

Fairfax County, Virginia



LINES OF BUSINESS

March 2016

CIVIL SERVICE COMMISSION

*County Lines of Business (LOBs)
Presentation to the Board of Supervisors*



www.fairfaxcounty.gov/budget/2016-lines-of-business.htm



OUTLINE OF TODAY'S PRESENTATION

1. Department Overview
2. High level view of Lines of Business (LOBS)
3. How LOBs relate to the County Vision Elements
4. Metrics
5. Trends and Challenges
6. Looking Forward
7. Discussion

*Note: See **www.fairfaxcounty.gov/budget/2016-lines-of-business.htm** to access all LOBs documents and presentations.*

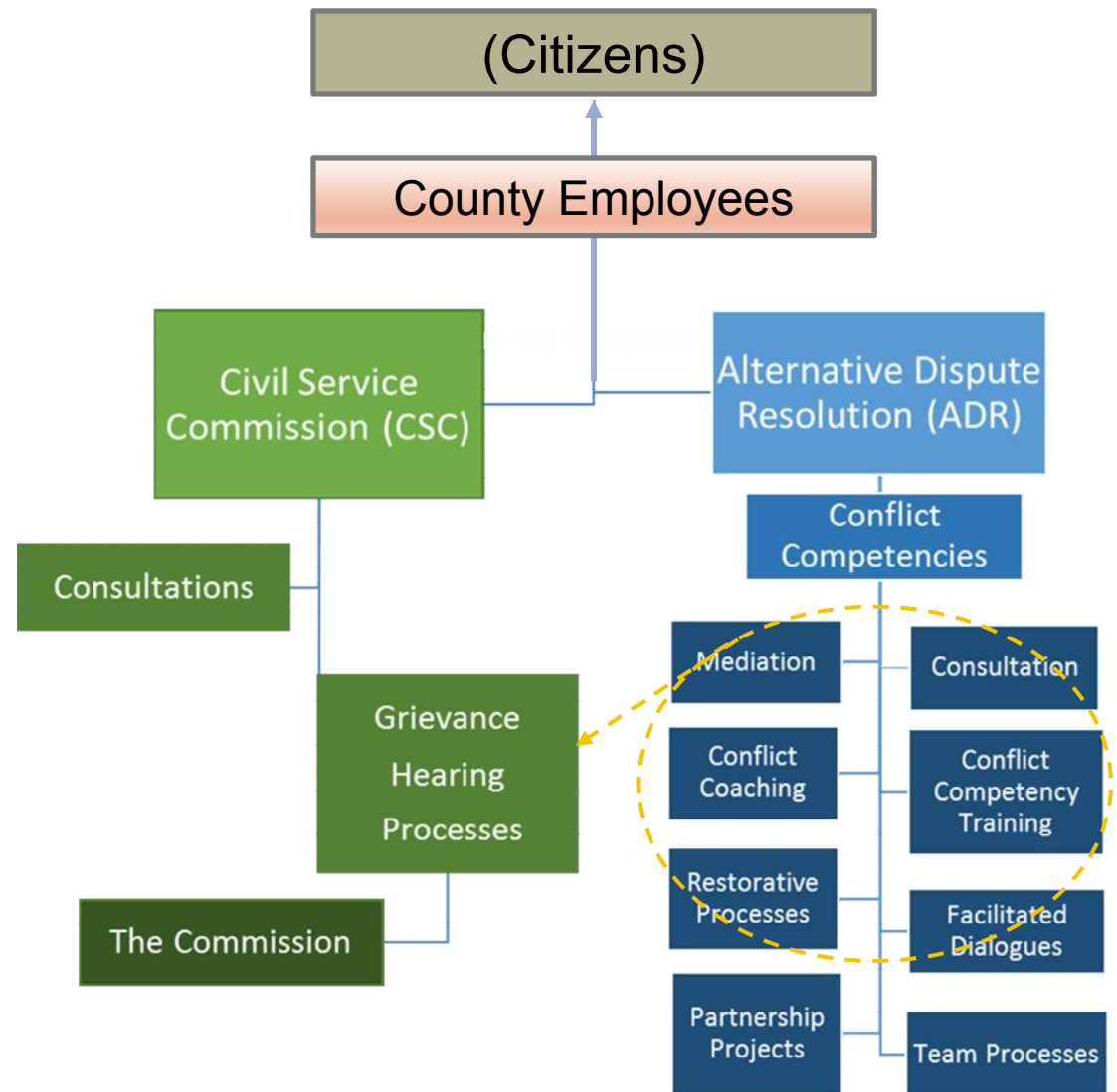


DEPARTMENT OVERVIEW – CSC & ADR

The Office of the Civil Service Commission (CSC) has two intertwined functions:

- to assist employees, supervisors and managers with conflict management issues
- the management of the mandated Civil Service Commission Hearing Process outlined in Chapter 17.

Within the CSC, the Office of Alternative Dispute Resolution (ADR) is an Integrated Conflict Management System (ICMS) linking employees to a continuum of services addressing conflict in the workplace. The program seeks to create a conflict competent workplace that supports a culture of engagement and emphasizes corporate stewardship.





DEPARTMENT RESOURCES

Category	FY 2014 Actual	FY 2015 Actual	FY 2016 Adopted
FUNDING			
<u>Expenditures:</u>			
Compensation	\$348,745	\$334,380	\$362,702
Operating Expenses	41,073	35,833	66,386
Total Expenditures	\$389,818	\$370,213	\$429,088
General Fund Revenue	\$0	\$0	\$0
Net Cost/(Savings) to General Fund	\$389,818	\$370,213	\$429,088
POSITIONS			
Authorized Positions/Full-Time Equivalents (FTEs)			
<u>Positions:</u>			
Regular	3 / 3	3 / 3	3 / 3
Total Positions	3 / 3	3 / 3	3 / 3

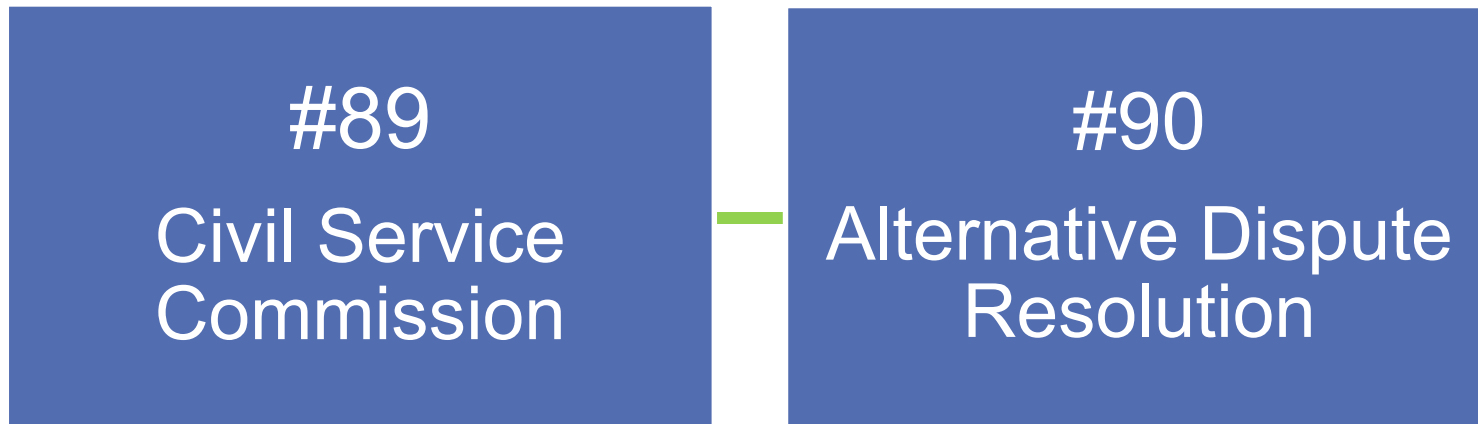


LOBS SUMMARY TABLE

LOB #	LOB Title	FY 2016 Adopted	
		Disbursements	Positions
89	Civil Service Commission	\$283,573	2
90	Alternative Dispute Resolution	145,515	1
Total		<u>\$429,088</u>	<u>3</u>



LOBS AT A GLANCE



*"Wonderful experience. The mediators enormously helpful in increasing my insight into my situation and the best possible and realistic alternatives to address my concerns."
Mediation Participant*



DEPARTMENT OVERVIEW – CSC

- The Fairfax County Civil Service Commission (CSC) was established in 1958 and a grievance process is currently mandated under the Code of Virginia 15.2-1506, 1507.
- In 2006 the Commission grew from 5 members to 12, each appointed by the Board of Supervisors. Commissioners are randomly assigned to a hearing in a panel of three.
- The CSC oversees the process in which employees can grieve workplace issues as defined by the County's *Personnel Regulations*.
- While the number of appeals received by the Commission is outside its control, staff provides efficient and effective service to all parties involved in the grievance process as the neutral party.
- The Commission also provides feedback to the County on issues before the Commission (including public hearings on proposed changes to the *Personnel Regulations*) and recommendations for the County on improving personnel management and employee relations.
- The CSC grievance process is supported by a staff of 2.

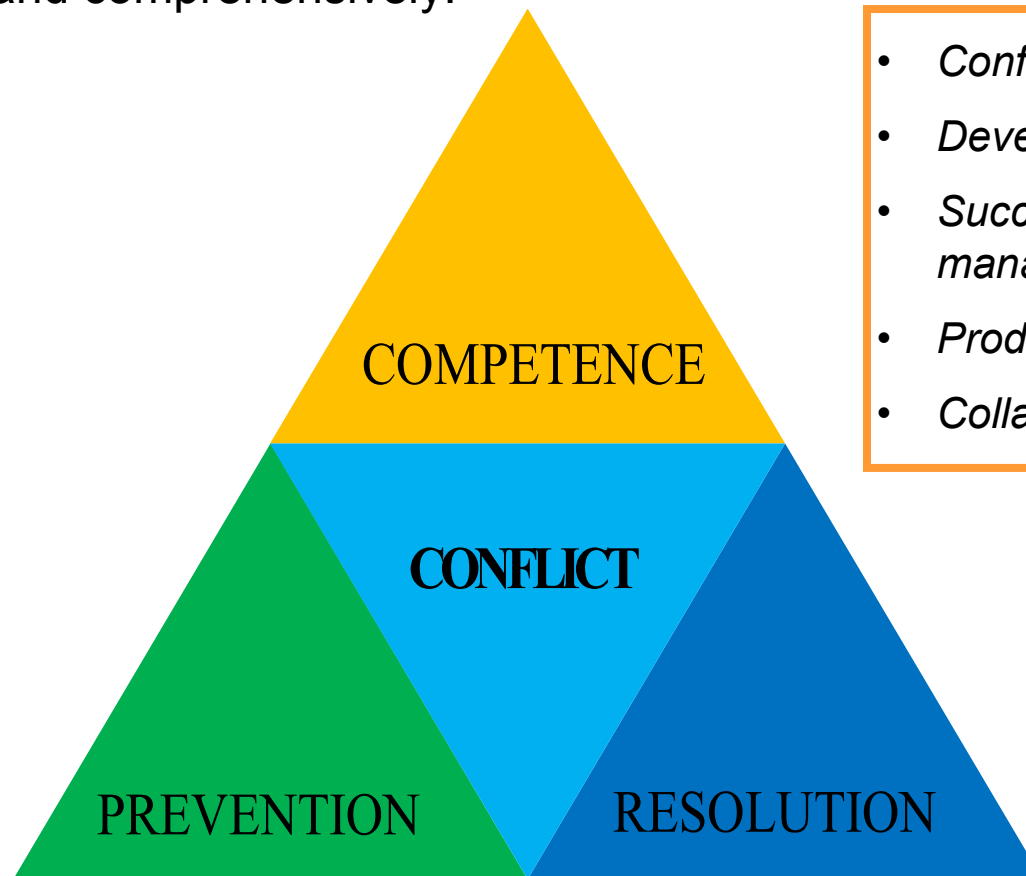




DEPARTMENT OVERVIEW - ADR

PURPOSE

The ADR Program envisions a workplace culture where employees at all levels are conflict competent and able to manage conflict well. As a result citizens are served responsively and comprehensively.



- *Conflict competent employees*
- *Development of CPR tools*
- *Successful change management*
- *Productive workforce*
- *Collaborative problem solving*



DEPARTMENT OVERVIEW – ADR

- The Alternative Dispute Resolution (ADR) program was established in 2000 to provide a workforce mediation program for employees of all levels within the County and to assist with appeals to performance evaluations (with the move away from pay-for-performance the appeals process has been reduced to less than 5 a year).
- The ADR Program evolved into a program that offers many different conflict prevention and resolution processes and tools including conflict competency skills training for all employees.
- The ADR program provides a venue for confidential, impartial, voluntary conflict prevention and resolution interventions to help employees, teams, agencies and departments to prevent and address conflict in the work place.
- The ADR program offers third party neutral intervention processes as an alternative to more traditional resolution processes such as the grievance process or litigation.
- The ADR program is staffed with one FTE merit position and one non merit part-time position. Additional staffing is provided on a limited term basis.





DEPARTMENT OVERVIEW – ADR

Why An ADR Program?

- While most people acknowledge that workplace conflicts affect productivity and morale, the financial drain of office drama is not always as obvious.
- CPP Inc.--publishers of the Myers-Briggs Assessment and the Thomas-Kilmann Conflict Mode Instrument--commissioned a study on workplace conflict in 2008; the study found that U.S. employees spent on average 2.8 hours per week dealing with conflict.
 - With ~12,000 employees, this equates to a lot of time spent dealing with conflict on the job in Fairfax County.
 - Findings from the CPP study also found that approximately 25 percent of employees said that avoiding conflict led to sickness or absence from work. Equally alarming, nearly 10 percent reported that workplace conflict had a negative affect on assigned projects.
- Even employees not participating directly in the conflict can be affected; morale, supervisors having to deal with employee conflict instead of their own work, and absenteeism.
- Conversely, the report found that 34 percent of employers said conflict-management training resulted in better teamwork, and 31 percent said it led to a reduction in formal disciplinary and grievance cases.



DEPARTMENT OVERVIEW – ADR

CONFLICT RESOLUTION

Fairfax County Office of Alternative Dispute Resolution

CONFLICT PREVENTION

OUTREACH

PRESENTATIONS

NEW EMPLOYEE
ORIENTATIONSFFX TEAM INSIDER
ARTICLES & COLUMN

SERVICES

CONSULTATIONS/
INTAKESFACILITATION/
DIALOGUES

TEAM PROCESSES

RESTORATIVE
PROCESSES

CONFLICT COACHING

MEDIATION

TRAINING/ CONFLICT
COMPETENCY
WORKSHOPSPARTNERSHIP
PROJECTS

DEVELOPMENT

MEDIATION
TRAININGCONFLICT COACHING
TRAININGCONFLICT COACHING
REFRESHER TRAININGMEDIATION
REFRESHER TRAININGFACILITATION SKILLS
TRAININGFFX COUNTY PEER
MEDIATORSFFX COUNTY PEER
CONFLICT COACHESLUNCH & LEARNS
BROWN BAGSMINDFULNESS
COURSECONFLICT RESOLU-
TION TRAININGWPB POLICY TASK
FORCE GROUPINTERNSHIP
PROGRAMPARTNERSHIP
PROJECTS

PARTNERS

DEPARTMENT OF ORGANIZATIONAL
DEVELOPMENT & TRAININGDEPARTMENT OF HUMAN
RESOURCES

FFX COUNTY PUBLIC SCHOOLS

JUVENILE & DOMESTIC RELATIONS
COURT

EMPLOYEE GROUPS

CIVIL SERVICE COMMISSION

GEORGE MASON UNIVERSITY

SCHOOL OF CONFLICT ANALYSIS &
RESOLUTION AT GMU

CONFLICT COMPETENCIES TOOL BOX

MEYERS-BRIGGS
PERSONALITY TYPEKRAYBILL CONFLICT
MODES INSTRUMENTFACILITATION
HANDBOOK

"WHITE PAPERS"

RESPECTFUL WORK-
PLACEASSERTIVE
COMMUNICATION



LINES OF BUSINESS SUMMARY

- With the relocation of the ADR program to the CSC in 2007, the agency's role as a resource for employees and managers experiencing conflict in the workplace was expanded.
- The CSC Office efficiently processes about 20 grievance appeals annually.
 - Parties in a grievance are encouraged to seek alternative resolution prior to the hearing and staff facilitate that process as needed.
- Staff provide information and guidance on the grievance process – to employees, representative, managers and human resource managers.
- ADR manages a large number of ADR “third party neutral” conflict resolution process cases and a pool of Peer Mediators and Peer Conflict Coaches.
 - ADR has a cadre of 65 peer mediators, who have completed the 3-day mediation training and provide many hours of volunteer service.
 - ADR has a team of 28 conflict coaches – who have received additional training and can work one-on-one with employees or supervisors who need additional support in working through workplace conflict – either with other employees, a subordinate or community processes.



LINES OF BUSINESS SUMMARY

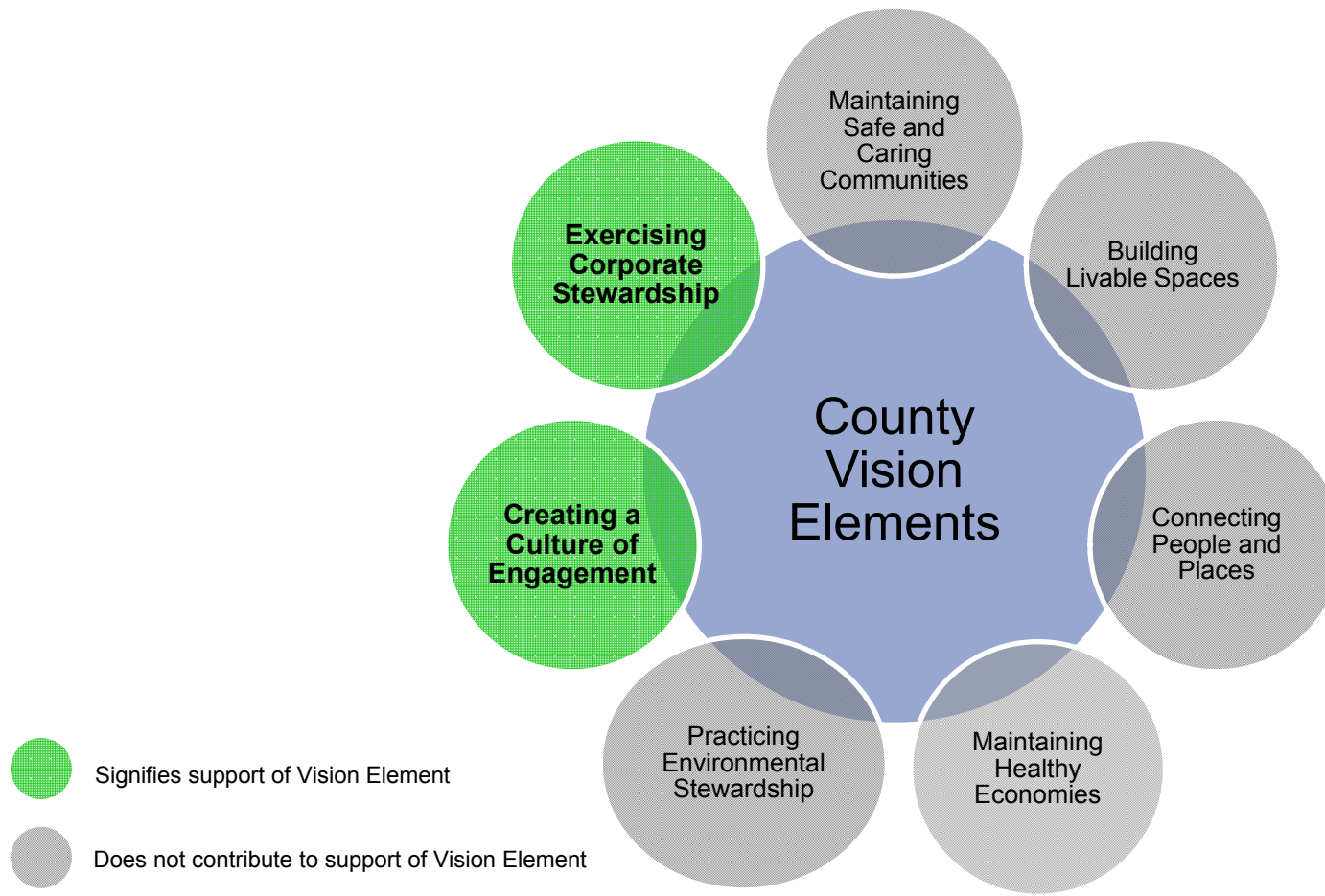
- Staff partner with departments on special projects or agency-specific needs to address conflict prevention and resolution needs dealing with County employees and/or citizens.
 - Most recently staff worked with staff from the Fairfax County Department of Transportation on a manual to assist employees with the community involvement process and managing conflict in those processes.
- ADR is distinguished from other training and development programs in that it targets the building of conflict competencies skills so that employees at all levels are able to prevent and respond to conflict effectively therefore increasing productivity and encouraging positive outcomes.
 - During the past three years, 1,233 employees or 9% of employees have taken at least one conflict management class—with a 89% satisfaction rate.
 - In addition, the ADR program has successfully moved the three-day, certified mediation training “in-house,” which has and will continue to save the County money.

“This is a great communication workshop—should be mandatory for all departments and agencies throughout the County of Fairfax. Managers and all employees would be helped.” ‘Respectfully Assertive’ - Training Participant



COUNTY VISION ELEMENTS

- The purpose of the LOBs process and the validation process performed by staff and management is to array the relevance of all LOBs according to the County's Vision Elements. CSC's LOBs support:





COUNTY VISION ELEMENTS

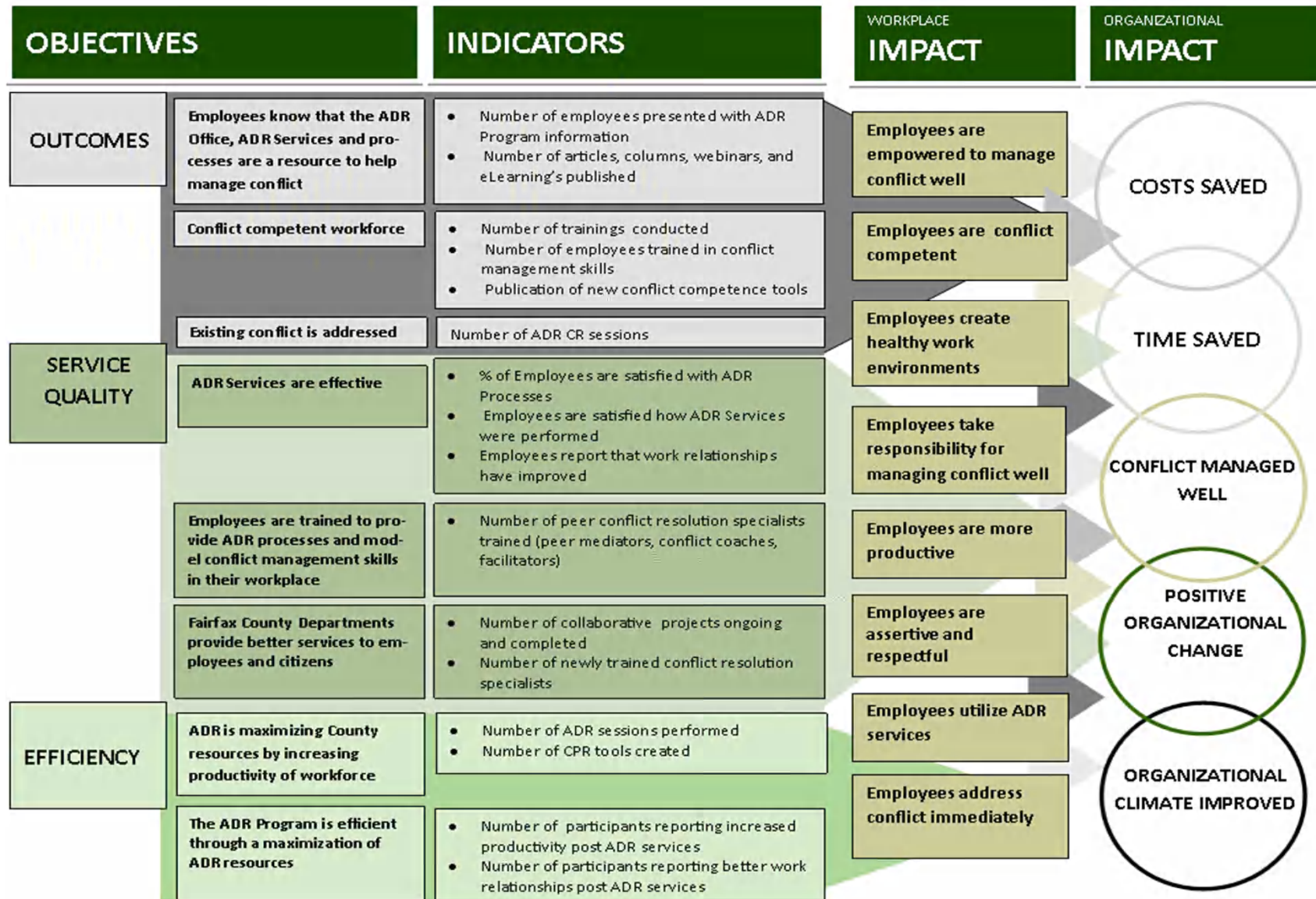
A conflict competent workforce is highly productive, able to successfully make decisions and problem solve in a timely manner, and provide excellent customer service to County citizens. With all of its services and support to employees and managers, the agency is supporting the County in **exercising corporate stewardship**.

Staff partners with agencies and teams to provide conflict management tools and skills training to individuals who serve citizens in various capacities thereby supporting **a culture of engagement** and collaborative interaction not only within the Fairfax County government, but also within the community.

“Conflict coaching is of real and true value when an employee is in a work situation, in which the office internal support structures and lines of communications are not working for whatever reason. The support to the individual is very beneficial for personal well-being! It is up to us, after all, in our day to day lives to live our life, and when a coach supports the individual, as well as offering and supporting better communication, it fills a needed gap.” Conflict Coaching Participant

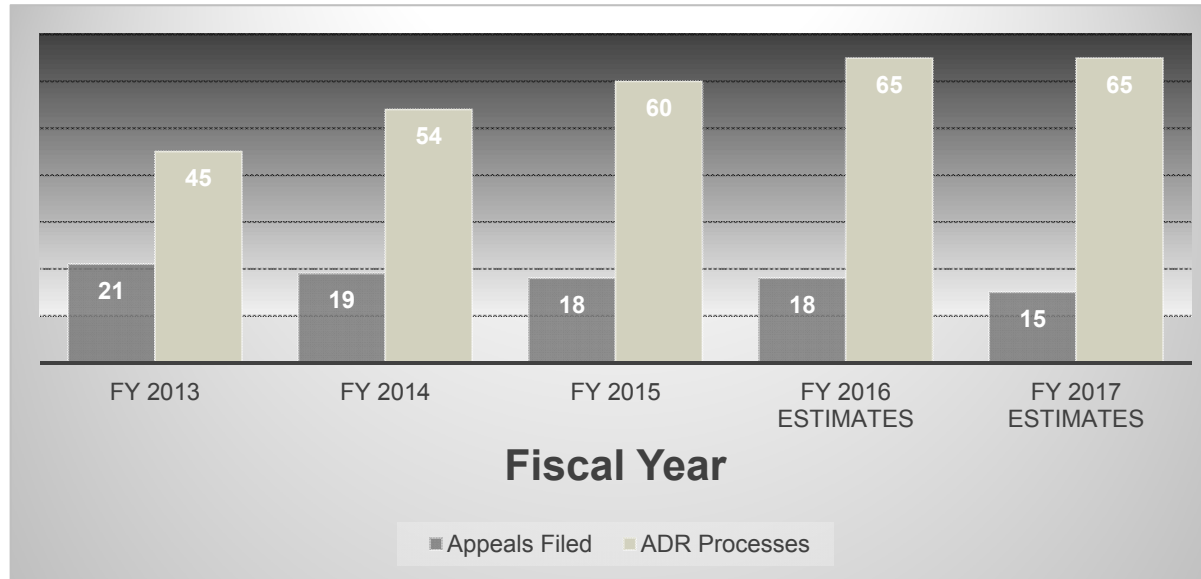


ADR – EVALUATING THE PROGRAM





MEASURES & METRICS



Metrics	Target	FY 2013 Actuals	FY 2014 Actuals	FY 2015 Actuals	FY 2016 Estimate	FY 2017 Estimate
Number of Grievance Appeals settled prior to the hearing	40%	33%	31%	50%	31%	35%
Number of ADR Processes	65	45	54	60	65	65
Number of ADR Training opportunities	25	NA	22	20	30	30
Participants Satisfied with the ADR process or training	90%	NA	NA	NA	NA	90%



ADR METRICS

The overall objective of the ADR program is to provide at least 10% of Fairfax County employees per year with information, training and neutral party services to prevent and resolve conflict in the workplace at the earliest possible time.

The measures provided attempt to reflect performance of specific parts of the ADR program that reflect output, efficiency, service quality and outcome.

New metrics were developed and introduced during FY 2016.

ADR: Indicator	FY 2016 ACTUAL: QUARTERS 1 & 2	FY16 Estimate
Number of employees participating in at least one aspect of ADR program	695	1,500
Percent of employees participating in the ADR program*	5%	10%
Number of employees trained in conflict management skills	362	750
Percent of employees trained in conflict management skills*	2.7%	2.0%
Number ADR sessions performed	129	350
Number of intake sessions/ consultations/contacts	103	200
Peer Conflict Resolution Specialists trained	11	50

Starting in FY 2017 ADR will capture data that reports percent of employees:

- satisfied with ADR services/training
- report improved workplace relationships due to ADR services
- report reduction of tension after ADR services
- report being better equipped to deal with conflict in the future

Number of Cases open at present that require management (fluctuates throughout the year)	17 Cases	5 mediations 9 conflict coaching 3 team processes
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*Percent based on 12,335 FFX County employees



TRENDS AND CHALLENGES

- Many County agencies are being asked to do “more with less” and are seeking assistance in working through conflict associated with change.
- Some of CSC’s challenges include:
 - Increased number of requests from individual employees and referrals from supervisors for individualized conflict coaching.
 - Increased requests for targeted facilitated group discussions, with teams and groups experiencing conflict in the workplace.
 - Increased number of requests to partner with departments on projects to address conflict prevention and resolution needs dealing with County employees and/or citizens.
 - Providing timely and responsive services with the current staffing levels in the Alternative Dispute Resolution Program.



LOOKING FORWARD

- The Civil Service Commission will continue to provide a fair and efficient grievance process, while encouraging active participation in early conflict resolution processes.
- CSC Staff will engage with and provide training for employee groups and agency human resource managers, as well providing information for employees and supervisors engaged in the grievance process.
- Looking forward, the program seeks to build on informal and formal conflict prevention and resolution processes as well as projects and partnerships; staff seek to create a culture of conflict competent, highly motivated and productive employees.
- The ADR program seeks to increase outreach to employees and build relationships with other department to build conflict competency throughout the organization:
 - With a structured process for discussion during the annual performance review process
 - With additional information available via FairfaxNet, such as videos and written resources
 - By partnering with the Organizational Development & Training (DHR) staff on providing timely and comprehensive training in a variety of formats



FINAL QUOTES

*"It was nice to have the opportunity to discuss the issues that led to the need for mediation with unbiased, experienced, 3rd party people. Their understanding, compassion, and suggestions helped me deal with a very difficult situation."
Party to a mediation process*

"The conflict coaching is of real and true value when an employee is in a work situation, in which the office internal support structures and lines of communication are not working for whatever reason. The support to the individual is very beneficial for personal well-being! It is up to us, after all, in our day-to-day lives to live our lives, and when a coach supports the individual, as well as offering and supporting better communication, it fills a needed gap." Conflict Coaching Client"

"When we started, I was at a point where I did not know how to move forward—now I have some concrete steps." ADR Client





DISCUSSION

