

# WORKFORCE DEVELOPMENT



THE WORKFORCE DEVELOPMENT (WD) 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.

## 24-PLUS for Supervisors and Managers Frequently Asked Questions By Paul Van Houten

### 1. What is 24-PLUS for Supervisors and Managers?

**24-PLUS for Supervisors and Managers** is the Department of Human Resources' initiative to provide departments with training for their new supervisors and managers so they can satisfy the Mayor's directive that all new supervisors and managers receive 24 hours of training with their first 6 months of employment.

### 2. What's included in the workshop series?

**24-PLUS for Supervisors and Managers** is a 3 day series of 6 workshops that provide training on key skills for supervisors and managers. The workshop parts or "modules" include understanding your own natural approach to supervision; supervisory theory; planning and assigning work; coaching and appraisal; managing the workload and time; and ethics in the public sector workplace.

### 3. Do I need to take the whole series or can I take some workshops and exclude others?

The entire series of **24-PLUS for Supervisors and Managers** must be taken in

the order it is listed. The exception to this is the morning on day three when the workshop includes the **Preventing and Handling Sexual Harassment** training (AB 1825) if the participant has attended the City's training within the past year.

### 4. Why should I take the DHR series rather than just mix and match from other training vendors?

For starters, 24-PLUS for Supervisors and Managers includes the City's **Performance Plan and Appraisal Report** training. It also includes the mandatory **Handling Sexual Harassment** training.

It also provides access to the monthly **Supervisors' and Managers' Roundtable**. It includes working with a coach to create a personal development plan utilizing the **360°** multi-rater assessment. And finally, all of the workshops

are designed for supervisors and managers in the **public** sector environment.

### 5. Are there any prerequisites for 24-PLUS for Supervisors and Managers?

Yes. Participants need to be supervisors or managers. Participants need to be able to read English at the 12 grade level. Participants need to have access to a computer at least twice for up to 30 minutes each time to complete some of the assessment materials.



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**6. Why are assessments used in the workshops?**

*Several of the workshops utilize assessment surveys. These are in the form of surveys that the participant completes. The results*

*from these assessments provide the participant with information about him/herself. The information is confidential and only given to the participant..*

**7. Why is there a one hour orientation?**

*The goal of the orientation is to give a general overview of the series and answer questions.*

**8. What is the final exam? How will it be used?**

*There is a one hour (or less) 25 question multiple choice exam after the last workshop. The exam is open-book; participants can use their notes and handout materials to answer the questions. The exam is pass/fail, there are no grades. To pass, participants must answer at least 17 questions correctly. Anyone who does not pass the exam will be given coaching by a trainer and allowed to take the exam again.*

**9. What is the 360 feedback? How will it be used?**

*Six months after the training participants will participate in a 360° feedback multi-rater process. They will ask their boss,*

*their staffs, and several peers to assess their performance. The feedback from the 360 tool will be delivered only to the participant, one-on-one, by a coach who will assist the person with formulating a development plan. The results of the feedback are confidential; however it is recommended that the participant share the information with his/her supervisor.*

**10. Is there a charge for 24-PLUS for Supervisors and Managers?**

*Yes, there is a charge for the program. The charge is based on the cost of the trainers' time, the assessments, the handouts, refreshments, and overhead costs for managing the program. Currently the cost is \$500 per person.*

**11. What are the Supervisors' and Managers' Roundtables?**

*The **Supervisors' and Managers' Roundtable** is a 2 hour meeting held monthly at 44 Gough St. and facilitated by one of the DHR trainers. The goals of the meetings are to share experiences, explore issues, and collectively work on solutions to problems.*

**12. How do I enroll?**

*Complete a **DHR Workshop Enrollment Form** and have it approved by your supervisor. Send to Workforce Development, 44 Gough St., San Francisco, CA 94103. Enrollment forms can be faxed to 415-551-8907.*

## Citywide Performance Planning and Appraisal Information

Encouraged by Mayor Newsom's directive that all City employees receive Performance Plans and Appraisals, there's been a lot of activity happening Citywide on PPAs. Although PPAs are not a new thing, there's a vast discrepancy on its implementation depending upon what City department you work for. Based on a recent survey conducted by the WD Unit on PPAs, here's some interesting information (based upon responses provided by the departments).

Average percentage of appraisals scheduled/done Citywide:	61%
Number of departments with no appraisals scheduled/done:	7%
Number of departments with 100% of appraisals scheduled/done:	6%

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## Departments with the highest percentage (over 80%) of appraisals scheduled/done:

<p><b>Less than 25 employees:</b> Civil Service Commission Permit Appeals Board Status of Women</p> <p><b>Less than 100 employees:</b> Board of Supervisors Children Youth &amp; Families Medical Examiner</p>	<p><b>Less than 250 employees:</b> Child Support Services Emergency Communications Human Resources Public Defender Treasurer/Tax Collector</p> <p><b>Less than 500 employees:</b> City Attorney Telecom &amp; Info Services</p>	<p><b>Less than 1000 employees:</b> Public Library</p> <p><b>More than 1000 employees:</b> Airport Human Services Police</p>
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-By Donna Kotake

## The Buzzzzzz on Performance Appraisals



*Q: Master...why does the Performance Agreement model that DHR promotes put such heavy emphasis on consistent, honest face-to-face feedback from managers and employees?*

*A: Well, grasshopper, consider what Richard Ross ( The Fifth Discipline Fieldbook) has to say about the dangers inherent in climbing certain kinds of ladders.*

*Q: Ladders, Master?*

*A: Uh-Huh...read on, if you please.*

We live in a world of self-generating beliefs which remain largely untested. We adopt those beliefs because they are based on conclusions, which are inferred from what we observe, plus our past experience. Our ability to achieve results we truly desire is eroded by our feelings that:

- Our beliefs are THE truth.
- The truth is obvious.
- Our beliefs are based on real data.

- The data we select are the real data.

How we act depends on how we understand the situation we are in. Our understandings often seem obvious to us, as if they were given by the situation itself. But people can come to very different understandings, depending on what aspects of the situation they notice and how they interpret what is going on. The Ladder of Inference is a model of the steps we use to make sense of situations in order to act.



The *ladder of inference* is a common mental pathway of increasing abstraction, often leading to misguided beliefs

*Q: YIKES! You mean when I view a conclusion as "obvious", I don't need to bother with thinking about at HOW I reached it?*

*A: Could be...which might lead to all kinds of misconceptions, misunderstandings and miscommunication, doncha think?*

*Q: What's a poor boy or girl to do?*

- **Notice** your conclusions as conclusions based on your inferences, not as self-evident facts and that your reasoning process could have gaps or errors that you do not see.

- **Use examples** to illustrate the data you select that led you to your conclusions.

- **Paraphrase (out loud) the meanings you hear** in what others say, so that you can check if you are understanding correctly.

- **Ask others** if they have any other way of interpreting the data or if they see gaps in your thinking.

- **Assume others may reach different conclusions** because they have their own ladders of inference with a logic that makes sense to them.

-By Camille Meade

## Balancing Home & Work

Today, more and more, people are struggling with demanding schedules that can make their personal and professional lives more stressful and overwhelming than ever before. Many of us are struggling to balance full-time jobs with full-time responsibilities at home, and these often competing demands of work and family are not easy. If your laundry basket is as full as your "in" basket, then you are not alone. In the struggle to meet the demands of an increasingly complex world we all need to develop strategies for maintaining balance in our lives.

Here are some practical tips for balancing home and work.

### **Prioritize**

Determine what tasks you need to accomplish, and then

rank them according to importance. Consider your own needs, as well as those of loved ones. If you must work on a Saturday, for example, you might plan a recreational activity with your family or friends for Sunday.



### **Establish Realistic Goals**

Be flexible and realistic in planning your schedule. Focus on things you know you can accomplish. At the same time, learn to expect the unexpected. Have a plan for dealing with those surprise visits from relatives and unannounced meetings at work. By taking

steps like these, you'll be better prepared to handle life's challenges.

### **Be Efficient**

Develop ways to work smarter at home and at work, and encourage others in your household to save time as well. Combining or consolidating tasks may be more effective than trying to squeeze as many tasks as possible into the least amount of time.

### **Think Positively**

Look on the bright side and try to have a sense of humor. While everyone feels sad, angry or frustrated sometimes, laughing can help ease difficult situations.

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## 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, CCSF processes and policies and practice management, to name a few areas. They are even trained what to do and what their responsibility is in the event of an earthquake.

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

## CONTACT US

### WORKFORCE DEVELOPEMNT UNIT

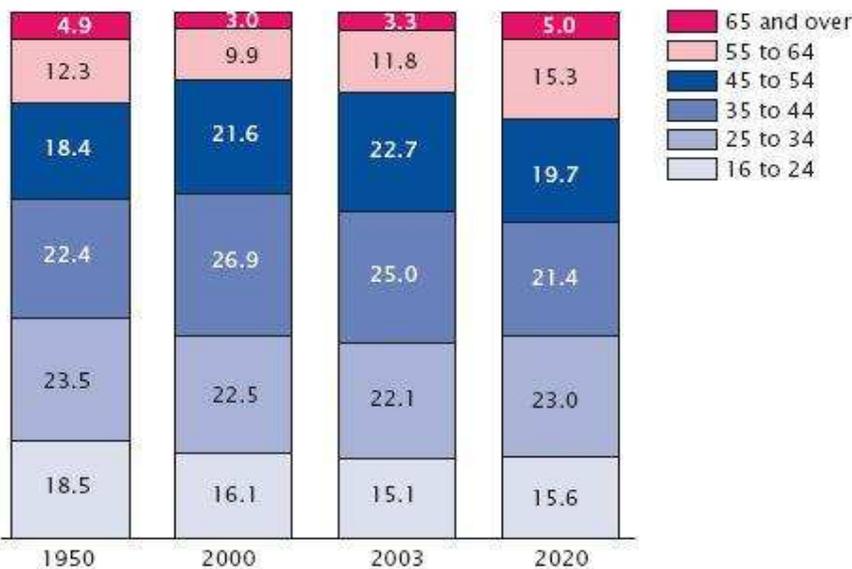
44 Gough Street  
 San Francisco, CA 94103  
 Phone: (415) 557-4840  
 Fax: (415) 551-8907  
 wd.ehr@sfgov.org

### EMPLOYEE ASSISTANCE PROGRAM

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

## Do you know how the labor force is aging?

**Percent Distribution of the Labor Force by Age:  
 1950, 2000, 2003, and 2020**



Note: The reference population for these data is the civilian noninstitutionalized population.  
 Sources: 1950, 2000, and 2020, Toossi, 2002, Table 5; 2003, Bureau of Labor Statistics, 2004a.

### Workforce Development New Employee

**Roma Cusi** joined WD in March 2006 as the Administrative Analyst. She comes with over ten years of experience in education and student services from SFCCD. Since 1995, she managed various departments within City College of San Francisco focusing in admission & recruitment, disciplinary and student retention programs. She worked with the San Francisco Small Business Development Center, a program in collaboration with the Mayor's Office of Community Development, Small Business Administration, Economic Workforce & Development and SFCCD, which assist entrepreneurs to launch, expand or strengthen their businesses. Roma received a BS in Business Administration from SFSU. She is looking forward to the challenges here at WD.

## YOUR THOUGHTS – YOUR IDEAS – YOUR INPUT – YOUR OPINIONS - YOUR VIEWS – YOUR BELIEFS – YOUR FEELINGS – YOUR CONTRIBUTIONS – YOUR POINT OF VIEW – YOUR OUTLOOK

We want to know what YOU think about a variety of topics. This column will solicit ideas from you. Some of these ideas may be utilized as a basis to help address some Workforce Development issues and others may just be fun and interesting information to know. We will publish the results in the next newsletter.

We want to know what makes working for the City unique (our culture, aspirations and values) or what does working for the City stand for.

Question – What is it about the City that makes you proud to say “I work here”?

To respond - Email your response to [WD.DHR@sfgov.org](mailto:WD.DHR@sfgov.org); or Fax your response to DHR Workforce Development 415 551-8907; or Send your response to Workforce Development, #33 DHR, 44 Gough Street.

## **LEARNING OPPORTUNITIES**

### **Supervisors and Managers Workshop**

24-PLUS for Supervisors—\$500

May 2-4: 8:15 AM-5:00 PM    May 23-25: 8:15 AM-5:00 PM    June 20: 8:15 AM-5:00 PM

Performance Planning & Appraisal

Quick Start Workshop—\$100    April 4: 1:00 PM-4:30 PM    May 9: 1:00 PM-4:30 PM

Master Workshop—\$175    May 18: 8:15 AM-4:30 PM

Managing Your Probationary Employee—\$100    May 10: 8:15 AM-12:30 PM

Supervision-The Basics—\$175    May 16 1:00 PM—4:30 PM and  
(Two Part series)    May 17 8:15 AM—12:30 PM

#### **Professional Development**

Becoming a Public Speaking Pro—\$175  
May 30: 8:15 AM-4:30 PM

Business Writing—\$175  
April 11: 8:15 AM-4:30 PM  
May 22: 8:15 AM-4:30 PM

Non-Violent Crisis Intervention—\$175  
May 9: 8:30 AM-5:00 PM

Personality & Personal Success  
The MBTI—\$175  
April 25: 8:15 AM-5:00 PM

Serving the Difficult Customer—\$100  
May 31: 1:00 PM-4:30 PM

The 7 Habits of Highly Effective People—\$610  
June 27, 28 and 29: 8:15 AM-4:30 PM

Verbal Judo—\$100  
April 28: 8:15 AM-12:30 PM

#### **EAP Brown Bag Workshops**

(No Fee)

Anger Management Skills Group  
April 20, May 1, 8, and 12:  
12:00 PM-1:00 PM

Effective Stress Management  
April 28, May 5, 12, and 19:  
12:00 PM-1:00 PM

Preventing Burnout Group  
June 1, 8, 15, and 22:  
12:00 PM-1:00 PM

The Time Trap: Proven Strategies for  
Managing Your Time  
April 25, May 2, 9, 16, and 30