



# WORKFORCE DEVELOPMENT

## Performance Appraisals Increase Citywide

All City employees are required to have a performance appraisal every year. The purpose of a good appraisal process is to encourage communication between the employee and his/her supervisor regarding performance. It gives employees an opportunity to receive feedback on how they're performing, and gives management an opportunity to clarify expectations of the employee's performance. Although generally given once or twice a year, it is essential to view this as a continuous cycle of communication, not just one or two events in the year.

At the December SF STAT meeting on Government Efficiency, DHR reported on the overall citywide figures and department figures for completion of performance ap-

praisals. Overall, the figures have improved.

For FY 2006-2007, 83.1% of scheduled performance plans and appraisals in the City were completed. This is an increase of 12% from FY 2005-2006. In addition, more departments are tracking performance plans and appraisals compared to the prior year. Increased performance plans and appraisals should mean an increase in skills development for employees, and better services for the San Franciscans and visitors. In one instance, a department trained all of its supervisors and had a presentation to the entire staff about performance appraisals. That department showed a significant increase in the number of plans and appraisals completed.

Fiscal Year	% Completed
FY06	73.90%
FY07	83.10%

However, there is still need for improvement. Departments can make use of DHR training and the performance planning and appraisal panel in PeopleSoft to aid in compliance efforts. Questions regarding PPA may be directed to Donna Kotake at [donna.kotake@sfgov.org](mailto:donna.kotake@sfgov.org) or 415-557-4912. To find out when the next PPA training is, check: [http://www.sfgov.org/site/sfdhr\\_page.asp?id=49039](http://www.sfgov.org/site/sfdhr_page.asp?id=49039) Copy of the Performance Planning & Appraisal form: [http://www.sfgov.org/site/uploadedfiles/sfdhr/forms\\_documents/performanceevaluation.doc](http://www.sfgov.org/site/uploadedfiles/sfdhr/forms_documents/performanceevaluation.doc)

— Maria Ryan



## City Disaster Service Workers

Did you know that as an employee of the City & County of San Francisco, you are a Disaster Service Worker (DSW)? All public employees are designated as Disaster Service Workers in accordance with California Government Code Section 3100—3109.

### What Does This Mean?

This means that any time during a catastrophic event, you could be assigned to any disaster service activity that promotes the protection of public health and safety. Your assignment might require you to serve at a location, at times and/or under conditions that significantly

differ from your normal work assignment. As a DSW, you have an absolute obligation to serve the public in a time of need in whatever role you are directed to perform by a superior or by law.

Over the next six (6) months, all non-sworn City employees will be required to complete the DHR DSW training and, depending on job requirements, certain courses provided by the National Incident Management System. Check out the website for detailed information: [http://www.sfgov.org/site/dsw\\_index.asp?id=48707](http://www.sfgov.org/site/dsw_index.asp?id=48707).

— Donna Kotake

### INSIDE PAGE

- Performance Appraisals 1
- The City's DSWs 1
- Critical Incidents 2
- Communities of Practice 3
- DBI Training 3
- 24-PLUS Graduates 4
- Nine Ways to Think 5
- In an Emergency 5
- HR Pilot Program 6
- Get NERT'ed 7
- WD Pictures 8
- Learning Opportunities 9
- Brown Bag Schedule 10

## Critical Incident Stress Debriefing

The Employee Assistance Program (EAP) is developing an information packet for all City supervisors and managers on how to handle critical incidents in the workplace. Here are a few basics on the topic:

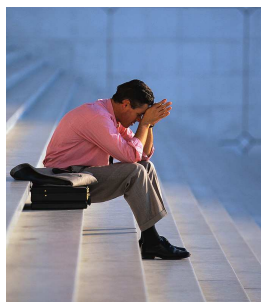
### What is a Critical Incident?

A critical incident can be defined as any event outside the realm of daily human experience that causes an unusually intense stress reaction and has the ability to limit a person's ability to cope, impair his/her ability to adjust and negatively impacts the work environment. Examples of traumatic events that produce such reactions include:

- Death of a coworker through illness, accident, suicide or homicide
- Injury to oneself or one's coworkers
- Layoffs, mergers and reorganizations.
- Exposure to a violent or threatening incident
- Natural or manmade disasters

### Critical Incident Stress

Critical incident stress is the result of an employee's involvement in a work-related event, a part of the job which is "extraordinary" even though it may be considered "part of the job." This event may produce significant reactions in the employees and/or their family members. A critical incident reaction may manifest itself as a combination of physical, cognitive, emotional and behavioral symptoms.



### Defusing

Defusing is a meeting that takes place immediately or relatively soon after the critical incident for individuals or a group whose normal coping mechanisms have been overwhelmed. The purpose is to prepare employees for what they may experience following a traumatic incident, and to educate and normalize any symptoms employees may have become concerned

about. A defusing gives employees the opportunity to vent regarding incident-related memories, stresses, losses, and methods of coping, and the ability to do so in a safe and supportive environment.



### Critical Incident Stress Debriefing (CISD)

A Critical Incident Stress Debriefing is a voluntary, structured group process that helps people cope with, and recover from, an incident's aftereffects. CISD enables participants to understand that they are not alone in their reactions to a distressing event, and it provides them with an opportunity to discuss their thoughts and feelings in a controlled, safe environment.

### The EAP's Role

When a critical incident occurs, the EAP is available to respond immediately or make referrals accordingly. Initially, we provide phone or in-person consultation with management to discuss both what to expect from employees who have been involved in a critical incident and when, logistically, the most effective time to schedule an intervention would be.

EAP Counselors are available to consult on any of the above issues. Please call 554-9580 for more information. For an information packet for City supervisors and managers on how to handle critical incidents in the workplace, you may contact Jean Crossman-Miranda at [jean.miranda@sfgov.org](mailto:jean.miranda@sfgov.org) @

— Jean Crossman-Miranda

### Workforce Development Newsletter

Editor/Designer  
Maria Ryan

Director of Workforce Development  
Donna Kotake

Director of Training & OD  
Paul Van Houten

Contributors  
Bernita Burge  
Donna Kotake  
Jean Crossman-Miranda  
Linda Papin-Zairi  
Amy Schmitt  
Maria Ryan  
Paul Van Houten

Photos  
Marie de Vera  
Donna Kotake  
Maria Ryan

Workforce Development Unit  
44 Gough Street  
San Francisco, CA 94103  
Phone: (415) 557-4840  
Fax: (415) 551-8907  
[wd.dhr@sfgov.org](mailto:wd.dhr@sfgov.org)

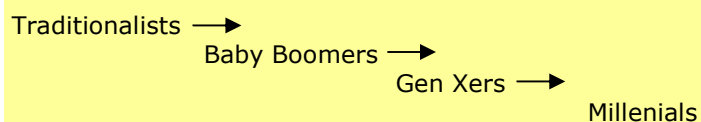
Website  
[www.sfgov.org/dhr](http://www.sfgov.org/dhr)  
Go to Employee Services and click on Employee Training

### Happy New Year!

May the new year bring you new learning opportunities in all aspects of your life.

- The Workforce Development Team

### NEW WORKSHOP Multiple Generations in the Workplace



How do the attitudes/belief systems of employees from different generations impact us at work? Curious? Sign up for this day-long workshop and learn strategies for bridging gaps. Details on page 9.

## Creating and Sharing Knowledge Through Communities of Practice

In 2004, Redwood City's City Manager and Palo Alto's City Manager got together and set up a Management Exchange program. The idea was originally conceived in a meeting of city trainers called REDTOP. The program is thriving and cities all over the Peninsula are exchanging managers for 3 months for learning opportunities in other cities. Great idea?

San Mateo County just completed a list of 79 strategies for succession planning. Want to learn what they came up with? The City of Berkeley did an analysis of on-line survey tools. Can I get a copy of the analysis? They also did an analysis of 360 (multi-rater) tools. I want that! Foster City just completed a skills inventory of all staff for

disaster preparedness. Want to know what skills they targeted? Want to find out about degree completion programs in other cities and counties? Want to find out what people are doing about performance appraisals in the East-Bay and Peninsula cities and counties? Many years ago, I heard a futurist speak and he had an interesting view of the work of leaders: the job of the leader is to help the organization move into the future. I would suggest that this is part of everyone's job.

I set out on a journey to discover the future in my *field of practice*: training and development. Part of the journey led me to participation in several *communities of practice*. The samples above came from meetings with these

communities.

One definition of a *community of practice* "is a group that comes together, in person or on-line, to share information about a common problem, issue, or topic. Communities of practice generally cut across traditional organizational boundaries." I prefer face-to-face meetings but these days computer technology enables people to share their tacit knowledge without being face-to-face or connecting in real time.

I encourage you to discover or create groups that meet on a regular basis

*Continued on Page 7*



## The Department of Building Inspection: Preparing Staff and the Public for Changes to the Building Code




The Department of Building Inspection (DBI) training program has focused heavily this year on preparing both staff and the public for upcoming building code changes that became effective in January 2008. Staff code training started in February with a series of basic transition seminars, highlighting changes from the current code to the

soon to be adopted 2007 California codes and continued through August, with seminars focused on specific code topics, including a series on structural code changes for architectural and engineering staff.

The Department completed this year-long training series by hosting code seminars focusing on local impacts. This City contracted with Stuart Tom, P.E., C.B.O., City of Glendale, to provide seminar sessions on *Preparing for the California Building Code*. The seminar was attended by 150 City and County of San Francisco Staff, including Building Inspectors, Plans Examiners, Engineers and Architects from the Department of Building Inspection, the Fire Department, the Department of Public Works and the Port of San Francisco.

DBI also partnered with the AIA (American Institute of Architects) San Francisco to host California Build-

ing Code seminars for local architects and designers. After two sell-out training events in October and November, an additional December session was added to meet the public demand. Approximately 600 members of the architectural and design community attended. DBI is currently planning another jointly sponsored training series with AIA SF, which will include focused workshops on specific chapters of the California Building Code.

In addition to course offerings on the new code, DBI has continued to educate the public by offering monthly technical trainings and monthly brown bag seminars on a variety of topics, including: *How to Plan a Home Remodel*, *Improving the Energy Efficiency of Your Home*, and *Roofing and Re-roofing*. Many of these sessions have been taped and are available on SFGTV Channel 78 or on demand on the DBI link on the City website. In October DBI sponsored a two-day "Meet the Pros" Summit at Bill Graham Civic Center. The Summit was free to the public and offered a variety of workshops led by Building Inspection Staff. Topics included: *Condominium Conversions*, *How to Obtain a Permit*, *Residential Earthquake Preparation* and more. Summit presentation materials are also available on the DBI link on the City website at [http://sanfrancisco.granicus.com/ViewPublisher.php?view\\_id=40](http://sanfrancisco.granicus.com/ViewPublisher.php?view_id=40) 

- Amy Schmitt  
Training Coordinator  
Department of Building Inspections

## Graduates of 24-PLUS for Supervisors & Managers

### New Supervisors & Managers October 9, 2007



In alphabetical order: Whitney Dalious Bagby, Bonnie Cassinelli, Taylor Emerson, Maricar Gratuito, Frank Lem, Philip Louie, Catherine Moller, Cristina Olea Calderon, Jerna Reyes, Lisa Vestal, Chi Ling Wong, Benson Young.

### New Supervisors & Managers November 6, 2007



In alphabetical order: Peter Albert, Dara Coan, Vanetta Dunlap, Stephen Flannery, Anna Hancock, Sarah Jones, Heather Leatherwood, Morito Miravite, Thomas O'Connor, Reza Rizlenjani, Karla Rosales, Char Scannell, Patrice Siefers, Shamji Simin, Shelley Thompson, Manito Velasco.

### Experienced Supervisors & Managers December 11, 2007



In alphabetical order: Alex Chong, Emily DeLaCruz, DJ Dull, Maureen Gannon, Lavena Holmes-Williams, Lawrence Iorio, Luretha Jones, Kevin Kelly, Dan Lazzari, Kathryn Moore, Donna Persechino, Susan Pontious, Maria Porras, George Putris, Lorenza Racklin, Daryl Robinson, Carol Roos, Candy Walker-Simon, Michael Wetzel.

### 24-PLUS Alumni Workshop Managing Stress



Jean Crossman-Miranda, EAP counselor, provides strategies to managers. She also facilitates the following workshops:

- Conflict Resolution
- Non-violent Crisis Intervention



Participants, 24-PLUS alumni, work on an exercise.

### Feedback from 24-PLUS Participants

—Great team. All instructors were very sharp, enthusiastic, engaging. Clarified much for me. Surprised at how relevant the coursework is! Made me feel better about the technical/professional caliber of my colleagues in the City. 11/8/07

—Honestly, this is the best training I have received for supervision and management. Thank you. 11/8/07

—An excellent course. It was a great insight on how to handle people and situations. Being a Mechanic I understand the value of many tools in your toolbox, but just as important is to have the right tools. The 24-PLUS program gives me the right tools. 12/13/07

—Excellent! Many of the practical techniques have already been very useful to me and recently I was complimented on something I did "straight out of the book!" 12/13/07

## Nine Ways to Think More Creatively

Most people can tackle problems at work and home more successfully by overcoming common obstacles to creative thinking according to noted business consultant Alexander Hiam.

Hiam has identified nine barriers to thinking creatively that can be surmounted if the following habits are changed:

1. **Failure to ask questions.** Taking things for granted can kill creativity, while asking impulsive questions can generate insights. Try looking at the world through more-inquisitive eyes.
2. **Failure to record ideas.** You never know which ideas will help you tomorrow, so keep them all: in a notebook, on scraps of paper in a folder, on voice mail messages to yourself ---whatever method works. Doubling the number of ideas you save enriches the raw materials needed for thinking.
3. **Failure to revisit ideas.** Review your notes for past projects. Make yourself more

aware of old assumptions that become “comfort zones,” making it hard to see creative alternatives.

4. **Failure to express ideas.** Articulate your thoughts to others (or to yourself when you’re alone). Expressing stray thoughts can be a good way to consider them. Consider them carefully.



5. **Failure to think of new ways.** Get out of the box by doing something new: Instead of making a list of pros and cons, for example, draw pictures or diagrams of the problem you’re working on, then generate fresh perspectives by analyzing these images.

6. **Failure to wish for more.** Creativity thrives on optimistic speculation. New inventions arise from the wish to improve the status quo. There is value in wishful thinking.
7. **Failure to try being creative.** Avoid the trap of thinking you aren’t a creative person. “Failing to try is the quickest way to derail your creativity”, Hiam writes.
8. **Failure to keep trying.** “Breakthrough” concepts usually come only after you generate hundreds of ideas. It is a big mistake to become discouraged and abandon productive lines of thought prematurely because they appear fruitless.
9. **Failure to tolerate creative behavior.** Many bosses communicate a “Stop thinking and get back to work” message to workers, argues Hiam. He posits the way to unlock the creative potential of staff is to encourage imagination, not censor it. ☐

Source: THE FUTURIST magazine

## There's been a declared citywide emergency. What do I do?

**If you are at work:** Report immediately to your department supervisor or a department designated staging area.

**If you are at home:** First ensure the safety of your family.

**DO NOT** attempt to reenter your workplace unless you receive instructions to do so from your Department Operations Center, Human Resources representative, supervisor or through instructions via radio, television or other emergency communications.

**Disaster Service Worker ID Card:** Have your DSW ID card in order to quickly access emergency transportation routes.

### How Can I Be Prepared at Work?

- Learn office evacuation routes

- Pack a work place “Go-Bag”
- Consider what you would need for your immediate safety. ☐

#### Items for Your Go-Bag:

- Water and nonperishable food
- Dust mask
- Pocket knife
- Whistle
- Emergency cash
- Flashlight
- Battery-powered radio, extra batteries
- Sturdy shoes, change of clothing
- Emergency point-of-contact phone numbers
- First aid kit, extra medicine, glasses, contact lenses



Note: For a complete list of suggested disaster kit and Go-Bag items, please visit [www.72hours.org](http://www.72hours.org)

## HR Pilot Program: Civil Service Training

City employees in the HR Pilot Program learned about civil service procedures and skills needed to present in front of the Civil Service Commission from former Executive Officer, Kate Favetti, and Jennifer Johnston, DHR.



Kate Favetti



Jennifer Johnston



Mock presentation to Commission.



HR program participants.

## City University: Human Resources Pilot

The City University Human Resources Certificate Pilot Program is in full swing and the 13 personnel analysts participating in this program have already completed many sessions. The skills and competencies being taught in this program are necessary to develop as a well-rounded human resources manager in the City. The following are the topics being offered through the program:

### Professional Skills

Management Skills  
Consulting Skills  
Influence Skills  
Presentation Skills  
Conflict Resolution  
Research, Problem-Solving & Decision Making  
Performance Management  
Legal Writing

### Technical Skills

Civil Service & The Merit System  
Labor Relations  
Budget/Accounting/Payroll/Audits  
Classification & Exams  
Equal Employment Opportunity  
Ethics & Sunshine Ordinance  
Legislative Process  
Personal Service Contracts  
Employee Benefits

The Professional Skills portion of the program is taught by faculty at San Francisco State University – College of Extended Learning at

their downtown campus. The Technical Skills portion of the program is being taught by current and former City employees with expertise in these areas. The participants in this Pilot Program were extremely fortunate to have Kate Favetti, former Executive Officer of the Civil Service Commission and a City employee for 36 years, teach the classes on Civil Service & The Merit System.

All participants are committed to spending 3-4 days a month in class and completing homework assignments, while continuing their day-to-day work as personnel analysts. They have, however, already utilized many of the skills that they've learned so far. ☐

- Donna Kotake

### Participants:

Cathy Abela, Human Resources  
Tom Burns, Human Resources  
Lillian Chow, Human Resources  
Linda Cole, Public Utilities Comm  
Anna Dennis, Human Resources  
Paul Greene, Human Resources  
Clare Leung, General Services  
Melissa Maralit, Human Services  
Emily Morrison, Human Resources  
Jonathan Nelly, Human Resources  
Mirna Palma, Controller  
James Peavey, Public Health  
Diane Zagorites, Human Resources

## Top 5 Short-Term On-line Classes\*

(Taken by City Employees to Date)

- #1 Fundamentals of Supervision
- #2 Grammar Refresher
- #3 Microsoft Excel Introduction
- #4 Microsoft Access Introduction
- #5 Microsoft Excel Intermediate

\* These City University (CU) classes are offered through City College's Continuing Education Department  
For a list of other CU offerings, go to [www.sfgov.org/site/sfdhr\\_page.asp?id=50514#Available\\_Classes](http://www.sfgov.org/site/sfdhr_page.asp?id=50514#Available_Classes)

## Get "NERT'ed"!!

A great opportunity was given to me! The gift of being NERT'ed. The City & County of San Francisco has been offering Neighborhood Emergency Response Team (NERT) training to employees, provided by the San Francisco Fire Department (SFFD). The NERT training Program is a 18-hour comprehensive program. My training took place at the Golden Gate County Fair Building every Wednesday morning for six weeks amongst the singing birds and fresh smelling cups of coffee. When I went, the majority of attendees were employees of the City, and the rest of the crowd were concerned San Franciscans.

The SFFD trainers, a very lively bunch, made the experience very enjoyable and meaningful. I never realized that in case of such an emergency, they are counting on NERTs. They need NERTs to take care of their own families and neighbors if they are unable to reach different neighborhoods because they are busy saving lives elsewhere. The pressure is on!!! So, we've got to make them proud. I actually learned and performed the following during my training:

- Extinguished a fire
- Safely removed someone trapped under heavy rubble using cribbing (a technique of stacking wood to create stability and transfer loads)
- Turned off utilities in a building: gas, water, and electricity

- Searched and light rescued in the dark
- Performed triage



We were taught to "Do the most good for the most people;" be prepared to be self-sufficient for 5 days; and act in conjunction to the City's Emergency Services when the next big one hits, which I remind you all, can happen anytime:

- While you are sleeping—Do you have a pair of shoes ready by your bed if you need to flee your bedroom and glass is on the floor?
- While you are at work—Do you have a family emergency plan with outside contact that your family members can all call and get updates
- While driving on the bridge—Do you get out? Do you turn around? Do you have a blanket, water, a flashlight?

The time is now. Visit the NERT website and register: [http://www.sfgov.org/site/sfnert\\_index.asp](http://www.sfgov.org/site/sfnert_index.asp)

You won't be sorry you spent the time and energy. Your kids, your family members, your pets, your neighbors (even the ones you don't get along with) will be forever thankful. ☺

- Linda Papin-Zairi



### 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](http://www.sfgov.org/site/sfdhr_page.asp?id=50498)

### Communities

*Continued from Page 3*

to create and share knowledge. The community's life span usually depends on one or two people who write agendas, maintain address lists, write-up notes, and chair meetings. The community doesn't

have to be large. My experience is that even small groups can be extremely useful. The right people always seem to come. Workforce Development staff are participating in the following communities of practice. ☺

- Paul Van Houten

### Training & OD Communities of Practice

**Employee Development Network of Bay Area Public Sector Training Professionals (EDNET):** established in 2001, meets quarterly, and is co-hosted by the City of Berkeley and the Alameda County Conference Center.

**IMS Community of Practitioners:** established in 2006, meets quarterly, is hosted by DHR's Workforce Development Division, and participants are training staffs of the corporate members of the Institute of Management Studies.

**Regional Employee Development and Training Professionals of the Peninsula (REDTOP):** established in 2002, meets quarterly, and is hosted by San Mateo County and Foster City.

**SF Training and OD Professionals Network** was established in 2000 for people involved in training and organization development who work for the City & County of San Francisco. It meets semi-annually and is hosted by DHR's Workforce Development Division.

## DHR/Workforce Development Photos

### Visit from the Delegation from the Liaoning Province, China



Donna Kotake welcomes the delegation.



The delegation is studying governmental employee training and development programs.



Camille Meade, training officer, explains the development of the 24 PLUS Supervisory program.

### DHR issues Disaster Service Worker badges to Cosco Busan oil cleanup volunteers



A DHR staff members greets volunteers.



Badge processing takes place on-site.



Paul Van Houten providing Training Coordinators with an orientation of training opportunities for employees Citywide.



Staff from the Controller's Office and Municipal Transportation Agency that handle training needs in their departments.

## **LEARNING OPPORTUNITIES (Revised 01/02/08)**

### **Supervision/Management Workshops**

**24-PLUS Alumni Workshops—No Charge  
Using Progressive Discipline**

Dates: January 14

Time: 8:15 AM—12:00 PM

**24-PLUS for Experienced Supervisors &  
Managers—\$600**

3 or more years experience as a Supervisor/Manager

Dates: February 12-14, April 8-10, June 10-12

Time: 8:15 AM—4:30 PM

**24-PLUS for New Supervisors &  
Managers—\$600**

Dates: January 8-10, February 26-28, March  
11-13, April 29-May1, 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

**PPA: The Performance Plan—\$125**

Dates: January 4, February 7

Time: 8:15 AM—12:00 PM

**PPA: The Performance Appraisal—\$125**

Dates: January 4, February 7

Time: 1:00 PM—4:30 PM

### **Workforce/Succession Workshops**

**Multiple Generations in the Workplace—  
\$200**

Date: January 16

Time: 8:15 AM—4:30 PM

**Preview to Supervision—\$200**

Date: March 20

Time: 8:15 AM—4:30 PM

### **Professional Development Workshops**

**Business Writing—\$200**

Date: January 24

Time: 8:15 AM—4:30 PM

**Crucial Conversations—\$400**

Dates: January 29-30, March 25-26, May 20-21

Time: 8:15 AM—4:30 PM

**Facilitator's Toolbox— \$200**

Date: January 23

Time: 8:15 AM—4:30 PM

**Focus: Achieving Your Highest Priorities—  
\$200**

Date: January 31, March 27

Time: 8:15 AM—4:30 PM

**Managing Change and Transitions—\$200**

Date: February 6

Time: 8:15 AM—4:30 PM

**Presentation Skills to Boards &  
Commissions—\$200**

Dates: January 24

Time: 8:15 AM—4:30 PM

**Special EAP Workshop: Conflict Resolution—  
No charge**

Dates: January 18

Time: 8:15 AM—4:30 PM

**Special EAP Workshop: Nonviolent Crisis In-  
tervention—No charge**

Dates: January 9

Time: 8:15 AM—4:30 PM

**Special EAP Workshop: Stress Management—  
No charge**

Dates: January 25

Time: 8:15 AM—4:30 PM

**Telephone Customer Service-\$125**

Date: February 21

Time: 8:15 AM—12:00 PM

**The 7 Habits of Highly Effective People-\$500**

Date: January 15-17, April 15-17

Time: 8:15 AM—4:30 PM



**Employee Assistance Program**  
**Department of Human Resources**

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



**JANUARY THROUGH MARCH 2008**

**Reserve Space in All Groups By Calling 554-9580**

**No Sessions On City Holidays**

*All Classes will be held at 1360 Mission Street, between 9<sup>th</sup> and 10<sup>th</sup> Streets, unless specified below*

**Managing Anger Effectively**

Facilitator: Jean Crossman-Miranda, MFT, CEAP, SAP  
 TIME: 12:00 to 1:00PM

Dates: Tuesdays, 2/12, 2/19, 2/26, and 3/4

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.

**Making Oral Presentations....for the Fearful**

Facilitator: Jean Cross-man-Miranda, MFT, CEAP, SAP  
 Time: 12:00 to 1:00 PM

Dates: Wednesdays, 1/16, 1/23, 1/30 and 2/6

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!**

**Keeping Your New Year's Resolutions**

Facilitator: Jeff Lintner, MFT, CEAP, SAP

TIME: 12:00 to 1:00PM

Dates: Thursdays , 1/17, 1/24, 1/31, and 2/14

If you want to improve your chances of being successful in keeping your New Year's resolutions this year, then feel free to attend this useful workshop. In this group-like setting we will declare our resolutions, review past successes, develop measurable goals, give/get support and cheer our victories!!

**Stress Management Group**

Facilitator: Jeff Lintner, MFT, CEAP, SAP

TIME: 12:00 to 1:00PM

Dates: Fridays, 2/15, 2/22, 2/29, and 3/7

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.**