



WORKFORCE DEVELOPMENT

Workforce Planning and Succession Planning

What is Workforce Planning?

Workforce planning is a process for identifying the human resource requirements to meet the City's organizational goals and develop strategies to meet those needs. It defines activities necessary to have "the right people with the right skills in the right place at the right time." Workforce planning is an on-going process.

What is Succession Planning?

A subset of workforce planning, succession planning is a systematic process of identifying and developing candidates for critical positions over time to ensure the continuity of management and leadership in the City. It is a proactive process, not reactive, and does not look to replace individual employees. Some issues to address in succession planning include recruitment and selection of new employees, retention of current employees, staff development opportunities, knowledge transfer processes and/or organization intervention.

What does this mean for San Francisco?

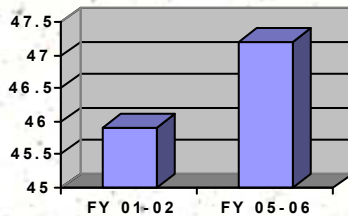
Demographic changes nationwide with "Baby Boomers" projected to retire in record numbers, along with the replacement workforce growing at a much slower rate, will also have a profound effect on San Francisco. As San Francisco's largest employer, the City must set systems in place to prepare for these changes. Both workforce planning and succession planning are critical to the health of the City.

How is the Department of Human Resources (DHR) responding?

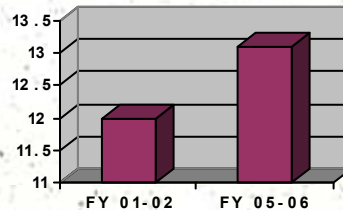
Planning and Performance Management is one of the responsibilities of the Workforce Development (WD) Unit within the Department of Human Resources (DHR). As part of ensuring a "Workforce Pipeline" for the City, a key project is the development of workforce planning and succession planning programs.

To begin this process, the DHR has been researching and analyzing some statistics regarding our current workforce. The following is a sampling of trends over the past five years, FY01-02 through FY05-06:

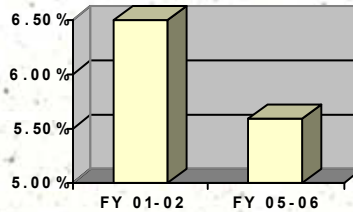
Average age of City Employees



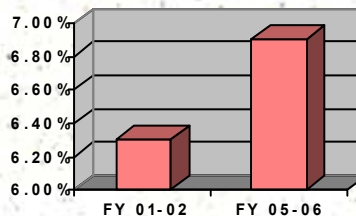
Average tenure for City Employees



% of New Hires <40 years old



Annual turn-over rate



In addition, to a growing older workforce and fewer younger employees joining the City:

- ◆ Currently, 18% of the City's employees are eligible to retire, meaning they have at least 20 years of service.
- ◆ We are competing with the private sector and other public agencies for the same individuals for difficult-to-fill positions such as registered nurses, police officers and 911 operators, to name a few.

In order to ensure that the work of San Francisco can continue, DHR will be piloting several succession planning models, as well as setting systems in place for knowledge management.

Additional information and updates will be disseminated as the pilot programs progress. If you have any questions, you may contact Donna Kotake at 415-557-4912 or Maria Ryan at 415-551-8948 for additional information.

By Maria Ryan

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Calling All Leaders!

Leadership is a quality that applies to everybody. You may say, "Hey, wait a minute. I'm just a flunky at work. Nobody reports to me!" However, even self-defined flunkies very often get the results they want/need through the efforts of others: at home, with colleagues, with customers, in the community, and, of course, in their own lives. Yes, we are all leaders sometimes, believe it or not. Convinced? Good, please read on.

Take this quiz and see if one stumbling block on the road to achieving your goals could be YOU, Sir or Madame leader.

Don't peek at the answers



To improve our leadership, we should all look inward, says Morrie Shechtman, Change Management Consulting.

According to him, here's how leaders often get in their own way:

1. Living by the theory of scarcity rather than plenty. Leaders who believe in scarcity (get it while you can because there's not enough to go around) select opportunities that may not fit with their own values and vision, thinking that's the best that will come along. Believing in plenty means making discriminating choices that are in alignment with values and principles,

knowing that there are many opportunities to choose from.

2. Avoiding and discouraging conflict. Conflict is necessary: there's no growth without it. A good leader confronts people in a constructive, caring way regarding negative behavior and attitudes. He/she tackles the tough issues.

3. Refusing to get involved in others' personal lives. Leaders who refuse to see how others' personal lives may affect their work or personal interactions can end up blind.

4. Intervening too early or too late in people's struggles. A good leader should allow people to mine their own resources

and help them discover how best to resolve problems.

5. Being charismatic. If others are mesmerized by a leader, they become followers rather than future leaders. Instead it's the culture the leader creates or encourages that should be charismatic: full of opportunities for personal and professional growth.

6. Being moody. In this unpredictable world, people want to know what they can expect from a leader. It severely limits your success if people feel they need to "walk on eggshells" around you.

By Camille Meade

Six Ways Leaders Sabotage Themselves

by Morrie Shechtman, Change Management Consultant.

Rate these factors according to each one's sabotage potential:

- Being moody
- Intervening too early or too late in people's struggles
- Living a scarcity mentality rather than one of abundance
- Avoiding and discouraging conflict
- Being charismatic
- Refusing to get involved in others' personal lives

SOME LITTLE KNOWN FACTS ABOUT WD



The EAP provided counseling services to over 300 clients in FY 05-06.

The WD Team

(formerly the Training & Organization Development Unit)

Grew from:

2 employees in FY 04-05

10 employees in FY 05-06 (3 transferred from another unit)

The WD Team provided

1,920 training hours in FY 04-05

11,548 training hours in FY 05-06

(including 718 training hours through City University)

The WD Team planned and delivered
Approximately 60 Special Projects for 21
City Departments

WD Team trained over
300 supervisors in
Performance Planning & Ap-
praisal workshops in FY 05-06



City University News

Congratulations! – The Summer 2006 session of City University is officially over. 22 City employees successfully completed their courses and are continuing their educational opportunities this fall. Read what some of them have to say about their experience (page 5).

Fall 2006 Semester – City University classes at *San Francisco State University – College of Extended Learning* begins on August 28th with even more City employees enrolled. The 3 programs offered are: Project Management Certificate Program; Human Resource Management Certificate Program– Mini Certificate and Professional Communication Skills Program.

The Fall 2006 session at *City College of San Francisco* will begin on September 11th, with a Business & Technical Report Writing class. The class will be held at City College on Gough Street, right across the street from DHR. The deadline to enroll is September 5th.



Survey – To help assess the needs and interest of the City Departments, employees and other stakeholders, DHR is conducting a survey. If you're interested in participating in this survey go to the DHR website – http://www.sfgov.org/site/dhe_page.asp?id=34299. The survey will be available after September 15th. Download the survey, complete it and return to DHR-WD at 44 Gough Street by interoffice mail or fax directly, 551-8907.

If you have additional questions and/or want to be put on the City University distribution list, please contact Donna Kotake (557-4912) or María Ryan (551-8948).

By Donna Kotake

Graduates of 24-PLUS for Supervisors & Managers

June 20-22, 2006



Standing (L-R): Alexander Hines, Alfredo Sanchez, John Doll, Cynthia Cross, Edmund Pinlac, Rachel Buerkle, Charlie Castillo, Lan Lee, Tristan Levardo.
Seated (L-R): Evette Taylor-Monachino, Sushma Dhulipata, Martha Knutzen, Susie Terada.
Not Pictured: Heidi Machen, Claudia Molina.

July 18-20, 2006



Standing (L-R): Teri Jourgensen, Charles Drew, Sally Aung, Bernita Burge, Olivia Estares, Scott Oswald, Meg Shiffler, James Mudge, Joselito Laudencia, Craig Dziedzic.
Seated (L-R): Kartik Shah, Jeanne Chisholm, Zoon Nguyen, Aurora Abenojar, Nancy Chin

24-PLUS for **Experienced** Supervisors & Managers

September 5-7, 2006

November 27—29, 2006

February 6-8, 2007

3 or more years experience as a Supervisor or Manager



The trainer asks the workshop participants, “Do dissatisfied customers always complain?” One person quickly answers. “Yes!” The trainer responds, “Actually, the research says that most dissatisfied customers do complain, but not to the service provider. They tell 10 friends.”

Last century I worked in City Hall. When I first moved into my office they painted my name on the frosted glass window on the door. Several days later the Building Manager stopped by my office and asked if the sign met my needs. I replied that it did and

The Missing Ingredient in Most Service Models

then I thanked him for checking back to get my feedback. That interaction influenced my attitude about him forever.

FEEDBACK

What should we keep doing?
What should we stop doing?
What should we start doing?

Getting feedback from customers after a service is provided is the missing ingredient in most service models. We often think that if there is a problem we will hear about it. We are wrong. In fact, large important projects often lack an evaluation component.

And who would know better about the quality of your service than the people who

actually receive or use your service.

Surveys are nice but the personal touch is better. And I don’t mean e-mail. The technology is the telephone. Even better, talk face to face.

Three simple questions can provide powerful information:

Related to the service we provided...

- What should we keep doing?
- What should we stop doing?
- What should we start doing?

The next steps are to analyze the information and then do something about improving the service. Maybe next time you deliver quality service the customer will tell 10 people how great you were.

By Paul Van Houten

What Drives Work Performance?

Submitted by Bernita Burge

Performance whether good or poor can be affected by a variety of factors. In times of constant change, endless challenges and growing uncertainty, how is performance and productivity maintained? One way is by embracing chaos, posits Jane F. Miller of Jane Miller and Associates. How, you ask, is this achieved? Through The Seven Pillars of Strength, a framework for help-



The Seven Pillars of Strength:

1-VALUES. An individual’s values are the intangible, powerful motivators that influence choices, habits, and lifestyle.

2-PRINCIPLES. Factors that influence how you act.

3-STRENGTHS AND TALENTS. The skills you’ve become good at and inborn gifts, the things you’re naturally inclined to do.

4-STANDARDS. The level of expectation or conduct that you impose and expect from yourself.

5-AUTONOMY. Knowing and understanding your values, principles, strengths, talents and standards enables you to become self-directed. You then make choices rather than having choices made for you.

6-DESTINY. Emerging from your life mission or vision.

7-ACCOUNTABILITY. Directed by one’s authenticity, which derives from the first five pillars. Authenticity is the ability to act based on your own reasons or motives.

How to engage in the pillars? Ms. Miller believes that efforts of leaders and employees can be pooled to create and maintain an environment where all can put their own blend of pillars into action. The result would be an atmosphere of motivation and commitment which leads to increased performance and productivity.

Ms. Miller’s firm specializes in facilitating change in the areas of Authenticity and Chaos.

Source: *Performance in Practice*

CONTACT US

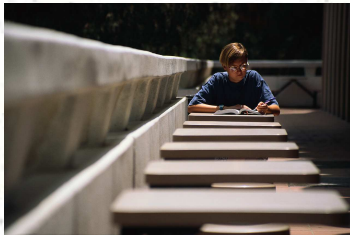
WORKFORCE DEVELOPMENT UNIT

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EMPLOYEE ASSISTANCE PROGRAM

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

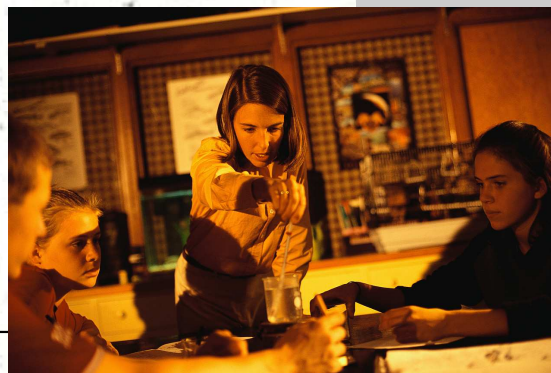
City University students say...



“...I enjoyed the professional/academic atmosphere in the two classes I took – writing and public speaking. Both classes were in-

teresting and help me stretch my skills and knowledge-base...I appreciate what appears to be a significant shift to improve and enhance city employees in providing a motivational-educational experience. I hope the city will continue in this direction and help city employees reach their goals, objectives and aspirations. I look forward to the continued success of DHR’s new innovative program and educational partnership.”

– *Zenaida Alejandrino, Port, Professional Communication Skills Program*



“...The coursework has not been easy, but I think the program is definitely worth the effort. To me, the two most important things about taking these classes have been 1) the opportunity to work with and learn not only from instructors but also from other students, and 2) learning about the Project Management Institute’s recommended project management best practices...”

– *Mike Barnett, DTIS, Project Management Certificate Program*

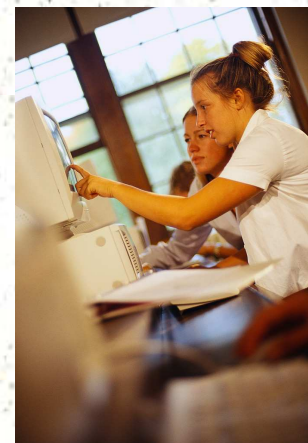
“...the Recruitment & Selection class offered insight on how to match potential employees to employers. Knowing the inside process

actually helped me understand how to choose the right person for the job. The interactive part of the class allowed us to participate in job interviews, recruiting, understanding and writing job descriptions and actually selecting candidates for employment...”

– *Myra Phillips, Municipal Transportation Authority, Human Resource Management Certificate Program*

“...The Fearless Speaking course offered a unique and new way to enhance your communication skills by supporting your presence as a speaker in a supportive environment and receiving positive feedback from the professor and peers... The idea is to become a fearless speaking in all situations. I was able to apply it in my personal and professional environments.”

– *Andres Garcia, Human Services Agency/ Adult & Aging Services, Professional Communication Skills Program*



What is moderate physical activity?

If getting and staying healthy was easy, it wouldn't be a problem. But how much of a problem is it really? There are daily prognostications made about what is needed to stay one step ahead of the natural aging process. Certainly, we all know that exercise is helpful. And many times the experts say only a moderate amount of exercise is needed. But how much is a moderate amount? Well, keep reading as you might find out that a moderate amount of exercise doesn't have to be a problem to accomplish.



As the examples listed below show, a moderate amount of physical activity* can be achieved in a variety of ways. People can select activities that they enjoy and that fit into their daily lives. Because the amount of activity is a function of duration, intensity, and frequency, the same amount of activity can be obtained in longer sessions of moderately intense activities (such as brisk walking) as in shorter sessions of more strenuous activities (such as running):

- Washing windows or floors for 45-60 minutes
- Walking 1 3/4 miles in 35 minutes (20 min/mile)
- Gardening for 30-45 minutes
- Dancing fast (social) for 30 minutes
- Raking leaves for 30 minutes
- Bicycling 4 miles in 15 minutes
- Washing and waxing a car for 45-60 minutes
- Water aerobics for 30 minutes
- Stairwalking for 15 minutes



A moderate amount of physical activity is roughly equivalent to physical activity that uses approximately 150 Calories (kcal) of energy per day, or 1,000 Calories per week.

This information was taken from Federal Occupational Health, www.foh.dhhs.gov

By Jeff Lintner

Workforce Development Employee

Virginia Lozada-Virginia retired after working for over 25 years for the City as a Clerk Typist. She started at San Francisco General Hospital and eventually transferred to the EAP. She recently returned to work part-time in the WD unit. Virginia is happy for the opportunity to share her skills and experiences and enjoys the knowledge she gains on a daily basis.

Della Hill has worked for the City and County of San Francisco for the past 16 years. She started in 1990 working in the Mayor's Office of Criminal Justice. In 1996 she began working for the Department of Parking and Traffic. In 2004 she started working for the Employee Assistance Program. Della's favorite past times are gardening and listening to poetry reading with Jazz background music.



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

Office Hours:
Monday - Friday
8:00 AM - 5:00 PM

LEARNING OPPORTUNITIES

Supervisors and Managers Workshop

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

3 or more years experience as a Supervisor or Manager
 Dates: September 5-7, November 28-30, February 6-8
 Time: 8:15 AM—4:30 PM

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

Dates: September 19-21 (Closed), October 24-26,
 November 14-16 (Closed), January 9-11, 2007,
 January 23-25, February 20-22
 Time: 8:15 AM—4:30 PM

Managing Performance Strategically—\$200

Dates: September 27, December 13
 Time: 8:15 AM—4:30 PM

Managing Your Probationary Employee—\$125

Dates: September 13, October 11, November 22
 Time: 8:15 AM—12:00 PM

Performance Planning & Appraisal—\$200

Dates: October 3, November 7, December 1
 Time: 8:15 AM—4:30 PM
 Date: September 13 (1:00-4:30) and
 September 14 (8:15-12:00). 2-day workshop

Using Progressive Discipline Successfully—\$200

Dates: October 18, 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: September 12, October 5, November 2, December 5
 Time: 8:15 AM—4:30 PM

Civil Service Oral Examination; Performing at Your Best—\$200

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

Effective Use of Email—\$125

Dates: September 25, October 23,
 November 28, December 11
 Time: 8:15 AM—12:00 PM

Focus: Achieving Your Highest Priorities—\$200

Date: October 5 (Closed), December 7
 Time: 8:15 AM—4:30 PM

How to Identify & Prevent Workplace

Harassment—\$50

Dates: September 22, November 17
 Time: 9:00 AM—11:30 AM

More DiSC Strategies—\$200

Dates: September 28, November 21
 Time: 8:15 AM—4:30 PM

Non-Violent Crisis Intervention—\$200

Dates: October 11
 Time: 8:15 AM—4:30 PM

Organizing Your Work & Managing Your Time—\$200

Dates: October 4, November 29
 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

Quality Service in the Public Sector—\$125

Dates: October 13
 Time: 8:15 AM—12:00 PM

Serving the Difficult Customer—\$125

Dates: October 13
 Time: 1:00 PM—4:30 PM

The 7 Habits of Highly Effective People—\$610

Dates: October 17-19, December 12-14
 Time: 8:15 AM—4:30 PM

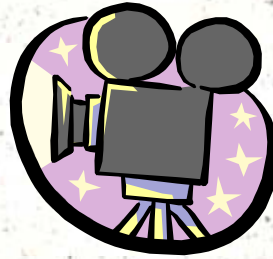
Verbal Judo—\$200

Dates: September 26
 Time: 8:15 AM—4:30 PM

Working with Difficult People—\$125

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

EAP FILM FESTIVAL



Video Gems from the Vault of the Employee Assistance Program

No need to register for the EAP Film Festival. Just show up!

Every Tuesday and Thursday from 12 noon to 1:00pm at the EAP:

**The EAP is located at 1360 Mission Street,
between 9th & 10th Streets, Suite 400**

CONTACT EAP FOR MORE INFORMATION:
554-9580

Tuesdays

Creativity and Humor

August 29: What's So Funny About Work? – Humor
in the workplace

September 5: Gifts By the Side of the Road –
Stories to enhance life

September 12: The Courage to See Clearly –
Problem Solving

Communication

September 19: High Impact Communication Skills,
Volume 1

September 26: High Impact Communication Skills,
Volume 2

Thursdays

Working Together Effectively

September 7: Communicating with People with
Disabilities

September 14: When Domestic Violence Comes to
Work

September 21: Downtime: Coping with Depression

September 28: *Subtle* Sexual Harassment



**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.