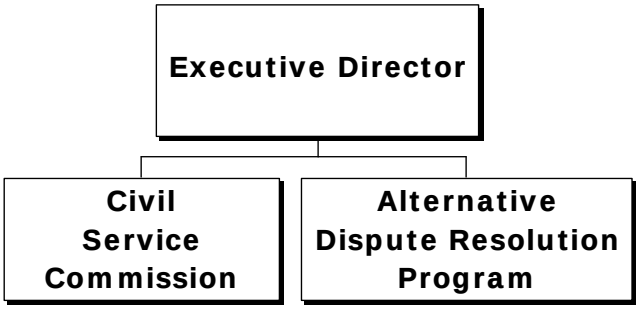
Civil Service Commission



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.

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.

The Alternative Dispute Resolution (ADR) Mediation and Pay for Performance Appeals Panel program is an integrated conflict management system, linking employees to a continuum of services which offer employees and managers different opportunities to appropriately address conflict in the workplace. 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.

Budget and Staff Resources

Agency Summary					
Category	FY 2010 Actual	FY 2011 Adopted Budget Plan	FY 2011 Revised Budget Plan	FY 2012 Advertised Budget Plan	FY 2012 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	3 / 3	3 / 3	3 / 3	3 / 3	3 / 3
Expenditures:					
Personnel Services	$294,760	$337,550	$327,550	$337,550	$337,550
Operating Expenses	66,301	191,747	101,747	91,747	91,747
Capital Equipment	0	0	0	0	0
Total Expenditures	**$361,061**	**$529,297**	**$429,297**	**$429,297**	**$429,297**

FY 2012 Funding Adjustments

The following funding adjustments from the FY 2011 Adopted Budget Plan are necessary to support the FY 2012 program. Included are all adjustments recommended by the County Executive that were approved by the Board of Supervisors, as well as any additional Board of Supervisors' actions, as approved in the adoption of the budget on April 26, 2011.

- **Employee Compensation** **$0**
  It should be noted that no funding is included for pay for performance or market rate adjustments in FY 2012.

- **Reductions** **($100,000)**
  A decrease of $100,000 reflects the following reduction utilized to balance the FY 2012 budget:

Title	Impact	Posn	SYE	Reduction
Decrease Operating Expenses	When the Commission was expanded to 12 members, funding for Operating Expenses was increased to cover an estimated 42 appeals annually as increased funding for Commissioner stipends and the need for additional outside hearing officers was anticipated. However, based on the current number of appeals and careful management of operating expenses, there is flexibility within the operating budget from which the reduction can be taken with minimal impact to Civil Service Commission services.	0	0.0	$100,000

Changes to FY 2011 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2011 Revised Budget Plan since passage of the FY 2011 Adopted Budget Plan. Included are all adjustments made as part of the FY 2010 Carryover Review, FY 2011 Third Quarter Review, and all other approved changes through April 12, 2011:

- **Third Quarter Adjustments** **($100,000)**
  As part of the *FY 2011 Third Quarter Review*, the Board of Supervisors approved a net reduction of $100,000 to generate savings to meet FY 2012 requirements.

Civil Service Commission

Funding Summary					
Category	FY 2010 Actual	FY 2011 Adopted Budget Plan	FY 2011 Revised Budget Plan	FY 2012 Advertised Budget Plan	FY 2012 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	2 / 2	2 / 2	2 / 2	2 / 2	2 / 2
Total Expenditures	**$240,083**	**$400,384**	**$300,384**	**$300,384**	**$300,384**

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 FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate/Actual	Current Estimate FY 2011	Future Estimate FY 2012
Output:					
Grievance appeals involving final and binding decisions closed	13	23	20 / 13	20	20
Grievance appeals involving advisory decisions closed	0	7	5 / 6	5	5
Efficiency:					
Staff hours per case in final and binding decisions	25	20	20 / 20	20	20
Service Quality:					
Average waiting period for a hearing before the CSC for dismissals (in months)	2.4	2.3	2.0 / 2.6	2.0	2.0
Average waiting period for a hearing before the CSC for binding/adverse discipline other than dismissals (in months)	2.6	3.5	2.0 / 2.9	2.0	2.0
Average waiting period for a hearing before the CSC for advisory cases (in months)	NA	2.2	2.0 / 1.8	2.0	2.0
Average days between conclusion of hearing and rendering written decision (in days)	6	6	7 / 6	7	7
Outcome:					
Average meetings required to adjudicate appeals	2	1	2 / 2	2	2

Performance Measurement Results

The number of grievances involving final and binding decisions from the full Civil Service Commission in FY 2010 was 13 appeals, down from 23 appeals in FY 2009. 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 from year-to-year.

During FY 2010 there were six advisory appeals. Advisory appeals to the Civil Service Commission include Fairfax County Public Schools issues, County employee performance evaluations, written reprimands and other issues, as discussed in Chapter 17 of the County's Personnel Regulations. This is a slight reduction of 14.3 percent from FY 2009.

When an employee files a grievance, the goal is to schedule a hearing within 45 to 60 days upon receipt of the Petition on Appeal in the Commission Office. The Commission is able 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 at the request of one of the parties. On average, for binding and advisory hearings, the time frame between receipt of an Appeal and the hearing is less than three months. There were also several appeals in FY 2010 where either the Appellant or the County requested an extension beyond 30 days.

The average number of days between the conclusion of the hearing and the rendering of the written decision was six days, or 14.3 percent shorter time frame than the estimate of 7 days.

Alternative Dispute Resolution Program

Funding Summary					
Category	FY 2010 Actual	FY 2011 Adopted Budget Plan	FY 2011 Revised Budget Plan	FY 2012 Advertised Budget Plan	FY 2012 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	1 / 1	1 / 1	1 / 1	1 / 1	1 / 1
Total Expenditures	**$120,978**	**$128,913**	**$128,913**	**$128,913**	**$128,913**

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 serve at least 450 participants in the ADR process, reflecting 3.7 percent of the merit workforce.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate/Actual	FY 2011	FY 2012
Output:					
Customer contacts about ADR	1,310	2,122	1,300 / 1,780	1,500	1,500
Orientations/Information briefings held about ADR	16	7	12 / 8	10	10
Employees receiving conflict management training	720	417	450 / 320	350	350
Customer contacts resulting in participation in ADR services	400	534	420 / 450	450	450
Efficiency:					
Cost per customer contact for information on ADR	$4.60	$3.80	$3.80 / $4.20	$4.00	$4.00
Cost per customer trained in ADR program	$4.60	$6.08	$6.08 / $6.20	$6.20	$6.20
Cost per session for ADR services	$6.90	$6.90	$6.90 / $6.25	$6.90	$6.90

Indicator	Prior Year Actuals FY 2008 Actual	FY 2009 Actual	FY 2010 Estimate/Actual	Current Estimate FY 2011	Future Estimate FY 2012
Service Quality:					
Percent of participants indicating satisfaction with ADR training	75.0%	85.0%	85.0% / 86.0%	85.0%	85.0%
Percent of participants and clients indicating satisfaction with ADR services	80.0%	80.0%	80.0% / 78.0%	80.0%	80.0%
Outcome:					
Percent of workforce that attended information briefings or training about ADR	8.5%	5.0%	9.0% / 7.8%	9.0%	9.0%
Percent of workforce that participated in ADR processes	3.3%	5.3%	3.6% / 3.9%	3.7%	3.7%

Performance Measurement Results

The Alternative Dispute Resolution (ADR) Program promotes conflict management competency and capacity for all County employees through a proactive, collaborative process that teaches communication and conflict management skills for dealing with internal and external customers. The ADR outreach efforts continue to provide employees with access to services online and at job sites. These outreach efforts resulted in approximately 7.8 percent of the total workforce participating in one or more ADR services or programs in FY 2010, an increase of 2.8 percentage points from FY 2009. The increase is primarily due to an increase in the number of trainings, group conflict management processes and conflict coaching clients.