



Gavin Newsom
Mayor

Philip A. Ginsburg
Human Resources Director

MEMORANDUM
DHR No. 08-2006

Date: April 13, 2006

To: Department Heads
Personnel Officers

From: Philip A. Ginsburg
Human Resources Director

Subject: **Mandatory Supervisory Training**

A handwritten signature in black ink, appearing to read "Philip A. Ginsburg".

On August 15th, 2005, Mayor Newsom issued an Executive Order directing DHR to implement several key recommendations made in our May 2005 Civil Service Reform report. Among other initiatives, the Mayor instructed all departments under his direction to provide 24 hours of training to newly hired supervisors and managers within the first 6 months of employment, including training on performance planning and appraisals.

24 PLUS for Supervisors and Managers

I am pleased to announce the inauguration of “**24 PLUS for Supervisors and Managers**” (24 PLUS) beginning in May 2006. 24 PLUS includes an Orientation, 6 half-day modules, periodic roundtables and a post-training 360 degree assessment. The modules are designed to be attended in sequence. The series will include pre-work for each module that will eventually become a blended learning component utilizing e-learning pre-work and post-work. There will be a comprehensive final exam (open-book, pass/fail).

The inaugural sessions of 24 Plus are scheduled as follows:

- **May 2nd through May 4th**
- **May 23rd through May 25th**
- **June 20th through June 22nd**
- The 24 Plus schedule for fiscal year 2006-2007 will be published in early June.)

The following is a brief review of the Modules:

1. Orientation (1 hour)
2. Module 1: Managing Yourself (4 hours)
3. Module 2: Fundamental Supervisory Model (4 hours)
4. Module 3: Organizing Your Work and Managing Time (4 hours)
5. Module 4: Planning Performance (4 hours)
6. Module 5: Managing Performance (4 hours)
7. Module 6: Managing the Public's Interest (4 hours)
8. Final Exam (1 hour)

Following completion of the course, supervisors and managers will also receive post-training which includes:

- Supervisor’s Roundtable (2 hours) – a monthly meeting highlighting specific topics and engaging in collective problem solving
- 360 Degree Feedback (2 hours) – a web-based multi-rater feedback tool linked to modules administered 6 months after completion of training and a 2-hour session with a coach to work on a development plan

Who is Required to Attend 24 PLUS for Supervisors and Managers

Departments are responsible for identifying supervisory and management personnel who are required to receive 24 PLUS training. To assist you with this task, DHR will compile a draft list of employees to be considered for such training. You should carefully review and edit the list, adding and/or deleting any personnel as you deem appropriate. A list will be sent to you within the next few days. Below are guidelines to assist you in making a determination as to who should attend:

“Supervisor” is defined as: “Any individual having the authority to hire, transfer, suspend, lay-off, recall, promote, discharge, assign, reward or discipline other employees, or the responsibility to direct them or to adjust their grievances, or to recommend that action, if in connection with the above, the exercise of authority is not of a routine or clerical nature, but requires the use of independent judgment.”

“Manager” is defined as: “Any individual responsible for planning, directing and controlling the work of a group of individuals, monitoring their work and taking corrective action when necessary. Managers may direct workers directly or may direct supervisors who direct the workers. Managers may have the “Supervisor” authority as defined above.”

“Newly-hired” is defined as:

- (1) If an employee was a supervisor in one department and successfully passed the 24 PLUS series, then transfers to another department in the same job classification, attendance in the 24 PLUS is not required.
- (2) If an employee was a supervisor in one department and passed probation, then transfers to another department in the same job classification, but had never attended the 24 PLUS previously, then attendance in the 24 PLUS is required.
- (3) If an employee is promoted from one supervisor job classification to another, the department must make a determination as to the necessity of attendance in 24 PLUS. This determination is based upon the supervisor’s past experience and training.

Some city departments have their own supervisory and management training programs which, as long as the hours total at least 24 hours, will comply with the Mayor’s directive. Or, you may send your supervisors and managers to attend an outside supervisory/management training program instead of 24 PLUS, as long as the hours total at least 24 hours.

Tracking Successful Completion of 24 PLUS for Supervisors

Each department is responsible for accurately tracking compliance with this new training requirement. Additionally, DHR will track all supervisors and managers who attend 24 PLUS and will send reports to

departments as requested. Participants in 24 PLUS will receive a Certificate of Completion, which each department should place in the employee's personnel file.

Additional Training

24 PLUS will provide the fundamental competencies for supervisors. Not all competencies needed by a supervisor to be effective throughout their career will be covered in 24 PLUS. DHR will continue to offer additional Professional Development and "full" versions of the Supervisory workshops throughout the year. You may access the DHR Training Catalogue on our website.

AB1825 Harassment Prevention Training for Supervisors and Managers

As you know, the law requires employers with 50 or more employees to provide harassment prevention training to supervisors and managers of "at least two hours of classroom or other effective interactive training and education regarding sexual harassment." The law requires that all supervisors hired after January 1, 2006 must be trained within 6 months of hire. During the last 10 months, over 5,000 supervisors were trained Citywide.

Upcoming AB1825 Training

Beginning May 2006, the two hour mandatory harassment prevention training will be incorporated as a part of the 24 Plus workshop series.

There may be some supervisors (not newly appointed), who were not able to attend the AB1825 training last year. You may enroll those supervisors in the Harassment Prevention portion of the training only. This is based on a first-come, first-served basis and there will be a limit on the number of seats available. All AB1825 training will be coordinated by DHR's Workforce Development Unit.

2007 Follow-Up Training

Beginning in 2007, all supervisors who were trained in 2005 must be retrained. Additional information about this follow-up training will be distributed at a later date.

Limited Offer

DHR is offering two slots per Department in 24 PLUS at no charge, if you sign up your supervisors/managers between now and the close of business April 21, 2006 or until the workshop is full. The supervisors must attend the May or June workshop series. If the workshops are not completely filled, from April 24 – 28, 2006, this offer will be opened up Citywide (you may send additional supervisors/managers).

If you sign up your supervisors between May 1, 2006 and the close of business June 16, 2006 (or until the workshop is full) – your supervisors will receive the training at a 50% discount (\$250 per person). However, the supervisors must attend the May or June workshop series.

To sign up, fax a completed Enrollment Form (including the approval of the supervisor) to: (415) 551-8907. If you have any questions, you may contact DHR's Workforce Development Unit at WD.DHR@sfgov.org or call (415) 557-4840.