

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 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 2020 was 11 appeals. During FY 2020, there were four 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. 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.

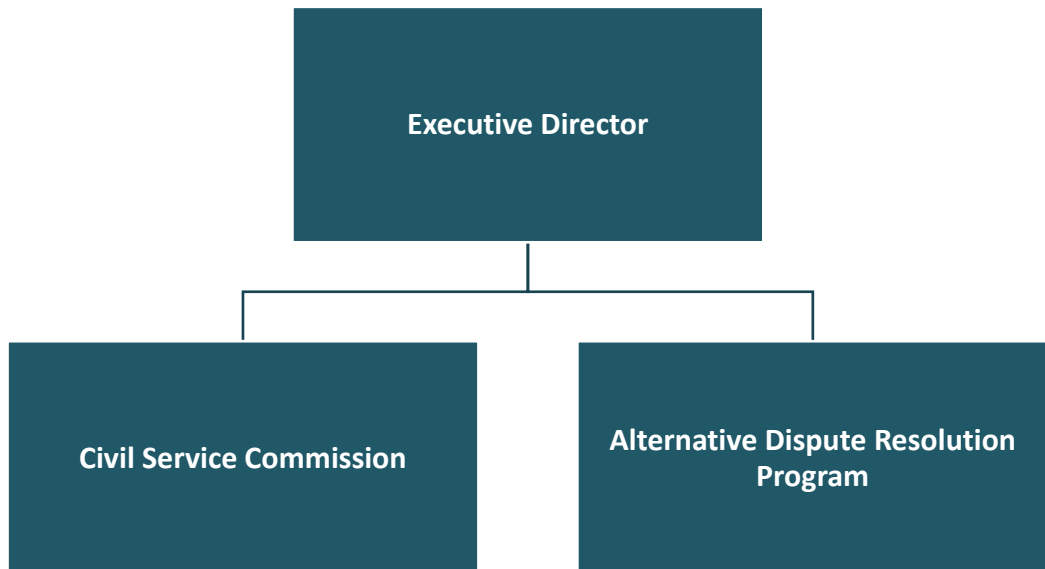
Pandemic Response and Impact

In response to the COVID-19 pandemic and resulting state of emergency, CSC and ADR staff shifted to full-time telework status. The CSC postponed appeal hearings scheduled for the fourth quarter of FY 2020. Postponed hearings were rescheduled to the Fall of 2020 and held in a socially distanced manner. Working collaboratively with the Department of Information Technology, the Department of Clerk Services, the Department of Human Resources (DHR), and the Office of the County Attorney, CSC developed a process to hold public hearings on proposed regulation changes electronically and held one electronic public hearing in the fourth quarter of FY 2020. CSC also conducted grievance appeal training for agency human resources staff virtually in the fourth quarter of FY 2020 and continues to explore other virtual grievance training opportunities. The goal continues to be providing timely and fair grievance processes to all employees while maintaining the safety of all involved.

ADR staff has focused on reviewing and restructuring training and presentations to address the shifting landscape of the workplace and the way employees interact with the public and each other in a largely remote working environment. The team continues to collaborate with partnering agencies, such as DHR and the Juvenile Domestic Relations District Court, to provide virtual training opportunities. The conflict management training associated with the Organizational Development and Training Division's (OD&T) leadership track is now offered in a virtual format.

ADR staff has also continued to provide intake assessments, consultations, and conflict coaching remotely. Several of the courses offered by ADR are Virginia Supreme Court-approved prerequisites for qualification as a Virginia state certified mediator and require a great deal of interaction and roleplay. The ADR staff has suspended these courses but continue to offer courses that count towards mediator recertification virtually. Going forward, ADR will continue to retool and restructure its services to best equip and support the County workforce.

Organizational Chart



Budget and Staff Resources

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised	FY 2022 Adopted
FUNDING					
Expenditures:					
Personnel Services	\$388,593	\$402,545	\$405,545	\$402,545	\$406,570
Operating Expenses	18,778	66,186	66,186	66,186	66,186
Total Expenditures	\$407,371	\$468,731	\$471,731	\$468,731	\$472,756
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	4 / 4	4 / 4	4 / 4	4 / 4	4 / 4

FY 2022 Funding Adjustments

The following funding adjustments from the FY 2021 Adopted Budget Plan are necessary to support the FY 2022 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 4, 2021.

Employee Compensation \$4,025
 An increase of \$4,025 in Personnel Services is included for a 1.00 percent market rate adjustment (MRA) for all employees effective July 2021.

Changes to FY 2021 Adopted Budget Plan

The following funding adjustments reflect all approved changes in the FY 2021 Revised Budget Plan since passage of the FY 2021 Adopted Budget Plan. Included are all adjustments made as part of the FY 2020 Carryover Review, FY 2021 Mid-Year Review, FY 2021 Third Quarter Review, and all other approved changes through April 30, 2021.

Third Quarter Adjustments \$3,000
 As part of the FY 2021 Third Quarter Review, the Board of Supervisors approved funding of \$3,000 in Personnel Services for a one-time compensation adjustment of \$1,000 for merit employees and \$500 for non-merit employees paid in May 2021.

Cost Centers

Civil Service Commission

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 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised	FY 2022 Adopted
EXPENDITURES					
Total Expenditures	\$219,753	\$309,890	\$311,890	\$309,890	\$312,327
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	2 / 2	2 / 2	2 / 2	2 / 2	2 / 2

Alternative Dispute Resolution Program

This cost center consists of the Alternative Dispute Resolution (ADR) program, 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 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised	FY 2022 Adopted
EXPENDITURES					
Total Expenditures	\$187,618	\$158,841	\$159,841	\$158,841	\$160,429
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)					
Regular	2 / 2	2 / 2	2 / 2	2 / 2	2 / 2

Position Detail

The FY 2022 Adopted Budget Plan includes the following positions:

CIVIL SERVICE COMMISSION - 2 Positions	
1	Executive Director
1	Administrative Assistant IV
ALTERNATIVE DISPUTE RESOLUTION PROGRAM - 2 Positions	
1	Management Analyst IV
1	Management Analyst II

Performance Measurement Results

The Alternative Dispute Resolution (ADR) program strives to provide at least 10 percent of Fairfax County employees with information, training, and neutral third-party services to prevent and resolve conflict in the workplace every year. The ADR program provides various processes to all employees at all levels. A conflict competent workforce will excel in its ability to respond to conflict with beneficial outcomes in mind, resulting in positive change and superior customer service to citizens.

The COVID-19 pandemic affected all aspects of the ADR program in the FY 2020 third and fourth quarters. All in-person services were suspended at the beginning of March 2020, including all conflict competency related trainings. ADR staff shifted these services to a virtual format where possible and appropriate. Specifically, conflict management training associated with the OD&T's Leadership Track was offered virtually. New trainings were developed, or are in the process of being developed, to serve employees and help them navigate the stressful new work environment.

The ADR outreach efforts continue to provide employees with access to information about services online and at job sites. Approximately 13 percent (1,707 employees) of the total workforce participated in one or more ADR services, presentations, or programs in FY 2020. The high number of employees reached continued through FY 2020, however due to pandemic related cancellations, this number, as well as most other data categories, were lower than in previous years. However, employee participation in the ADR program still exceeded expectations as it has done consistently for the past four years. The goal to annually reach 10 percent of the Fairfax County workforce with ADR services is still high and will remain unchanged.

ADR conflict competency training modules are well attended and effective. In FY 2018, the intended output goal of 30 trainings per year was increased to 40 trainings. In FY 2018 and FY 2019, the goal was not only met, but surpassed. However, the COVID-19 pandemic forced the cancellation of most training modules during the second half of FY 2020 and the estimated goal was not met. For that reason, estimates for FY 2021 and FY 2022 have been adjusted down to 35 trainings per year. Despite the increase in the number of course participants for several conflict competency training courses from 20 to 30, the participant waitlist continues to exceed training capacity. It is anticipated that the number of ADR trainings will increase again as in person training courses are replaced and supplemented with virtual trainings.

In FY 2020, ADR staff was instrumental in providing conflict prevention and resolution information relating to COVID-19 to all County employees in collaboration with the HR OD&T Division. An online training was created to support employees dealing with stress and potential conflict as they return to work after a period of pandemic related isolation. In addition, ADR staff created a virtual training for the Parks & Recreation Department that addressed ways to deal with angry customers in the new COVID-19 environment.

Data addressing efficiency is difficult to calculate since costs associated with conflict are almost impossible to track. Poor health, time absent from work, and work time spent preoccupied with disputes all result in a reduction of productivity. However, it is difficult to translate this loss into savings resulting from well managed conflict. Anonymous survey data collected in FY 2020 from employees who contacted the ADR office because of conflict in their workplace suggests the following: 89 percent report that their well-being was affected by conflict situations; 64 percent said they were thinking about leaving their jobs; and 67 percent reported their ability to work effectively had been negatively impacted by the conflict situation. In addition, approximately 36 percent of respondents reported taking time off due to stress and 82 percent stated that they spent time thinking and talking about the conflict. Forty two percent reported that they spent 1-2 hours a day thinking/talking about the conflict, while 24 percent of respondents spent 3-4 hours a day.

A merit staff position was added to the ADR program and filled at the end of FY 2018, allowing the ADR office to expand consultation services in FY 2020, and to develop additional Conflict Management Process tools and serve as subject matter experts at the request of several county departments, including the Fire and Rescue Department (FRD), OD&T, Health Department and DHR. The ADR Office continues to collaborate extensively with individuals from the FRD Training Academy to develop conflict management modules relevant to each level of management.

In support of the implementation of the One Fairfax policy, the ADR office developed an Implicit Bias training at the request of the Department of Housing and Community Development. Unfortunately, all sessions were canceled due to the pandemic. In addition, the ADR office provided a basic facilitation tools and skills presentation to agency equity leads in FY 2020. ADR continues to be available to facilitate One Fairfax related conversations and to provide training to help employees acquire the skills and confidence necessary to facilitate potentially difficult conversations.

Civil Service Commission

Indicator	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimate	FY 2020 Actual	FY 2021 Estimate	FY 2022 Estimate
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	2,100	2,138	1,500	1,707	1,800	1,800
Percent of employee participation in conflict management process	15.9%	16.2%	10.0%	13.0%	10.0%	10.0%
Percent of trainees reporting increase in conflict competence	97%	95%	75%	94%	75%	75%

A complete list of performance measures can be viewed at <https://www.fairfaxcounty.gov/budget/fy-2022-adopted-performance-measures-pm>