



LEARNING AND DEVELOPMENT 2023

As employees of Kent County, we work to serve the public. To improve service delivery, Kent County is dedicated to providing 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 whole organization improve performance that consistently aligns and supports the mission of Kent County.

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.

Kent County Core Values

Act with Integrity

- Treat each other with respect and dignity
- Hold yourself accountable
- Honor and keep commitments to one another
- Be transparent

Provide High-Quality Service to Internal and External Customers

- Be passionate about service
- Provide and seek active feedback/input
- Communicate the right thing, at the right time, the right way, to the right people
- Solve problems
- Do your best to exceed customer expectations

Embrace Diversity, Equity and Inclusion

- Leverage the many unique talents and strengths that exist in our workforce and community
- Value differences that exist in our workforce and community
- Set an example for others in the community to follow

Serve as Responsible Stewards of County Resources

- Work efficiently to get great results
- Be innovative/creative
- Ensure fiscal responsibility

Work Collaboratively

- Seek to understand and value others' point of view
- Work together to establish and achieve shared goals
- Encourage others to be engaged and involved
- Understand our collective roles and responsibilities

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. In 2023, Kent County is continuing to build upon the existing learning opportunities by adding a new series related to diversity, equity, and inclusion.

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.
- Diversity, Equity and Inclusion (DEI) Program: is a series designed to increase organizational knowledge of the business case for diversity and inclusion, enhance cultural intelligence, inclusive environments, employee ability to manage bias, and skill development to improve community engagement and equitable 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.

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 new [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 new [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

DIVERSITY, EQUITY AND INCLUSION LEARNING OPPORTUNITIES

PROGRAM CONTENT

A DISABILITY PERSPECTIVE

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.

AUTISM SUPPORT IN CUSTOMER SERVICE

The prevalence of autism is rapidly increasing. At Autism Support of Kent County, we work to help people with autism lead productive and meaningful lives. We also work to help the community understand, accept, and include those with autism. See the LEAP program for more information and available dates.

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 DIVERSITY, EQUITY AND INCLUSION

When it comes to diversity, equity, and inclusion, have you ever thought about why it's important to you and your work, and why it matters in Kent County? Diversity, Equity, and Inclusion (DEI) is imperative to achieve our mission and core values. This interactive session will include an overview of diversity, equity, and inclusion efforts in Kent County. See the Emerging Leaders program for more information and available dates.

GOVERNMENT ALLIANCE ON RACE AND EQUITY (GARE) MEMBERSHIP AND OVERVIEW

How do I complete my GARE requirement for LEAP?

1. Register to become a member of GARE.

Registration is an easy process and the instructions are included on the Learning Management System (LMS).

- Use your single sign on login and password (the same login you use to get into your County computer. For example Login: tlbustan
Password: XXXXXXXXXXXXX)
- Once in the LMS, follow this path: Training/Available Training
- In the search bar cut and paste: **Government Alliance on Race & Equity (GARE) Membership & Overview**
- This will take you to the sign in instruction sheet for GARE.

[All Members - Racial Equity Alliance](#)

A comprehensive walk-through of how to navigate the portal, including your profile, member directory, libraries, discussion spaces, events and more [30 min].

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.

MANAGING BIAS

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. See the Other training section for more information and 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.

21 DAY EQUITY CHALLENGES

Have you ever made a successful change in your life? Perhaps you wanted to exercise more, eat less, or change jobs? Think about the time and attention you dedicated to the process. A lot, right? Change is hard. Setting our intentions and adjusting what we spend our time doing is essential. It's all about building new habits. The good news is, there's an abundance of resources just waiting to empower you to be a more active in the quest for equity and justice.

In the 21-Day Equity Challenge, you will have one thing to do to focus on social justice.

Reminders to sign up for these challenges will be in the County Communicator, but you may register early using these links.

[21-Day Equity Challenge: 2023 Edition | United Way of Washtenaw County \(uwwashtenaw.org\)](https://www.uwwashtenaw.org)

[The 21-Day Racial Equity Challenge — Michigan United Way Equity \(miunitedwayequity.org\)](https://miunitedwayequity.org)

[21-Day Disability Equity Challenge — Michigan United Way Equity \(miunitedwayequity.org\)](https://miunitedwayequity.org)

DIVERSITY, EQUITY AND INCLUSION TRACK (DEI)

CURRICULUM TRACKING SHEET

REQUIRED COURSES:

Introduction to Cultural Intelligence (CQ)

Completion Date: _____

Managing Bias

Completion Date: _____

Centering Equity

Completion Date: _____

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

Completion Date: _____

Completion Date: _____

Completion Date: _____

Recorded: GARE intro

Completion Date: _____

Recorded: 21 Day Equity Challenge

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) 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 2nd Floor. We will offer a hybrid option for those in person sessions as well.

We will also provide a few virtual only sessions to best meet your needs. We will use Zoom for those sessions. Zoom is a user-friendly platform, but for those of you who have not used Zoom, [click here](#) for a short video on how to log into Zoom.

Also, because some computers do not have video, we will not require video for our virtual sessions, however presenters prefer when you do have video that you have it on.

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

PROGRAM CONTENT

ADVERSE CHILDHOOD EXPERIENCES UNDERSTANDING FOR CUSTOMER SERVICE

Dezirae Mitchell-Garcia, Master ACES trainer

This training aims to increase the community’s collective ability to support individuals who have experienced traumatic events through the provision of supportive trauma-informed strategies and services. The objectives of this presentation are to increase your knowledge of trauma and provide ways to work with children, families and communities to reduce the impact of trauma; identify types of child maltreatment and adversity and link it to health in adulthood; help you recognize how the stress response system activates fight, flight or fear becomes conditioned over time especially in high stress situations; apply this knowledge to build resiliency in the community; and to understand the concept of trauma informed care and how it creates safety for those impacted by violence and trauma.

Thursday	February 16, 2023	9:00 a.m. – 10:30 a.m.	Zoom
Tuesday	October 3, 2023	2:00 p.m. – 3:30 p.m.	In person



A DISABILITY PERSPECTIVE

DIVERSITY EQUITY & 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.

Tuesday, April 11, 2023	10:00 a.m. – 11:30 a.m.	In person
Wednesday, September 20, 2023	2:00 p.m. – 3:30 p.m.	In person



AUTISM AND CUSTOMER SERVICE

DIVERSITY EQUITY & INCLUSION

Pamela Liggett, Autism Support of Kent County

The prevalence of autism is rapidly increasing. At Autism Support of Kent County, we work to help people with autism lead productive and meaningful lives. We also work to help the community understand, accept, and include those with autism.

Thursday	March 9, 2023	11:00 a.m. – 12:00 p.m.	In person
Wednesday	August 16, 2023	2:00 p.m. – 3:00 p.m.	In person

BUILDING BELONGING WITH WORDS**DIVERSITY EQUITY & INCLUSION***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.

Thursday April 12, 2023 10:00 a.m. – 11:00 a.m. Zoom

BUSINESS ETIQUETTE AND CUSTOMER SERVICE**CUSTOMER SERVICE***Matthew Mapes, Deputy District Court Administrator/Magistrate, 63rd District Court*

Business etiquette is defined as the conduct or procedures that are generally acceptable and polite in the workplace. It is typically a set of unspoken expectations that most people either meet—or find out about when they do not meet them. Everyone wants to be treated well, and deserves to be. Practicing etiquette is making an investment in building relationships. In turn, these relationships can be one of your most valuable assets at work. In this session, we will discuss practical tips on proper business etiquette in a County setting.

Tuesday May 16, 2023 10:00 a.m. – 12:00 p.m. In person
Tuesday October 31, 2023 2:00 p.m. – 4:00 p.m. Zoom

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.

Wednesday March 22, 2023 10:00 a.m. – 11:00 a.m. Zoom

CULTIVATING EMPLOYEE ENGAGEMENT**COMMUNICATION**

Floyd Booker, Collaborative Training Solutions

To assist organizations in retaining highly skilled and productive employees, we offer a highly interactive workshop that teaches leaders at all levels, how to develop vibrant work cultures that foster belonging and inspire people to work towards their greatest potential. In addition to promoting a responsive and engaging leadership approach, this highly interactive workshop focuses on: Coaching strategies that generate buy-in and ignite performance. Cultivating a culture of trust, by making healthy communication and accountability the norm. Understanding when and how stress and unparalleled events are disrupting team dynamics.

Thursday, March 23, 2023

2:00 p.m. – 4:00 p.m. In person

**CUSTOMER SERVICE FOR OUR NEIGHBORS FROM AROUND THE WORLD****DIVERSITY EQUITY & INCLUSION**

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.

Tuesday

May 9, 2023

2:00 p.m. – 3:00 p.m.

In person

**GREAT CUSTOMER SERVICE**

Tarence Lachie', 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

2:00 p.m. – 4:00 p.m.

In person

Wednesday, September 27, 2023

10:00 a.m. – 12:00 p.m.

In person



INTRO TO KOLBE: EXPLORING MY KOLBE A RESULTS

COMMUNICATION

Tamber Bustance, Learning and Development

IQ tests tell you what you can do. Personality tests tell you what you want to do... the Kolbe A™ Index measures what you WILL or WON'T do. The Kolbe A Index is a quick and easy 36-question instrument that gives you greater understanding of your own natural instincts and allows you to begin the process of maximizing your potential. Answer by asking yourself: "If free to be myself I would ..."

Wednesday	February 15, 2023	11:00 a.m. – 12:00 p.m.	Zoom
Wednesday	September 13, 2023	3:00 p.m. – 4:00 p.m.	Zoom



LET'S TALK TRASH WHY REDUCING YOUR WASTE GOING TO LANDFILL IS GOOD FOR THE ENVIRONMENT, ECONOMY, AND YOUR WALLET"

CUSTOMER SERVICE

Katelyn Kikstra, Department of Public Works

During this session, we will emphasize that the majority of what we throw in the garbage is not necessarily trash--they are resources that can be reused, recycled, or composted!

Through those habits, collectively, we can make a huge impact by easily reducing the amount of "waste" buried in the landfill. Get an overview of how all waste is managed through sustainable materials management by Kent County Department of Public Works.

Walk away with knowledge of how to exactly reduce your waste going to the landfill and why that is good for the environment, the economy, and your wallet!"

Tuesday	June 13, 2023	3:00 p.m. – 4:30 p.m.	In person
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LISTEN TO UNDERSTAND COMMUNICATION/CONFLICT RESOLUTION

Dave Weinandy, Ph.D., Aquinas College

Whether professionally or personally, frequently, we are fascinated with and attracted to people who never say a word! We spend more time listening than doing any other communication activity. This session will be a combination of covering applied listening research, as well as perfecting skills to make you a better listener and more powerful communicator. Come learn about the types of listening, how to create an atmosphere with your delivery and messaging that invites listening, as well as how to maintain focus when others are talking.

Tuesday, March 7, 2023	10:00 a.m. - 12:00 p.m.	In person
Thursday, May 11, 2023	2:00 p.m. – 4:00 p.m.	In person



MANAGING ANXIETY IN CUSTOMER SERVICE

CUSTOMER SERVICE

Lauren Czarnowczan and Kara Felder, Public Health Educators, Health Department

- Define what anxiety is vs what is stress – similarities and differences – how they are connected
- What happens in the body and brain when we’re anxious – short-term and long-term
- How to manage anxiety at work when providing services to clients and interacting with coworkers
- How to de-escalate anxiety
- Techniques/coping skills – hands on practice

Tuesday	February 28, 2023	10:00 a.m. – 11:30 a.m.	In person
Tuesday	June 6, 2023	10:00 a.m. – 11:30 a.m.	Zoom

MANAGING DIFFERENT PERSPECTIVES IN THE WORKPLACE CONFLICT RESOLUTION

Tarence Lauchie’, T. Lauchie’ and Associates

How do you handle it when others may have a different viewpoint? In this workshop, we will discuss good practices for working with others, who may have a different perspective, in the workplace.

Tuesday, March 21, 2023	9:00 a.m. - 11:00 a.m.	Zoom
Thursday, September 19, 2023	2:00 p.m. - 4:00 p.m.	In person

PSYCHOLOGICAL SAFETY IN THE WORKPLACE COMMUNICATION/CONFLICT RESOLUTION

Denise McClennen, Owner, Thought Design

After decades of research, we know that high performing teams all have one thing in common: psychological safety. Find out what it is and how to get it in this session.

Tuesday, February 28, 2023	2:00 p.m. - 4:00 p.m.	Zoom
Tuesday, September 12, 2023	2:00 p.m. - 4:00 p.m.	In person

TRAUMA: IT'S EVERYONE'S ISSUE

CUSTOMER SERVICE

Molly Perez, Public Health Program Supervisor, Health Department

In this session, we will define Trauma, recognize its prevalence and better understand responses to it. We will also review brain impact, identify means of coping, reiterate power of self, and discuss treatment resources and options.

Thursday, May 25, 2023

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

Zoom

VICARIOUS TRAUMA AND SELF CARE

COMMUNICATION AND CONFLICT RESOLUTION

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

How can you better identify when you are being affected by vicarious trauma? What are some of the researched responses to help you? Join us as we discuss good practices in resiliency and self-care.

Tuesday, May 23, 2023

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

In person

Wednesday, October 18, 2023

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

Zoom

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:

Diversity Equity and Inclusion choice

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 2nd Floor. We will offer a hybrid option for those in person sessions as well.

We will also provide a few virtual only sessions to best meet your needs. We will use Zoom for those sessions. Zoom is a user-friendly platform, but for those of you who have not used Zoom, [click here](#) for a short video on how to log into Zoom.

Also, because some computers do not have video, we will not require video for our virtual sessions, however presenters prefer when you do have video that you have it on.

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

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PROGRAM CONTENT

CENTERING EQUITY AND INCLUSION

Teresa Branson, Chief Inclusion Officer

When it comes to diversity, equity, and inclusion, have you ever thought about why it's important to you and your work, and why it matters in Kent County? Diversity, Equity, and Inclusion (DEI) is imperative to achieve our mission and core values. This interactive session will include an overview of diversity, equity, and inclusion efforts in Kent County.

Thursday, June 15, 2023	2:00 p.m. - 3:30 p.m.	In person
Thursday, October 19, 2023	2:00 p.m. - 3:30 p.m.	In person

CRUCIAL CONVERSATIONS

MaryBeth Vantill, Senior IT Business Analyst

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.

Thursday, October 26, 2023	2:00 - 4:00 p.m.	In person
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GENERATIONAL DIVERSITY IN THE WORKPLACE DIVERSITY EQUITY & INCLUSION

Tamber Bustance, Learning and Development

Never before have we had 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 18, 2023	10:00 a.m. - 11:00 a.m.	In person
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GET RESULTS WITH POSITIVE 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 18, 2023	2:00 p.m. – 4:00 p.m.	Zoom
Thursday, September 28, 2023	2:00 p.m. - 4:00 p.m.	In person

LEADNG WITH EMOTIONAL INTELLIGENCE

Tarence Lauchie', T. Lauchie' & Associates

This interactive session will explore how the 5 clusters of building relational skills impact our effectiveness in the workplace: self-awareness, managing emotions, motivating oneself, empathy and social skills. Participants will gain knowledge and the tools to demonstrate positive Emotional Intelligence in various work environments and learn how to flex their approach when dealing with others.

Thursday, April 27, 2023	2:00 p.m. - 4:00 p.m.	In person
Thursday, September 21, 2023	2:00 p.m. – 4:00 p.m.	Zoom

LEADING IN CRISIS

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

Leadership in the Age of Pandemic 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 Covid world? This webinar will help you think more deeply about these questions and more.

Wednesday, April 19, 2023
Tuesday, August 22, 2023

10:00 a.m. - 12:00 p.m.
2:00 p.m. - 4:00 p.m.

Zoom
In person

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.

Thursday, March 30, 2023

2:00 - 4:00 p.m.

In person

MOVING FROM BOSS TO COACH PART 1 AND PART 2

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.

This session has two parts. You may intermix your part 1 and part 2.

Part 1

Tuesday, June 27, 2023 **10:00 a.m. - 12:00 p.m.** **Zoom**

Part 2

Tuesday, July 25, 2023 **10:00 a.m. - 12:00 p.m.** **Zoom**

Part 1

Tuesday, October 10, 2023 **2:00 p.m. - 4:00 p.m.** **Zoom**

Part 2

Tuesday, November 7, 2023 **2:00 p.m. - 4:00 p.m.** **Zoom**



OVERCOMING IMPOSTER SYNDROME

Denise McClennen, Owner, Thought Design

Millions of people worldwide — executives and early career professionals, first year college students and PhDs, entrepreneurs and engineers — secretly worry they're not as bright or capable as everyone *thinks* they are. The term impostor phenomenon was first coined in 1978 by Georgia State University psychology professor Pauline Clance and clinical psychologist Suzanne Imes. More commonly referred to as impostor syndrome. In this session, participants will:

- Understand what imposter syndrome is.
- Discover the sources of imposter feelings.
- Identify your personal competence type
- Leave with practical, immediately usable tools to help yourself and/or those you manage, mentor, or coach to address imposter syndrome.

Tuesday, March 28, 2023 **2:00 p.m. - 4:00 p.m.** **Zoom**

Tuesday, September 26, 2023 **2:00 p.m. - 4:00 p.m.** **In person**



PSYCHOLOGICAL SAFETY IN THE WORKPLACE FOR LEADERS

Denise McClennen, Owner, Thought Design

Enhance your employee engagement by exploring more about Psychological Safety, which is deemed one of the most effective ways to build belonging in your department or team. Though Design leader, Denise McClennen will further define psychological safety and give practical tips to leaders that can be immediately implemented.

Thursday, March 14, 2023	2:00 p.m. - 4:00 p.m.	Zoom
Tuesday, August 29, 2023	2:00 p.m. - 4:00 p.m.	In person

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.

Wednesday, March 29, 2023	2:00 p.m. - 4:00 p.m.	In person
Tuesday, October 24, 2023	2:00 p.m. - 4:00 p.m.	In person

WORKPLACE BOUNDARIES AND AGREEMENTS

Denise McClennen, Owner, Thought Design

When life feels messy, the source is often a problem with expectations that someone is holding that are not getting met. As humans, we're always making agreements that lead to expectation - with others and with ourselves - and as it turns out, we're not often very good at it. When expectations aren't met, resentment builds, tension flares, conversations turn into arguments, and we're left wondering where we went wrong.

We will discuss four simple, yet seldom followed rules that will allow you to:

- Drastically reduce conflict, misunderstandings and breakdowns in relationships
- Communicate through difficult conversations without excuses, blaming or switch-tracking
- Get more done more quickly and with less stress
- Navigate the most difficult relationships with ease and grace
- Create deeper connections that lead to a better understanding and mutual respect within your relationships

Tuesday, April 25, 2023	2:00 p.m. - 4:00 p.m.	In person
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EMERGING LEADERS

CURRICULUM TRACKING SHEET

COURSE TITLES:

_____ Completion Date: _____

_____ Completion Date: _____

_____ Completion Date: _____

_____ Completion Date: _____

_____ Completion Date: _____

_____ Completion Date: _____

_____ 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 2nd Floor. We will offer a hybrid option for those in person sessions as well.

We will also provide a few virtual only sessions to best meet your needs. We will use Zoom for those sessions. Zoom is a user-friendly platform, but for those of you who have not used Zoom, [click here](#) for a short video on how to log into Zoom.

Also, because some computers do not have video, we will not require video for our virtual sessions, however presenters prefer when you do have video that you have it on.

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

PROGRAM CONTENT

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

Required live 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, March 15, 2023

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

Zoom

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, May 10, 2023

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

In person

Wednesday, October 11, 2023

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 1, 2023

8:00 a.m. – 12:00 p.m.

In person

Wednesday, August 23, 2023

8:00 a.m. – 12:00 p.m.

In person

Required, recorded sessions include:

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.

Recorded

KENT COUNTY'S LEGAL ENVIRONMENT

Linda Howell, Corporate Counsel and Human Resources Legal 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: _____

✓ _____ Completion Date: _____

✓ _____ Completion Date: _____

Recorded: Encompass for Leaders 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: _____

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.*

Wednesday, April 26, 2023	9:00 a.m. - 12:00 p.m.	In person
Wednesday, December 6, 2023	9:00 a.m. - 12:00 p.m.	In person

**If you are interested in having Michelle do a customized/abbreviated session for your department, please contact Michelle at michelle.balcom@kentcountymi.gov*

MANAGING BIAS

CQ Cohort

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.

Thursday, April 20, 2023	2:00 p.m. – 5:00 p.m.	In person
Thursday, June 22, 2023	2:00 p.m. – 5:00 p.m.	In person

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, [click](#) 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. Additional information is available at <http://kcintranet.kc.gov/forms/>, or you may contact either Tamber Bustance at Tamber.bustance@kentcountymi.gov or Aquinas College by emailing 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