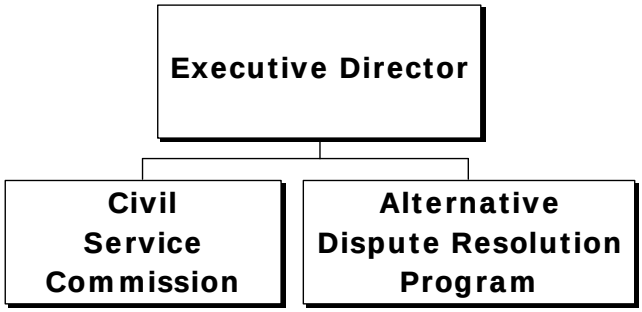
Civil Service Commission



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.

AGENCY DASHBOARD			
Key Data	FY 2013	FY 2014	FY 2015
1. Number of employees participating in at least one aspect of the ADR Program	N/A	N/A	1,427
2. Percentage of employee participation in conflict management process	N/A	N/A	10.6%
3. Percentage of participants indicating satisfaction with ADR services (e.g. mediations)	85%	86%	91%
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)	2.7	2.4	3.7
5. 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.

The Civil Service Commission supports the following County Vision Elements:

Creating a Culture of Engagement

Exercising Corporate Stewardship

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 2015 was 16 appeals. During FY 2015, there were two 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 impartial third party conflict resolution processes such as mediation, conflict coaching and targeted conflict resolution and peace building team workshops for County employees. Conflict Resolution and Mediation training modules as well as specific conflict competency training are presented by ADR staff throughout the year. 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 disciplinarian 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.

Budget and Staff Resources

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Revised	FY 2017 Advertised	FY 2017 Adopted
FUNDING					
Expenditures:					
Personnel Services	$334,380	$362,702	$362,702	$373,567	$373,567
Operating Expenses	35,833	66,386	68,133	66,386	66,386
Total Expenditures	$370,213	$429,088	$430,835	$439,953	$439,953
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	3 / 3	3 / 3	3 / 3	3 / 3	3 / 3

FY 2017 Funding Adjustments

The following funding adjustments from the FY 2016 Adopted Budget Plan are necessary to support the FY 2017 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, 2016.

- **Employee Compensation** **$10,865**
  An increase of $10,865 in Personnel Services includes $4,824 for a 1.33 percent market rate adjustment (MRA) for all employees and $6,041 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2016.

Changes to FY 2016 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2016 Revised Budget Plan since passage of the FY 2016 Adopted Budget Plan. Included are all adjustments made as part of the FY 2015 Carryover Review, FY 2016 Third Quarter Review, and all other approved changes through April 30, 2016.

- **Carryover Adjustments** **$1,747**
  As part of the *FY 2015 Carryover Review*, the Board of Supervisors approved unencumbered funding of $1,747 as part of the Incentive Reinvestment Initiative that allowed agencies to identify savings and efficiencies in FY 2015 and retain a portion to reinvest in employees.

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 2015 Actual	FY 2016 Adopted	FY 2016 Revised	FY 2017 Advertised	FY 2017 Adopted
EXPENDITURES					
Total Expenditures	$234,346	$284,715	$286,462	$291,701	$291,701
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	2 / 2	2 / 2	2 / 2	2 / 2	2 / 2

1 Executive Director
1 Administrative Assistant IV

TOTAL POSITIONS
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 a variety of opportunities to acquire conflict management skills and appropriately address conflict in the workplace. These include formal mediation, facilitated dialogue, team conflict resolution processes, conflict coaching and conflict resolution process workshops and training opportunities for County employees. The ADR program also trains County employees to provide peer mediation, peer conflict coaching and conflict management skills training to employees, managers and teams. As needed, this program provides the structure for an appeals process for performance management issues.

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Revised	FY 2017 Advertised	FY 2017 Adopted
EXPENDITURES					
Total Expenditures	$135,867	$144,373	$144,373	$148,252	$148,252
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	1 / 1	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 FY 2013 Actual	FY 2014 Actual	FY 2015 Estimate/Actual	Current Estimate FY 2016	Future Estimate FY 2017
Alternative Dispute Resolution Program					
Employees participating in at least one aspect of the ADR Program	N/A	N/A	N/A /1,427	1,500	1,500
Percent of employees that participated in a conflict management process	N/A	N/A	N/A /10.6%	10.0%	10.0%
Percent of trainees reporting increase in conflict competence	N/A	N/A	N/A / N/A	75%	75%

A complete list of performance measures can be viewed at www.fairfaxcounty.gov/dmb/fy2017/adopted/pm/41.pdf

Performance Measurement Results

In FY 2014 and most of FY 2015, under the leadership of the Civil Service Commission, the Alternative Dispute Resolution (ADR) program developed new performance measures. The goal of the evaluation plan is an ongoing examination of effectiveness as well as efficiency of the ADR program and its individual services. In FY 2015, over 1,400 employees participated in at least one aspect of the Alternative Dispute Resolution program. The ADR program is striving to provide at least 10 percent of Fairfax County employees with information, training and neutral party services to prevent and resolve conflict in the workplace in FY 2016 and beyond.

The ADR program has developed into an Integrated Conflict Management Program that provides many different processes to all employees at all levels of management in order to obtain conflict management skills. A conflict competent workforce will excel in the ability to implement positive change and provide superior customer service to citizens. The implementation of this program will allow 75 percent of employees reporting an increase in conflict competence in FY 2016 and beyond.

An integral part of the agency Strategic Plan for 2015-2016 is to expand the consultation role of ADR in the workplace and continue to initiate partnerships with agencies to develop processes to address specific conflicts at their worksites and to develop conflict competency tools and skills for agency, as well as Countywide impact. An intensive ADR Outreach Project is underway as part of this strategy to reach every County agency and focus on targeted services.