



WORKFORCE DEVELOPMENT

THE DHR TRAINING CATALOG NEWS

The new **DHR Training Catalog: July to December 2006** is available on the DHR internet site. www.sfgov.org/dhr

Beginning in July 2006, DHR is offering a **new 24-PLUS for Experienced Supervisors and Managers**. The workshop includes all of the same great materials as 24-PLUS for New Supervisors and Managers. The differences will be in the exercises and case studies. The workshop is scheduled for September 5, 6, 7 or November 28, 29, 30.

Beginning in July 2006, the **Sexual Harassment Prevention (AB1825) training is being moved out of 24-PLUS to its own day**. In its place the third day of 24-PLUS will now include a workshop *on managing your authority in a public sector workplace influenced by union agreements and Civil Service Rules*. The Final Exam remains on the third day. The EAP orientation is also part of the third day. The new Sexual Harassment Prevention (AB1825) workshop is scheduled for July 21, September 22, and November 17. *(con't on page 2)*

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City University

City University is a partnership of learning institutions, business, labor and other organizations, whose goal is to ensure San Francisco has the most educated and highly trained local government workforce possible.

The mission of the City University program is to: (1) assist in succession planning; (2) develop career ladders for City employees; and (3) develop the skills and potential of our employees to help them succeed in a changing work environment. This will be accomplished through learning opportunities such as – leadership and professional development programs; skill development for entry level employee programs; programs to address specific departmental needs; and degree completion programs.

City University will encompass the current learning opportunities offered by DHR and expand on these opportunities by soliciting input from the various stakeholders and utilizing the expertise of the educational institutions. This will be a collaborative effort in various aspects, ranging from program development and evaluations, governance and funding efforts.



The Summer Session for City University began in early June. The course offerings from San Francisco

State University-College of Extended Learning include: Program Management Certificate Program; Human Resource Management Certificate Program and Professional Communications Program.

If you interested in registering for the Fall Session of the City College of San Francisco classes— Microcomputer Applications for Business; Business and Technical Report Writing; and English as a Second Language—please contact us as indicated below.

If you want more information about City University, please contact Donna Kotake at 557-4912 or donna.kotake@sfgov.org.

By Donna Kotake

-Catalog News *(con't from page 1)*

This enrollment snafu wastes everybody's time. Every time DHR holds a workshop, several people show up without having completed DHR's enrollment process. DHR has no record of their enrollments and these people often miss critical workshop pre-work. Sometimes there isn't room to include them and they are sent away. When a workshop is cancelled, the people enrolled are notified, but these people, because they weren't officially enrolled, show up at 44 Gough St expecting a workshop. They are sent away. This wastes everybody's time. When questioned regarding why they thought they were enrolled, their response is universal, "I gave my enrollment form to my supervisor and they said, "You're enrolled. Just show-up."

The way enrollment is supposed to work. A prospective enrollee faxes the completed DHR Enrollment Form (with supervisory approval) to the Workforce Development Unit (415-551-8907). The DHR Registrar (Roma Cusi) enrolls the person in the workshop, if there is room, and confirms the enrollment through e-mail. The e-mail is routinely carbon copied to the person's supervisor. If the workshop is full the Registrar notifies the person of the next available workshop dates.

CLOSING QUOTE: "To ask a question is to appear like a fool for a moment. Not to ask a question is to remain a fool for a life-time."
(Chinese proverb)

By Paul Van Houten

WORKFORCE DEVELOPMENT UNIT
IS PART OF DHR'S EMPLOYEE SERVICES DIVISION AND IS RESPONSIBLE FOR PLANNING, TRAINING AND DEVELOPING THE CITY'S WORKFORCE TO FULFILL ITS CURRENT AND FUTURE ORGANIZATIONAL NEEDS.



WDU Trainers: (Clockwise) Paul, Bernita, Teri, & Camille

Rewards & Recognition...who needs 'em?

Rewards...

Everybody likes them! They come in all colors, shapes and sizes to fit the people who merit them. How do we know which one fits? Much like the sales person in a retail store, we ask. Which one is most suitable for the occasion? Which color, shape or size would work best?

Rewards and recognition in the public sector can be challenging. Establishing parameters is key. Talking with employees about how they would like to be recognized or rewarded is something many supervisors and managers do. Preferences vary with people.

Some might want a quiet thank you and a letter for their file, while some want parade in their honor! Others

want to be publicly recognized with peers and colleagues in attendance. And still others want little more than a word of "Thanks!" or "Great Job!"

Ralph Waldo Emerson wrote "The reward of a thing well done is to have done it".



Experts agree that regardless of the cost, scope or complexity of the reward, whether formal or informal, it should always be:

- ◆ Timely and specific
- ◆ Matched to the person
- ◆ Matched to the achievement

To be effective the reward needs to be given as soon after the achievement as possible. It should not be the result of guesswork, nor should it be based on someone else's likes or dislikes. Consider the significance of the achievement and offer an appropriate reward.

What is appropriate? Whether a card, letter, certificate, token, trophy, "free lunch" or parade, the key is making sure the reward is merited and appreciated. Consider forming a committee to explore ideas. Solicit input from everyone. Remember, many people would disagree with the wise words of Emerson.

By Bernita Burge

Graduates of 24-PLUS for Supervisors & Managers

May 2-4, 2006



Standing (L-R): John Chan, Siobhan Tuvo, Ted Yamasaki, Donna Kotake, Laini Scott, Kim von Blohn, Aniceto Manongdo, Stephen Gelman, Linda Bjorke, Kathleen Kennett, Amy Schmitt, Patti Martin, Kerry Ko, Lillie Ellison.
Seated (L-R): Workforce Development Team-Roma Cusi, Paul Van Houten, Teri Jourgensen, Camille Meade, Bernita Burge.

May 23-25, 2006



Standing (L-R): Hector Balesteros, Dr. Amy Hart, Jenine Smith, Tina Gilbert, Ed Ang, Sandra Eng, David Dietrich, Jimmy Kirk, Timothy Leung, Ronald Del Rosario, John Aires.

Seated (L-R): Tristan Bettencourt, Lee Ann Hudson, Nora Banaria, Windy Bryant.

Not Pictured: Emily Murase, Evora Heard.

24-PLUS TRAINING

- Workshop 1: Managing Yourself
- Workshop 2: Fundamental Supervisory Model
- Workshop 3: Organizing Your Work and Managing Time
- Workshop 4: Planning Performance
- Workshop 5: Managing Performance
- Workshop 6: Managing Your Authority

24-PLUS for
Experienced
Supervisors & Managers

September 5—7, 2006
November 27—29, 2006

3 or more years experience as
a Supervisor or Manager

Quotes from Participants of 24-PLUS for New Supervisors and Managers

"Very relevant to me personally and on the job." -5/2

"It focused on our organizational culture and specific issues of the changing civil service culture." -5/2

"Refreshingly realistic view of time management. Excellent learning environment." -5/23

"Excellent workshop. Learned a lot about how to work with my staff and their individual needs and learned about my management style. I will refer back to this section for many years to come." -5/23

"Excellent! Very Enjoyable! And Constructive!" -5/23

"Very informative and relevant to upcoming assignments in my department. Thank you." -5/23

"I've taken a lot of management training, and this series is one of the best..." -6/20

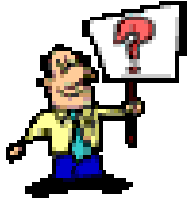
CONTACT US

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What is **great customer service**?

Is it defined by providing quality services and products, or a sense of being pleased, satisfied or happy? Is it the result of the quality of what we do, or how we delivery what we do? It is tempting for many companies to focus on the delivery side of quality where the idea of pleasing customers may have great value in increasing return customers and positively affecting the bottom line, profits. However even the best customer service delivery won't make up for poor quality services and products, and discerning customers will vote with their feet. So we might conclude that a successful bottom line requires both great service delivery and quality products/services. OK for the private sector, but what about the public sector? Assuming that we have a monopoly on our services and products, then is delivery the only consideration? And how do ideas like *pleasing customers* affect our business? Giving a customer a building permit without meeting the necessary code requirements might please the customer in front of you, but what about the customer who is not in front of you (the general public, regulatory agencies, the next door neighbor?).

Is the Customer Always Right?

Customer service in the public sector is uniquely different and private sector concepts like *pleasing customers* provide a poor fit for our needs. But that doesn't mean that delivery and quality are not still critical components to successful provision of services and products. They are. Finding the right fit however, requires that we first recognize in what ways we differ. Some of the differences include:

- ◆ At all times we have multiple and competing customers.
- ◆ There is typically no direct relationship between paying for a service or product and receiving a service or product.
- ◆ We often are required to balance or shift roles as service provider, advisor, and enforcer.
- ◆ Providing great customer service may increase customer demands. We need to be prepared.



Second, we need to recognize that delivery and quality are interdependent components. Customers may not walk because of poor services and products, but you can bet that frustration and disappointment resulting in difficult customer interactions is as much a result of poor processes (products/services) as poor delivery. You cannot achieve success in one without the other. How we define customer service should focus both on delivery (how we treat others) and quality (timeliness, accuracy of information, thoroughness).

Finally, even with great products and services, and a focus on quality improvement, the human element has a powerful effect. When we communicate with respect to each individual we come into contact with, the results are amazing and the little things really count. In fact for every interaction that goes badly, the authors of 'Crucial Conversations' would say that respect is at the heart of the problem. For most of us "respect is like air, as soon as it is gone, that is all we can think about." That is certainly something to think about!

By Teri Jourgensen



The Buzzzzz on Performance

Greetings fellow performers on the stage of life! I have two offerings today: the first is a definition of the word *performance* as “the manner of reacting to stimuli” and secondly, Ms. Portia Nelson’s astute observations regarding it.

Autobiography in Five Short Chapters
by Portia Nelson

Chapter One

I walk down the street.
There’s a deep hole in the sidewalk.

I fall in.
I am lost...I am helpless.
It isn’t my fault.
It takes forever to find a way out.

Chapter Two

I walk down the same street.
There’s a deep hole in the sidewalk.
I pretend I don’t see it.
I fall in again.
I can’t believe I’m in the same place.
But, it isn’t my fault.
It still takes a long time to get out.

Chapter Three

I walk down the same street.

There’s a deep hole in the sidewalk.
I see it is there.
I still fall in. It’s a habit.
My eyes are open.
I know where I am.
It is my fault. I get out immediately.

Chapter Four

I walk down the street.
There is a deep hole in the sidewalk.
I walk around it.

Chapter Five

I walk down another street.

By Camille Meade

“Our Work Matters”

In the April 2006 WD Newsletter, we wanted to know – What is it about the City that makes you proud to say “I work here?” The overwhelming response could be categorized as “Our work matters.” Here’s some of the great responses we received.

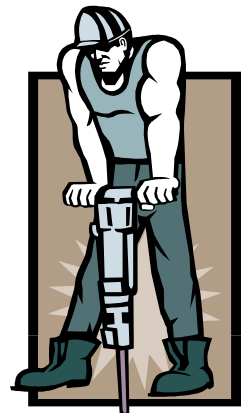
*“Perfect environment to live and work in,
Respect for its employees and the people it serves,
Intelligence being a communal guiding light as it ventures
through good and bad times,
Diversity of people it represents is immeasurable in both the
community and work place, and
Excellence is a proud standard used in providing a service to
the great people of San Francisco.”*

*“Diversity in my job and the work-
place environment make it fun and
easier to face the many challenges
I face on a daily basis. I feel sup-
ported in my efforts to achieve
goals, expand and grow in my
knowledge of my job and the City.
Opportunities to connect and de-
velop working relationships with
others throughout the City is
sometimes mystifying and astound-
ing. More than anything, I enjoy
sharing my knowledge and re-
sources, helping others learn and
providing assistance to other em-
ployees. I always try to remember,
any place I stop, it’s a place to
start.”*



I’ve worked in the private and public sector, and both have their advantages and disadvantages. But what I like best about being a City employee is the people I work with. Almost without exception, I’ve found that my coworkers care about the overall mission of providing services to the community we serve. It’s easy to forget that many private sector organizations have a “bottom line” mentality where it’s all about the money. Needless competition, back-stabbing, and mistrust can result. While there are always exceptions, City workers usually work as a team and demonstrate respect for one another. It’s not that we don’t care about our salaries, of course, but I think most of us find satisfaction in helping others and simply doing our jobs well.”

“When I drive in the City and see street signs, I remember how I developed exams for those that make and install street signs. When I walk in the Park, I remember conducting the exam for gardeners—setting up the plants for identification. When I go to the museums, I remember determining the job levels for the positions that build the stands for mounting, displaying and shipping sculptures. When I go to the airport and see the Air Train, I remember interviewing a manager in charge of the project and how excited he was when he showed me the drawing for the future Air Train. I love knowing that I participated, in a small, indirect way, in making this City a better place to live, work and visit.”



Did You Know....?

Part One

There are many facts about the City's Employee Assistance Program (EAP) that you may not be familiar with. For instance, did you know....



- ◆ The City's EAP opened in the 1960's as a DPH program serving only DPH employees, and addressing the issue of alcohol only. It was staffed by one person who visited DPH worksites, talked with employees about alcohol, and drove them to Alcoholics Anonymous meetings.
- ◆ By Mayoral Ordinance in the early 1970's, the EAP was expanded into a Citywide program to serve all departments with a range of services to address any personal or work-related issue, from stress and communication problems at one end of the continuum to psychological disorders and violence at the other.
- ◆ The EAP became part of DHR on July 1, 2004, after being in DPH for 35+ years. While in DPH, EAP was part of Mental Health, then Toxics (!!), then Population Health and Prevention before then moving to DHR.
- ◆ Certain issues tend to come to prominence by decade in EAPs nationwide. In the 1960's and 70's, alcohol was the issue bringing most employees into EAPs; in the 80's, with the onset of the crack epidemic, the big issue was drugs; the 90's brought Workplace Violence to the spotlight, especially after the violence at 101 California Street; during the current decade, Clinical Depression in the workplace appears to be the major issue of concern in worksites throughout the country.
- ◆ The current two EAP employees, Jean Crossman-Miranda (Senior EAP Counselor) and Jeff Lintner (EAP Counselor) started work on the same day in February 1992 and have been at the EAP ever since. They both hold MFT licensure as Marriage and Family Therapists, CEAP (Certification as Employee Assistance Professionals) and SAP (Substance Abuse Professionals, in relation to the federal DOT drug-testing program). Jean and Jeff are also trained mediators and are certified in trauma response.
- ◆ The EAP has had a very popular clinical internship program for the past fifteen years, where M.A. candidates from many Bay Area universities receive expert training and supervised experience to help them become licensed therapists.
- ◆ There is a very special office space at the EAP about which all incoming interns are severely warned against using during their traineeship. We have had an unusually high number of interns (and staff) become pregnant while using that room (but ... um...not while actually using it....well, you know what I mean...).
- ◆ In our videotape library, the EAP has a training video on Burnout filmed in 1979, which features Phil Hartman (Saturday Night Live) and Paul Reubens (Pee Wee Herman) long before each became famous.

Workforce Development New Employee

María Ryan joined WD in May 2006 as the Senior Administrative Analyst. Previously, she worked as a Research Analyst with Berkeley Policy Associates, a social policy research firm in Oakland. María conducted program evaluation of workforce initiatives and social programs, including the City of Los Angeles' Healthcare Career Ladders Program, the Silicon Valley Workforce Investment Network's Youth Services Program, and the Department of Labor's Job Corps. María received a Master's in Public Administration from The Maxwell School of Citizenship and Public Affairs at Syracuse University.

Check out "Did You Know....?" Part Two in a future WD newsletter for more about the EAP.



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
 Time: 8:15 AM—4:30 PM

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

Dates: July 18-20 (Closed), August 22-24 (Closed),
 September 19-21 (Closed), October 24-26,
 November 14-16
 Time: 8:15 AM—4:30 PM

Managing Performance Strategically—\$200

Dates: July 6, September 27, December 13
 Time: 8:15 AM—4:30 PM

Managing Your Probationary Employee—\$125

Dates: July 11, August 16, September 13, October 11,
 November 22
 Time: 8:15 AM—12:00 PM

Performance Planning & Appraisal—\$200

Dates: July 6, August 1, October 3, November 7,
 December 1
 Time: 8:15 AM—4:30 PM
 Date: September 13 (1:00-4:30) and 14 (8:15-12:00). 2-day

Using Progressive Discipline Successfully—\$200

Dates: August 9, October 18, November 8
 Time: 8:15 AM—4:30 PM

Professional Development

Becoming a Public Speaking Pro—\$200

Dates: July 26, December 6
 Time: 8:15 AM—4:30 PM

Business Writing—\$200

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

Dealing w/ Difficult People in the Workplace—\$200

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

Effective Use of Email—\$125

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

Focus: Achieving Your Highest Priorities—\$250

Date: August 17
 Time: 8:15 AM—4:30 PM

Great Telephone Service—\$125

Date: July 25
 Time: 8:15 AM—12:00 PM

How to Identify & Prevent Workplace

Harassment—\$50

Dates: July 21, September 22, November 17
 Time: 9:00 AM—11:30 AM

More DiSC Strategies—\$200

Dates: July 27, September 28, November 21
 Time: 8:15 AM—4:30 PM

Non-Violent Crisis Intervention—\$200

Dates: August 10, October 12,
 Time: 8:15 AM—4:30 PM

Organizing Your Work & Managing Your Time—\$200

Dates: August 30, October 4, November 29
 Time: 8:15 AM—4:30 PM

People Reading Using DiSC—\$125

Dates: July 24, September 26, November 30
 Time: 8:15 AM—12:00 PM

Personality and Personal Success—\$200

Dates: August 2, November 1
 Time: 8:15 AM—4:30 PM

Quality Service in the Public Sector—\$125

Dates: August 31, October 13
 Time: 8:15 AM—12:00 PM

Serving the Difficult Customer—\$125

Dates: August 31, October 13
 Time: 1:00 PM—4:30 PM

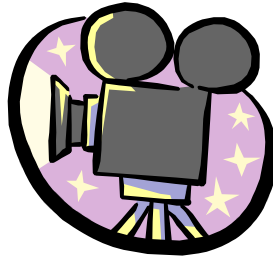
The 7 Habits of Highly Effective People—\$610

Dates: August 29-31, October 17-19, December 12-14
 Time: 8:15 AM—4:30 PM

Verbal Judo—\$125

Dates: July 7, August 14
 Time: 8:15 AM—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, beginning Tuesday, July 11 at the EAP:

Tuesdays

Customer Service

- July 11: FISH – The best-selling training video of all time!
- July 18: The Customer is Always Dwight – Monty Python's John Cleese
- July 25: The Invisible Man Meets the Mummy – Silly, but so true....

Making Meetings Work

- August 1: Meetings, Bloody Meetings – More from John Cleese - hilarious
- August 8: More Bloody Meetings – The craziness continues

Team Building

- August 15: Team Building – Dealing with different personalities on a team
- August 22: Team Spirit? – Very British, very droll

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

Supervisors and Managers Series

- July 13: Resolving Conflict – Skills you can apply immediately
- July 20: The Leadership Challenge – Leading a successful team
- July 27: Optimal Performance Management – the FOSA method
- August 3: Everything You Wanted to Know About Management

Stress Management

- August 10: Stress Traps – Identify and avoid 3 most common traps
- August 17: Job Stress – Skills for coping with work pressures
- August 24: Stress Overload – combat short- and long-term stress
- August 31: Balancing Work and Home – Finding a healthy balance

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

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

CONTACT EAP FOR MORE INFORMATION:
554-9580



**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.