



Talent Development

2020 CNY BEST Resilience Nominations



MVP-1 Team > COVID 19!

Challenge:

Faced with not only physical challenges but emotional and morale challenges felt by members and employees.

Solution:

- Viewing all classes, workshops, huddles and interactions with keener eye toward addressing employee emotional and morale challenges.
- Regular, even more often, check ins with employees using Webex, instant message and emails with happy emojis and repeated and sincere thank yous.
- Trainers became sounding boards, counselors and “morale ambassadors” for our frontline team.

New Normal:

- Offering remote in addition to in-person class offerings with the understanding that learners respond in different ways
 - Whereas face-to-face is still a powerful tool, online tools can be just as meaningful
 - Not losing sight of making the emotional connections with members and employees. We were and are always THERE, but not in anyone’s way.
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Dental Hygienist Onboarding Program

Challenge:

Convert new hygienists in-person sessions to accommodate a virtual environment.

Solution:

Redesign of new dental hygienist onboarding program.

- First days of onboarding online with live virtual welcome, a guided orientation of the learning management systems, new hygiene modules, and vendor partner presentations.
- In-office training with hygiene trainer and high-action virtual classes to demonstrate the learner’s knowledge and skills.

- Participants create role play video presentations and upload presentations to video-sharing service for peers to comment on.
- Hygiene trainer hands-off to Hygiene manager to provide ongoing support as learners transition to their home office.

New Normal:

New hygiene onboarding program is a blended learning experience that creates a partnership with field trainers, improved inconsistent onboarding training, reduced in-office training time to protect employees from potential COVID risks, made accountability easier using the learning management system reports, and improved new hire's confidence.



Effective Ongoing Training and Development Opportunities

Challenge:

The need to engage front-line workers, patients/residents and families, and deliver inspirational and realistic training, in-service opportunities and ongoing support while being able to engage an audience as meaningfully virtually as in-person. Moving from face-to-face to online learning includes various learning strategies that need to be addressed to enhance the offerings and facilitate that meaningful connection.

Solution:

Assessed training needs of staff, frontline workers, patients/residents and families for relevant topics to address feelings and reactions to the pandemic. Held pre-recorded, live, or combination of live and pre-recorded presentations/workshops, created videos and podcasts, gave keynotes and developed newsletters to address emotional and well-being needs and concerns of those in health care communities and social service settings.

New Normal:

Continue pursuing virtual opportunities for consulting, presentations, workshops and speaking services while pursuing upgraded technology.



Rallying and Empowering the Team

Challenge:

Pivoting to address the new and greatest needs of its members and stakeholders. This required a rapid shift in core job functions and responsibilities among staff.

Solution:

A well-established culture of collaboration with passionate, highly talented staff served to help meet the needs of members and stakeholders. Many staff were successfully redeployed to new areas of responsibilities to assist where needed most. New tools were utilized to keep staff informed, engaged and interacting seamlessly with their colleagues. This strengthened collaboration, broadened skill sets and exposure to new lines of work and responsibilities, ultimately contributing to the professional growth of employees.

New Normal:

Continue to utilize and learn the new online tools for ongoing collaboration. Commitment to ongoing flexibility to support and meet the needs of the staff while also offering flexibility for the greatest personal and professional success.



Transitioning to Online Instruction

Challenge:

Pivoting faculty from all face-to-face delivery of classes to online instruction quickly.

Solution:

Worked with faculty on how to engage with their students and set up a sense of community while being online. Held workshops on utilizing the learning management system for more than a repository for syllabus and readings and showed faculty online assessment techniques, polling, collaborative annotations and more.

New Normal:

Classes will be a blended solution of synchronous and asynchronous teaching. Continued education of faculty on online instruction topics like screen recordings, recorded lectures, collaborative annotation, adding interactivity to online videos, different ways to engage students in remote settings, Universal Design for Learning (UDL) and accessibility.

The logo for Corning, consisting of a solid blue square with the word 'CORNING' in white, uppercase, sans-serif font centered within it.

CORNING

Learning from Home Newsletter

Challenge:

To make effective use of the workday, senior leadership decided to prioritize operational and administrative objectives for employees working from home.

Solution:

Workforce was encouraged to write-up experiments, organize documents and most importantly, learn! A newsletter series called “Learning from Home” curated and highlighted webinar and eLearning resources for increasing technical understanding, professional growth and personal effectiveness, and resources for families searching for ways to pass the time during quarantine.

New Normal:

Continuing to distribute the newsletter, now just called “Learning”. Building a collaborative, self-service website that will function as a training catalogue and repository of past curated learning content and offerings to strengthen the community learning culture.



Onboarding & Training of New Employees

Challenge:

Continue new employees' training/onboarding experience that had relied on class room style training, job shadowing and one on one trainings with live work.

Solution:

Created a training program to learn industry knowledge through virtual trainings offered by industry partners, scheduled blocks of time to complete live work while working one on one with trainers providing immediate and relevant feedback, assigned projects to work on and mentors to assist with projects.

New Normal:

New employees will undergo virtual trainings and meet with corporate trainer to discuss significant take aways. In addition, specific blocks of time will be scheduled to work one on one with new staff to ensure they are able to get up and running within their team while receiving timely feedback on their work.



ISS COVID-19 Business Continuity Plan

Challenge:

Providing the equipment and tools necessary to effectively and efficiently continue to perform job tasks while needing to keep employees safe and connected with colleagues, business partners and customers.

Solution:

Identified the equipment, tools and software to successfully support employees, enhanced where appropriate; developed new policies, procedures and plans; moved to two shifts; identified and implemented ongoing communication; conducted frequent surveys to assess overall health of workforce; continued to move to a paperless environment; developed virtual product launches and trade shows; developed virtual and online onboarding and other training initiatives.

New Normal:

Flexible work schedules; option to work remotely with virtual tools; leveraging online and virtual learning using learning management system tool; electronic onboarding with virtual training; sales force interaction with customers virtually.



Digital Learning Transformation

Challenge:

Providing required annual training and qualifications or certifications to operate in compliance and still safely serve the needs of employees and customers.

Solution:

Implemented a Digital Learning Transformation plan that increased online and distance learning including COVID-19 safety protocols, mobile-ready eLearnings and online pre-assessments, redesigns of instructor-led training courses to virtual instructor-led training, courses to teach better use of virtual platforms and best practices, virtual format train-the-trainer classes to help instructional staff better navigate their strategies and methodologies to a virtual environment, and a new Annual Regulatory Training video-based training library.

New Normal:

The Digital Learning Transformation that was started will continue to grow. As a hands-on company, there will always be a necessity to teach field employees how to use the tools and equipment they use in the field. But where topics can be identified that do not require the hands-on touch, the Digital Learning Transformation will continue to rise.



OneJourney Orientation Goes Virtual!

Challenge:

Revamping a fully in-person and collaborative new team member orientation that largely relied on the company's collaborative culture.

Solution:

Translated all-day face-to-face orientation days into virtual sessions that are much shorter in time frame and spread out over a longer period of time while still providing the team with the tools they need to be most successful as a member of OneGroup. Developed virtual collaboration with introductions, conversations and meet and greet sessions with Culture Ambassadors, CEO, various department heads, team members, business support team members, and mentors. Building these relationships allows team members to feel that they have the full support of other more seasoned team members to contact should they need anything.

New Normal:

Providing training and development solutions to team members in a virtual environment where they can grow and develop skills in a productive manner, all while still providing the interaction and collaboration that is craved.



Oneida Nation
ENTERPRISES

We Are ONE - Safer Together

Challenge:

- Shutdown – No comprehensive or consistent means to reach 4000+ employees for the education they needed on pandemic related benefits, unemployment and return to work processes.
- Reopening – Educating employees on the reopening process and the new expectations and protocol for their safety as well as guest safety.

Solution:

- Within hours, the development of an employee Call and Email Response Center and comprehensive training for the HR Response Center Team on benefits, employee problem resolution and the unemployment process.
- Developed and implemented educational programs that included pre-reopening video, train-the-trainer for department resources, and instructor led, video and translated language workshops covering new processes and expectations.
- Developed and distributed a self-directed Leadership learning guide providing information, advice, leadership models and other resources to equip leaders in supporting their teams and guests.

New Normal:

- Employee Response Center a permanent solution for ongoing inquiries for employees.
- Educational programs that were used for reopening have been incorporated into new employee orientations and utilized for business partners.
- Historically reliant face to face culture quickly changed and adapted to the use of technology for distanced communication and learning.



Leveraging Talent in a Newly Remote World

Challenge:

In 2019, OBG was acquired by Ramboll and was focused on integration projects as the pandemic closed offices. Managers found themselves now leading teams on a remote basis, and many employees began working remotely for the first time

Solution:

Through collaboration within Ramboll, resources were deployed to support employees:

- “Staying Connected and Engaged” webpage with resources to support remote working and health & wellness
- Guidance for Talent Managers to focus on communication and engagement with their employees to maintain the pulse of the organization
- Employee Experience Survey seeking input from employees on their remote experience
- Launched the global “Ramboll Future Ways of Working” task force to consider evolving trends, and how best to meet employee and manager needs to support positive interactions and connectivity.

New Normal:

Talent Management will identify needs to transition to a hybrid working model combining in office and remote working in the long term. Ramboll’s focus will continue to be on attraction and retention of top talent in a newly remote world.



New Hire Training

Challenge:

How to train new hires onsite instead of virtually, and ensure the health and wellness of current staff as well as all of the new hires that will be trained.

Solution:

- To address the limitations of capacity with social distancing in training room, used technology and training assistant in additional room so both rooms can be utilized for one class.
- To address lack of on-site, in-person mentors, developed distance phone call mentoring process for live call days, and on-site and remote mentors that can be flagged down for immediate help.
- Beyond masks and social distancing, to address safety measures and reduce touch points, individual supplies are being ordered for trainees and all job aids, interactive activities, and paperwork are now accessed electronically.

New Normal:

Quality and Training team will continue to review safety protocols and create changes and solutions to address any guidelines.



Toyota Kata Drives Talent Development

Challenge:

Moving from a business model built on in-person meetings, training class deliveries and engagements with clients.

Solution:

Using Toyota Kata, a skill-building process that shifts mindsets and habits from a natural tendency to jump to conclusions to a tendency where knowledge and scientific thinking are used to solve problems, united the TDO team in a scientific way of working and thinking. As a result, TDO was able to completely change its overall business model to adapt to a new way of doing business while maintain revenues.

New Normal:

Toyota Kata will continue to be practiced for all challenges, both internal and external. TDO is also diligently working to strengthen the knowledge and use of Toyota Kata across the rest of NY Manufacturing Extension Partnership system and nationally.



Small Business Resiliency Training Program

Challenge:

Support CNY women-owned small businesses impacted by the pandemic with the critical small business information they needed to make timely and well-informed decisions to keep their “doors” open. Addressed items of concern ranging from day-to-day realities of working remotely to managing disruption, engaging customers, access to small business capital, and the long-term financial viability of running the business.

Solution:

- Conducted research and needs assessment with select groups of women business owners impacted by COVID in target markets.
- Developed a self-guided virtual training program with best practices, case studies and resources covering reopening guidelines, workplace safety, working remotely, access to capital, mitigating economic impact, engaging customers and addressing supply chain challenges.

New Normal:

- The program continues to support women small business owners and provides access to best practices and primary resources to help participants stay up to date on rapidly changing information.
- Post training program assessments inform center on the needs of our small business community and additional training programs and resources that may be required.

YWCA IS ON A MISSION

Developing Professional Capability

Challenge:

Program delivery for Girls Inc. at YWCA which had been provided in-person at multiple schools.

Solution:

Staff researched on-line trainings from various associations that had expertise in these types of training in order to create a virtual program for the girls to attend. These trainings assisted the staff with the virtual program delivery, ease of facilitation for families, as well as staff gaining knowledge to be present and understanding different situations.

New Normal:

Staff will continue to attend trainings to enhance their professional development for conducting on-line programs. YWCA will continue to research new and creative ways to reach out to program participants.
