

L&OD Highlights

January 2021



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Welcome to the first Learning & Organizational Development newsletter of the new year!

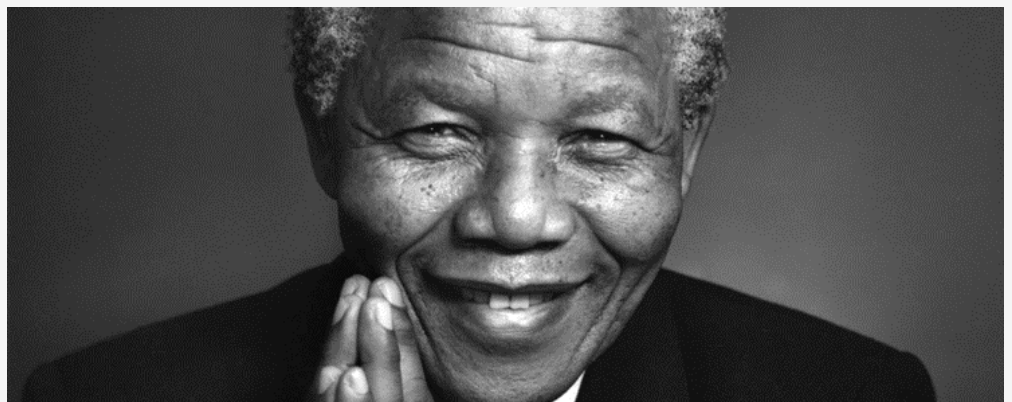
Please feel free to contact us at HRLOD@Rivco.org, should you wish to see a specific topic in an upcoming newsletter! -HR L&OD Team

Developing Resilience in the New Year and Beyond

Forbes recently announced that “resilience” is the word for 2021. The Oxford dictionary defines it as “the capacity to recover quickly from difficulties; toughness. The ability of a substance or object to spring back into shape; elasticity.” It is the quality that allows us to overcome... overcome difficulties, challenges, tragedies, adversity, hardship, and the like. It not only allows us to bounce back and overcome, it also gives us the ability to bounce forward towards the future with hope, positivity, and optimism.

In 2017, the World Health Organization identified resilience as a top priority stating that it is crucial to the wellbeing of individuals, communities, and our overall system. From December of 2019 to late March of 2020, just a week into the Covid-19 pandemic, Google searches for the term “resilience” more than doubled compared to prior years. After the year we just experienced with the pandemic, we are all looking for strategies to cope with change and challenges. Learning to be resilient may be our answer.

“Do not judge me by my success, judge me by how many times I fell down and got back up again.” – Nelson Mandela, South African anti-apartheid revolutionary, politician, and former president of South Africa





Adapt

Learn

Grow

Thrive

Think about an admirable figure in history. Most likely this individual demonstrated resilience in a way that makes you feel hopeful, strong, and that it is possible to get through the storm and come out on the other side... many times, better than before. So, what can we do in 2021 to improve our ability to be resilient?

As a County, we've adopted the Korn Ferry Leadership Architect (KFLA) competency model and utilize it in our performance management, learning, and development efforts. Some of you may remember it as Lominger. KFLA identified a set of competencies, or a Cluster, that are associated with being resilient. Cluster L is titled "Being Flexible and Adaptable". The competencies associated with this cluster include *Manages Ambiguity*, *Nimble Learning*, *Being Resilient*, and *Situational Adaptability*. Focusing on development in these four areas can increase your ability to be resilient.

*"Take advantage of the ambiguity in the world. Look at something and think what else it might be." - Roger von Oech
- American speaker, conference organizer, and author*

The first competency in this cluster is ***Manages Ambiguity***. It is defined as "operating effectively, even when things are not certain, or the way forward is not clear." People constantly face situations that are ambiguous, both in their professional and personal lives, where it's not clear what the problem or the solution is. Some studies estimate that 90% of what managers deal with is at least somewhat ambiguous. This may include new demands, new technology, new processes, or new leadership. This was especially the case in 2020. In a time when clarity is scarce and certainty is fleeting, relying on solutions that have worked in the past may seem safe, but it's actually risky. New times require new ways of looking at things and new solutions. People must surrender the need to be sure and forge ahead when the path is unclear and foggy.

According to KFLA, individuals skilled in *Managing Ambiguity* will demonstrate the following behaviors.

- Deals comfortably with the uncertainty of change.
- Effectively handles risk.
- Can decide and act without the total picture.
- Is calm and productive, even when things are up in the air.
- Deals constructively with problems that do not have clear solutions or outcomes.

To learn more about Managing Ambiguity, check out these additional resources:

- ❖ *Just Start: Take Action, Embrace Uncertainty, Create the Future.* Schlesinger, L. A., Kiefer, C. F., & Brown, P. B.
- ❖ *The Ambiguity Advantage: What Great Leaders are Great At.* Wilkinson, D. J.
- ❖ *The Mental Toughness Handbook: A Step-by-Step Guide to Facing Life's Challenges, Managing Negative Emotions, and Overcoming Adversity with Courage and Poise.* Zahariades, D.

If you'd like to put *Managing Ambiguity* into practice, here are some things you can do on the job, depending upon your role, to help develop this competency.

- Lead an organizational transition such as an acquisition or merger, handling ambiguous factors involving structure, systems, people, or processes.
- Start something from scratch for your company or customers (e.g., a new product, service, department). Manage the unknowns that accompany all start-ups.
- Be part of an initiative around entering a new or emerging market, with accountability for results despite no clear path to follow.
- Manage a group through a tough crisis with no easy answers. The tension may escalate, giving you a chance to practice keeping your emotions in check.
- Increase the scope or complexity of what you are currently doing, which will take you out of your comfort zone while needing to make decisions and effectively contribute.

“Negative results are just what I want. They’re as valuable to me as positive results. I can never find the thing that does the job best until I find the ones that don’t.” Thomas Edison – American inventor and businessman

The next competency in this Cluster is **Nimble Learning**, which is defined as “actively learning through experimentation when tackling new problems, using both successes and failures as learning fodder.” Most of us are good at applying what we have seen and done in the past and utilizing solutions that have worked for us before. A rarer skill is doing things for the first time. Organizations need people who can quickly adapt their thinking to the current situation. To become a nimble learner is to be engaged in the present while drawing on past learnings and thinking about future needs. Ask good questions. Learn from experience. Be willing to try new things. And be flexible in the face of new or changing information.

- Individuals skilled in this competency will demonstrate the following behaviors.
- Learns quickly when facing new situations.
- Experiments to find new solutions.
- Takes on the challenge of unfamiliar tasks.
- Extracts lessons learned from failures and mistakes.



To learn more about Nimble Learning, check out these additional resources:

- ❖ Bruno, H. E., Gonzalez-Mena, J., Hernandez, L. A., & Sullivan, D. R. (2013). *Learning from the bumps in the road: Insights from early childhood leaders*. St. Paul, MN: Redleaf Press.
- ❖ Tugend, A. (2011). *Better by mistake: The unexpected benefits of being wrong*. New York, NY: Penguin Group.
- ❖ Weinzimmer, L. G., & McConoughey, J. (2013). *The wisdom of failure: How to learn the tough leadership lessons without paying the price*. San Francisco, CA: Jossey-Bass.

If you'd like to put *Nimble Learning* into practice, here are some things you can do on the job, depending upon your role, to help develop this competency.

- Join professional organizations that will build your knowledge and allow you to meet peers from other organizations. Ask them about their approaches, systems, or solutions and assess the relevance to your business.
- Look for opportunities to gain experience working in a cross-cultural setting, or on a cross-functional task force, where you are given the opportunity to work with people who come from different backgrounds and have different experiences.
- Volunteer to lead a project or take on a role that is related to your area of expertise where you have less experience.
- Find a mentor. Look for a person who you admire and who demonstrates very strong skills in analyzing issues and solving problems creatively.

"It's hard to beat a person who never gives up." - Babe Ruth – American baseball player and member of the Baseball Hall of Fame

The third competency in this cluster is **Being Resilient**. This competency is defined as "rebounding from setbacks and adversity when facing difficult situations." Setbacks are often unavoidable. Potential pitfalls are everywhere, especially in today's demanding, adverse, and often volatile working environment. Even the most resilient people experience setbacks. The difference is they anticipate them. Meet them head-on. Have the ability to withstand them. They use their resilience to stay in control. To keep positive and believe there is a way forward, even when it can't be seen. They recover quickly, learn, and move forward. But resilience doesn't come easy. It requires courage and commitment. The more resilient you become, the more you'll stay calm under pressure and positively adapt to difficult situations. You'll keep going when you feel like giving up. You'll bounce back to baseline levels of performance, confidence, and satisfaction sooner. Not only that, you'll be better equipped to confront the next challenge that arises. You'll be stronger.

Individuals skilled in this competency demonstrate the following behaviors.

- Confident under pressure.
- Handles and manages crises effectively.
- Maintains a positive attitude despite adversity.
- Bounces back from setbacks.
- Grows from hardships and negative experiences.



To learn more about Being Resilient, check out these additional resources:

- ❖ *Perseverance: Life Lessons on Leadership and Teamwork.* Trestman, M.
- ❖ *Resilience: Why Things Bounce Back.* Zolli, A., & Healy, A. M.
- ❖ *Everyday Resilience: A Practical Guide to Build Inner Strength and Weather Life's Challenges.* Gazelle M.D., G.

If you'd like to put *Being Resilient* into practice, here are some things you can do on the job, depending upon your role, to help develop this competency.

- Take on a task or assignment that you dislike doing. Manage your own resistance to driving it through.
- Prepare and present a significant proposal to your management team. Anticipate the resistance and questions you may get and prepare to address them.
- Offer to take the lead on getting a derailed project back on track. Find out what went wrong so you can work out how things need to be approached differently.
- Solicit constructive feedback from a customer or stakeholder that you've had trouble with or find it hard to get along with. Look for what you can learn from the feedback.
- Develop and implement your own personal stress-management plan. Seek guidance from experts who can help you.

"A wise man adapts himself to circumstances, as water shapes itself to the vessel that contains it." – Chinese proverb

The final competency in the Being Flexible and Adaptable cluster is **Situational Adaptability**. This competency is defined as "adapting approach and demeanor in real time to match the shifting demands of different situations." Individuals skilled at situational adaptability recognize the need to be flexible and adjust according to the situation. They know that using the same approach, tone, and style in different settings may be consistent, but not necessarily effective. Situational adaptability, like a chameleon, requires paying attention to your environment, the circumstances or situation, and learning to quickly adjust and fine-tune your behavior in real time accordingly. It may mean bringing empathy in times of stress and change, firm direction in times of uncertainty, or diplomacy in times of conflict. One must continuously gauge the situation, the impact you may be having, and adjust your demeanor and approach, as needed.

Individuals skilled in this competency demonstrate the following behaviors.

- Picks up on situational cues and adjusts in the moment.
- Readily adapts personal, interpersonal, and leadership behavior.
- Understands that different situations may call for different approaches.
- Can act differently depending on the circumstances.



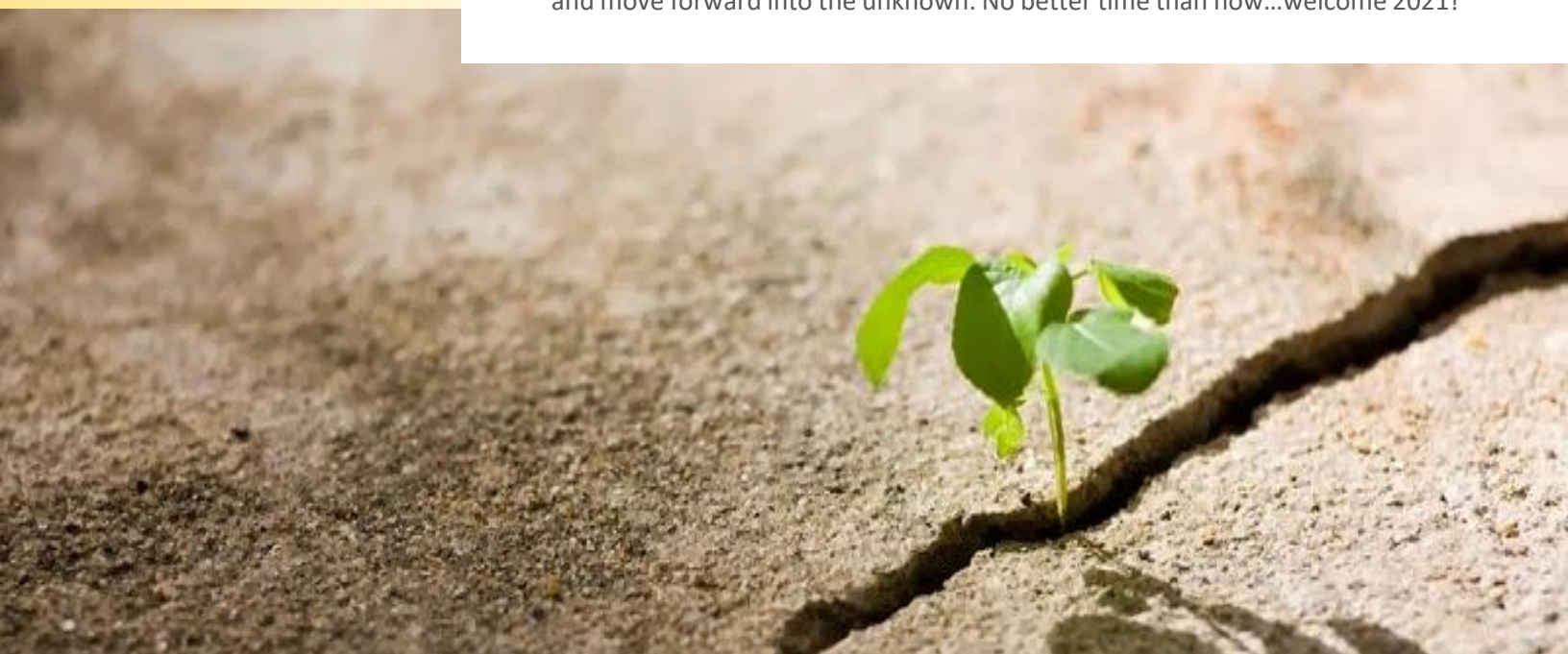
To learn more about Situational Adaptability, check out these additional resources:

- ❖ *Individual Adaptability to Changes at Work: New Directions in Research.* Chan, D.
- ❖ *Changes: The Busy Professional's Guide to Reducing Stress, Accomplishing Goals, and Mastering Adaptability.* Diettrich-Chastain, M.
- ❖ *Adaptability: Responding Effectively to Change.* Center for Creative Leadership, Gurvis, J., et al.

If you'd like to put *Situational Adaptability* into practice, here are some things you can do on the job, depending upon your role, to help develop this competency.

- Set tasks that force you to shift gears, such as being a spokesperson for a tough issue, making peace with an enemy, or managing a team of novices. Try new behaviors and seek feedback on your approach.
- Take on a tough project where there are no clear answers or paths to completion. Wear different hats as you figure out how to deal with the variety of situations.
- Help people infuse humor into their presentations. Adept use of humor requires a good understanding of the situation, the audience, what will play, what would go over their heads, and what would fall flat.
- Volunteer to teach others something you don't know how to do the next time a new procedure, policy, or technology appears. This will force you to shift from experienced expert to novice.

The COVID era has really required us, and the world, to pivot and regularly reassess and redesign the way we do things and how we live. This last year also included many setbacks and a plethora of challenges. Resiliency was necessary and will continue to be in 2021. We have to keep moving forward and this will take resilience. This comes easier for some than others, but we all have the ability. With a growth mindset and the growing evidence for neuroplasticity in the past two decades, behavior change is possible and not hardwired. Neuroplasticity refers to the brain's ability to adapt and change as a result of effort and experiences. What better experience than 2020?! Because the physical structure of the brain continues to change, learning is not limited, and we can continue to grow and develop. We can build on our ability to manage ambiguity, learn while being nimble, be resilient, and adapt to any situation. We are all capable of learning and doing new things if we're willing to try, take risks, and move forward into the unknown. No better time than now...welcome 2021!



November was Veteran and Military Families Month!

As a way to honor veterans and their families, the Learning and Organizational Development team collaborated with the Communications team and Veterans Services to celebrate our veterans and military families for the entire month of November.



Chris Blake served 4 years in the United States Air Force. He now works at the Agricultural Commissioner as an Agricultural & Standards Investigator IV.

"Hi, my name is Chris Blake. I've been working for the county for almost 3 years now. I spent 4 years as a cargo loadmaster in the USAF. I used my GI Bill to get my bachelor's in Biology at National University in San Diego and started my career in the TAP program for the Agricultural Commissioner here in Riverside. I now work full time at the Agricultural Commissioner's office and absolutely love my job with the county of Riverside. The department and county have given my every opportunity to be successful in what I do, especially during harsh economic times. Most importantly, I'm extremely grateful for the opportunity to give back to my community in a different way."

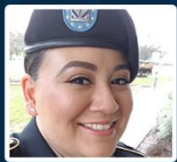
Testimonials were collected to recognize and honor those who bravely served our country as well as the families who proudly stood behind them. These testimonials were shared on several social media platforms as well as through countywide emails on a weekly basis to highlight our veterans and veteran families.

We were excited to have our Director of Veterans Services, Grant Gautsche, join the celebration and were pleased to have him featured in the short Veterans Day film that was shared throughout November. This film is a compilation of video testimonials from some of our very own veterans as well as a video from Grant Gautsche that provided information about the amenities provided by Veterans Services.



In addition to the testimonials and Veterans Day video, an Instagram Live session took place on November 10th in which current Senior Recruiter and military veteran, Matt Sayers, joined the Communications team to discuss the County's Veterans Preference Policy and provide recruitment tips for veterans who are looking to join the County of Riverside. If you missed this Live session, it can be viewed [here](#) through Instagram.

We take pride in our veteran and veteran family workforce and were thrilled to celebrate and honor them during the entire month of November for National Veteran and Military Families Month.



COR Learning Highlights

Live, virtual Professional Development courses held this quarter: 6

Total number of attendees: 177

Upcoming courses next Quarter:

January: Execute Your Teams Strategies and Goals; iLoveFeedback; Supervisor Learning Journey; Crucial Conversations

February: Crucial Accountability

March: Writing Advantage

RUHS, Behavioral Health, and Public Health LMS Administration:

RUHS: 226 new classes added

Behavioral Health: 5 new courses plus 15 new classes added

PeopleSoft Upgrade Tutorials

On Monday, November 30th, the County of Riverside (COR) Learning and Organizational Development's Instructional Design team was excited to announce go-live of twenty-one tutorial videos in support of the same day launch of the new PeopleSoft Human Capital Management (HCM) 9.2 system. This was made possible through collaboration with the Business Systems Solutions group, subject matter experts throughout Human Resources, and CherryRoad Technologies.

The Instructional Design team worked tirelessly to script, record, design, edit, add closed caption, upload into Vimeo, all the videos in time to meet deadline. They even created a dashboard to house the tutorials!

The PeopleSoft HCM 9.2 Training and Resources Site allows for easy access to flexible just-in-time training videos and other resources to help end-users navigate the updated system and all it has to offer. More videos to come!

The helpful navigational tutorials can be found at <https://corlearning.sumtotal.host/core/dash/PSTR/initial>

HR Training for Dept. Supervisors/Managers

As of September 1, 2020, our team completed the creation of five HR Trainings for Managers and Supervisors. These include Leave Management, Pre-Discipline, Reference Checks, Overview of Risk Management, and An Overview of the Recruitment Process, which were all uploaded to Vimeo. A Learning Management System (LMS) Dashboard was also created to host the videos and offer easy access to end-users. The dashboard will launch soon!

Want more information on the courses and offerings referenced above? Click [here](#).

Melissa Hooper served 13 years in the United States Army and now works for Riverside University Health System as an Administrative Services Assistant.

"I've been working for the County for 3 years. I was still in the Army Reserves when I started working for the County. I greatly appreciate all of the employment opportunities offered by the County to hire veterans and truly believe it helped me earn this position. The County offers veterans preference by guaranteeing interviews to all qualified veterans and spouses, as long as they meet the requirements of the job. Additionally, the County has been supportive and encouraging of my continued military service by offering paid military leave.

My department is understanding of my military obligations and the importance of my military training. They demonstrate confidence in my abilities to leverage the leadership skills and experience I learned in the Army to help improve our department and provide better services to our end users. As I have been transitioning out of the Army, the County has helped support my educational goals. The County Educational Support Program offered educational counseling, provided information on resources and benefits offered by the County, and helped me apply for tuition assistance through my union. My department worked with me to adjust my schedule in order for me to complete my bachelor's degree from Cal Poly Pomona in May 2020 and continue to support me as I pursue my master's degree from USC. I'm sincerely grateful for the County's commitment to supporting veterans like me."



Spotlight on L&OD Employees of the Quarter

This quarter we would like to introduce you to our e-learning Instructional Designers, Amy Keller and Anita Pacheco!

Amy Keller

... is an Instructional Designer on the HR Learning & Organizational Development Team.

With this, she develops online training courses/content, Website Administrator, Skillsoft Online Administrator, SumTotal Learning Management System (LMS) Administrator, Instructional Design consultant/trainer, and she assists with website, course, and/or LMS technical issues.

Prior to joining the team, she has extensive database and technical experience, website/graphic design, published various print/multimedia marketing, and coordinated several programs/projects.

Performance Management and EPM

The Learning & Organizational Development team now administers the Employee Performance Manager (EPM) system.

We have a new e-mail address for all EPM-related inquiries: PerformanceMgmt@Rivco.org. Please reach out to our new e-mail, or Victoria Gonzales, HR Technician, with any EPM questions or for assistance.

Recruitment and Development Programs

Passport Program:

The HR Passport Program pilot ended on December 31st. We are excited to report the great success of the pilot. L&OD staff will now begin the process of meeting with all parties that participated in the pilot of the program, to solicit feedback on their experience. We will use this information to further improve the program and begin marketing to Departments for their use.

The L&OD team recently had a traveler complete her passport with our team. It was a wonderful experience for both our traveler, as well as our staff. During a debrief session with our traveler after completing her passport, she reported that initially she was hesitant to complete all travel in a virtual environment, however, all training and activities were able to be completed seamlessly. She was surprised to learn all of the functions LOD performs for the Department and the County!

Number of HR Employees who completed travel in the pilot: 8

"I think the program is great because it provides an opportunity for employees to get a glimpse of an area that they might be interested in without leaving their current job."

Visit the Passport Program SharePoint site for more information:

<https://rivcounty.sharepoint.com/sites/PassportProgram>

New Employee Orientation and Onboarding

Our New Employee Orientation (NEO) has gone virtual! Due to COVID, in-person NEO sessions were moved to an online format effective June 2nd. All new hires can expect to receive their registration link to view their online NEO within 1-2 weeks of starting their new position.

Online NEO stats: 993 completed and 1,114 assigned to date

Quarterly NEO Completions: 191

Amy is passionate about education and volunteers with organizations within the community. Amy holds a Bachelor of Arts in Liberal Studies and Master of Science in Education from California Baptist University.



Anita Pacheco

...holds her Bachelor of Arts in Business Administration with a certificate in Leadership Studies from California Baptist University.

She has 35 years of experience in establishing and strengthening client relationships, including 15 years with the County working within Talent Acquisition as a Recruiter and Learning and Organizational Development, where she now resides. She is currently an Instructional Designer working on course development, a Learning Management Systems (LMS) Administrator, and a Franklin Covey Certified Client Facilitator for Writing Advantage.

While at work, she focuses all her efforts on achieving the maximum benefit for her client partners, her team, her department, and the County as a whole. While at home, she enjoys baking, starting and sometimes completing craft projects, and taking off on road trips with her family.

Online NEO Feedback:

“Currently, with the state of the country, living through COVID-19, this online County new employee orientation was a great alternative. The quizzes helped to keep me engaged as well, being a learning tool. I learned more about the County of Riverside and what it has to offer than when I started.”

“Although I’m not a new employee, I was actually reviewing the Orientation to see what it involved. I’m very impressed with the online course, particularly the description about the Board of Supervisors.”

“I found everything very helpful and interesting, from the beginning of the mini History of The County of Riverside to the benefits we get for being an employee for the county.”

Onboarding—Surveys:

The L&OD team has implemented several new employee surveys that are sent to new hires after 90 and 180 days of employment.

The surveys are designed to gather information on our new hires experience during their first year of employment. The data is reviewed on a monthly basis by our staff and is compiled and distributed to our Business Partners and HR Executive team on a quarterly basis.

If you’d like more information on these surveys, please reach out to the L&OD Onboarding team at HRLOD@Rivco.org.

Additionally, we have implemented “Kudos e-mails,” in which we e-mail positive comments and praise received in either the 90- or 180-day surveys to the recipient and their supervisor, when their name or identifying information is provided. See below for a recent kudos e-mail:

Hello Deborah,

Congratulations on being a **SUPER STAR!** During our unit’s regular review of data collected through new hire surveys you received a compliment, so we are passing on the great news! Please see below for the survey response.

SURVEY RESPONSE:

Deb Brehm, my manager, is one in a million - she is amazing and ensured that I am striving in my position.



Thank you for representing the County well and KUDOS TO YOU!

We're Updating our Website!



ESP and CORLearning sites and content will be merged.

Current ESP website content and site layout is being updated and moved to COR Learning Webpage.

The goal of the new COR Learning location is to simplify and make the content easier to be accessed by employees.

Completion is anticipated in early 2021.

Upcoming Survey Efforts

Our team is also working on several additional survey efforts:

1-year employment survey – This survey will be sent to all new hires to gather information on their experience during their first year of employment with the County. This information, paired with the 90- and 180-day surveys, will provide a complete picture of the County's onboarding experience.

Quality of Hire survey – This new survey will be sent to all County hiring managers 6 months after welcoming a new hire. The survey will ask questions designed to assess the overall quality of a hire and will be used to improve County recruitment practices.



College Relations and Community Events held this quarter:

College Relations events attended or held: 7

Promotional videos completed with our School Partners: 1

County promotional video filmed for Chamber of Commerce Job Fair: 1

Information sessions held for college partners: 7

- Held Educational Fair for County Employees
- DPSS Job Fair

Internship and ESP Program

Current number of interns: 135 in 17 different departments

Current number of ESP participants: 126 in 14 different departments

14 Tuition reimbursements completed this quarter

16 Career Development Plans created



Coming Next Edition

April's Featured topic: The Employee Life Cycle

Next quarter we will highlight the components of the employee life cycle, and what the Learning & Organizational Development team is doing to gather data at all stages of the experience.



RIVCO 1HR

learning & organizational development