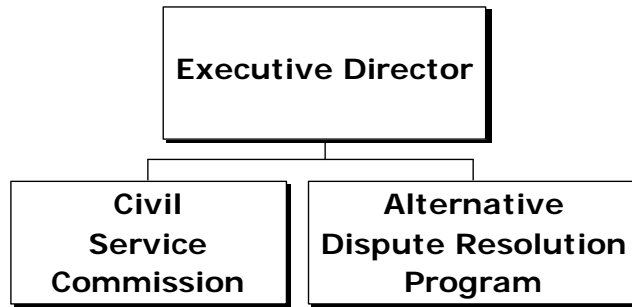


Civil Service Commission



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. The Alternative Dispute Resolution Program envisions a community in Fairfax County Government where all workplace cultures are conflict competent and employees are encouraged to learn through collaborative problem solving skills.

AGENCY DASHBOARD			
Key Data	FY 2014	FY 2015	FY 2016
1. Number of employees participating in at least one aspect of the ADR Program	N/A	1,427	1,897
2. Percentage of employee participation in conflict management process	N/A	10.6%	13.0%
3. Percentage of participants indicating satisfaction with ADR services (e.g. mediations)	86%	91%	96%
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	3.7	3.0
5. Average number of meetings to adjudicate appeals before the CSC	2	2	2

Civil Service Commission

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 2016 was 19 appeals. During FY 2016, there were 4 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. With the change in the performance evaluation process, a formal appeals process is no longer needed, however, the ADR program will continue to support the goal of the Performance Management program by bringing supervisors and employees together in an informal setting to resolve performance 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, Conflict Coaching 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 disciplinary measures. When there is conflict, the greatest potential for improving efficiencies and reduction of expenditures in most County agencies is providing employees with conflict competency tools and skills and 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 2016 Actual	FY 2017 Adopted	FY 2017 Revised	FY 2018 Advertised	FY 2018 Adopted
FUNDING					
Expenditures:					
Personnel Services	\$353,690	\$373,567	\$373,567	\$376,660	\$376,660
Operating Expenses	41,316	66,386	66,386	66,186	66,186
Total Expenditures	\$395,006	\$439,953	\$439,953	\$442,846	\$442,846
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	3 / 3	3 / 3	3 / 3	3 / 3	3 / 3

FY 2018 Funding Adjustments

The following funding adjustments from the FY 2017 Adopted Budget Plan are necessary to support the FY 2018 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 May 2, 2017.

- ◆ **Employee Compensation** **\$3,093**
 An increase of \$3,093 in Personnel Services is for performance-based and longevity increases for non-uniformed merit employees effective July 2017.
- ◆ **Reductions** **(\$200)**
 A decrease of \$200 reflects reductions utilized to balance the FY 2018 budget. The following table provides details on the specific reduction:

Title	Impact	Posn	FTE	Reduction
Reduce Operating Expenses - Memberships	Savings of \$200 will be achieved by not renewing the Society for Human Resource Management (SHRM) membership, an online research database utilized by both the Civil Service Commission and Alternative Dispute Resolution program providing information on human resource management best practices.	0	0.0	\$200

Changes to FY 2017 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2017 Revised Budget Plan since passage of the FY 2017 Adopted Budget Plan. Included are all adjustments made as part of the FY 2016 Carryover Review, FY 2017 Third Quarter Review, and all other approved changes through April 30, 2017.

- ◆ There have been no adjustments to this agency since approval of the FY 2017 Adopted Budget Plan.

Civil Service Commission

Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2014 Actual	FY 2015 Actual	FY 2016 Estimate/Actual	FY 2017	FY 2018
Civil Service Commission					
Average meetings required to adjudicate appeals	2	2	2/2	2	2
Alternative Dispute Resolution Program					
Employees participating in at least one aspect of the ADR Program	N/A	1,427	1,500/1,897	1,500	1,500
Percent of employees that participated in a conflict management process	N/A	10.6%	10.0%/15.3%	10.0%	10.0%
Percent of trainees reporting increase in conflict competence	N/A	N/A	75%/96%	75%	75%

A complete list of performance measures can be viewed at www.fairfaxcounty.gov/dmb/fy2018/adopted/pm/41.pdf

Performance Measurement Results

In FY 2016, 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 ongoing examination of effectiveness as well as efficiency of the ADR program and its individual services. In FY 2016, 1,897 employees participated in at least one aspect of the ADR program. This number represents more than 15 percent of the workforce based on 12,385 merit positions and exceeds the goal to reach 10 percent of Fairfax County employees with information, training and neutral party services to prevent, address and resolve conflict in the workplace. The agency expects this to continue in FY 2017 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 ongoing implementation of additional conflict competency training units and increase of the County's peer conflict resolution resulted in 96 percent of trainees reporting increased conflict competence in FY 2016. The agency will continue to strive for at least 75 percent increased conflict competence in FY 2017 and beyond.

An integral part of the agency Strategic Plan for 2015-2018 is to expand the consultation role of ADR in the workplace and continue to initiate partnerships with agencies to develop conflict competency tools and skills for agency, as well as County wide impact. An intensive ADR Outreach Project is underway as part of this strategy to reach every County agency and employee and focus on targeted services.