

# Civil Service Commission

---



FY 2010 LOBS Presentation

December 1, 2008

---

# Agency Mission



To provide efficient and neutral processes for employee rights based grievances and interest based mediations or appeals, and for the Commission to provide advice and guidance to the County Board of Supervisors, the County Executive and the Human Resources Director in the formulation of policies concerning Personnel Administration.

# Civil Service Commission Organization Chart

**Civil Service Commission**  
12 member Commission (2 year terms)  
Rotating panels of three members hear appeals

Sara J. Simmons  
Executive Director

Annette Soriano  
Administrative Assistant

Assistant for Hearings  
Administrative Asst (ELT)

**Alternative Dispute Resolution**  
Patricia Baerwald, Coordinator  
Rea Wynder, Assistant Coordinator (ELT)

# Agency Growth Since FY 2001



## ◆ Growth in Expenditures:

- **FY 2001: \$0.18 million**
- **FY 2007: \$0.48 million**
  - Change in Civil Service Commission process; increase in number of Commissioners (from 5 to 12); increased stipend for Commissioners per appeal and increased hourly payment for Hearing Officers
  - Increase of \$0.30 million or 62.5% from FY 2001
- **FY 2009: \$0.62 million**
  - Includes the transfer of the Alternative Dispute Resolution Program
  - Increase of \$0.13 million or 23% from FY 2008 in personnel services

## ◆ Growth in Positions/Staff Year Equivalency (SYE):

- FY 2009: 3/3.0 - FY 2001: 2/2.0
  - an increase of 1/1.0 due to the transfer of the Alternative Dispute Resolution (ADR) program in FY 2008

# Agency Growth

## Since FY 2001 (continued)



- ◆ The average number of grievance appeals received per calendar year since 2006 is 26.
- ◆ Prior to CY2006, the average wait time from receipt of the Petition on Appeal to a hearing was over 150 days. Now the average is half that time or less.
- ◆ The average number of pay-for-performance appeals annually is 49.
- ◆ The average number of mediations annually is 36.
- ◆ As the county has evolved into a high performance organization, there is a growing emphasis on teams as opposed to two party communication and conflict resolution competencies. The ADR office has seen an increase in the number of requests for a continuum of services, rather than the more traditional two party mediation processes. The ADR office has increasingly assisted agency staff with team facilitations and conflict resolution workshops for collaborative decision making.
- ◆ Training for County employees and managers on conflict resolution skills has also increased in the past few years. Conflict management is part of the County's core competencies and is included in the competency map for employee development. The ADR office offers several types of conflict management training throughout the year.

# New Programs Since FY 2001



- ◆ What new programs has the agency added since FY 2001?
  - During FY 2006, substantial changes were made to the grievance process
    - The Commission changed from five members to twelve
    - The Commissioners' stipend increased from \$75 per meeting to \$500 per assigned appeal (regardless of the number of meetings)
    - Hearings changed from night time (average 3 nights per appeal) to daytime (average 1 day per appeal)
    - The average wait for a hearing was reduced from an average of >150 days in FY 2005 to 60 days in FY 2007
  - During FY 2008, the Alternative Dispute Resolution (ADR) program was transferred to the Civil Service Commission
    - This program includes the pay-for-performance Appeals process and the County's Alternative Dispute Resolution program – mediation, conflict coaching and training of volunteers for both parts of the program, employees and specialized training for agencies

---

# Agency Strategic Focus



- ◆ Provide tools to employees and managers on how to handle conflict in the workplace – to improve working relationships and ultimately improve morale and productivity
- ◆ Encourage all parties in the grievance and appeal processes to use mediation and conflict resolution skills to settle differences
- ◆ Improve employee and agency understanding of the Commission's purpose and procedures, thus serving justice for all parties appearing before the Commission

# LOBS Summary Table:

## FY 2008 Adopted Budget Plan Data

S  
U  
M  
M  
A  
R  
Y



<i>Number</i>	<i>LOB Title</i>	<i>Net LOB Cost</i>	<i>LOB Number of Positions</i>	<i>LOB SYE</i>
41-01	Adjudication of Employee Grievances and Appeals	\$483,778	2	2
41-02*	Alternative Dispute Resolution (ADR) Mediation and Pay-for-Performance Appeals Panel	\$121,718	1	1
<b>TOTAL</b>		<b>\$605,496</b>	<b>3.0</b>	<b>3.0</b>

*\*The ADR Program was previously under the LOBs for the County Executive/ 02-04*

Revised to include the Alternative Dispute Resolution Program.

# LOBS Highlights

## LOB 41-01: Adjudication of Employee Grievances and Appeals

- **What We Do:** The Civil Service Commission serves as an appellate hearing body to adjudicate employee grievances and appeals. The Commission also reviews and conducts public hearings on proposed revisions to the Personnel Regulations. Information is provided on the grievance process to all employees.
- **Who We Serve:** The Commission serves all County, merit employees (past their probationary year) and provides an advisory appeal process to the non-instructional employees of the Fairfax County Public Schools.
- **Why We Do It:** The grievance process and Civil Service Commission is state mandated under the Code of Virginia 15.2-1506, 1507.
- **Benefits and Value of LOB:** The grievance procedure provides a fair, detailed process whereby employees may voice complaints concerning issues related to their employment with the County. Hearings are conducted so as to ascertain the rights of both parties accurately and expeditiously.

# LOBS Highlights

## LOB 41-02: Alternative Dispute Resolution (ADR) Mediation and pay-for-performance Appeals Panel

- **What We Do:** Peer mediation and appeals panelists provide impartial, confidential, voluntary processes to address workplace conflict, disputes and performance issues. The ADR program fosters the core competency of conflict management for all employees by: training peer mediators and appeals panelists; offering conflict coaching, conflict management training, mediation and the pay-for-performance appeals process.
- **Who We Serve:** Merit, non-merit and probationary employees at all levels, who chose to resolve their issues in a non-adversarial and confidential process. The ADR processes promotes a culture of engagement by partnering with outside entities, such as the Fairfax County Public Schools and the Northern Virginia Mediation Services group.
- **Why We Do It:** All merit employees, under the pay-for-performance system have the right to appeal their performance evaluations to a peer review panel. The County also encourages employees to resolve issues as early as possible, and includes conflict management as a core competency for County employees.
- **Benefits and Value of LOB:** ADR promotes conflict management (a core competency for all county employees) by providing them with proactive, collaborative processes and teaches communication and conflict management skills for dealing with internal and external customers. Reduced conflict improves productivity and fosters a workplace where problem solving and decision making respect differing perspectives and diverse points of view.

# Agency Reduction Priorities

## Reduction Summary

Priority Ranking	Reduction Description	Positions	SYE	Net Reduction
1	Operating Expenses for Grievances/ Hearings	0	0.0	\$95,020
<b>TOTAL REDUCTION</b>		<b>0</b>	<b>0.0</b>	<b>\$95,020</b>

# Agency Reduction Priorities



## Reduction Philosophy

- ◆ The grievance process and Civil Service Commission is state mandated under the Code of Virginia 15.2-1506, 1507.
- ◆ With the expansion of the Commission to twelve members in FY2006, the operating budget was increased to cover an estimated 42 appeals annually. The operating budget was increased to ensure funding for Commissioner stipends and the need for outside Hearing Officers.
- ◆ Based on the current number of appeals and careful management of operating expenses, there is flexibility within the adopted operating budget from which the proposed reductions can be taken.

# LOBS Reduction Impact



- ◆ Because the Civil Service Commission is a smaller agency, with fewer discrete programs, the proposed reductions will be taken from the operating budget. Specifically a reduction in the line items for the Hearing Officers (89.5% of the reduction) and stipends for the Commissioners (10.5% of the reduction).
- ◆ If the reduction was taken from personnel services, this would effectively eliminate the program. Because the agency is so small, the elimination of even one position would substantially change the ability of the organization to function.
- ◆ The Commission is not able to hold back grievance appeals filed, so if the number/ cost exceeded the budgeted amount, the funds would still need to be expended.

---

# Questions and Answers

