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# CALENDAR YEAR 2022 EQUITY IMPACT PLAN

## ANNUAL REPORT

### BACKGROUND INFORMATION

Department Name: Civil Service Commission

Equity Lead(s): Kristen Woodward

Date: November 30, 2022

### EQUITY IMPACT PLAN REPORT

**Goal 1:** Collect and analyze demographic data to identify disparities.

1a. Collect race demographic data on grievance outcomes:

The CSC gathered demographic data for individuals who filed grievances during 2022. Due to the very small number of grievances filed with the CSC annually, it is difficult to trend data. To draw any meaningful conclusions from this data set, a study of grievance outcomes by race over a greater timespan is required. A summary of the 2022 data is included below.

During calendar year 2022, 22 of the grievance appeals filed with the CSC reached resolution. The data further reflects that the Grievant identified as White in 59% of the appeals resolved, 36% as Black or African American and 5% as Asian. Eight of the appeals advanced to a hearing. Of those eight, 6 appeals were denied, maintaining the disciplinary action originally imposed; 2 of the appeals were upheld, resulting in modified disciplinary action.<sup>1</sup> Grievants identified as White in 7 of the 8 appeals with the remaining Grievant identifying as Black or African American.

Approximately 26% of the appeals resolved by settlement with 33% of the Grievants identifying as Black or African American, 17% as Asian and 50% as White. Thirty seven percent of the appeals were withdrawn by the grievant prior to hearing. Notably, 63% of the Grievants who withdrew their appeals identify as Black or African American while 37% identify as White. Grievants withdraw appeals for a variety of reasons. The CSC closely monitors withdrawals to ensure that appeal processes are not impeding Grievants from moving their appeal forward to hearing.

The CSC will continue data collection and evaluation in 2023.

1b. Collect race demographic data on who seeks/receives ADR services:

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<sup>1</sup> Employees may appeal certain types of disciplinary actions, perceived discriminatory treatment and or retaliation and the application of policy and procedures. However, all cases that advanced to hearing in 2022, as of the date of this report, involved disciplinary action.

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ADR evaluates service delivery and collects demographic data separately on who seeks and who receives ADR services. Since ADR services are confidential, ADR clients self-report their race/ethnicity. Overall, the client response rate is about 10%. Since we are missing 90% of the data, this makes drawing conclusions difficult.

ADR staff are exploring and implementing additional methods of collecting service data to identify and evaluate trends in who does and does not access ADR services.

### 1c. Collect demographic data on who provides ADR services –excluding ADR staff:

The Office of Alternative Dispute Resolution (ADR) offers peer mediation and conflict coaching services to County employees. ADR maintains a cadre of highly skilled ADR Practitioners (Practitioners) trained in mediation and conflict coaching who partner in delivering services to County employees. ADR Practitioners are Fairfax County employees from all different departments, agencies, and offices who serve on a volunteer basis.

Practitioners are also of diverse races/ethnicities, allowing for the identities of employees to be reflected in the provision of ADR services. When conducting consultations with employees to provide ADR support, ADR staff note any issues of identity contributing to the conflict at hand. Clients are then asked if they have any preferences regarding the identity of Practitioners who may provide mediation and/or conflict coaching services. Any stated preferences are honored to the best of ADR staff's ability to help create a psychologically safe environment for clients. Demographic data for Practitioners delivering services in CY 2022 indicated they identify as 25% Black or African American, 63% White, and 12% Hispanic/Latino.

Practitioners volunteer to provide services during their regularly scheduled workday. They may also volunteer on their own when the nature of their work does not allow for volunteering during their workday or per agreement based on the client's scheduling needs.

As agencies shifted focus to respond to and continue service delivery during the COVID-19 pandemic, and a significant number of employees primarily teleworked, requests for mediation and conflict coaching significantly decreased. Service requests began rebounding in 2022 but have not reached their pre-pandemic levels.

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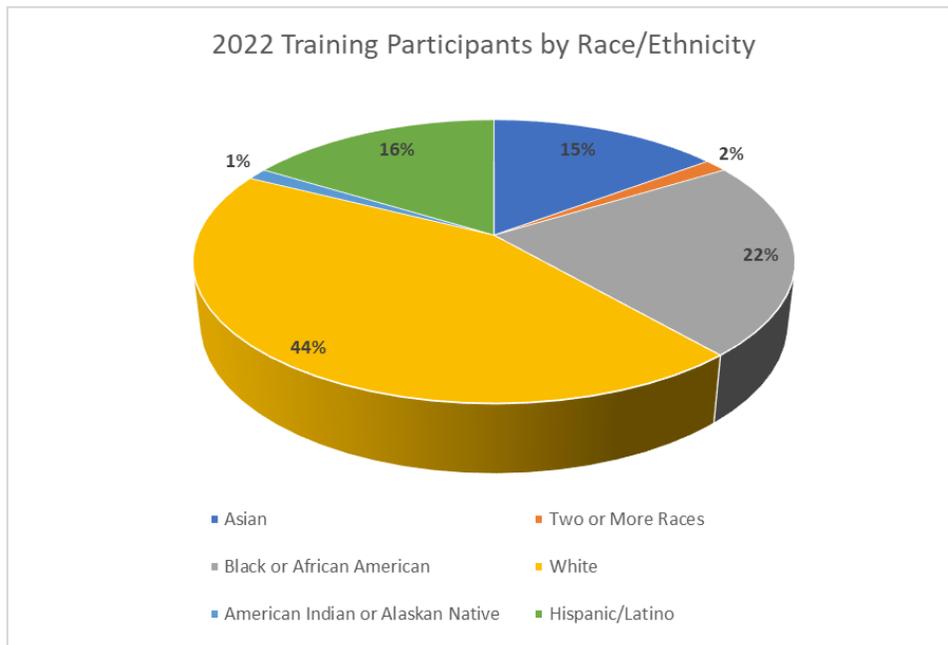
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### 1d. Collect demographic data on who attends ADR trainings:

ADR provides training on a variety of topics to help County employees prevent, manage, and resolve workplace conflict. In 2022, 551 employees participated in ADR training of which, 1% identify as American Indian or Alaskan Native, 15% Asian, 22% Black or African American, 16% Hispanic/Latino, 44% White, and 2% as two or more races/ethnicities.<sup>2</sup>

Fifty-five percent of the County workforce identify as White, 21% as Black or African American, 12% Hispanic/Latino, and 11% Asian. The remaining 1% identify as American Indian or Alaskan Native or as having Two or More Races.<sup>3</sup>

Participants in ADR training who identify as American Indian or Alaskan Native, Asian, Black or African American, and Hispanic/Latino employees exceed their relative representation in the County workforce.



The CSC will continue to collect and monitor racial and other demographic data and further explore which segments of our workforce may experience barriers to accessing training opportunities.

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<sup>2</sup> Employees may participate in multiple training offerings. However, race/ethnicity information for training participants is only counted once in the data.

<sup>3</sup> County workforce race/ethnicity data was obtained from the Department of Human Resources.

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**Goal 2:** To facilitate successful conversations around race and equity.

2a. Update and provide training to Equity Leads and ambassadors and collaborating agencies on facilitating conversations about race:

During calendar year 2022, CSC staff worked with One Fairfax staff to update facilitation training for Equity Leads and Ambassadors. However, in consultation with One Fairfax staff, CSC staff suspended content development activities while One Fairfax reassessed training needs and direction.

2b. Provide co-facilitation services to county teams, divisions and agencies engaged in equity and race discussions:

Facilitation is currently provided by Equity Ambassadors and agency Equity Leads. Staff will continue to offer supportive services as requested and needed.

**Goal 3:** To create understating of how our processes and policies are informed by patterns and implicit bias and how to adjust when needed.

3a. Implicit Bias training for County Employees from a systemic/structural racism focus:

Staff worked with One Fairfax and developed implicit bias training from a systemic/structural racism focus for County employees. The training remains in draft form and is currently on hold pending further direction from One Fairfax.

3b. Microaggression training for County Employees:

Equity specific training content development and delivery by CSC staff is on hold as One Fairfax staff reassess and coordinates equity training needs across the county enterprise.

### OTHER EQUITY ACTIVITIES:

- ADR staff provided implicit bias training for ADR Practitioners. Staff plan to include ongoing equity related components, such as implicit bias and microaggressions, in meetings and trainings. The goal is to increase awareness and interrupt both individual biases and systemic racism that may be impacting interactions, access, and service outcomes.
- As part of implicit bias training provided to Civil Service Commissioners in 2020, staff developed a questionnaire for Commissioners to reference as they heard cases and rendered appeal decisions. The reference sheet is a reflection tool to help Commissioners reflect on, identify and disrupt potential implicit biases, both individual and systemic, that may be influencing their decision making and grievance outcomes. This questionnaire was provided to Commissioners at each grievance hearing.

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- A staff member participated in the REAL Inclusion Program offered by Leadership Montgomery. As described by Leadership Montgomery, the program examines systemic beliefs practices and policies that perpetuate racial inequities and situates that analysis within the context of organizational leadership. The participating staff member identified key problem areas, contributing factors, and goals to further equity in the delivery of ADR services as a result of participating in the Program.
- Staff worked to increase accessibility and inclusivity in all ADR training and service delivery. Staff reviewed and updated images in PowerPoint presentations to include a more diverse representation of identities, modified language used as needed, welcomed, and encouraged participants to share pronouns, and instructed participants on how to turn on live captions at the beginning of each training.