a covered employer”. So, you need to determine if you have had 50 or more employees in at least 20 weeks so far this year. If you have, you will need to offer him FML, assuming he meets the employee eligibility requirements, which include that he has been employed for at least 12 months and has worked at least 1,250 hours in the last 12 months.



Hotline Hits: Facebook Posts of an Ex-Employee

Bob Bethel, SPHR, SHRM-SCP, The Employers' Association

Q: Can an employer force an ex-employee to remove the company name from the ex-employee personal Facebook page?

A: Unfortunately, I don't believe there is anything you can do as an employer to force an ex-employee to remove the company name from his/her Facebook page, unless it rises to the level of defamation. You should consult an attorney if you believe the posts may meet the following in order to be considered defamation:

- False statements were made as if they were true.
- The defamation caused damages.

**This information is part of the services made available by The Employers' Association. The Employers' Association does not provide legal advice and is not a law firm. None of our employees are lawyers and they also do not provide legal advice. Although we go to great lengths to make sure our information is accurate and useful, we recommend you consult a lawyer if you want legal advice. No attorney-client or confidential relationship exists or will be formed between you and The Employers' Association or any of our representatives.*



Harbor

Harbor EAP, based in Toledo OH, provides solution-focused behavioral health services and employer consultation on a wide range of workplace issues impacting employee and organizational well-being and performance.

- Flexible EAP Service Models
- Legal/Financial Wellness Resources
- HR/Manager Consultation
- Crisis and Critical Incident Consultation
- Formal/Mandatory Referrals
- Onsite Intervention and Resiliency Support
- Compliance and Development Trainings, including DFSP, Reasonable Suspicion,
- Workplace Diversity/Harassment, Team Dynamics, Conflict Resolution, Resiliency

Harbor Symmetry Wellness, an experienced provider of Employee Assistance Program (EAP) services for over 30 years. 419.475.5338 or 800.422.5338 www.harbor.org



Health Benefits

The Employers' Association and Medical Mutual have forged a partnership through which you will be able to access specially designed health insurance plans. Medical Mutual offers the following through its partnership with the Employers' Association: two-year guarantee on the administrative fee for self-funded plans, utilization benchmarking, competitive pricing, free online health risk assessments, enhanced employee wellness opportunities, and care management programs.

For employers with 100 or more employees, please contact Matt Bill of Medical Mutual at 419.473.7409. For employers with less than 100 employees, please contact Jennifer Anglin of Medical Mutual at 419.473.7100.



Managed Care

The Employers' Association is pleased to be partnered with CareWorks, Ohio's leading workers' compensation managed care organization (MCO). CareWorks continues to help more injured Ohioans recover from workplace injury and return to work than any other MCO. And, their provider network continues to deliver the industry's leading medical cost savings, helping more than 63,000 employer customers reduce their medical costs and lower their premiums. Learn more by visiting CareWorks on-line injury Reporting Center and web-based provider search at www.careworks.com.

Contact Shawn Combs, at 614.760.3555 or Toll Free at 888.627.7586 ext.53555, shawn.combs@careworks.com or visit www.careworks.com



Outplacement Service

We are a global, WBE – certified human capital service provider providing high-touch solutions in talent development, global mobility and career transition that improve individual and organizational performance. Our comprehensive talent management solutions drive more than results...they produce IMPACT. Clients rely on us to help attract, retain and grow top talent worldwide, build strong talent pipelines, develop leaders and strong performers, and guide careers through all phases of the employee lifecycle.

Contact Bridget Kadolph, Vice President at 630.877.9066 or bkadolph@impactgrouphr.com or visit www.impactgrouphr.com



Pre-Employment/Investigative Services

EA members have total access to CIC's Pre-employment & Drug Screening Services as well as our Investigative, Surveillance and Security Management Services. We have been the single source solution for businesses, law firms and individual clients since 1977. Our mission is to provide our clients with accurate information necessary for making informed decisions. We strive to provide that information in a timely, well researched and professional manner. Our full line of services includes:

Workplace Violence & Active Shooter Training	FMLA Abuse Investigations
Workers' Compensation Fraud Investigations	Workplace Theft, Fraud & Drug Investigations
Non-Compete & Compliance Issues	Security Vulnerability Assessments
Electronic Countermeasures	Pre-Employment Screening & Drug Testing

Contact Michelle Donnelly at 419.874.2201 or e-mail at mddonnelly@corpintel.com. Or visit www.corpintel.com.



Dental Benefits

The Employers' Association has partnered with MetLife for Group Dental Benefits. Their dental plans offer advantages to keep everyone smiling. They offer a wide range of dental plan options — from fully insured traditional indemnity plans to administrative services only. And not only will they work closely with you to structure a flexible plan to meet your objectives, they can back it up with expert claims service, honed by their 25+ years in the industry. www.metlife.com



Vision Benefits

The Employers' Association has also teamed up with Superior Vision to provide Vision Insurance Benefits. Superior Visions offers high-level customer service as well as expertise in the vision market. www.superiorvision.com

For more information, please contact an EA member insurance broker or nancy.hollister@TheEA.org.



Workers' Compensation Group Rating & Retrospective Program

CareWorksComp is the Third Party Administrator (TPA) for the Employers' Association's Group Rating and Retrospective Programs, offering multiple saving options on Workers' Compensation premiums. In addition to premium savings, CareWorksComp provides EA members comprehensive claims management, hearing representation, unemployment consultation, risk management and safety services. CareWorksComp is the largest third-party administrator in the state which provides resources to meet the unique needs of each member.

For a no-cost, no-obligation program analysis, contact CareWorksComp's Cordell Walton at 614.827.0398 or cordell.walton@careworkscomp.com.

The Employers' Association



Mission:

The Employers' Association serves regional employers in their efforts to maximize performance; providing people management information and research, workplace wellness, training and consulting expertise.

Vision:

To be the regional association of choice for employers interested in maximizing their Human Resources and Organizational Performance.

1787 Indian Wood Circle, Suite A
Maumee, OH 43537

Phone: 419.893.3000
Toll free: 1.800.882.7042
Fax: 419.893.3001

TheEA.org