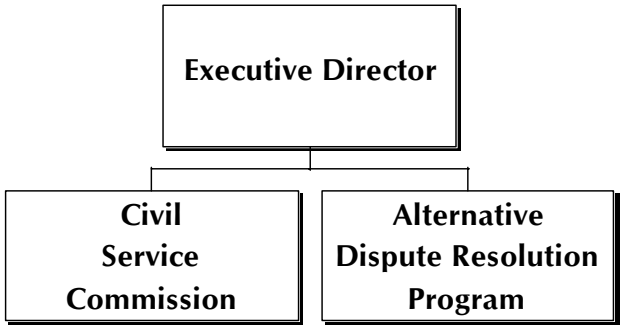
Civil Service Commission



Mission

To represent the public interest in the improvement of Personnel Administration in the County and to advise the County Board of Supervisors, the County Executive and the Human Resources Director in the formulation of policies concerning Personnel Administration within the competitive service; and act as an impartial hearing body for County employee grievances and appeals.

Focus

The Civil Service Commission (CSC) serves as an appellate hearing body to adjudicate employee grievances. The Commission also reviews and conducts public hearings on proposed revisions to the Personnel Regulations. The Commission fosters the interests of civic, professional and employee organizations and the interests of institutions of learning in the improvement of personnel standards.

The Commission endeavors to resolve grievances at the earliest possible opportunity, encourages mediation and settlement, and identifies and supports opportunities for delivery of training to employees and management prior to Commission hearings.

THINKING STRATEGICALLY

Strategic issues for the Department include:

- Expediting Commission procedures and processes to reduce the waiting period for adjudication of grievance appeals;
- Improving employee and agency understanding of Commission purpose and procedures, thus serving justice for all parties appearing before the Commission; and
- Encouraging and preparing all parties in the grievance and appeal process to use mediation and intervention to settle differences.

The Commission is fully able to hear grievances within 45 days of receipt of an employee's petition on appeal. However, flexibility is required throughout the process, to allow the two parties to discuss the issues, and where possible, reach an agreement and settle the grievance.

Effective in FY 2008 the Alternative Dispute Resolution (ADR) Mediation and Pay for Performance Appeals Panel program formerly housed in Office of Equity Programs has been moved to this agency. The Appeals Panel program will continue to support the goal of the Pay for Performance program by bringing supervisors and employees together in an informal setting to resolve evaluation issues. In addition, ADR staff provides formal mediation and conflict resolution process training opportunities for County employees.

New Initiatives and Recent Accomplishments in Support of the Fairfax County Vision

Exercising Corporate Stewardship	Recent Success	FY 2009 Initiative
Continue to ensure due process for appellants through the effective and efficient processing of case workload, and improve service delivery by expanding the size of the Commission and increasing its capacity to hear appeals, while decreasing the waiting period for hearings.	☑	☑
Encourage management and employees to utilize existing mediation and opportunities to resolve grievances, as well as increase availability of hearings and decrease the hearing timelines to eliminate barriers that make appeals to the Commission arduous or unattainable.	☑	☑
Ensure fairness and due process of personnel and grievance appeals systems by continuing to develop and deliver training for employees, managers, supervisors, staff and commissioners.	☑	☑
Offer training on issues related to alternative dispute resolution methods. Training programs are an investment in the workforce because these programs develop employees' talents and prepare them to address the needs of the community.	☑	☑

Budget and Staff Resources

Agency Summary				
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	2/ 2	2/ 2	3/ 3	3/ 3
Expenditures:				
Personnel Services	$152,870	$197,011	$197,011	$330,840
Operating Expenses	71,951	286,767	286,767	286,767
Capital Equipment	0	0	0	0
Total Expenditures	**$224,821**	**$483,778**	**$483,778**	**$617,607**

FY 2009 Funding Adjustments

The following funding adjustments from the FY 2008 Revised Budget Plan are necessary to support the FY 2009 program:

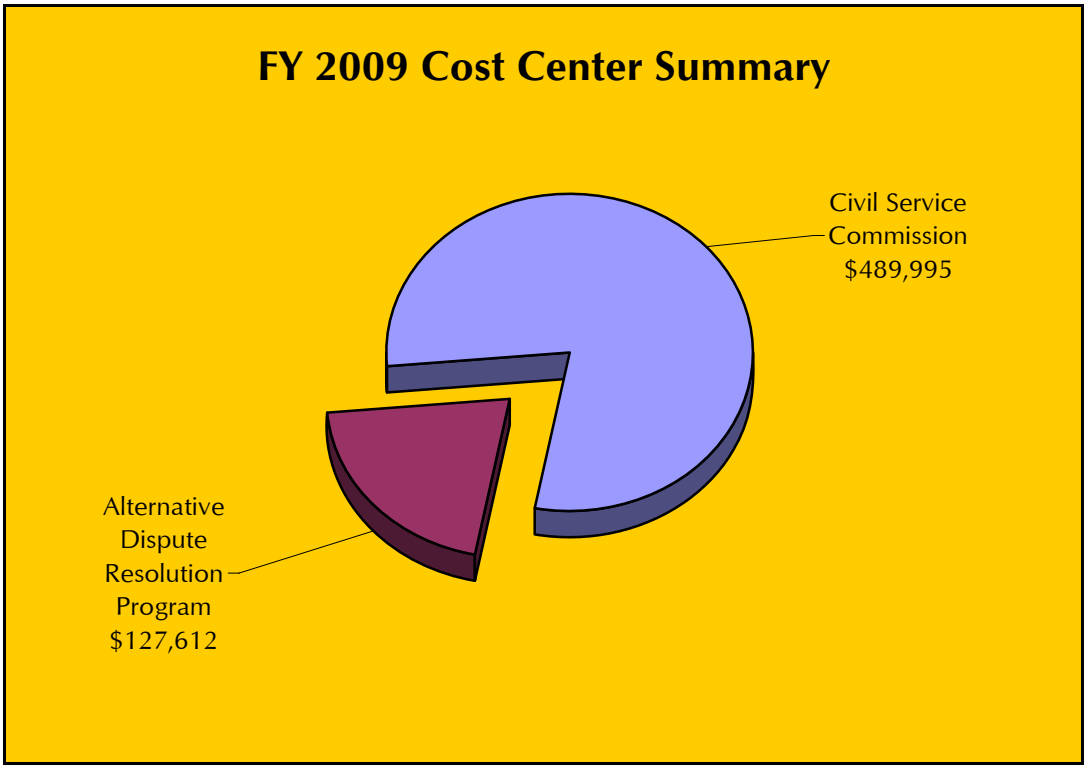
- **Employee Compensation** **$133,829**
  An increase of $133,829 associated with salary adjustments necessary to support the County's compensation program and the transfer of 1/1.0 SYE merit position and one limited term position from Office of Equity Programs Alternative Dispute Resolution unit to the Civil Service Commission. As a result of budget constraints, compensation adjustments for County employees have been reduced. For FY 2009, employee increases as part of the pay for performance system have been discounted by 50 percent and the impact of the lower pay for performance funding is reflected above.

Changes to FY 2008 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2008 Revised Budget Plan since passage of the FY 2008 Adopted Budget Plan. Included are all adjustments made as part of the FY 2007 Carryover Review and all other approved changes through December 31, 2007:

- **Position Adjustment** **$0**
  In FY 2008 the County Executive approved the transfer of 1/1.0 SYE merit position and one limited term position from Office of Equity Programs' Alternative Dispute Resolution unit to the Civil Service Commission to more efficiently align County programs and activities to resolve Pay for Performance disputes.

Cost Centers



Civil Service Commission

Funding Summary				
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	2/ 2	2/ 2	2/ 2	2/ 2
Total Expenditures	**$224,821**	**$483,778**	**$483,778**	**$489,995**

Position Summary	
1 Executive Director	1 Administrative Assistant IV
TOTAL POSITIONS **2 Positions / 2.0 Staff Years**	

Key Performance Measures

Goal

To endeavor to resolve grievances at the earliest possible opportunity, encourage mediation and settlement, and identify and support opportunities for delivery of training to employees and management prior to Commission hearings.

Objectives

- To ensure due process of appellants and to process the case workload in an effective and efficient manner by adjudicating appeals in an average of 2 meetings.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	FY 2008	FY 2009
Output:					
Grievance appeals involving final and binding decisions closed	43	25	30 / 13	25	25
Grievance appeals involving advisory decisions closed	12	3	10 / 13	10	10
Efficiency:					
Staff hours per case in final and binding decisions	50	25	25 / 25	25	25
Service Quality:					
Average waiting period for a hearing before the CSC for dismissals (in months)	5.3	6.2	2.0 / 2.5	2.0	2.0
Average waiting period for a hearing before the CSC for binding/adverse discipline other than dismissals (in months)	6.0	7.9	2.0 / 2.9	2.0	2.0
Average waiting period for a hearing before the CSC for advisory cases (in months)	45.0	3.7	2.0 / 2.5	2.0	2.0
Average days between conclusion of hearing and rendering written decision (in days)	15	12	10 / 6	10	10
Outcome:					
Average meetings required to adjudicate appeals	3	3	2 / 2	2	2

Performance Measurement Results

The number of grievances involving final and binding decisions from the full Civil Service Commission in FY 2007 was 48.0 percent less than FY 2006, decreasing from 25 to 13. This is also a reduction from the FY 2007 estimate of 30.

The number of advisory grievances received or resolved was a 433.33 percent increase over the FY 2006 actual, increasing from 3 to 13 advisory grievances. This is also a slight increase from the FY 2005 actual of 12.

The comprehensive changes in the format of Commission and its hearings, implemented in January 2006, have had an impact on the performance measurements. There has been a great reduction in the waiting period for employees after submitting an appeal from prior years. There has also been an increased emphasis on working with employees and agencies for resolutions outside of the hearing process. It will take several years to realize the full impact of the redesign; however, it should be noted that since the Commission has no control over the number of appeals filed during any given year, these numbers will fluctuate each year.

The biggest improvement in the appeal process is the reduction of time from when an employee files a grievance with the Commission to when the hearing is held. The goal is to schedule the hearing within 45 to 60 days upon receipt of the Petition on Appeal in the Commission Office. The Commission strives to meet this timeframe; however, there are often extenuating circumstances that may require a slightly longer time frame, or the hearing is scheduled, and then postponed and rescheduled. Regardless, the time frame for holding a hearing has been greatly reduced with the new process. On average, for binding and advisory hearings, the timeframe between receipt of an appeal and the hearing is less than 3 months. This reflects a reduction of 60 percent for hearings involving dismissals from the waiting period experienced in FY 2006. For hearings involving appeals other than dismissals, the reduction is 63 percent from FY 2006, while advisory appeals showed a 32 percent decrease in wait time.

The average number of days between the conclusion of the hearing and the rendering of the written decision was 6, or 40 percent shorter time frame than the estimate of 10 days.

Alternative Dispute Resolution Program

Funding Summary				
Category	FY 2007 Actual	FY 2008 Adopted Budget Plan	FY 2008 Revised Budget Plan	FY 2009 Advertised Budget Plan
Authorized Positions/Staff Years				
Regular	0/ 0	0/ 0	1/ 1	1/ 1
Total Expenditures	**$0**	**$0**	**$0**	**$127,612**

Position Summary
1 Management Analyst IV
TOTAL POSITIONS
1 Position / 1.0 Staff Year

Key Performance Measures

Goal

The Civil Service Commission develops, monitors, and evaluates the County's Pay for Performance appeals through the use of the alternative dispute resolution process. ADR staff provides formal mediation and conflict resolution opportunities for County employees in workplace disputes and disagreements, in addition to administering appeals of performance evaluations.

Objectives

- To reach 9.0 percent of the workforce with information or training about the Alternative Dispute Resolution (ADR) program, toward a future target of 10 percent.

- To maintain the number of participants in the ADR processes to 420, reflecting 3.5 percent of the workforce.

Indicator	Prior Year Actuals FY 2005 Actual	FY 2006 Actual	FY 2007 Estimate/Actual	Current Estimate FY 2008	Future Estimate FY 2009
Output:					
Customer contacts about ADR	1,250	1,300	1,300 / 1,360	1,320	1,380
Orientations/Information briefings held about ADR	15	15	17 / 15	18	18
Employees receiving conflict management training	720	726	750 / 590	775	600
Customer contacts resulting in participation in ADR services	345	390	410 / 400	420	420
Efficiency:					
Cost per customer contact for information on ADR	$4.55	$4.67	$4.75 / $4.60	$4.67	$4.60
Cost per customer trained in ADR program	$4.63	$4.78	$4.80 / $4.90	$4.72	$4.90
Cost per session for ADR services	$6.55	$6.75	$6.85 / $6.90	$6.76	$6.90
Service Quality:					
Percent of participants indicating satisfaction with ADR training	69.0%	72.0%	70.0% / 76.0%	72.0%	76.0%
Percent of participants and clients indicating satisfaction with ADR services	81.0%	82.0%	82.0% / 84.0%	82.0%	84.0%
Outcome:					
Percent of workforce that attended information briefings or training about ADR	8.7%	8.5%	8.7% / 8.2%	9.0%	9.0%
Percent of workforce that participated in ADR processes	3.0%	3.3%	3.4% / 3.4%	3.5%	3.5%

Performance Measurement Results

The Alternative Dispute Resolution Program's outreach efforts continue to provide employees with access to services online and at job sites. A three hour conflict management skills course is offered to all County employees as well as training to agencies in incorporating mediation into their service areas. These outreach efforts resulted in 8.2 percent of the total workforce attending information briefings or training about ADR services in FY 2007.