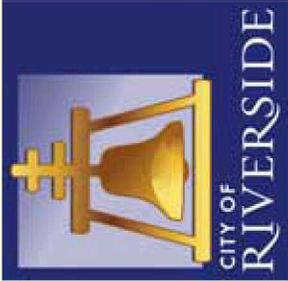


Human Resources Board

***Annual Report to
City Council***

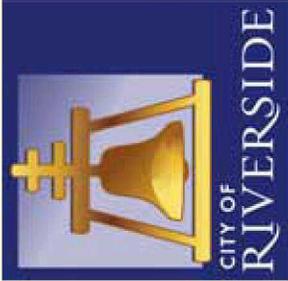
July 22, 2008



Establishment of HR Board

The HR Board was established by City Charter to:

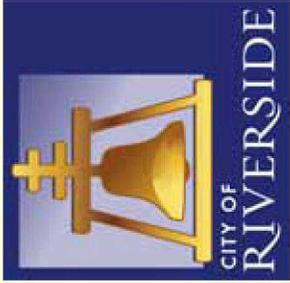
- Recommend to the City Council, after a public hearing, the adoption, amendment, or repeal of personnel rules and regulations
- Act in an advisory capacity to the City Council on matters concerning personnel administration



Current HR Board Members

- Erin House, *Chair*, Ward 6
- Ellie Bennett, *Vice Chair*, Ward 1
- Rosetta Runnels, Ward 1 (At-large)
- Arthur Butler, Ward 2
- Bob Gordon, Ward 3
- Robin Treen, Ward 4
- Jackalyn Rawlings, Ward 5
- Norman Powell, Ward 7
- Woodie Rucker-Hughes, Ward 7

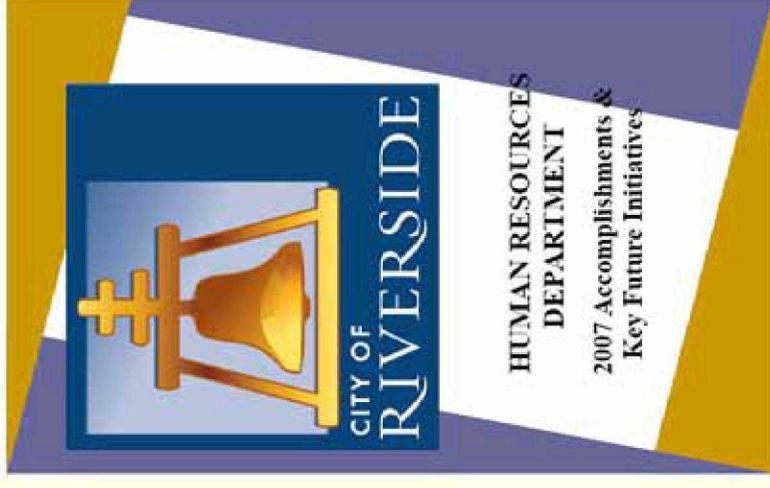


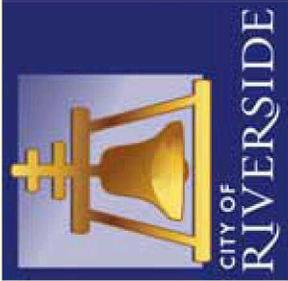


HR Department Presentations/ Achievements

The HR Board heard presentations highlighting achievements from the following divisions within the Human Resources Department:

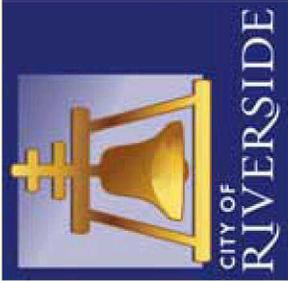
- Administration
- Benefits
- Classification & Compensation
- Employee Relations
- Recruitment & Selection
- Training & Development





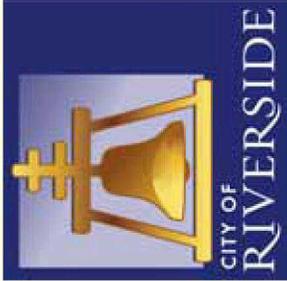
HR Board Accomplishments

- HR Board served in an advisory capacity related to the review of three (3) Human Resources Policies and Procedures and subsequently submitted to City Council for adoption the following policies:
 - Reasonable Accommodation
 - Pre-Employment Medical Examinations
 - Random Drug and Alcohol Testing for Employees with Commercial Driver's Licenses
- HR Board conducted an audit of employee relations files and record keeping practices and found them to be legally compliant and cost efficient.



HR Board Accomplishments

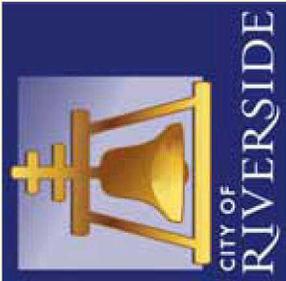
- The HR Board heard EEO statistics from five (5) City departments, including:
 - Development Department
 - Fire Department
 - Parks, Recreation and Community Services Department
 - Police Department
 - Riverside Public Library
- HR Board revised the questionnaire used by Departments to monitor EEO compliance.



EEO Statistics

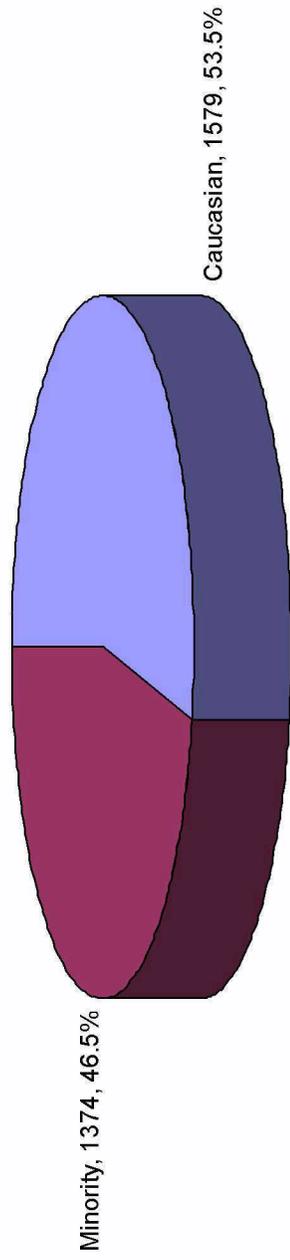
The HR Board has remained vigilant in providing a forum for departments and the public to address diversity and employment statistics:

- Management EEO Statistics
- City-wide EEO Statistics

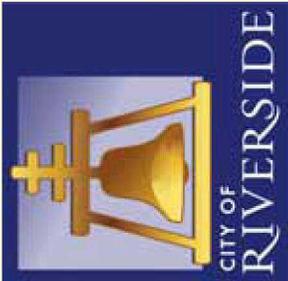


Citywide EEO Statistics

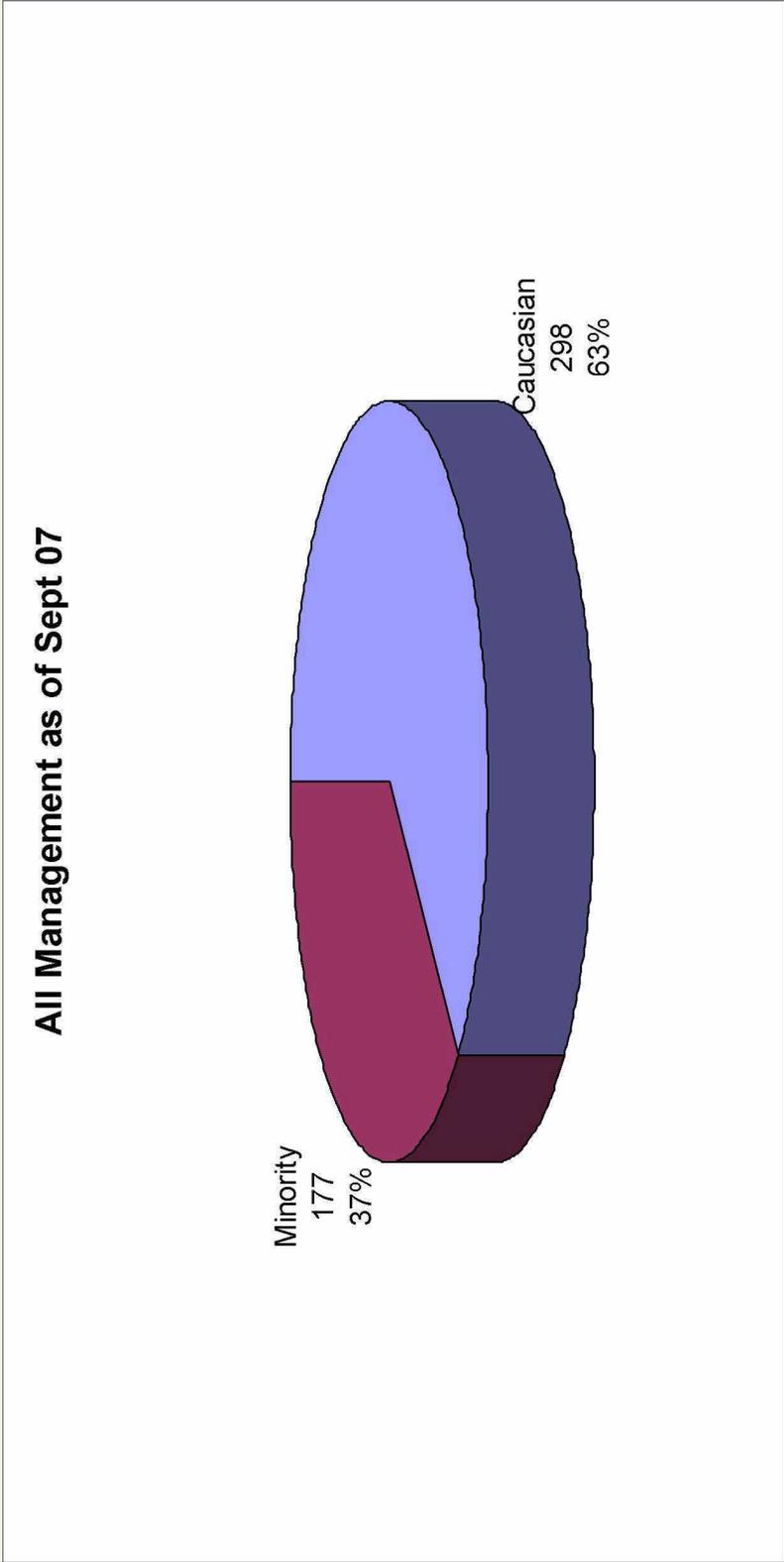
Citywide All Employees as of Sept 07



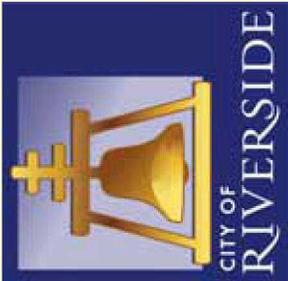
Profile of Citywide workforce as of September 2007 was
46.5% minority



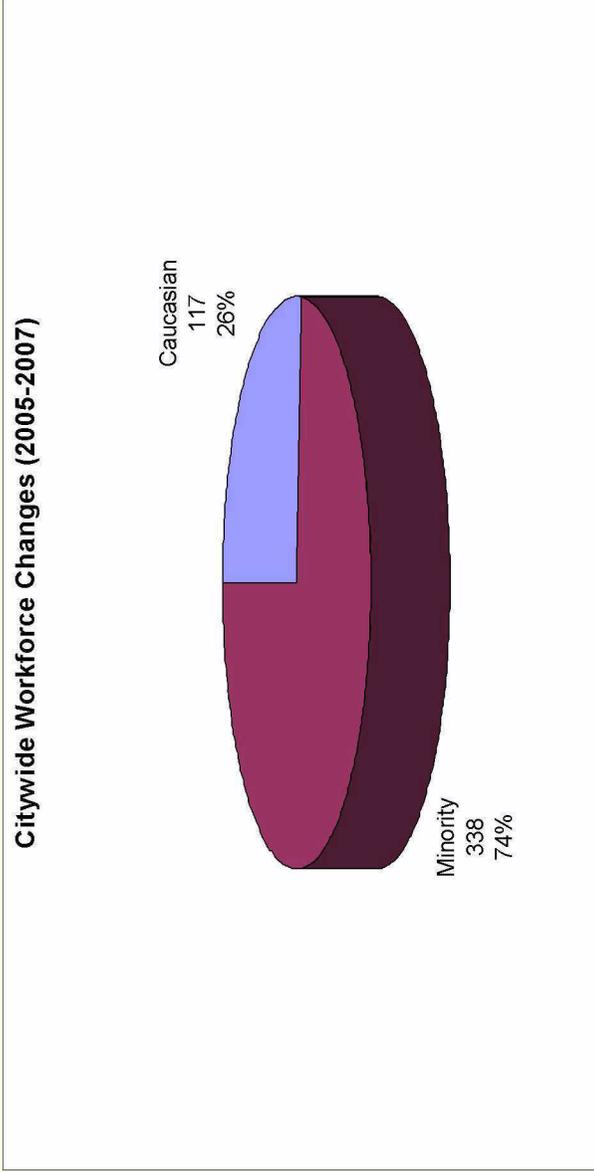
Management EEO Statistics



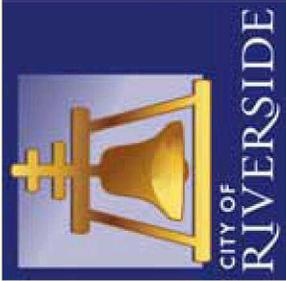
Profile of management workforce as of September 2007 was 37% minority



Citywide EEO Changes



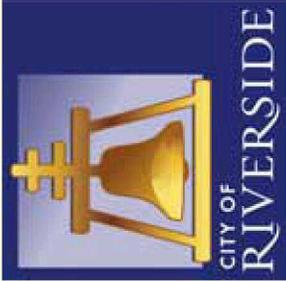
The Citywide minority workforce increased from 41.5% in June 2005 to 46.5% in September 2007. Of all additions to the City's workforce between 2005 and 2007, 74% were of a minority status increasing the City's total minority workforce to 46.5%



HR Board Action

The HR Board conducted an open forum for the public, Police Department and the City Manager to present their points of view regarding Police Department promotions discussed during the March 27, 2007 City Council Meeting:

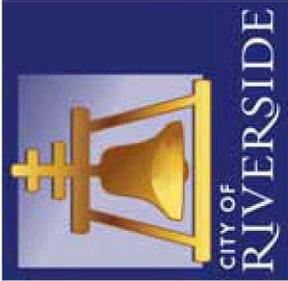
- All parties concerned were offered a venue to provide clarification.
- Neither the Police Department, the City Manager nor members of the public attended the forum.
- The HR Director provided the HR Board with a presentation regarding recent promotions within the Police Department.
- Further explanation was given concerning Non-Classified (At-Will) positions.



HR Board - Future Challenges

In the next twelve months, the HR Board will focus its efforts on the following:

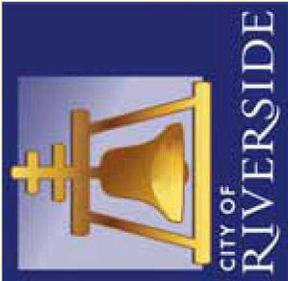
- Continue to examine morale from the employee’s perspective
- Continue to monitor staffing and workforce demographics as compared to previous years’ data
- Continue their diligence and ensure a diversified applicant pool from which to select the most qualified candidates



In Closing...

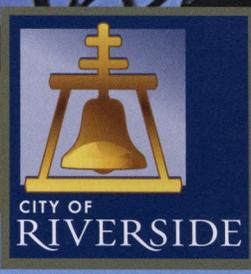
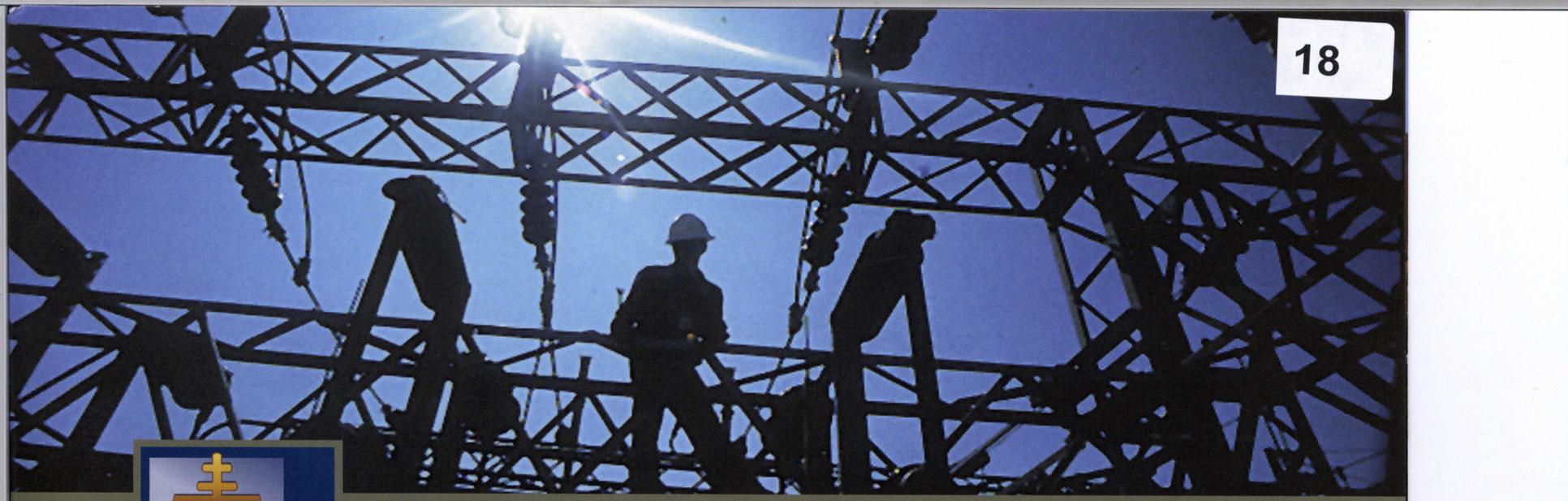
The HR Board will continue to carry out its obligations by focusing on the following:

- Make regular recommendations to the City Council regarding personnel administration
- Partner with Human Resources to enhance communication and increase organizational effectiveness
- Continue to be a venue to the public to openly discuss matters relating to personnel administration



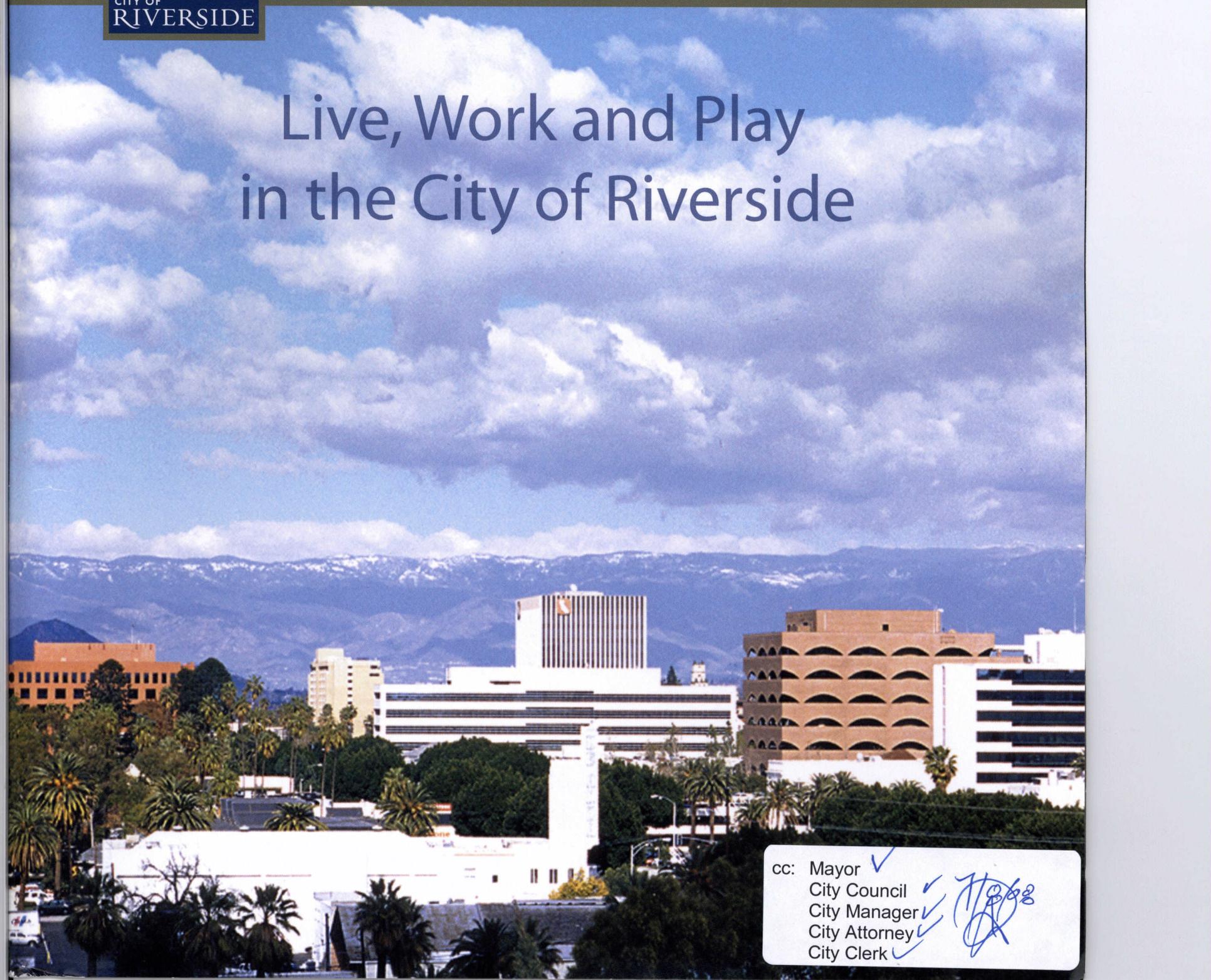
Human Resources Team





Human Resources Department

Live, Work and Play in the City of Riverside



cc: Mayor ✓
 City Council ✓
 City Manager ✓
 City Attorney ✓
 City Clerk ✓



Meeting your HR needs with a professional winning team!

Our Mission...

The mission of the Human Resources Department (HR) is to provide highly progressive personnel services as a business partner with City Departments and to offer the highest degree of professionalism and integrity to support a workforce that is representative of the community and free of discriminatory practices.



What each division strives for...

Administration

To provide administrative support services, policy direction and leadership to achieve objectives of HR functions and to ensure compliance with federal, state and local requirements.

Benefits

To provide a comprehensive benefits program to meet the needs of active employees, retirees, COBRA participants and their families.

Employee/Employer Relations

To negotiate, adopt and administer agreements between the City and various employee groups/ bargaining units, and to provide fair and consistent consultation services related to employee disciplinary matters in order to promote effective communication and a productive workforce.

Classification & Compensation

To provide departmental and City-wide organizational classification and compensation studies based on defined labor markets to ensure competitiveness, and the ability to attract and retain a competent workforce.

HR Technology

To research, recommend and implement new technology to streamline HR process flows.

Records Management, Employee Transactions & Budget

To maintain accurate and automated records for each of the City's approximated 2,600 employees.

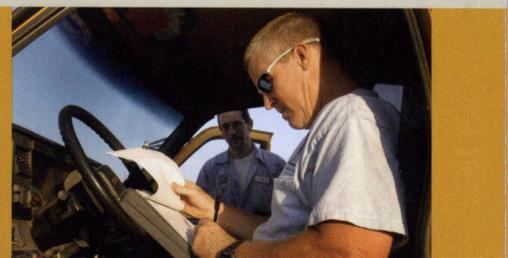
Recruitment & Selection

To attract, test, and certify qualified applicants in compliance with federal, state, and local regulations for the organization so that departments may select from the highest quality candidates.

Training & Development

To provide training and development programs designed to enable the City of Riverside to achieve its organizational objectives and to develop internal talent for future staffing needs.

Live, Work, and Play in the City of Riverside, California





The City of Riverside...

- Was officially incorporated on October 11, 1883
- Is the 12th largest city in California
- Had the first junior college in the state and the first polo field and golf course in Southern California
- Is home to several historic landmarks including the "Parent Navel Orange Tree," the Mission Inn Hotel and Spa, Mount Rubidoux, California Citrus State Historic Park and Fairmount Park.

www.riversideca.gov/human

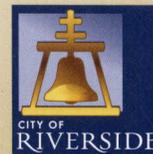
Our website offers current job listings, internship program information, compensation and benefits information, and instructions on how to complete an online application.

Hardcopy applications are no longer accepted, therefore all applications are submitted via the internet. Resumes are submitted via an e-mail attachment to the Human Resources Department, but are not accepted in lieu of applications.

The City of Riverside offers career opportunities in:

- Airport
- City Attorney's Office
- City Clerk's Office
- City Council
- City Manager's Office
- Community Development
- Development
- Finance
- Fire
- General Services
- Human Resources
- Information Technology
- Library
- Mayor's Office
- Museum
- Parks, Recreation and Community Services
- Police
- Public Utilities
- Public Works

For More Information Please Contact Us At:

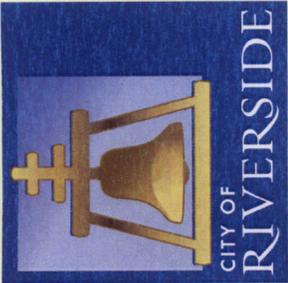


City of Riverside
 Human Resources Department
 3780 Market Street
 Riverside, CA 92501
 Phone: 951 826-5808
 Fax: 951 826-5943
 Job line: 951 826-JOBS
www.riversideca.gov/human

Office Hours: Monday – Friday, 8 a.m. - 5 p.m.

Administration	826-5162
Benefits	826-5639
Classification & Compensation	826-2366
Employee/Employer Relations	826-5259
HR Technology	826-5808
Records Management, Employee Transactions & Budget	826-5573
Recruitment & Selection	826-2392
Training & Development	826-5396

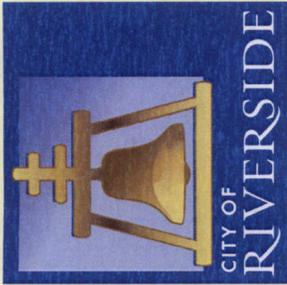
The City of Riverside is an Equal Opportunity Employer



Human Resources Board

***Annual Report to
City Council***

July 22, 2008



Presentation Agenda

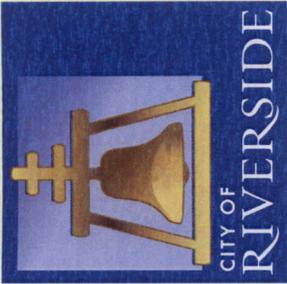
- Establishment of HR Board and Mission Statement
- Current HR Board Members
- HR Departmental Achievements
- HR Board Accomplishments
- Equal Employment Opportunity (EEO) Statistics
- HR Hiring Philosophy
- HR Board Action
- HR Board Future Challenges



Establishment of HR Board

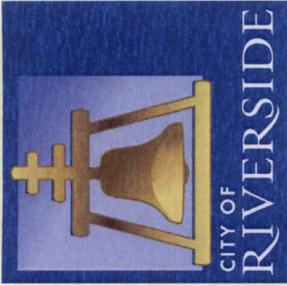
The HR Board was established by City Charter to:

- Recommend to the City Council, after a public hearing, the adoption, amendment, or repeal of personnel rules and regulations
- Act in an advisory capacity to the City Council on matters concerning personnel administration



Mission Statement

The HR Board is committed to its dual charge as representatives of the citizens of the City of Riverside to make recommendations to the City Council specific to personnel rules and regulations, including, but not limited to, review of equal employment plans for the City of Riverside's Departments. The HR Board also acts in an advisory capacity to the HR Department on matters concerning personnel administration to ensure a safe, inclusive, and productive work environment, which enhances services to the community.



Current HR Board Members

- Erin House, *Chair*, Ward 6
- Ellie Bennett, *Vice Chair*, Ward 1
- Rosetta Runnels, Ward 1 (At-large)
- Arthur Butler, Ward 2
- Bob Gordon, Ward 3
- Robin Treen, Ward 4
- Jackalyn Rawlings, Ward 5
- Norman Powell, Ward 7
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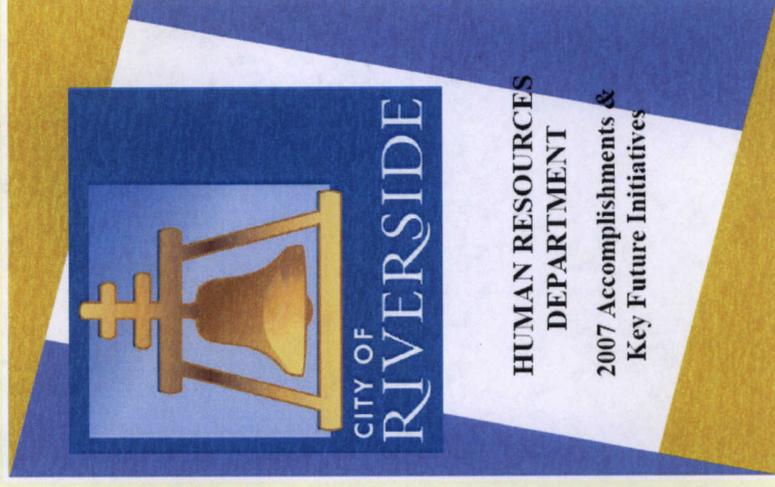




HR Department Presentations/ Achievements

The HR Board heard presentations highlighting achievements from the following divisions within the Human Resources Department:

- Administration
- Benefits
- Classification & Compensation
- Employee Relations
- Recruitment & Selection
- Training & Development

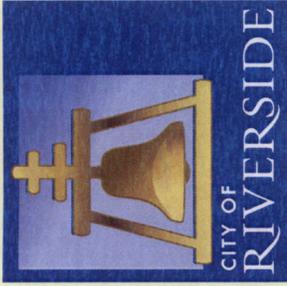




Administration

The Human Resources Department initiated a comprehensive management audit in August 2006 conducted by outside consultants.

- The report recommended approximately 166 process improvements and/or enhancements to be completed over a 5-year period.
- The Department developed an initial work-plan, and completed 101 of these items (61%) in the first 18 months.
- The Department partnered with the HR Board in the “Transformation” of the Human Resources Department, soliciting input, and sharing successes.



Benefits Division

- Expanded vision and dental services while holding provider rates constant
- Decreased premiums for certain populations on the Kaiser Permanente program while services remained constant
- Established a Health and Benefits Committee consisting of HR team members, benefit providers and union representatives
- Instituted “iFMLA” software improving leave tracking and communication
- Facilitated free monthly “Lunch and Learn” sessions available to all City employees



Classification & Compensation

- Facilitated City-wide Classification & Compensation Study
- Developed Study website containing new proposed job descriptions and other study related information
- Adopted new departmental records retention schedule
- Implemented online separation process and electronic submission of supplemental web-based separation forms
- Audited and reconciled 2,600 active employee personnel files

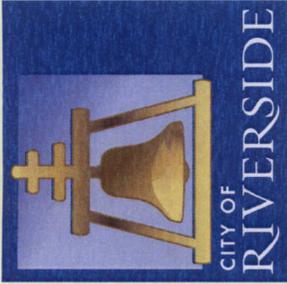




Employee Relations

- Successfully implemented the new Employee Relations Division & centralized the Labor/Employee Relations function
- Designed grievance and investigation tracking creating increased accountability and cost savings
- Created an ER database linked to the general HR computer system
- Established Citywide investigation guidelines/protocols
- Instituted voluntary mediation services to resolve workplace conflicts

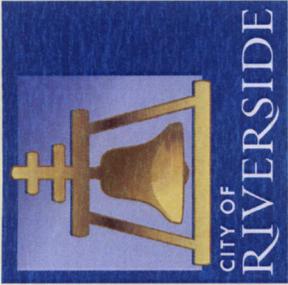




Recruitment & Selection

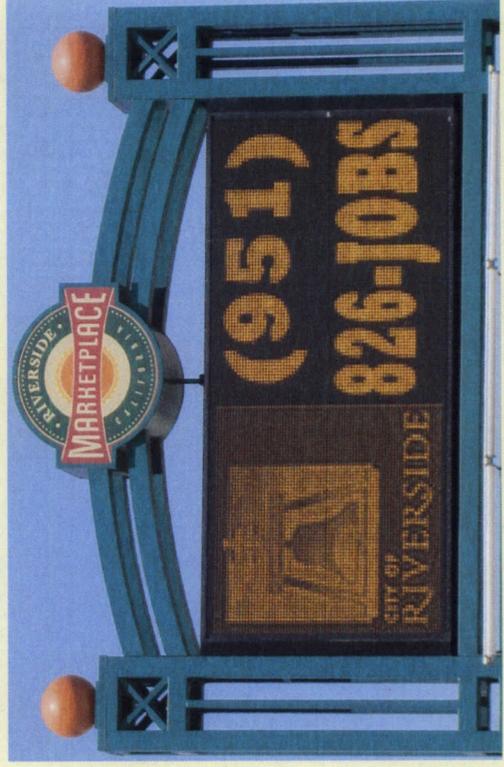
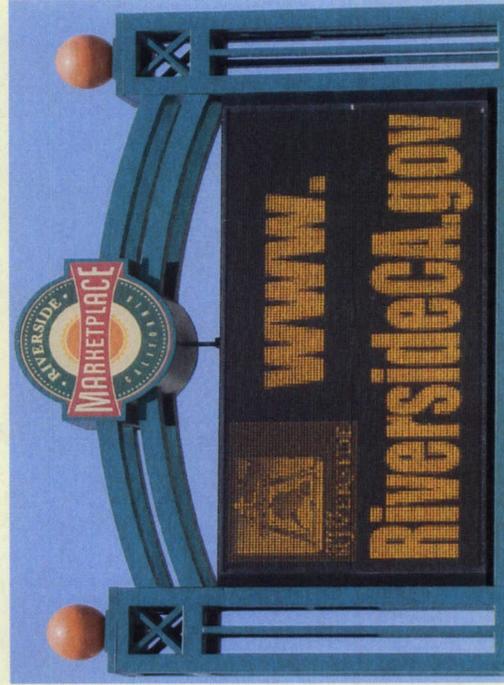
- Implemented upgrade to applicant tracking system and new “Online Employment Center” allowing online registration, e-mail communication, resume submittal and paper reduction of 80,000 pages of paper annually
- Created “Live, Work & Play” marketing video currently airing in HR lobby and on Charter TV
- Successfully developed a rich and diverse applicant pool of qualified candidates





Recruitment & Selection

- Developed a variety of new marketing materials and slogans, and increased community outreach





Training & Development

- Conducted a City-wide training needs assessment
- Researched, developed and implemented the “M3P High Performance Learning Center”



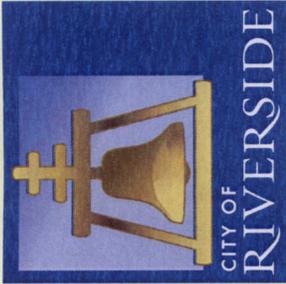
- Cost-savings of approximately 500,000 over contracting services with the County of Riverside
- Offers seven certificate programs
- HR Board member audited course



Training & Development

- Yielded 56 graduates from certificate programs.
- Student satisfaction rate of 94.4% stating that overall, the training was excellent
- Provided “Sexual Harassment Prevention” training and “Drug, Alcohol and Reasonable Suspicion” training to all supervisors and managers

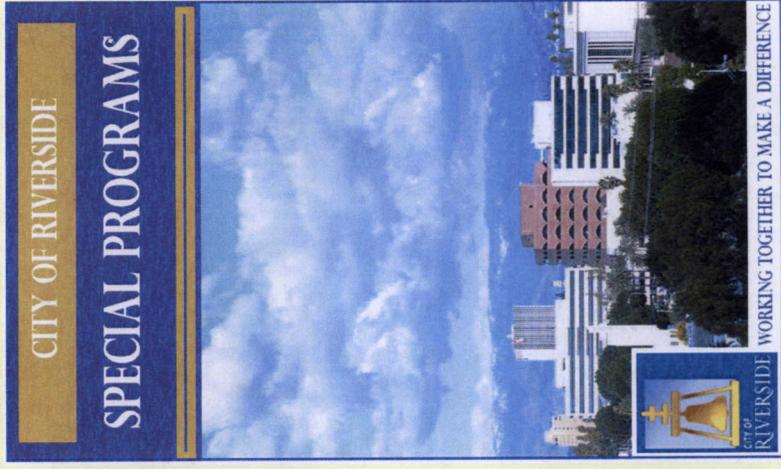




Training & Development

- The Human Resources Department continues to coordinate the following Special Programs:

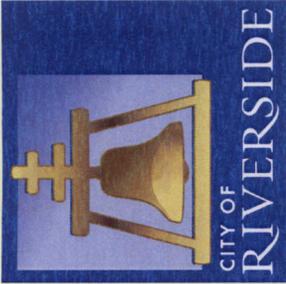
- Municipal Volunteer Program
- Riverside Employment Services Education and Training
- Internship Program
- Federal Work Study Program
- Summer Youth Employment Program Learn and Earn Program
- Trades Technical Training Program
- Riverside Fellow Program
- Employee Service and Achievement Award Program





Training & Development

- Developed a new comprehensive Special Programs brochure
- Increased marketing of special programs
- Continued outreach efforts by targeting schools and the community
- Achieved the Mayor's goal of placing 100 interns



HR Board Accomplishments

- HR Board served in an advisory capacity related to the review of three (3) Human Resources Policies and Procedures and subsequently submitted to City Council for adoption the following policies:
 - Reasonable Accommodation
 - Pre-Employment Medical Examinations
 - Random Drug and Alcohol Testing for Employees with Commercial Driver's Licenses
- HR Board conducted an audit of employee relations files and record keeping practices and found them to be legally compliant and cost efficient.



HR Board Accomplishments

- The HR Board requested, and were presented with, presentations pertaining to EEO statistics from five (5) City departments, including:
 - Development Department
 - Fire Department
 - Parks, Recreation and Community Services Department
 - Police Department
 - Riverside Public Library
- HR Board revised the questionnaire used by Departments to monitor EEO compliance to also address organization morale by monitoring sick leave usage, vacation statistics, turn-over and rates of internal promotion.



HR Hiring Philosophy

Departments are encouraged to “*Hire the Best Qualified*” while the HR Department continues to ensure the applicant pool is sufficiently diverse to select from, while following merit principles.



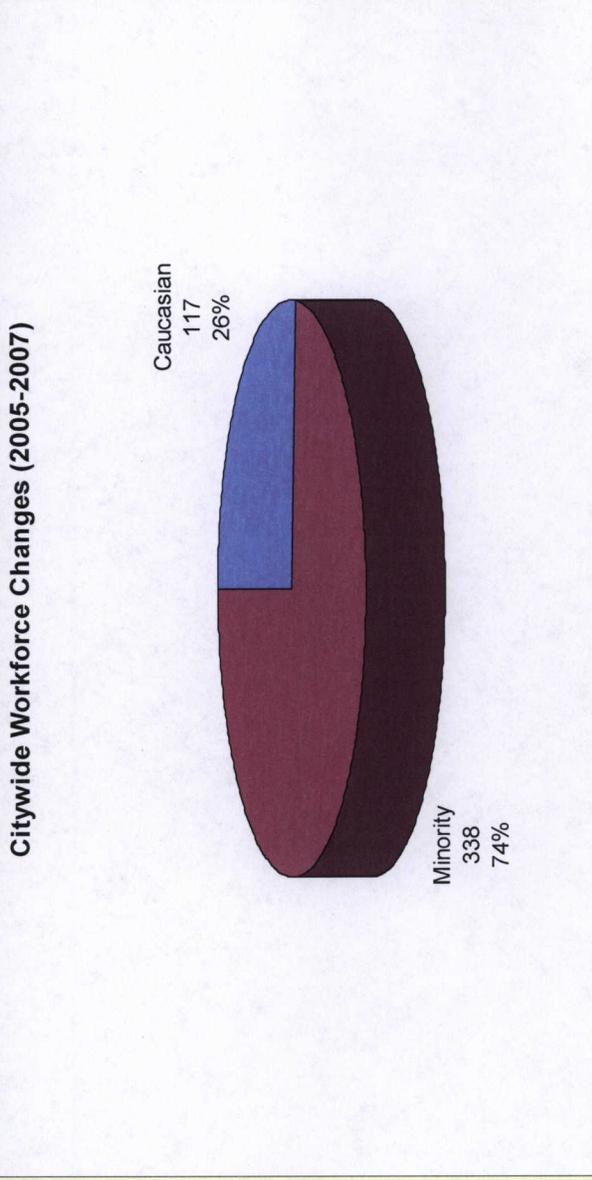
EEO Statistics

The HR Board has remained vigilant in providing a forum for departments and the public to address diversity and employment statistics:

- Management EEO Statistics
- City-wide EEO Statistics



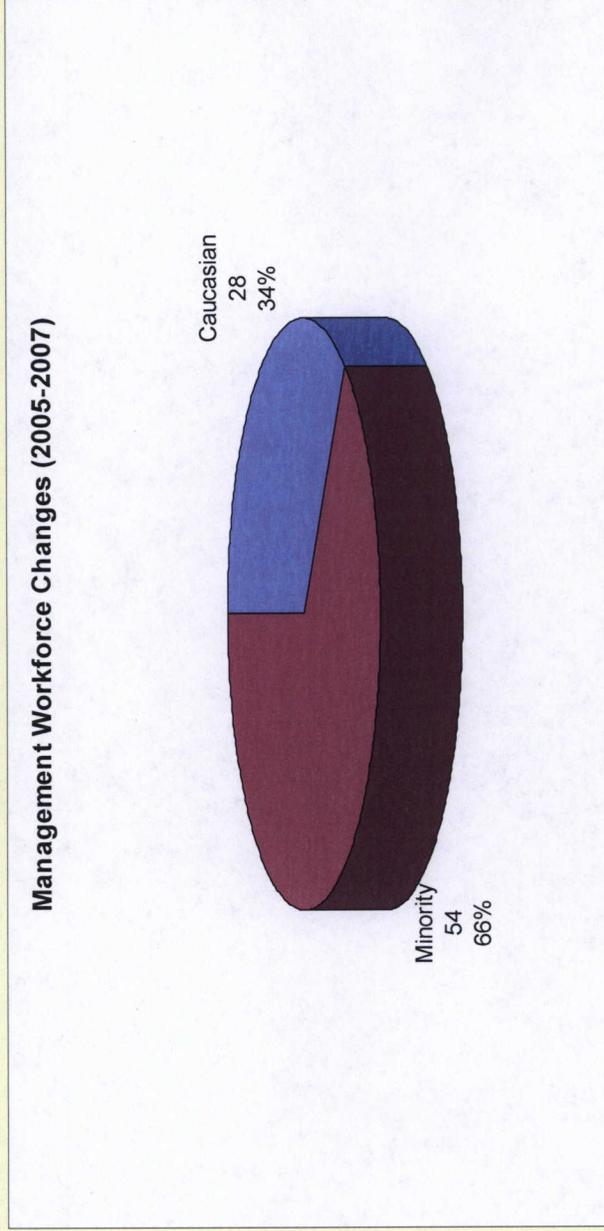
Citywide EEO Changes



The Citywide minority workforce increased from 41.5% in June 2005 to 46.5% in September 2007. Of all additions to the City's workforce between 2005 and 2007, 74% were of a minority status increasing the City's total minority workforce to 46.5%



Management EEO Changes



The Citywide minority management workforce increased from 31.3% in June 2005 to 37.3% in September 2007. Of all additions to the City's management workforce between 2005 and 2007, 66% were of a minority status increasing the City's total minority management workforce to 37.3%.



EEO Comparative Statistics Executive & Mgmt I/II June 2005-Sept. 2007

Jun-05	WHITE		AFRICAN AMERICAN		HISPANIC		ASIAN		INDIAN		OTHER		Totals						
	M	F	M	F	M	F	M	F	M	F	M	F							
TOTALS	144	36.6%	126	32.1%	43	10.9%	30	7.6%	10	2.5%	11	2.8%	0.0%	0.0%	6	1.5%	3	0.8%	393
	Total (W)		270		68.7%		Total (A)		21		5.3%		Total (I)		0		2.3%		179
	TOTAL FEMALE		48.5%		TOTAL MALES		54.5%												214

Jul-06	WHITE		AFRICAN AMERICAN		HISPANIC		ASIAN		INDIAN		OTHER		Totals						
	M	F	M	F	M	F	M	F	M	F	M	F							
TOTALS	153	35.6%	124	28.8%	50	11.6%	38	8.8%	9	2.1%	14	3.3%	0.0%	0.0%	11	2.6%	4	0.9%	430
	Total (W)		277		64.4%		Total (A)		23		5.3%		Total (I)		0		3.5%		193
	TOTAL FEMALE		44.9%		TOTAL MALES		55.1%												237

Sep-07	WHITE		AFRICAN AMERICAN		HISPANIC		ASIAN		INDIAN		OTHER		Totals						
	M	F	M	F	M	F	M	F	M	F	M	F							
TOTALS	168	35.4%	130	27.4%	52	10.9%	45	9.5%	10	2.1%	16	3.4%	0.0%	0.0%	17	3.6%	4	0.8%	475
	Total (W)		298		62.7%		Total (A)		26		5.5%		Total (I)		0		4.4%		212
	TOTAL FEMALE		44.6%		TOTAL MALES		55.4%												263

Census 2000+	59,953	51.4%	7,947	6.8%	38,456	32.9%	6,721	5.8%		0.0%	3,672	3.1%	116,749
Census 2000++	116,254	45.6%	18,051	7.1%	97,315	38.1%	15,081	5.9%		0.0%	8,465	3.3%	255,166



Comparative Management EEO Statistics - Summary

Executive and Management I/II minority workforce increased from 31.3% in June 2005 to 37.3% in September 2007.

- Represents a 6% increase over a two (2) year period



EEO Comparative Statistics City-wide June 2005-Sept. 2007

	WHITE		AFRICAN AMERICAN		HISPANIC		ASIAN		HAWAIIAN		OTHER		Totals
	M	F	M	F	M	F	M	F	M	F	M	F	
Jun-05	918	544	127	101	378	270	39	44	0.0%	0.0%	52	25	2,498
TOTALS	36.7%	21.8%	5.1%	4.0%	15.1%	10.8%	1.6%	1.8%	0.0%	0.0%	2.1%	1.0%	
	1462	884	228	228	648	648	83	83	Total (O)	0	77	31%	
	58.5%	58.5%	9.1%	9.1%	25.9%	25.9%	3.3%	3.3%	Total (F)	0	0.0%	0.0%	
													984
													1,514
													TOTAL FEMALE
													39.4%
													TOTAL MALES
													60.6%

	WHITE		AFRICAN AMERICAN		HISPANIC		ASIAN		HAWAIIAN		OTHER		Totals
	M	F	M	F	M	F	M	F	M	F	M	F	
Jul-06	958	533	148	122	424	303	50	47	0.0%	0.0%	73	45	2,703
TOTALS	35.4%	19.7%	5.5%	4.5%	15.7%	11.2%	1.8%	1.7%	0.0%	0.0%	2.7%	1.7%	
	1491	884	270	270	727	727	97	97	Total (O)	0	118	4.4%	
	55.2%	55.2%	10.0%	10.0%	26.9%	26.9%	3.6%	3.6%	Total (F)	0	0.0%	0.0%	
													1,050
													1,653
													TOTAL FEMALE
													38.8%
													TOTAL MALES
													61.2%

	WHITE		AFRICAN AMERICAN		HISPANIC		ASIAN		HAWAIIAN		OTHER		Totals
	M	F	M	F	M	F	M	F	M	F	M	F	
Sep-07	1015	564	165	147	462	349	60	54	0.0%	0.0%	93	44	2,953
TOTALS	34.4%	19.1%	5.6%	5.0%	15.6%	11.8%	2.0%	1.8%	0.0%	0.0%	3.1%	1.5%	
	1579	884	312	312	811	811	114	114	Total (O)	0	137	4.6%	
	53.5%	53.5%	10.6%	10.6%	27.5%	27.5%	3.9%	3.9%	Total (F)	0	0.0%	0.0%	
													1,158
													1,795
													TOTAL FEMALE
													39.2%
													TOTAL MALES
													60.8%

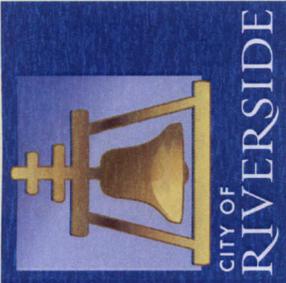
Census 2000+	59,953	38,456	7,947	6,8%	38,456	32.9%	6,721	5.8%	0.0%	0.0%	3,672	3.1%	116,749
Census 2000+*	116,254	97,315	18,051	7.1%	97,315	38.1%	15,081	5.9%	0.0%	0.0%	8,465	3.3%	255,166

Comparative Citywide EEO Statistics - Summary



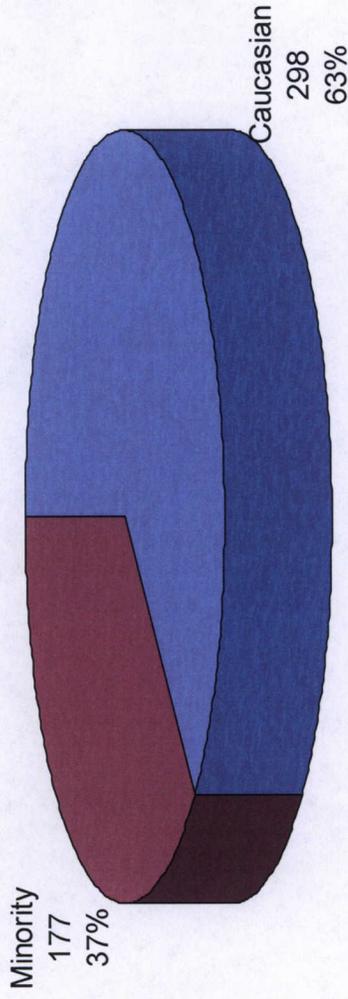
The Citywide minority workforce increased from 41.5% in June 2005 to 46.5% in September 2007.

- Represents a 5% increase over a two (2) year period

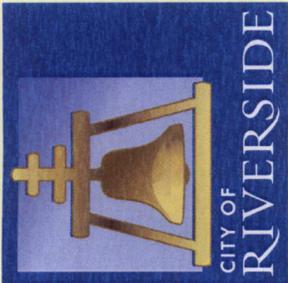


Management EEO Statistics

All Management as of Sept 07

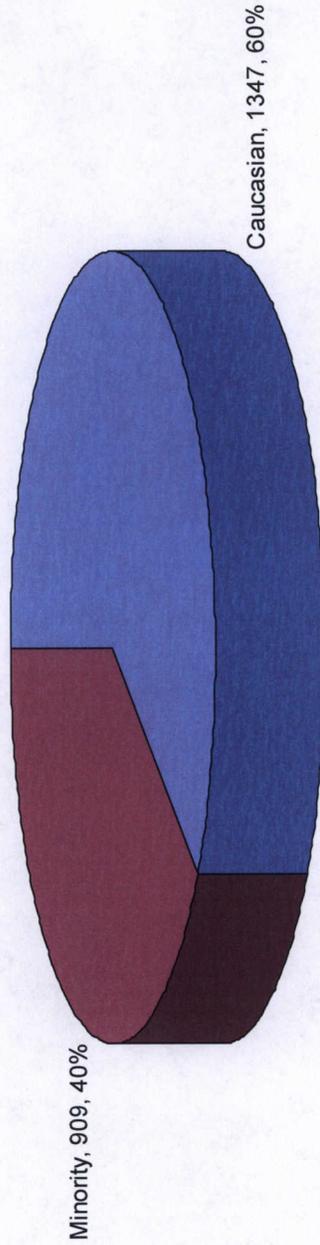


Profile of management workforce as of September 2007 was 37% minority

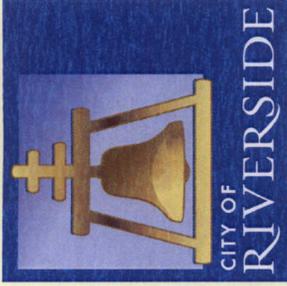


Citywide EEO Statistics

Citywide All Employees as of Sept 07



Profile of Citywide workforce as of September 2007 was
40% minority



HR Board Action

The HR Board conducted an open forum for the public, Police Department and the City Manager to present their points of view regarding Police Department promotions discussed during the March 27, 2007 City Council Meeting:

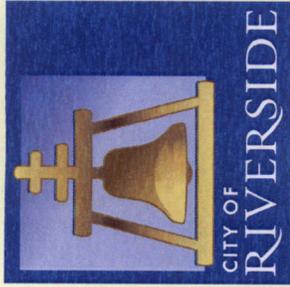
- All parties concerned were offered a venue to provide clarification.
- Neither the Police Department, the City Manager nor members of the public attended the forum.
- The HR Director provided the HR Board with a presentation regarding recent promotions within the Police Department.
- Further explanation was given concerning Non-Classified (At-Will) positions.



HR Board Future Challenges

In the next twelve months, the HR Board will focus its efforts on the following:

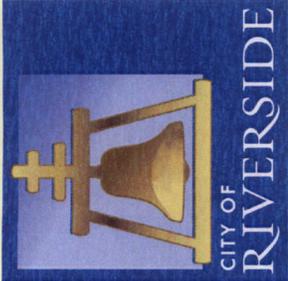
- Continue to examine morale from the employee's perspective
- Continue to monitor staffing and workforce demographics as compared to previous years' data
- Continue their diligence and ensure a diversified applicant pool from which to select the most qualified candidates



In Closing...

The HR Board will continue to carry out its obligations by focusing on the following:

- Make regular recommendations to the City Council regarding personnel administration
- Partner with Human Resources to enhance communication and increase organizational effectiveness
- Continue to be a venue to the public to openly discuss matters relating to personnel administration



Human Resources Team





CITY OF
RIVERSIDE

**HUMAN RESOURCES
DEPARTMENT
2007 Accomplishments &
Key Future Initiatives**

Mission Statement

The mission of the City of Riverside's Human Resources Department is to provide highly progressive personnel services as a business partner with City Departments and offer the highest degree of professionalism and integrity to support a workforce that is representative of the community and free of discriminatory practices.

INTERNAL DEVELOPMENT

2007 Accomplishments:

- ◆ Facilitated two off-site staff retreats to promote departmental teambuilding and HR excellence
- ◆ Conducted a departmental in-service to include training on the Fringe Benefits and Salary Resolution
- ◆ Completed an interior office remodel including tenant improvements and the widespread introduction of state of the art technology
- ◆ Revised the City's Personnel Policy and Procedures Manual
- ◆ Revised and improved the department's website including the introduction of the online employment center
- ◆ Revised the Department's Confidentiality Agreement ensuring that all department staff understand their commitment to confidentiality

Future Initiatives:

- ◆ Schedule additional staff in-services to provide training on all sections of the City's Personnel Policy and Procedures Manual
- ◆ Revise the City's Employee Handbook

BENEFITS

2007 Accomplishments:

- ◆ Expanded vision services while holding rates constant which includes benefits for contacts and lenses every year, rather than every two years
- ◆ Maintained rates constant for all three dental providers while services were increased with Delta Dental including a third cleaning for pregnancy and an allowance for dental implants
- ◆ Improved tracking of vision (VSP) and medical rates by separating internally for auditing purposes
- ◆ Established an exit process resulting in improved communication and improved efficiency
- ◆ Decreased contribution amount for Blue Cross while services remained constant
- ◆ Established a Health and Benefits Committee, including Human Resources team members, benefits providers, union representatives and employees
- ◆ Selected and implemented IFMLA software which has resulted in improved leave tracking and communication

Future Initiatives:

- ◆ Negotiate and implement an improved deferred compensation program structure available to all City employees
- ◆ Develop and execute Employee Online for Benefits Administration
- ◆ Create and implemented a method of identifying and establishing methods of tracking the wellness program effectiveness, including employee participation and results that tie back to health plan utilization
- ◆ Offer employees a new webpage specifically for wellness; provide program information and discount offers with local wellness providers

CLASSIFICATION/COMPENSTATION, RECORDS MANAGEMENT AND BUDGET

2007 Accomplishments:

- ◆ Facilitated City-wide Classification and Compensation Study
- ◆ Developed Classification and Compensation Study website containing new proposed job descriptions and other study related information
- ◆ Adopted new departmental records retention schedule which was approved by City Council
- ◆ Processed and implemented negotiated salary increases for all represented and unrepresented units
- ◆ Implemented online separation process and electronic submission of supplemental web-based separation forms
- ◆ Implemented new microfilm process for all Human Resources permanent records
- ◆ Performed audit of employee EEO records
- ◆ Performed audit of employee I-9 records
- ◆ Submitted the bi-annual EEO-4 Report required by the U.S. Equal Employment Opportunity Commission

Future Initiatives:

- ◆ Implement of the Classification and Compensation Study recommendations
- ◆ Develop strategy to perform on-going maintenance of the classification/compensation plan
- ◆ Explore and recommend a performance-based pay plan for non-classified employees
- ◆ Develop internal auditing tools, reports, and methods to ensure accuracy of system data
- ◆ Implement additional phases of web-based automated Personnel Action process, including online processing of merit increases, promotions, and transfers

RECRUITMENT/SELECTION

2007 Accomplishments:

- ◆ Implemented new Online Employment Center with the following features:
 - Online Registration & Applicant Profile
 - E-mail Communication
 - Paper reduced by approximately 80,000
 - Resume Submittal
 - Interest Card Feature
- ◆ Researched, acquired and implemented Live Scan services with over 450 candidates processed in approximately 6 months
- ◆ Created a "Recruitment Plan" database that allows performance related reports to be created to gauge effectiveness
- ◆ Revised "Hiring Incentives Plan" to include additional difficult to recruit positions
- ◆ Upgraded to online computer literacy examinations (Previsor)
- ◆ Established a "Recruitment Planning Calendar" illustrating monthly/yearly recruitment events
- ◆ Revised Education & Experience Reference check form and created a candidates Authorization release form
- ◆ Implemented a recruitment marketing campaign that discusses employment opportunities on the City's Citrix phone services while "on hold"
- ◆ Created a "blinking billboard" on the City's website to attract individuals to recruitment efforts
- ◆ Developed a Human Resources departmental orientation plan to assist with the acclimation of new hires
- ◆ Offered Recruitment & Selection training class for all supervisory & management employees
- ◆ Created "Live, Work & Play" marketing video currently on Charter TV and the Human Resources lobby
- ◆ Developed and distributed a utility bill stuffer that advertised City employment opportunities and utility careers

Future Initiatives:

- ◆ Revamp the department's approach and practices in testing and selection to ensure job relatedness, objectivity, consistency, and fairness in accordance with merit principles
- ◆ Continue to centralize all pre-employment activities including reference and background checks and employment offers

EMPLOYEE RELATIONS

2007 Accomplishments:

- ◆ Successfully instituted the new Employee Relations Division within the Human Resources Department to fully serve the Labor and Employee Relations needs of the City
- ◆ Created a mission statement and core values for the Employee Relations Division
- ◆ Centralized the Labor/Employee Relations function
- ◆ Created guidelines for internal administrative investigations
- ◆ Prepared a contract bargaining road map for the City to follow for successful negotiations
- ◆ Connected with the labor unions and developed strong relationships of mutual trust with union representatives that has resulted in the resolution of a majority of grievances at the informal level
- ◆ Created an Employee Relations database linked to the general HR computer system that will be utilized to track Employee Relations activity and produce useful reports that can be analyzed and used to improve labor relations and the City's policies and procedures
- ◆ Facilitated negotiations in 'meet and confer sessions' process regarding the implementation of flex schedules (9/80's) in various City departments
- ◆ Successfully mediated several workplace conflicts and, as a result, established the new added feature of "mediation" as part of the many Employee Relations services available to City departments

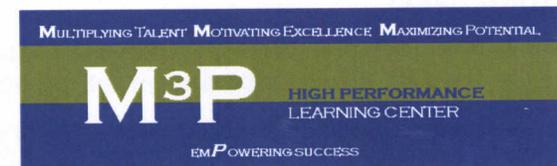
Future Initiatives:

- ◆ Develop relationships with Risk Management and Classification to ensure integrated practices for accommodating employees with temporary and long term disabilities
- ◆ Continue to market/communicate the department's strong, centralized Employee Relations function
- ◆ Coordinate and facilitate all meet and confer "re-openers" for 2008 through successful resolution

TRAINING & DEVELOPMENT

2007 Accomplishments:

- ◆ Researched, developed, and implemented the M3P High Performance Learning Center for the training and development of City employees
- ◆ Offered seven certificate programs in basic skills, intermediate skills, computer technology training, supervisory and management skills training, and leadership development
- ◆ Successfully marketed the M3P program including City-wide presentations, and development of a professional brochure and dedicated website
- ◆ Conducted a workforce profile and needs assessment which lead to the creation of a succession program implemented through the M3P High Performance Learning Center.
- ◆ Trained over 250 employees in the M3P program from a solid cross section of departments
- ◆ Created M3P database which tracks employee progress and performance across all training activities, and heavy-duty administrative tasks including reporting to instructors and Human Resources staff
- ◆ Established a dedicated state-of-the-art training facility by completing a remodel of the City's existing training facilities designed to aid in the employee's learning process
- ◆ Revised Education Reimbursement Program policy & application and created internal and external procedures for program administration



Future Initiatives:

- ◆ Develop intermediate and long term training initiatives
- ◆ Develop assessment criteria for M3P classes
- ◆ Develop written internal procedures to ensure consistent processes with the program
- ◆ Develop certificates and organize graduation ceremonies for each certificate program

SPECIAL PROGRAMS

2007 Achievements:

- ◆ Recruited and placed 100 college interns throughout the City which met the Mayor's goal
- ◆ Recruited and placed 51 youth with various departments through the City's Summer Youth Employment Program (SYEP)
- ◆ Coordinated the Federal Work Study program with University of California, Riverside and employed 14 students in 2007
- ◆ Expanded Federal Work Study program to include students from Riverside Community College
- ◆ Facilitated the Municipal Volunteer Program (MVP) and expanded requirement to include Live Scan process as a condition for volunteering
- ◆ Updated marketing tools for the MVP and RESET programs which reflected current application processes and procedures as well as ensuring that all qualifications for participation in the programs were up to date
- ◆ Developed written administrative procedures for Special Programs
- ◆ Enhanced annual Employee Service Awards:
 - Included employees with 15 years of service
 - Selected new gift vendor which provided online ordering, handled all employee correspondence, and offered a greater selection of employee rewards
 - Created and distributed program brochures with biographies and picture recognizing each employee

Future Initiatives:

- ◆ Improve the current New Employee Orientation structure to facilitate greater attendance and more efficient processes
- ◆ Make all forms available online to volunteers using Sharepoint
- ◆ Create a paperless, online application system for volunteers which would also include timesheet functionality
- ◆ Expand Federal Work Study program to include students from California Baptist University and La Sierra University
- ◆ Redesign RESET class sessions to better educate program participants according to needs
- ◆ Develop a brochure which will be used to highlight and advertise all of the City's "Special Programs"

WHO TO CALL IN HUMAN RESOURCES

HUMAN RESOURCES ADMINISTRATION

Director	Rhonda Strout	826-5271
Deputy Director	Jeremy Hammond	826-5259
Employee Relations Officer	Steven Espinoza	826-5921
Human Resources Manager	Leonardo Gonzalez	826-5646
Sr. Administrative Assistant	Alanna Johnson	826-5162

GENERAL INFORMATION/MAIN LINE

Front Desk	Marjorie Wilder	826-5573
Benefits	Rosie Chaira	826-5639
Recruitment & Selection	Lorin Marbury	826-5114
Training and Development	Kimberly Lyn	826-5269
Classification & Compensation	Lori Myers	826-2380
Employee Relations	Adriana Parga	826-2118

BENEFITS

Function Manager	Leo Gonzalez	826-5646
Benefits Team Leader	Marni Noll	826-5715
Benefit Forms	Rosie Chaira	826-5639
COBRA/Retiree Letters	Rosie Chaira	826-5639
Death Benefit Claims	Leo Gonzalez	826-5646
Deferred Compensation	Harold Jones	826-5459
Employee Separation/Retirement	Marni Noll	826-5715
Flexible Spending Plan	Rosie Chaira	826-5639
FMLA/Leave of Absence	Marni Noll	826-5715
Long Term Disability/ Life Insurance	Marni Noll	826-5459
PERS Questions	Marni Noll	826-5715
Bilingual Testing	Leo Gonzalez	826-5646

HUMAN RESOURCES TECHNOLOGY

Function Manager	Leo Gonzalez	826-5646
Business Systems Support Analyst	Mylene Daniels	826-5862

WHO TO CALL IN HUMAN RESOURCES

RECORDS MANAGEMENT, EMPLOYEE TRANSACTIONS CLASSIFICATION/COMPENSATION, RECORDS MANAGEMENT

Function Manager	Jeremy Hammond	826-5259
Classification/Comp Team Leader	Miriana Gonzalez	826-2366
Salary Schedule	Colene Torres	826-5948
HR/Payroll Systems Security	Miriana Gonzalez	826-2366
Employee Evaluations	Colene Torres	826-5948
Employee/Personnel Records	Colene Torres	826-5948
Personnel Action Processing	Colene Torres	826-5948
Human Resources Policy & Procedures Manual	Jeremy Hammond	826-5259
Employee Verification	Colene Torres	826-5948
Legal Posters	Megan Hundley	826-5144

EMPLOYEE RELATIONS

Function Manager	Steven Espinoza	826-5921
Drug/Alcohol Testing Program	Joel Sharp	826-5859
Employee Grievances	Steven Espinoza	826-5921
Employee/Employer Relations Resolutions	Steven Espinoza	826-5921
Non-Industrial Injury/Illness Harassment/Discrimination	Steven Espinoza	826-5921
Complaints	Steven Espinoza	826-5921
Employee Assistance Program	Leo Gonzalez	826-5646
Union Leave/Steward Time	Adriana Parga	826-2118
MOUs	Adriana Parga	826-2118

SPECIAL PROGRAMS

Function Manager	Leo Gonzalez	826-5646
Employee Achievement Awards/ Employee Service Awards	Gina Villasenor	826-5970
Internship Program	Adam Murvine	826-2315
Learn & Earn	Adam Murvine	826-2315
Municipal Volunteer Program	Adam Murvine	826-2315
New Employee Orientation	Adam Murvine	826-2315
RESET	Adam Murvine	826-2315

WHO TO CALL IN HUMAN RESOURCES

TRAINING & DEVELOPMENT

Function Manager	Leo Gonzalez	826-5646
Computer Training	Gina Villasenor	826-5970
City Training Programs/M3P	Gina Villasenor	826-5970
Education Reimbursement	Kimberly Lyn	826-5269
Employee Handbook	Gina Villasenor	826-5970

RECRUITMENT AND SELECTION

Function Manager	Jeremy Hammond	826-5259
Recruitment/Selection Team Leader	Amy Haug	826-5922
Temporary Employment	Sarah Wilson	826-2533
Certification & Testing	Amy Haug	826-5922
Application Information	Lorin Marbury	826-5114
Processing/Fingerprinting	Debbie Herrera	826-5276
Pre-Employment Processing	Marsha Williams	826-5181
Employee ID Badges	Marsha Williams	826-5181

DEPARTMENT RECRUITERS

Airport	Sandra Jones	826-5139
City Attorney	Amy Haug	826-5922
City Clerk	Amy Haug	826-5922
City Council	Amy Haug	826-5922
City Manager	Amy Haug	826-5922
Community Development	Anthony Harris	826-2241
Development	Anthony Harris	826-2241
Finance	Anthony Harris	826-2241
Fire	Sandra Jones	826-5139
General Services	Anthony Harris	826-2241
Information Technology	Sandra Jones	826-5139
Library	Sarah Wilson	826-2533
Mayor's Office	Amy Haug	826-5922
Museum	Sarah Wilson	826-5922
Parks, Recreation & Comm. Svcs.	Sarah Wilson	826-2533
Police	Sandra Jones	826-5139
Public Utilities	Alicia Alcaraz	826-5725
Public Works	Tamara Medina	826-2425

*WORKING TOGETHER TO
ACHIEVE OUR GOALS!*

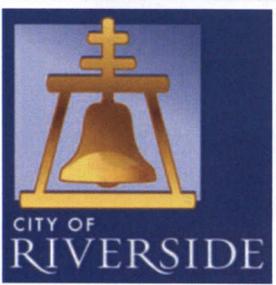


City Of Riverside
Human Resources Department

3780 Market Street
Riverside, CA 92501
Office Phone: 951-826-5808
Job Line Phone: 951-826-5627
Fax: 951-826-2552
www.riversideca.gov/human

CITY OF RIVERSIDE

SPECIAL PROGRAMS



WORKING TOGETHER TO MAKE A DIFFERENCE



<http://www.riversideca.gov/human>

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Municipal Volunteer Program

Program History:

Volunteers have played an important part in the growth and development of the City of Riverside for over a century. Currently, the Municipal Volunteer Program (MVP) has more than 750 active volunteers.



Overview:

The MVP unites volunteers of all ages and City staff for the common purpose of building community relations and increasing residents' knowledge of City operations. Volunteering is a rewarding experience which not only assists the City, but also the volunteer, who gains valuable work experience and marketable skills while making a difference in the community.

Volunteers contribute their efforts in City departments, such as Community Development, Human Resources, Library, Museum, Parks, Recreation and Community Services, and the Police Department. Volunteers can commit for a one time project or for an open ended temporary assignment. Examples of volunteer assignments may include acting as a docent at the Museum's "Heritage House", working with children in a City Library, or volunteering at the City's Youth Opportunity Center which is run by the Parks, Recreation and Community Services Department.

College students are encouraged to participate in this program as non-paid volunteer interns to gain valuable experience in one of our departments while applying their educational knowledge. Many college interns receive course credits towards their degree, as well as a greater knowledge of how a government organization operates.

Who Can Participate?

The City of Riverside encourages everyone who is at least 14 years of age to donate their time and knowledge by becoming a Volunteer.

How To Get Involved:

Interested individuals can visit the City's website at www.riversideca.gov/human and complete the online volunteer application or contact the department you are interested in volunteering with directly.



Riverside Employment Services Education and Training Program

Program History:

The Riverside Employment Services Education and Training (RESET) program was established in July 1995 as a full-time, one to two year temporary employment program designed for Riverside's young adults. In 2007, the program included as many as 27 positions in various departments including Community Development, Public Works, and Parks, Recreation and Community Services.



Overview:

The RESET program is an employment program designed for Riverside residents, ages 18 to 23. The program's focus is to provide job training, educational resources, and a structured work environment for young adults. This program is designed to assist not only the young adults involved in the program, but also the business community by providing them with a well trained, reliable, and productive pool of applicants for entry level job opportunities.

The RESET program provides participants the opportunity to learn how to become more responsible, conscientious, and productive workers. In addition, the RESET program involves work activities and experiences designed to increase participants character and self-esteem.



Who Can Participate?

The RESET program employs young adults ranging from 18 to 23 years of age. All participants must be residents of the City of Riverside. All participants must be willing to work on a full-time temporary basis.

How To Get Involved:

Interested individuals are encouraged to submit an online application through the City's website located at www.riversideca.gov/human. RESET positions are listed under the "General Service Worker - RESET" classification. The Human Resources Department establishes and maintains a list of qualified candidates to enable departments to fill vacancies in a timely manner.

Internship Program

Program History:

In 2003, the City of Riverside committed itself to providing students with opportunities to develop and enhance their academic and career goals by offering a professional workplace environment where students are able to gain valuable experience. Since that time, the City has joined with local colleges and universities to offer interested students the opportunity to enhance their academic and career goals through a formal internship program.



Overview:

Together with continued academic preparation, duties performed as an intern are considered as preparatory and experiential in terms of career development. Internships are available in many City departments including the Library, Fire Department, Human Resources, Community Development, General Services, City Attorney's Office, and the Mayor's Offices, among others.

A City of Riverside intern will perform many tasks including assisting with a variety of para-professional, technical, financial, and administrative procedures involved in the planning, implementation, and marketing of City projects and programs. Interns will provide support in an assigned specialized function and do related work as assigned. The hourly wage varies depending on position. Interns may work up to 25 hours a week while school is in session and up to 40 hours when school is not in session.

Who Can Participate?

The ideal candidates for the Internship program are undergraduate or graduate students who seek to link their educational experience to local government.

How To Get Involved:

Students are encouraged to submit an online application through the City's website at www.riversideca.gov/human for intern positions that are associated with their areas of study or related to the path of their career interest. The Human Resources Department establishes and maintains a list of qualified candidates to enable departments to fill vacancies in a timely manner.



Federal Work Study Program

Program History:

Since 2003, the City of Riverside has partnered with the University of California, Riverside's (UCR) federally funded Federal Work Study (FWS) program to offer undergraduate students employment opportunities while enrolled in school.

Overview:

Students are able to work up to 19 hours a week while school is in session and up to 39 hours a week when classes are not in session. Students may work until their earned gross income has equaled their awarded fund amount. The City department interested in a FWS student establishes the student's hourly wage in which federal funds will pay for a portion of the wages, and the City the remaining portion.

FWS funds are awarded to students based on financial need and the availability of funds. This working relationship with the City of Riverside and UCR provides valuable learning experiences to our local university's students while allowing them to pay for their educational expenses at the same time.

Who Can Participate?

All current and active UCR students who meet the need and funding requirements may apply for FWS positions with the City. Funding amounts are adjusted on a yearly basis.



How To Get Involved:

Job listings can be found on the UCR career website, <http://careers.ucr.edu>, for FWS students to view and select positions that are of interest. Please contact the UCR Career Center for more information on financial need and for application information.

Summer Youth Employment Program

Program History:

In July 2002, the City of Riverside launched the Summer Youth Employment Program (SYEP). The number of youth employed through this program continues to rise each year. In 2007, the SYEP placed 51 youth throughout the City's various departments including Human Resources, the Museum, Police, and Public Utilities.



Overview:

The SYEP is an eight week program which is designed to provide City of Riverside youth an opportunity to gain valuable work experience. Successful candidates may work up to 20 hours a week at the minimum wage rate and perform entry level duties as identified by various departments.

The SYEP strives to give students an opportunity to work with City staff who act as mentors and pass on their knowledge which aids in participants becoming more responsible and productive residents of Riverside. Students have the opportunity to build values, perform a community service, learn ethical standards and patterns of behavior that will be positive forces in their lives and the lives of those in their community.

Who Can Participate?

The City of Riverside SYEP employs youth ranging from 14 to 23 years of age who are residents of the City of Riverside. SYEP participants receive minimum wage, and work in entry-level position as identified by various departments supporting this program.



How To Get Involved:

The Human Resources Department coordinates the recruitment, selection, and placement for the SYEP under the "General Service Worker - SYEP" classification. The City of Riverside accepts applications for the SYEP each year in the Spring. Please visit www.riversideca.gov/human for more information.

Learn and Earn Project

Program History:

The City of Riverside joined with the Riverside County Economic Development Agency (EDA) in 2003 to provide Riverside youth, with a temporary part-time employment opportunity. In 2007, four participants were placed within the City's Human Resources and Public Utilities Departments.



Overview:

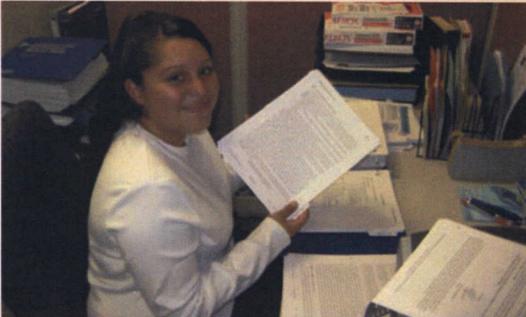
The EDA matches interested youth with the requesting City department and provides these individuals with job skills workshops. The EDA prescreens and trains candidates to ensure they are prepared for interviews with requesting departments.

Learn and Earn participants may work up to a maximum of 10 hours per week for up to 12 weeks during the school year. Recently, four participants were placed within our Human Resources and Public Utilities Departments. The program allows youth to gain valuable work experience in career-related fields at the minimum wage rate.

All successful applicants must meet the Community Development Block Grant Income requirement and attend two pre-employment workshops prior to beginning employment. Youth will be required to complete a physical and pass a background check provided through the program.

Who Can Participate?

City of Riverside residents that are 16 years of age or older who are currently in high school, have satisfactory grades (minimum of 2.0 GPA), and are motivated to participate in the "Learn and Earn Project" are encouraged to apply.



How To Get Involved:

If you are a high school student and are at least 16 years of age, contact the Youth Internship Coordinator at the Workforce Development Center at (888)968-8456 for more information.

Trades Technical Training (T3) Program

Program History:

The City of Riverside's Vocational Trades Technical Training (T3) was introduced to the Board of Public Utilities in late 2006 and approved by the City Council in February 2007.

Overview:

The T3 program cultivates future employees by targeting local high school students for training in technical careers, such as; electricians, pipe-fitters, mechanics, and water and wastewater plant operators. The T3 program enables the City to identify, train, and develop local youth for potential industry related careers with the City of Riverside and specifically the Public Utilities, Public Works, General Services and Parks, Recreation and Community Services Departments. Further, the T3 program is aimed at developing a workforce that reflects the diversity of the City of Riverside.

Participants in the T3 program may work up to 25 hours a week while school is in session or up to 40 hours a week when school is not in session and are compensated at a rate of \$10.00 per hour. Additionally, selected T3 participants will be assigned a City facilitator who will assist with career development and a comprehensive job training program. This program complements apprenticeship programs offered by the International Brotherhood of Electrical Workers.

Who Can Participate?

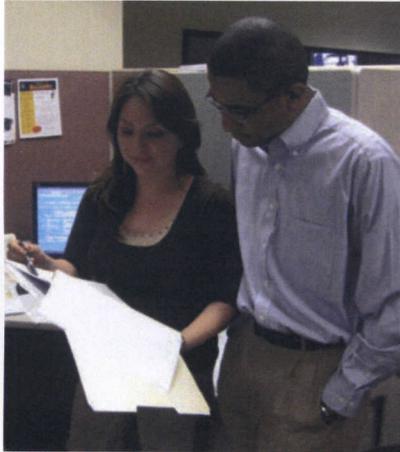
The T3 program targets a total of eight high school seniors annually, four from each school district in the City of Riverside.

How To Get Involved:

If you are interested in the T3 program, complete the Online Student Application Form and Student Recommendation Form per requirements online at riversidepublicutilities.com/T3. Each application must be accompanied by an Online Student Recommendation Form that is filled out by a teacher or counselor from the school.



Riverside Fellow Program



Program History:

The Riverside Fellow Program, originally offered in the 1980s, was recently reauthorized by the City Council for the 2008-2009 fiscal year. As the leading city in the Inland Empire, the City of Riverside is following the path taken by many major cities across the United States.

Overview:

The Fellow Program is designed to attract, develop, and retain innovative and promising people for a public service career. The Riverside Fellow Program offers a one-year paid and non-paid internship in City management to two individuals. The City of Riverside fellowship is an annual program which begins in July and concludes the following June.

Fellowship participants benefit from a general introduction and intense orientation in City management and are considered key members of the City management team. Fellows are given assignments in critical areas that develop report writing, research, presentation, and analytical skills to prepare them for a successful career in City management. The City of Riverside is currently undergoing considerable transformation, as strives to maintain its place as the leading city in the Inland Empire while fostering an environment of governmental transparency and optimization. Participants in the program will play an important role in this process.

Who Can Participate?

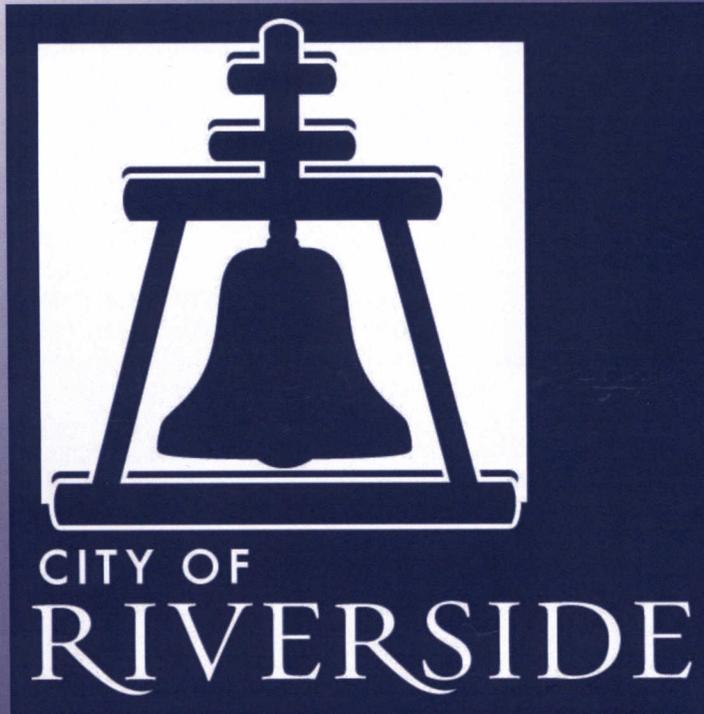
The “best and brightest” graduate students in public administration, public policy, or related fields are encouraged to apply and compete for a one-year fellowship with the City of Riverside.

How To Get Involved:

The Human Resources Department coordinates the recruitment, selection, and placement for the Riverside Fellow Program under the “Fellow Trainee” classification. Please visit www.riversideca.gov/human for more information.



*The City of Riverside...
A great place to Live, Work, and Play!*

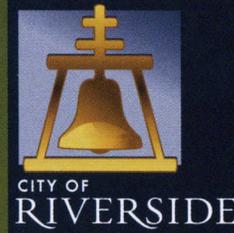


**City of Riverside
Human Resources Department**

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Office Phone: 951-826-5808
Fax: 951-826-2552
www.riversideca.gov/human

LEARNING
REFERENCE

HUMAN RESOURCES DEPARTMENT



MULTIPLYING TALENT **M**OTIVATING EXCELLENCE **M**AXIMIZING POTENTIAL

M³P

HIGH PERFORMANCE
LEARNING CENTER

EM^POWERING SUCCESS

An aerial photograph of the University of California, Riverside campus. The image shows several large, modern buildings, including a prominent white building with a central tower and a brown building with a series of arches. The campus is surrounded by lush greenery and palm trees. In the background, a range of mountains with patches of snow is visible under a blue sky with scattered clouds.

A Renaissance in Learning...

MULTIPLYING TALENT **M**OTIVATING EXCELLENCE **M**AXIMIZING POTENTIAL

M³P

HIGH PERFORMANCE
LEARNING CENTER

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M³P

HIGH PERFORMANCE LEARNING CENTER

EMPOWERING SUCCESS

Welcome to the City of Riverside Human Resources Department's fresh and exciting new learning initiative! We are delighted to present to you not only a charismatic re-branded identity and effervescent modern 'look', but the first phase of a high quality, comprehensive, integrated, and innovative strategy for the development of all City of Riverside employees!

We recognize and appreciate the extraordinary value added by you, our talented and diligent City workforce, in ensuring outstanding service to the residents of and visitors to our vibrant and expanding community. By providing a robust yet flexible learning infrastructure, we expect to create broad-ranging opportunities for all City employees to further enhance their high performance capabilities and be even better equipped for optimal effectiveness. As a primary catalyst for the growth of the City's next generation of leaders, we strive to augment and ensure the City's great tradition of distinction in local government!

As detailed in this Learning Reference, commencing in the 2007-2008 Winter Trimester (11/01/07 - 02/29/08), the M³P High Performance Learning Center will be offering seven certificate programs within four discrete 'learning streams'. These programs are founded on best practice models and reflect many of the results of recent training needs analyses. They provide a progressive pathway for building core competencies that have been identified as appropriate and necessary for City employees within different ranges of classifications or at varying stages in their careers. Three of these programs incorporate blended learning solutions involving both self-paced online courses and facilitated group discussion sessions.

City employees are strongly encouraged to participate in entire certificate programs. However, many certificate core courses will likely be available as 'independent' modules to non-certificate participants as well. A number of 'stand alone' courses not within any certificate programs will also be offered. So what are you waiting for? Register today for a suitable program or course... and join our renaissance in learning!

We anticipate future phases of this updated development strategy introducing even greater variety, flexibility, and accessibility to learning options. For example, we expect to more readily utilize blended solutions and state-of-the-art technology to increase 'anytime, anywhere' learning capacity. Our website will be upgraded with potent new learning tools such as discussion boards facilitated by subject matter experts. We envisage extending our support services to include training liaisons and guidance counselors. In addition, we will shortly be implementing a computerized Learning Management System that will streamline and substantially expand our administrative capabilities.

As can be seen, there is much to look forward to with the M³P High Performance Learning Center! We are pleased to serve the City of Riverside and all City staff as a key conduit for multiplying talent, motivating excellence, maximizing potential, and empowering success!

Wishing you the very best in your learning endeavors,

Rhonda D. Strout
Human Resources Director

Our Mission...

To provide City of Riverside employees with contemporary and professional learning and development opportunities which:

- Are in direct alignment with the City of Riverside's organizational objectives (including the City's Renaissance initiative), and geared toward their fullest attainment.
- Increase skills and competencies for greater efficacy of work performance.
- Stimulate and support talent retention, career advancement, and succession planning.
- Inspire employees to pursue excellence and achieve their utmost potential.
- Enhance employees' quality of life within the work environment.

Our Objectives...

Highest Quality

Interactive, Innovative, and Engaging

Generate Interest

Holistic

Purposeful and Business Strategic

Ethics, Values, and Character

Recognition and Rewards

Flexible

Organized and Systematic

Relevant and Personalized

Modular

Accessible

Networked and Collaborative

Cultivate a Culture of Learning

Evaluate and Justify

High yield investment in our most valuable resource: **You!**

S•H•I•E•L•D

FACILITATING A SAFE, HEALTHY, INCLUSIVE, ENERGIZED,
LINKED, AND DIVERSE WORK ENVIRONMENT

SHIELD Certificate: Workforce Fundamentals

- New Employee Orientation (NEO)
- City of Riverside Mission, Vision, and Values/Workplace Ethics
- Valuing Diversity
- Preventing a Hostile Work Environment
- Workplace Safety/Standardized Emergency Management System (SEMS)
- Recognizing Signs of Substance Misuse
- Stress Management Strategies
- Staying Energized at Work

Value and protect your work environment!

S•M•A•R•T

SUPERVISORS' AND MANAGERS' AREAS OF
RESPONSIBILITY TRAINING

SMART Certificate Level 1: Essentials of Supervision/Management

- Key City Policies and Resources I, II
- Ethical Management
- Managing Diversity
- Self-Paced E-Courses (SPEC) including:
 - Working Through Others
 - Organizing Resources, Meetings, & Time
 - Evolving as a Manager
 - Harassment Prevention for Supervisor and Managers
- SPEC Interactive Discussion Groups

SMART Certificate Level 2: Leadership Development for Middle-Managers

- Effective Leadership
- Decision Making Best Practices
- Building an Effective Team
- Effective Coaching and Mentoring
- Employee Relations
- Performance Evaluation
- Interviewing, Recruitment, & Selection
- Negotiating for Results

Performance management vitals for the savvy leader!