

# 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.

WD provides opportunities for employees to learn and develop, professionally and personally, through trainings, workshops and other career advancement programs. In addition to an individual employee's development, these resources assist in developing a productive and healthy work environment to provide a high quality of work performance and ensure a continual "workforce pipeline" for the City. The responsibilities of the three WD teams are listed below:

## Planning and Performance Management

- Managing the development of succession planning programs and reports.
- Developing an analysis of the City's workforce.
- Coordinating a City-wide Performance Planning and Appraisal Program.
- Facilitating professional development programs for City Employees.
- Coordinating and facilitating development of City apprenticeship programs.

## Training and Consulting

- Developing, coordinating and leading training classes and workshops on a variety of topics for all City employees including but not limited to, specific job skills, supervisory and management training, HR fundamentals, health and wellness issues.
- Facilitating organizational development projects.
- Providing performance consulting and coaching for individuals and departments in order to develop customized workshops to address specific issues.



Home Sweet Home: 44 Gough Street

## Employee Assistance Program (EAP)

- Offering free, confidential and voluntary counseling and information program for City employees, their family members and significant others.
- Providing assessment, brief therapy, referrals and follow-up regarding personal or work-related issues.
- Providing mediation/conflict resolution sessions.
- Providing critical incident stress debriefings.



# 360° FEEDBACK

BY PAUL VAN HOUTEN

In a workshop the other day a participant asked the following question, "With all this performance evaluation going on, do I ever get a chance to evaluate my supervisor?" Several people in the group cheered. I responded that there is an appraisal process where staff get a chance to give their boss performance feedback. The following article is an introduction to the multi-rater assessment process, often referred to as 360 degree feedback.

*360° feedback* is a performance assessment process in which there are multiple raters who assess the performance of one person according to specific performance areas, categories, or competencies. The reference to 360°, or *full circle*, comes from the raters' organizational relationships (hierarchical organizations) to the person being rated. The raters are located *around* the person (e.g., self, boss, direct reports, peers, others). To some extent the 360° feedback is deemed to be of high value because it ac-

cesses data from a variety of important relationships (authority and responsibility).

The goal of 360° feedback is to provide the person being rated with information about how specific areas of their performance are perceived and evaluated by a variety of key people who surround them in (and sometimes outside of) the organization; and that this information will lead to action plans that will result in sustained and/or increased high performance.

## STEPS FOR STARTING A 360° FEEDBACK PROJECT

- Determine the purpose for using a 360° feedback tool (e.g., data for performance appraisals, data to develop performance improvement action plans [current], data for professional development action plans [future]). Most of the 360 tools are designed to provide developmental information rather than a report card.
- Determine what areas, categories, or competencies will be assessed.
- Determine what tool will be used or developed.
- Using a web-based tool can greatly facilitate the process.
- Distribute the 360° feedback tool.
- Collect the tool.
- Score the tool and produce a report.
- Identify a coach. This should be someone who is skilled in coaching the competencies. The coach can be identified at any point in the process; however, it should be done before the report is delivered.
- Convene a feedback meeting and present the report. The coach is often the person who provides the feedback to the appraised person.
- The coach assists the person with the development of an action plan.

## THE 360° FEEDBACK REPORT

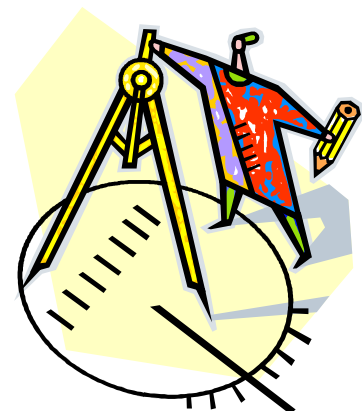
The 360° feedback report often includes a section where the person's ratings of him/herself can be compared to the ratings of the boss, and others (direct reports, peers). This can provide learning from an analysis of the similarities or differences in perceptions.

Because there are multiple raters the raters' feedback can be treated as confidential. The exception to this is the boss whose ratings are

usually identified. The anonymity of the other raters is intended to promote honest feedback from direct reports without fear of reprisals.

In addition to the tabulated data, reports often include comments from the raters.

The presentation of the report is best made in a feedback meeting that is conducted by a coach.



# THE BUZZON PERFORMANCE

BY CAMILLE MEADE

**Accountability and Partnership** are the new roles of Performance Planning & Appraisal.

Over the past 10-15 years a lot of research has shown that just filling out an appraisal form once a year is not a very effective way to assure quality performance.

That method does nothing to assure that our City workforce will provide the highest quality of goods and services to the people of San Francisco.

After all, that is the level of commitment and service we ALL deserve, isn't it?

DHR is promoting the kind of evaluation that can move us forward in achieving that worthy goal. It's one based on a *process* of collaboration in which managers and employees actively and respectfully



engage and communicate with each other regularly.

One of the results of this dialog is a performance *Plan* made up of an up to date job description and explicit and, whenever appropriate, measurable objectives that are tracked, discussed and adjusted, if necessary, throughout the year.

A year end appraisal flows out of this structure and can become every employee's historical record of achievement as well as a rich source of learning for managers and employees alike.

**BOO-HOO:** Gone are the days of one-size-fits-all checklists and "psychic supervisors" who can somehow feel their direct reports work is/is not what they expect. It's a new day and Performance **PLANS** are the new way.

## Non-Violent Crisis Intervention

by Jean Miranda

The Crisis Prevention Institute of Milwaukee, Wisconsin, has trained almost five million service providers around the world in Nonviolent Crisis Intervention (NVCI).

NVCI is a program of proven effectiveness in preventing, managing, and resolving disruptive behavior and potentially violent situations in the workplace.

Employees in fields such as health care, mental health, education, social welfare, security, law enforcement, corrections, and human resources have successfully completed the course and are using the principles and techniques of NVCI on their jobs.

It's great for anyone who deals with the public, and it also ties in elements of superior customer service, teamwork and leadership.

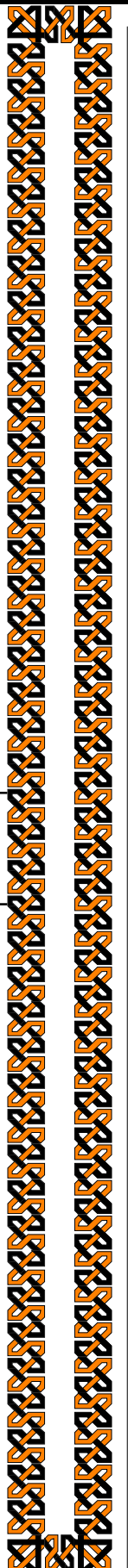
NVCI is geared to increasing the confidence necessary to handle crisis situations with minimal anxiety

and maximum security, and helping employees intervene safely when behavior becomes dangerous.

The training provides specific skills and methods, and helps participants develop and practice intervention strategies tailored to their workplace and their customers.

Through demonstration, group work, and hands-on practice, participants learn to recognize early warning signs, defuse an explosive situation, use verbal and physical techniques to reduce risk of injury and potential liability, and increase their personal safety.

Come check out the next classes! March 2 and April 6, 2006. For more information contact Jean Miranda at the EAP, 554-9580.



## CONTACT US

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## STAFF BIOGRAPHY

**Donna Kotake** is the DHR Workforce Development Director. Previously, she was Deputy Director at the Assessor-Recorder's Office. Before joining the City's workforce, Donna was an attorney practicing in Silicon Valley. She's excited about joining DHR and is looking forward to addressing the new challenges ahead of the WD Unit.

**Paul Van Houten** is the Training Director. He has been at DHR since 2000. Previously, he managed the training and development functions at the City's Human Services Agency and the Department of Public Works (DPW). Paul has over 20 years experience as a consultant, trainer, facilitator and coach. His practice focus has been to assist leaders with managing performance, teamwork, managing change and organizational learning. Paul has a Masters of Social Work degree with a focus on organizational behavior.

### **Bernita Burge**

Bernita Burge recently joined the WD Unit as a Training Officer. She comes from the private sector with over 12 years experience as a trainer. A former teacher in San Francisco and Los Angeles schools, she has presented seminars for Career-Track/Fred Pryor working in national and international markets. Prior to that, Bernita was responsible for training for the American Cancer Society physicians and executive staff throughout California. She is excited about joining WDT.

**Teri Jourgensen** is a Training Officer that returned to the City after a five year sabbatical as a researcher and co-author of two books on children/adult temperament and parenting styles. Teri began her career with the City as a Personnel Analyst in 1983, first on the exam unit of the Civil Service Commission (predecessor to DHR) and then as a generalist with

DPW. In 1989 she moved into training and spent the next twelve years as a trainer and facilitator in DPW and DHS.

### **Jeff Lintner**, EAP counselor.

Jeff has nineteen years as diverse mental health substance abuse experience and fourteen years of specialized experience in large, internal, broad brush EAP services. He is a licensed California Marriage and Family Therapist (MFT), a Certified Employee Assistance Professional (CEAP), a Certified Substance Abuse Professional (SAP) and a Certified Mediator. He is also a trained Biofeedback Therapist and has specialized training in Trauma Response (CISD).

**Camille Meade** is a Training Officer with a diverse background. She grew up in SoCal, and in 1980 went to Mexico on vacation and ended up staying there for 20 years. She lived and worked in Mexico City and Puebla in English

language teaching and supervised 600 teachers throughout Mexico. She also survived several major earthquakes there and got her MA in teaching from the School for International Training in Brattleboro, Vermont in 1995. She repatriated in 2000 and loves her job as a consultant/workshop designer/event facilitator.

**Jean Crossman-Miranda**, Senior EAP counselor. Jean has been a psychotherapist for almost twenty years and an instructional designer/facilitator for over thirty years. She is a licensed California Marriage and Family Therapist (MFT) Certified Employee Assistance Professional (CEAP), and Substance Abuse Professional (SAP). In addition to offering brief, solution-focused therapy and counseling for City employees, their family members and significant others, Jean has provided organizational development services City-wide including training, coaching and other support for City departments in implementing and managing organizational change.

# LEARNING OPPORTUNITIES

## PERFORMANCE PLANNING & APPRAISAL TRAINING

Master Workshops—\$175

February 16: 1 pm—4:30 pm & February 17: 8:15 am—12:30 pm  
 March 16: 1 pm—4:30 pm & March 17: 8:15 am—12:30 pm  
 April 20: 1 pm—4:30 pm & April 21: 8:15 am—12:30 pm  
 May 18: 8:15 am—4:30 pm

Quick Start Workshop \$100

February 7: 1 pm—4:30 pm  
 March 7: 1 pm—4:30 pm  
 April 4: 1 pm—4:30 pm  
 May 9: 1 pm—4:30 pm  
 June 6: 1 pm—4:30 pm

### KEY SKILLS FOR SUPERVISORS AND MANAGERS WORKSHOPS

Supervision—Developing Employees—\$175

February 16: 8:15 am—4:30 pm

Probationary Period Assessments—\$100

February 14: 8:15 am—12:30 pm

Progressive Discipline—\$175

February 8: 8:15 am—4:30 pm

Supervision—The Basics—\$175

February 14: 1pm—4:30 pm AND  
 February 15: 8:15 am—12:30 pm

Supervision—Coaching—\$175

March 9: 8:15 am—4:30 pm

For more information—go to the DHR Website  
[www.sfgov.org/dhr](http://www.sfgov.org/dhr)

### PROFESSIONAL DEVELOPMENT WORKSHOPS

Working With Difficult People—\$100

February 21: 8:15 am—12:30 pm

Serving The Difficult Customer—\$100

February 21: 1 pm—4:30 pm

Business Writing—\$175

February 28: 8:15 am—4:30 pm

Great Telephone Customer Service—\$100

February 22: 8:15 am—12:30 pm OR  
 March 8: 8:15 am—12:30 pm

The 7 Habits of Highly Effective People—\$610

March 1, March 2 AND March 3: 8:15 am—4:30 pm

Presentation Skills—\$175

March 15: 8:15 am—4:30 pm

### EAP BROWN BAG WORKSHOPS—No Fee

Anger Management Skills Group

February 7: 12:00 pm—1:00 pm

The Time Trap: Proven Strategies for Managing Your Time

February 8, 15, 22 and March 1: 12:00 pm—1:00 pm

Preventing Burnout Group

March 2, 9, 16 and 23: 12:00 pm—1:00 pm

Effective Stress Management

February 6, 13 and 27: 12:00 pm—1:00 pm

Downtime: Clinical Depression in the Workplace

March 24: 1:00 pm—5:00 pm

Staying Health and Sane: Balancing the Challenges of Work, Life and Eldercare

March 21: 1:00 pm—5:00 pm