

WORKFORCE CONNECTIONS

QUARTERLY NEWS ON TRAINING & PERSONNEL TOPICS FOR CITY & COUNTY EMPLOYEES

Another 30%?

If you are managing departments that have been hard-hit by budget cuts, you are likely pondering several important questions. What will I cut next? How will we meet service demands? When will it end? How you respond to each of these questions may make the difference between mere survival and successful viability. Will you take another desperate look at the budget, cut positions, programs, and initiatives? Or will you take advantage of this opportunity to re-examine what your core purpose is, how it is aligned with your customers, and how successful your delivery processes are? Which approach you take, may make a big difference in your organization's future.

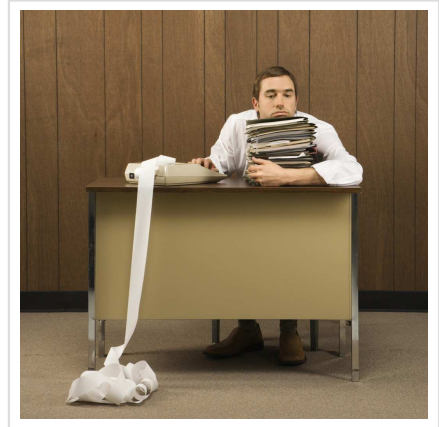
Historically every serious financial downturn in our economy has resulted in reducing the size and scope of government. Many economists see this as an important opportunity to resize government relative to the overall economy. It is a natural process and a healthy one. However, for government to maintain its' most important asset, citizen approval and support, we need to be doing resizing the right way. It is

not just about dollars and cents, it is about targeting high priority services that make sense. How do we do this?

Well, if you know your business deeply, and what your customers need and want deeply and the

... the concern about whether we are downsizing correctly.

processes your staff utilize deeply (getting tired of that word?) you can take an intuitive stab at prioritizing and restructuring. The rest of us need some tools and processes for examining all of this important data. In truth, some departments are already implementing strategic planning processes, there I said it, strategic planning. It is ironic that at a time when we need to spend time considering what each of our organizations were founded to deliver (our essential purpose) and who were the most important beneficiaries we were to deliver to (our direct customers), we don't have the time.



During the past year I have been responsible for teaching supervisors tips on how to manage performance during and after layoffs. There are lots of different concerns, but one that is always raised is the concern about whether we are downsizing correctly. Maybe these managers are just angry because they are suffering the brunt of the changes. This must be at least partially true. It is possible that they also recognize the reactive nature of our downsizing attempts and the lack of long term planning that suffers as a result. When forced to make serious rightsizing changes, strategic planning tools and processes can be very helpful.

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Workforce Connections

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María Ryan

Do you have questions about the services provided by the Department of Human Resources?

If you would like a topic to be addressed in a future newsletter, send an email to wd.dhr@sfgov.org

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A Note From the Director

Recently the local press enjoyed embarrassing the City with the fact that a number of City employees may have used their work computers to view the Michael Jackson memorial service. It’s tempting to fall into the trap of believing that such an activity is acceptable—perhaps a co-worker, or even a supervisor does it—so an employee may think, “what’s the harm?”

In fact, the risks of using your work computers for non-work activities are significant. With few exceptions, our documents, web-site visits, and emails are subject to public disclosure. Any member of the public can request to see these items, and if inappropriate materials or activities are found, there can be significant loss of public trust in the City and its workforce. City policies, including each department’s Statement of Incompatible Activities, forbid non-business use of City resources, so discipline for violations is a likely result.

However, on a fundamental basis, it’s not

just about following the rules and avoiding being “caught.” It’s nothing less than a moral obligation on our part not to violate the public trust. The public pays our salaries and has a good-faith expectation that we will perform the work for which we are paid, and that equipment purchased for City business will be used for the public benefit. City resources—whether a fax machine, copier, computer, cell phone, vehicle, or our own work time—belong to the public and must not be misused or misdirected. Someone who uses a City copier and paper to make flyers for a garage sale, or who spends work time surfing the web, is actually guilty of theft.

Please do your part to remind colleagues and subordinates of their obligations in this respect. Ultimately, we will all benefit from the improved professionalism, productivity and public regard that result from better control of such activities.



Consulting Services

We all know the DHR training staff does an outstanding job of developing and presenting training on a variety of issues Citywide. But did you know that they provide consulting services to departments in organization development, change management, facilitation and coaching? They bring expertise in these areas with their knowledge of these processes; their analytical skills in assisting departments in implementing new initiatives; and their understanding of working in the public sector.

These services range from customizing training programs for a department; facilitating retreats, conducting team building exercises, performance management consulting, planning/implementing change

initiatives, and strategic planning.

A list of departments who have utilized our consulting services include – Child Support Services, Planning Department, Department of the Environment, Department of Public Health, Recreation and Park Department, Public Utilities Commission, Arts Commission, Board of Supervisors, and the Municipal Transportation Agency.

For more information about the consulting services or to discuss a potential project, please contact Donna Kotake at 415-557-4912 or donna.kotake@sfgov.org. For no charge, DHR’s training officers will meet with you individually to discuss your department’s project to determine if and/or how it can best be accomplished. †

Conversations Brown Bags

Building on the participation and interest from managers and leaders that attended the September 2009 Workforce and Succession Planning Conference, the Department of Human Resources (DHR) now offers the *Conversations* series. *Conversations* are lunchtime meetings held at DHR to share ideas and problem-solve ways to begin or increase workforce and succession planning efforts at the work-group level. While the meetings are informal, it's an opportunity to discuss the topics with others managers throughout the City.

Sessions began in November and are held twice a month. The topic for November was creating leadership development plans and in December managers discussed employee engagement. Attendees have come from a variety of departments, including the Department of Public Works, Police Department, Fine Arts Museum, Department of Public Health, Office of Contracts Administration, Public Defender, Rent Board, Library, and the Municipal Transportation Agency.

Come and share your experiences, as well as network. †

— María Ryan

Details

Conversations are held from 12:15pm—1:15pm at One South Van Ness, 4th Floor. The schedule is on page 4. To confirm attendance or send suggestions for future *Conversations*, contact María Ryan at maria.ryan@sfgov.org

Another 30%!

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If you are considering a large-scale planning process, also consider getting support. Our team has been increasingly providing consulting services to teams and departments in planning processes. These range from short facilitations focused on defining an organization's purpose to department-wide planning processes. We have also developed a workshop that provides training on this subject with ideas and tools for implementing a planning process. Finally, our leadership program includes three new Covey Leadership Modules that focus on strategic planning. Though we typically think of strategic planning as large organization wide endeavors, one of the appealing aspects of the Covey Leadership modules, is the opportunity to apply these tools directly within teams. The focus is on how I as a manager can examine my piece of the organization and organize efforts that are aligned with my core purpose, my customers, and my resources.

Here are a few tips from "Strategic Planning in Government", a DVD made for government organizations.

1. Develop a purpose statement that is concise, focuses on results, and explains why the organization exists and how it benefits the customer.
2. Don't neglect to collect information from stakeholders on your services and products.
3. Avoid goals and objectives that describe the process that you do rather than the outcomes you want to produce.
4. Develop objectives that identify first outcomes (what you want to achieve) and then outputs (measurable activities to achieve outcomes).
5. Identify barriers to execution (reaction to change, threats to silos, lack of incentives, culture) and strategies for overcoming barriers.
6. Develop a system for regularly tracking progress and making adjustments.

Of course there are lots of books on the subject and we would be happy to share titles. Ultimately strategic plans need to be aligned with annual performance plans and accounted for in annual budgets. At some point this is very important work for us all.

†

— Teri Jourgensen

24-PLUS Graduates

**New Supervisors
& Managers**
October 13-15, 2009



**New Supervisors
& Managers**
November 17-19, 2009



**Experienced Supervisors
& Managers**
December 8-10, 2009



**Workshop
Schedule**

For a list of dates and times of 24-PLUS and other trainings available through DHR, you can access the Training Calendar on-line by going to:

- SFGov
- > DHR Home page
- > Employee Training

A print version of the catalog will be available in the next month.

Workforce Development

Conversations Schedule

Systems Thinking to Enhance Leadership	2/11/10 & 2/23/10
Leadership Competencies	3/11/10 & 3/17/10
Managing Change – Role of the Leader	4/7/10 & 4/12/10
Learning Agility vs. Technical Expertise in Leadership	5/5/10 & 5/11/10
Using Special Projects to Build Leadership	6/3/10 & 6/9/10

Note: See article on page 3 for more information.

Breaking Down the Reasonable Accommodation Process

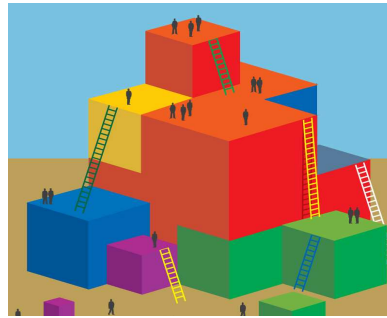
Even with the City's *Reasonable Accommodation Procedures for Employment* manual in hand, it's a challenge to act properly when accommodating a "disabled" employee. The identified steps to reasonable accommodation can seem like a labyrinth. To meet the need for practical guidance, Equal Employment Opportunity (EEO) division launched a new training series on the reasonable accommodation process on January 26, 2010.

Over 85 City staff representing a variety of departments attended this session. Jon Rolnick, Chief of Litigation, shared "war stories" and lessons learned from disability discrimination suits against CCSF. The training covered Steps One and Two in the CCSF *Reasonable Accommodation Procedures for Employment* manual. Attendees received practical information on:

- ♦ Recognizing an Employee's Request for Accommodation
- ♦ How to Begin the Interactive Process
- ♦ Roles and Responsibilities of the:
 - Supervisor,
 - Reasonable Accommodation Coordinator, and the
 - Employee requesting accommodation.

Attendees learned when to engage in the "interactive process" and how to start the process. Trainers shared strategies for promoting non-confrontational communications with disabled employees and how to maintain a "how can we help you?" attitude throughout the process. Attendees also received practical tips on documenting contacts and efforts to engage employees in dialogue concerning potential workplace accommodations.

The Americans with Disabilities Act (ADA), Fair Employment and Housing Act (FEHA), Equal Employment Opportunity Commission (EEOC) guidelines,



and case law require employers to engage in a timely and good-faith "interactive process" with a disabled employee to explore reasonable accommodations that will keep the employee working and productive. But, supervisors may not recognize when reasonable accommodation principles come into play. The factual circumstances triggering the interactive process vary. While sometimes obvious, at other times the need to engage in the interactive process hides behind a wall of complicated workplace dynamics. Supervisors may sense that something should be done but "hope the problem goes away." Sadly, a lack of communication can lead to administrative complaints and lawsuits. Employers must know when and how to begin the interactive process.

The series will continue to deconstruct the Ten Steps for Processing Employee Accommodation Requests as outlined in the City's *Reasonable Accommodation Procedures for Employment* manual. Four sessions remain, each covering two steps in the reasonable accommodation process. Each session will include practical guidance on implementing the steps in the workplace to achieve timely and beneficial outcomes. Featured trainers will include Citywide Reasonable Accommodation Coordinators and experienced employment lawyers from the City Attorney's Office. Lay the groundwork for successful reasonable accommodation processing by attending the future trainings on the reasonable accommodation process. Details will be forthcoming. †

— Janie White

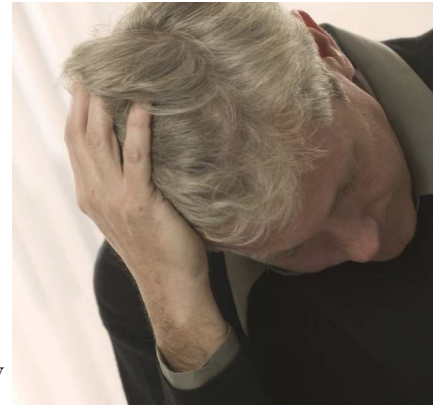
EAP Brown Bag Workshops

Managing Your Stress Effectively

Dates: 2/9/10, 2/16/10, 2/23/10, & 3/2/10

This is a four-session workshop. Please plan to attend all four sessions

All of us already manage our stress in some way, but the question is.... Are we managing it effectively? We may not be able to eliminate the stressors in our lives, but we can lessen the impact they have on us physically, emotionally, personally, socially, and professionally. In this workshop, you will learn the basics of stress management and how it affects the various aspects of your life, and develop a stress reduction strategic plan that fits your needs and your busy schedule.

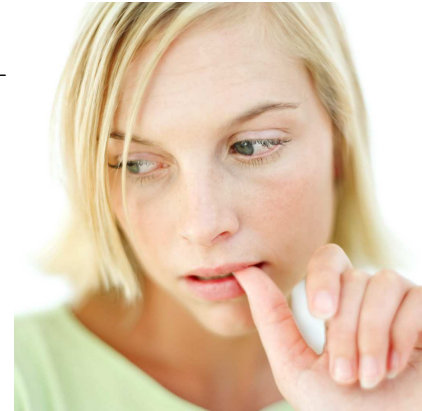


Overcoming Anxiety

Dates: 2/18/10, 2/25/10, 3/4/10, & 3/11/10

This is a four-session workshop. Please plan to attend all four sessions

Everyone experiences anxiety. There seems a lot to worry about: finances, job security, H1N1, personal safety, to name a few common concerns. Sometimes our worries seem to get the better of us, resulting in sleepless nights, an irritable mood, decreased concentration and even feelings of panic. This workshop is designed to give you a clearer understanding of these uncomfortable feelings and physical symptoms as well as effective techniques that you can apply immediately to cope with today's problems.



Workshop Info

Workshops are held 12:00 – 1:00 PM. Reserve space in all groups by calling 1-800-795-2351 or go to myhss.org/eap

All classes are held at the Health Service System, 1145 Market Street, Suite 200, between 7th and 8th Streets, unless specified otherwise.

The Employee Assistance Program (EAP) is a voluntary, confidential, no cost counseling and information program for City employees, their family members and their significant others. EAP staff are licensed counselors who provide assessment, short term therapy (up to six sessions), referrals and follow-up for individuals, couples, families and groups regarding personal or work-related issues such as stress, marital, family and relationship problems, anger management, substance abuse, work performance issues, emotional difficulties, or any concern that becomes a problem in one's life.