



WORKFORCE DEVELOPMENT

Municipal Government Accounting

For Spring 2008, City University is funding a customized accounting course to better prepare the City's accounting workforce. Over 30 City employees, representing 13 departments, are taking this Municipal Government Accounting course, a collaborative effort between City College faculty and the Controller's Office staff. Controller's staff have been working closely with City College's instructor, Daniel Johnson, on class content, which includes topics and examples specific to CCSF accounting practices.

The class covers both the theory and the practice of government ac-

counting and reporting. Throughout the semester, examples and exercises from the City & County of San Francisco are used to illustrate how government accounting theory and standards are actually implemented. In addition, experts from City departments discuss select topics (budgeting, bonds or grants, for example) and explain how accounting and financial information is used to help make decisions about various CCSF operations. This "real world" view is designed to supplement and enhance the experi-



ence and skills of participating accounting clerks, accountants, auditors, and administrative analysts.

Based on the success of this pilot class, we anticipate holding additional courses in the future. For additional information, visit: www.sfgov.org/CityUniversity @
— María Ryan



Department Specific Training and Organization Development Services



Have you ever wanted to hire a consultant, coach, or trainer quickly and didn't have time to go through the City's request for proposal and approval processes? Have you ever considered using the Department of Human Resources (DHR)? Over the past 30 years the DHR has offered city and county departments the opportunity to bring training and organization development initiatives into the department, frequently on-site, with a focus on the specific department's interests.

This type of work can be very effective in helping departments implement positive change initiatives. The work has included the following services:

- management and training staff
- Designing and administering department assessments and staff surveys
- Facilitating all types of meetings
- Facilitating process improvement teams
- Facilitating strategic planning events
- Performing training programs
- Planning and facilitating retreats including inter-departmental events
- Providing consultation on change initiatives
- Providing consultations and coaching on management issues
- Team building facilitations

- Coaching a department's training

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DHR Director's Corner

City Hall Fellows

In FY08-09, the City & County of San Francisco is proud to be hosting an inaugural class of City Hall Fellows (CHF). CHF is based on the highly successful Urban Fellows program in New York City. It will provide recent college graduates an opportunity to experience local government, and expose them to meaningful careers in public service. For the host cities, CHF bring their talent and energy to address some of the challenges that we're facing in local government.



CHF is a full-time, 12-month program that begins in August and ends the following July. The fellows will work on city projects for a host department. In addition, they will participate in a Civic Leadership Development program, which explores the history, politics, mechanics and structure of local government.



CHF have strong academics and writing skills, a proven record of leadership and community service and a demonstrated interest in public service. CHF gives preference to applicants who demonstrate personal ties to their host city. A sizeable percentage of fellows are expected to remain in local government for several years post-fellowship.

We look forward to welcoming the pilot class of CHF in August. ☐

— Micki Callahan

Save Up to 40% on Commute Costs with Commuter Benefits

If you receive a paycheck from the City and County of San Francisco, you can save up to 40% or more on transit and vanpool expenses through the Commuter Benefits Program! Here's how this program works. You can deduct up to \$115 per month from your paycheck, pre-tax, to pay for public transit tickets and vanpool fare. Deduct any additional amounts needed, post-tax, to cover the full cost of your tickets. Another \$220 per month, pre-tax, may be used to pay for parking at BART and Caltrain stations. Using pre-tax dollars to purchase passes means you experience a savings.

You simply select your passes and the amount is automatically deducted from your paycheck. Your passes are delivered to your home address before the first of each month. The program can be used for Muni,



BART, AC Transit, SamTrans, Golden Gate Transit, Caltrain, ferries or any other transit service in the Bay Area, as well as vanpools. Employees can change their deductions amounts from month to month, as needed. New employees will be able to enroll after they receive their first standard paycheck. Enrolling is easy and paperless. The deadline to enroll is the 10th of each month. Processing for this benefit can take up to 2 months so act now!

To sign up, go to www.myfbmc.com, where your SSN is your username and the last 4 digits of your SSN is your pin, or call FBMC's Customer Service at **1-800-342-8017**. For more information, call the Commuter Benefits Information Line at **(415) 355-3727** or email commuter-benefits@sfgov.org. ☐

— Vanessa Jew

Workforce Development Newsletter

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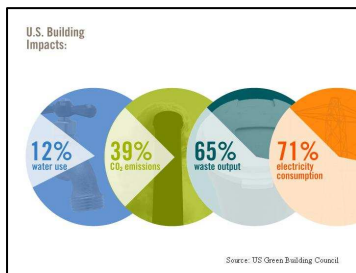
Department of the Environment: Green Building and the Integrated Design Process

San Francisco is a leader among municipalities with its requirement for all new municipal buildings, renovations and additions over 5000 square feet to achieve a LEED® (Leadership in Energy and Environmental Design) Silver certification from the US Green Building Council (USGBC). Now pending City legislation will require LEED or GreenPoint Rated certification for most private sector building projects. As San Francisco strives to improve the environmental performance of its buildings, green building training for City design professionals, planners and building officials is a critical need.

The Department of Environment provides entry-level and advanced green building training opportunities for City design professionals, administrators, planners, building officials, and finance officers:

LEED Silver and the Integrated Design Process

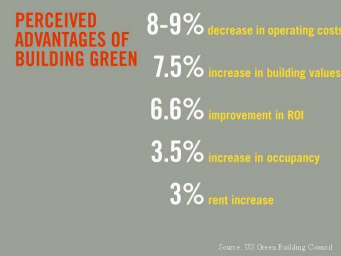
Integrated design creates synergies among architecture, engineering and construction disciplines that can elevate the environmental performance of buildings. An integrated design approach enables solutions to design problems and environmental challenges that are not possible in a linear design process. Creating buildings that heat, light, cool and ventilate themselves is very possible in our Mediterranean climate, and careful coordination between architects and mechanical engineers results in “right-sized” mechanical systems that support superior indoor environmental quality, while neutralizing initial costs. Additional green building synergies exist among structural, mechanical and electrical engineering, also landscape design, building energy and stormwater management, and materials



selection, ventilation rates and indoor air quality.

Managing the Cost of LEED

This workshop builds upon current research and explores the most universally applicable cost-saving strategies for LEED buildings. Despite the increased value placed on lifecycle cost analysis and savings over time, most public-sector capital outlay decisions are based



largely on initial cost. While it is important to search for ways to capture savings over time, it is also important to achieve green building goals within existing project budgets.

The USGBC offers in-depth training on the technical aspects of environmental building performance, and professional accreditation. A LEED Accredited Professional (LEED AP) has passed an exam and possesses the knowledge and skills necessary to participate in the design process, to support and encourage integrated design, and to streamline the application and certification process. Additionally, the Department of Human Resources in partnership with the Department of Environment are planning to offer several LEED training workshops specifically for City employees who will use this knowledge to better perform their jobs. Three of the most useful LEED training workshops for City staff are:

LEED for New Construction Technical Review

This full-day program is designed for those who have a basic knowledge of LEED and want to delve deeper into the technical requirements of the rating,

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A Fond Farewell But Not Goodbye

As you all may well know, Camille Meade, Training Officer, has recently moved to a new position in the Training Operation at the General Services Agency. Their gain is certainly our loss. Whether you know Camille as a friend, a colleague, or (if you have

had the good fortune) as an instructor, you can appreciate her depth of intelligence, commitment to helping others, and her gift to entertain. As an avid learner throughout her career with DHR, she continued to develop her capacity to contribute to our team

and our organization. On a personal note, I know I will miss her. I bid her a fond farewell, but not goodbye since I know we will remain friends, colleagues, and co-instructors. ☐

— Teri Jourgensen

Graduates of 24-PLUS for Supervisors & Managers

New Supervisors & Managers January 8-10, 2008



In alphabetical order: Cheung,Romena/Corral,Gloria/ Crume,Donna/Dempsey,Stephen/Farmer,Cynthia/ Gage,Robert/Hardy,Al/McMahan,Barbara/Michael,Paula/ Navarrete,Joy/Storti,William/Tapia,Guillermo/Wong,Eleanor/ Wong,James/Wong,Jeffrey.

Experienced Supervisors & Managers February 12-14, 2008



In alphabetical order: Barner,Juliane/Cheu,Brian/Desta,Hadas/ Dunlap,Bob/Fieldsted,Patricia/Gauger,Christopher/ Kats,Gregory/Lee,Patricia/Matthews,Melange/ Meisenbach,James/Navarro,Henry/Packer,Tracey/Peters,Craig/ Rauenbuehler,David/SantaMaria,Erlinda/Self,Melinda.

New Supervisors & Managers February 26-28, 2008



In alphabetical order: Baum,Betsy/Bernard,Halsted/ Bernstein,Kyle/Boland,Cherisse/Calderon,Luis/ Chatmon,Larry/Chan,Therese/Duran,George/Grieco,Anthony/ Hammons,Diana/Lauser,Lawrence/McDermott,Hugh/ O'Donnell,Valerie/Scaler,Martha/Solis,Nicole/ Starkweather,MaryGin

New Supervisors & Managers March 11-13, 2008



In alphabetical order: Bali,Parmod/Barcia,Karla/ Erlandson,Everett/Iezza,Carolyn/Ito,Darton/Kanbara,Mitzi/ Omran,Carmen/Paquette,Michael/Peace,Tanya/Putra,Max/ Sallaberry,Mike/SanAgustin,Patty/Shaiikh,Sajid/Siu,Karen/ Woo,Gloria

Quotes/ Stats/ Fun Facts: 24 PLUS and other training

Comments on “24 PLUS for Supervisors”:

- “Very helpful in both reflecting on positive and negative situations.”
- “Fun class, diverse topics, interesting information based on published articles.”

Comments on “Working with You is Killing Me”:

- “It was nice to meet other people with job frustration”
- “I enjoyed talking to people from different departments and hearing about their work conditions. Maybe my situation isn’t so bad.”

Comments on “7 Habits of Highly Effective People”:

- “I enjoyed the practical application to different areas of work and personal life.”

FY 2007-08

(7/1/07-03/31/08)

Top 5 Departments with 24 PLUS Graduates: New vs. Experienced Supervisors

24 Plus Experienced Supervisors		24 Plus New Supervisors	
Department	Graduates Count	Department	Graduates Count
SF Port	12	Recreation & Park	9
Treasurer/Tax Collector	5	Public Library	8
Child Support Services	5	Treasurer/Tax Collector	7
Public Defender	4	Public Health	7
Human Resources	4	Municipal Transportation Agency	7

It's Time for Vacation!!

Most of us have had the experience of needing a vacation after returning from our vacation. Vacationing can be hard work! Did you know that a 2002 Gallup poll found that:

- Most people experience a loss of sleep directly before, during and after a vacation.
- Many people go into debt to go on vacation.
- Over half of the people surveyed packed the day before and 10% packed the day of the vacation.
- 54% woke up early to leave on vacation resulting in the early sleep deprivation.

First, think clearly about your goals for your vacation. Everyone going on the same trip should have their input. Is the purpose of the vacation to relax, see family, go on tours, etc.? Taking small kids on an adult vacation, say a rail tour through Europe, may make for a miserable time. Conversely, older folks going to Disney World for a week may simply be too much.



Take the time to listen to what everyone wants to accomplish and try to find a vacation that will provide for multiple needs.

before or after the vacation simply to afford it, may create more stress and greater lack of sleep. Just the reasons you needed a vacation in the first place!!

Third, consider issues of safety and comfort. If a member of your family is afraid of water, then a cruise might not be a good idea. If your plans include a destination or an activity in which anyone is concerned for their safety, it is best not to dismiss these concerns. One anxious family member will likely drag down the enjoyment of others.

So, take the time to explore, discuss, budget and plan your next vacation with all those involved. A family or personal vacation in which everyone has a great time is something remembered forever. ☐

— Jeff Lintner

Let's face it, vacationing can be exhausting. So before you run off to paradise, remember these few ideas to help make your time more relaxing.

Second, consider how much you have to spend, then begin to make your vacation fit this budget. Having to work long overtime hours

Presenting Data and Information

I recently attended a one-day workshop here in San Francisco, *Presenting Data and Information*, given by Edward Tufte, Professor Emeritus at Yale University, where he taught courses in statistical evidence, information design, and interface design. He has written seven books on displaying qualitative informative, data analysis, and making presentations.

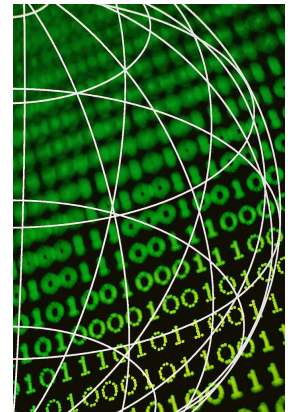
Given the multitude of services that we provide to the residents and visitors of the City & County of San Francisco, we, as City employees are constantly collecting data to perform analyses and inform decision-making. Our data must be accessible to various stakeholders, be they department representatives, the Board of Supervisors, Commission members, or the public. Below are some key points made by Tufte to consider in presenting your data.

Presenting Data

- The data should be rich to provide the viewer/audience with the evidence needed to make decisions. If the data is boring or limited, get better data.
- The type of information you have dictates the type of tool used to present the information. Do not begin with an application solution. Start with the

content, which is rich and complex.

- Maximize time spent on content, not on the design of a presentation. The information you present provides credibility to your arguments and recommendations. More time should be spent on getting quality data, than on what the presentation looks like (bells and whistles).
- The test of a good display is that it evokes a content response. The viewer takes it in and thinks about it.
- The way to clarify is to add detail; it provides context. Your data should have more than two dimensions.



Making a Presentation

Oftentimes a City staff member has a meeting with a manager regarding a program, implementation of a policy, research that has been conducted, etc. Decision-makers have limited time to learn about your findings and recommendations. In order to make

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Egonomics— A Book Review

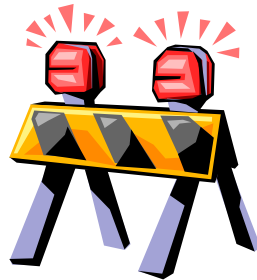
When you hear the word ego, what do you think of, or should I say, who do you think of? The jerk down the hall who acts so superior or the loyal team player who works hard and doesn't rock the boat? Authors David Marcum and Steven Smith of *Egonomics* suggest that both individuals exhibit classic early warning signs of ego out of control. Furthermore, Marcum and Smith also suggest that a healthy amount of ego is critical to success. "In the right amount, ego is inherently positive and provides a healthy level of confidence and ambition – driving out insecurity, fear, and apathy."

So what exactly is ego? It is not egotism. It is the recognition of self as distinguished from the selves of others. Individuals with a healthy ego are able to balance personal needs with the needs of others. In contrast, individuals with an unhealthy ego are more self-focused with little regard to the needs of others.

Marcum and Smith make the case that unhealthy ego surfaces in many different forms and costs us dearly in both our personal and professional lives. From trust and reciprocity in our relationships to quality and productivity in our organizations, ego hurts the bottom line. The good news is that we can detect the early warning signs of ego out of control and we can counteract them.

The Early Warning Signs

Being Comparative. While competition spurs energy, ambition, and innovation, sometimes it results in a preoccupation with winning. Being comparative can lead to a focus on just beating your opponent, and sidetracking us by setting the wrong goals, setting goals



too high or setting goals too low. As a result we end up wasting time, energy, and talent.

Being Defensive. When we are more intent on winning our point than surfacing the best idea, we have moved from spirited debate to defensiveness. Often our reasoning diminishes in our efforts to win and leads to inaccurate use of arguments and facts (exaggeration, understatement, manipulation and even fabrication).



Showcasing Brilliance. Remember the example of the superior jerk down the hall? This individual demonstrates an unhealthy ego by trying to be the center of attention wanting everyone to recognize their superiority. Ironically, this showcasing produces the opposite affect sought by this individual. Others not only reject their behavior, but in turn reject their ideas, diminishing the showcasers influence.

Seeking Acceptance. Finally, that loyal team player. Though this behavior is not perceived as self-centered, the individual is at least in part motivated by self-protection. No doubt individual personality has its' affect, some of us being more comfortable with confrontation and risk, others much less so. And as organizations, we often encourage this behavior when we reward cooperation over honest disagreement and debate. Bottom line, the cost to organizations in both quality and productivity is significant.

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Presenting Data

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these serious meetings more effective, Tufte recommends preparation with a seven-minute agenda based on discussing the problem at hand, who cares, and the solution.

- The staff member spends time creating a summary with tables and some highlights, laid out on one page only.

- At the start of the meeting, the staff member presents this document to the manager and allows him/her approximately



three minutes to read over and review the information.

- The remaining four minutes are used for the manager to ask questions and have a discussion regarding the data and findings.

For further details on workshops presented by Edward Tufte and his books, visit: www.edwardtufte.com

— María Ryan

DHR/Workforce Development Photos

Teambuilding Training Planning Department March 6, 2007



Bernita Burge, Training Officer, explaining the DiSC exercise to participants.



Participants reviewing flashcards with qualities that describe behavioral style at work.



Participants try to get rid of cards with qualities that don't describe their behavioral styles.



Final chance to get the right mix of flashcards

HR Pilot Program: Legislative Process March 27, 2007



Angela Calvillo, Clerk of the Board, gives an overview of the work she and her staff provide for the Board of Supervisors (BOS).



Kay Gulbengay, Deputy Director of BOS, explains the nuts and bolts of the City's legislative process.



Clare Leung, GSA, listens to a colleague.



Tom Burns, DHR, listens to the presentation.

Department of the Environment
Continued from Page 3

the building certification process and other implementation strategies. Using case studies and project profiles and interactive exercises, this is the most comprehensive review of LEED for New Construction v2.2 available.

Managing LEED Documentation

This half-day program is for design, construction, and operations professionals who want to build on their existing knowledge of LEED with in-depth instruction on LEED documentation.

Essentials of LEED Professional Accreditation

This online course covers how to successfully manage the project certification process using LEED for New Construction Version 2.2. You'll learn practical tips for using the rating system, interpreting LEED credits, and coordinating LEED projects. The course also includes learning exercises and sample LEED AP exam test questions.

San Francisco's Department of Environment maintains the

USGBC membership for all City and County of San Francisco employees, and ensures that member discounts are available for LEED training, LEED reference guides and LEED exam fees. For more information on green building training opportunities contact Mark Palmer, Department of Environment, at mark.palmer@sfgov.org or 415-355-3710. Information on LEED training workshops can be found here: <http://www.usgbc.org/DisplayPage.aspx?CMSPageID=283>

Information on GreenPoint Rated training for residential projects can be found here: <http://www.builditgreen.org/training-workshops-events> ☐

— Mark Palmer
Municipal Green Building Coordinator
Department of the Environment



Economics

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Solutions?

The authors propose that there are three principles of economics, which counteract unhealthy ego. These principles are worth considering and can be practiced as both individuals and leaders. Let's take a look at each.

Principle One – Humility.

Marcum and Smith would not define humility as a lack of one's self-importance but rather a healthy balance between over-confidence and no-confidence. This healthy balance enables an individual to be both confident about one's ideas and viewpoints, and yet retain a recognition that none of us are 'all-knowing'. The confident, yet humble individual is driven more by a desire for progress than self-validation.

Principle Two – Curiosity.

Genuine curiosity drives learning and progress. However curiosity requires both a desire to remain open to learning and a drive to



wards conclusion and application of that learning. A natural tension exists in human nature however, since *by nature* we are typically either more open to exploring or more driven to making decisions and taking action. You can easily see this tension in group decision-making processes with some participants wanting to spend more time brainstorming and analyzing and others pushing to make decisions and take action.

Principle Three – Veracity. Veracity is the tenacious pursuit of truth. It drives curiosity and hu-

mility and is the motivating force for learning and progress. It also challenges our current beliefs and the cultural barriers within our organizations are powerful. "If we view dissent as disloyalty, we've closed our mind." In order to break through these barriers we must learn to *hear down* and *speak up*. The hearing down folks (ok that is mostly management) need to be genuinely open to hearing and the speaking up folks (ok, that is really everyone and every level) need to speak up effectively. What does that mean? Well, essentially there are three critical steps to effective speaking up. These are: establishing permission, making your intentions clear, and being candid.

Finally, if breaking down the barriers to the pursuit of truth is critical to our success it is only useful if we are willing to change. In other words, "there is a clear difference in the power of knowing versus the discipline of becoming." ☐

— Teri Jourgensen

LEARNING OPPORTUNITIES

Supervision/Management Workshops

24-PLUS for Experienced Supervisors & Managers—\$600

3 or more years experience as a Supervisor/Manager
 Dates: April 8-10, June 10-12, July 29-31, August 19-21, September 30-October 2.
 Time: 8:15 AM—4:30 PM

24-PLUS for New Supervisors & Managers—\$600

Dates: May 13-15, July 15-17, August 5-7, September 9-11.
 Time: 8:15 AM—4:30 PM

Professional Development Workshops

Crucial Conversations: Tools for talking when the stakes are high—\$400

Date: May 20-21
 Time: 8:15 AM—4:30 PM

Special EAP Workshop: Conflict Resolution-Free

Date: April 18
 Time: 8:15 AM—4:30 PM

Focus: Achieving your highest priorities—\$200

Date: July 10
 Time: 8:15 AM—4:30 PM

The 7 habits of highly effective people-\$500

Date: June 3-5
 Time: 8:15 AM—4:30 PM

How to accelerate change implementation—\$125 (Free for 24 PLUS Alumni)

Date: April 23
 Time: 8:15 AM—12:30 PM

Using Progressive Discipline Successfully—\$200

Date: April 16
 Time: 8:15 AM—4:30 PM

Department Specific Training

Continued from Page 1

The DHR staff brings high-level skills and knowledge to these projects including experience in large group interventions, group decision making processes, graphic facilitation, collective problem-solving, performance-based approaches, and a wealth of effective group exercises and games that lead to important individual and organizational learning.

The value-added features of these services include an extensive knowledge of the public-sector work environment, the ability to act quickly, a stringent customer satisfaction evaluation, availability of follow-up services, below market fees, and expedited hiring and billing processes.

As you know DHR's training and Organization Development (OD) services are provided on a fee-for-service basis. There is never a charge for a meeting to explore whether DHR is the right fit for your department's needs.

Please contact Paul Van Houten, DHR's Director of Training and OD if you would like to talk about any project or the information in this article at paul.vanhouten@sfgov.org or at 415-551-8902. The Training and OD Unit is located within DHR's Workforce Development Division. ☐

— Paul Van Houten



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.

Forms may be downloaded from the DHR website:
http://www.sfgov.org/site/sfdhr_page.asp?id=50498



Employee Assistance Program **Department of Human Resources**

1360 Mission Street, Suite 400
 San Francisco, CA 94103
 (415) 554-9580 Fax: (415) 554-9590



APRIL THROUGH JUNE 2008

Reserve Space in All Groups By Calling 554-9580

No Sessions On City Holidays

All Classes will be held at 1360 Mission Street, between 9th and 10th Streets, unless specified below

Active Parenting (2 – 12 Year Olds) **A Six-Week Workshop**

Facilitator: Jean Crossman-Miranda, MFT, CEAP, SAP
 TIME: 12:00 to 1:00PM

Dates: Thursdays, 4/17, 4/24, 5/1, 5/8, 5/22, 5/29
 (no class 5/15)

Parenting takes a special sensitivity, lots of energy, and effective strategies. This skills-building and discussion group will address issues such as communication, the goals of child behavior, respectful discipline, responsibility, building courage and self-esteem, and problem solving - to help your child develop strength and character, and to help you to have a more rewarding and successful parenting experience.

Managing Our Emotions

Facilitator: Jean Crossman-Miranda, MFT, CEAP, SAP
 Time: 12:00 to 1:00 PM

Dates: Wednesdays, 5/7, 5/14, 5/21, 5/28

Strong emotions are both a cause of, and a result of, conflict. Emotions are natural and normal; it is how one expresses them that makes the difference. Anger, for example, can be an appropriate and effective behavior, but only when you express it by choice – and in a way that achieves a positive result. When feelings are intense, this creates added stress and makes it more difficult to express them clearly and without judgment. This class will help you experience and manage your uncomfortable emotions with confidence, and without guilt, criticism or blaming.

Dealing With Difficult People

Facilitator: Jeff Lintner, MFT, CEAP, SAP

TIME: 12:00 to 1:00PM

Dates: Tuesdays, 5/6, 5/13, 5/20, 5/27

We all have difficult people in our lives. Some difficult people are at work and some may be at home. But what makes them so difficult? And what can we do about it? Come to this four-session workshop and find out.

Balancing Work and Family

Facilitator: Jeff Lintner, MFT, CEAP, SAP

TIME: 12:00 to 1:00PM

Dates: Thursdays, 6/12, 6/19, 6/26, 7/3

Balancing work and family is a needed, but often difficult, task. We work eight hours in the workplace, then we work more hours at home. Come to this four-session workshop to learn what you can do to bring into better balance these two important areas of our life.

CALL 554-9580 TO SCHEDULE AN EAP ORIENTATION AT YOUR WORKSITE.