



# **CIVIL SERVICE COMMISSION**

## **CALENDAR YEAR 2024 EQUITY IMPACT PLAN**

**Leadership Sponsor: Nicole Rawlings, Executive Director**

**Equity Lead(s): Kristen Woodward, Alternative Dispute Resolution Program Coordinator**

**Departmental Equity Guiding Statement:** The Civil Service Commission (CSC), including the Office of Alternative Dispute Resolution (ADR), promotes One Fairfax by providing fair, efficient, and neutral grievance and alternative dispute resolution processes for all county employees, and support all departments, agencies, BACs (Boards, Authorities and Commissions) and county employees in addressing institutional inequities and achieving racially equitable outcomes for all in Fairfax County.

### **Context:**

The CSC and ADR provide rights-based and interest-based complaint and conflict resolution services to county employees. Evaluating demographic data allows staff to identify trends and potential drivers that might be affecting access, utilization and service outcomes. The agency continues to refine data collection methods to increase response rates and to account for the differing service and training delivery formats. The CSC and ADR staff will continue to collect and evaluate demographic data in 2024.

In addition to access and outcomes, experience and engagement throughout service delivery is important. In this regard, it is necessary to evaluate demographic data as well as anecdotal feedback to ensure equity of experience.

As with many disciplines, the fields of alternative dispute resolution and conflict management lack diversity in foundational literature and source material. CSC and ADR are committed to ensuring training and resources materials are inclusive and representative of the contributions of people of color.

### **System-Level Infrastructure:**

The CSC will continue to consult and collaborate with other agencies to identify diverse sources to enhance representation and inclusivity in current and future training content, as well as to develop/implement new strategies for eliciting feedback and survey participation. One key resource will be the County's Training and Development Communities of Practice group.

The CSC will also continue to leverage cross agency partnerships to develop and facilitate equity-related training.

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### DEPARTMENT GOALS

<b>Goal 1:</b> Collect and analyze demographic data to identify disparities with respect to access to services and service outcomes.					
<b>One Fairfax Area(s) of Focus:</b> 18. Other – Accessible County grievance and conflict management processes and resources that ensure and support a culture of equity and fairness for all employees.					
<b>Countywide Strategic Plan Community Outcome Area(s):</b> Effective and Efficient Government (EEG)					
<b>Relationship to Countywide Strategic Plan Strategies/Metric(s):</b> Strategy EEG 11. Expand employee learning opportunities to increase staff competencies and experience in the areas of leadership, equity, cultural proficiency, use of technology and innovation to meet the needs of a changing environment. Strategy EEG 13. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability and trustworthiness. Strategy EEG 21. Strengthen the use of data-informed decision making through regular data collection, evaluation and distribution.					
<b>Actions</b>	<b>Stakeholders</b>	<b>Resources/ Supports</b>	<b>Responsible Parties</b>	<b>Timeline</b>	<b>Performance Measures</b>
<b>1a.</b> Collect race demographic data on grievance outcomes	County Employees	DHR	CSC/ADR Staff	1/2024 – 12/2024	Percent of grievance participants by race as compared to the overall racial representation in the County workforce  Grievance outcomes by race
<b>1b.</b> Collect self-reported race demographic data on who seeks/receives ADR services following each interaction with ADR to increase data collection touchpoints and encourage participation.	County Employees	DHR	CSC/ADR Staff	1/2024 – 12/2024	Percent of service recipients by race as compared to the overall racial representation in the County workforce  Service outcomes by race
<b>1c.</b> Collect demographic data on who provides ADR services – excluding ADR staff	County Employees	DHR	CSC/ADR Staff	1/2024 – 12/2024	Measure of diversity among service providers – Percentage

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					of service providers by race
<p><b>1d.</b> Collect demographic data on who attends ADR trainings.</p>	County Employees	DHR	CSC/ADR Staff	1/2024 – 12/2024	Percent of training participants by race as compared to the overall racial representation in the County workforce

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**Goal 2:** To create understanding of how our processes, policies, and decision-making are informed by implicit biases (IB) and incorporate strategies to interrupt them.

**One Fairfax Area(s) of Focus:**

18. Other - County conflict management processes and resources that promote and support a responsive, caring and inclusive workplace culture where all feel heard and valued.

**Countywide Strategic Plan Community Outcome Area(s):** Effective and Efficient Government (EEG)

**Relationship to Countywide Strategic Plan Strategies/Metric(s):**

Strategy EEG 11. Expand employee learning opportunities to increase staff competencies and experience in the areas of leadership, equity, cultural proficiency, use of technology and innovation to meet the needs of a changing environment.

Strategy EEG 13. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability and trustworthiness

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<b>2a.</b> Incorporate Implicit Bias/microaggression training/discussions in practitioner meetings.	ADR Practitioners		ADR Staff	1/2024 – 12/2024	Creation and delivery of training content
<b>2b.</b> Develop reflection tools to assist practitioners in identifying and interrupting IB that might be impacting service delivery.	ADR Practitioners		ADR Staff	1/2024 – 12/2024	Implementation/use of the reflection tool. Percent of practitioners who report increased understanding and awareness of implicit bias/structural racism/microaggressions  Percentage of practitioners who report feeling better equipped to address and manage implicit bias/structural racism/microaggressions  Number of individuals trained
<b>2c.</b> Explore and participate in external training opportunities around ADR and equity.	CSC Staff		CSC Staff	1/2024 – 12/2024	Attend external training

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**Goal 3:** To provide training that supports the County's equity goals and ensures inclusive and representative training source materials and content.

**One Fairfax Area(s) of Focus:**

18. Other - County conflict management training and resources that promote and support a responsive, caring and inclusive workplace culture where all feel heard and valued.

**Countywide Strategic Plan Community Outcome Area(s):** Effective and Efficient Government (EEG)

**Relationship to Countywide Strategic Plan Strategies/Metric(s):**

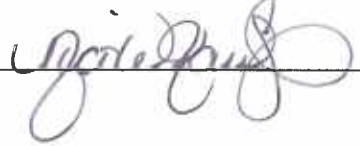
Strategy EEG 11. Expand employee learning opportunities to increase staff competencies and experience in the areas of leadership, equity, cultural proficiency, use of technology and innovation to meet the needs of a changing environment.

Strategy EEG 13. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability and trustworthiness

Strategy EEG 17. Ensure local leaders, public and private, have the knowledge and capacity to understand the drivers of racial inequity and their contribution to structural racism, and use their power to build more equitable communities.

Actions	Stakeholders	Resources/ Supports	Responsible Parties	Timeline	Performance Measures
<p><b>3a.</b> Identify and address gaps in the inclusion of source materials written/created by diverse authors.</p>	<p>County training recipients</p>	<p>Learning and Development Communities of Practice/DHR - Organizational Development and Training</p>	<p>CSC Staff - ADR</p>	<p>1/2024 – 12/2024</p>	<p>Increased number of sources and other resources created or authored by Persons of color.</p>
<p><b>3b.</b> Provide Implicit Bias and Structural Racism: Examining the Cycle, training for County Employees</p>	<p>County departments</p>	<p>One Fairfax Central Team in the Office of the County Executive</p>	<p>Equity Ambassadors trained to deliver the training</p>	<p>1/2024 – 12/2024</p>	<p>Percent of training recipients who report increased understanding and awareness of implicit bias/structural racism</p> <p>Percent of training recipients who report feeling better equipped to address and manage implicit bias /structural racism</p>

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Department Director's Signature:  \_\_\_\_\_