

# 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.

<b>AGENCY DASHBOARD</b>			
Key Data	FY 2011	FY 2012	FY 2013
1. Number of Merit County Employees	12,031	12,278	12,240
2. Number of customer contacts about or participation in at least one aspect of the Alternative Dispute Resolution (ADR) Program	1,650	1,420	2,118
3. Percentage of workforce that participated in any ADR related process (information, training, mediation, coaching, conflict resolution service)	13.7%	11.5%	17.0%
4. Percentage of participants indicating satisfaction with ADR services (e.g. mediations)	82%	80%	85%
5. Average waiting time between submission of a Petition on Appeal and a hearing before the Civil Service Commission (CSC) (months/ all types of appeals)	2.7	2.4	2.7
6. Average number of meetings to adjudicate appeals before the CSC	2	2	2

## 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.

# Civil Service Commission

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 number of grievances involving final and binding decisions from the full Civil Service Commission in FY 2013 was 16 appeals. During FY 2013, there were five advisory appeals. Advisory appeals to the Civil Service Commission include Fairfax County Public Schools issues (non-instructional employees), County employee performance evaluations, written reprimands and other issues, as discussed in Chapter 17 of the County’s Personnel Regulations.

The Alternative Dispute Resolution (ADR) 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 process will continue to support the goal of the Performance Management program by bringing supervisors and employees together in an informal setting

to resolve evaluation issues. In addition, ADR staff provides formal mediation, conflict coaching and conflict resolution process training opportunities for County employees. It is anticipated that with an increased focus on outreach, the number of employees impacted by the ADR program will increase in future years. By teaching conflict management skills to employees, the ADR program will strengthen their capacity to engage with workplace conflict before it escalates to a level requiring more adversarial and disciplinary measures. When there is conflict, the greatest potential for improving efficiencies and reduction of expenditures in most County agencies is to utilize mediation and other ADR processes.

**The Civil Service Commission supports the following County Vision Elements:**



***Creating a Culture of Engagement***



***Exercising Corporate Stewardship***

## Budget and Staff Resources

Category	FY 2013 Actual	FY 2014 Adopted	FY 2014 Revised	FY 2015 Advertised
<b>FUNDING</b>				
Expenditures:				
Personnel Services	\$322,451	\$341,618	\$344,168	\$346,025
Operating Expenses	51,066	66,536	66,681	66,536
<b>Total Expenditures</b>	<b>\$373,517</b>	<b>\$408,154</b>	<b>\$410,849</b>	<b>\$412,561</b>
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	3 / 3	3 / 3	3 / 3	3 / 3

# Civil Service Commission

## FY 2015 Funding Adjustments

The following funding adjustments from the FY 2014 Adopted Budget Plan are necessary to support the FY 2015 program:

- ◆ **Employee Compensation** \$4,407  
An increase of \$4,407 in Personnel Services reflects funding for a 1.29 percent market rate adjustment for all employees in FY 2015, effective July 2014.

## Changes to FY 2014 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2014 Revised Budget Plan since passage of the FY 2014 Adopted Budget Plan. Included are all adjustments made as part of the FY 2013 Carryover Review, and all other approved changes through December 31, 2013:

- ◆ **Carryover Adjustments** \$2,695  
As part of the FY 2013 Carryover Review, the Board of Supervisors approved funding of \$2,695, including \$2,550 in Personnel Services for a one-time compensation adjustment of \$850 for merit employees paid in November 2013 and \$145 in encumbered funding in Operating Expenses for telecommunication charges.

## Cost Centers

### Civil Service Commission

The Civil Service Commission (CSC) Cost Center serves as an appellate hearing body to adjudicate employee grievances. This cost center is responsible for conducting public hearings on proposed revisions to the County's Personnel Regulations. Staff regularly meets with employees and managers, 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.

Category	FY 2013 Actual	FY 2014 Adopted	FY 2014 Revised	FY 2015 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$249,647	\$271,505	\$273,350	\$274,149
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	2 / 2	2 / 2	2 / 2	2 / 2
1 Executive Director		1 Administrative Assistant IV		
<b>TOTAL POSITIONS</b>				
2 Positions / 2.0 FTE				

# Civil Service Commission

## Alternative Dispute Resolution Program

This cost center consists of the Alternative Dispute Resolution (ADR) Mediation program which 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. These include formal mediation, team facilitation, conflict coaching and conflict resolution process training opportunities for County employees. The ADR program also trains County employees to provide peer mediation, conflict coaching and conflict resolution training to employees, managers and teams. As needed, this program provides the structure for an appeals process for performance management issues.

Category	FY 2013 Actual	FY 2014 Adopted	FY 2014 Revised	FY 2015 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$123,870	\$136,649	\$137,499	\$138,412
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	1 / 1	1 / 1	1 / 1	1 / 1

1 Management Analyst IV

**TOTAL POSITIONS**  
1 Position / 1.0 FTE

## Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimate/Actual	FY 2014	FY 2015
<b>Civil Service Commission</b>					
Average meetings required to adjudicate appeals	2	2	2/2	2	2
<b>Alternative Dispute Resolution Program</b>					
Percent of workforce that attended information briefings or training about ADR	4.1%	4.8%	9.0%/4.2%	9.0%	9.0%
Percent of workforce that participated in a conflict resolution service	3.7%	3.8%	3.7%/3.4%	3.7%	3.7%

A complete list of performance measures can be viewed at [www.fairfaxcounty.gov/dmb/fy2015/advertised/pm/41.pdf](http://www.fairfaxcounty.gov/dmb/fy2015/advertised/pm/41.pdf)

## Performance Measurement Results

The number of grievances involving final and binding decisions from the full Civil Service Commission in FY 2013 was 16 appeals, an increase of one appeal over those submitted in FY 2012. 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. The Commission encourages parties to seek alternative solutions; from mediation to settlements, hence the number of hearings is often less than the number of actual appeals filed. The average meetings required to adjudicate appeals remained at two in FY 2013, meeting the performance target. The average number of days between the conclusion of the hearing and the rendering of the written decision was seven days.

## Civil Service Commission

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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 generally 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 postponed and rescheduled at the request of one of the parties.

The Alternative Dispute Resolution (ADR) program promotes conflict management competency and capacity for all County employees on individual and team levels through proactive, collaborative processes that teach 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. Approximately 4.2 percent of the total workforce participated in one or more ADR service or program in FY 2013, a decrease of 0.6 percentage points from the FY 2012 actual of 4.8 percent. A total of 2,118 customer contacts occurred in FY 2013, an increase of 49 percent over the FY 2012 actual of 1,420. An integral part of the agency Strategic Plan for 2014-2016 is to expand the consultation role of ADR in the workplace and to initiate partnerships with agencies to develop processes to address specific conflicts at their worksites. An intensive ADR Outreach Project is being completed as part of this strategy to reach every County agency and focus on targeted services.