

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 2015	FY 2016	FY 2017
1. Number of employees participating in at least one aspect of the ADR Program	1,427	1,897	2,134
2. Percentage of employee participation in conflict management process	10.6%	13.0%	16.2%
3. Percentage of participants indicating satisfaction with ADR services (e.g. mediations)	91%	96%	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)	3.7	3.0	3.1
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.


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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 2017 was 23 appeals. During FY 2017, there were 6 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 disciplinarian 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

Budget and Staff Resources

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Revised	FY 2019 Advertised	FY 2019 Adopted
FUNDING					
Expenditures:					
Personnel Services	\$365,995	\$376,660	\$403,660	\$387,948	\$387,948
Operating Expenses	37,695	66,186	66,186	66,186	66,186
Total Expenditures	\$403,690	\$442,846	\$469,846	\$454,134	\$454,134
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	3 / 3	3 / 3	4 / 4	4 / 4	4 / 4

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FY 2019 Funding Adjustments

The following funding adjustments from the FY 2018 Adopted Budget Plan are necessary to support the FY 2019 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 1, 2018.

- ◆ **Employee Compensation** **\$11,288**
An increase of \$11,288 in Personnel Services includes \$8,475 for a 2.25 percent market rate adjustment (MRA) for all employees and \$2,813 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2018.

Changes to FY 2018 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2018 Revised Budget Plan since passage of the FY 2018 Adopted Budget Plan. Included are all adjustments made as part of the FY 2017 Carryover Review, FY 2018 Third Quarter Review, and all other approved changes through April 30, 2018.

- ◆ **Position Adjustment** **\$0**
The County Executive approved the redirection of 1/1.0 FTE position to Agency 41, Civil Service Commission, due to workload requirements.
- ◆ **Compensation Adjustments** **\$27,000**
As part of the FY 2018 Third Quarter Review, the Board of Supervisors approved funding of \$27,000 to cover higher than anticipated leave payouts.

Cost Centers

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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 2017 Actual	FY 2018 Adopted	FY 2018 Revised	FY 2019 Advertised	FY 2019 Adopted
EXPENDITURES					
Total Expenditures	\$261,776	\$293,591	\$320,591	\$300,609	\$300,609
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					

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Alternative Dispute Resolution Program

This cost center consists of the Alternative Dispute Resolution (ADR) 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 tools 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 modules 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 to support the Performance Management program to resolve performance evaluation issues.

Category	FY 2017 Actual	FY 2018 Adopted	FY 2018 Revised	FY 2019 Advertised	FY 2019 Adopted
EXPENDITURES					
Total Expenditures	\$141,914	\$149,255	\$149,255	\$153,525	\$153,525
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	1 / 1	1 / 1	2 / 2	2 / 2	2 / 2
1 Management Analyst IV	1 Management Analyst II				
TOTAL POSITIONS					
2 Positions / 2.0 FTE					

Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2015 Actual	FY 2016 Actual	FY 2017 Estimate/Actual	FY 2018	FY 2019
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Average meetings required to adjudicate appeals	2	2	2/2	2	2
Alternative Dispute Resolution Program¹					
Employees participating in at least one aspect of the ADR Program	NA	1,897	1,500/2,134	1,500	1,500
Percent of employee participation in conflict management process	NA	15.3%	10.0%/16.2%	10.0%	10.0%
Percent of trainees reporting increase in conflict competence	NA	96%	75%/93%	75%	75%

¹ The Civil Service Commission revised the performance measures for the Alternative Dispute Resolution Program in FY 2017. There is no data for FY 2015.

A complete list of performance measures can be viewed at
<https://www.fairfaxcounty.gov/budget/fy-2019-adopted-performance-measures-pm>

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Performance Measurement Results

In FY 2017, 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 2017, 2,134 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 future years.

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 93 percent of trainees reporting increased conflict competence in FY 2017. The agency will continue to strive for at least 75 percent increased conflict competence moving forward.

An integral part of the agency Strategic Plan for 2015-2018 was 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.