

# WORKFORCE CONNECTIONS

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

## Book a Customized 24-PLUS Workshop for Your Staff!

Recently, DHR has worked with individual City departments to develop and deliver a customized 24-PLUS workshop for supervisors and managers. The 24-PLUS program is a great investment in staff, allowing both new and experienced supervisors and managers to build and renew skills, while sharing experiences and best practices with colleagues. It also satisfies the Mayor's directive that all new supervisors attend 24 hours of training within their first 6 months of employment with the City. There are several advantages for this model.

First of all, the content of the program can be customized to fit the department's needs and/or address issues specific to the department. Also, the 24-PLUS program's modular format makes it easy to replace modules, when needed. For example, if staff in a particular department has already received training on one of the standard 24 PLUS modules, that module can be replaced with other



Supervisors and managers from the Municipal Transportation Agency stand together for a group shot. (April 2010 class)

curricula that would be more meaningful to the group.

Another advantage to providing group-specific training is that we can work with the department to find the format that works best for the group. While a standard 24-PLUS program meets on three consecutive days, if a department is unable to have a large group of managers away from the office for this extended period, the department might choose another format, such as one day for three consecutive weeks.

Lastly, there are budgetary advantages. During a time of tight budget cuts, we recognize that departments are often forced to make difficult decisions. We have seen some departments tightening up training budgets, making it difficult for staff to get the essential training that they need..

By booking a group workshop for departmental staff, departments can save up to 45% off the enrollment fees. The table to the left compares general enrollment and group workshop calculations.

20 employees attend a general enrollment 24-PLUS workshop	20 employees attend a departmental group 24-PLUS workshop
\$725 x 20 participants = \$14,500	(\$1850 daily group rate x 3 days) + (\$50 materials fee x 20 participant) = \$6550
Per participant rate = <b>\$725</b>	Per participant rate = <b>\$327.50*</b>

\* Additional fees will apply for customization and half day formats, which will raise the per participant rate.

Whatever the need, the WD staff can work with the department to create a customized training plan. To book a group workshop for your staff, contact the team at 557-4840 to discuss your needs and receive a proposal with a quote. With the beginning of the new fiscal year, this is a great time to plan. †

— Amy Lilley

### Inside this issue

◆ A Note From The Director	2	◆ New Training Catalog	4	◆ CCSF Highlighted in Report	7
◆ 30 Minutes A Day	2	◆ 24-PLUS Graduates	5	◆ New Testing Process	8
◆ The Ugly Truth	3	◆ Investing In Employees	6	◆ Workers Save Jobs	10
		◆ Investing In Employee Training	6	◆ Reasonable Accommodations	11
		◆ Pedestrian Safety	7	◆ Disaster Service Workers	12

## Workforce Connections

A quarterly publication of the Department of Human Resources

1 South Van Ness,  
4th Floor  
San Francisco, CA  
94103  
www.sfdhr.org

### Designer

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](mailto:wd.dhr@sfgov.org)

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## A Note From The Director

Welcome to the July edition of Workforce Connections. Inside you will find interesting articles about what's been happening in some of the divisions in DHR – Recruitment and Assessment, Workforce Development, Workers' Compensation, and Employee Relations.

We begin this new fiscal year with fewer resources and an increased need for services to our internal and external clients. While these are complicated challenges to address, I believe this is also a time for us to examine our work processes and look for opportunities to change and improve the way we do things. We've begun this process at DHR, looking for redundancies, taking a fresh look at what we do and why we do it. It's time to explore potential technology enhancements and options for streamlining our processes. In fact, in this time of declining resources, we have no choice but to do so. We will be reaching

out to our departmental human resources partners to assist and guide us in these efforts.

These are difficult challenges for us over the next year. We can choose to focus on why we can't do certain tasks as before, or we can instead focus on changing how we get things done. I recommend Teri Jourgensen's article on reasoned optimism (page 3), which addresses this issue directly.

We look forward to working closely with you as we grapple with our new and changing environment.

— Micki Callahan



## 30 Minutes A Day

It's more than likely that you've got a lot going on at work right now, plus all your commitments away from the office. Adding one more thing seems like a bad idea. But given the economic climate and the addition of new tasks given to you at work, you may want to consider brushing up on some basic skills or even learning some new ones. The more skills you have, the more versatile you are. All you need is about 30 minutes a day.\*

Through the City University program, City employees have access to a variety of classes at their fingertips. Need to brush up on some Microsoft applications? Want to work on your writing skills or take a grammar refresher course? Do you have a

lot of information to read, how about a speed reading course?

Or maybe you want to learn some basic accounting principles? Need some new strategies for interacting with difficult people? Want pointers on writing grants?

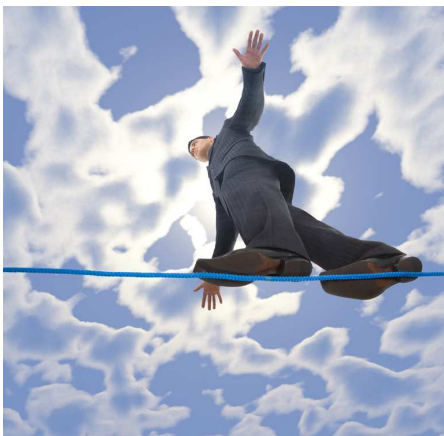
Put down that remote control, and instead spend about half an hour a day fine-tuning your skills. Participate in City University, a program that provides learning opportunities for employees Citywide, managed by the Department of Human Resources. You'll have access to online classes, like those mentioned previously, which start once a month and last 6 weeks.

*Continue to page 6*

## Why The Ugly Truth with a Healthy Dose of Optimism Is So Important Right Now!

**A**t some point during a series of presentations I gave to hundreds of employees and managers regarding possible layoffs, I learned something very important. When facing a difficult situation, it is just as important to deal with the ugly truth as it is to have a sense of optimism about the future. Even though this may seem obvious to most of us, we often focus more on what's wrong (pessimistic view) **or** what's right (optimistic view) rather than what is wrong **and** what is right? Author James T. Lucas in his recent article "Managing Through Meltdown" suggests that under tough conditions you must be both pragmatist and idealist, and continue to change and grow and even to "exploit those dangerous meltdowns" for all they are worth.

This seems like a curious contradiction, hopeful, idealistic and pragmatic, realistic, an emotional rollercoaster ride at best; a set of conflicting and self-defeating strategies at worse. However, it is the ability to hold both views, a sense of optimism and a realistic assessment of your challenges, that enables you to persevere during tough times. In psychology this is called reasoned optimism. Those who practice reasoned optimism tend to push through



challenges more successfully.

This all starts with self-talk, an internal explanatory style. Individuals with a strong pessimistic view-

point necessarily impose limits on what they can or cannot do, whether consciously or unconsciously and when facing difficult challenges assume less opportunities. This in turn influences how hard one works to overcome challenges. Sometimes this explanatory style is so subtle, that it is perceived only as practical thinking. So how do you know that you are doing it? Often it is in play when you develop a whole list of reasons why taking action is a waste of time, 'there are no job opportunities' 'I don't have the right training' 'I will never be good at that'...

Individuals who practice reasoned optimism often ask themselves three important questions about the obstacles they face. Is it personal? Is it pervasive? Is it permanent? These three questions help the individual to reason through obstacles with both a measure of pragmatism and hope. Consider the issue of layoffs: feels pretty personal, right? However, individuals who practice reasoned optimism might look around themselves and ask, is this happening to other good people? Is it happening to everyone, everywhere? Is it going to be this way forever? Ultimately this explanatory style helps to maintain the necessary confidence to take positive action, which is the only way over, under, or through that obstacle. †

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Is it personal? Is it pervasive? Is it permanent?

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— Teri Jourgensen

## New 2010-11 Training Catalog

The new DHR Training Catalog 2010-2011 has been posted on the DHR website. This new and easy-to-use catalog contains a complete list of course descriptions and pricing for all Workforce Development workshops, and includes both logistics and enrollment information. Workshops are easy to find, and displayed in categories, including: Management Skills, Leadership Development, Career Development, Customer Service, Personal Development, Time Management, and Strategic and Analytical Thinking.

New departmental budgets and renewed union tuition reimbursement programs make the beginning of the fiscal year an excellent time to create a training plan for the year. Employees may want to use the catalog as tool for determining their individual professional development plans. Managers and supervisors may also benefit by using the catalog as a reference while working with individual team members, or when planning group training or facilitated events for their staff. A complete explanation of group rates and consulting services is also covered in the catalog.

In addition to a list of over 40 Workforce Development workshops, employees can also find a list of workshops offered by other DHR Divisions. These specialized workshops include training programs on Diversity, ADA and Harassment Prevention offered by DHR's Equal Employment Opportunity Division. A list of JobAps training courses for Human Resource Professionals, and the New Employee Orientation Program details are

also listed.

In conjunction with the release of the new catalog, the Workforce Development Team would like to come visit your Department to present an overview of our services and answer your questions. If you are an executive or a manager who wishes

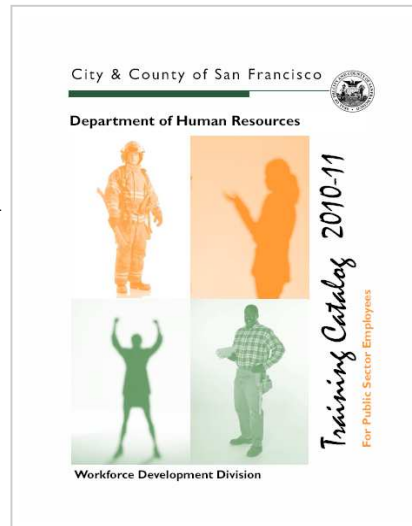
to find out more about Workforce Development services, please give us a call and we will set up a time to visit an upcoming executive or manager's meeting. We will give a short presentation, including highlights of the new catalog and an explanation of our department-specific training and consulting services. To set up an appointment, please contact Donna Kotake, Workforce Development

Director, at (415) 557-4912.

To view the catalog online, go to the DHR website at: [www.sfdhr.org](http://www.sfdhr.org) > Employees > Employee Training > Training Catalog 2010-11: A Complete List of Workshops & Training Logistics. Employees who wish to register for a specific workshop should also check the training calendar for current workshop dates. The training calendar can be found at: [www.sfdhr.org](http://www.sfdhr.org) > Employees > Employee Training > Training Calendar and Schedule.

Anyone interested in attending a workshop that does not currently have a date scheduled on the calendar should send an e-mail to the WD Administrator at: [WD.DHR@sfgov.org](mailto:WD.DHR@sfgov.org), so that we can add your name to the waiting list and inform you when a workshop date has been scheduled. †

— Amy Lilley



**24-PLUS Graduates**

**New Supervisors  
& Managers**  
February 2-11, 2010



**Experienced Supervisors  
& Managers**  
March 30-April 1, 2010



**New Supervisors  
& Managers**  
May 11-13, 2010



**MTA Supervisors  
& Managers**  
May 2010 Class



**MTA Supervisors  
& Managers**  
June 2010 Class



Notes:

1. Photos are not available for the January 2010 class and the April 2010 class for MTA Supervisors and Managers.
2. Over 800 of the City's supervisors and managers have already attended this program, which satisfies the requirement that all new supervisors attend 24 hours of training within their first 6 months of employment with the City.

**30 Minutes A Day**

*Continued from page 2*

There is no cost to City employees or departments. For more information visit [www.sfgov.org/CityUniversity](http://www.sfgov.org/CityUniversity) or call María Ryan at (415) 551-8948.

\* Classes are posted twice a week. A lesson takes an average of two hours to complete.

**A Partial List of Courses Available:**

- ♦ Accounting Fundamentals
- ♦ Achieving Success with Difficult People
- ♦ Building Teams That Work
- ♦ Designing Effective Websites
- ♦ Effective Business Writing
- ♦ Everyday Math
- ♦ Gerontology Certificate
- ♦ Grammar for ESL
- ♦ Grammar Refresher
- ♦ Microsoft Access 2007 (Intro)
- ♦ Microsoft Project 2007 (Intro)
- ♦ Microsoft Word 2007 (Intermediate)
- ♦ Project Management Fundamentals
- ♦ Supervision & Management
- ♦ Writing Effective Grant Proposals

— María Ryan



**Investing in Employee Training  
FY09-10**

Over the last fiscal year, DHR assisted employees in increasing their skills sets through trainings, consultations, and City University courses. That's a large investment made by departments and staff across the City.

Type of Training	# Employees	# Hours
DHR Training	2,823	10,862
City University	227	13,123
<b>Total</b>	<b>3,050</b>	<b>23,985</b>

Note: In addition to the above-mentioned training, some employees are trained through in-house training staff, while others attend courses at external training institutions for which they use employee development funds, as negotiated in labor contracts.

— María Ryan

**City & County Highlighted in Recent GFOA Report**

Earlier this year, the Government Finance Officers Association (GFOA) published the *Generational Change Task Force Report*, which provides recommendations on how governments can prepare for transferring knowledge of key finance officer positions, as baby boomers retire and the new generation takes their place. The Task Force conducted inquiries into public agencies working on these efforts.

The City & County of San Francisco was highlighted as a case study with its use of fellowships, workforce and succession planning initiatives, and professional development programs, such as City University. Even with diminishing resources, the work we do continues to be an example to other jurisdictions.

— María Ryan



## Pedestrian Safety In San Francisco

**A**s part of performing our work duties for the City, it is not uncommon for employees to have to walk to other City buildings for meetings or other work events. Employees over the years have been injured or killed while navigating the streets and sidewalks of San Francisco. Because of the vulnerability of a pedestrian, it is the responsibility of each of us to recognize potential hazards. When an accident occurs between a vehicle and a pedestrian, it is the pedestrian that is on the losing side. A recent study by the Department of Public Health revealed the following about the causes of pedestrian accidents in San Francisco:

- ◆ Unsafe speed (20%)
- ◆ Violation of traffic signals and signs (17%)
- ◆ Vehicle right-of-way violations (14%)
- ◆ Driver violations of pedestrian right-of-way (9%)
- ◆ Violation by pedestrian (9%)
- ◆ Drugs and alcohol are involved (33% of adult pedestrians killed and 10% of drivers involved in pedestrian injuries)

### Who's At Fault?

According to police reports, drivers are at fault in 57% of the accidents and pedestrians are at fault in 34% of the accidents.

### Contributing Factors

- ◆ Pedestrian running into the street
- ◆ Vehicles turning into pedestrian's path
- ◆ Turns in general
- ◆ Pedestrians jaywalking
- ◆ Pedestrians hidden by vehicles
- ◆ Distracted drivers

### Unsafe Situations

- ◆ Drivers failing to give right-of-way
- ◆ Transit islands in between lanes of traffic
- ◆ Light rail stops in the middle of the road
- ◆ Road construction



- ◆ Uncontrolled cross walks
- ◆ Double parked cars

In order for you to avoid injury to yourself and to help others avoid injury, make sure you obey all traffic laws. It is of great importance is to follow instructions on the pedestrian signs. (See sidebar to the right.)

### Safe Walking Tips

- ◆ Use cross walks – Don't be lulled into a false sense of security.
- ◆ Cross at the proper signal.
- ◆ Stop at the curb before entering the street.
- ◆ Make sure all lanes are stopped.
- ◆ Before crossing – Look left, right, and left again.
- ◆ Continue to check for traffic in all directions especially for vehicles turning right on red.
- ◆ Make eye contact with motorists.
- ◆ Don't insist on the right-of-way.
- ◆ Don't follow the leader.
- ◆ Beware of hidden vehicle syndrome – Where the driver behind a stopped vehicle becomes impatient and pulls out from behind.
- ◆ Avoid crossing between parked cars.
- ◆ If you must walk in the road, face traffic.
- ◆ At night, wear reflective material, light colored fabrics, and/or carry a flashlight 📡

— Priscilla Morse

### What Do the Pedestrian Signs Mean?

- ◆ Pedestrian – Start crossing the road while watching for vehicles.
- ◆ Flashing – Don't start across the road or proceed to a safety island.
- ◆ Count Down – Proceed only if there is adequate time to cross.
- ◆ Don't Walk – Do not enter the roadway. Wait for the walk signal.

## New Testing Process For Administrative Analyst And Information Systems Jobs

**P**osition Based Testing (PBT) processes are now used in lieu of employment registers for Information Systems and Administrative Analyst jobs. This change allows departments to tailor their recruitments to the unique needs of their vacancies, while ensuring that competitive, merit system principles are met. In addition, these processes more closely conform to state requirements for civil service hiring.

### Administrative Analyst Exams

Civil service exams are designed to measure critical competencies needed to perform essential job functions. Certain classifications, such as administrative analysts, share a common set of core competencies required in all positions within the class. Individual positions have specialized competencies as well. These specialized competencies depend on the particular assignment associated with the classification and associated skill and ability areas (e.g., budgets, contracts, supervision). The Department of Human Resources' Recruitment and Assessment Services Team has developed examinations that allow for various combinations of the core examination, with a selection component that measures the specialty competencies.

### How will this work?

Departments will identify the competencies associated with their particular administrative analyst vacancies, issue an announcement for the position, and review applications for eligibility purposes. DHR will administer a core competency exam and, as appropriate, a specialty test(s). Additionally, the department may administer another selection component to evaluate other job-related competencies.

Candidates who take the core competency

test and any of the DHR-administered specialty tests will be able to "bank" their test scores. This means that the next time they apply for an administrative analyst exam, they need not take the test again. Test scores on the core and specialty tests shall remain valid for three years. Candidates who wish to re-test to improve their scores may opt to do so after 12 months, should they apply for another administrative analyst exam.

More detailed information about this program will be available in the actual announcements issued for Administrative Analyst titles.

### Information Systems Exams

Selection procedures for Information Systems (IS) classifications will be administered by the department with the specific vacancy. The job description, minimum qualifications, and selection process will be tailored to the unique features of the job. Departments may use a variety of testing tools, including oral examinations, written examinations and scores based on candidates' training and experience. Typically, each department will establish an eligible list to be used for their particular position, although in some cases similar jobs across departments may be filled using the same eligible list. As usual, applicants who are interested in applying for multiple announcements may do so by copying their prior online application to a new announcement.



## Clerical Assessment Proficiency Program (CAPP)

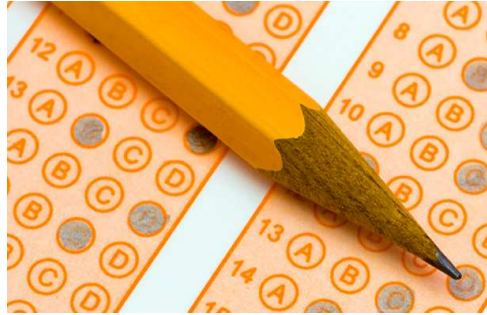
DHR is about to introduce a new written examination for clerical titles. This new CAPP examination will measure common, core competencies identified as essential for successful job performance in 75 of the City's clerical and secretarial job classifications. In addition to CAPP, many clerical and secretarial jobs require special knowledge and skill (such as legal terminology, supervisory skill, accounting, etc.). As appropriate, these specialty areas will be measured with additional subtests at the same time the CAPP is administered.

Similar to the Administrative Analyst program, candidates who take the CAPP and any specialty tests will be able to "bank" their test scores which, again, means that they need not take the exam over the next three years when they apply for a future clerical announcement, the next time they apply for a clerical announcement. Also, CAPP candidates who wish to re-test to improve their scores may opt to do after 6 months, when they apply for another clerical/secretarial exam.

Each clerical/secretarial exam announcement will provide detailed information about the CAPP and applicable subtests. Also, more information on the CAPP exam can be found on the DHR website at: [www.sfdhr.org/Modules/ShowDocument.aspx?documentid=11077](http://www.sfdhr.org/Modules/ShowDocument.aspx?documentid=11077)

## Provisional Appointments Down

Short-term provisional appointments may be necessary at times when a department has an urgent need to hire and no eligible list exists. They do not, of course, represent a long-term solution for filling a vacancy. DHR and all our colleagues who conduct examinations citywide have made a determined effort in recent years to conduct timely examinations and reduce the need for provisional appointments. These efforts, along with a slowdown in hiring due to the economy, have resulted in a



downward trend in the total number of provisional appointments. As of June 30, 2010, there were only 345 provisional employees serving among the City's 26,000+ employees (or approximately 1.3% of the City's overall workforce). This represents the lowest provisional count in at least the past decade. As a means of comparison, it should be noted that there were well over 1,400 provisional employees as recently as 2006. The HR staffs at the Airport, the Department of Public Health, the Public Utilities Commission, the General Services Agency and the Human Services Agency deserve commendation for their success in helping to reduce these provisional counts.

## The Public Safety Team

DHR is pleased to introduce the formation of the "Public Safety Examination Team". The team will develop and administer state-of-the-art selection instruments for the uniformed ranks of the Fire and Police Departments. The team, led by Dave Johnson, is currently working on selection processes for H-33 Captain, EMS and H-50 Assistant Chief for the Fire Department, and Q-80 Captain for the Police Department.

In addition, DHR recently entered into an agreement wherein the Public Safety Team also will develop and administer two selection processes for the Sheriff Department – 8306 Senior Deputy Sheriff and 8312 Sheriff's Captain. Eligible lists for all of these selection processes are anticipated by January 2011. †

— Laura Dancer and Dave Johnson

## S.F. City Workers Help Save Jobs And Protect City Services

**D**HR's Employee Relations Division is proud to announce that virtually all of the labor organizations with whom it negotiates have given back over 8% in wage concessions over FY10-11 and FY11-12. These concessions have produced savings of over \$230 million over that period, and will save hundreds of jobs. It also allows the City to continue to provide essential services to the public at a time when the public needs those services the most. While City employees have stepped up to help the City in past economic downturns, never before have we seen such a unified response from organized labor. From clerical and service workers to police officers, firefighters to nurses, labor spoke in one voice, agreeing to the principle of shared sacrifice – everyone sharing in the give-back to save jobs and services.

The San Francisco Labor Council took on the herculean task of leading negotiations with the City from the labor side. The negotiations involved over 30 unions and lasted over 2 months. The agreement negotiated between the City and Labor Council contained the following key points:

- ♦ 2-year agreement
- ♦ Either: (a) a 4.62% concession per year based on a commensurate number of furloughs days; or (b) or a 4% concession per year without time off. (The agreement calls for a reduction of the concession in 2011-12 if the projected deficit for 2011-12 falls dramatically.)
- ♦ Significant layoff protection in 2010-11
- ♦ Health Coverage reform starting in 2011-12 for “employee-only” premiums – no change to dependent care, and affecting City Plan enrollees only

- ♦ Standardized notice rules for contracting out
- ♦ City to review the use of Prop F and other temporary employees

Under this overall agreement, the parties agreed that there would be additional talks with each union to adjust for previously negotiated concessions, as well as to deal with other issues unique to each union.

### Minimum Staffing Days

The parties agreed to the concept of “Minimum Staffing Days” or “MSDs.” MSDs are the working days between Christmas and New Years, as well as the day before Thanksgiving. If the department chooses to close a division or a work location on one or all of those days, employees in that department must use up to five of their furlough days/floating holidays on these MSDs. The City will notify labor of each department’s determination on or before August 1st of the relevant fiscal year. Labor will have two weeks to object to any of the departments’ determinations.

### Furlough Days/Floating Holidays

Two models came out of the Labor Council agreement for taking furlough days. For the City’s craft workers, employees have to schedule and take 12 furlough days in FY10-11 and an additional 12 in FY11-12. For these employees, paychecks for any pay period will reflect any furlough days taken in that pay period. The other model “smoothes” the economic impact of the furlough days over the course of each relevant fiscal year. Under this model, employees will receive a 4.62% reduction for FY10-11 and FY11-12. In return, they will receive 12 floating holidays that can be taken in the fiscal years in which they were awarded or they may be carried over until the end of FY14-15. *Continue to page 11*

### Classification & Compensation

DHR's Classification and Compensation Unit is responsible for conducting job analyses and job audits; recommending appropriate classification and pay for City jobs; and ensuring that the City's compensation practices are consistently administered pursuant to the terms and conditions of the City's collective bargaining agreements. More information can be found at: [www.sfdhr.org/index.aspx?page=97](http://www.sfdhr.org/index.aspx?page=97)

**Save Jobs, Protect City Services**

*Continued from page 10*

**Health Care Reform**

The agreement includes a reduction of the City’s contribution for “employee-only” health premiums starting in FY11-12. Currently, the City pays 100% of employee only coverage for any plan offered by the City’s Health Services System. Under the agreement, the City’s contribution for employee-only coverage will be capped at the higher of the two plans other than the most expensive option. Employees who choose the most expensive plan (i.e., City Plan) will have to pay for the difference between the cap and the full amount of the City Plan premium. The parties also

agreed to form a committee to look for alternative means of achieving the estimated savings of this reform. (Note: there is no change in City contribution level for dependent care.)

The Employee Relations Division would like to thank all City employees for stepping up to save jobs and City services in these difficult economic times. In addition, we would like to thank the San Francisco Labor Council, as well as ERD staff, departmental representatives on our bargaining teams, and the leadership of the Mayor’s Chief of Staff, Steve Kawa, and Budget Director Greg Wagner. †

— Mary Hao

**Reasonable Accommodation Process  
Breaking It Down**

**Step 9: Meet the Employee**  
**Step 10: Resolve RA Request**

**Date: Tuesday, September 28, 2010**  
**Time: 10 a.m. - 12 p.m.**  
**Location: Koret Auditorium**  
**Main Public Library**

**Please bring your *Reasonable Accommodation Procedures for Employment***

**Please RSVP to: [Jeanne.Buick@sfgov.org](mailto:Jeanne.Buick@sfgov.org)**

**Questions?**  
**Please contact Silvia Castellanos at (415) 557-4855**



## Disaster Service Worker (DSW) Program News

All City and County of San Francisco (City) employees are designated by both state and local law as Disaster Service Workers (DSWs). In the event that the Mayor declares an emergency, City employees are to assist in activities related to the City's response and recovery efforts.

Employees are issued Disaster Service Worker Identification Cards (DSW IDs) to distinguish them from the general public and allow for ease of tracking when performing DSW duties. It is imperative that employees carry their DSW IDs with them at all times.

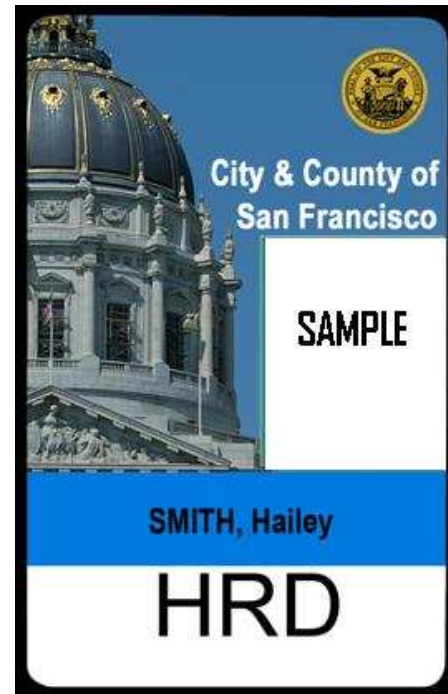
### Issuance of DSW ID Cards

Please note that all DSW IDs issued after July 23, 2010, will no longer have the color-coded access levels pursuant to a directive from the Department of Emergency Management. Instead, the cards will feature the department's three-letter code in a white stripe below the employee's name. Employees that have current DSW IDs with the color-coded access level need not request for a new card as this change in design is being implemented on a "go-forward" basis.

To replace lost, stolen, or damaged DSW ID cards, employees must contact their departmental Human Resources division to coordinate the replacement. Also, upon an employee's separation, DSW IDs must be collected and turned in to their departmental Human Resources division.

### DSW Training

In order to ensure that employees understand their role as DSWs, the Mayor has mandated that employees complete both the City's DSW training and the Red Cross Personal Preparedness training; employees must complete these trainings every two



years. New employees that attend the Department of Human Resources' New Employee Orientation are automatically given credit for the City's DSW Training. The City's DSW and Personal Preparedness Training can be accessed on-line at: <http://sfdhr.org/index.aspx?page=271>

### Other DSW / Disaster Preparedness-Related Resources

The following websites provide additional information:

[www.72hours.org](http://www.72hours.org)  
[www.redcross.org](http://www.redcross.org)  
<https://alerts.sf.org/>  
<http://oes.ca.gov>  
<http://training.fema.gov/EMIWeb>

For general inquiries, please email [DHR-DSWIDC@sfgov.org](mailto:DHR-DSWIDC@sfgov.org). You may also contact Marie de Vera, Employment Information Services Manager, at (415) 557-4851 with questions. †

— Marie de Vera