



WORKFORCE CONNECTIONS

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

A New Home for DHR

After many years of operating out of separate offices, most of the Department of Human Resources (DHR) operations will be consolidated under one roof. Our new home will be at 1 South Van Ness on the 4th Floor. DHR will be joining several “sister” agencies – 311, Municipal Transportation Agency, Department of Technology, and the Redevelopment Agency--at the new location.

All of DHR’s operations at 44 Gough will be relocating, as will the Workers’ Compensation Division (WC) and the Employee Assistance Program (EAP). Both WC and EAP will begin their operations out of the new building on December 1st. The remainder

of DHR will be there as of January 1, 2009. Project eMerge will continue to occupy offices at 25 Van Ness Avenue.

In addition to the space for 150 DHR employees, the new location offers a number of much-needed conference rooms for meetings and three training rooms. Each conference room and training room is named after a neighborhood in San Francisco. Beginning January 2009, DHR’s trainings will be held at the new location. We will also have access to the Atrium conference room on the second floor for large meetings, such as our monthly HR Group sessions.

DHR is also opening a new testing site for large examinations. The test-



ing facility, located at 1740 Cesar Chavez St, will be able to accommodate exams for up to 200 people, with ten individual interview rooms and a computer testing lab. The facility will be available for use by other departments. For information, please contact the Public Safety Examinations Unit at 415-551-8940. †

— Micki Callahan

Shaking Up SF

On October 21st, the Department of Emergency Management will coordinate a citywide event, “Shake Up SF.” The purpose of Shake Up SF is to remind City employees and the public at large of San Francisco’s earthquake risk and to encourage them to take the necessary steps to get prepared – or to “shake them up” when it comes to earthquake preparedness. A number of

businesses, schools, non-profits, faith-based organizations, as well as City departments, will be participating in a variety of ways.

As designated Disaster Service Workers under state and local law, every City employee has a role in responding in the event of a disaster or emergency, whether it is to maintain business continuity or a role outside his/her regular duties. Shaking things up,

so to speak, gives everyone an opportunity to participate and be prepared for any disaster.

If you have any questions about your department’s Shake Up SF exercise, about emergency preparedness in general, or the City’s Disaster Service Worker Program, please contact your department’s designated Disaster Preparedness Coordinator. †

— Chau Vu

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Workforce Connections

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Maria 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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Recruitment and Assessment Services

Four Types of Examination Processes

The City and County of San Francisco currently administers four types of examination processes to fill permanent civil service jobs in accordance with Civil Service Rules. These examination processes are Class Based Examinations, Position Based Examinations, Continuous Examinations, and Employment Registers. All four examination processes require job analysis to ensure a valid, fair, and legally defensible process.

The **Class Based Examination** is administered a single time, and recruits qualified candidates who meet the minimum qualifications for the examination. An examination announcement is issued, describing the class generally to represent the multiple positions that utilize the classification. The type of exam administered varies depending on the class and type of knowledge, skills, and abilities being assessed. Qualified candidates who successfully pass the examination are included on an eligible list in rank order based on their final score.

The **Position Based Examination** recruits qualified candidates for a specific position at one department. An examination announcement is issued and the job description is tailored to the position rather than to the general class description. A screening process is conducted to determine those candidates who meet the desired qualifications as well as the minimum qualifications for the examination. A screening committee may be utilized to determine the best qualified candidates; therefore, not all qualified candidates are guaranteed advancement in the examination process. The type of exam administered varies depending on the class and type of knowledge, skills, and abilities being assessed. Qualified candidates who participate in the examination and successfully pass the examination are included on the eligible list in rank order based on their final score. Additionally, other departments with similar positions may request to use this eligible list.

The **Continuous Examination** is administered citywide and conducts ongoing recruitment for qualified candidates who meet the minimum qualifications for an examination. Continuous examination processes are administered for classifications that have high-volume permanent civil service hiring. An examination announcement is issued on a continuous basis and/or suspended and re-opened as needed. The announcement describes the class generally to represent the multiple departments that may utilize the classification. Those candidates who are deemed qualified will be included in the examination process. The type of exam administered varies depending on the class and type of knowledge, skills, and abilities being assessed. Qualified candidates who participate in the examination and successfully pass the examination are included on the eligible list in rank order based on their final scores.

The **Employment Register** is administered citywide and conducts ongoing recruitment for qualified candidates who meet the minimum qualifications for a classification. Employment registers are administered for some classifications that have high-volume permanent civil service hiring on a regular basis. An employment register announcement is issued on a continuous basis and describes the class generally to represent the multiple departments that may utilize the classification. The type of exam administered is usually a task checklist assessment survey that the candidates fill out at the time of application. Those candidates who are deemed qualified will be included on the employment register roster in rank order based on their final score. Once a candidate is selected for permanent civil service hire from an employment register roster they are placed on an eligible list to complete the hiring process. †

— Stephanie Mayorga-Tipton

City University Works to Increase “Green” Skills

Increasing the skill sets of employees working in the green building industry was a new effort as the new fiscal year began. City University sponsored two private LEED New Construction workshops through the US Green Building Council. City University held two classes at the Pacific Energy Center; one in July and one in September, with a total of 59 employees representing eight departments. Participants included engineers, architects, building inspectors, to project manager, environmental specialist, and a Principal Real Property Officer.



City University courses are a way to build the capacity of our workforce, now and into the future. For more information, visit our website at www.sfgov.org/CityUniversity. †

— María Ryan

Year End Stats FY07-08

The Workforce Development Team had a busy year.

Training Officers & EAP Staff provided 2,887 participants with 12,922 hours of training.

Through the City University program, training partners provided 464 participants with 15,015 hours of training.

City Hall Fellows Begin Assignments Citywide

The City welcomed the eleven members of the inaugural class of the City Hall Fellows (CHF) in August. This 12-month public policy fellowship will provide recent college graduates an opportunity to experience the inner-workings of local government while exposing them to meaningful careers in public service.

In an effort to capture talent and build the City's own workforce, DHR spearheaded the campaign to host CHF's inaugural class. CHF is modeled after the highly successful New York City Urban Fellows program, which has produced at least a dozen alumni who have made their careers with the City.

Over the course of the year, the Fellows will be working on various projects including Office of Labor Standards Enforcement's Health Care Security Ordinance, MTA's Transit Effectiveness Project, and PUC's GoSolarSF. †

— Jessica Huey

Amy Lilley Joins the Training & OD Team

Ms. Lilley has been working in training and development for nine years, and has experience working in both the private and public sectors. She has worked for the past five years with for the City as a Training Officer for the Human Services Agency and as a Training Coordinator with the Department of Building Inspection. Ms. Lilley earned an MBA from the Monterey Institute of International Studies and is currently working on a Master's in Education from San Francisco State University's Instructional Technology Program. Her major interests are in curriculum development, learning games design, and technology based training.

Ms. Lilley's initial assignments will include presenting the 7 Habits of Highly Effective People and Focus: Achieving the Highest Priorities workshops with Paul Van Houten. In Spring 2009, she will be facilitating a 7 Habits for Managers workshop, as well as facilitating a blended learning workshop that will include a mix of classroom work and computer-based training. †

— Paul Van Houten

Workforce Development—
Workforce & Succession Planning

Become More Effective at Work

DHR Training Catalogue

For a course description, dates and times of upcoming trainings, including:

- ◆ 24 PLUS
- ◆ High Performance Civil Service Oral Examinations
- ◆ Multigenerational Workplace
- ◆ Presentation Skills
- ◆ Serving the Difficult Customer
- ◆ Working with You is Killing Me

Go to: http://www.sfgov.org/site/sfdhr_page.asp?id=78705

Workforce Development—
Training & Organizational Development

We are all tasked to provide quality services to San Francisco residents, workers, and visitors. Day in and day out we work hard to meet this goal, but it's not surprising that we face interruptions, changes in plans, or other unexpected situations. DHR provides employees with tools and a different mindset to help gain control of the situation.

In the 3-day 7 Habits of Highly Effective People course you'll practice defining the results you want to achieve daily, focus on your top

priorities, and break bad habits that keep you overwhelmed or stressed. As noted self-help guru, Anthony Robbins, has stated, "If you do what you've always done, you'll get what you've always gotten." If your current methods aren't working or leave you feeling overloaded, why not attend our course? You'll learn techniques that you can use at work and in your personal life. Check out the DHR training catalogue for the next upcoming class or call Amy Lilley with questions about the workshop at 415-557-4930. †

— María Ryan

24 PLUS Graduates

New Supervisors & Managers July 15-17, 2008



Experienced Supervisors & Managers July 29-31, 2008



New Supervisors & Managers August 5-7, 2008



Experienced Supervisors & Managers August 19-21, 2008



New Supervisors & Managers September 9-11, 2008



I feel 24 PLUS was an invaluable opportunity to reflect upon my own strengths and weaknesses as a manager, as well as receive practical, concrete action plans for dealing with challenges in my work environment.

— Katrin Reimuller
SF Public Library

The Very Real Impact of Sleep Debt

Many of us are ambitious, achievement-oriented people who fill every spare moment of the day with activities that enhance our skills, our relationships, our wealth. We may believe that the “useless” time away from work represented by sleep can be eliminated, with no negative consequences.

Thomas Edison considered “excessive” sleep (which he defined as eight or more hours a night) to be a waste of time and a sign of laziness, stupidity, and moral weakness. Edison believed that by providing cheap and efficient electric light, he could remove darkness as a common “excuse” for sleeping rather than working.

Studies now show that we sleep on average two hours less per night than people did a hundred years ago. Most people minimize the risks of sleep deprivation by thinking of it as nothing more significant than feeling a bit tired now and then. This view is incorrect.

During sleep, every cell in the body rejuvenates and refreshes itself. The immune system operates most efficiently during sleep, and inadequate sleep predisposes individuals to a wide variety of medical problems, including headaches, stomach

problems, heart disease, allergies, skin problems, respiratory difficulties, anxiety and irritability. Each day with insufficient sleep increases our sleep “debt.” When this debt gets large enough, noticeable psychological, cognitive and behavioral problems can appear. It is important to note that this sleep debt is cumulative. Sleeping late on weekends does little to reduce it.

People with sleep debt are less efficient in general. Among the common consequences are attention lapses, reduced short-term memory capacity, impaired judgment, difficulty with problem solving and decision making, and reduced ability to do detailed work.

Most important from a safety standpoint, the majority of people with sleep debt fail to recognize their level of impairment, which means that people may not effectively prevent sleepiness from becoming an accident risk, on or off the job.

Given the realities of modern life, it may not be possible to completely eliminate the negative effects of sleep deprivation. It is, however, certainly possible to reduce them by making a full night’s sleep a nightly priority. †

— Jean Crossman-Miranda

What the Numbers Show

The U.S. National Commission on Sleep Disorders conducted a study to determine the direct impact of sleep debt and found that sleep-related accidents in the U.S. cost more than \$56 billion each year and cause 25,000-plus deaths and 250,000 disabling injuries.

Noon-time Brown Bag Presentations at EAP

EAP continues its brown bag series from 12-1pm free to City employees at 1360 Mission Street, Suite 400. After November 24th, classes will be held at the new EAP office at 1 South Van Ness, 4th floor. Below are the upcoming sessions:

Exercises at Your Workstation
Mondays, 12/1, 12/8, 12/15, 12/22

Managing our Emotions
Tuesdays, 10/14, 10/21, 10/28, 11/4

Preventing Burnout Group
Tuesdays, 11/18, 11/25, 12/2, 12/9

Stress Management Group
Wednesday’s, 10/8, 10/15, 10/22, 11/5

Call (415) 554-9580 to reserve your spot. For workshop details and dates, go to: www.sfgov.org/dhr >> Employee Services >> Employee Assistance Program †

Workforce Development—
Employee Assistance Program

National Disability Employment Awareness Month

October is National Disability Employment Awareness Month. We are reminded that persons with disabilities continue to be underemployed and employed at lower rates than their counterparts without disabilities. As a City manager or employee, make a commitment to expand your awareness and sensitivity, and to combat myths and stereotypes about persons with disabilities.

Find ways to embrace the theme: 'America's People, America's Talent... America's Strength!' not just in the month of October, but in your actions every day.

The City has had an employment program which provides alternate entry into City employment for persons with disabilities since 1985. Find out more on DHR's website. DHR is also working with members of the Disability Employment Advisory Task Force to explore other ways to increase the number of persons with disabilities in the City workforce. The Civil

Service Commission will schedule a meeting to hear their suggestions.

Check out these resources for reference materials, articles on best practices, events and other useful information:

- ◆ CSC Rule 115 Program: http://www.sfgov.org/site/sfdhr_page.asp?id=47940
- ◆ Mayor's Office on Disability: http://www.sfgov.org/site/mod_index.asp
- ◆ U.S. Equal Employment Opportunity Commission: www.eeoc.gov
- ◆ National Organization on Disability: www.nod.org
- ◆ Poster: www.workworld.org/docs/NDEAM2008Poster
- ◆ Disability Rights Commission video clips: www.youtube.com ♯

— Dorothy Yee

HR Staff Throughout City Attend EEO Roundtable

Phyllis Cheng, Director of the California Department of Fair Employment and Housing (DFEH), Janie White (CCSF EEO Programs), and Michael Baldonado, Acting Director of the U.S. Equal Employment Opportunity Commission (EEOC).



Administrative agency heads from DFEH and EEOC shared inside information with City staff on working with their agencies to address employment discrimination complaints.

EEO Quarterly Roundtable

In August, the EEO Division of DHR welcomed administrative agency heads Phyllis Cheng, Director of the California Department of Fair Employment and Housing (DFEH), and Michael Baldonado, Acting Director of the U.S. Equal Employment Opportunity Commission (EEOC) San Francisco District Office, to its quarterly EEO Roundtable. The guests shared inside information on working with DFEH and EEOC to address employment discrimination complaints.

Director Cheng introduced *Equal Rights 101*, a series of short educational videos showing the younger workforce how California *rocks* when it comes to protecting individuals from employment discrimination. (See YouTube link in right margin.)

Acting Director Baldonado presented information on best practices for responding to administrative discrimination charges and how to avoid common mistakes employers make. Roundtable participants received some great tips for responding to administrative discrimination complaints including:

Be Proactive: Communicate the City's non-discrimination and Harassment-Free Workplace policies to all employees and provide training to supervisory employees on preventing discrimination and harassment in the workplace. This puts departments in the best position to stamp out any discrimination that may creep into the workplace.

Provide a Timely and Thorough Response: Pay attention to due dates and send the agency a response that tells the whole story. Giving the agency all the information needed to make a determination on a charge -- including supporting documents -- can mean the difference between a lengthy investigation and a quick resolution.

Stay in Communication with the Agencies DFEH must resolve discrimination complaints within one year of the filing date; however, EEOC does not have similar time constraints. While complaints might sit for some time, staying in contact with the agencies fosters a positive working relationship and shows that departments take discrimination complaints seriously.

Prepare Witnesses: Don't send employees before the administrative agency investigators alone, uninformed and afraid. Departments may interview any witnesses identified by the agencies as part of their own investigation. Interviews are the department's opportunity to share information on the discrimination complaint and investigation process.

Consider Settlement: Departments may consider whether the issues raised by a discrimination complaint might be resolved through open communications in order to build better work relationships and to improve the work environment.

Prevent Retaliation: The agencies take retaliation seriously. Retaliation complaints receive priority for investigation. Departments should stress that employees have a right to complain about discrimination in the workplace and that retaliation against an individual complaining about discrimination is strictly prohibited.

Bottom line, dealing with administrative agencies can have a positive impact on any workplace. Every administrative discrimination complaint creates a potential partnership between the department and the agencies that brings opportunities to reinforce the City's commitment to providing equal employment opportunity for all employees. After all, we share a common goal with the administrative agencies -- we all want to protect the rich diversity in our workforce. †

— Janie White

Links

Equal Rights 101 video:
<http://www.youtube.com/watch?v=OXVo9O31X18>

City & County EEO programs:
http://www.sfgov.org/site/sfdhr_page.asp?id=47700

DFEH:
www.dfeh.ca.gov

EEOC:
www.eeoc.gov

What are the Statements of Incompatible Activities and Their Impact?

In November 2003, the voters of San Francisco adopted Proposition E, which revised and updated the City's conflict of interest laws. One provision adopted was Campaign and Governmental Conduct Code Section 3.218, which implements a provision of state law (Government Code Section 1126) to require each department, board or commission to develop a Statement of Incompatible Activities (SIA) identifying the activities that are inconsistent, incompatible or in conflict with the duties of the officers or employees of the department, board or commission.

After the SIAs were initially approved by the Ethics Commission and in accordance with the Meyers Milias Brown Act (MMBA), in the fall of 2006, the City and the Ethics Commission staff began the meet and confer process with all City departments, boards and commissions and affected unions. In March 2008, the meet and confer process was completed and each department's SIA was presented to the Ethics Commission for final approval.

All the SIAs were finally approved as of September 8, 2008. Thus, 30 days later, on October 8, 2008, all the SIAs will have the effect of law. A violation of any of the provisions of the SIA may subject an officer or employee to criminal, civil or administrative penalties.

Each SIA has six major parts:

I. INTRODUCTION - The Statement of Incompatible Activities is intended to guide officers and employees of the department, board and commission about the kinds of activities that are incompatible with their public duties and therefore prohibited.

II. MISSION STATEMENT – Department, Board and Commission specific.

III. RESTRICTIONS ON INCOMPATIBLE ACTIVITIES - This section prohibits outside activities, including self-employment, that are incompatible with the mission of the Department.

IV. RESTRICTIONS ON USE OF CITY RESOURCES, CITY WORK-PRODUCT AND PRESTIGE

A. USE OF CITY RE-

SOURCES - No employee or officer may use City resources, including, without limitation, facilities, telephone, computer, copier, fax machine, e-mail, internet access, stationery and supplies, for any non-City purpose, including any political activity or personal purpose. No employee or officer may allow any other person to use City resources, including, without limitation, facilities, telephone, computer, copier, fax machine, e-mail, internet access, stationery and supplies, for any non-City purpose, including any political activity or personal purpose. Notwithstanding these general prohibitions, any incidental and minimal use of City resources does not constitute a violation of this section. Nothing in this Statement shall exempt any employee or officer from complying with more restrictive policies of the Department regarding use of City resources, including, without limitation, the De-

Example: An employee or officer may use the telephone to make occasional calls to arrange medical appointments or speak with a child care provider, because this is an incidental and minimal use of City resources for a personal purpose. [However, if your department does not permit such incidental or minimal use, you must adhere to your department's policies.]

B. USE OF CITY WORK-PRODUCT - No employee or officer may, in exchange for anything of value and without appropriate authorization, sell, publish or otherwise use any non-public materials that were prepared on City time or while using City facilities, property (including without limitation, intellectual property), equipment and/or materials.

C. USE OF PRESTIGE OF THE OFFICE - No employee or officer may use his or her City title or designation in any communication for any private gain or advantage.

V. PROHIBITION ON GIFTS FOR ASSISTANCE WITH CITY SERVICES - State and local law place monetary limits on the value of gifts an officer or employee may accept in a calendar year. (Political Reform Act, Gov't Code § 89503, C&GC Code §§ 3.1-101 and 3.216). This section imposes additional limits by prohibiting an officer or employee from accepting any gift that is given in exchange for doing the officer or employee's City job.

VI. AMENDMENT OF STATEMENT OF INCOMPATIBLE ACTIVITIES - The SIAs may be amended, subject to approval by the Ethics Commission and provided that the meet and confer requirements of State law and the collective bargaining agreement (s) are satisfied.

All employees and officers are responsible for reading the entire SIA of their respective department, board commission. The SIA is posted on:

- ♦ Department bulletin boards;
- ♦ Department website (if available); and
- ♦ Ethics Commission website http://www.sfgov.org/site/ethics_index.asp

If you have questions on the SIA, please contact your supervisor or department head. If you have questions about training opportunities, please contact your Human Resources Department and/or the Ethics Commission. †

— Christina Fong

The Employee Relations unit of DHR is responsible for negotiating with the labor organizations that represent the City's workforce. These negotiations include collective bargaining agreements and all matters within the scope of representation pursuant to state and local law.

For collective bargaining agreements (MOUs), compensation information, and a list of employee organizations go to : www.sfgov.org/dhr >> Department Services>> Employee Relations

Employee Relations Contact Info:
415-557-4990
employee.relations@sfgov.org †