



## LEARNING AND DEVELOPMENT 2024

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Kent County employees work to serve the public. To improve service delivery, Kent County is dedicated to provide employees with opportunities for education, skill improvement and personal growth. Kent County's Learning & Development function provides opportunities to acquire, share and apply knowledge, skills, and values that help individuals, teams, departments and the organization improve performance that aligns and supports Kent County's mission.

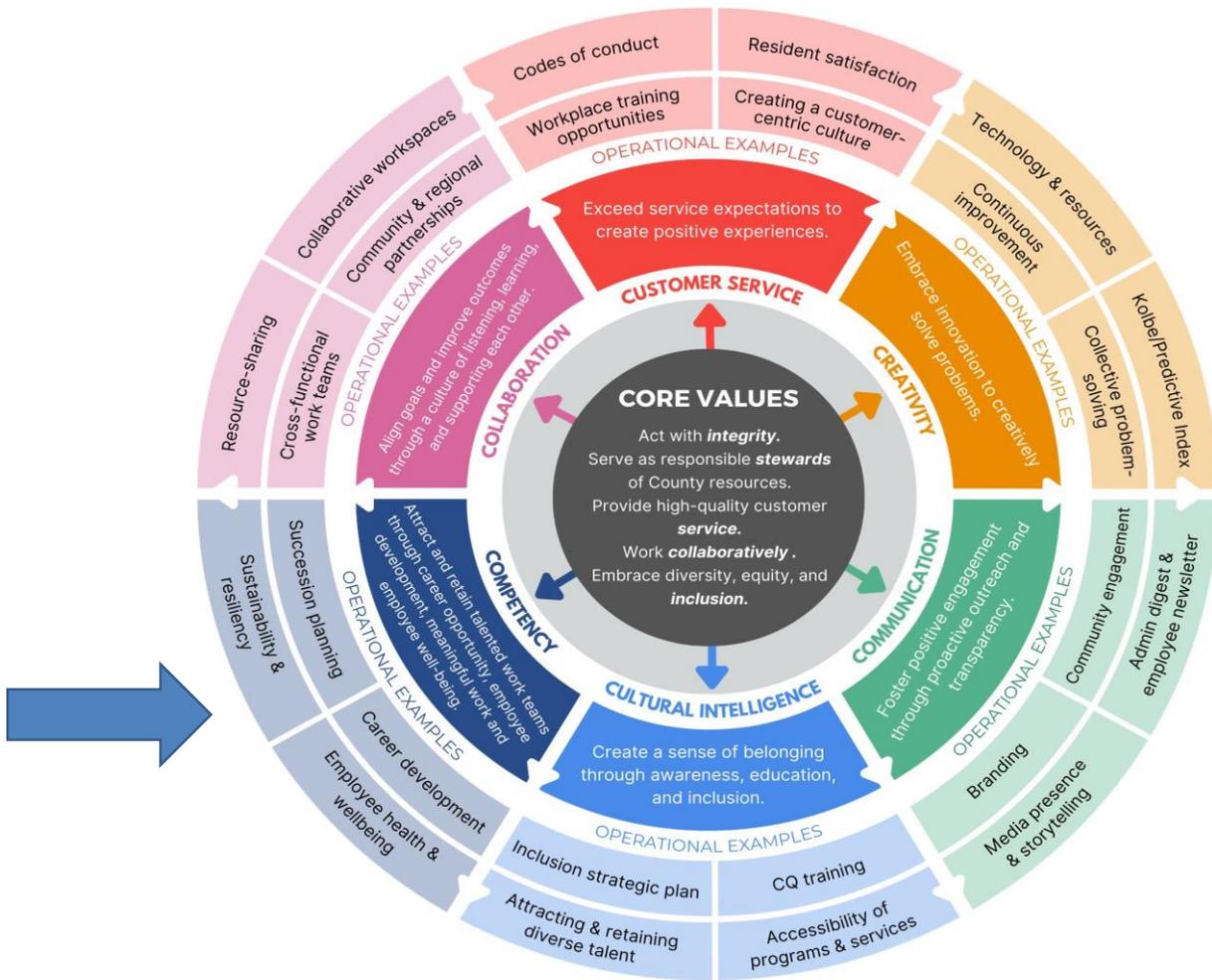
### **Kent County Mission**

Through responsible budgeting and thoughtful planning, Kent County's government is committed to providing resources and services that promote a high quality of life for the entire community.



# "THE KENT COUNTY WAY"

The Kent County Way is a framework by which Kent County delivers services in alignment with the core values established by the Board of Commissioners. To help ensure quality and consistency in service delivery throughout our many departments, we operationalize through the lens of the 6 Cs which are Customer Service, Creativity, Communication, Cultural Intelligence, Competency, and Collaboration.



Dear Kent County Employees:

Participation in Kent County learning programs is an opportunity to gain knowledge in a variety of areas that support and reinforce our organizational goals. The rewards of these learning programs are wide-ranging. As an employee, you acquire skills for professional growth, the County benefits from improved job performance, and most importantly, the community we serve is positively impacted.

From humble beginnings in 1996, the County's in-house learning programs have evolved and been considerably enhanced to offer outstanding and comprehensive learning opportunities for you.

These programs include:

- Learning Ensures Achievement Program (LEAP): consists of a curriculum designed to enhance competencies, improve interpersonal communications, build teamwork, generate a culture of collaboration, and produce a better understanding of our diverse (residents).
- Emerging Leaders: is a professional development series designed for individuals contemplating a role in leadership.
- The Front Line: is monthly skill development and policy fundamentals for those who supervise staff. All new supervisors will be enrolled in The Front Line immediately upon hire or promotion and prior to enrolling in the LEAD program.
- Inclusion Program: is a series designed to increase organizational knowledge of the business case for inclusion, enhance cultural intelligence, inclusive environments, employee ability to manage bias, and skill development to improve community engagement and access to services.

We encourage you to read this brochure and access the Learning Management System (LMS.) to find out about all the learning opportunities Kent County offers. If you have questions regarding its content, please contact the Tamber Bustance at 632-7467 or by email: [Tamber.bustance@kentcountymi.gov](mailto:Tamber.bustance@kentcountymi.gov).

As always, best wishes as you continue your lifelong process of learning.

*Amy Rollston*

Human Resources Director

*Al vanderberg*

County Administrator/Controller

# LEARNING MANAGEMENT SYSTEM (LMS)



Kent County Invests in People. As part of our continued commitment to learning and growing, Kent County would like to introduce employees to our new Benchmark Analytics Learning Management System LMS.

The LMS system is designed to make it easier for users to register for classes, manage classes, participate in relevant and convenient On Demand formatted classes and navigate their learning plans. In addition, supervisors will have an opportunity to view employee's learning plans and create transcript reports.

*The LMS is a single sign on platform. You log into this system with the same login and password as when you login to the County system.*

# From the Office of our Chief Inclusion Officer

## INCLUSION LEARNING OPPORTUNITIES

### A DISABILITY PERSPECTIVE PART 2: WORKSHOP ON ABLEISM

Disability Advocates of Kent County's DEIA presentation covers the following topics to enhance Accessibility and belonging for our community. It defines disability and delves into the importance of Disability being key to all DEI plans. Adding the A for accessibility looks at creating an inclusive space and culture. See the LEAP program for more information and available dates.

### A GLIMPSE OF AFRICA CUSTOMER SERVICE SESSION

Learn how A Glimpse of Africa brings people together to showcase, educate, celebrate and share the diverse African cultures while fostering community programs that voice, advocate for and address African refugees and immigrants needs and disparities.

### BUILDING BELONGING WITH OUR WORDS

How language can help build a stronger connection with the people we serve and ultimately our community. See the LEAP program for more information and available dates.

### CENTERING INCLUSION

When it comes to inclusion, have you ever thought about why it's important to you and your work, and why it matters in Kent County? Inclusion is imperative to achieve our mission and core values. This interactive session will include an overview of Kent County strategic priorities, best practices and resource tolls to promote a culture of inclusion. See the Emerging Leaders program for more information and available dates.

### CUSTOMER SERVICE FOR OUR NEIGHBORS FROM AROUND THE WORLD

In this session, Customer Service for Our Neighbors from around the World, we will provide a brief overview of the Welcome Plan Collaborative and share data on who are our new neighbors (clients and customers) For example, How many languages are spoken in Kent County? What are some of the most commonly spoken languages in Kent County? What are some resources and tools available to help us serve our new neighbors effectively? We will also do an interactive activity that has our staff learning more about our neighbors from around the world. See the LEAP program for more information and dates.

## HARMONY IN DIVERSITY: NAVIGATING THE HISPANIC TAPESTRY-A CULTURAL COMPETENCY WORKSHOP HISPANIC CENTER OF WEST MICHIGAN

Embark on a journey of understanding and connection with our Cultural Competency Workshop focused on the vibrant and diverse Hispanic community. Gain insights into the nuances of family dynamics, social customs, and the importance of language. Through interactive sessions and open dialogue, we aim to foster a deeper appreciation for the diversity within the Hispanic community and equip participants with the knowledge and skills to engage respectfully and effectively. Join us in building bridges of cultural understanding and promoting inclusivity in our shared global community. See the LEAP program for more information and dates.

## INTRODUCTION TO CULTURAL INTELLIGENCE (CQ)

Kent County offers this session as a required part of onboarding for all new employees. The course is an introduction to the Cultural Intelligence model of CQ Drive, CQ Knowledge, CQ Strategy and CQ Action. Cultural Intelligence (CQ) is defined as the capability to function effectively across various cultural contexts. These contexts could include working in both domestic and global settings.

# INCLUSION TRACK

## CURRICULUM TRACKING SHEET

### REQUIRED COURSES:

**Introduction to Cultural Intelligence (CQ)**

Completion Date: \_\_\_\_\_

**Managing Bias**

Completion Date: \_\_\_\_\_

**Centering Inclusion**

Completion Date: \_\_\_\_\_

### ALL EMPLOYEES MUST COMPLETE THREE ADDITIONAL COURSES FROM ANY INCLUSION CATEGORY:

\_\_\_\_\_

Completion Date: \_\_\_\_\_

\_\_\_\_\_

Completion Date: \_\_\_\_\_

\_\_\_\_\_

Completion Date: \_\_\_\_\_

Please Print Name: \_\_\_\_\_

Department: \_\_\_\_\_

Supervisor's Name: \_\_\_\_\_

Department: \_\_\_\_\_



## LEARNING ENSURES ACHIEVEMENT PROGRAM

### WHO SHOULD ATTEND?

Any employee looking to grow professionally and personally. LEAP consists of a curriculum designed to enhance interpersonal skills, produce a better understanding of our diverse residents and better understand and live our Core Values.

### REGISTRATION

Pre-registration is required for all offerings. Space is limited, so registration is accepted on a first-come basis. Please register for offerings using the Learning Management System at [LMS](#). **Before registering for any offering please obtain supervisory approval.**

### LEAP CERTIFICATION PROCESS

LEAP consists of many sessions that are offered throughout the year. Completing the LEAP curriculum is a significant accomplishment. Your willingness to grow professionally enriches not only the County as an organization, but the services we provide and the interactions we have with people. Remember that learning doesn't stop here. We encourage all employees to continue developing themselves on an ongoing basis.

To receive your Certificate of Achievement, compare the offerings on your curriculum tracking sheet with your History in the [LMS](#). Send a copy of your completed LEAP tracking sheet to Tamber Bustance ([Tamber.bustance@kentcountymi.gov](mailto:Tamber.bustance@kentcountymi.gov)) in the Human Resources Department.

### LOCATION: LEARNING AND DEVELOPMENT TRAINING ROOM

The majority of our sessions will be held in person in our Learning and Development training room – Administration Building 300 Monroe 2<sup>nd</sup> Floor. **Parking is provided.**

We will also provide a few virtual only sessions to best meet your needs. We will use Microsoft Teams for those sessions.

**Please let us know if you need any special accommodations for any session.**

If you have any questions concerning the content of any of the offerings please contact Tamber Bustance 632-7467 or by email [Tamber.Bustance@kentcountymi.gov](mailto:Tamber.Bustance@kentcountymi.gov)

# PROGRAM CONTENT

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## A DISABILITY PERSPECTIVE PART II: ABLISM

INCLUSION

*Jonathan Cauchi, Disability Advocates of West Michigan*

Disability Advocates of Kent County's DEIA presentation covers the following topics to enhance Accessibility and belonging for our community. It defines disability and delves into the importance of Disability being key to all DEI plans. Adding the A for accessibility looks at creating an inclusive space and culture.

**Thursday, April 11, 2024**

**10:00 a.m. – 11:30 a.m.**

**In person**



## A GLIMPSE OF AFRICA CUSTOMER SERVICE SESSION

INCLUSION

*Fridah Kanini, Founder & CEO: A Glimpse of Africa*

Learn how A Glimpse of Africa brings people together to showcase, educate, celebrate and share the diverse African cultures while fostering community programs that voice, advocate for and address African refugees and immigrants needs and disparities.

**Tuesday, March 12, 2024**

**10:00 a.m. – 12:00 p.m.**

**In person**

## COMMUNICATION AND THE PREDICTIVE INDEX

COMMUNICATION

*Tamber Bustance, Learning and Development*

Communication is more than talking and listening. Genuine communication requires a deep understanding of another person's perspective. But when you take into consideration all of our biases, behavioral idiosyncrasies, unspoken emotions, personal agendas and unshared assumptions, this can seem almost impossible. Using the [Predictive Index](#), Communication Effectiveness introduces participants to personal preference styles of behavior, helps them to create a greater self-awareness and discover simple ways to communicate more effectively. Participants will also learn to appreciate the communication preferences of different people, build strategies to adapt their behaviors for more effective communication and gain an empathic understanding for why their co-workers act the way they do.

**Tuesday, March 19, 2024**

**10:00 a.m. – 11:00 a.m.**

**Microsoft Teams-virtual**

## CUSTOMER SERVICE FOR OUR NEIGHBORS FROM AROUND THE WORLD

### INCLUSION AND CUSTOMER SERVICE

*Hollin De La Cruz, Office of Inclusion*

In this session, Customer Service for Our Neighbors from around the World, we will provide a brief overview of the Welcome Plan Collaborative and share data on who are our new neighbors (clients and customers) For example, How many languages are spoken in Kent County? What are some of the most commonly spoken languages in Kent County? What are some resources and tools available to help us serve our new neighbors effectively? We will also do an interactive activity that has our staff learning more about our neighbors from around the world.

**Thursday, May 9, 2023**

**2:00 p.m. – 3:30 p.m.**

**In person**

## DE-ESCALATION AND CUSTOMER SERVICE

### CUSTOMER SERVICE/CONFLICT RESOLUTION

*Terry Bykerk and Mike Wierenga, 2 the Rescue*

2 The Rescue’s seminar and scenario-based trainings offer proven techniques that remove the employee from dangerous and unprofessional emotional confrontations before violence occurs. This session provides tested de-escalation techniques and communication skills, which will advance employee safety and improve customer service efficiency when dealing with agitated, unmanageable and potentially violent individuals in office settings, public forums and street environments. These MCOLES, EMS, MAA and STC approved programs explore proven techniques of awareness, recognition and reaction that remove employees from dangerous confrontations before it is too late.

This session will emphasize the following areas which are critical for your safety and survival:

- Customer Services Do’s & Don’ts
- Situational Awareness
- Verbal and Non-Verbal Violence Indicators
- De-escalation Techniques
- Stance and Positioning
- Listening Skills
- Verbal Judo

**Tuesday, March 12, 2024**

**1:00 p.m. – 4:00 p.m.**

**In person**

**Wednesday, August 21, 2024**

**1:00 p.m. – 4:00 p.m.**

**In person**



## FREEDOM OF INFORMATION ACT TRAINING

## COMMUNICATION

*Sangeeta Ghosh, Kent County Assistant Corporate Counsel*

An overview of FOIA for County employees, FOIA coordinators and Assistants. Open government and transparency are important to Kent County. Come learn what is a public record? How must a record be created and stored? What record is releasable to the public and what is not?

**Recorded session**

## GREAT CUSTOMER SERVICE

## COMMUNICATION/CUSTOMER SERVICE

*Tarence Lauchie', T. Lauchie' & Associates*

Everyone needs to brush upon their customer service skills on occasion. Join us for this session which will reignite your passion to serve and provide great customer service.

**Tuesday, May 2, 2023**

**10:00 a.m. – 12:00 p.m.**

**In person**



## HARMONY IN DIVERSITY: NAVIGATING THE HISPANIC TAPESTRY-A CULTURAL COMPETENCY WORKSHOP

## INCLUSION

*Holly Rea Clarkson, Hispanic Center of West Michigan*

Embark on a journey of understanding and connection with our Cultural Competency Workshop focused on the vibrant and diverse Hispanic community. Gain insights into the nuances of family dynamics, social customs, and the importance of language. Through interactive sessions and open dialogue, we aim to foster a deeper appreciation for the diversity within the Hispanic community and equip participants with the knowledge and skills to engage respectfully and effectively. Join us in building bridges of cultural understanding and promoting inclusivity in our shared global community.

**Tuesday, March 26, 2024**

**2:00 p.m. – 4:00 p.m.**

**In person**

**Tuesday, August 27, 2024**

**10:00 a.m. – 12:00 p.m.**

**In person**



## POSITIVE COMMUNICATION

## COMMUNICATION

*Dave Weinandy, Ph.D., Aquinas College*

Although everyone is born with the means to communicate; communication ability, like any talent, must be developed. Effective communication is the key to providing exceptional services to internal and external customers alike. This class will help you learn to communicate in a meaningful and situation-appropriate manner. You will also learn how to clear up misunderstandings quickly and how to use the feedback process to your advantage.

**Tuesday, April 23, 2024**

**1:30 p.m. – 4:30 p.m.**

**In person**

**Tuesday, September 24, 2024**

**1:30 p.m. – 4:30 p.m.**

**In person**



## PSYCHOLOGICAL SAFETY IN THE WORKPLACE COMMUNICATION/CONFLICT RESOLUTION

*Erica Curry-VanEe, Urban Curry Consulting*

**Psychological safety** is the belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes. In teams, it refers to team members believing that they can take risks without being shamed by other team members. In *psychologically safe* teams, team members feel accepted and respected. It is also the most studied enabling condition in group dynamics and team learning research.

**Thursday, March 7, 2024**

**2:00 p.m. - 4:00 p.m.**

**In person**



## RECORDS MANAGEMENT TRAINING PROGRAM

*Sangeeta Ghosh, Kent County Assistant Corporate Counsel*

Let's get organized. Things you need to know about the Records Management Program: why is it important to keep proper records, what are the best practices for record-keeping, and how to effectively use your department's records retention and disposal schedule.

***Recorded Session***



**STRESS VS. ANXIETY WHAT'S THE DIFFERENCE  
CUSTOMER SERVICE/CONFLICT RESOLUTION**

*Hilda Martinez-Gutierrez, Art of Mind Consulting*

Stress and anxiety are often used interchangeably and overlap. Stress and anxiety are both part of being human, but both can be problems if they last for a long time or have an impact on our well-being or daily life.

Come learn the differences and how to take management over your life.

**Tuesday, February 20, 2024**

**10:00 a.m. – 11:30 a.m.**

**Microsoft Teams-virtual**

**Tuesday, September 17, 2024**

**10:00 a.m. – 11:30 a.m.**

**Microsoft Teams-virtual**

# LEARNING ENSURES ACHIEVEMENT PROGRAM (LEAP)

## CURRICULUM TRACKING SHEET

### REQUIRED CATEGORIES:

Communication Skills (requirement: 1)

Completion Date(s): \_\_\_\_\_

\_\_\_\_\_

Customer Service (requirement: 1)

Completion Date(s): \_\_\_\_\_

\_\_\_\_\_

Conflict Management (requirement: 1)

Completion Date(s): \_\_\_\_\_

\_\_\_\_\_

### REQUIRED COURSES:

Inclusion: Managing Bias

Completion Date: \_\_\_\_\_

### ALL EMPLOYEES MUST COMPLETE THREE ADDITIONAL COURSES FROM ANY CATEGORY:

\_\_\_\_\_

Completion Date: \_\_\_\_\_

\_\_\_\_\_

Completion Date: \_\_\_\_\_

\_\_\_\_\_

Completion Date: \_\_\_\_\_

Please Print Name: \_\_\_\_\_

Department: \_\_\_\_\_

Supervisor's Name: \_\_\_\_\_

Department: \_\_\_\_\_

# EMERGING LEADERS

## WHO SHOULD ATTEND?

Emerging Leaders is a professional development series designed for individuals contemplating a role in leadership.

## PROGRAM FORMAT

Emerging Leaders consists of different leadership sessions. Each session has been carefully chosen to offer a variety of leadership development opportunities. ***To be considered for completion you must attend 7 Emerging Leaders offerings.***

## REGISTRATION

Pre-registration is required for all offerings. Space is limited so registration is accepted on a first-come basis. Please register for offerings using the Learning Management System at [LMS](#). **Before registering for any offering please obtain supervisory approval.**

## EMERGING LEADERS CERTIFICATION PROCESS

Completing the Emerging Leaders curriculum is a significant accomplishment. Your willingness to grow professionally enriches not only the County as an organization but the services we provide and the interactions we have with our citizens. Remember that learning doesn't stop here. We encourage all employees to continue developing themselves on an ongoing basis.

## LOCATION: LEARNING AND DEVELOPMENT TRAINING ROOM

The majority of our sessions will be held in person in our Learning and Development training room – Administration Building 300 Monroe 2<sup>nd</sup> Floor. **Parking is provided.**

We will also provide a few virtual only sessions to best meet your needs. We will use Microsoft Teams for those sessions.

**Please let us know if you need any special accommodations for any session.** If you have any questions concerning the content of any of the offerings please contact Tamber Bustance 632-7467 or by email [Tamber.Bustance@kentcountymi.gov](mailto:Tamber.Bustance@kentcountymi.gov)

## PROGRAM CONTENT

### BUILDING BELONGING WITH WORDS

*Karyn Pelon, Office of Inclusion and Tamber Bustance, Learning and Development*

How language can help build a stronger connection with the people we serve and ultimately our community.

**Tuesday, April 30, 2024**

**10:00 a.m. – 11:00 a.m.**

**Microsoft Teams-virtual**

### CENTERING INCLUSION

*Teresa Branson, Chief Inclusion Officer, Karyn Pelon, Inclusion Office and Tamber Bustance*

When it comes to inclusion, have you ever thought about why it's important to you and your work, and why it matters in Kent County? Inclusion is imperative to achieve our mission and core values. This interactive session will include an overview of Kent County strategic priorities, best practices and resource tolls to promote a culture of inclusion.

**Thursday, June 11, 2024**

**10:00 a.m. - 12:00 p.m.**

**In person**



### COMPASSION FATIGUE

*Floyd Booker, Collaborative Solutions*

Whether it's from the direct exposure of a traumatic event, working with someone in chronic despair, or witnessing a person's difficulty in overcoming catastrophic circumstances... compassion fatigue is a common condition among professionals who directly serve and support others. By the end of this workshop, participants will have accomplished these learning objectives:

- Define Compassion Fatigue and its causes.
- Recognize the signs and symptoms of Compassion Fatigue in themselves and in others.
- Identify healthy stress management and productive self-maintenance strategies.

**Thursday, March 14, 2024**

**2:00 p.m. – 4:00 p.m.**

**In person**

**Tuesday, September 10, 2024**

**2:00 p.m. – 4:00 p.m.**

**Microsoft Teams-virtual**

### CRUCIAL CONVERSATIONS

*Mary Beth Van Til, IT Manager*

Some conversations are necessary, but not comfortable. In this session, learn how to prepare for high-stakes situations, transform anger and hurt feelings into powerful dialogue, make it safe to talk about almost anything, and be persuasive not abrasive.

**Tuesday, April 9, 2024**

**2:00 p.m. – 4:00 p.m.**

**In person**

## GENERATIONAL DIVERSITY IN THE WORKPLACE

INCLUSION

*Tamber Bustance, Learning and Development*

We now have five generations of people together in the workplace. Because of this shift in employee demographics, the need to create safe places to discuss intergenerational communication is necessary. It is also important to remember that people do not always fit neatly into categories. In this Generational Diversity workplace, we will look at the historical factors (events and norms of the day) that may provide commonality for generational groupings, while at the same time incorporate how personality drivers may steer people beyond traditional groupings.

**Tuesday, July 16, 2024**

**10:00 a.m. – 11:00 a.m.**

**Microsoft Teams-virtual**

## LEADING IN CRISIS

*Erica Curry Van Ee, MPA, President of Urban Curry Consulting, LLC.*

Leadership in a post-pandemic world has challenged us like never before to consider who we are, why we are here, and how we work. This shared global experience is a defining moment for every living individual on our planet, and the most significant event of this century. Have you taken time to pause and re-evaluate what matters most as you lead through these times? Who do you want to be? What are the skillsets, mindsets and technologies you will need to thrive in a new world?

**Tuesday, April 16, 2024**

**2:00 p.m. – 4:00 p.m.**

**Microsoft Teams-virtual**



## MANAGING EMOTIONAL LABOR

*Hilda Martinez-Gutierrez, Art of Mind Consulting*

We all have multiple different identities, which means that our emotions are constantly at work. Come enter a safe space to help you identify and properly organize your emotional labors.

**Thursday, March 21, 2024**

**1:30 p.m. – 3:00 p.m.**

**Microsoft Teams-virtual**

## MASTERING CONFLICT

*Dave Weinandy, Ph.D., Aquinas College*

Whether at work, in relationships, or interpersonal conflict can destroy relationships or it can strengthen them. In this session, we will learn how to positively manage confrontation.

Specifically, we will cover:

- Different types of conflict we experience and the importance of defining the conflict situation in the same manner.
- Practical factors that can affect how/whether the conflict will be resolved.
- The assessment of each participant's preferred method for resolving conflict, as well as the implications of the results.
- The steps and strategies one should follow (proactively and reactively) when engaged in a conflict episode.
- What to do when communicating with difficult people.
- The role forgiveness plays in the aftermath of conflict, as well as future conflict.

**Tuesday, August 20, 2024**

**1:30 p.m. – 4:30 p.m.**

**In person**

## MOVING FROM BOSS TO COACH

*Tim Cosby, President and CEO of Culture Impact*

Research shows that giving and receiving feedback is one of the least favorite things for people to do, however it is also one of the things that we will **have** to do on a regular basis. In this workshop, we look at the research on giving and receiving feedback, and practice tools for delivering effective, respectful feedback as well as preparing to be a good receiver.

**Thursday, June 27, 2024**

**10:00 a.m. – 12:00 p.m.**

**Microsoft Teams-virtual**

**Thursday, October 17, 2024**

**10:00 a.m. – 12:00 p.m.**

**Microsoft Teams-virtual**



## PERFECTLY IMPERFECT: HOW TO OVERCOME PERFECTIONISM AND EMBRACE (JUST) EXCELLENCE

*Dr. Tracy Brower, PhD, MM, MCRW*

You’ve heard it before: You shouldn’t let perfection get in the way of progress. But you also want to excel, and perfection may seem like the best path toward career growth and all kinds of success. Unfortunately, perfectionism be a barrier to effectiveness, happiness and fulfillment—in some surprising ways. Join us to hear new perspectives on perfectionism and fascinating research on how to get past perfect and find ways to be excellent without being ideal.

**Tuesday, February 27, 2024**

**10:00 a.m. – 11:30 a.m.**

**Microsoft Teams-virtual**

## THE EMPATHY GAP

*Floyd Booker, Collaborative Training Solutions*

In customer service, what can we do to recognize when our empathy is running low and we need a boost? In the workshop, participants will learn skills to increase empathy, which is defined as the ability to understand and share the feelings of another.

**Thursday, October 24, 2024**

**2:00 p.m. - 4:00 p.m.**

**Microsoft Teams-virtual**



## TRAUMA-INFORMED SUPERVISION

## CUSTOMER SERVICE

*Molly Perez, Public Health Program Supervisor, Health Department*

One of the common issues that impacts, interferes with, and interrupts job fulfillment, performance and longevity is trauma. Trauma is present within the general population, including the workforce. Trauma affects staff, persons served, groups and organizations. Responses to trauma can negatively impact productivity, client interactions and workplace relations. Secondary traumatic stress, vicarious trauma and burnout are contributing to departures from many professions. The relationship with one’s supervisor continues to be a primary source of job satisfaction. This training will equip supervisors with tangible ways to support staff coping, resilience and empathy within the professional relationship.

**Tuesday, May 21, 2024**

**2:00 p.m. – 4:00 p.m.**

**Microsoft Teams-virtual**

# EMERGING LEADERS

## CURRICULUM TRACKING SHEET

### COURSE TITLES:

\_\_\_\_\_ Completion Date: \_\_\_\_\_

### Managing Bias

\_\_\_\_\_ Completion Date: \_\_\_\_\_

***To be considered for completion you must attend 7 Emerging Leaders offerings and the required Managing Bias course.***

Please Print Name: \_\_\_\_\_

Department: \_\_\_\_\_

Supervisor's Name: \_\_\_\_\_

Department: \_\_\_\_\_

# THE FRONT LINE

## WHO SHOULD ATTEND?

All new supervisors will be enrolled in **The Front Line** immediately upon hire or promotion and prior to being able to enroll in the LEAD program. The Front Line curriculum is designed to allow participants to “jump in” at any point during the year, allowing for timely skill development. Seasoned supervisors are also encouraged to attend any topics that are of interest.

## PROGRAM FORMAT:

**The Front Line** consists of critical management topics that will be offered annually to allow participants to attend the entire series within their first year of transition.\*

\*some exceptions may apply

## REGISTRATION

Pre-registration is required. You will be automatically enrolled in all sessions upon hire or promotion.

## LOCATION: LEARNING AND DEVELOPMENT TRAINING ROOM

The majority of our sessions will be held in person in our Learning and Development training room – Administration Building 300 Monroe 2<sup>nd</sup> Floor. Parking is provided.

We will also provide a few virtual only sessions to best meet your needs. We will use Microsoft Teams for those sessions.

Please let us know if you need any special accommodations for any session.

If you have any questions concerning the content of any of the offerings please contact Tamber Bustance 632-7467 or by email [Tamber.Bustance@kentcountymi.gov](mailto:Tamber.Bustance@kentcountymi.gov)

# PROGRAM CONTENT

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**The Front Line** focuses on the unique challenges that County supervisors face in these critical areas:

**Required sessions include:**

## KENT COUNTY POLICIES, PROCEDURES & RETIREMENT OVERVIEW

*Darius Quinn, Human Resources Manager & Michelle Balcom, Pension Plan Administrator*

This session provides an overview of the Human Resources Policies and Procedures Manual. These County-established rules and regulations are intended for all employees as a guide to govern conduct and behavior. Additionally, this session will touch upon the County's pension plan and other retirement-related matters.

**Wednesday, May 8, 2024**

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

**Microsoft Teams-virtual**

## PERFORMANCE EVALUATION, FEEDBACK & THE CORRECTIVE ACTION PROCESS

*Darius Quinn, Human Resources Manager and Tamber Bustance, Learning and Development*

Feedback is a useful tool for indicating when things are going in the right direction and for redirecting problem performance. This session includes tips for conducting fair and constructive performance evaluations as well as an overview of administering disciplinary action and implementing improvement plans that promote growth and continuous learning. You will be provided with templates to help you write effective discipline and administer it in accordance with collective bargaining agreements.

**Wednesday, March 13, 2024**

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

**In person**

**Wednesday, October 9, 2024**

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

**In person**

## THE TOUGHEST SUPERVISOR CHALLENGES AND HOW TO OVERCOME THEM

*Darius Quinn, Human Resources Manager & Stephanie Hernandez, Human Resources Manager*

What is your toughest challenge as a supervisor?

Every job has its challenges. What sets your job apart is that you manage people; your toughest challenges are likely to be employee-related issues. In this interactive session, Kent County supervisors will focus on:

- Resolving conflicts between employees effectively
- Dealing with employees' personal problems with sensitivity and fairness
- Showing support for employees with performance issues while building a defensible case for discipline and/or termination if necessary
- Other supervisory challenges that arise in Kent County

**Wednesday, February 7, 2024**

**9:00 a.m. – 12:00 p.m.**

**In person**

**Wednesday, August 28, 2024**

**9:00 a.m. – 12:00 p.m.**

**In person**

## ENCOMPASS FOR LEADERS

*Jessi Zielinski, Encompass*

During these sessions, County leaders will receive an overview of ENCOMPASS benefits, from a supervisor's perspective. This interactive discussion will inform supervisors how ENCOMPASS can support them through difficult situations; referrals, procedures and coaching, as well as explain the ENCOMPASS services available to all employees. These services include ENCOMPASS' enhanced work-life web tools, financial and legal resources and enhanced supervisory and management tools.

**Wednesday, May 22, 2024**

**2:00 p.m. – 3:30 p.m.**

**In person**

**Wednesday, September 11, 2024**

**2:00 p.m. – 3:30 p.m.**

**In person**

## FLEXIBLE WORK SERIES

Kent County Flexible Work is offered on a department-approval basis for eligible employee positions. The requirements apply for any Kent County employee or department that is regularly engaged in work that allows flexibility in the location where work is performed. These requirements were arrived at by a cross-functional work group that was tasked with ensuring that customer service and productivity levels remain high in departments where the time and/or location of work is flexible. Continued high performance is essential for Kent County Flexible Work to be sustainable in the long term.

Front Line supervisors are required to watch the session entitled, “Requirements for Supervisory Staff” and complete all of the required tasks. You are also required to ensure your staff has completed the session entitled “Requirements for Non-Supervisory Staff.”

**Recorded**

## KENT COUNTY’S LEGAL ENVIRONMENT

*Linda Howell, Corporate Counsel*

In this session you will learn the basic principles of the Freedom of Information Act (FOIA), the FOIA Online Services, and various employment laws and how to protect yourself and the County from liability by assessing risk appropriately. This session will help you develop an inner compass to do the right thing and make the appropriate decisions in accordance with applicable laws.

**Recorded**

## LEAVES OF ABSENCE MANAGEMENT, FMLA BASICS

*Holly Hartley, Human Resources Mgr. Benefits/Compensation/HRIS*

Learn how to coordinate employees taking time off in conjunction with The Family and Medical Leave Act (FMLA), Americans with Disabilities Act, Workers Compensation and the Counties’ Policies and Procedures.

**Recorded**

## LEGAL & EFFECTIVE HIRING FROM START TO FINISH

*Stephanie Hernandez, Human Resources Manager and Tracie Eckhardt, HR Specialist*

What every supervisor needs to know to effectively recruit, interview and hire the right employees from start to finish. This session will also include an overview of the County's Neogov applicant tracking system.

**Recorded**

## LIVING OUR VALUES AND PREVENTING HARASSMENT

*Various Kent County Leaders*

The goal of this recorded webinar is to help you determine your role, as a supervisor, in providing an environment free of harassment. You will learn how to define, recognize and prevent harassment in our workplace. In addition, you will learn how to respond if an employee reports harassment.

**Recorded**

# THE FRONT LINE

## CURRICULUM TRACKING SHEET

### COURSE TITLES:

- ✓ \_\_\_\_\_ Completion Date: \_\_\_\_\_

**Recorded: Leaves of Absences and FMLA information** Completion Date: \_\_\_\_\_

**Recorded: Legal Issues Webinar** Completion Date: \_\_\_\_\_

**Recorded: Living Our Values and Preventing Harassment Webinar**  
Completion Date: \_\_\_\_\_

**Recorded: Legal and Effective Hiring** Completion Date: \_\_\_\_\_

**Recorded: Flexible Work Series** Completion Date: \_\_\_\_\_

**In person: Managing Bias** Completion Date: \_\_\_\_\_

***To be considered for completion you must complete all live and recorded sessions plus the Managing Bias session.***

Please Print Name: \_\_\_\_\_ Department: \_\_\_\_\_

Supervisor's Name: \_\_\_\_\_ Department: \_\_\_\_\_

# ADDITIONAL LEARNING OPPORTUNITIES

## MAKING CENTS OF RETIREMENT

*Michelle Balcom, Pension Plan Administrator*

Get ready NOW to prepare for your future. No matter what your age, this session will benefit you. The purpose of this session is to educate employees about the County-sponsored retirement plans. An explanation of the County's Pension Plan, how it works and what you can expect in the way of a benefit will be highlighted. The Deferred Compensation Plan and how it can benefit County employees in reaching financial goals for retirement will also be covered. This session is also available as a department-specific session or as part of your departmental staff meeting. \*

*This session is **not** intended to be an individual financial consultation session. For advice you need to contact a financial consultant or advisor, tax preparer, banker or an attorney for estates and trusts.*

|                                     |                               |                  |
|-------------------------------------|-------------------------------|------------------|
| <b>Wednesday, April 24, 2024</b>    | <b>9:00 a.m. - 12:00 p.m.</b> | <b>In person</b> |
| <b>Wednesday, December 11, 2024</b> | <b>9:00 a.m. - 12:00 p.m.</b> | <b>In person</b> |

***\*If you are interested in having Michelle do a customized/abbreviated session for your department, please contact Michelle at [michelle.balcom@kentcountymi.gov](mailto:michelle.balcom@kentcountymi.gov)***

## MANAGING BIAS

*CQ Cohort, a collaboration of several County department employees*

We live in a diverse community and serve a diverse population and we all have biases. This is a natural fact of being human, however there are ways to help manage those biases.

In our new **Managing Bias** session, participants will revisit their Cultural Intelligence (CQ) report and draw upon the research-based findings to take a closer look at bias and how to best manage it. Participants will improve their self-awareness and develop the first steps for relating and working with others.

|                                    |                              |                  |
|------------------------------------|------------------------------|------------------|
| <b>Thursday, February 22, 2024</b> | <b>2:00 p.m. – 5:00 p.m.</b> | <b>In person</b> |
| <b>Thursday, April 18, 2024</b>    | <b>2:00 p.m. – 5:00 p.m.</b> | <b>In person</b> |
| <b>Thursday, October 24, 2024</b>  | <b>2:00 p.m. – 5:00 p.m.</b> | <b>In person</b> |

## TECHNOLOGY TRAINING WITH UNITED TRAINING

### *United Training*

Kent County has partnered with United Training to offer County employees online technology training classes. There will be a variety of classes to choose from including Adobe and the entire Microsoft Office Suite. You can select, register for classes and make any changes using the portal, which is located on the Learning Management System ([LMS](#)).

LOCATION: VIRTUAL

### **Professional Development**

10 Soft Skills You Need

Accounting Essentials

Accounting Skills

Business Etiquette

Business Writing

Change Management

Communication Strategies

Conflict Resolution

Creative Problem Solving

Critical Thinking

Customer Service

Email Etiquette

Grammar Essentials

Handling a Difficult Customer

Interpersonal Skills

Negotiation Skills

Organizational Skills

Presentation Skills

Teamwork and Teambuilding

Time Management

## KENT COUNTY/MSU EXTENSION

Kent County Human Resources is partnering with Michigan State University (MSU) Extension to provide timely, meaningful offerings\* for our employees. The Extension program helps people improve their lives by bringing the vast knowledge resources of MSU directly to individuals, communities and businesses. For more information about what they offer in the classroom and by request, explore the [MSU Extension Catalog of Programs and Services](#), which features programming in Agriculture, Business & Community, Family, Food & Health, Lawn & Garden, Natural Resources and 4-H & Youth, <https://www.canr.msu.edu/outreach/events> and see what MSU Extension can do for you... you just might be surprised. \*See Appendix for a list of offerings

## CUSTOMIZED LEARNING PROGRAMS

The Human Resources Department is available to assist department directors, managers and supervisors with individualized training programs. We offer services such as assessing departmental learning needs, linking learning to department goals, Predictive Index, researching specific topics or programs, and developing customized sessions.

## TUITION REIMBURSEMENT PROGRAM

Tuition Reimbursement is available to full-time employees who have been employed with the County for one year. Selected courses and degree programs must be related to professional growth. Requests for tuition reimbursement are approved on a first come – first serve basis and are dependent on availability of funds. *The reimbursement rate is \$315 per credit hour.*

The Tuition Reimbursement guidelines and forms are available on the Kent County intranet at: <http://kcintranet.kc.gov/forms/>

## AQUINAS COLLEGE DONNELLY SCHOLARSHIP

Aquinas College is known for providing students individualized attention and is pleased to partner with Kent County to offer eligible employees the Donnelly Scholarship. Aquinas will award a 20% Donnelly Scholarship to be applied to any number of classes an eligible part-time or full-time employee chooses to take at either the undergraduate or graduate level. Once received, the scholarship is available for up to seven years or until graduation, whichever is sooner. The employee applies for the scholarship before attending. New classes begin approximately every eight weeks, and Aquinas does not charge an application fee. Associate, Bachelor's and Master's degrees, as well as select online courses are available. Use the scholarship to start or finish a degree, earn an additional degree, or enroll in a few courses for personal or professional enrichment. It's very flexible. View information about Aquinas' academic programs at [aquinas.edu/admissions](http://aquinas.edu/admissions). Additional information is available at <http://kcintranet.kc.gov/forms/>, or you may contact either Tamber Bustance at [Tamber.bustance@kentcountymi.gov](mailto:Tamber.bustance@kentcountymi.gov) or Aquinas College by emailing [Donnelly@aquinas.edu](mailto:Donnelly@aquinas.edu)

# APPENDIX

## KENT COUNTY MSU EXTENSION

Heathy Eating, Cooking and Physical Activity: Stephanie Marino 616-632-7889

Family Focused Programs: Stephanie Marino 616-632-7889

RELAX: Alternatives to Anger: Georgina Perry 616-632-7884

Nurturing Families: Georgina Perry 616-632-7884

Stress Less with Mindfulness: Georgina Perry 616-632-7884

Mindfulness for Children: Georgina Perry 616-632-7884

Chronic Disease Prevention and Management: Christi Demitz 616-632-7881

Social Emotional Health: Holly Tired 616-632-7893

Financial Management and Homeownership Education: Jinnifer Ortquist 616-632-7874

4-H and Youth Development: 616-632-7899

Master Gardener Volunteer Program: 616-632-7899

Strong Women, Strong Bones (Men Welcome): 616-632-7899

Master Naturalist: 616-632-7899