



# CIVIL SERVICE COMMISSION CALENDAR YEAR 2025 EQUITY IMPACT PLAN

**Leadership Sponsor:** Nicole Rawlings

**Equity Lead(s):** Kristen Woodward

**Departmental Equity Guiding Statement:** The Civil Service Commission (CSC), including the Alternative Dispute Resolution Program (ADR), promotes One Fairfax by providing fair, efficient, and neutral grievance and alternative dispute resolution processes for all county employees, and supports departments, agencies, BACs (Boards, Authorities and Commissions) and county employees in addressing institutional inequities and achieving racially equitable outcomes for all in Fairfax County.

**Context:** CSC staff provide rights-based grievance and interest-based conflict resolution/management services to county employees.

Since 2021, the agency has collected demographic data to evaluate trends and potential drivers that might be affecting access, utilization and service outcomes. Past years' data reflect great diversity among training participants. However, we know that engagement and access can vary by job position. In FY 2025, the CSC will collect and disaggregate training demographic data by position title to determine who we are missing. CSC staff will also continue its directed outreach and engagement efforts to segments of the workforce that do not work at a fixed location, have an alternate work schedule and/or do not utilize computers during their normal work activities.

The CSC continues to face challenges in collecting and evaluating demographic data from service recipients. Currently, this information is gathered from anonymous survey responses. Due to low survey response rates, it is difficult to conduct any meaningful evaluation. To aid with data collection, in FY 2025, the CSC will pilot requesting demographic data at the time of consultation. Participants in other services will still be able to provide their demographic data via the anonymous survey. All service recipients, regardless of manner of data collection, will retain the option to decline to share their demographic data.

The CSC will continue to evaluate grievance hearing data by outcomes but also seek to compare and contrast that data against demographic data for the total number of grievances filed, based on available information.

As with many disciplines, the fields of alternative dispute resolution and conflict management lack diversity in foundational literature and source material. We made great strides in 2024 in diversifying CSC source material and training resources. Those efforts will continue in 2025.



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## **System-Level Infrastructure:**

The CSC will continue to consult and collaborate with other agencies to identify diverse sources to enhance representation and inclusivity in current and future training content, as well as to develop/implement new strategies for eliciting feedback and survey participation.

The CSC will collaborate with the Department of Human Resources for a more holistic evaluation of grievance participation and outcomes by race and gender.

The CSC will also continue to leverage cross agency partnerships to develop and facilitate equity-related training.

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## DEPARTMENT GOALS

**Goal 1: Collect and analyze demographic data to identify disparities in access to and utilization of services and outcomes.**

**One Fairfax Area(s) of Focus:**  
18. Other – Accessible County grievance and management processes and resources that ensure and support a culture of equity and fairness for all employees.

**Countywide Strategic Plan Community Outcome Area(s):**  
Effective and Efficient Government (EEG)

**Countywide Strategic Plan Strategies/Metric(s):**  
EEG. 13. Implement workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability and trustworthiness.  
EEG. 21. Strengthen the use of data-informed decision making through regular data collection, evaluation and distribution.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
1. Collect demographic data on training participants, including position title/job classification	County Employees	Department of Human Resources	CSC Staff	1.1.2025 – 12.31.2025	Percent of training participants by race as compared to overall racial representation in the County workforce

**Goal 2: Increase employee engagement and accessibility.**

**One Fairfax Area(s) of Focus:**  
18. Other – County conflict management processes and resources that promote and support a responsive and inclusive workplace culture where all employees feel heard and valued.

**Countywide Strategic Plan Community Outcome Area(s):**  
Effective and Efficient Government (EEG)

**Countywide Strategic Plan Strategies/Metric(s):**  
Strategy EEG 11. Expand employee learning opportunities to increase staff competencies and experience in the areas of leadership, equity, cultural proficiency, use of technology and innovation to meet the needs of a changing environment.  
Strategy EEG 13. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability and trustworthiness

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
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2. To increase and diversify outreach and engagement activities with employees	County Employees	Agency HR Managers, Directors	CSC Staff	1.1.2025 – 12.31.2025	Increased number of outreach/engagement activities  Number of new outreach/engagement activities
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**Goal 3: Create understanding of implicit bias and its reinforcing relationship with structural racism and learn strategies for counteracting both in the context of conflict management.**

**One Fairfax Area(s) of Focus:**  
18. Other - County conflict management processes and resources that promote and support a responsive, caring and inclusive workplace culture where all feel heard and valued.

**Countywide Strategic Plan Community Outcome Area(s):**  
Effective and Efficient Government (EEG)

**Countywide Strategic Plan Strategies/Metric(s):**  
Strategy EEG 11. Expand employee learning opportunities to increase staff competencies and experience in the areas of leadership, equity, cultural proficiency, use of technology and innovation to meet the needs of a changing environment.  
Strategy EEG 13. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability and trustworthiness  
Strategy, EEG 17. Ensure local leaders, public and private, have the knowledge and capacity to understand the drivers of racial inequity and their contribution to structural racism, and use their power to build more equitable communities.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
3a. Provide Implicit Bias and Structural Racism: Examining the Cycle, training for County Employees	County Employees	One Fairfax Central Team in the Office of the County Executive	Equity Ambassadors trained to deliver the training	1.1.2025 – 12.31.2025	Percent of training recipients who report increased understanding and awareness/of implicit bias/structural racism

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					Percent of training recipients who report feeling better equipped to address and manage implicit bias/structural racism
3b. Develop training on strategies for transforming inner resistance when engaging in equity focused conversations and activities.	County Employees	One Fairfax Central Team in the Office of the County Executive	CSC Staff	1.1.2025 – 12.31.2025	<p>Creating training content.</p> <p>Percent of training recipients who report feeling better equipped to manage/transform inner barriers to engaging actively with equity work.</p>

Department Director's Signature: \_\_\_\_\_

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*Nicole Rawlings*  
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