



WORKFORCE DEVELOPMENT

Greetings from the DHR Director

As the City's Human Resources Director, I am extremely proud of DHR's civil service reform efforts. The City's most important asset is its employees and we've been working hard to make our human resource system better for everyone. Perhaps our most important reform goal is to increase training and professional development for our employees. To that end, I am pleased to report we have done the following: (1) vastly expanded the learning opportunities through DHR for City employees; (2) created the training series, 24-PLUS for supervisors and managers; and (3) established City University, a career enhancement opportunity for City employees. By investing in training and professional development, the Mayor and the Board of Supervisors have invested in each one of us. Please take advantage of these exciting, new learning opportunities.

-Phil Ginsburg

FY 2005-2006 Annual Report and Workforce Analysis



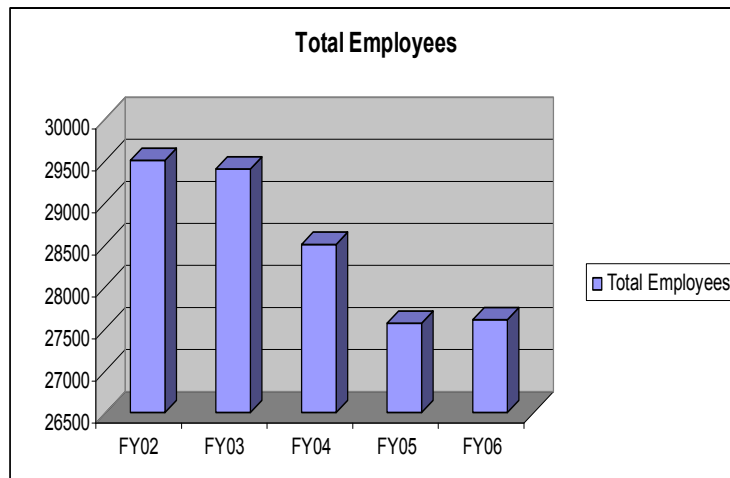
City Workforce Trends Over Past Five Years

This month the Department of Human Resources (DHR) presented the *FY 2005-2006 Annual Report and Workforce Analysis*, which provides trends data on the City's workforce as a whole, as well as accomplishments and goals of DHR in particular. While the City continues to provide a variety of services to its citizens, changes in the economy, in technology, in the types of services needed, and in a changing workforce has affected who does the work of San Francisco. DHR plans to build on our initial analysis of employees Citywide and five year trends with an annual Workforce Analysis. Below are a sampling of changes to the City's workforce over the past five years.

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The size of government has shrunk, see Exhibit 1; we are providing quality services with fewer staff.

Exhibit 1



Continued on page 2.

Continued from Page 1 **Workforce Trends**

While City employees can be reassigned or transferred to other departments, spreading their knowledge and expertise in City functions, the City must continue to recruit new employees to City service and retain current employees. As seen in Exhibit 2, the City experienced the lowest levels of hiring and the greatest number of layoffs, retirements, and terminations (shown in Exhibit 2 as “separations”) over the five year period.

The City’s workforce has diversified over the past five years in gender and ethnicity. There has been an increase in female representation as seen in Exhibit 3, as well as Asian/Pacific Islanders, Hispanics, and Filipinos, as seen in Exhibit 4.

Exhibit 2

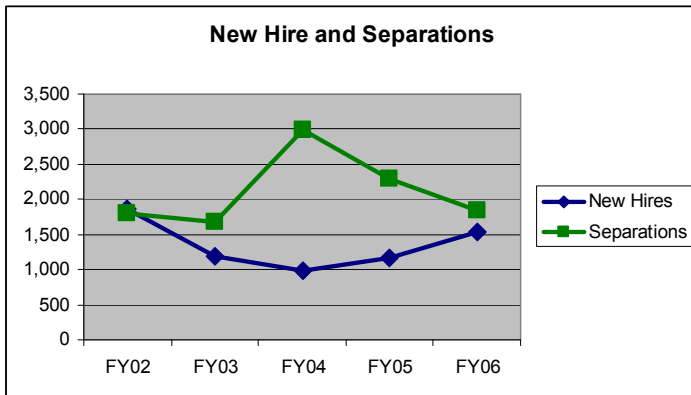
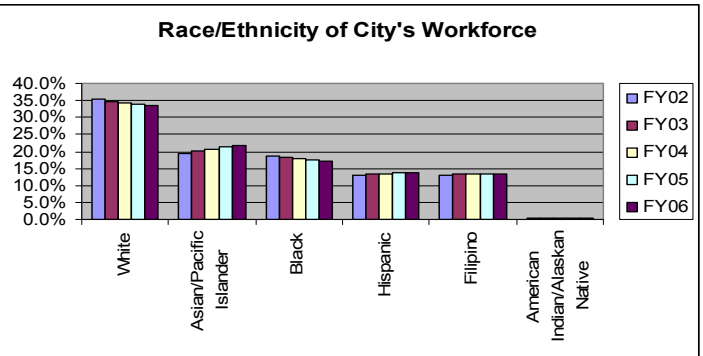


Exhibit 3

Gender	FY02	FY03	FY04	FY05	FY06
Male	59%	58.6%	58.5%	58.4%	57.9%
Female	41%	41.4%	41.5%	41.6%	42.1%

Exhibit 4



Lastly, with the future upgrade to the City’s Human Resources Information System and a new web-based on-line employment application and referral software, we will be better able to present data on the skills and expertise of the City’s workforce in this changing work environment. Continual review of these data will help us to invest in our greatest asset, our workforce.

By Phil Ginsburg

There’s More Than One Way To Be Smart

Consider this: it’s not how much you know, nor how fantastic your skills are at doing it that will determine your overall success in life. Rather, it’s how well you manage relationships and the events that stress you out that, in the long run, will determine how effective you are in your professional and personal life. I.Q. will perhaps get you the job, but it’s emotional intelligence that enables you to do it well AND not “go postal.”

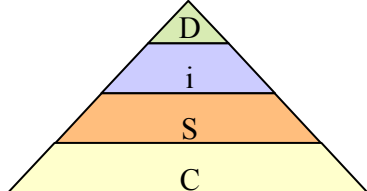
Being emotionally intelligent means understanding yourself (self-awareness), what turns you on or what turns you to stone (self-motivation), what strategies you gravitate toward when conflict inevitably arises (self-regulation), how to build relationships with others (empathy)

and how to live in harmony with fellow humans (social relationships).

Do those sound like skills that could improve the quality of your life?

Would you like to learn more?

If your answer is yes, then I can recommend a confidential, self assessment tool that has proven very helpful to a lot of people over the years. It’s called DiSC, or Dimensions of Behavior, published by Inscape Publishing. It’s been around for about 30 years with over 40 million users worldwide.



It’s pretty easy to fill out and takes about 20-30 minutes to complete and tally the results. What you get is a non-judgmental report that helps you explore insights about yourself and other people across four primary dimensions:

- ◆ **D** for direct and decisive
- ◆ **I** for optimistic and people oriented
- ◆ **S** for steady and cooperative
- ◆ **C** for conscientious and systematic.

The DiSC does not predict behavior (human beings are way too complex for that), but it does offer a snapshot of how we see ourselves in a particular situation. The knowledge and

Continued on page 6

Graduates of 24-PLUS for Supervisors & Managers

August 22-24, 2006



In alphabetical order: Sally Allen, Janet Binalinbing, Christy Burgess, Shirley Cleveland, Sarah Dang, Rhea Durr, Ramona Graham, Heather Grives, Donna Hood, Nancy Lin Joe, Alex Kwan, Daniel Lowrey, Brent McLain, Bernadette Perez, Thomas Venizelos

September 5-7, 2006



In alphabetical order: Darren Brown, Mary Hao, Jason Honig, Peter Huynh, Maria Del Carmen Kern, Martin Magid, Susan Mizner, Andrew Murray, Cathy Nyhan, Patricia Rames, Sean Sweeney, Elizabeth Thacker, Not Pictured: Robin Masuda

September 19-21, 2006



In alphabetical order: Michael Badger, Davis Fontaine, Richard Eijkman, Christine Harris, Jimmy Huang, Raymond Lui, Rachel McNeilly, Sean McKenna, Ofelia Moran, Steven Panelli, Maureen Singleton, Edward Sweeney, Ellen Wolfe.

24-PLUS -**Experienced** Supervisors & Managers
3 or more years of experience as a City & County
Supervisor or Manager in San Francisco

- ◆ February 6-8, 2007
- ◆ April 24-26, 2007
- ◆ June 19-21, 2007

24-PLUS ALUMNI WORKSHOPS

When 24-PLUS was designed we wanted to include a follow-up learning experience for participants. A series of post-training roundtable meetings were initiated; however, attendance was very low. This led us to conduct a survey of the 24-PLUS alumni. The results showed that people wanted to attend additional workshops on specific topics not included in 24-PLUS. The three titles with the highest number of responses were conflict resolution, progressive discipline, and team building.

The following workshops are being offered exclusively to 24-PLUS alumni. There is no charge. These will be half-day workshops (8:15-12:30) at 44 Gough St. Space is limited to 20 people per workshop so registrations are on a first-come/first-served basis. Send a DHR Workshop Enrollment Request Form for each workshop to DHR-Workforce Development, 44 Gough St. or fax it to 551-8907.

- ◆ **CONFLICT RESOLUTION** – January 18
- ◆ **PROGRESSIVE DISCIPLINE** – March 15
- ◆ **TEAM BUILDING** - May 17

Expanded City University Offerings for Spring Term

Survey Results: To assist in the development of City University, a survey was sent to departments and employees Citywide. Surveys were disseminated electronically through department personnel officers, posted on the City's Intranet, forwarded to employees through labor organizations, and in some instances, were included in paychecks. Over a one-month period, a total of 268 surveys were returned to the Department of Human Resources (DHR), representing 33 departments.



Feedback from managers and employees indicated that the most interest was in Supervisor/Human Resource skills (performance management, conflict management, etc.), People skills (public speaking, intercultural communication, etc.), and foundation skills (computer classes, public speaking, writing skills, etc.).

There was variety of suggestions for additional courses, representative of the City's diverse workforce.

Spring Classes held at City College: As a result of feedback from the survey, City University course offerings have expanded for the Spring term. These classes are offered at no cost to employees and registration for new students begins December 5th.

By María Ryan



BSEN 74 Business Correspondence
3.0 units

Practice in writing business letters and memorandums, and e-mail messages; class discussion on style, structure, and aims of written business communications; experience in using correct, forceful English in business documents.

BSEN 76 Business Report Writing
3.0 units

Practice in techniques of primary and secondary research and in writing informal, formal and technical reports which describe clearly, solve problems, present ideas persuasively, and evaluate alternatives. Computers and word processing and editing software programs are available as writing tools.

SPCH 11 Basic Public Speaking
3.0 units

Effective organization and presentation of ideas in public speaking situations. Major topics include audience analysis and overcoming speaking anxiety. This course is designed for beginning public speakers wishing to learn basic public speaking skills.

MABS 60 Microcomputer Applications-Bus
3.0 units

Introduction to the fundamental concepts and skills of the operating system and the three most frequently used computer software program applications used in business: word processing, electronic spreadsheets, and database management.

MABS 61 Advanced Microsoft Office
3.0 units

Creating spreadsheet, database, word processing, and presentation projects using advanced features in Microsoft Office. Preparing documents for the World Wide Web by utilizing Office's built-in tools.

MABS 101 Spreadsheets/Business/Excel
3.0 units

Experience in creating, modifying, and printing spreadsheets using Excel software on either IBM-PC compatible or Macintosh computers. Includes creating charts, working with database features, and the use of macros.

For more information on class times, locations and enrollment procedures, contact María Ryan at maria.ryan@sfgov.org or 415 551-8948.

Holiday Depression & Stress



Here is an article from the National Mental Health Association that’s just right for this time of year. The added pressure we often experience during the holidays can impact our personal and social lives, as well as our work performance and working relationships. Stress can lead to feelings of depression and perhaps to burnout. Take a look at the tips in the following article, and remember that the Employee Assistance Program (EAP) is always available to you for brief, confidential, solution-focused counseling on any difficult issue that impacts your personal or work-related life. Give the EAP a call at 554-9580.

The holiday season is a time full of joy, cheer, , and family gatherings. However, for many people, it is a time of self-evaluation, loneliness, reflection on past failures, and anxiety about an uncertain future.

What Causes Holiday Blues?

Many factors can cause the “holiday blues”: stress, fatigue, unrealistic expectations, over-commercialization, financial constraints, and the inability to be with one’s family and friends. The demands of shopping, parties, family reunions, and house guests also contribute to feelings of tension. People who do not become depressed may develop other stress responses, such as: headaches, excesspartiesive drinking, over-eating, and difficulty sleeping. Even more people experience post-holiday let down after January 1. This can result from disappointments during the preceding months compounded with the excess fatigue and stress.



Coping with the Holidays



- ◆ **Keep expectations for the holiday season manageable.** Try to set realistic goals for yourself. Pace yourself. Organize your time. Make a list and prioritize the important activities. Be realistic about what you can and cannot do. Do not put your entire focus on just one day (i.e., Thanksgiving Day). Remember it is a season of holiday sentiment and activities can be spread out (time-wise) to lessen stress and increase enjoyment.
- ◆ **Remember the holiday season does not banish reasons for feeling sad or lonely;** there is room for these feelings to be present, even if the person chooses not to express them.
- ◆ **Leave “yesteryear” in the past and look toward the future.** Life brings changes. Each season is different and can be enjoyed in its own way. Don’t set yourself up in comparing today with the “good ol’ days.”
- ◆ **Do something for someone else.** Try volunteering some time to help others.
- ◆ **Enjoy activities that are free,** such as driving around to look at holiday decorations; going window shopping without buying; making a snowperson with children.
- ◆ **Be aware that excessive drinking will only increase your feelings of depression.**
- ◆ **Try something new.** Celebrate the holidays in a new way.
- ◆ **Spend time with supportive and caring people.** Reach out and make new friends or contact someone you have not heard from for awhile.

Can Environment Be a Factor?

Recent studies show that some people suffer from seasonal affective disorder (SAD) which results from fewer hours of sunlight as the days grow shorter during the winter months. Phototherapy, a treatment involving a few hours of exposure to intense light, is effective in relieving depressive symptoms in patients with SAD.

Other studies on the benefits of phototherapy found that exposure to early morning sunlight was effective in relieving seasonal depression. Recent findings, however, suggest that patients respond equally well to phototherapy whether it is scheduled in the early afternoon. This has practical applications for antidepressant treatment since it allows the use of phototherapy in the workplace as well as the home.



By Jean Crossman-Miranda

CONTACT US

WORKFORCE DEVELOPMENT UNIT

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

EMPLOYEE ASSISTANCE PROGRAM

1360 Mission Street, Suite 400(between 9th & 10th Streets)
San Francisco, CA 94103
Phone: (415) 554-9580



THE EAP AND ITS INTERNS MAKING A DIFFERENCE

For over the last 15 years, the Employee Assistance Program, now under Workforce Development, has provided local Bay Area graduate students the rare opportunity to obtain their clinical experience in an employee assistance setting.

The EAP has forged field placement relationships and accepted students from San Francisco State University, New College, University of San Francisco, Hayward State University, Alliant University, John F. Kennedy University, California

Institute of Integral Studies, Notre Dame de Namur University and Golden Gate University.

The goal of the EAP's internship is to provide a rigorous training experience, focusing on both the science and art of psychotherapy, to prepare the students for their state licensing exams.

Clinical interns are trained in conducting mental health and substance abuse assessments, diagnosis and referral, critical incident responses, legal and ethical requirements, proper documentation, any CCSF processes, policies and prac-

tice .

Because of the diversity of clients and clinical problems, coupled with a complete training package, and easy accessibility to EAP staff, this placement is considered very desirable. And our good reputation comes from the recommendations of the students themselves. The EAP is proud to provide experience, training and supervision to the future professionals who will serve the growing needs of the diverse Bay Area communities.

By Jeff Lintner

Meet the New EAP Interns

Dianne Lotivio is currently in her Master of Arts program with the University of San Francisco's Counseling Psychology program. Dianne has worked extensively with school-aged kids as a program leader with both the YMCA and the City of Alameda's Park and Recreation Department. Dianne is starting off her clinical training with the EAP where she will bring her warmth, regard, and excellent problem solving skills to the concerns of her clients. We welcome Dianne as a part of our EAP team.

Hillary Dupuis recently graduated with an Master of Arts from the University of San Francisco's Counseling Psychology program. Hillary, an avid bicycle rider, is currently a Research Assistant at USF. She also has completed a clinical traineeship at Haight Ashbury Alcohol Treatment Services. Hillary is a lively, engaging, and thoughtful addition to the team at the EAP. We're happy she accepted an internship position with the EAP.

More Ways to be Smart

Continued from page 2
insights you gain can really make a difference in helping develop practical strategies to move you forward when communication is difficult, or frustration and anger get in the way of achieving the results you need. In other words, when the intelligence that's called for focuses on how we handle emotions, rather than just plain, ol' logic.

With ever increasing demands on our time, resources and money, every employee is working harder than ever. We need all the help we can get! DiSC is one way we can help ourselves and that's what emotional intelligence is all about.

By Camille Meade

How Are We Doing So Far?



Using Progressive Discipline-10/18/06



Planning Department
Performance Planning & Appraisal
9/26/06

I was fishing around for a newsletter topic and coming up empty. So I gave up. Then, today I was talking with a colleague about how proud I am of ratings from the training evaluations so far this year and she suggested I write about it in the newsletter. So here it is.

Participant Feedback Worksheet

As many of you already know we evaluate every workshop we perform. We even evaluate each part (module) of the 24-PLUS for Supervisors and Managers programs. The rating scale is 1 to 5. There are words associated with 3 of the numbers in the scale. *Fair* is for 1, *Average* is for 3, and *Excellent* is for 5. We have a total of 8 rated questions and 4 open-ended questions. All responses are anonymous.



Controller's Department
Team Building Workshop, 09/28/06

We tabulate the answers for 3 of the questions as indicators of the quality of our learning services.

1. How would you evaluate the workshop as a whole?
(Are the workshops an overall good experience for participants?)
2. How would you evaluate the overall effectiveness of the presenter?
(Do participants see the trainers as credible, skilled, and knowledgeable?)
3. How would you evaluate the relevance of the workshop to our job?
(Are we selecting the right content and materials for the audience's work performance needs?)

For us a *red flag* is anything 3 or lower.

Data So Far

- ◆ **53 training events** (workshops and retreats)
- ◆ **632 respondents** (received evaluations)

July 1, 2006 to October 18, 2006

The following is the overall average rating for the three questions above:

- Workshop as a whole: **4.3**
- Effectiveness of the presenter: **4.5**

I am proud of three things about the evaluations. I'm proud of the performance ratings, that we have developed a measure for the *quality* of the performance, and that our *customers* are the raters. In other words, the people who receive the services measure the effectiveness of the services.

Is there anyone in his/her right mind who isn't inspired to attend one of our workshops as soon as you finish reading this article?



DHR-Worker's Compensation
7-Habits for Highly Effective People,
10/27/06

By Paul Van Houten

LEARNING OPPORTUNITIES

Workshop description maybe found on the Human Resource department website, www.sfgov.org/dhr.

Supervisors and Managers Workshop

24-PLUS for Experienced Supervisor & Manager-\$600

3 or more years experience as a Supervisor or Manager
 Dates: November 28-30(Closed), February 6-8, 2007,
 April 24-26, June 19-21
 Time: 8:15 AM—4:30 PM

24-PLUS for New Supervisor & Manager-\$600

Dates: November 14-16 (Closed), January 9-11, 2007,
 January 23-25, February 20-22, March 6-8, April 10-12,
 May 8-10, June 5-7
 Time: 8:15 AM—4:30 PM

24-PLUS Alumni Workshops-Free

Time: 8:15 AM—12:30 PM
Conflict Resolution-January 18
Progressive Discipline-March 15
Team Building-May 17

Managing Performance Strategically—\$200

Dates: December 13
 Time: 8:15 AM—4:30 PM

Managing Your Probationary Employee—\$125

Dates: November 22
 Time: 8:15 AM—12:00 PM

Performance Planning & Appraisal—\$200

Dates: November 7, December 1, January 17, 2007,
 February 13, March 14, April 17, May 15, June 12
 Time: 8:15 AM—4:30 PM

Using Progressive Discipline Successfully-\$200

Dates: November 8
 Time: 8:15 AM—4:30 PM

Professional Development

Becoming a Public Speaking Pro—\$200

Dates: December 6
 Time: 8:15 AM—4:30 PM

Business Writing—\$200

Dates: November 2, December 5
 Time: 8:15 AM—4:30 PM

Effective Use of Email—\$125

Dates: November 28, December 11
 Time: 8:15 AM—12:00 PM

Focus: Achieving Your Highest Priorities-\$200

Date: December 7, March 29, 2007, June 14
 Time: 8:15 AM—4:30 PM

How to Identify & Prevent Workplace

Harassment AB1825—\$50

Dates: November 17 (Closed), February 9, 2007, April 27,
 June 14
 Time: 9:00 AM—11:30 AM

More DiSC Strategies—\$200

Dates: November 21
 Time: 8:15 AM—4:30 PM

People Reading Using DiSC—\$125

Dates: November 30
 Time: 8:15 AM—12:00 PM

Personality and Personal Success—\$200

Dates: November 1
 Time: 8:15 AM—4:30 PM

The 7 Habits of Highly Effective People—\$610

Dates: December 12-14
 Time: 8:15 AM—4:30 PM

Working with Difficult People—\$125

Dates: December 30
 Time: 1:00 PM — 4:30 PM



Employee Assistance Program Department of Human Resources



**The EAP is located at 1360 Mission Street,
between 9th & 10th Streets, Suite 400**
CONTACT EAP FOR MORE INFORMATION:
554-9580

Reserve Space in All Groups by Calling 554-9580

OCTOBER through DECEMBER 2006

ANGER MANAGEMENT SKILLS GROUP

Facilitator: Jeff Lintner, MFT, CEAP, SAP
TIME: 12:00 to 1:00PM – Wednesdays
Dates: November 1, 8, 15, and 22

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.

STRESS MANAGEMENT GROUP

Facilitator: Jean Crossman-Miranda, MFT, CEAP, SAP
TIME: 12:00 to 1:00PM – Wednesdays
Dates: October 11, 18, 25, November 1

We cannot eliminate stress, but we can lessen its impact. In this workshop you will learn the basics of stress management as well as develop a stress reduction plan that fits your needs and your busy schedule.

ACTIVE PARENTING (2-12 year-olds)

Facilitator: Jean Crossman-Miranda, MFT, CEAP, SAP
TIME: 12:00 to 1:00PM – Tuesdays
Dates: November 7, 14, 21, 28, Dec. 5, 12

Parenting takes a special sensitivity, lots of energy, and effective strategies. This skills-building and discussion group will address issues such as communication, the goals of child behavior, respectful discipline, developing responsibility, building courage and self-esteem, and problem solving, to help you have a more rewarding and successful parenting experience.

PREVENTING BURNOUT GROUP

Facilitator: Jeff Lintner, MFT, CEAP, SAP
TIME: 12:00 to 1:00PM – Wednesdays
Dates: November 29, December 6, 13, and 20

At times during our working life, we may experience a lack of motivation towards our work. We may go through periods where we engage less, care less and produce less on the job. This four-session class can provide you with tools to help you improve your attitude towards work and your ability to cope with work's day-to-day stressors. We will focus on four prime areas of empowerment: self-management, stress management, social support and skills building. By learning and integrating these four skills, you can effectively handle your feelings of burnout and create greater job fulfillment.



**Department of Human Resources
WORKFORCE DEVELOPMENT
JULY 2006 – JUNE 2007**

DHR USE ONLY
 Confirmed
 Registered (OnTrack)

WORKSHOP ENROLLMENT REQUEST FORM 06-07

1. WORKSHOP (One form for each workshop)

Workshop Title	Workshop Date
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2. PARTICIPANT INFORMATION

Participant's Name	Job Code (Class) Number & Title
City Department Number & Title	Interoffice Mail Address
Work Phone	E-Mail
FAX (Optional)	I have previously attended DHR workshops. Yes <input type="checkbox"/> No <input type="checkbox"/>

3. SUPERVISOR'S APPROVAL

Supervisor's Name (Print)	Supervisor's Signature
Phone	E-Mail

4. PAYMENT INFORMATION

<input type="checkbox"/> Existing DHR Work Order: <input type="checkbox"/> Other:	<input type="checkbox"/> If payment is not being made by the department, please include a check made out to <i>CCSF-DHR</i> .
Person Authorizing Payment	Job Title
Phone	Date

5. ADDITIONAL WORKSHOP INFORMATION

Enrollments are on a first-come/first-served basis. You will receive an e-mail confirmation if you are enrolled in the workshop. Do not attend the workshop if you do not receive an e-mail confirmation. All confirmations are sent to the participant and the supervisor. If you want to modify this procedure, please note it here.

6. E-MAIL OR FAX COMPLETED FORMS

E-mail forms to WD.DHR@sfgov.org FAX forms to DHR Workforce Development Workshops 415-551-8907	Interoffice: #33 DHR Workforce Development 44 Gough St. San Francisco CA 94103
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7. INFORMATION

Please call Workforce Development (415-557-4840) if you have any questions regarding DHR's Workforce Development Workshops. DHR Workforce Development Workshops Schedules and Enrollment Forms are available at www.sfgov.org/dhr.