Department of Human Resources

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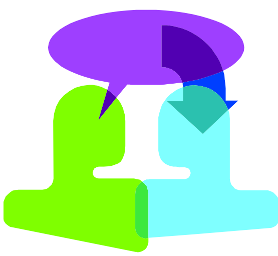
October 2007

Workforce Development

Sharing Knowledge Among Colleagues

Think about your job and how you get things done. What procedures do you implement? What reference materials do you utilize? Who do you call in the City to give you some guidance? Why do you do something one way versus another? When you look your work, did you realize how much knowledge you have? Each of us possess knowledge gained from experiences, training, and informal networks of friends and co-workers that we look for when we want to get something done. We actually accomplish our work by knowing the answer, how to find the answer or knowing someone who can. Currently, many organizations talk about knowledge management and knowledge transfer as a means to be more productive.



What is Knowledge Management?
Knowledge Management is thought of as a system for collecting, understanding, and using knowledge to achieve organizational objectives: making better decisions, streamlining processes, and improving customer service.

What is Knowledge Transfer?
Knowledge Transfer describes the process of transferring knowledge from one individual to another, and having the second person absorb the information.

What can we do?
Knowledge Transfer is one workforce planning strategy that can be executed now, to ensure that we continue to provide high quality services to the citizens and visitors of San Francisco. Consider both the routine and mission-critical tasks of your group. Are there only one or two people that handle the

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EAP's Money Camp

What is something most of use every day, but we have received very little instruction in doing so? What is something that is more taboo to talk about than religion, sex or politics? That's right. Money. The use of money to create wealth is something seemingly shrouded in mystery. But what millionaires do to create wealth is not a mystery. Millionaires, multi-millionaires, billionaires follow only a handful of money management techniques.

As kids, success was measured by grades in school. Bankers, however, do not ask for your report card in determining whether to loan you money. As adults, our success is often measured by our financial statements. Yet few of us have the financial literacy to manage our money successfully and to create wealth.

Did you know that less than 10% of high school students are taught about money before they graduate; more students are filing for bankruptcy than graduating from college; consumer debt is more than $1.5 trillion.

The EAP is excited to announce an upcoming series of workshops from the Money Camp designed to provide basic financial literacy. Some topics that will be covered will include: credit cards, businesses, compound interest, managing risk, mortgages, good debt vs. bad debt, real estate, passive income, stocks, leverage, spending vs. saving and assets vs. liabilities… just to name a few.

Financial Freedom is your CHOICE.

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Workforce Development Welcomes Linda Papin-Zairi

The newest member of the WD Unit is Linda Papin-Zairi. who joined the team as a Junior Administrative Analyst. Linda was born and raised in France, near Nantes. She came to the US in 1993 to Santa Cruz, California for an internship for her International Trade Degree - loved it here and decided to stick around.

Linda worked for the private sector for 7 years in the accounting field and the web design field (when the Dot.com was burning hot). She worked for Larkin Street Youth Services as the Director of Finance before coming to work for the City. Linda is currently pursuing her certification as a Massage Therapist through the National Holistic Institute and is completing her externship at the Quan Yin Healing Center here in the City. ▣

The Shape of the Workplace

Since the 2007 Workforce and Succession Planning Report was published in May, members of the Workforce Development Unit have been "on the road." Presentations and discussions were held at the Department of Human Resources, the Public Library, City Hall and the Human Services Agency. Participants recognized the importance of this issue and some departments have begun addressing it on some level.

There has been a great deal of discussion about the massive baby boom retirements and the resulting talent shortage. Recent articles and reports are indicating that the baby boom retirements are overstated. In fact, a recent American Association of Retired Persons (AARP) survey reported that 69% of workers between 45 and 75 years plan to work during their retirement. However, it is important to note that the aging of the workforce is only one of many factors that will impact the talent shortage. In other words, just because you don't see hundreds of co-workers retiring, does not mean that there is not a problem.

The real issue is the **shape of the workforce**. It's about the changing nature of the work and the skills that will be necessary for the work of the future. To begin this assessment, here are some questions to think about:

- What are some environmental changes occurring that would affect the work of the department (i.e., demographic shifts in the population)?
- Are there some legislative changes that will be happening within the foreseeable future?
- Is your client/customer base changing? What do they expect from you?
- Are there emerging developments in technology that will change the way the work is done in the department?
- Are there some employment trends that are affecting your department?

These are a few questions that can help formulate the discussion about what the shape of the workforce in the future will look like. As highlighted in the last WD newsletter, communication on this topic is vital – let the discussions begin! ▣

— Donna Kotake

Human Services Agency's training team listen to Donna Kotake make a presentation on workforce and succession planning strategies

Workforce Development Newsletter

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Go to Employee Services and click on **Employee Training**

COMING SOON!
Online Harassment Prevention Training

The City will be implementing a two-hour online harassment prevention training for supervisors to comply with the California law passed in 2005. If you are a new supervisor or if you took the training in 2005, you will be required to take this training. Questions may be directed to Donna Kotake at donna.kotake@sfgov.org

What's a Crucial Conversation? And Who cares?

What makes conversations crucial and not simply challenging, frustrating or annoying – is that the results could have a huge impact on the quality of our lives.

First, *OPINIONS VARY*

Second, *STAKES ARE HIGH*

Third, *EMOTIONS RUN STRONG*

By definition, crucial conversations are about tough issues. How well do we navigate them? If we're honest most of us will admit that we don't always fare well. When faced with them, we can do one of three things:

-We can avoid them.

-We can face them and handle them poorly.

-We can face them and handle them well.

Which do you do? We all **want** to handle them well and in fact, our behavior in seemingly insignificant conversations is a predictor of our behavior in crucial conversations. Is it always pretty? Do we pause, take a deep breath and trot out our best behavior? Do we step up to it, monitor ourselves and mind our Ps and Qs? Sometimes we're actually that good!

Oh, but wait...then there are the other times. The times when for whatever reason, we are anticipating a crucial conversation or are in the middle of one and we're at our absolute worst. We yell; we withdraw; we say things we later regret.

Yes that's right, when conversations matter the most – that is when conversations move from casual to crucial – we're generally on our worst behavior.

We all care about making our conversations more constructive.

Join us for a 2 day class (December 4-5) based on the New York Times best selling book Crucial Conversations: Tools for Talking When the Stakes are High. If you're interested in learning to foster honest open dialogue about difficult issues – this is the class for you!

- Bernita Burge

"It is impossible to speak in such a way that you cannot be misunderstood"

- Karl Popper

General Services Agency's Training Unit: Looking at the Bigger Picture

The Training Unit of the General Services Agency, under the direction of Nancy Chin, has branched out recently, in response to the identified City need for management succession planning. In addition to our core catalogue trainings and our Supervisor Academy Program we are now working with groups to support them with their identified organizational development needs.

By request, we are now doing employee surveys to identify training gaps, aligning teams to support missions and goals, and developing training plans to support smooth organizational succession.

In addition to our workforce planning activities, training officer Siobhan Tuvo recently concluded a year long Leadership Development Program with the Operations side of DPW. Her work included sessions on employee coaching skills, in depth performance management coaching and a well-developed employee recognition program.

All in all, as the Training Unit for the General Service Agency, we are evolving into a 'go-to' organization that looks at the future 'bigger picture' for teams and departments as well as the training it will take to get there. For further information on the work of the unit, or how it may be applicable to your department, please contact me at 558-4511 or by e-mail at Nancy.Chin@sfdpw.org.

- Nancy Chin
Training Coordinator
GSA Training & Development

Graduates of 24-PLUS for Supervisors & Managers

New Supervisors & Managers
August 28-30, 2007

In alphabetical order: Michelle Allersma, David Augustine, Angela Calvillo, Paul Camarillo, Robert (Brent) Dennis, Marilyn Duffy-McClellan, Nneka Gallaread, Johanna Goldschmid, Sue Grinols, Peter Ma, Roger Nguyen, Carol Price, Maria Ryan, Jonathan Stern

Experienced Supervisors & Managers
September 11-13, 2007

In alphabetical order: Mabal Bhat, Oswaldo Caamano, Micki Callahan, William Fein, Martha Gamble, James Hartman, Joshua Jennings, Florence Mar, Linda Medeiros, Bernard Murphy, George Onyemem, Milagros Ramos, John St. Croix, Tony Wong

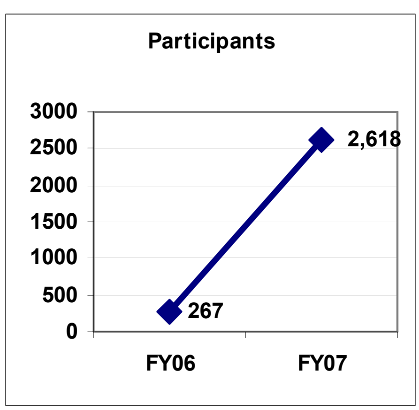
The Workforce Development Trainers

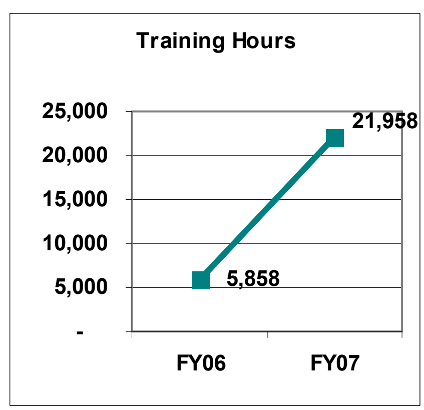
Bernita Burge, Instructor for:
- Business Writing– the Basics
- Working with Difficult People

Teri Jourgensen, Instructor for:
- Thinking Tools for Making Great Decisions
- Time Management

Camille Meade, Instructor for:
- Preview to Supervision
- Verbal Judo

DHR Training Statistics





Managing Time is Often About Managing to Say No!

We've all done it. You are up to your eyeballs in projects and tasks with more work than time on your hands when someone asks you for help. You know you don't have the time and yet you find yourself agreeing to help. Why?

If there is one thing I have learned in teaching time management (aside from being only one short step ahead of the participants) it is that saying no is easier said than done (no pun intended). Shouldn't be so tough. Two little letters, learned thoroughly by children at age 1½, who use it frequently! But in truth, for many of us it is a real challenge. It is also a significant time management opportunity. Learning when and how to say no are tangible skills that can help you sort out your most important commitments while maintaining important relationships.

While there are a variety of reasons why we automatically say yes (love a challenge, addicted to being the hero, or just plain bored), one reason is the need (a good one) to please others and maintain harmonious relationships. That may make you a great team player, but not if you can't reasonably meet commitments and are exhausted by your efforts. So what can you do about it? Well **the first step** is really about self-awareness. Catching yourself in the act of doing it, and consciously asking yourself a few questions. "Can I really reasonably help this person? Am I concerned that I won't be liked or respected if I turn them down? Will they be as willing to help me in a crunch if I turn them down"?

This last point about reciprocity is certainly important. That's **the second step**, understanding the role of reciprocity in human behavior and cooperative effort. In organizations and teams, reciprocity is an ingredient important to success (I help you, and you help me, and it's in our best interest to cooperate beyond our immediate needs). That's a good thing. So it is not simply about saying no, but managing when and how and still contributing to the group needs.

The third step is having some strategies ready in advance. In helping others with this issue I have started a list of tips that might help you manage the tension between relationships, reciprocity, meeting your most important commitments, and maintaining your sanity. I hope these are helpful. They really are a work in progress, so if you have a few tips of your own, please send them my way – remember I am only a short step ahead!

Tip One: Be clear about your priorities and that they align to agreed upon goals. Keep a daily checklist. I keep one (a simple single page format designed in categories that meet my personal needs) with a category for identifying my current goals and a category for listing current tasks and assignments. These two categories serve as a sort of check and balance, a reminder of the big picture commitments (goals) that help me to stay focused each day. I also have a category for task and assignments that I agree to that are not aligned to these goals. This helps me track assignments that may distract me from priorities. It also gives me the data I need to discuss these issues with my supervisor.

Tip Two: Be aware that if your boss (or the Mayor for that matter) asks you for help, it is by definition a priority that is directly aligned with your goals (holding on to your job).

Tip Three: Recognize that you are making a conscious choice. Every time you decide to do one activity rather than another, you are prioritizing; you are in a sense saying that this activity is more important. That's good if the activity is, bad if it isn't. In the end, time management isn't about doing everything, it's about doing the important things, making the right choices.

Tip Four: Recognize the power of reciprocity and pay it forward. Look for opportunities during down times to help others out. This helps you in at least two different ways. First, others will be more willing to help you out when you really need it. And second, others will be less disappointed when you really have to say no.

Tip Five: Instead of saying no, set reasonable limits on what you can and cannot do and have an honest, considerate conversation. "I am busy with a priority project right now, but I available at 2:00 pm today. Would that be helpful?" If it sounds like a big or complicated request, get clarity as quickly as possible and determine if there is some part you might be able to do. "This sounds

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EMPLOYEE HIGHLIGHTS:

The following employees completed the Project Management Program through San Francisco State University– College of Extended Learning.

Bijan Ahmadzadeh
Public Utilities Commission, Project Management Bureau

Safira de Souza
Human Services Agency, IT Unit

Nancy Hom
Department of Child Support Services, Finance

City University Fall Semester Begins

City employees from many departments began a new semester of City College classes, funded by the City University (CU) program. Classes began August 15th, with employees taking courses in accounting, auditing, public speaking, computer applications, and specialized computer networking and IT courses. While most of these classes are held at a City College campus in the evenings, several employees are taking computer networking and IT courses on-line. These City College courses, funded by CU are at no cost to City employees.

The Fall semester for San Francisco State University – College of Extended Learning (SFSU-CEL) began at the end of August. Many of these courses are 1-4 sessions in length and are held throughout the Fall. This term, employees can not only choose from Human Resource Management, Project Management, Professional Communications, and English for Professional Purposes, but also have two additional program options:

- Conflict Management in the Workplace
- Integrated Marketing

These SFSU-CEL courses are offered to City employees at a reduced cost.

Details the City University program are available at www.sfgov.org/CityUniversity or you may contact María Ryan at 415-551-8948. ▣

- María Ryan

Short-term Online Courses Begin Monthly

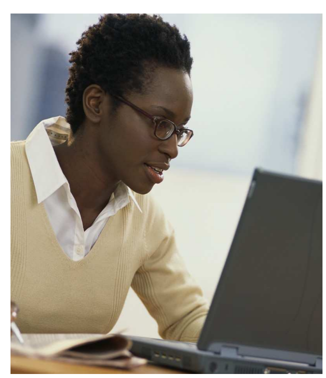
City College's Continuing Education department offers these 6-week long classes. Courses are accessed through the Internet. You decide when to log in. One class provides 24 training hours.

There are 35 classes to choose from, at no cost to eligible City employees:

- Accounting
- Writing/Grammar Skills
- Microsoft Excel, Word, Power-Point, and Project (various levels)
- Oral Communications
- Interpersonal Skills
- Human Resources Management
- Project Management
- Purchasing
- English for Non-native Speakers
- GED

Next start dates:
10/17, 11/14 & 12/12

Tuition Reimbursement



Keep in mind that employees may utilize funds provided by their applicable MOUs every fiscal year for tuition, including training programs offered by DHR.

Forms may be downloaded from the DHR website:
http://www.sfgov.org/site/sfdhr_page.asp?id=50498

Supervisor's Challenge: Tune to Motivation

I recently attended an Institute for Management Studies seminar by Bill Hawkins and I rediscovered David McClelland's theory of motivation. I first encountered this theory more than 20 years ago and was pleasantly surprised to see that it still has a lot to offer to our understanding of motivation and performance. When a supervisor understands an individual's motivation s/he can look for opportunities to tune job assignments to fit the individual's primary motivator. With this tune-up the individual is more likely to perform better and experience higher levels of job satisfaction. We don't always have a chance to have assignments that match our motivators, but everyone should have this experience at least some of the time on the job.

David McClelland (1917-1998) was Distinguished Research Professor and Chair of Harvard University's Department of Social Psychology. He was a psychologist and famous for his research on motivation and competence. He proposed that human motivation is comprised of three powerful needs: the need for achievement, the need for power, and the need for affiliation. The importance of each need varies from individual to individual. One need is primary, one secondary, and one is third.

POWER is the ability to influence others to achieve *your* goals. People who have power as the primary motivator tend to be driven to "work". They are concerned with discipline and self-respect. They need autonomy and want to drive control their own workload. They look for opportunities to demonstrate their uniqueness. They seek respect and the admiration of others. They like to set their own goals. If their needs are not met they might say, "You micro-manage me." "You don't provide enough positive recognition." "I should have a different title, a bigger office, etc." Positive power people focus on achieving group goals. Negative power people have a *win/lose* attitude.

AFFILIATION is a desire to maintain lasting relationships. People who have affiliation as the primary motivator tend to prefer to spend time on personal relationships. They need to be part of a team of great people. People want to feel that they make a difference, a contribution. They may choose to remain at lower levels of management because of fears of rejection by their current peers. They have a strong belief in the significance of the mission. If their needs are not met they

might say, "There are team members not doing their part." "There are people on your team who are not team players." "You have not communicated a vision for this team."

ACHIEVEMENT motivated people like tasks that highlight their individual efforts. They like difficult tasks that are seen as achievable by *them*. They like lots of feedback about their performance. They need to have challenging and interesting work where the results can be seen. They want opportunities to use their talents and skills. They want an opportunity to learn. If their needs are not met they might say, "I'm bored." "My skills, talents, and abilities are being wasted." "We aren't getting anything done around here."

Here's an interesting model courtesy of Bill Hawkins:

PRIMARY NEED	THEY TALK ABOUT	THEY WILL RESPOND TO
Power	• Their problems • The reward at the end	• Positive recognition • Challenges that involve using unique strengths, overcoming obstacles, few rules and restrictions
Affiliation	• Each member of the team • Why the project was important	• A chance to work on an elite team of people they respect • A chance to make a personal contribution, to know that his or her participation makes a difference • A chance to hand pick the team
Achievement	• The goal/target and how it was achieved • The personal knowledge or skill set used in reaching the goal	• Constructive Feedback (how can I improve) • An assignment that is challenging, involves specific outcomes – and a chance to learn

Finally, I will end this brief exploration with a few questions. Think back to your last job assignment where you produced high quality work and experienced high job satisfaction. What was there about it that gave you a sense of pride and satisfaction. What do you think was you primary motivation? Secondary? Third?

– Paul Van Houten

LEARNING OPPORTUNITIES

Supervision/Management Workshops

24-PLUS Alumni Workshops—No Charge
Using Progressive Discipline
Dates: October 2, January 14
Time: 8:15 AM—12:30 PM

24-PLUS for Experienced Supervisors & Managers—$600
3 or more years experience as a Supervisor/Manager
Dates: December 11-13, February 12-14, April 8-10, June 10-12
Time: 8:15 AM—4:30 PM

24-PLUS for New Supervisors & Managers—$600
Dates: October 9-11, November 6-8, January 8-10, March 11-13, may 13-15
Time: 8:15 AM—4:30 PM

Developing Your Leadership Capability: Emotional Intelligence—$200
Dates: January 22
Time: 8:15 AM—4:30 PM

Managing Your Probationary Employee—$125
Dates: November 15
Time: 8:15 AM—12:30 PM

PPA: The Performance Plan—$125
Dates: October 17, November 13, December 7, January 4, February 7
Time: 8:15 AM—12:00 PM

PPA: The Performance Appraisal—$125
Dates: October 17, November 13,,December 7, January 4, February 7
Time: 1:00 PM—4:30 PM

Using Progressive Discipline Successfully—$200
Dates: December 6
Time: 8:15 AM—4:30 PM

Workforce/Succession Workshops

Civil Service Oral Examinations: Performing at Your Best—$200
Date: October 24, December 20
Time: 8:15 AM—4:30 PM

Multiple Generations in the Workplace—$200
Date: January 16
Time: 8:15 AM—4:30 PM

Preview to Supervision—$200
Date: November 14
Time: 8:15 AM—4:30 PM

Professional Development Workshops

Business Writing–$200
Date: October 24, January 24
Time: 8:15 AM—4:30 PM

Crucial Conversations–$400
Dates: December4-5, January 29-30
Time: 8:15 AM—4:30 PM

Focus; Achieving Your Highest Priorities–$200
Date: January 31
Time: 8:15 AM—4:30 PM

How to Identify & Prevent Workplace Harassment AB1825—$50
Date: November 9
Time: 9:00 AM—11:30 AM

Leveraging Your Talents–$200
Date: January 3
Time: 8:15 AM—4:30 PM

Organizing your Work and Managing your Time–$200
Date: October 30
Time: 8:15 AM—4:30 PM

Presentation Skills to Boards & Commissions—$200
Dates: October 18, November 21, January 24
Time: 8:15 AM—4:30 PM

Public Speaking—$200
Date: November 29
Time: 8:15 AM—4:30 PM

Special EAP Workshop: Conflict Resolution—No charge
Dates: October 16, November 29
Time: 8:15 AM—4:30 PM

Serving the Difficult Customer-$125
Date: November 15, February 28
Time: 1:00 PM—4:00 PM

LEARNING OPPORTUNITIES

Professional Development Workshops *(continued)*

Telephone Customer Service-$125
Date: November 15, February 28
Time: 8:15 AM—12:00 PM

The 7 Habits of Highly Effective People-$500
Date: January 15-17
Time: 8:15 AM—4:30 PM

The 7 Habits of Highly Effective People— A One-Day Refresher— $200
Dates: October 17, November 28
Time: 8:15 AM—4:30 PM

Thinking Tools for Making Great Decisions— $200
Dates: November 14, December 19
Time: 8:15 AM—4:30 PM

Using DiSC for great Customer Service—$200
Date: October 16
Time: 8:15 PM — 4:30 PM

Verbal Judo— $200
Date: November 20
Time: 8:15 AM—4:30 PM

Working With Difficult People— $200
Dates: November 28, February 5
Time: 8:15 AM—4:30 PM

Facilitator's Toolbox— $200
Date: January 23
Time: 8:15 AM—4:30 PM

Managing Time
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complicated, can you tell me what you really need, and I'll tell you what I could possibly do…" Of course it also depends on who is asking. When it is your boss, a different strategy is needed. "OK, these are the priority tasks I am currently working on. If I take on this new task or project I am going to need some direction with reprioritizing my current commitments. Can you help me with this?" ***And finally, sometimes you will just have to say no*** in the most tactful way possible and still protect important relationships (and yes the need for reciprocity). "I am really sorry, but I cannot help you on this project today. I have a critical deadline this afternoon that I am preparing for. I hope you will feel free to ask for my help though in the future…"

Tip Six: Protect your credibility. Good intentions are really not enough. If you agree to do something and are unable to meet the commitment, you not only risk disappointing someone in the short run, you risk damaging something equally important; your credibility and dependability. Being really honest about what is possible and reasonable is essential to both your reputation and relationships. ▣

- Teri Jourgensen

EAP's Money Camp
Continued from Page 1

Frequently Asked Questions

Why is EAP doing workshops about money?
If an employee is worrying about living paycheck to paycheck, having enough money for retirement, creditors, health costs, childcare expenses, it definitely has an impact on his/her work life. Debt problems cause stress and anxiety on and off the job. As part of EAP's mission to provide services and information to assist in building a healthy and productive workforce, financial literacy fits right in.

Is this a financial planning workshop?
No, the purpose of this EAP workshop is to provide some basic financial education to help you understand how to create financial independence.

What is Money Camp?
Money Camp is a non-profit organization and its goal is to empower people to create financial independence for their lives. It began as a program for kids and since has developed into a program for adults as well. The Money Camp program will help participants learn how money works and create an environment where adults can begin to explore their beliefs and attitudes about money and wealth. ▣

- Jeff Lintner

Transferring Knowledge
Continued from Page 1

work? Is there work that has processes particular to your group? Look at the process and how it is done; document it (a manual, checklist, etc.) and then share it with a colleague (review the process document, have a colleague shadow you, or train the colleague). It is these deliberate steps taken in advance to identify and capture information for the group that can prevent the loss of institutional memory and reduce the negative impacts on operations when a staff member leaves. ▣

- Donna Kotake & María Ryan

Employee Assistance Program
Department of Human Resources

1360 Mission Street, Suite 400
San Francisco, CA 94103
(415) 554-9580 Fax: (415) 554-9590

OCTOBER THROUGH DECEMBER 2007

Reserve Space in All Groups By Calling 554-9580 **No Sessions On City Holidays**

All Classes will be held at 1360 Mission Street, between 9th and 10th Streets, unless specified below

Making Oral Presentations....for the Fearful

Facilitator: Jean Crossman-Miranda, MFT, CEAP, SAP
TIME: 12:00 to 1:00PM
Dates: Tuesdays, 11/6. 1/13, 11/20 and 11/27

Surveys always show that fear of making presentations is second only to fear of snakes and spiders for many people. But it doesn't have to be anxiety provoking – it can actually be a painless and enjoyable learning experience for personal and professional development. This class will take you through the process of creating and delivering a presentation on any topic. Do you ever need to do a presentation for your job? Check out this class!

Class Size is Limited!

Managing Anger Effectively

Facilitator: Jean Cross-man-Miranda, MFT, CEAP, SAP
Time: 12:00 to 1:00 PM
Dates: Wednesdays, 11/28, 12/5, 12/12, and 12/19

Everyone gets angry once in a while. Recognizing oneself as a person with an anger problem, and looking at how anger has affected your life and relationships, can help change the pattern. In this skills-building group you will identify the causes and effects of your anger and learn practical anger management techniques that you can apply immediately.

The Time Trap: Proven Strategies for Managing Your Time

Facilitator: Jeff Lintner, MFT, CEAP, SAP
TIME: 12:00 to 1:00PM
Dates: Mondays, 11/19, 11/26, 12/3, and 12/10

Most people don't have enough time in the day, despite all the talk about time management, computers, e-mail, fax, voicemail, and all the other time savers we've adopted. But the time crunch has nothing to do with time; it has to do with our ineffective time strategies. This program uses practical, realistic solutions to help you develop strategies to be more productive, less prone to stress, and more in control of your life.

Stress Management Group

Facilitator: Jeff Lintner, MFT, CEAP, SAP
TIME: 12:00 to 1:00PM
Dates: Thursdays, 10/18, 10/25, 11/1, and 11/15

We cannot eliminate stress, but we can lessen its impact. 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.

CALL 554-9580 TO SCHEDULE AN EAP ORIENTATION AT YOUR WORKSITE.