INTRODUCTION: LINKING LEARNING TO PERFORMANCE

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

Serve as a Good Steward of County Resources
Work efficiently to get great results
Be innovative/creative

Provide 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

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

Embrace Diversity 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
Learning Framework

*Getting Results: The Five Absolutes for High Performance* by Clint Longenecker and Jack Simonetta serves as our framework for developing effective people-oriented practices and quality task-oriented processes for getting successful results.
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 citizenry.

- **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.

- **Leadership Enrichment and Development Program (LEAD):** is a leadership program designed to increase effectiveness leading both people and operations. LEAD focuses on developing key leadership competencies that address the unique challenges of leading within the context of Kent County.

We encourage you to read this brochure and access the Learning Management System (LMS) at [https://www.accesskent.com/LMS/](https://www.accesskent.com/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.

Sincerely,

Amy Rollston
Human Resources Director

Wayman P. Britt
Interim Kent County Administrator
Testimonials

“I’ve found LEAD, The Frontline and the County’s other learning & development courses very useful in increasing my management skills. The County’s commitment to supporting supervisors is really commendable.”

– Hilary Arthur, Court Administrator/Magistrate

“Throughout the classes I have attended for LEAP and Emerging Leaders, I have learned skills and techniques that I will use over a lifetime, not just in my profession but in life. Many courses offered are great for anyone wanting to improve their life skills in general. Most of the classes I attended are hands on and challenge you to think outside the box. I have enjoyed the networking that also takes place, giving me a chance to meet several County employees that I would not normally have contact with. Staying determined to complete the LEAP and Emerging Leaders certificate requires dedication and hard work and to me that spells success. The curriculum for LEAP and Emerging Leaders provides a fantastic framework to impact your life in professional and personal situations. The instructors encouraged me to realize and understand ways I can be more effective in County Government. I love the fact that new classes are always being offered so I can continue to grow and learn. I would encourage any County employee to sign up for a class and explore the opportunity the County has graciously made available for their employees”

– Angela DeWinter Probation Officer, 63rd District Court
<table>
<thead>
<tr>
<th>TABLE OF CONTENTS</th>
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</thead>
<tbody>
<tr>
<td>Learning Management System Overview</td>
<td>Page 1</td>
</tr>
<tr>
<td>Cultural Intelligence Initiative</td>
<td>Page 2</td>
</tr>
<tr>
<td>Learning Ensures Achievement Program (LEAP)</td>
<td>Pages 3-9</td>
</tr>
<tr>
<td>Emerging Leaders Program</td>
<td>Pages 10-14</td>
</tr>
<tr>
<td>The Front Line Program</td>
<td>Pages 15-19</td>
</tr>
<tr>
<td>Leadership Enrichment and Development Program (LEAD)</td>
<td>Page 20</td>
</tr>
<tr>
<td>Additional Learning Opportunities</td>
<td>Pages 21-23</td>
</tr>
<tr>
<td>Appendix</td>
<td>Page 24</td>
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LEARNING MANAGEMENT SYSTEM (LMS)

Kent County maintains a Learning Management System (LMS) that allows employees to review and register for learning opportunities online. The LMS is a web-based system that tracks employee activity, department activity, and overall organizational information regarding County-sponsored learning opportunities.

Employees can utilize the LMS to:

- View learning opportunities
- Register for offerings
- Set goals and plan for professional development
- View and print individual learning records

Supervisors can use the LMS to:

- Manage class registration for employees
- Register for offerings
- Encourage professional development for staff
- View employee learning records
- Reinforce performance management

Since the LMS is web-based, it allows all County employees easy access from home or work. You may access the LMS at https://www.accesskent.com/LMS/. You will be required to log in with a Username and Password.

- Your Username is your first initial and your last name, i.e. Joe Smith is jsmith (lowercase; no nicknames)
- Your Password is your Employee ID Number, i.e. 12345
- Please ensure your phone number and email address are correct.

PROFESSIONAL COURTESY

Human Resources Learning & Development works diligently to bring you timely, meaningful professional development opportunities. In order to continue to provide this service, we ask for your cooperation. If you sign up for a class, please come. If you need to cancel, please call at least 3 days in advance. Failure to attend or to notify us regarding cancellation may result in financial loss to the County. We ask that you and your supervisor keep your commitment to your registration for each professional development offering.
A NOTE ABOUT CULTURAL INTELLIGENCE, DIVERSITY, EQUITY & INCLUSION OFFERINGS

In 2016 Kent County leaders and the Cultural Insight Council (CIC) engaged in strategic planning for our diversity, equity and inclusion efforts. As a result, specific training surrounding Cultural Intelligence (CQ) was recommended. Therefore, in 2018 most diversity, equity and inclusion offerings will align with the strategic plan recommendations and will be offered by invitation. Kent County employees can expect the continuance of varied diversity training topics to be offered in 2019 and beyond. If you have any questions related to Kent County’s CQ or diversity, equity & inclusion offerings, please contact Darius Quinn, Human Resources Manager at 632-7468.

INTRODUCING CULTURAL INTELLIGENCE (CQ) - REQUIRED FOR ALL EMPLOYEES

Certified Kent County Facilitators

These workshops will include a highly interactive presentation, facilitated by Kent County employees. The sessions will introduce the Cultural Intelligence (CQ) research/model, and describe its relevance to Kent County’s efforts to become a more diverse, equitable and inclusive organization. We will highlight the impact of Unconscious Bias (UB) on organizations and demonstrate the relationship between UB and CQ. The presentation will also focus on how the County will strategically integrate CQ across the organization.

Upon registration, all participants will receive an e-mail from Cultural Intelligence Center with an assessment link inviting you to complete a CQ self-assessment. CQ assessments measure an individual’s capability for working and relating across cultures. Participants must complete the assessment prior to coming to training. In training, participants will receive their personalized feedback report that compares their CQ with the worldwide norms, helps them interpret the feedback, and guides them through the process of creating a personal CQ Development Plan.

For the full range of locations, dates and times visit the LMS under Diversity and Community Engagement Initiatives.
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 (LMS) at https://www.accesskent.com/LMS/. Before registering for any offering please obtain supervisory approval.

LEAP CERTIFICATION PROCESS
LEAP consists of many sessions that are offered several times 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 residents. 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:
County Administration Building (unless otherwise noted).
Learning & Development Center (2nd Floor Training Room, unless otherwise noted).
Parking is available (for non-downtown employees) in the parking ramp located beneath the County Administration Building. Please present your parking ticket to the Human Resources Department for validation. Please note City lots are the only County validated lots. Please allow a little extra time to find parking. The Government and DeVos lots are the closest to our Learning and Development Center Training room.

If you have any questions concerning any of the offerings, or you are in need of special accommodations, please contact Tamber Bustance 632-7467 or by email Tamber.Bustance@kentcountymi.gov.
### PROGRAM CONTENT

#### POSITIVE COMMUNICATION CREATES POSITIVE RELATIONSHIPS

*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.

**Wednesday, January 23, 2019; 2:30 p.m. – 4:30 p.m.**

**Tuesday, May 21, 2019; 2:30 p.m. – 4:30 p.m.**

#### PUBLIC SERVICE LOAN FORGIVENESS PROGRAM (PSLF)

*Mary Beth Van Till, Senior Applications Support*

Did you know that working for Kent County may qualify you for loan forgiveness on Direct Loans? The PSLF Program is intended to encourage individuals to enter and continue to work full-time in public service jobs. Under this program, borrowers may qualify for forgiveness of the remaining balance of their Direct Loans after they have made 120 qualifying payments on those loans while employed full time by certain public service employers. By working for Kent County, you may qualify for this amazing federal program. Come learn more about this program and eligibility requirements at this informational session.

**Wednesday, August 7, 2019; 11:30 p.m. – 1:00 p.m.**

#### CIVILITY AND LIVING OUR VALUES – REQUIRED FOR ALL EMPLOYEES

*Amy Rollston, Human Resource Director and Tamber Bustance, Sr. Learning and Development Specialist*

Learn what it means to cultivate a culture that includes workplace civility and respect by living our Kent County Values: Acting with Integrity, Being Good Stewards of Our Resources, Providing Excellent Customer Service, Working Collaboratively and Embracing Diversity, Equity and Inclusion. We will also discuss how to identify harassment, bullying and incivility and what to do as a bystander.

**Check the LMS system for dates. [https://www.accesskent.com/LMS/](https://www.accesskent.com/LMS/)**
OVERCOMING BARRIERS TO CUSTOMER SERVICE

Franklene Baker, Organizational Development and Communication Consultant

The Overcoming the Barriers to Customer Service Workshop will provide tools on how to assess customer service needs and different strategies on how to overcome barriers when unexpected situations arise. We will share best practices and how to live our values while providing mandated services.

Monday, March 11, 2019; 2:00 p.m. – 4:00 p.m.
Thursday, August 15, 2019; 10:00 a.m. - 12:00 p.m.

COMMUNICATION EFFECTIVENESS & PREDICTIVE INDEX

Tamber Bustance, Sr. Human Resources Specialist for 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.

Thursday, March 7, 2019; 1:00 p.m. – 4:00 p.m.
Tuesday, July 30, 2019; 1:00 p.m. - 4:00 p.m.

DEVELOPING YOUR EMOTIONAL INTELLIGENCE

Kathy Glynn, Blue Sky Thinking

In today’s fast-paced workplace we’re all looking for ways to improve our own performance or the performance of our teams. Maybe you’d like to keep disruptive emotions under control or be a better listener. Maybe you’d like to have more influence or resolve conflicts in a healthy way. Your emotional intelligence is the foundation to these, and many other, critical skills. Emotional intelligence is the “fuel” that sets high performing individuals and teams apart from average performers.

Tuesday, March 26, 2019; 1:00 p.m. – 4:30 p.m.
Tuesday, October 22, 2019; 9:00 a.m. – 12:30 p.m.
COMPASSION FATIGUE, THE COST OF CARING

Floyd Booker, Collaborative Training 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, 2019; 9:00 a.m. - 12:00 p.m.*
*Thursday, August 29, 2019; 1:30 p.m. – 4:30 p.m.*

WELLNESS AND PRACTICING STRESS BUSTERS

Tamber Bustance, Sr. Learning and Development Specialist

Does happiness just happen? According to research, the Neurochemicals of Happiness are set off by intentional actions on our part. In this workshop, we will discuss how to improve wellness with simple actions and fun (proven) strategies of stressbusters. We will also take a look at time management and how to manage stress when under time pressures.

*Monday, April 15, 2019; 1:30 p.m. - 3:30 p.m.*
*Tuesday, October 29, 2019; 1:30 p.m. – 3:30 p.m.*

MANAGING CONFLICT

Linda McCarter, Employee Engagement Consultant

Conflict is inevitable. We've all had conflicting situations in the past and will have them in the future. This Conflict Management workshop will teach participants how to more confidently deal with workplace situations.

Participants will discover how conflicting situations may be turned around into opportunities, and they will explore and practice a conflict management process.

*Wednesday, April 24, 2019; 2:00 p.m. – 4:00 p.m.*
*Tuesday, September 17, 2019; 10:00 a.m. – 12:00 p.m.*
EQUITY AND SOCIAL JUSTICE WORKSHOP

Karyn Pelon, Public Health Educator & Tamber Bustance, Learning and Development

This workshop is designed to engage the Kent County workforce in dialogue about determinants of equity including the conditions in which people live, learn, work and play. Participants will gain a greater understanding of:

- Cultural identity and multicultural self-awareness.
- Oppression, privilege and institutional racism.
- The necessity for all people to thrive and achieve their full potential.
- The historical role that government including health and human service agencies have played in promoting social change, and
- How all these factors impact our community, the residents we serve and the work that we do.

Each workshop consists of two half day sessions, one week apart. In order to receive credit participants must attend both dates.

TWO DATES Wednesday, May 15 and 29, 2019; 8:00 a.m. - 12:00 p.m. (Location: Lakes rooms, KCHD)

DE-ESCALATION AND SITUATIONAL AWARENESS

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

Wednesday, May 8, 2019; 9:30 a.m. - 12:30 p.m. - (Location: 63rd District Court Jury Selection Room)

Wednesday, October 30, 2018; 9:00 a.m. - 12:00 p.m. – (Location: Kent County Health Department Lakes Rooms)
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 (potential) future conflict.

*Wednesday, November 6, 2019; 2:30 p.m. – 4:30 p.m.*
## LEARNING ENSURES ACHIEVEMENT PROGRAM (LEAP)

### CURRICULUM TRACKING SHEET

### REQUIRED CATEGORIES:

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<thead>
<tr>
<th>Category</th>
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<th>Completion Date(s):</th>
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<tr>
<td>Communication Skills</td>
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<td>Customer Service</td>
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<td>Conflict Management</td>
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### REQUIRED COURSES:

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<tr>
<td>Diversity: Intro to Cultural Intelligence (CQ)</td>
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<td>Civility and Living Our Values</td>
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### ALL EMPLOYEES MUST COMPLETE THREE ADDITIONAL COURSES FROM ANY CATEGORY:

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Please Print Name: ___________________________

Department: ________________

Supervisor’s Name: ___________________________

Department: ________________
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 8 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 (LMS) at https://www.accesskent.com/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:
County Administration Building (unless otherwise noted)
Learning & Development Center (2nd Floor Training Room, unless otherwise noted)

Parking is available (for non-downtown employees) in the parking ramp located beneath the County Administration Building. Please present your parking ticket to the Human Resources Department for validation. Please note City lots are the only County validated lots. Please allow a little extra time to find parking. The Government and DeVos lots are the closest to our Learning and Development Center Training room.

If you have any questions concerning any of the offerings, or you are in need of special accommodations, please contact Tamber Bustance 632-7467 or by e-mail at tamber.bustance@kentcountymi.gov.
LEADERSHIP 101: ESSENTIAL TOOLS FOR LEADERSHIP

_Darius Quinn, Human Resources Manager, Tamber Bustance, Sr. Learning and Development Specialist and Jessi Zielinski, Encompass_

Good leaders are results oriented and know how to leverage others fully. This session takes you one step beyond and teaches additional skills to draw on the strengths and experiences of your team to help them become more productive in the workplace. Studies show that an employee’s productivity on the job is closely related to whether they feel included within their organization. Inclusion is quickly becoming the key to maximizing productivity, especially during times of transition. This session will highlight:

- Defining respectful work environments
- Providing instruction that promotes positive behavior
- Best practices of accountability
- Strategies for innovation, decision making and complex problem solving

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.

_Tuesday, June 11, 2019; 9:00 a.m. – 12:00 p.m._

_Tuesday, November 12, 2019; 9:00 a.m. – 12:00 p.m._

COUNTY GOVERNMENT: WHAT WE DO AND WHY WE DO IT!

_Matthew Van Zetteren, Assistant County Administrator_

County government is a mystery to many – even to those of us who work in it every day. This session will provide you with an overview of County government, how it evolved to what it is today, how it is funded, how it interacts with other levels of government and what Kent County does to make it all happen so smoothly. A discussion of current issues facing the County and their impact on specific County services will be included.

_Tuesday, January 29, 2019; 9:00 a.m. – 12:00 p.m._

_Thursday, August 22, 2019; 9:00 a.m. – 12:00 p.m._
GENERATIONAL DIVERSITY AND THE PREDICTIVE INDEX

Tamber Bustance, Sr. Learning and Development Specialist

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.

We will utilize the Predictive Index tool, which measures four core drives that predict workplace behaviors and motivators and discuss how these drives may impact generational categories.

Thursday, January 31, 2019; 1:30 p.m. – 4:00 p.m.
Thursday, July 18, 2019; 1:30 p.m. – 4:00 p.m.

LISTEN TO UNDERSTAND, NOT TO SPEAK

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 19, 2019; 2:30 p.m. – 4:30 p.m.
Tuesday, August 27, 2019; 9:00 a.m. – 11:00 a.m.

GIVING AND RECEIVING FEEDBACK

Tamber Bustance, Sr. Learning and Development Specialist

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.

Friday, April 19, 2019; 1:00 p.m. – 4:00 p.m.
Thursday, October 3, 2019; 9:00 a.m. – 12:00 p.m.
ETHICS IN THE WORKPLACE

Michelle LaJoye-Young, Kent County Sheriff

This interactive class provides you with basic information about ethical theories and how they might apply to everyday situations in the workplace. The majority of the session will be devoted to analyzing case studies involving ethical dilemmas.

Wednesday, February 13, 2019; 9:00 a.m. – 12:00 p.m.
Tuesday, July 23, 2019; 9:00 a.m. – 12:00 p.m.

COMMUNICATING WITH IMPACT

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

In this class, you will gain new knowledge and skills in how to increase your impact and be results driven as mentioned in our leadership book – The Five Absolutes for High Performance. How do you communicate clear and concise messages (Absolute #1) that live out our values and motivate employees? What are the best approaches to planning, leading and following up on meetings (Absolute #2)? How do you design and deliver presentations that are interactive and maximize opportunities for nurturing relationships (Absolute #4)?

Wednesday, June 26, 2019; 9:00 a.m. – 12:00 p.m.
Tuesday, December 3, 2019; 9:00 a.m. – 12:00 p.m.

LEADING THROUGH EMOTIONAL INTELLIGENCE

Shannon Cohen, President of Shannon Cohen, Inc. (SCI) and Author of “Tough Skin Soft Heart”

Emotional health and wellness are not constant. A person’s emotional and mental health move back and forth along a continuum in response to different stressors and circumstances. The impact of nonexistent self-care in the life of public servants results in being high functioning but emotionally unwell. This workshop will address the five aspects of Emotional intelligence: Self Awareness, Self-regulation, Motivation, Empathy, and Social Skills. It will have a special focus on: the connection between self-care and transformative leadership; leading through change, transition and setbacks, engaged employees – creating a culture of fit and belonging in the workplace; and talent retention – why workplace happiness matters in the bottom line.

Tuesday, June 25, 2019; 9:00 a.m. – 12:00 p.m.
Thursday, November 7, 2019; 9:00 a.m. – 12:00 p.m.
## EMERGING LEADERS
### CURRICULUM TRACKING SHEET

### COURSE TITLES:

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To be considered for completion you must attend 8 Emerging Leaders offerings.

Please Print Name: ___________________________  Department: ________________

Supervisor’s Name: ___________________________  Department: ________________
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 ten 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.

DATES & TIMES:

Tuesdays or Wednesdays

LOCATION:

County Administration Building (unless otherwise noted)
Learning & Development Center (2nd Floor Training Room, unless otherwise noted)

Parking is available (for non-downtown employees) in the parking ramp located beneath the County Administration Building. Please present your parking ticket to the Human Resources Department for validation. Please note City lots are the only County validated lots. Please allow a little extra time to find parking. The Government and DeVos lots are the closest to our Learning and Development Center Training room.

If you have any questions concerning any of the offerings, or you are in need of special accommodations, please contact Tamber Bustance 632-7467 or by e-mail at tamber.bustance@kentcountymi.gov.
The Front Line focuses on the unique challenges that County supervisors face in these critical areas:

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, January 9, 2019; 9:00 a.m. – 12:00 p.m.**
**Thursday, October 10, 2019; 9:00 a.m. – 12:00 p.m.**

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, January 23, 2019; 9:00 a.m. – 12:00 p.m.**
**Tuesday, September 10, 2019; 9:00 a.m. – 12:00 p.m.**

LEGAL & EFFECTIVE HIRING FROM START TO FINISH

*Stephanie Hernandez, Human Resources Manager*

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.

**Tuesday, February 5, 2019; 8:00 a.m. – 12:00 p.m.**
**Tuesday, August 6, 2019; 8:00 a.m. – 12:00 p.m.**
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.

Tuesday, April 30, 2019; 9:00 a.m. – 12:00 p.m.
Tuesday, September 3, 2019; 9:00 a.m. – 12:00 p.m.

KENT COUNTY’S LEGAL ENVIRONMENT

Amy Rollston, Human Resources Director & Linda Powell, 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.

Wednesday, March 20, 2019; 1:00 p.m. – 4:00 p.m.
Wednesday, November 13, 2019; 9:00 a.m. – 12:00 p.m.

PERFORMANCE EVALUATION, FEEDBACK & THE CORRECTIVE ACTION PROCESS

Darius Quinn, Human Resources Manager

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.

Thursday, May 9, 2019; 9:00 a.m. – 12:00 p.m.
Tuesday, November 5, 2019; 9:00 a.m. – 12:00 p.m.
LEADERSHIP 101: ESSENTIAL LEADERSHIP TOOLS

Darius Quinn, Human Resources Manager, Tamber Bustance, Sr. Learning and Development Specialist and Jessi Zielinski, Encompass

Good leaders are results oriented and know how to leverage others fully. This session takes you one step beyond and teaches additional skills to draw on the strengths and experiences of your team to help them become more productive in the workplace. Studies show that an employee’s productivity on the job is closely related to whether they feel included within their organization. Inclusion is quickly becoming the key to maximizing productivity, especially during times of transition. This session will highlight:

- Defining respectful work environments
- Providing instruction that promotes positive behavior
- Best practices of accountability
- Strategies for innovation, decision making and complex problem solving

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.

Tuesday, June 11, 2019; 9:00 a.m. – 12:00 p.m.
Tuesday, November 12; 9:00 a.m. – 12:00 p.m.

LIVING OUR VALUES AND PREVENTING HARASSMENT REQUIRED FOR ALL SUPERVISORS

Video and Webinar

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. More information is available at the Learning Management System (LMS) at https://www.accesskent.com/LMS/
THE FRONT LINE
CURRICULUM TRACKING SHEET

COURSE TITLES:

☐ ________________________________  Completion Date: _______________

☐ ________________________________  Completion Date: _______________

☐ ________________________________  Completion Date: _______________

☐ ________________________________  Completion Date: _______________

☐ ________________________________  Completion Date: _______________

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☐ ________________________________  Completion Date: _______________

☐ ________________________________  Completion Date: _______________

Required: Living Our Values and Preventing Harassment Webinar

Completion Date: _______________

To be considered for completion you must complete all 8 sessions and Living Our Values and Preventing Harassment Webinar.

Please Print Name: ____________________________  Department: _______________

Supervisor’s Name: ____________________________  Department: _______________
LEAD

LEAD is a leadership program designed to increase effectiveness leading both people and operations. LEAD focuses on developing key leadership competencies that address the unique challenges of leading within the context of Kent County. All directors, deputy directors, division directors, managers and supervisors who are looking to improve their leadership skills and are responsible for planning and directing daily operations of a department or work unit are strongly encouraged to attend.

WHO SHOULD ATTEND?

PROGRAM FORMAT:

LEAD 2019 is offered in the Fall. LEAD consists of several sessions typically held on Wednesdays from 8:00 a.m. – 12:00 p.m. Participation is limited to sixteen participants. Participants must be available to attend all sessions.

REGISTRATION:

Human Resources maintains a participant waiting list in conjunction with Department Director nominations to fill available seats. To capitalize on the learning experience and provide for stimulating discussion, participants will be selected from a wide variety of functional areas and management levels. If you are interested in participating in LEAD, please contact Tamber Bustance tamber.bustance@kentcountymi.gov.

LOCATION:

County Administration Building
Learning & Development Center (2nd Floor Training Room)

TESTIMONIALS:

“This program was well worth the 24 hours of class training. It was enjoyable, a lot of work but worth it. I believe there are 12 better managers running around Kent County.”

“The Subject Matter Experts did a great job.”

“I really appreciated this opportunity for such a thorough training on how to be an effective leader where good results can happen.”
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, February 27, 2019; 1:00 p.m. - 4:00 p.m.
Thursday, October 17, 2019; 9:00 a.m. – 12:00 p.m.

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

TECHNOLOGY TRAINING WITH NEW HORIZONS

New Horizons Computer Learning Centers

Kent County has partnered with New Horizons Computer Learning Centers 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: https://nhlearningsolutions.com/Portals/KentCounty

LOCATION:

New Horizons Computer Learning Center: 630 Kenmoor Ave SE Suite 205, Grand Rapids, MI 49546

CULTURAL INSIGHT COUNCIL (CIC) BROWN BAG LUNCHEON SERIES

The brown bag luncheon series was created to serve as a venue where County employees can come together and develop an awareness and understanding of the cultures that exist within our workforce and community. Each quarter the council will host an educational presentation on a select cultural topic. Watch for announcements from the CIC on a variety of important topics, dates, times and locations.
**FERRIS STATE UNIVERSITY – LATINO BUSINESS AND ECONOMIC DEVELOPMENT CENTER**

**Latino Talent Initiative program**

- To equip young Latino professionals with the skills, resources, and confidence needed to become leaders at work and in their own communities.
- To build a professional network with the fastest growing business segment in the nation.

Program Director: Carlos Sanchez, CarlosSanchez@ferris.edu
https://ferris.edu/HTMLS/administration/academicaffairs/lbedc/talent.htm

**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](https://ferris.edu/HTMLS/administration/academicaffairs/lbedc/talent.htm), 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

**VARNUM CONSULTING | LEADERSHIP DEVELOPMENT**

The mission of Varnum Consulting is to enhance the credibility of leaders. Their business is consulting on strategy, coaching for building leaders faster and developing skills for strategic face-to-face communication: externally in sales, marketing, public and investor relations and internally with alignment behind change and employee relations. Change requires trusted, credible leaders who can influence internal and external constituencies. Premier organizations need communicators at all levels who can influence others. Learn how to be an engaging, energizing, and activating communicator who communicates with impact.

*For more information please contact Arlen Gaddy at gaddya@varnumconsulting.com*

**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 $265 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.

TUITION SCHOLARSHIP AT DAVENPORT UNIVERSITY

West Michigan Hispanic Chamber of Commerce and the Grand Rapids Area Chamber of Commerce have formed a unique partnership with Davenport University (DU) to offer employees of member companies, along with their dependents, the chance to further their education at a reduced rate. The program offers 20% off tuition and waives the $25 application fee. All employees of Kent County are eligible through the Kent County corporate membership. For additional information visit:

http://www.grandrapids.org/membership/membership-perks/davenport-tuition/
Money Management: Jinnifer Ortquist 616-632-7874
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 Tiret 616-632-7893
Financial Management and Homeownership Education: Jinnifer Ortquist 616-632-7874
4-H and Youth Development: Helen Gutierrez 616-632-7899
Master Gardener Volunteer Program: Helen Gutierrez 616-632-7899
Strong Women, Strong Bones (Men Welcome): Helen Gutierrez 616-632-7899
Master Naturalist: Helen Gutierrez 616-632-7899