

Directorate General of the Personnel Administration  
Executive Yuan, Taiwan

City and County of San Francisco Department of Human Resources



## Meeting Agenda

- ▣ Welcome and Introductions
- ▣ Snapshot of the City & County Structure
- ▣ Human Resource Management
- ▣ Training Programs

## Snapshot of the City – The Civil Service System

- ▣ What is the merit system and how does it affect public policy?
- ▣ Fundamental principles:
  - Government jobs awarded based on fair and open recruitment and competition
  - Employment practices be free of political influence
- ▣ San Francisco Civil Service Commission
  - One of the oldest in the country, pre-dated only by a few years by Chicago, New York, and a few other Eastern municipalities
  - CSC offices opened January 8, 1900

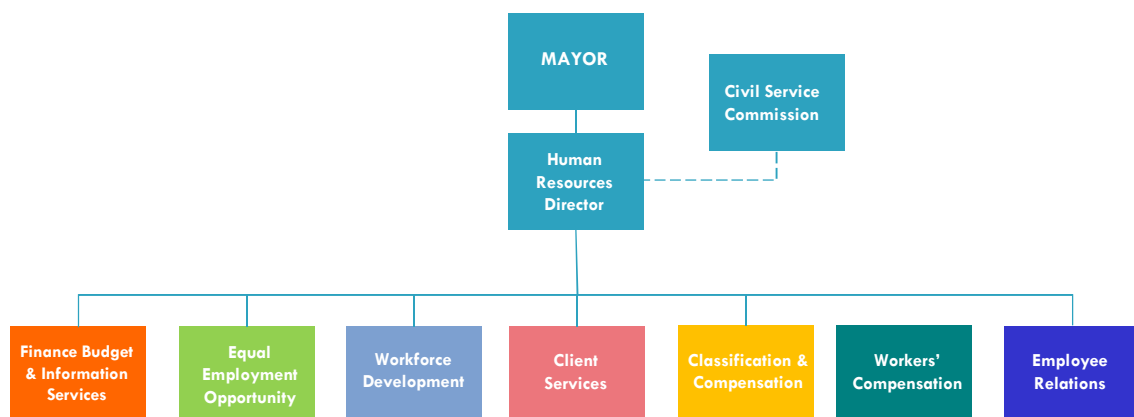
## Snapshot of the City – The Numbers

- ▣ What does it mean to be a City and County?
- ▣ 60 Departments
  - Varied size
  - Range of services – City services like Police and County services like Sheriff and Human Services
  - 70 difference advisory boards, commissions, task forces and workgroups
- ▣ Workforce of 30,000
  - Largest employer in the City
  - 1,100 different kinds of jobs
  - Employees represented by 27 labor unions

# Human Resource Management

- ▣ Guiding rules
  - City Charter and Administrative Code
  - Civil Service Rules
- ▣ Central agency vs department control
- ▣ Appointing officer authority

## Department of Human Resources



## Department of Human Resources

- ▣ Mission: To use fair and equitable practices to hire, develop, support, and retain a highly-qualified workforce.
- ▣ DHR administers the City's civil service system, ensures payment of workers' compensation benefits to injured employees, negotiates and administers labor agreements with the City's labor unions, ensures equal employment opportunities for employees and applicants, and trains, develops and manages the City workforce.

## Workforce Development

### Training HR Professionals

## Goals

- Increase standardization of HR best practices across 60 City Departments
- Ensure that all HR Professionals in the City have a big picture view of all HR functions

## Three Programs

- HR Analyst Development Program
- HR Essentials Online Program
- HR Academy Instructor Led Program

# HR Analyst Development Program

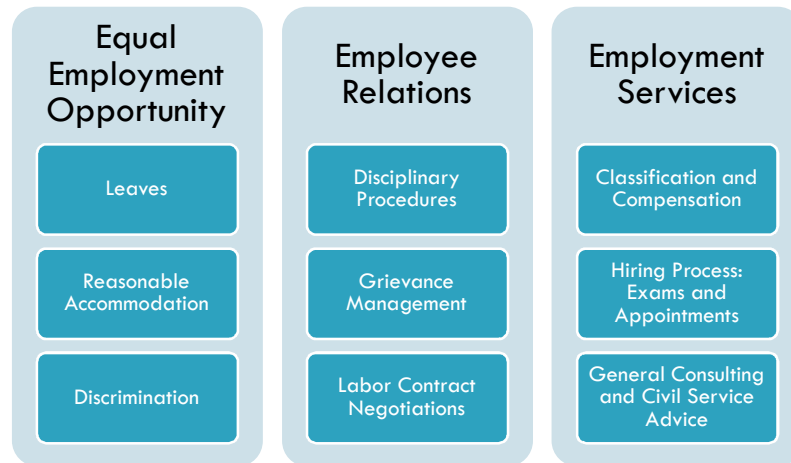
- **Target Audience:** Newly Hired HR Analyst Trainee
- **Program Goals:**
  - ▣ Well rounded HR generalists, well-versed in the City's policies and procedures
  - ▣ Operational on Day 1 upon graduation



## General Program Structure

- Competitive exam process to enter as trainee
- 12 month program
  - ▣ 5 months classroom training
  - ▣ 7 months practicum at participating departments
- At program completion: compete for HR Analyst eligible list

# Program Content



HR Analyst Development Program

# Classroom Component

- ❑ Curriculum written and led by Subject Matter Experts from Central HR Office
- ❑ Lecture, case studies, interactive assignments with feedback



HR Analyst Development Program

## Practicum Component

- ❑ Structured Practicum
- ❑ Designated practicum coach at participating departments
- ❑ Rotation of 18 calendar days at each department



HR Analyst Development Program

## Additional Program Components

- ❑ Mentoring and Coaching (DHR Mentor, Practicum Coach)
- ❑ Professional Development Training
  - ▣ Software: Excel & Visio
  - ▣ Meeting Management, Writing
- ❑ Ongoing evaluation and standardize performance ratings
- ❑ Regular presentations to steering committee

HR Analyst Development Program



## Summary

- Piloted 2014-15
- Program to start in September 2016
  - ▣ 11 Trainees requested
  - ▣ 8 Departments

HR Analyst Development Program

## HR Essentials

- **Target Audience:** HR Professionals across the City
  - ▣ HR Trainees
  - ▣ HR Analysts
  - ▣ Senior HR Analysts
  - ▣ HR Managers
  - ▣ All DHR Staff



HR Essentials Online Training

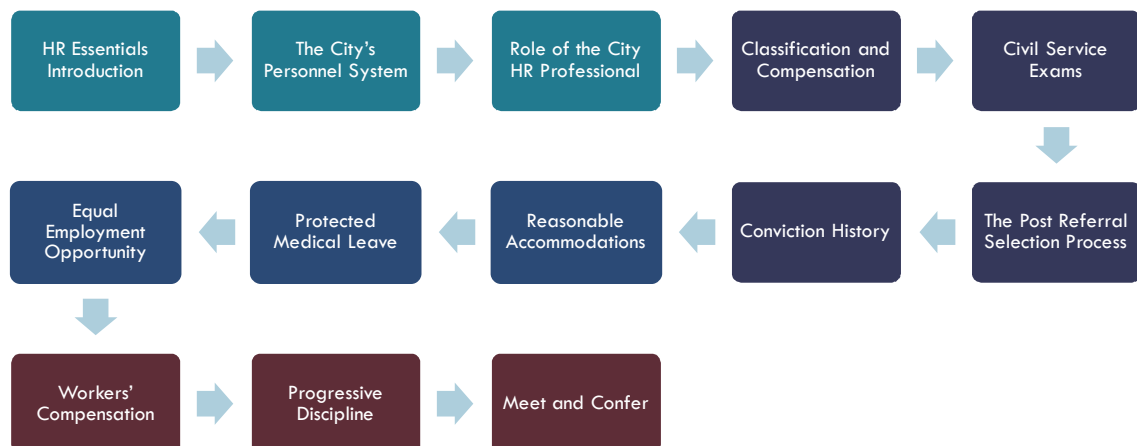
# HR Essentials



- ❑ Online training on demand
- ❑ New modules launched monthly
- ❑ Currently 562 HR Professionals automatically enrolled
- ❑ HR professionals select the modules they want to view through learning management system

HR Essentials Online Training

## HR Essentials Modules



HR Essentials Online Training

# HR Academy Training

- ❑ **Target Audience:** Current Citywide HR Analysts
  - ▣ HR Analysts
  - ▣ Senior HR Analysts



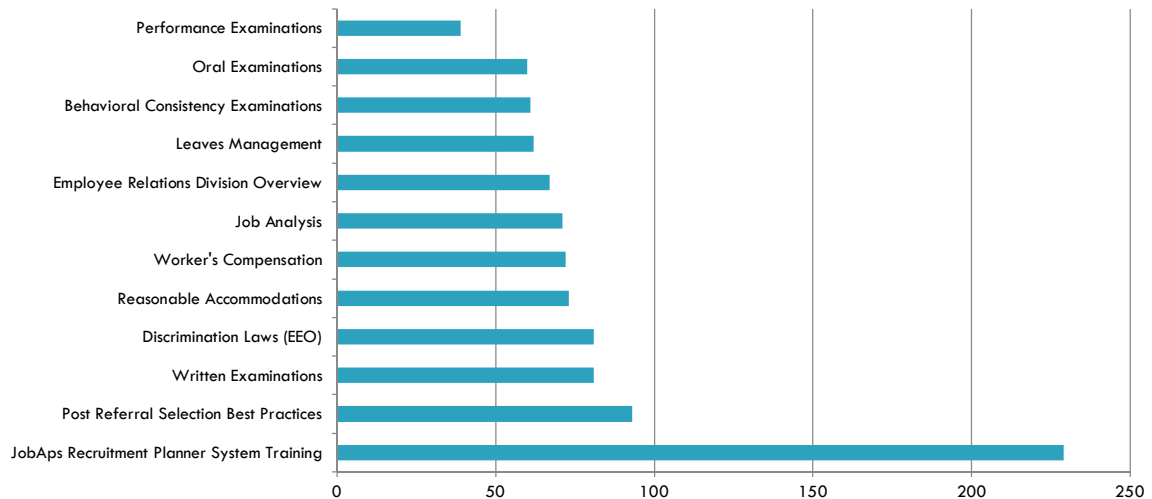
HR Academy Training

# HR Academy Training

- ❑ Instructor Led
- ❑ Self Selection / Self Register
- ❑ HR Essentials may be pre-requisite for some workshops
- ❑ Certificate for completion of all workshops

HR Academy Training

## HR Academy Attendance by Subject



HR Academy Training

## Citywide Performance Management




- ☐ Self Management
- ☐ Performance Planning
- ☐ Performance Appraisal
- ☐ Coaching
- ☐ Performance Improvement
- ☐ Discipline



- ☐ Building Rapport
- ☐ Setting Expectations
- ☐ Coaching
- ☐ Documentation

# Citywide Performance Management



CITY AND COUNTY OF SAN FRANCISCO  
DEPARTMENT OF HUMAN RESOURCES

## Performance Plan and Appraisal Report

**I. EMPLOYEE IDENTIFICATION INFORMATION**

1. LAST NAME, FIRST NAME, INITIALS	2. JOB CODE NUMBER AND TITLE	3. STATUS <input type="checkbox"/> Permanent (PCB) <input type="checkbox"/> Probationary (PBO) <input type="checkbox"/> Temporary Employee (TBO) <input type="checkbox"/> Temporary Civil Service (TCS) <input type="checkbox"/> Limited Term Appointment (LTA) <input type="checkbox"/> Seasonal Employee (SE)
4. WORK LOCATION & DIVISION	5. DEPARTMENT	6. NEW HIRE OR REPORT <input type="checkbox"/> New Hire <input type="checkbox"/> Dep't. Review Period <input type="checkbox"/> Probationary <input type="checkbox"/> Reinstated
7. RATING PERIOD		8. EVALUATION START AND END DATE

### PERFORMANCE IMPROVEMENT PLAN

**Employee Name:** \_\_\_\_\_  
**Employee Classification & Title:** \_\_\_\_\_

**Purpose:** Your performance is currently below competent and effective and does not meet the primary objectives for this position. The key areas that need improvement are listed below. This performance improvement plan has been established to provide you with a tool to focus on areas that need improvement. Improvement is necessary in order to successfully meet the requirements of this position. This performance improvement plan provides up to three rating periods with formal review at the end of each rating period. The duration of the performance improvement plan may be extended as necessary.

PERFORMANCE NEEDING IMPROVEMENT	PERFORMANCE PERIOD			SUPERVISOR COMMENTS
	Period 1 Start Date: _____ End Date: _____	Period 2 Start Date: _____ End Date: _____	Period 3 Start Date: _____ End Date: _____	
1. Performance Improvement Area is: _____ GOAL: _____	Met Goal? <input type="checkbox"/> Yes <input type="checkbox"/> No	Met Goal? <input type="checkbox"/> Yes <input type="checkbox"/> No	Met Goal? <input type="checkbox"/> Yes <input type="checkbox"/> No	Period 1: _____ Period 2: _____ Period 3: _____
2. Performance Improvement Area is: _____ GOAL: _____	Met Goal? <input type="checkbox"/> Yes <input type="checkbox"/> No	Met Goal? <input type="checkbox"/> Yes <input type="checkbox"/> No	Met Goal? <input type="checkbox"/> Yes <input type="checkbox"/> No	Period 1: _____ Period 2: _____ Period 3: _____
3. Performance Improvement Area is: _____ GOAL: _____	Met Goal? <input type="checkbox"/> Yes <input type="checkbox"/> No	Met Goal? <input type="checkbox"/> Yes <input type="checkbox"/> No	Met Goal? <input type="checkbox"/> Yes <input type="checkbox"/> No	Period 1: _____ Period 2: _____ Period 3: _____
4. Performance Improvement Area is: _____ GOAL: _____	Met Goal? <input type="checkbox"/> Yes <input type="checkbox"/> No	Met Goal? <input type="checkbox"/> Yes <input type="checkbox"/> No	Met Goal? <input type="checkbox"/> Yes <input type="checkbox"/> No	Period 1: _____ Period 2: _____ Period 3: _____

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# Management Leadership Development

*Fall 2016 Program Schedule*

**Nomination Forms Accepted: June 1, 2016 – July 1, 2016**  
**Acceptance Notification: July 11, 2016**

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**Communicating for Success**  
 September 21 & October 5 / 9:00am–4:00pm  
 Facilitator: Dr. Frank Benest, Consultant, Trainer, formerly served as City Manager in the Cities of Palo Alto, Brea, and Colton, CA  
 Guest Speaker: To be announced.

**Coaching for Execution**  
 October 20 & 21, 2016 / 9:00am–4:00pm  
 Facilitators: Amy Lilley, Training Manager, Department of Human Resources

**City Leadership Forum**  
 November 2, 2016 / 1:30pm–4:00pm  
 Panelists to be determined


**Facilitation Skills: A Leader's Toolkit**  
 November 9 & 16 / 9:00am–4:00pm  
 Facilitator: Amy Lilley, Training Manager, Department of Human Resources

**Final Session & Graduation**  
 December 7, 2016 / 9:00am–12:00pm  
 Facilitator: Amy Lilley, Training Manager, Department of Human Resources

**Please Note:** Some pre-work will be required between sessions and individual coaching will be scheduled in October and November.

MEA represented employees may also choose to use professional coaching services as part of the Leadership Development Program.



**CCSF & MEA  
Leadership Development Program**



*"The course moves those managers with strong technical backgrounds to the next level, allowing them to become leaders."*

*"There is a direct and immediate return on investment. For each minute spent in this class, you will gain a minute of efficiency and effectiveness."*

*"This program gave me a paradigm shift in my perspective. It helped me to be able to pull myself out of the details of an event and be able to help direct a positive resolution."*

Sponsored by the City and County of San Francisco Department of Human Resources and the Municipal Executives Association

## Professional Development

- Customer Service Skills
- Project Management
- Productivity
- Presentation Skills
- Facilitation Skills
- Meeting Management

## City University

- Partnership with local educational institutions
  - ▣ Self-Directed
  - ▣ 1-2 Day Programs
  - ▣ Semester Long Programs
  - ▣ Certificate Programs

## Training Formats

- Instructor-Led Sessions
- Web-based Learning
- Blended Learning
  - ▣ Students learn a portion of the material through online format, at their own pace, and learn the rest through more traditional session.
  - ▣ Allows more time for group discussion and instructor feedback during session

## Blended Learning Sample Format

- 2 online modules to be completed before attending class.
- In person session working on case studies of concepts learned online.

# Online Learning Development

- Use of Adobe Captivate
- Instructional Design Principles
  - ▣ Clear, concise information
  - ▣ Interactivity

