



WORKFORCE DEVELOPMENT

Let Them Eat Cake! 24-PLUS Celebrates One Year

On May 4th Workforce Development celebrated the one year anniversary of 24-PLUS. That's right, exactly one year ago the 3-day training program for new supervisors and managers was launched.

As alumni shared and implemented their new learning in the workplace, seasoned and experienced supervisors wanted to get in on the fun and viola 24-PLUS for experienced supervisors was born!

Both new and experienced supervisors joined in the festivities on May 4th

which included games, prizes, good food, and great company.

You all know how much we like games and giveaways. Photographs of classes decorated the room and prizes were given to people who could name every person in their class. Another prize was given to the person who could guess the number of supervisors and managers who attended 24-PLUS over the year. (think you know the answer? - see below)

Long Live 24-PLUS! ■
- Bernita Burge



Four Generations At Work

For the first time in history, four distinct generations are working side by side. The City is no exception as seen in the table below. With differing values and seemingly incompatible views on leadership, these generations have stirred up unprecedented opportunities for growth and achievement as well as difficulties and misunderstanding.

Organizations and people that are generationally savvy **value the differences** between people and look at **differences as strengths**. People of today's workplace generations possess characteristics that derive, in large part, from the political, social and economic climate of their youth.

Workplace tensions can arise when people of different generations don't understand each other. You can diffuse tension at work by learning about the differences among your colleagues, appreciating those differences and making an effort to interact with members of each generation in a way that suits their work ethic and communication style. ■

- Camille Anne Meade

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Four Generations of City Employees

| Generation | Miscellaneous | | Sworn | | Total | |
|----------------|---------------|-------|--------------|-------|---------------|-------|
| | # | % | # | % | # | % |
| Traditionalist | 936 | 3.9% | 20 | 0.5% | 956 | 3.5% |
| Boomer | 13,391 | 56.0% | 1,513 | 40.1% | 14,904 | 53.8% |
| GenXer | 9,360 | 39.2% | 2,198 | 58.2% | 11,558 | 41.8% |
| Millennial | 219 | 0.9% | 43 | 1.1% | 262 | 0.9% |
| Total | 23,906 | | 3,774 | | 27,680 | |

Source: HR Information System

Farewell and Good Luck Roma!

Roma Cusi, WD's Administrative Analyst (registrar, photographer, publisher, scheduler, and more) left us for a new job in the Controller's Office. We were extremely fortunate to have Roma join WD last year. She started as an administrator of the training functions of the unit, but her role expanded as she displayed her numerous skills and talents throughout her tenure here. We miss her, but we're happy that she's still working for the City. We all wish her good luck in her new adventure. ■

Workforce Development Newsletter

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Workforce and Succession Planning Workshops from the Institute for Management Studies

There are learning opportunities that some people may not know about. Every month a different training program is offered through the **Institute for Management Studies (IMS)**. The workshops are held on the 52nd floor of the Bank of America Building in the Carnelian Room. *Lunch is included*. The presenters are world class educators selected for their prominence in their fields. For people represented by MEA, the workshops are free.

MEA— For employees represented by MEA, the fee for the workshop is paid out of the management development fund and does not affect the individual's tuition reimbursement account. MEA members can sign up by calling the MEA office at 989-7244. There is no

additional paperwork. DHR pays IMS. Your department doesn't pay anything.

Non-MEA—Employees not represented by MEA can also attend the workshops. They must make arrangements to pay the \$325 fee (paid by the individual, tuition reimbursement or by the department). Non-MEA individuals can enroll by calling the SF IMS office at (925) 736-8059.

Workshops—There are several workshops coming up this year that have workforce and succession planning themes that link directly to developing the current and future workforce.

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Workforce and Succession Planning – Employee Involvement

Last month, DHR published the 2007 Workforce and Succession Planning Report. The purpose of the report was to emphasize that workforce and succession planning is an essential strategy for City Departments to plan for the years ahead. While the report provides data and guidance for developing a plan, what does it mean to you, as one of the 27,000 employees of the City?

Involvement

The best workforce planning efforts involve active participation of employees in the evaluation of the current work, competencies (knowledge and skills) necessary to get the work done, and assessment of future skill needs. Those involved in the work are in the best position to understand some of these issues. From taking part in focus groups, joining in unit discussions about operations, to talking one-on-one with your supervisor about the work you perform and your needs, you

are helping to develop yourself and others. You can serve as a catalyst for change and improvement.

Change

With the advent of the computer, the way we process requests in the City and provide services to our customers has changed dramatically. New technology, legislation, projects, and service needs are just a few variables that can impact our operations. Workforce and succession planning is an important proactive measure to assure that we have the necessary skills to accomplish our work in the future. It does not mean your job is in danger, you will be replaced, or you are not important. Instead it acknowledges that the work we do changes and we need to address the necessary knowledge and skills that accompany those changes. You can help prevent the loss of institutional knowledge, gain new skills to better serve San Franciscans, and help things run more smoothly.

So, when a team is put together at your department to develop a workforce and succession plan, and you are tapped on the shoulder for input, look at this as an opportunity to contribute to the future of San Francisco. ■

— María Ryan

2007 Workforce and Succession Planning Report

This report provides information on the state of the City's current workforce and provides a model to assist City departments in addressing workforce and succession planning issues.

The complete report may be downloaded from the DHR website:
http://www.sfgov.org/site/sfdhr_page.asp?id=49370

CU Pilots Customized HR Program for Personnel Analysts

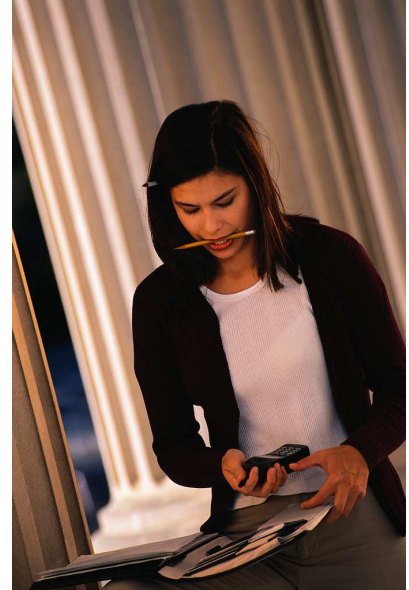
Over the past few years, a number of senior human resource managers throughout the City have retired and it is anticipated that this trend will continue over the next several years. This results in a loss of historical knowledge, expertise, leadership and experience in the human resources area. With this understanding, in conjunction with San Francisco State University-College of Extended Learning, a customized, CCSF Human Resources Certificate Pilot Program (Pilot Program) was developed for City University.

The goal of the Pilot Program is to offer a level of training which will provide the participants essential competencies and skills necessary to continue pursuing a career as a successful human resource

manager in a City department. Participants will be asked to evaluate all aspects of the Pilot Program for improvements and possible future expansion of the program.

The Pilot Program is an 18-month program is divided into two parts: Professional Skills training and City-Specific Human Resources training and Human Resources generalist training. The participants have already completed two of the Professional Skills classes—Management Skills and Consulting Skills. There are fifteen personnel analysts from seven City departments are participating in the Pilot Program. ■

- Donna Kotake



San Francisco Public Library

WHERE TRAINING NEVER STOPS

Staff at the San Francisco Public Library work with a simple and direct mission statement: to provide free and equal access to information, knowledge, independent learning and the joys of reading for our diverse community. And one of the first customers for this free flow of information is staff itself.

Training, coordinated through the Library Human Resources Division SFPL Training Program, continues nearly every week throughout the year with a series of core courses and an ever-changing group of newly designed workshops offered by staff, colleagues from other City/County departments, including DHR and Public Health; instructors from organizations such as Infopeople, which exists to provide training for staff of libraries throughout California; and special one-time events such as “The Future of Libraries, Part III,” which will be held in the Main Library on September 26, 2007.

Library staff at all levels face the daunting challenge of working to meet the needs of customers who have an insatiable appetite for information in a variety of forms—books, magazines, video and audio cassettes, DVDs and online resources. They rely on us not only to be aware of what is new, but to have a far-reaching familiarity with what has come before. To meet this challenge, staff has upwards of 50 workshops to choose

from every quarter. This includes basic training on all aspects of Millennium, the Integrated Library System which staff uses for a variety of purposes including providing information about Library collections; checking materials out and in from the Main Library and our 27 branch libraries; and handling reserves of San Francisco Public Library collections as well as materials available from other library systems.

There is also an active Health & Safety program which includes First Aid and CPR training, ergonomics sessions, disaster preparedness classes, conflict resolution workshops, and sessions on how to effectively work with those who are our most difficult customers; a wide variety of courses for managers and supervisors; and sessions designed to develop leadership skills among those interested in career advancement.

We continue to look for new and improved ways to meet our staff’s needs, and staff is never reticent about letting us know what needs to be offered next. ■

- Paul Signorelli
Director, Volunteer Services & Staff Training
San Francisco Public Library

Graduates of 24-PLUS for Supervisors & Managers

New Supervisors & Managers

April 10-12, 2007



In alphabetical order: Carol Beckett, Shellie Cocking, Karen Ennis, Lisa Golden, Jose Lebron, Wayland Lee Fidedela Martel, Donna Mori, Denise Sanderson, Jordanna Thigpen

New Supervisors & Managers

May 8-10, 2007



In alphabetical order: Jane Chan-Chua, Eddie Chin, Lucia Coronel, Robert Farrow, Daron Gee, Gus Gella, Maria de Vera, Tina Ko, Leslie Levitas, Lovely Lindsley, Jeff Lintner, Lorena Marquez, Dede Owens, Verwina Roble, Elizabeth Salazar, Dan Santizo, Heidi Sieck, Jon Worona

Experienced Supervisors & Managers

April 24-26, 2007



In alphabetical order: Rachel Antrobus, Florence Atangan, Denise Collins, Sam Dela Cruz, Elisa Dunseth, Christiana Duranczyk, Pablo Federico, Bill Lunch, Mike Mitchell, Richard Mo, Uday Prasad, Michael Saldanha, Nicole Sparks, Frederick Tizon, Joyce Wong

Experienced Supervisors & Managers

June 19-21, 2007



In alphabetical order: Christine Anderson, Steven Blasquez, Kit Chan, Sandy Christian, Irene Lee, Kevin Lyons, Sushma Magnuson, Judith Merrill, Mabel Ng, Byron Norris, Bill Schiavo, Steve Shames, Vallan Tyree, Louis Vallega

Treasurer/Tax Collector Experienced Supervisors & Managers

June 4, 11, 18, 2007



In alphabetical order: Darrell Ascano, Nicki Chinn, Robert Fletcher, Aleda Graham, Valerie Loo, Annie Low, Sonia Martinez, Francis Nguyen, Paulino Reyes, Margarita Rodriguez, Virginia Thomason, Janet Tolenada, Linda Trevino

24-PLUS Alumni Workshops

24-PLUS Alumni may attend specialized half-day workshops at no cost. The next series of sessions include:

- Using Progressive Discipline-August 14
- Conflict Resolution-September 4

Additional supervisory and professional development training is available to City employees. See page 8 for the updated schedule of workshops. ■

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Bridging the Gap

- Know who you are talking to.
- Learn to accept and appreciate another's perspective.
- Discuss expectations right away.
- Inquire about immediate tasks. How does doing "A" get you to "B"?
- Look at ways to cut bureaucracy and red tape.
- Don't be put off by overt ambition.
- Keep up with technology.



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Institute for Management Studies Workshops

July 12—*How to Identify and Develop Your Future Leaders*—Bill Hawkins. Learn how (and with whom) managers should spend their time to maximize effectiveness; and learn motivation techniques that will engage every member of the team.

August 23—*Reaching the Next Level: It's All About Motivation, Cooperation, and Trust*—Dr. Alan Zimmerman. Learn how to build a high-achievement, trust-filled culture to engage the entire employee.

September 18—*The Art of Coaching*—Dr. Gary Schuman. Learn how to use coaching to improve performance and retain talented employees.

December 12—*The Multi-Generational Workplace: How to Leverage the Power of Age-Diversity for the Competitive Edge*—Dr. Delorese Ambrose. Learn how to leverage generational diversity in the current workplace where four generations are working with differences in outlooks, values, communication styles, career expectations. ■

— Paul Van Houten

Generations

Traditionalists/Veterans/Builders - 1925-1942

Boomers: 1943-1960

GenXers: -- 1961-1981

Millenials/Nexters/Internet Generation - 1981-1999

Work-related Qualities Among the Four Generations

| | Traditional | Boomers | Xers | Millenials |
|---------------------------|----------------------------|---|---|---|
| Job Strength: | Stable | Service Oriented/ Team Players | Adaptable and Techno-Literate | Multi-Taskers and Techno-Savvy |
| Outlook: | Practical | Optimistic | Skeptical | Hopeful |
| Work Ethic: | Dedicated | Driven | Balanced | Determined |
| View of Authority: | Respectful | Love/Hate | Unimpressed and Un-intimidated | Polite |
| Leadership: | By Hierarchy | By Consensus | By Competence | By Pulling Together |
| Relationships: | Personal Sacrifice | Personal Gratifica- tion | Reluctant to Com- mit | Inclusive |
| Turnoffs: | Vulgarity | Political Incorrect- ness | Cliché/Hype | Promiscuity |
| Diversity: | Ethnically Segre- gated | Integration Began | Fully Integrated | No Majority Race |
| Feedback: | No news is good news | Once a year with documentation | Interrupts and asks how they are doing | Wants feed back at the push of a button |
| Work/Life Balance: | Need help shifting | Balance everyone else and themselves | Wants balance now | Need flexibility to balance activities |

Adapted from *When Generations Collide*, AMACOM 1999

City University Fall Offerings



As City University (CU) moves into its second year, the variety of classes funded under the program continues to increase. City employees have the opportunity to increase their skills sets by taking classes through our two partners, City College of San Francisco (City College) and San Francisco State University – College of Extended Learning (SFSU-CEL). Classes funded by CU are held at the partner campuses during the evenings or weekends and are at a reduced cost or no cost to City employees.

Now City employees can take classes online through City College. On-line classes

increases the availability of training for employees who live outside of the City, or for those who cannot attend classes during regular hours. With the initial May 16th start date, the short-term (6 weeks) courses are very popular; over 60 City employees are participating.

CU is currently developing customized City-specific training programs for employees in human resources management and accounting.

Details about classes and enrollment are available at www.sfgov.org/CityUniversity or you may contact María Ryan at 415-551-8948. ■

- María Ryan

Courses are available in:

- Accounting
- Writing
- Microcomputer Applications
- Oral Communications
- Interpersonal Skills

- Human Resources Management
- Project Management
- Purchasing
- English for Non-native Speakers
- GED

Submit a CU Approval form

Key Dates:

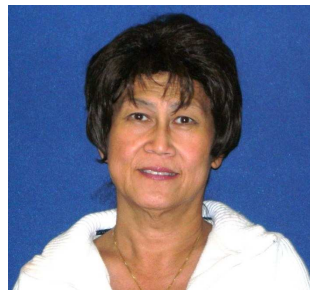
- Registration for Fall semester City College courses begin July 16th
- Registration for Fall semester SFSU-CEL courses begin August 1st
- Registration is monthly for 6-week long on-line classes

City Employees Complete Certificate Programs through City University

Over the Spring Semester, several City employees completed their coursework at San Francisco State University– College of Extended Learning, and received their certificates in the Project Management Program and the Human Resource Management Mini-Certificate Program. Departments will reap the fruits of their labor, as the employees pictured below use their new skills in their work and in future projects and positions. ■



Winnie Xie
Municipal Transportation Authority
Project Management Certificate



Myra Phillips
Municipal Transportation Authority
Human Resources Mini-Certificate

Roma Cusi
Controller's Office
Project Management Certificate



Amanda C. Lee
Human Services Agency
Human Resources Mini-Certificate



Kathy Knudson
Human Services Agency
Human Resources Mini-Certificate



NOT PICTURED: Project Management Certificate

- **Voltaire Almendrala**, District Attorneys Office
- **Damon Curtis**, Municipal Transportation Authority
- **Kim Stepney**, Human Services Agency

CONTACT US

WORKFORCE DEVELOPMENT UNIT

44 Gough Street
San Francisco, CA 94103
Phone: (415) 557-4840
Fax: (415) 551-8907
wd.dhr@sfgov.org

EMPLOYEE ASSISTANCE PROGRAM

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

Sandwiched In

Your parents are aging and need your help, and your children are not yet independent. You are a member of the "Sandwich Generation," caught between the needs of your parents and those of your children.

How can you prevent your children from getting lost in all the commotion of caregiving? First, be honest about your situation. Tell them what is happening, what you are feeling, and why you don't have much time for them. Encourage questions and answer them directly. Take time to listen to their concerns without minimizing or trivializing them.

Find ways to let your children know they are wanted and important. Set aside time just for them. Make a date to take your teenager to lunch. Take your younger child along to run errands, making sure to make a special stop at the park or toy store just for her. If he shows an interest in helping, give him a job. Even a very young child can bring Grandma her afghan and be rewarded with a thank you and a sense of doing something important and

helpful. An older child can read to Grandfather, or help him locate his missing eyeglasses.

It may be crucial to allow your child to refuse to help as well. It is important to teach and model responsible and caring behavior toward other family members, but it is also essential to respect a young person's decisions of how and when they can help. Adolescents, especially, may be uncomfortable with their own feelings of sadness and grief over the changes in a beloved grandparent. Others may be embarrassed by some of the physical aspects of a family member's care. A small child may be frightened by her Grandmother's agitated pacing and calls for help.

If the demands of caring for an elder parent who is ill or has dementia are causing you to feel overwhelmed and resentful, your family members will feel the effects as well. It may be time to call a family meeting of your immediate family. Allow each person to talk about their feelings without being judged. Work together to find ways to share tasks and responsibilities. If there are conflicts and unresolved problems, a family counselor can be helpful.

Article from the ©Family Caregiver Alliance



WORKFORCE AND SUCCESSION PLANNING

Brown Bag Presentations

July 6: 12-1 at 44 Gough Street
July 19: 12:30-1:30 City Hall, Room 278
July 23: 12-1 at Main Library,
Latino/Hispanic Room B

The EAP frequently refers City employees to the Family Caregiver Alliance when they seek eldercare resources. They can provide a family consultant to be a mediator or counselor at family meetings, or help you locate resources to help with caregiving so you have more time to spend with your spouse and children.

If you and your family are struggling to provide care for a family member and cope with other demands of family life, call the EAP at 554-9580 to learn more and for free, confidential counseling. ■

- Jean Crossman-Miranda, MFT

LEARNING OPPORTUNITIES

Supervision/Management Workshops

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

3 or more years experience as a Supervisor or Manager

Dates: September 11-13

Time: 8:15 AM—4:30 PM

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

Dates: August 28-30, October 9-11, November 6-8

Time: 8:15 AM—4:30 PM

24-PLUS Alumni Workshops—No Charge

Using Progressive Discipline—August 14

Conflict Resolution—September 4

Time: 8:15 AM—12:30 PM

Performance Planning & Appraisal—\$200

Dates: July 13

Time: 8:15 AM—4:30 PM

Using Progressive Discipline Successfully—\$200

Dates: September 25

Time: 8:15 AM—5:00 PM

PPA: The Performance Plan—\$125

Dates: August 15, September 27, October 17

Time: 8:15 AM—12:00 PM

PPA: The Performance Appraisal—\$125

Dates: August 15, September 27, October 17

Time: 1:00 PM—4:30 PM

Employee Development Funds—Tuition Reimbursement: Keep in mind that employees may utilize funds provided by their applicable MOUs every fiscal year for tuition, including these internal training programs. Forms may be downloaded from the DHR website:http://www.sfgov.org/site/sfdhr_page.asp

Workforce/Succession Workshops

Civil Service Oral Examinations:

Performing at Your Best—\$200

Date: August 22

Time: 8:15 AM—4:30 PM

Preview to Supervision—\$200

Date: August 14, September 6

Time: 8:15 AM—4:30 PM

Professional Development Workshops

Focus: Achieving Your Highest Priorities—\$200

Date: September 28

Time: 8:15 AM—4:30 PM

Great Telephone Customer Service—\$125

Date: August 21

Time: 8:15 AM—12:00 PM

How to Identify & Prevent Workplace

Harassment AB1825—\$50

Dates: August 31

Time: 9:00 AM—11:30 AM

Personality and Personal Success-MBTI—\$200

Date: September 27

Time: 8:15 AM—4:30 PM

Presentation Skills to Boards & Commissions—\$200

Date: September 5

Time: 8:15 AM—4:30 PM

Serving the Difficult Customer—\$125

Date: August 21

Time: 1:00 PM — 4:30 PM

The 7 Habits of Highly Effective People—\$500

Dates: September 18-20

Time: 8:15 AM—4:30 PM

Special EAP Workshop: Conflict Resolution—No charge

Dates: August 23, September 26

Time: 8:15 AM—4:30 PM



Employee Assistance Program
Department of Human Resources

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



JULY THROUGH SEPTEMBER 2007

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

Making Oral Presentations....for the Fearful

Facilitator: Jean Crossman-Miranda, MFT, CEAP, SAP
 TIME: 12:00 to 1:00PM
 Dates: Mon. & Tues., 8/13, 8/14, 8/20 and 8/21

Surveys show that fear of making presentations is second only to fear of snakes and spiders for many people. But it doesn't have to be anxiety provoking—it can actually be a painless and enjoyable learning experience for personal and professional development. This class will take you through the process of creating and delivering a presentation on any topic. Do you ever need to do a presentation for your job? Check out this class.

Class Size is Limited!

Effective Stress Management

Facilitator: Jean Cross-man-Miranda, MFT, CEAP, SAP
 Time: 12:00 to 1:00 PM
 Dates: Wed. and Fri., 9/5, 9/7, 9/12 and 9/14

We cannot eliminate stress, but we can lessen its impact. In this workshop you will learn the basics of stress management as well as develop a stress reduction plan that fits your needs and your busy schedule.

The Time Trap - Proven Strategies for Managing Your Time

Facilitator: Jeff Lintner, MFT, CEAP, SAP
 TIME: 12:00 to 1:00PM
 Dates: Wed., 7/25, 8/1, 8/8 and 8/15

Most people don't have enough time in the day, despite all the talk about time management, computers, e-mail, fax, voicemail, and all the other time savers we've adopted. But the time crunch has nothing to do with time; it was to do with our ineffective time strategies. This program uses practical, realistic solutions to help you develop strategies to be more productive, less prone to stress, and more in control of your life.

Preventing Burnout

Facilitator: Jeff Lintner, MFT, CEAP, SAP
 TIME: 12:00 to 1:00PM
 Dates: Thurs., 8/30, 9/6, 9/13, and 9/20

At times during our working life, we may experience a lack of motivation towards our work. We may go through periods where we engage less, care less and produce less on the job. This four-session class can provide you with tools to help you improve your attitude towards work and your ability to cope with work's day-to-day stressors. We will focus on four prime areas of empowerment: self-management, stress management, social support and skills building. By learning and integrating these four skills, you can effectively handle your feelings of burnout and create greater job fulfillment.



**Department of Human Resources
WORKFORCE DEVELOPMENT
JULY 2007 – JUNE 2008**

DHR USE ONLY
 Confirmed
 Registered (OnTrack)

WORKSHOP ENROLLMENT REQUEST FORM 07-08

1. WORKSHOP (One form for each workshop)

| | |
|-----------------------|----------------------|
| Workshop Title | Workshop Date |
|-----------------------|----------------------|

2. PARTICIPANT INFORMATION

| | |
|---|--|
| Participant's Name | Job Code (Class) Number & Title |
| City Department Number & Title | Interoffice Mail Address |
| Work Phone | E-Mail |
| FAX (Optional) | I have previously attended DHR workshops. Yes <input type="checkbox"/> No <input type="checkbox"/> |

3. SUPERVISOR'S APPROVAL

| | |
|----------------------------------|-------------------------------|
| Supervisor's Name (Print) | Supervisor's Signature |
| Phone | E-Mail |

4. PAYMENT INFORMATION

| | |
|--|---|
| <input type="checkbox"/> Existing DHR Work Order: <input type="checkbox"/> Other: | <input type="checkbox"/> If payment is not being made by the department, please include a check made out to <i>CCSF-DHR</i> . |
| Person Authorizing Payment | Job Title |
| Phone | Date |

5. ADDITIONAL WORKSHOP INFORMATION

Enrollments are on a first-come/first-served basis. You will receive an e-mail confirmation if you are enrolled in the workshop. Do not attend the workshop if you do not receive an e-mail confirmation. All confirmations are sent to the participant and the supervisor. If you want to modify this procedure, please note it here.

6. E-MAIL OR FAX COMPLETED FORMS

| | |
|---|--|
| E-mail forms to WD.DHR@sfgov.org FAX forms to DHR Workforce Development Workshops 415-551-8907 | Interoffice: #33 DHR Workforce Development 44 Gough St. San Francisco CA 94103 |
|---|--|

7. INFORMATION

Please call Workforce Development (415-557-4840) if you have any questions regarding DHR's Workforce Development Workshops. DHR Workforce Development Workshops Schedules and Enrollment Forms are available at www.sfgov.org/dhr.