

# 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 2012	FY 2013	FY 2014
1. Number of customer contacts about or participation in at least one aspect of the Alternative Dispute Resolution (ADR) Program	1,420	2,118	2,200
2. Percentage of workforce that participated in any ADR related process (information, training, mediation, coaching, conflict resolution service)	11.5%	17.0%	15.0%
3. Percentage of participants indicating satisfaction with ADR services (e.g. mediations)	80%	85%	86%
4. Average waiting time between submission of a Petition on Appeal and a hearing before the Civil Service Commission (CSC) (months/ all types of appeals)	2.4	2.7	2.4
5. Average number of meetings to adjudicate appeals before the CSC	2	2	2

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## 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 number of grievances involving final and binding decisions from the full Civil Service Commission in FY 2014 was 14 appeals. During FY 2014, 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***

# Civil Service Commission

## Budget and Staff Resources

Category	FY 2014 Actual	FY 2015 Adopted	FY 2015 Revised	FY 2016 Advertised
<b>FUNDING</b>				
Expenditures:				
Personnel Services	\$348,745	\$349,442	\$349,442	\$361,793
Operating Expenses	41,073	66,536	66,536	66,386
<b>Total Expenditures</b>	<b>\$389,818</b>	<b>\$415,978</b>	<b>\$415,978</b>	<b>\$428,179</b>
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	3 / 3	3 / 3	3 / 3	3 / 3

## FY 2016 Funding Adjustments

The following funding adjustments from the FY 2015 Adopted Budget Plan are necessary to support the FY 2016 program.

- ◆ **Employee Compensation** **\$12,351**  
 An increase of \$12,351 in Personnel Services includes \$2,936 for a 0.84 percent market rate adjustment (MRA) for all employees and \$9,415 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2015.
- ◆ **Reductions** **(\$150)**  
 A decrease of \$150 reflects the following reduction utilized to balance the FY 2016 budget:

Title	Impact	Posn	FTE	Reduction
Reduce Printing and Copying Supplies	This reduction is associated with a countywide policy decision being implemented to reduce the volume of printing and copying documents over a multi-year period. This was a common and recurring theme brought forward by employees as part of the Mission Savings process in Fall 2014. Agencies are being directed to review internal printing policies and reduce the use of individual desktop printers by utilizing the Multi-Functional Devices (MFDs) available throughout County buildings. In addition, agencies are being directed to reduce paper and toner consumption by only printing documents when necessary and by printing materials double-sided whenever possible.	0	0.0	\$150

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## Changes to FY 2015 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2015 Revised Budget Plan since passage of the FY 2015 Adopted Budget Plan. Included are all adjustments made as part of the FY 2014 Carryover Review, and all other approved changes through December 31, 2014.

- ◆ There have been no adjustments to this agency since the approval of the FY 2015 Adopted Budget Plan.

## Cost Centers

### Civil Service Commission

The Civil Service Commission 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 2014 Actual	FY 2015 Adopted	FY 2015 Revised	FY 2016 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$248,649	\$276,199	\$276,199	\$284,170
<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				

### 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 2014 Actual	FY 2015 Adopted	FY 2015 Revised	FY 2016 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$141,169	\$139,779	\$139,779	\$144,009
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	1 / 1	1 / 1	1 / 1	1 / 1

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1 Management Analyst IV

**TOTAL POSITIONS**  
1 Position / 1.0 FTE

## Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate
	FY 2012 Actual	FY 2013 Actual	FY 2014 Estimate/Actual	FY 2015
<b>Civil Service Commission</b>				
Average meetings required to adjudicate appeals	2	2	2/2	2
<b>Alternative Dispute Resolution Program</b>				
Percent of workforce that attended information briefings or training about ADR	4.8%	4.2%	9.0%/9.0%	9.0%
Percent of workforce that participated in a conflict resolution service	3.8%	3.4%	3.7%/3.9%	3.9%

A complete list of performance measures can be viewed at [www.fairfaxcounty.gov/dmb/fy2016/advertised/pm/41.pdf](http://www.fairfaxcounty.gov/dmb/fy2016/advertised/pm/41.pdf)

## Performance Measurement Results

The number of grievances involving final and binding decisions from the full Civil Service Commission in FY 2014 was 14 appeals, a decrease of two appeals from those submitted in FY 2013. 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 2014, 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.

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 9.0 percent of the total workforce participated in one or more ADR service or program in FY 2014, an increase of 4.8 percentage points over the FY 2013 actual of 4.2 percent. A total of 2,200 customer contacts occurred in FY 2014, an increase of 3.9 percent over the FY 2013 actual of 2,118. 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.