Workforce Development

Employee education & training

Department of Human Resources

Volume 3, Issue 3 - July 2008

Workshops for Laid Off and Displaced Workers

DHR is sponsoring a series of workshops for laid off employees and those who will be displaced by lay-offs. The goal of the workshops is to help ease the transition for City employees. Two sessions of a Workshop Overview will be held on July 14th and July 18th from 1:00 pm to 2:00 pm to provide additional information on the series of workshops. All other workshops will be held from 11:00 am to 12:30 pm at 44 Gough Street. The following are brief descriptions of the workshops.

Introduction—July 21
This workshop is designed to provide tools for responding and adapting to change and managing stress. We'll begin with examining options and offer assistance in developing a plan for moving forward.

JobAps—July 28
This workshop will demonstrate how to utilize JobAps to apply for other City jobs.

Updating Your Resume—August 4
Your resume is the primary tool for job searching and is the first impression you make. In this workshop we'll assess, revise and update your resume. Checklists and guidelines will be included to ensure your first impression will be a good one.

Interview Skills—August 11
Participants will learn tips for preparing for interviews and practice interview skills and etiquette for successfully participating in Civil Service Oral exams.

How to Succeed in the New Job—August 18
Targeted for employees who face displacing other workers. Participants examine how their personal stories influence success in their new positions. In addition, participants learn tips for successfully integrating into new teams and developing positive relationships with co-workers and supervisors.

To enroll—submit a completed enrollment form on the DHR website.

— Donna Kotake

From the DHR Director

Since February 2006, the Workforce Development Division of DHR has been publishing a newsletter focused on disseminating information about employee training opportunities. Through the newsletter, you learned about upcoming workshops at DHR, saw photos of co-workers participating in workshops and discovered helpful hints about some specific topics – presentation skills, multi-rater feedback, and others. After receiving some feedback from readers of the newsletter, I'm happy to announce that the newsletter will be expanding to include information from other divisions in DHR. Starting with the October 2008 newsletter, we'll have articles from Employee Relations, Client Services, Recruitment & Assessment Services, Workers' Compensation and Equal Employment Opportunity. We'll highlight important initiatives that we're working on, and provide other information of interest to City employees.

Thank you for your continued enthusiasm and support of the newsletter.

— Micki Callahan

For a complete summary of the WD newsletter survey, go to: http://www.sfgov.org/site/sfdhr_page.asp?id=46981

In this issue

- Layoff Workshops 1
- From the Director 1
- GIS Training 2
- Laguna Honda Award 2
- 24-PLUS Graduates 3
- Calendar Info 3
- Workshop Ratings 4
- Make Most of Training 4
- WD Survey Results 5
- Learning Opportunities 5
- Healthcare Ladders 6
- SFGH Brown Bags 6
- Speed of Trust 7
- EAP Brown Bags 7

Workforce Development Newsletter

Editor/Designer
Maria Ryan

Dir. of Workforce Development
Donna Kotake

Director of Training & OD
Paul Van Houten

Contributors
Bernita Burge
Jean Crossman-Miranda
Donna Kotake
Micki Callahan
Teri Jourgensen
Linda Papin-Zairi
Maria Ryan
Paul Van Houten

Photos
Maria Ryan

Workforce Development Division
Department of Human Resources
44 Gough Street
San Francisco, CA 94103
Phone: (415) 557-4840
Fax: (415) 551-8907
wd.dhr@sfgov.org

Want to contribute?
If you have questions about Workforce Development or would like to contribute to the newsletter, send an email to wd.dhr@sfgov.org

Frequency
This newsletter is sent out quarterly. To add your name to our list, send an email to wd.dhr@sfgov.org

To unsubscribe:
Please send an e-mail to wd.dhr@sfgov.org with "*Unsubscribe from WD newsletter*" in the subject line

What's New

Graphic Information Systems through City University

For the Fall 2008 semester, City University has added the Graphic Information Systems (GIS) program provided by San Francisco State University—College of Extended Learning (SFSU-CEL) as one of its offerings. A GIS is a comprehensive database tied to features on the earth's surface, with an integrated set of tools for querying, analyzing, and displaying geographic information. It is an "Information System for Geography", a "window into the database" to support queries, analysis, and editing of the information about the surface of the earth. It is a mapping application that can change an organization fundamentally and positively.

GISs are rapidly gaining recognition as the primary means of dealing with information stored on maps. GISs have many applications, including resource and environmental management, urban and regional planning, public health, research, and beyond.

SFSU-CEL's GIS program includes a professional development certificate that can be attained by completing five core courses and one elective.

For information about the program, review the brochure: www.cel.sfsu.edu/brochures/fall08/gis.pdf

For details on City University, visit: www.sfgov.org/CityUniversity

Questions regarding registration can be directed to Donna Kotake by email at Donna.kotake@sfgov.org

— María Ryan

Department of Public Health: Laguna Honda Hospital Wins Leadership Award

Laguna Honda Hospital (LHH) was named co-winner of Jewish Vocational Services' (JVS) 2008 Business Leadership Award at the organization's annual Strictly Business luncheon on April 9, 2008. The award recognizes businesses who help people overcome barriers to employment in today's competitive market. LHH won the award for their **Healthcare Career Ladder Initiative**.

This program is a project that provides entry-level employees with training opportunities that encourage professional development. In partnership with UCSF Medical Center and JVS, LHH helps identify career pathways in healthcare and the related education and training necessary to help employees move ahead. The program is designed to improve skills and increase competencies in critical areas to assist in career advancement. It is well known about the shortage of nurses nationwide, and LHH is to be commended for their commitment to grow their own, demonstrating dedication to their employees.

Congratulations to the staff at Laguna Honda Hospital.

— Donna Kotake

Workshop Highlights

24 PLUS Graduates (Supervisors & Managers)

Experienced Supervisors & Managers
April 8-10, 2008

In alphabetical order:
Bailowitz, Jane/Bauer, Jeffrey/Bull, Kathy/Dowling, Mary Theresa/Gabriel, Matthew/Holt, Cydne/Nekkanti, Hemalatha/Patterson, Kevin/Stez, Mike/ Taylor, Karen/ Thai, Phuong/Young, Rebecca

New Supervisors & Managers
May 6-8, 2008

In alphabetical order:
Arguelles, Caroline/Aurea, Lou/ Courtney, Robin/Cummings, Allison/ Dadasovich, Rand/Das-Douglas, Moupali/Elzie, Julius/Garcia, Christina/ Gervacio, Shirley/ Hite, Sherry/ Nguyen, Baotram/ Zee, Howard

Experienced Supervisors & Managers
June 10-12, 2008

In alphabetical order:
Cardona, Nonie/ Childers, Donna/ Dorfman, Tamar/ Ho, Gary/ Lovett, Mark/ Maimoni, Andrew/ Marie-Rose, Pierre-Joseph/ McCloud, Alice/ Nakajima, Steve/ Sheets, Gene/ Sundheim, Karen/ Vose, Ruth

What Employees Are Saying

Excellent program [24 PLUS]. I am very pleased that the City takes management training and team building seriously. I felt like the program really addressed the unique issues and challenges that we face working for the government. Thank you!
— *Allison Cummings - SF Arts Commission*

I'm a new Nurse Manager and this workshop is very vital to my learning my new role. I should have attended this workshop [24 PLUS] on my first day at work.
— *Shirley Gervacio - Public Health*

Workshop Calendar on the Web

Our website is where you will find the most up-to-date information; Visit it often!

Go to **http://www.sfgov.org/dhr**. Under the **Employee Services** section, click on **Employee Training** to get to our Homepage.

Our Homepage contains links to the following: DHR Workshops currently offered, Department Specific Services, Regional Training Academy for Local Government brochure, Workforce Development Newsletter, City University, EAP and EEO websites.

Click on **DHR Workshops**: Please note the links to 3 PDF schedule layouts:
***Standard Workshop Schedule**
***Schedule By date**
***Schedule By workshop title**

You will also find the **description of our courses**, our current **enrollment form** and our **cancellation policy** links.

Tuition Reimbursement

Keep in mind that employees may utilize funds provided by their applicable MOUs every fiscal year for tuition, including training programs offered by DHR. July 1st begins the new fiscal year, with new appropriations for Employee Development Funds. Forms may be downloaded from the DHR website:
http://www.sfgov.org/site/sfdhr_page.asp?id=50498

Participant Ratings: Top 10 Workshops

7 Habits of Highly Effective People 4.9 ★★★★★

Civil Service Oral Exam: Mock Panel 4.9 ★★★★★

Progressive Discipline 4.9 ★★★★★

Civil Service Oral Exam: Performing Your Best 4.8 ★★★★★

Business Writing 4.8 ★★★★★

Performance Planning & Appraisal: Part II 4.7 ★★★★½

Download Your Brain Using Mind Mapping 4.6 ★★★★½

Emotional Intelligence 4.6 ★★★★½

Crucial Conversations 4.5 ★★★★½

Performance Planning & Appraisals: Part I 4.5 ★★★★½

Note: Based on a 5-point scale, where 1 is fair and 5 is excellent.

Tools & Resources

How to Make the Most of Training

Trainers are always lamenting the statistics on how much training content is retained by a participant after the workshop experience.* I am more concerned about how much learning results from the workshop experience. The definition I use for *learning* is *doing something differently*. In other words, not just *knowing something*, but *doing something*. To some extent the potential for workshop learning depends on the training topic, the workshop design, the quality of the instructor, and the reinforcement of the learning back on the job; however, there are things that the workshop participant can do to greatly increase the potential for real learning.
It is interesting that most of the work is done before and after the workshop event.

Here are 16 activities for you to do that will help you have the best workshop experience possible and highest potential for real learning.

BEFORE THE WORKSHOP

1. Before you enroll in the workshop read the workshop description carefully to make sure this is the right workshop for you. If you have questions call the instructor.
2. Talk with your supervisor about reassigning your work for the days you are attending the workshop so there isn't a big backlog when you return back to the job.
3. Search the Internet or go to a library or bookstore to see if you can learn more about the workshop topic before you attend the actual workshop.
4. If there is any workshop pre-work (usually on-line assessments or reading), complete it before the workshop.
5. Write down 1-3 questions that you would like to have answered during the workshop.
6. Bring a pen or pencil and notepaper to the workshop. Some people like to bring a highlighter or red pen to make notes on the workshop handouts.

DURING THE WORKSHOP

7. Arrive at the workshop early to get through security and pick a best seat to see the instructor and screen.
8. Turn off your cell phone.
9. Walk around and stretch on the breaks. Take a short walk during the lunch hour.
10. Don't try to handle your normal office duties remotely from the workshop. Make sure that your 1-3 questions (see #5 above.) are answered.

AFTER THE WORKSHOP

12. Within 24 hours after the workshop find an opportunity to describe the workshop to someone else.
13. Ask your supervisor if you can make a short presentation to the unit on the highlights of the workshop.
14. Write down 1-3 workshop-related goals that you would like to achieve within 21 days following the workshop.
15. Find someone to help you achieve your workshop-related goals.
16. About 90 days following the workshop take 10-15 minutes to review the handout materials and your notes.

* A typical statistic is that without reinforcement about 10% of the content is remembered after the workshop. *Learning* as defined in this article can be more difficult to measure.

— Paul Van Houten

Departmental Learning Opportunities

PUC's Waste Water Enterprise Supervisory Skills Training (May 2008)

Assessor-Recorder's Office MBTI—Team Building (June 2008)

Workforce Development Newsletter: Survey Results

In May 2008, the Workforce Development (WD) Division sent out a survey regarding the quarterly newsletter. One hundred and seven (107) surveys were completed by City staff and managers from 34 departments. Eighty-six percent (86%) of respondents stated they receive the newsletter via a link sent by email.

Half of respondents have read the newsletter 1-3 times, while the other half has read the newsletter four or more times. Thirty-seven percent (37%) of respondents stated they attended a WD event as a result of reading an article in the newsletter. On a scale of 1-5, with 1 being bad, and 5 being excellent, 52% of respondents rated the newsletter good, and the other 48% rated the newsletter as okay or excellent.

Lastly, the survey asked employees to provide feedback on disseminating the newsletter, if the newsletter influences training attendance, and the topics presented. While some employees wanted a shorter newsletter with less pictures, others wanted more content. Suggestions were made to include articles about human resources policies, updates, and promotional opportunities. Check out the DHR Director's Corner for changes in the newsletter.

Brown Bag Series at SFGH

In October of 2007 Workforce Development launched a planned year-long series of monthly lunch time Brown Bag Sessions at SFGH's Carr Auditorium. First in the series was Internal/External Customer Service in the Public Sector. The format includes videos followed by discussion and questions and answers f or each program. Attendees have included staff from Laguna Honda as well as SFGH campus and have totaled over 50 people in a session. Following is a partial listing of additional scheduled topics in the series: Accountability in the Workplace, Management styles, Decision Making, Coaching, Emotional Intelligence.

— Bernita Burge

Facts about SFGH

Received the 2007 Ambulatory Pediatric Association (APA) Health Care Delivery Award—Patient-Centered Communication Initiative Award for cultural competency from the American Medical Association (AMA) - Systems Language Access Technology Award from the California Association of Public Hospitals and Health Systems

Training Across the City

SEIU UHW-West & Joint Employer Education Fund

Beginning in July 2006, the City became a party to the SEIU United Healthcare Workers West and Joint Employer Education Fund agreement (Fund). The Fund receives contributions from participating employers and is governed by equal numbers of employer and union trustees. The purpose of the Fund is to provide healthcare workers with counseling, education and training opportunities to advance their careers and provide high quality of patient care. For San Francisco, the Fund covers all healthcare workers, with the exception of nurses.

Current participants in the Fund include City employees working at General Hospital and Laguna Honda. These employees attend schools throughout the Bay Area including City College, College of San Mateo, Solano Community College, Skyline College and Dominican University.

Details About the Fund

Eligibility
Eligible employees (1) work in a SEIU bargaining unit position at the Department of Public Health; (2) are regular full- or part-time employees eligible for benefits; (3) have completed the initial probationary period; and (4) meet other eligibility criteria that the training program or partner educational institution requires.

Core Programs & Services
Skills Assessment and Career Counseling - The gateway to services provided by the Fund including career seminars and one-on-one counseling. The goal is to identify and assess skills, interests, abilities and potential barriers and establish employee-centered career and education goals.

Career Preparation Courses – These are basic courses and prerequisites that help employees get their career started, especially in high demand fields. Examples – Anatomy, Physiology and Medical Terminology. They also offer tutoring and test preparation assistance.

Professional Development – Continuing education and specialty credentialing review courses offered to licensed professionals required to maintain their credentials or obtain advanced credentials.

Job-to-Job Training - Programs targeted to employees whose jobs are at risk of displacement. Programs provide re-skilling into an existing or newly created positions.

Nurse/Professional & Technical Education Stipend Program – Provides a limited number of stipends to allow employees enrolled in programs leading to high demand careers, such as nursing and radiologic technology, to reduce hours of work and focus on school.

Career Upgrade Programs – Intensive training programs provided depending on current and projected labor market demands. Examples include medical coding, nursing and radiologic technology.

For more information contact: SFGH – Fred Ryan; LHH – Jill LeCount; Jail Health & Primary Care – Gina Garcia.

— Donna Kotake

Insights

The Speed of Trust (Book Review)

Stephen M. R. Covey (Jr) begins this interesting discussion about trust with a look at the cost of low trust in our society. More rules, procedures, regulations and laws, established to control untrustworthy behavior. This applies to all kinds of organizations and individuals (including the guy who sues a restaurant after spilling hot coffee in his lap while driving and talking on his cell-phone- I made that up but you get the idea). As a result, everything takes longer to do, and in the end it undermines individual responsibility, competence, and self-sufficiency.

Covey proposes that as we become more dependent upon external forces (laws to organizations) to control behavior, the less likely we are to develop and rely on our internal moral compass. Interesting. Furthermore, he tackles this problem of building trust from the perspective of individual trustworthiness - what each of us can do to be trustworthy.

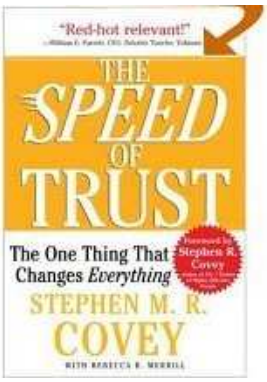
Trust is considered one of the key ingredients to healthy and successful relationships, personal and professional. If I asked an audience, "would you agree that trust is critical to all types of relationships" I would see lots of affirmative nods. But, if I ask this same audience to define trust and trustworthiness, the affirming nods quickly change to questioning looks and hesitation. The problem is, if we can't clearly define trust, than improving trust in relationships and organizations gets dicey.

Over the years, I learned to be skeptical of advice from other organization development specialists regarding the 'need to build trust' without concrete ideas about what trust is and how to do it. In this book, Covey does an excellent job defining trust and providing 13 concrete behaviors that demonstrate trust. These are real ideas and tips that anyone could do to improve their trustworthiness.

So what is trust and trustworthiness? Covey defines trustworthiness as a combination of character and competence. Character in turn, is a combination of integrity (my actions are consistent with my principles) and intent (my motives are straightforward and balanced between my needs and others). Competence on the other hand is a combination of capabilities (my abilities inspire confidences in others) and results (I achieve my commitments).

Covey suggests that there are at least 13 behaviors that we can practice that demonstrate trustworthiness to others. Here is a brief summary of those behaviors.

1. Talk Straight – Be honest, tell the truth.
2. Demonstrate Respect – Respect the dignity of every person and every role.
3. Create Transparency – Err on the side of disclosure.



4. Right Wrongs – Apologize when you are wrong and make restitution.
5. Show Loyalty – Give credit freely. Speak about others as if they were present.
6. Deliver Results – Establish a track record for getting the right things done.
7. Get Better - Continuously improve your capabilities.
8. Confront Reality – Lead courageously, address the tough stuff.
9. Clarify Expectations – Don't assume that expectations are clear or shared.
10. Practice Accountability – Take responsibility for results.
11. Listen First – Listen to understand before you speak to be understood.
12. Keep Commitments – Accomplish what you commit to.
13. Extend Trust – Extend trust abundantly to those who have earned your trust.

Covey demonstrates that trust isn't an idea or a feeling, it is a set of very specific behaviors we either choose to do or not. Interesting, useful, and worth considering.

— Teri Jourgensen

Employee Assistance Program — Brown Bag Workshops

The Employee Assistance Program (EAP) offers brown bag workshops from 12-1pm. These events are free to City employees and are held at the EAP office located at 1360 Mission Street, Suite 400. This quarter the following workshops are available:

Managing Our Emotions
Thursdays, July 17, 24, 31, August 7

Active Parenting of Teens
Wednesdays, September 3, 10, 17, 24

Consultation Group for Supervisors
Wednesdays, July 30, August 6, 20, 27 (no class on the 13th)

Kids, Drugs and What to Do About It
Fridays, August 1, 8, 15, 22

Questions or reservations may be made by calling (415) 554-9580. For a description of the workshops and dates, go to: www.sfgov.org/dhr >> Employee Services>> Employee Assistance Program