



WORKFORCE CONNECTIONS

QUARTERLY NEWS ON TRAINING & PERSONNEL TOPICS FOR CITY & COUNTY EMPLOYEES

What's Up in Workers Compensation?

Staff at the Workers' Compensation Division of DHR is excited about the upcoming transition to the latest version of the claims administration software system of the AON eSystems package. iVOS, as it is known, will bring dramatic changes to how staff manages cases; the most dramatic change will be the ability to go paperless. No longer will staff have to maintain cumbersome paper files and spend time performing data entry functions. Instead, the new system will allow

all documents to be scanned and attached to an electronic file.

Those electronic files will also allow for electronic transfer of information to attorneys and doctors, streamlining the process and reducing the need to make hard copies of documents. The new system will reduce the cost of mailing, copying and administering the City's workers' compensation claims, allow staff to work more efficiently and effectively, and improve the overall results of

the program. This is a large step in DHR's efforts to Go Green. †

— Priscilla Morse



New Leadership Certificate Program

Don't know about you, but it doesn't look like business as usual. Many departments around the city face shrinking resources, and unlike the private sector, often experience increased demand for services and products during economic downturns. This presents a significant dilemma for most managers and leaders in public sector organizations.

As the City's internal workforce development division, six months ago we asked ourselves two questions. What lies ahead and how are we going to respond? What lies ahead was obvious. The challenges facing the public sector will require extraordinary leadership. And although some individuals are blessed with natural leadership capabil-

ity, most of us develop these skills through hard work and dedication. We needed to help support this development, quickly.

In late May 2009, we will be rolling out a new leadership certificate program, entitled **Strategic Innovation in the Public Sector**. This program focuses on three critical learning challenges for developing leaders, how to influence and inspire others, how to build resilient and competitive teams, and how to realign our efforts on achieving the most important *job to be done*.

As Steven Covey (famous author of 7 Habits of Highly Effective People) says, for leaders to succeed today, they will need a new mindset, skill set, and tool set. The mindset is a critical shift

in the public sector from a focus on stability, commitment, and hard work (still important) to competition, resilience, and excellence (critical to future success).

I think what is so great about this program is that it is a culmination of some of the best and most innovative learning experiences available, from top certificate programs to custom designed programs using the latest literature and research, all with a deep understanding of the unique challenges of managing performance in the public sector. Visit our developing website for program details at http://www.sfgov.org/site/sfdhr_page.asp?id=101015 †

— Teri Jourgensen

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Workforce Connections

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A Note From the Director

As I write this note, the City's human resources professionals are operating in what may prove to be the most challenging period they have faced in their careers. We face budget constraints, position eliminations, layoffs, bumping, and concessionary labor negotiations. We are in the difficult position of navigating our complex civil service system, advising our departments as to required actions and possible alternatives, all the while trying to troubleshoot unique issues that perhaps were not contemplated when our system was developed. We are in the midst of a massive upgrade of the City's human resources information systems, requiring time, information and commitment from each of us that may seem in short supply. Finally, in a time of layoffs, there is typically an increase in the number of claims of discrimination and retaliation, and our own experience is no exception.

In the face of these challenges, it is sometimes hard to maintain a positive outlook. However, there is some good news. First,

the City has recently embarked on a second phase of Civil Service Reform efforts, and many of you have contributed suggestions that we have included in the project. It is our hope that these efforts will streamline and improve our ability to manage the City's workforce. In time, these efforts will simplify our human resource processes in ways that we hope will make your jobs easier and/or more fulfilling.

Likewise, our information systems upgrade, Project eMerge, will eliminate redundant and time-consuming processes, provide greater access to information, and allow employees to self-manage personal data and benefits enrollment. During the functional analysis and fit-gap processes—in which many of you participated—we identified customizations and improvements that will greatly enhance the new system's functionality.

The Department of Human Resources is your ally in responding to these challenges we face. Do not hesitate to contact us for assistance. †

— Micki Callahan

Civil Service Reform Update

In May 2005, DHR published a policy paper which had 45 recommendations for civil service reform. I am pleased to announce that DHR has achieved most of the reform recommendations.

Although DHR has made a great deal of progress in its reform efforts, we have received comments from our stakeholders that the City's personnel system continues to create obstacles to effective governance and administration. That is why we have launched Phase II of Civil Service Reform - "Unfinished Business." Beginning last spring, we convened a number of meetings with our stakeholders (including department heads, departmental personnel officers, HR managers, City managers,

exams analysts, DHR employees, etc.) over several months to identify new changes and reforms to further improve our human resource functions and make our personnel system less confusing, more responsive and provide some assistance in workforce planning. We have compiled a list of reforms based on input from our stakeholders, primarily geared to:

- ◆ Further modernize and streamline the hiring and promotive process to ensure that the City can hire or promote the best candidates in a timely and efficient manner.
- ◆ Enable the City to do a better job of managing performance and attendance.

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TOPP Center Dedication

On March 9th, the Department of Human Resources (DHR) hosted a reception to celebrate the opening of the Center for Testing of Occupational Potential and Performance. Dignitaries including Civil Service Commission President Donald Casper, Police Chief Heather Fong, Human Resources Director Micki Callahan and Assistant Deputy Director John Kraus made remarks about the origins of facility, the people involved in its development and the many uses this center will provide for the City and County.



The Center's acronym TOPP also honors Dr. Bruce Topp of DHR's Recruitment and Assessment Services section Public Safety Team: the man whose ideas, initiative and determination made the center possible. Bruce sought to expedite the public safety testing process, reduce the costs the City was paying to rent large spaces, and make it more convenient for the candidates by reducing the number of locations they must visit during the selection process. He successfully campaigned to establish a permanent test site. Through his vision and leadership, this good idea became reality for the City and County of San Francisco.

Bruce, working with Real Estate, identified potential sites, evaluated their suitability,



The Center has been used already for many of our police, fire and skilled trades exams.

and ultimately decided upon the Cesar Chavez location. He designed the layout, oversaw remodeling and attended to every detail to make certain the space would meet the City and County's testing needs.

The Center, located at 1740 Cesar Chavez Street, offers a well-appointed suite of testing rooms, including a written exam/training room with capacity for nearly 200 participants, over 20 computers in a computer lab, nine oral interview rooms and a conference room. In addition, the facility features parking, a reception area, a small kitchen and an attractive color scheme. It will be used by DHR for public safety tests, exams for general city jobs, as well as for

computer-based clerical testing. The Center has already been used for many of our police, fire and skilled trades exams.

City and County departments desiring to use the TOPP Center for testing, training, conferences, meetings or special events may do so for a nominal fee. For reservations, please contact DHR-PoliceExams@sfgov.org.

— Laura Dancer

Recruitment and Assessment Services

Experience, Training, and the Team Do Matter

The February 16th issue of *Workforce Management* magazine included an article on the lessons from Flight 1549, the jet that was heading out from New York's La Guardia Airport, and due to engine failure, landed in the Hudson River with crew and passengers safe. No matter what position you hold in the City, whether you provide child support services or payroll services, and whether you work directly with the public or support internal operations within your department, the following three lessons are worth examining and remembering.

Lesson No. 1: Don't ever discount the value of experience. Experience can bring smart, time-tested thinking to difficult business problems—the kind of thinking that can help organizations perform better during difficult times. US Airways Capt. Chelsey B. Sullenberger III's ... ability to rapidly size up the situation, weigh the various options and safely execute a seldom-tried emergency plan is testament to his many years of flight experience... Would all have ended so well if he had been downsized in a corporate cost-cutting move and replaced with a much cheaper, less experienced pilot?

Lesson No. 2: Training is important in good times and bad. Training is a line item that's easy to whack when budgets get tight, because it's not always easy to see its immediate payoff. That misses the point, however. Training is about getting people ready to execute and put their training to the test when the organization needs it most.

Lesson No. 3: It's all about the team... Sullenberger clearly knows that the best success is shared success. He has gone out of his way to make sure that his team [his entire flight crew] is recognized, because organizational success is rarely about an individual. It's a principle that too few managers understand, but one that we need a lot more of as we all struggle to keep our organizations afloat in these tough times.

So in these times, when we must do more with less, it's crucial that decisions are made strategically, that we balance the immediate needs with the future demands. That way, when things improve, we'll be prepared. (*Excerpts from Lessons from Flight 1549 by John Hollon, Workforce Management, February 16, 2009.*) †

Training Facilities

Based on availability, departments looking for off-site training facilities may be able to reserve rooms for a nominal fee. To check availability, call 415-557-4840.

New Training Facilities

With DHR's recent move to the fourth floor of 1 South Van Ness, the Workforce Development training team has gained a brand new training facility. The new training facility includes three dedicated training rooms named for San Francisco neighborhoods, including: the Castro Room, the Twin Peaks Room, and the Mission Room. City staff arriving for workshops may enter DHR's front counter area from 8:00AM, and sign in before proceeding to the training area, just

behind the front counter.

The WD training team is extremely excited to work in training rooms, which have a flexible layout for multiple seating arrangements, and a sunny lobby area for participants to relax and have coffee during breaks. On March 24th, the Workforce Development team hosted an open house to welcome City staff to the new facility and preview their new Leadership Certificate Program. †

— Amy Lilley

24-PLUS Graduates

New Supervisors & Managers
January 13-15, 2009



New Supervisors & Managers
February 10-12, 2009



Experienced Supervisors & Managers
March 10-12, 2009



Job Transition Program

In partnership with City College of San Francisco and the Mayor’s Office of Economic and Workforce Development (MOEWD), DHR is providing the Job Transition Services Program (JTSP) to City employees who are laid-off and/or displaced as a result of layoffs. The services include an Information and Orientation Session with a presentation on the City layoff process, and information about services available from City College, the Employment Development Department, MOEWD and the Health Services System. The JTSP services also provide three workshops to assist employees – Stress Management, Navigating Financing Change and How to Succeed in the New Job. These services are provided at no cost to affected City employees. For more information, contact DHR at wd.dhr@sfgov.org or 415 557-4840. †

— Donna Kotake

Participants practicing some of the **7 Habits of Highly Effective People** during the workshop.



**Workforce Development—
Training**

The Various Groups Impacted by Layoffs

Brown Bag Presentations

The Employee Assistance Program (EAP) continues its brown bag series from 12-1pm and is free to City employees.

Sandwiched In

Mondays, 4/13, 4/20, 4/27, & 5/4

EAP Discussions

Tuesdays, 4/21, 4/28, 5/5, 5/12, & 5/19

EAP Discussions

Wednesdays, 5/27, 6/3, 6/12, 9/17, & 6/24

Note: Check the EAP website for details on discussion topics.

Contributing as an Effective Team Member

Fridays, 5/1, 5/8, 5/15, & 5/22

Call (415) 701-5880

**Workforce Development—
Employee Assistance Program**

We generally believe being laid off can be a difficult experience. Uncertainty can breed fear, cause us to question our confidence, and put our resiliency to the test. Those experiencing a significant change likely go through predictable stages.

Denial – In this initial, short lived stage, the news we receive seems unbelievable. This is true for ‘good’ or ‘bad’ news. Quickly, though, we realize the news is true and we progress to the next stage.

Resistance – This stage encompasses all the feelings we have about the welcome/unwelcome change. Anger, relief, fear, sadness, worry, happiness...this mix of feelings can make this time seem even more unsteady. We know we cannot go backwards, but we don’t yet know how to move forward either.

Exploration – This stage is aptly named as we are now trying to figure out what we will do to reconfigure our new environment, finances, job, relationship... etc. This is a stage of speculation and trial and error. It is common for individuals to roll back and forth between Resistance and Exploration as new attempts bring new feelings.



Commitment – This final stage is when we have found and decided upon our approach to change. We know the preceding change is real, we have gone through the difficult feeling of accepting the change and we have set about our course to create the changes we deem needed to adapt to the new reality.

The City has provided a lot of useful services for CCSF employees being laid off.

One often overlooked group are the individuals who actually must inform the employees they are being laid off. In a recent study published in *The Journal of Employee Assistance*, 1st quarter 2009, *Minimizing the Impact of Layoffs on Front-line Managers*, it was noted that those managers and HR employees involved in informing employees they were being laid off, were, in many instances adversely impacted by this event.

As noted by the authors, “The paper also revealed that managers who implemented layoffs were more likely than other managers to report sleep problems as well as various symptoms of poor health, such as ulcers, headaches, and heart trouble, and to seek treatment from health professionals for such health problems.” Some negative health concerns were noted in some managers for up to three years following the layoff process.

Clearly, everyone is affected when an employee is laid off. The employee, the manager, HR, those working on the layoff team or working as DPO's for other departments, and the remaining employees all must grapple with the consequences of organizational layoffs. You can also discuss your feelings/concerns with your coworkers. This simple action can be very helpful in not carrying difficult feelings home. You can also know that the employees being laid off will make their way through this change, and the greatest majority will do so successfully.

Of course, remember the importance of self care. Get enough sleep, eat well, keep in contact with your social contacts and consider the valuable use of exercise. What can you do to help mitigate this stressful part of your job? Well, you can receive confidential counseling/consultation from the Employee Assistance Program (EAP).



— Jeff Lintner, MFT, CEAP

Project eMerge continues to break ground!

Building a human resources information system for a city of our size and complexity is a major undertaking. The Project has completed Discovery and we are actively designing the new system. In addition to actually creating an environment in which our technical team can begin to code and develop, in the next few months our teams will design the new processes within the system, create the foundation for configuring and testing the system, and determine the best approach to converting data. To guide us in all this work and to keep us on the same page, the team has written over 20 different types of strategy and plan documents. These documents are the roadmap for all the work that needs to be completed and how that work will be

done. Our Project Management Office (PMO) has the responsibility of keeping the development team, the infrastructure team, the functional team and the change management and training team all aligned and moving together towards our go-live date.

To keep all of you apprised of how the project is doing, what is going on and what to expect, the Project has launched a Project eMerge Newsletter. The inaugural issue went out March 2, 2009. If you did not receive your own copy, please send us an email at ChangeTeam.emerge@sfgov.org and put SUBSCRIBE in the subject line. †

— Martha Jensen

eMerge Newsletter

The next issue is due out April 2009. To receive your own copy, please send us an email at ChangeTeam.emerge@sfgov.org and put SUBSCRIBE in the subject line.

Recruitment Solution Taking Shape

Part of our job is to determine the best solution within the scope of the project to meet the business needs of the City. The Recruitment Team had multiple options to meet the needs of the recruitment process – keep JobAps, go with a 100% PeopleSoft solution, or have an integrated solution combining both. Last month, the Recruitment Team pulled together a sub-team of our Recruitment Forum to help make the decision. They used a tool called a Major Decision Framework (MDF), which included a summary of our existing situation with JobAps, analysis surrounding all three potential solutions, and a scoring mechanism to help the decision makers with their task of helping the project determine the best recruitment solution. The decision makers included project team members, stakeholders from DHR, and several members from PUC, MTA, Airport, Controller and GSA/DPW. The decision the team came to is discussed in the April issue of the Project eMerge newsletter. †



Change Champions Assemble Across the City

In an effort to build awareness of the project as well as build momentum to adopt the many changes that are accompanying the launch of PeopleSoft 9.0, your Change Management team has recruited Leaders and Champions from across the City. Almost every single department has a delegate coming to our first Change Leadership Summit and our Change Champion Assembly at the end of March. This is a first of its kind for the City and County of San Francisco! To read more about change management and our Change Champions, check out the April issue of the Project eMerge newsletter! †

Civil Service Reform

Continued from page 2

- ♦ Rationalize the City's separation policies and procedures to ensure that they: 1) meet operational needs; 2) are fiscally responsible; and 3) are consistent with best practices.
- ♦ Modernize and simplify the governance of our personnel system.

Next Steps

The Civil Service Commission (“Commission”) scheduled two special meetings on February 23rd and March 30th for DHR's presentation on those recommendations that will require a Civil Service Rule revision or Commission policy change. At the conclusion of our presentation, the Commission will hold a number of meetings to ensure full and open discussions with the public, employees and labor regarding those reform recommendations. Once the issues have been fully vetted through public discussion, the Commission will provide direction on which recommendations and/or policy changes it would like to pursue and direct

its staff to draft revisions to the Civil Service Rules for posting accordingly.

The Employee Relations Division will then assist in coordinating any meet and confer discussions with the City's labor unions as required by state law.

Once the final Rules are adopted, DHR will begin implementation-- by the end of summer through the end of the calendar year. In addition to pursuing Civil Service Rule changes, DHR expects to implement policy changes that fall under the purview of the HR Director, again after engaging in any required meet and confer process with our labor organizations.

Thank you in your continued support and efforts on the City's civil service reform efforts. I hope that the efficiencies and reforms that we achieve will enable us all to do our jobs more effectively and efficiently.

If you have any questions, please feel free to contact Jennifer Johnston, Chief of Policy, at (415) 557-4932. †

— Jennifer Johnston

Calendars

For a list of dates and times of 24PLUS and other trainings available through DHR, you can access the Training Calendar on-line by going to:

SFGov
 > DHR Home page
 > Employee Training
 > DHR Workshops

Equal Employment Opportunity (EEO)

Mediation Resources

The Center for Negotiation and Dispute Resolution (CNDR) of Hastings College of the Law is now offering free mediator resources to the City for the resolution of non EEO-based employee disputes. This is an outgrowth of successful, collaborative work with the Department of Human Resources' EEO Division to resolve selected types of discrimination complaints. Beginning in 2006, advanced law students, in two-person teams and under the supervision of Hastings faculty members, have mediated cases identified by EEO staff.

Mediation offers significant constructive benefits and outcomes for the City, as well as for the individual disputant parties. It promotes joint ownership of concerns and solutions by providing disputant parties

the opportunity to define and clarify issues, understand different perspectives, identify interests, explore and assess possible solutions, and reach mutually satisfactory agreements. As mediation regularly addresses the interpersonal issues at the core of a dispute, it often improves the relationship between disputants. This is particularly beneficial when the disputant parties will continue to work together.

Contact Samuel Schindler (557-4953) or Janie White (551-8903) in the EEO Division for information and coordination with personnel in Hastings' CNDR program, should you have an employee conflict in your area that you believe has the possibility of resolution through mediation. †

— Samuel Schindler