



California
Employers
Association™



TRAINING CATALOG

WINTER 2026

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Pricing Information:

Private Virtual Trainings:

Host a private training exclusively for a group of your employees or members.

- Harassment Prevention for Employees
Members: \$1,095 Non-members: \$1,425
- Harassment Prevention for Supervisors
Members: \$1,755 Non-members: \$2,305
- Any 1-Hour Training
Members: \$1,095 Non-members: \$1,425
- Any 2-Hour Training
Members: \$1,755 Non-members: \$2,305
- Half-Day (up to 3 hours)
Members: \$2,745 Non-members: \$3,625
- Full-Day (up to 6 hours)
Members: \$3,845 Non-members: \$5,055

Onsite Private Trainings:

Will incur a fee of \$500 per day in addition to the virtual training fees

**Pricing for series and select special events will be listed under the training title.*

Trainings Alphabetically by Title:

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15	Contracts vs. At-Will: Finding the Right Fit for Your Association	15	Measuring What Matters: Strengthening the AE-Board Partnership Through Performance Reviews
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4	CSI HR: Investigating Workplace Problems	6	Pay Scale & Pay Data
14	Customer Service: Exceeding Expectations & Building Loyalty	6	Performance Management & Terminations
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14	Designing an Employee Retention Culture	12	Present Like a Pro
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9	Diversity & Inclusion in the Workplace	10	Quality Conversations Across Generations
14	Don't Fire Them, Inspire Them	7	Recruiting, Hiring & Employing Minors
4	Drugs and Alcohol in the Workplace	10	Self Leadership
4	Effective and Legal Performance Appraisals	14	Stay Interviews
9	Emotional Intelligence	12	Successful Succession Planning
5	Employee Handbooks	12	Time Management: The S.M.A.R.T. Goals Way
4	Ethics: HR & Management	7	Top 10 Ways to Stay Out of Court
9	Fostering Psychological Safety in the Workplace	7	Unemployment Do's and Don'ts for Employers
4	Harassment Prevention for Employees (<i>required</i>)	7	Wage and Hour Laws
4	Harassment Prevention for Supervisors (<i>required</i>)	7	Wage & Hour and Employee Handbooks
14	High Engagement & Performance in a Remote World	15	What Employers Need Today
		7	What's Unique in California
		7	What to do When ICE Shows Up at Your California Business
		13	Workplace Communication: Communicating Confidently and Effectively
		12	Your Role as a Manager



CA Required Trainings

Child Abuse & Neglect: Mandated Reporter Training

(required if hiring employees < age 18)

60 minutes

This course trains mandated reporters to identify and report child abuse and neglect, meeting California's AB 1963 requirements for businesses with 5+ employees who employ any minors. Mandated reporters include HR employees handling misconduct complaints and supervisors of minors. Failure to report can lead to criminal penalties, making this training essential for compliance and accountability. Additionally, the law requires all mandated reporters to receive and sign specified notices of their obligations. All employees registered for this training will receive these materials.

Ethics: HR & Management

(required for HRCI certification)

60 or 90 minutes

As of January 1, 2021, HR professionals with HRCI designations must complete an ethics course during their three-year recertification cycle. This is your chance to demonstrate your commitment to the highest ethical and professional standards! As businesses navigate constant change, an ethically trained HR professional is more essential than ever to drive success, consistency, and trust in the workplace.

Harassment Prevention Training

Harassment Prevention for Supervisors *(required)*

2 hours

California businesses with 5+ employees must provide all employees and supervisors harassment prevention training every two years. This 2-hour training is designed for supervisors and is available in English and Spanish, with bilingual trainers for effective communication. New hires or newly promoted supervisors must complete training within six months, and then every two years thereafter.

Harassment Prevention for Employees *(required)*

60 minutes

California businesses with 5+ employees must provide all employees harassment prevention training every two years. This 1-hour training is designed for employees only and is available in English and Spanish, with bilingual trainers for effective communication. New hires must complete training within six months, and then every two years thereafter.

Harassment Prevention for Board Members

2 hours

Board members play a critical role in fostering a harassment-free workplace, protecting the company from claims and liability. This 2-hour training is designed for Board members who, as fiduciaries, are responsible for safeguarding against reputational damage and financial loss from mishandled harassment claims.

Compliance Trainings

2026 Labor Law Update

60 or 90 minutes

Our HR experts will cover everything from wage increases to updates on leaves of absence, job applications, protected classes, workplace violence, and more. Don't miss this opportunity to get practical next steps on these critical issues—and bring your toughest questions.

2026 Mid-Year Labor Law Update

60 or 90 minutes

In California, employment law never takes a break. New cases, regulations, and enforcement guidance roll out year-round. By mid-year many changes are already in effect. Attend our Mid-Year Labor Law Update so you catch up quickly, avoid surprises, and make smart adjustments. Beyond telling you "what's new," CEA takes a more practical approach. We explain next steps and best practices, including how to update your policies, practices, and trainings.

Alternative Workweeks

60 minutes

Want to offer longer shifts without triggering overtime penalties? Alternative Workweeks can be a game-changer—but only if implemented and managed correctly. Learn the required steps to properly implement an Alternative Workweek in California, and common pitfalls to avoid.

CSI HR: Investigating Workplace Problems

60 or 90 minutes

When workplace problems arise, swift and thorough action is required. Delayed investigations can erode trust and damage relationships, and California law demands prompt action on complaints of harassment, discrimination, and retaliation. In this engaging session, you'll learn to navigate tricky workplace investigations with confidence: plan effectively, act quickly, document thoroughly, and uncover the facts without assumptions. Protect your workplace and strengthen employee trust with the tools and strategies you need!

Drugs and Alcohol in the Workplace

60 or 90 minutes

As California legalized recreational marijuana, companies face new challenges in maintaining drug-free workplaces. This training will guide you through handling situations when employees are suspected of being under the influence of marijuana or other substances, managing reasonable suspicion testing, and understanding the laws around random and post-accident drug testing. Stay informed and ensure your workplace remains compliant and safe.

Effective and Legal Performance Appraisals

60 or 90 minutes

Worried about conducting performance appraisals the right way? When done effectively, the appraisal process enhances employee performance and engagement. Empower your supervisors to understand the risks of poorly-conducted appraisals.

als, and how to deliver reviews with confidence and impact. Boost your team's performance and minimize legal risks with the right approaches.

Employee Handbooks

60 or 90 minutes

An employee handbook is a vital communication tool that sets expectations and ensures compliance with state and federal laws. In this training, you'll learn the benefits and risks of an employee handbook, essential provisions, and required policies under California and federal law. We'll also cover recommended policies, such as those related to social media, and highlight what NOT to include in your handbook. This session will provide you with everything you need to create a comprehensive and compliant employee handbook.

HR 101 Certification Series

90 minutes per session | 4 sessions

A four-part virtual certification series designed to equip you with the essential skills to confidently manage your business's HR functions. Attend the full series or select individual classes based on your needs. Whether you're expanding your HR role, seeking a comprehensive guide to the evolving workplace, or just need a refresher, this series has you covered! Expect real-world examples and practical tools to enhance your HR expertise and streamline your processes.

Classes include:

- Hiring and Onboarding Essentials
- Wage & Hour and Employee Handbooks
- Leaves of Absence in California
- Performance Management and Terminations

HR 201 Series: Navigating Advanced HR Issues

90 minutes per session | 3 sessions

This three-part certification series that covers advanced functions of human resources and allows you to confidently manage the personnel process in your business. You can attend the full series OR individual classes. We will have practical and interactive projects, as well as sample forms and processes. Don't miss this opportunity

to make a lasting impact on your organization and your career!

Classes include:

- Advanced Wage & Hour Issues
- Ethics: HR & Management
- Advanced Leaves of Absence and the Reasonable Accommodation Process

I-9 and E-Verify

60 minutes

Join us for an informative session on the latest updates regarding I-9 forms, Homeland Security, and the E-Verify system. You'll learn why employers must verify employment authorization and identity, how to properly complete Form I-9, and best practices for conducting I-9 audits to stay in compliance.

Leave Laws in California

60 or 90 minutes

Did you know California employers may need to grant up to approximately 20 types of leave depending on their workforce size? While pregnancy disability and family medical leave are well-known, there are many more leave laws that every employer needs to understand. Join us for an exciting session where we'll break

down these laws and provide you with a handy California Leave Law Cheat Sheet for future reference. Stay compliant and ready to tackle any leave situation with confidence! The 90 minute session is also a part of the HR 101 Certification Series.

Leave Laws for Small Employers

60 or 90 minutes

If you have fewer than 50 employees, this seminar is a must to understand your leaves of absence requirements in California! We'll dive into the leave laws that impact smaller businesses, from pregnancy disability leave to jury duty. Plus, you'll walk away with a California Leave Law Cheat Sheet to keep you on track and compliant!

Managing Reduced Hours and Layoffs

60 or 90 minutes

Many HR professionals will face the challenging task of making job cut decisions that impact not just employees, but the future of the business. These are deeply emotional and difficult choices, and it's crucial for HR professionals to understand their

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Workplace Investigations

Our experienced HR advisors can help your organization conduct objective and thorough workplace investigations.

Led virtually or onsite by CEA's Subject Matter Experts

- Knowledgeable & experienced subject matter experts work with you to conduct your internal investigation
- Assistance getting the facts you need to make informed employment decisions
- Prompt, efficient and comprehensive investigations
- HR advisors who are bilingual in English and Spanish

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ceainfo@employers.org | 800.399.5331



options and pitfalls. This helps to prevent lawsuits, minimize job losses, and ensure the company remains competitive during tough times. This training will provide the knowledge and tools needed to handle these decisions with both empathy, compliance, and professionalism.

Managing Remote Workers

60 or 90 minutes

With the rise of advanced technology, more employees are working from home, but just because they're out of sight doesn't mean they should be out of mind. As nearly a quarter of U.S. workers telecommute at least part-time, remote work has become a sought-after perk and a key tool for attracting top talent in today's competitive job market. But how do you determine if remote work is the right fit for your company and employees? Explore best practices, overcome common concerns, and learn how to successfully manage and support remote teams to drive success and engagement.

Natural Disasters: CA Employee Considerations

60 or 90 minutes

Whether a result of fire, flooding, mudslides, or earthquakes, it can feel overwhelming to figure out next steps when your business has been impacted by a natural disaster. You may have a number of immediate concerns on your mind, from keeping your staff safe, to required pay, and how to handle temporary shutdowns and leaves of absence. Natural disasters are unfortunately increasing across California, making it more important than ever for employers to understand their compliance obligations, consider all options, and be prepared to respond.

Pregnancy Disability Leave

60 or 90 minutes

If you have 5 or more employees, it is important to understand the ins and outs of Pregnancy Disability Leave (PDL). In California, eligible employees may be entitled to up to 4 months of PDL, and may qualify for an additional 12 weeks of baby bond-

ing leave under the California Family Rights Act (CFRA). In this 1-hour session, you'll learn how to comply with PDL and navigate other leaves that interact with it.

Pay Scale & Pay Data

60 minutes

With California's new pay equity and transparency laws, it is crucial for employers to understand pay scale disclosure and record retention rules. You'll leave with six actionable steps for creating effective pay scales and ensuring pay transparency. Don't miss out on this opportunity to stay competitive and compliant.

Performance Management & Terminations

90 minutes

Join us for an immersive, classroom-style training designed to provide a comprehensive understanding of core human resources functions. This session moves beyond passive learning, offering hands-on projects, dynamic discussions, and real-world

scenarios to build your confidence in managing the personnel process. Whether you're expanding your HR responsibilities, seeking a refresher, or exploring the evolving role of HR in today's workplace, this course equips you with practical tools, interactive exercises, and sample forms to apply immediately in your organization. This class is also a part of the HR 101 Certification Series.

Proper Steps of a Legal Termination

60 minutes

Ending an employment relationship can be one of the most challenging aspects of leadership. It requires careful consideration and thoughtful planning to ensure the process is handled with empathy and professionalism. Before making the decision to terminate an employee, there are key steps to follow and important questions to consider, such as whether to offer a severance package or a separation agreement. By ensuring

Coaching Services



Provide your leaders with the tools to be better communicators, managers, and team members.

Benefits of Coaching

- Develop emerging leaders
- Increase retention of star employees & executives
- Focus individuals on their strengths and develop their emotional intelligence
- Improve your organization's productivity
- Provide avenues to resolve conflicts
- Actionable, on-the-job techniques
- Strategies to work on your improvement points

Coaching is the best investment you'll ever make in your employees.

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proper documentation and following best practices, you can reduce risks while handling these difficult situations with care.

Recruiting, Hiring & Employing Minors

60 minutes

Does your organization employ minors? If hiring employees under 18, there are key legal obligations to stay compliant. This training will cover permits, restrictions, and state and federal requirements for employing minors.

Top 10 Ways to Stay Out of Court

60 or 90 minutes

In this fast-paced, Top Ten List countdown presentation, we highlight key pitfalls for California employers. Focused on practical and preventative measures, this session equips business owners and managers with easy-to-implement strategies to help “Stay Out of Court.” With engaging audience participation, Q&A, and valuable takeaways, this interactive session is designed to be both informative and actionable.

Unemployment Do's and Don'ts for Employers

60 minutes

Dealing with unemployment claims can be frustrating, especially when employees who are terminated for valid reasons still receive benefits, or when employees who resign unexpectedly are granted claims. As an employer, it's crucial to understand the unemployment process and know your options to avoid unnecessary confusion. Learn how to improve your chances of winning legitimate claims and avoid wasting time on those you can't win.

Wage and Hour Laws

60 or 90 minutes

In California, it is crucial for businesses to stay informed on wage-and-hour laws, as these claims can be some of the most expensive an employer may face. Join us for an in-depth session covering updates on key wage-and-hour issues, such as

exempt vs. non-exempt classification, overtime and regular rate of pay, and meal and rest period requirements. We'll also dive into the most common and persistent mistakes and how to avoid them.

Wage & Hour and Employee Handbooks

90 minutes

Join us for an interactive, classroom-style training that equips you to confidently manage key HR functions and tackle real-world challenges in your business. Dive into hands-on projects, lively discussions, and practical scenarios that bring HR concepts to life. Whether you're expanding your HR role, need a comprehensive guide to the evolving workplace, or just want a refresher, this engaging session has you covered with actionable tools, sample forms, and expert insights. This class is also a part of the HR 101 Certification Series.

What's Unique in California

60 or 90 minutes

If you are overwhelmed with understanding what sets California apart or if your business is based in another state but you have employees in California, it's essential to understand California's legal requirements for employees working in California. California's regulations are enforced by up to six state agencies, making compliance here more complex than in other states. This training will focus on the key areas that impact California employers the most, helping you navigate the unique challenges of managing employees in the Golden State.

What to do When ICE Shows Up at Your California Business

60 or 90 minutes

The Trump administration has made immigration enforcement a major focus during this presidency. Many California employers could find themselves dealing with audits, visits or raids by Immigration and Customs Enforcement (ICE). California Employers Association is here with resources to be prepared if they find themselves under scrutiny from ICE.

This training will present employers with tips for complying with USCIS requirements throughout the employee life cycle and how to prepare for a visit from ICE.

Leadership Development

Be a Coach, Not a Boss

60 or 90 minutes

Ready to level up your leadership game? Effective leaders are ditching the old-school “boss” vibe and stepping into the role of a coach. Being a successful leader is about building trust, guiding your team, and helping them crush their goals.

Bringing Wellness into the Workplace

60 or 90 minutes

Stress and burnout are more prevalent than ever, but companies can take action to prevent it. A true wellness program goes beyond perks like gym memberships—it's about fostering a culture that enhances your employees' well-being and personal growth. Explore how stress affects individuals and businesses, and learn practical steps to implement an effective wellness program that engages and inspires your team to be happier, healthier, and more productive.

Creating a Culture of Professionalism, Civility, & Respect in the Workplace

60 or 90 minutes

A workplace built on trust, professionalism, and respect fosters collaboration and drives success. This session will discuss some barriers to civility and respect in the workplace, provide strategies to create a foundation of civility and respect and offer tools to foster a diverse and inclusive work environment.

Collaborative Leadership

60 or 90 minutes

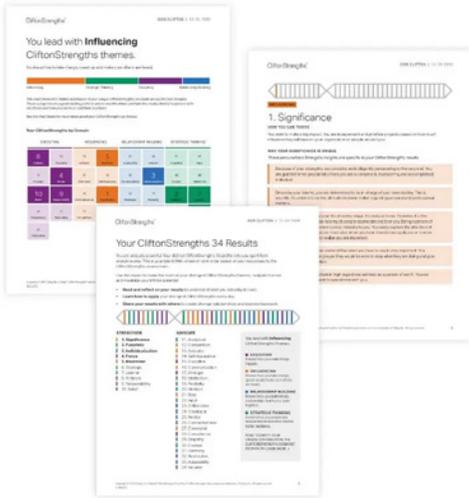
In today's dynamic workplace, managers and supervisors must evolve from managing tasks to becoming influential leaders who drive business

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CliftonStrengths®



You are unique. You are powerful.
Be confident in your strength.



WHAT IS CLIFTONSTRENGTHS?

An online talent assessment that measures your unique talents.

CliftonStrengths (formerly StrengthsFinder assessment) helps you:

- Discover what you naturally do best
- Learn how to develop your greatest talents
- Maximize your potential with personalized results

How does CliftonStrengths improve performance or aid personal development? **Gallup's data shows that people who have the opportunity to use their CliftonStrengths are:**

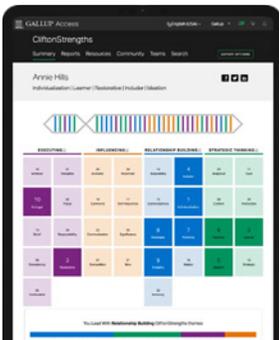
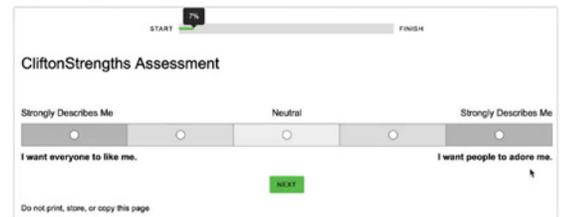
- **6x** as likely to be engaged in their job
- **6x** as likely to strongly agree that they have the chance to do what they do best every day
- **3x** as likely to report having an excellent quality of life

TAKING THE ASSESSMENT

You'll see paired statements and choose which one best describes you. The assessment measures your unique talents—your natural patterns of thinking, feeling and behaving—and categorizes them into the 34 CliftonStrengths themes.

Choose the assessment report that's right for you:

- CliftonStrengths Top 5
- CliftonStrengths for Managers (Top10)
- CliftonStrengths 34
- CliftonStrengths for Sales
- CliftonStrengths for Leaders



WHAT CAN THE RESULTS TEACH YOU?

One look at your first personalized strengths insights, and you'll ask "How did they know that? That's exactly...me!"

Developed over decades spent studying millions of assessment results, these statements explain exactly how each of your Signature Themes makes you stand out.

Get the most out of your results with individual or group training with one of our certified coaches, who can help unlock your potential and succeed in every facet of life.

success. This session will empower managers to embrace a collaborative leadership style that emphasizes working together, fostering open communication, and leveraging the collective strengths of a team to achieve shared goals.

Coaching to Success

60 or 90 minutes

Coaching on the job is all about empowering your team to thrive. This workshop provides tools and techniques for effectively guiding employees toward achieving their full potential. It emphasizes the importance of personalized coaching, constructive feedback, and goal-setting to inspire growth and improve performance. Participants will learn strategies to empower their teams, foster engagement, and drive success in the workplace.

Communicate Like a Leader

60 or 90 minutes

Studies show 70% of workplace mistakes result from poor communication. Effective leaders must master active listening and conflict resolution to motivate and guide their teams. By developing these skills, leaders can strengthen relationships, reduce stress, and navigate organizational challenges with confidence. This training provides the tools you need to communicate clearly, inspire your team, and lead effectively.

Critical Thinking & Decision Making Using the 6 Thinking Hats

60 or 90 minutes

Unlock the power of strategic decision-making with practical tools for defining problems, evaluating alternatives, and reaching well-informed conclusions. Discover the “Six Thinking Hats” methodology, a transformative approach that helps you view challenges from multiple perspectives, free from conflict and bias. This technique empowers individuals and teams to break free from habitual thinking and approach issues with fresh, constructive insight. Refine your critical thinking skills and elevate your decision-making!

Diversity & Inclusion in the Workplace

60 or 90 minutes

Today’s workplace is enriched by a wide range of perspectives, including differences in communication styles, life experiences, generations, education, and values. Embracing these differences allows teams to unlock innovation and creativity, turning challenges into opportunities for growth. With the right understanding, tools, and mindset, we can build an environment where everyone feels valued and empowered to contribute. A foundation of trust and respect strengthens collaboration and drives collective success.

Emotional Intelligence

60 or 90 minutes

Emotional Intelligence (EQ) plays a pivotal role in driving both personal and organizational success—often more so than IQ. EQ is the ability to recognize and manage your own emotions, understand others’ feelings, and navigate complex interpersonal dynamics to enhance decision-making and collaboration. This training will challenge you to identify and cultivate your own EQ, while equipping you to help your team harness this transformative power for greater impact and stronger relationships.

Fostering Psychological Safety in the Workplace

60 or 90 minutes

This workshop explores the power of psychological safety which is the foundation of high-performing, inclusive, and innovative teams. This engaging session will equip leaders and team members with real-world examples and actionable strategies to create a workplace where everyone feels safe to speak up, take risks, and collaborate without fear of judgment.

Leading Change—Surviving Change

60 or 90 minutes

Leading change is one of the most powerful opportunities for growth, both for you and your organization. While change can be challenging, it is also the catalyst for innovation and success. As a leader, you have the chance to guide your team through uncertainty with confidence, turning challenges into triumphs. This session will empower you with the tools and strategies to lead your team through change, ensuring stability, engagement, and a future of success.

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Spanish HR Solutions



Spanish HR solutions with our bilingual HR experts helping the Spanish-speaking employees in your company.

Spanish HR Services Available:

- Employee Handbooks
- Investigations
- Interviewing
- Onboarding/Orientation
- Translation of company forms, documents, and policies
- Healthcare benefits
- Explanation of job duties
- Explanation of company policies and employee handbook
- Harassment Prevention Training
- Changes in the workplace
- Climate studies & employee surveys

Mastering Workplace Investigations

Two 90-minute sessions

In California, if an in-house employee is conducting the investigation, they must be qualified, experienced, and professionally trained in investigative processes. Under the California Fair Employment and Housing Act (FEHA), employers are required to investigate complaints of harassment, discrimination, and retaliation. Not only is this a legal requirement, but investigations can mitigate risks and provide liability protection. This is a “no-judgement” course designed for professionals who have never conducted an investigation, or may want to brush up on best practices. Attendees will have the opportunity to actively participate in practical exercises and collaborative group discussions.

L.E.A.D. Supervisor Certification Series

5 week series | M: \$795 NM: \$995

Ask how to save 10% on 3+ registrations!

Navigate your role as a supervisor with Leadership Excellence and Development Certification. Are you a newly promoted supervisor or stepping into a leadership role? The L.E.A.D. Supervisor Certification Course is specifically designed to equip you with the essential skills and knowledge to succeed as a leader. Over the course of five weeks, you'll gain valuable insights into effective leadership, team management, and communication strategies, empowering you to make a positive and lasting impact on your team. Develop your leadership potential and drive organizational success. This 5-week virtual curriculum includes the following courses:

- Know Your Organization & Your Role as a Leader
- Personal CliftonStrengths Assessment to Build Strong & Engaged

Teams

- Communicate Effectively & Manage Conflict
- Coaching for Success: Manage Performance & Lead Change
- Coach for Results, Delegate & Empower

Leading with Intention

60 or 90 minutes

Are you ready to elevate your leadership skills to new heights? Join us to delve into the art of effective communication, intentional role modeling, and leading with purpose. Enhance your ability to communicate persuasively and authentically. Develop a leadership style that aligns with your values and inspires others.

Motivation and Delegation

60 or 90 minutes

This session explores effective strategies for inspiring employees and empowering them through thoughtful delegation. It highlights techniques to understand what drives individual team members, foster engagement, and build trust by assigning responsibilities that align with their strengths.

Quality Conversations Across Generations

60 or 90 minutes

Many remote employees are coming back to the office, which means five generations are working side by side. Each generation brings its own unique work style, communication preferences, and strengths, which sometimes create challenges, but more importantly, offer incredible opportunities for collaboration and growth. By embracing these differences, companies can build stronger teams that leverage the talents of each individual to create a thriving, inclusive workplace. Bridge the generation gap with dynamic interactions and healthy conversations.

Self Leadership

60 or 90 minutes

Power isn't defined by a title—it comes from within. Even if you're not in a supervisory role, you still have the ability to lead through Self Lead-



Professional Edge

A virtual training series to provide job seekers with the Essential Skills employers look for when hiring.



Professional Edge focuses on the employer's expectations in:

- Resumes
- Interviewing
- Customer service skills
- Communication
- Self leadership

Contact us for more information:
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California
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HR ASSIST

What can HR Assist do for my business?

- ☑ Create California & Federally compliant employment policies including new laws like expanded Paid Sick Leave
- ☑ Handle employee onboarding & terminations
- ☑ Comprehensive HR check-ups
- ☑ Check local ordinances for laws that supersede State guidelines like minimum wage
- ☑ Ensure compliance with remote employees based in California

For CEA members who want dedicated HR assistance from our experienced team of HR Business Partners.

Our HR Business Partners are skilled at meeting employers where they are to find solutions in creative and proactive ways:

- Act as your HR department so business owners can focus on day-to-day operations
- Provide training and onboarding for a new HR employee
- HR employee out on a leave of absence? Let CEA step in acting as your “Interim HR Director” without missing a beat. No messy recruitment necessary.
- Ready to expand your business? Our HR Business Partners can establish an HR department for your growing company.

With the backing of CEA’s full HR Support team, we bring over **140 years of experience to your company for a fraction of the cost of a full-time employee.** These services are also available in Spanish.

HR Assist is a member-only benefit.

Contact us at 800.399.5331 to get the human resource support you need so you can focus on running your business.

ership. True personal power is rooted in the influence you have over others, and it starts with the individual. Are you showing up as your best self at work? This session will help you explore how to take control of your personal and professional growth, empowering you to unlock your full potential. Engage in meaningful exercises and group discussions designed to inspire self-reflection and lasting transformation.

CliftonStrengths: Coaching Managers to Utilize Team Strengths

Half-day Recommended

This training equips leaders and managers with the tools to harness their team's strengths and transform them into a high-performing, motivated workforce. Managers play a crucial role in employee engagement, with their actions influencing up to 70% of engagement across an organization. Leaders have a unique opportunity to foster awareness and appreciation of both individual and collective strengths, creating a thriving, productive team.

Successful Succession Planning

60 or 90 minutes

Succession planning is crucial for ensuring your organization remains resilient and prepared for the unexpected. By identifying and developing future leaders and key role successors, you can avoid costly vacancies, whether due to retirements or unforeseen departures. This session will emphasize the importance of succession planning and provide actionable strategies to integrate it into your business's long-term success.

Time Management: The S.M.A.R.T. Goals Way

60 or 90 minutes

Effective time management is essential, yet businesses waste billions annually due to inefficiency. Wasted time occurs when employees are not focused on activities that directly impact business growth or personal well-being. This training will help you

learn how to set SMART ((S)pecific, (M)easurable, (A)ttainable and (R)esults-oriented/relevant and (T)ime bound) goals to ensure clarity, focus, and productivity. By prioritizing your time, you'll improve both your business operations and personal life.

Your Role as a Manager

60 or 90 minutes

Today's managers are tomorrow's leaders, and preparing them is critical for your organization's success. With baby boomers retiring and leadership gaps widening, developing strong managers is more urgent than ever. This training equips new managers with essential tools to confidently influence team performance and engagement. By building a strong foundation, managers will be empowered to motivate, lead, and communicate effectively, driving success for themselves and their teams.

Essential Skills

Analytical Thinking & Problem Solving in the Workplace

60 or 90 minutes

Analytical thinking is the key to overcoming challenges and staying ahead of the competition. This training is designed for professionals at all levels who want to sharpen their problem-solving skills and foster continuous growth. By developing a deeper understanding of how to approach obstacles, you'll learn to tackle complex issues with clarity and creativity. Gain the tools and techniques needed to think critically, solve problems effectively, and drive success for both yourself and your organization.

Communication Skills for the Workplace

60 or 90 minutes

Effective communication is the foundation of success in any organization. In this session, attendees will learn strategies for active listening, clear messaging, navigating multiple communication platforms and resolving misunderstandings to foster stronger workplace relationships.

Communicating Through Effective Emails

60 or 90 minutes

Maximize the effectiveness of your email communication! Learn how to craft messages that capture attention, drive engagement, and inspire action. You'll discover powerful techniques for constructing clear, impactful emails, and gain the skills to respond thoughtfully and effectively to complex messages. Whether you're reaching out to colleagues, clients, or stakeholders, this training will help you communicate with confidence and make every email count.

Difficult Conversations & De-escalation Techniques

60 or 90 minutes

Workplace conflict is an unavoidable challenge that can impact productivity, morale, and overall performance. When not addressed, it can lead to absenteeism, reduced job performance, and strained customer relationships. However, most employees are unaware of the power they have to resolve conflicts on their own. This training will provide employees with the essential skills of active listening, non-judgmental questioning, and open, honest communication to foster a collaborative work environment and empower individuals to resolve conflicts effectively, improving both team dynamics and organizational success.

Mastering Team Collaboration in the Workplace

60 or 90 minutes

Team collaboration is essential to a team's success. However, performance can be hindered when members of a team don't work together well. Learn how to build trust on a team, how to leverage individual and team strengths, and ways to foster innovation through collective efforts. Join us to empower yourself and your team for lasting success.

Present Like a Pro

60 or 90 minutes

A great presentation is more than just polished slides—it's about connect-

ing with your audience and delivering a message that resonates. Whether you're introducing a new idea, policy, or procedure, your ability to present effectively can drive understanding, foster buy-in, and inspire confidence in your team. Mastering the art of presentation is essential to influencing others and achieving organizational success. This training will equip you with the skills to present with impact and authority.

Workplace Communication: Communicating Confidently and Effectively

60 or 90 minutes

Being able to communicate effectively and confidently is a powerful skill to possess in today's workforce. Explore key aspects of communication, from verbal and non-verbal cues to active listening and conflict resolution. With a focus on clear, concise messaging, this session equips attendees to convey ideas persuasively and navigate the complexities of effective communication in any professional setting.

Employee Engagement

Attitude Makes a Difference

60 or 90 minutes

An employee's attitude can be the key to finding success or holding back potential. A positive mindset can elevate morale, boost productivity, and create a thriving workplace, while negative attitudes can have the opposite effect, impacting team dynamics, customer relations, and overall results. This session explores strategies for cultivating resilience, optimism, and a proactive attitude to overcome challenges, deal with difficult people, and make a positive impact at work!

Building Strong & Engaged Teams

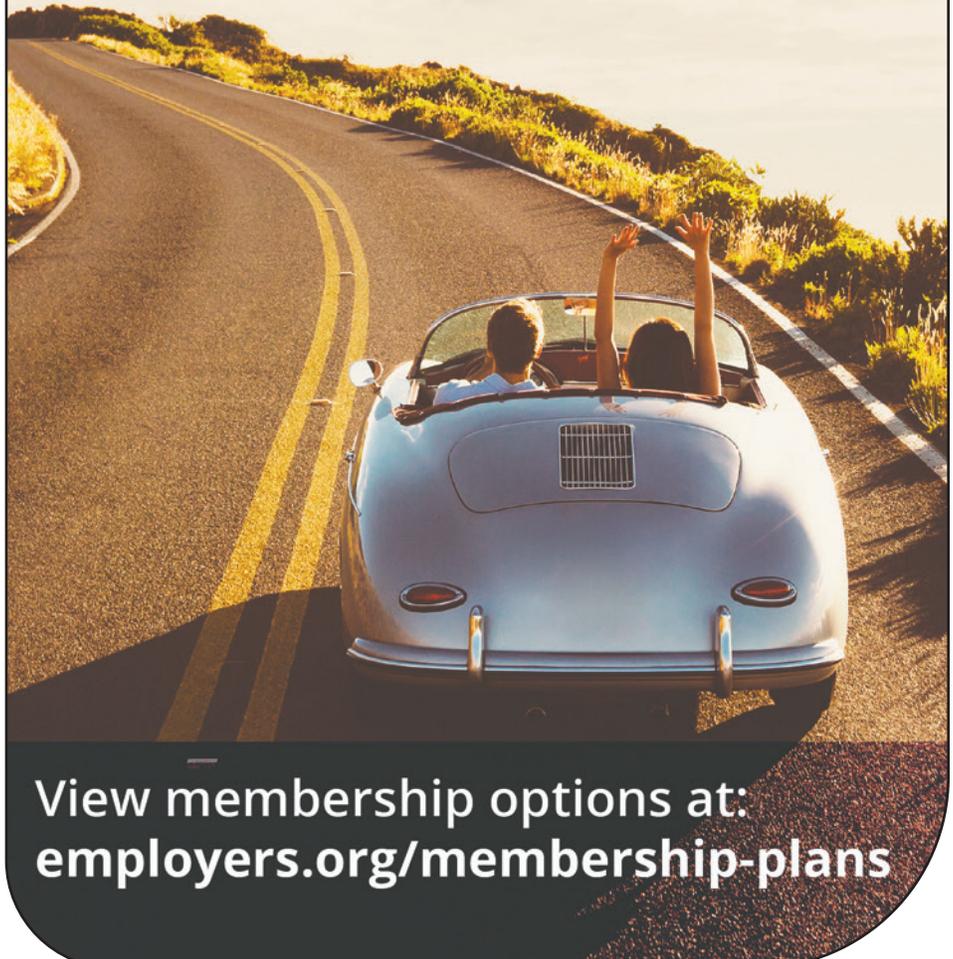
60 or 90 minutes

As a leader, your goal is to empower your team to perform at their best—driving innovation, resolving conflicts, and solving problems independently. This training will pro-

Continued on page 14

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vide practical tools to leverage your team's strengths, build trust, and develop your unique leadership style. Take a moment to assess your team's engagement. Are they fully invested in their work, or just going through the motions? With only 3 out of 10 employees engaged in the U.S. workforce, this training will help you create a culture where everyone thrives and contributes to success.

Designing an Employee Retention Culture

60 or 90 minutes

In today's evolving economy, employee engagement is more critical than ever. Learn how to increase employee engagement, adapt to an evolving workforce and create an environment where your team feels motivated and satisfied. Discover actionable steps to set clear objectives for onsite, remote, and hybrid teams, driving engagement and empowering your employees to thrive!

Don't Fire Them, Inspire Them

60 or 90 minutes

Coaching can unleash an employee's potential, fuel their growth, and keep them motivated to succeed. It's not just about providing guidance—it's about engaging employees, reinforcing their value, and keeping them aligned with organizational goals. Through effective coaching, you can inspire continuous improvement while also creating a supportive framework for recognition and accountability.

High Engagement & Performance in a Remote World

60 or 90 minutes

Remote work is no longer a trend—it's the new standard for many organizations. This shift has transformed how employees connect, collaborate, and engage with their managers and peers. While remote work presents unique challenges, it also offers incredible opportunities for productivity and innovation. Discover cutting-edge strategies and best practices for keeping

your remote teams motivated, engaged, and performing at their best.

Managing Stress & Burnout at Work

60 or 90 minutes

Revitalize your workplace with strategies to address burnout—a common challenge that impacts even the most dedicated employees. This session provides insight into identifying early warning signs, implementing preventative measures, and fostering re-engagement. Gain practical tools to reduce stress, enhance motivation, and cultivate a positive, energized work environment.

Stay Interviews

60 or 90 minutes

Stay interviews are individual dynamic discussions between managers and their employees designed to learn what keeps employees engaged and loyal at work. These meetings are more casual yet structured to foster an open conversation that can reveal insights on how an employee feels about their job and the company. This allows an employee's manager to address concerns and enhance satisfaction before it leads to a resignation.

CliftonStrengths—Building a Strengths-Based Workforce

Half Day Workshop Recommended

CliftonStrengths is designed to elevate organizational performance and foster a positive workplace culture. In this workshop, participants will learn to focus on their strengths for greater productivity and team contribution, explore their individual Top 5 strengths through interactive discussions, and discover how to leverage personal and collective strengths to drive success. This program empowers employees to create meaningful change and achieve greater career satisfaction.

Team Performance AI Regulations and Applications in California

60 or 90 minutes

Artificial Intelligence (AI) is reshaping how businesses operate at every level, including in the HR function. Companies are now relying on AI tools to screen resumes, aggregate personnel data, evaluate performance, and make decisions. For HR leaders in California, staying ahead means not only understanding the new technologies, but also navigating an evolving legal and regulatory landscape. Join us for an interactive session where we will cover the latest AI employment regulations in California, how to develop forward-thinking and thoughtful AI policies, and avoid the potential pitfalls.

Customer Service: Resolving Conflicts

60 or 90 minutes

Conflict creates opportunities for strong connections. This session empowers your team with the tools to turn irate customers into loyal advocates. Through practical strategies, participants will learn to approach complaints with confidence, resolve issues positively, and create lasting solutions. Equip yourself and your team to transform challenges into opportunities and foster meaningful, productive interactions.

Customer Service: Exceeding Expectations & Building Loyalty

60 or 90 minutes

Exceptional customer service is a cornerstone of success in every business and industry. This training is designed to elevate customer service performance at all levels, empowering both employees and managers to exceed expectations. This session will include actionable strategies to foster loyalty and long-term relationships with customers. Invest in building a customer-centric culture that drives satisfaction and repeat business.

Mastering Interpersonal Skills Series

4 week series | M: \$299 NM: \$499

Designed for professionals from all industries and career levels seeking to stay ahead in their fields, adapt to industry changes, and foster personal & professional growth. Investing in your team's growth is investing in your organization's success. Join our engaging 4-course interactive series to empower your employees with the power skills they need to thrive in areas of communication, team collaboration, analytical thinking and self leadership.

What Employers Need Today

60 or 90 minutes

Employers face significant challenges in today's ever-changing landscape. In this session, we'll explore the critical skills employers are seeking and discuss collaborative strategies to ensure businesses can hire job-ready employees. Join us to discover practical resources and approaches that empower employers to succeed in building a strong and adaptable workforce.

Recruiting & Onboarding

Hiring & Onboarding Essentials

90 minutes

Transform your recruiting approach with this dynamic, hands-on training session designed to empower HR professionals. Whether you're stepping into expanded responsibilities, seeking a deeper understanding of recruitment in today's workplace, or refreshing your skills, this class provides everything you need to excel. Dive into interactive projects, lively discussions, and real-world scenarios that go beyond passive learning. Gain practical tools, sample forms, and proven processes to confidently navigate the personnel process and build a stronger, more dynamic workforce. This class is also a part of the HR 101 Certification Series.

Hire Right the First Time

60 or 90 minutes

Poor hiring practices can be costly, with some estimates suggesting bad hires can cost up to 24 times their base compensation. CEA's hiring system helps businesses and HR professionals avoid these expensive mistakes by streamlining the process. You'll learn how to craft effective job ads, find the right candidates, and navigate the key hiring steps from application to the first day on the job. Additionally, you'll gain access to tools for creating legally defensible interview questions and managing on-the-job training for better hiring outcomes.

Hire Slow, Fire Fast

60 or 90 minutes

After years of experience, our best advice to employers is simple: Hire slow, fire fast. In this dynamic seminar, we'll reveal how to hire the right people from the start, saving you from costly turnover and the challenges of workplace terminations. You'll also learn how to identify when an employment relationship isn't working and how to end it swiftly and compassionately, minimizing liability and preserving your company's integrity.

Organizational Leadership

Contracts vs. At-Will: Finding the Right Fit for Your Association

A collaborative conversation about the pros and cons of contracts and at-will employment relationships for Association Executives. Together we'll explore how different approaches work in practice and how open dialogue between an AE and their board can help establish the right balance of flexibility, stability, and risk for the association.

Measuring What Matters: Strengthening the AE-Board Partnership Through Performance Reviews

Effective performance reviews are about more than evaluation – they're

about building a stronger partnership between association executives and boards. In this collaborative session, we'll explore why performance reviews matter, what a thoughtful process can look like, and how to structure them – clarifying who should be involved and how the evaluation can best support both the AE and the board. We'll also discuss how boards can set clear expectations and assess their own effectiveness, creating a shared framework for accountability, growth, and long-term success.



Curious about our trainings?

Watch this video to see our HR Subject Matter Experts in action!

bit.ly/CEAwebinars



Mastering Interpersonal Skills

Designed for professionals from all industries and career levels seeking to stay ahead in their fields, adapt to industry changes, and foster personal & professional growth. Employers who invest in ongoing learning and development of their teams consistently see higher employee retention and satisfaction.

Join CEA for this 4-week interactive virtual series to equip your team with the skills needed to thrive!



Week 1: Workplace Communication: Communicating Confidently and Effectively

Delve into various aspects of communication, from verbal and non-verbal cues to active listening and conflict resolution. Emphasis is placed on the importance of clear and concise messaging, allowing participants to convey ideas persuasively and understand the nuances of effective communication.



Week 2: Mastering Team Collaboration in the Workplace

Embark on a transformative journey to enhance collaboration skills in the workplace. Leverage diverse strengths, navigate cross-functional collaborations, and embrace innovation through collective efforts.



Week 3: Analytical Thinking and Problem Solving in the Workplace

Teams and businesses encounter a wide variety of obstacles every day. An understanding of how to tackle roadblocks and learn new problem solving techniques are essential to any well-rounded employee, team, or business. Learn the foundations of effective problem-solving and how to apply them will be explored.



Week 4: Self Leadership: Bringing Your Best Self to Work

Gain the skills and mindset necessary to lead effectively, foster personal growth and achieve goals.

Series Information: One two-hour session per week for four weeks (4 sessions total).

Registration Fee: Members: \$299 per person | Non-Members: \$499 per person

