

# 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.

## 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 Civil Service Commission supports the following County Vision Elements:



*Creating a Culture of Engagement*



*Exercising Corporate Stewardship*

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 2018 was 14 appeals. During FY 2018, there were 3 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.

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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.

## Budget and Staff Resources

Category	FY 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised
<b>FUNDING</b>				
<b>Expenditures:</b>				
Personnel Services	\$416,487	\$387,948	\$387,948	\$398,278
Operating Expenses	35,785	66,186	66,186	66,186
<b>Total Expenditures</b>	<b>\$452,272</b>	<b>\$454,134</b>	<b>\$454,134</b>	<b>\$464,464</b>
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	4 / 4	4 / 4	4 / 4	4 / 4

## FY 2020 Funding Adjustments

The following funding adjustments from the FY 2019 Adopted Budget Plan are necessary to support the FY 2020 program.

- ◆ **Employee Compensation** **\$10,330**  
An increase of \$10,330 in Personnel Services includes \$3,879 for a 1.0 percent market rate adjustment (MRA) for all employees and \$6,451 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2019.

## Changes to FY 2019 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2019 Revised Budget Plan since passage of the FY 2019 Adopted Budget Plan. Included are all adjustments made as part of the FY 2018 Carryover Review, and all other approved changes through December 31, 2018.

- ◆ There have been no adjustments to this agency since approval of the FY 2019 Adopted Budget Plan.

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## 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 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$303,084	\$300,609	\$300,609	\$307,312
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	2 / 2	2 / 2	2 / 2	2 / 2
1 Executive Director		1 Administrative Assistant IV		
<b>TOTAL POSITIONS</b>				
<b>2 Positions / 2.0 FTE</b>				

### 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 2018 Actual	FY 2019 Adopted	FY 2019 Revised	FY 2020 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$149,188	\$153,525	\$153,525	\$157,152
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	2 / 2	2 / 2	2 / 2	2 / 2
1 Management Analyst IV		1 Management Analyst II		
<b>TOTAL POSITIONS</b>				
<b>2 Positions / 2.0 FTE</b>				

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## Key Performance Measures

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2016 Actual	FY 2017 Actual	FY 2018 Estimate/Actual	FY 2019	FY 2020
<b>Civil Service Commission</b>					
Average meetings required to adjudicate appeals	2	2	2/2	2	2
<b>Alternative Dispute Resolution Program</b>					
Employees participating in at least one aspect of the ADR Program	1,897	2,134	1,500/2,100	1,500	1,500
Percent of employee participation in conflict management process	15.3%	16.2%	10.0%/15.9%	10.0%	10.0%
Percent of trainees reporting increase in conflict competence	96%	93%	75%/97%	75%	75%

A complete list of performance measures can be viewed at <https://www.fairfaxcounty.gov/budget/fy-2020-advertised-performance-measures-pm>

## Performance Measurement Results

In FY 2017, under the leadership of the Civil Service Commission, the Alternative Dispute Resolution (ADR) program adjusted its performance measures as part of the agency's efforts to create a dynamic program evaluation plan. The goal of the evaluation plan is ongoing examination of effectiveness as well as efficiency of the ADR program and its individual services.

The ADR outreach efforts continue to provide employees with access to information about ADR services online and at job sites. Approximately 15.9 percent of the total workforce (2,100 employees) participated in one or more ADR services, presentations, or programs in FY 2018. The number of employees reached through outreach remained high through FY 2018 even though some of the unique opportunities to engage with large groups of employees in FY 2017 did not reoccur. Although employee participation has consistently exceeded expectations for the past two years, the goal to annually reach 10 percent of the Fairfax County workforce remains consistent.

ADR conflict competency training modules are extremely well attended, therefore, the intended goal of 30 trainings per year was increased to 40 trainings per year in FY 2018. That number was not only met but also exceeded by 25 percent. In addition, the number of Peer Conflict Resolution Specialists trained continues to grow, from 34 in FY 2016 to 151 in FY 2018. As a result, more employees can now be served with confidential mediation and conflict coaching services. In addition, an effort is underway to provide all employees with information about the safe and supportive aspects of ADR processes to encourage the use of these resources.

Cost efficiency is difficult to quantify since cost associated with conflict is almost impossible to track. However, poor health, time absent from work and work time spent preoccupied with disputes all result in a reduction of productivity and reflect a loss of revenue. It is, however, difficult to translate this loss into a reliable dollar amount or prove the amount of savings resulting from well managed conflict.

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In FY 2018, ADR staff expanded their consultation role and served as subject matter experts at the request of several County departments, including the Fire and Rescue Department (FRD), Organizational Development and Training, and the Department of Human Resources. The ADR Office developed and conducted several Conflict Prevention and Resolution training modules in partnership with individuals from the FRD Training facility. Under the guidance of the Civil Service Commission, the ADR Office took a leading role and contributed extensively to the County's effort to address workplace bullying. The ADR Office will continue to initiate partnerships with agencies to develop processes to address conflicts within the contexts of their specific work environments and to develop conflict competency tools and skills. An intensive ADR Outreach Project is also underway as part of the agencies' strategic plan to reach every County agency and focus on targeted ADR services.