

# 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.

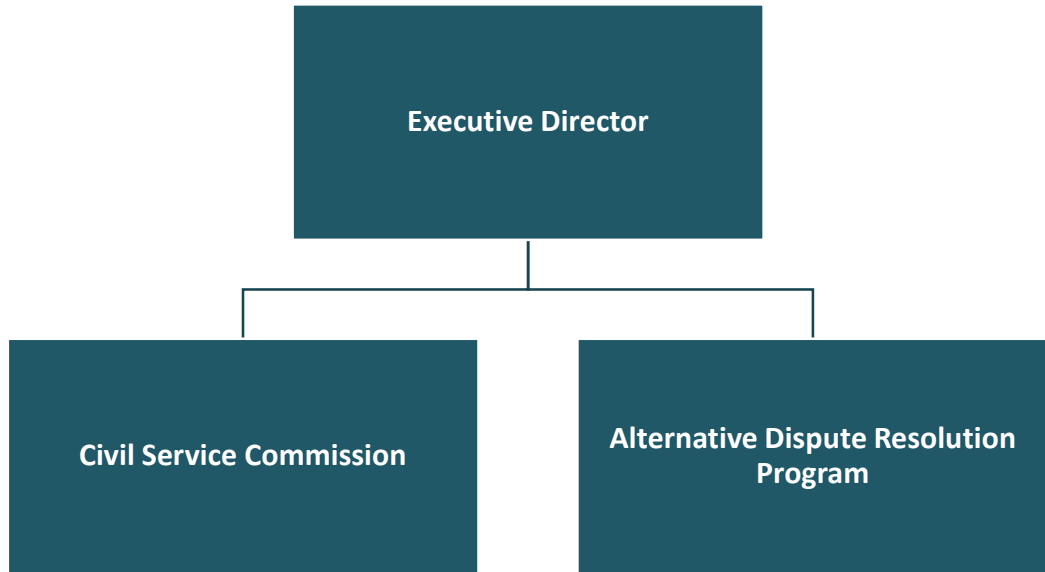
**Focus** The Civil Service Commission (CSC) serves as an appellate hearing body to adjudicate employee grievances. The Commission also reviews and conducts public hearings on proposed revisions to the Personnel Regulations. The Commission fosters the interests of civic, professional, and employee organizations 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 2021 was 13 appeals. During FY 2021, there was one advisory appeal. 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.

**Organizational Chart**



**Budget and Staff Resources**

Category	FY 2021 Actual	FY 2022 Adopted	FY 2022 Revised	FY 2023 Advertised
<b>FUNDING</b>				
<b>Expenditures:</b>				
Personnel Services	\$372,181	\$406,570	\$410,570	\$427,420
Operating Expenses	18,249	66,186	66,186	66,186
<b>Total Expenditures</b>	<b>\$390,430</b>	<b>\$472,756</b>	<b>\$476,756</b>	<b>\$493,606</b>
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	4 / 4	4 / 4	4 / 4	4 / 4

**FY 2023 Funding Adjustments**

The following funding adjustments from the FY 2022 Adopted Budget Plan are necessary to support the FY 2023 program:

**Employee Compensation** **\$20,850**

An increase of \$20,850 in Personnel Services includes \$16,304 for a 4.01 percent market rate adjustment (MRA) for all employees and \$4,546 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2022.

**Changes to  
FY 2022  
Adopted  
Budget Plan**

The following funding adjustments reflect all approved changes in the FY 2022 Revised Budget Plan since passage of the FY 2022 Adopted Budget Plan. Included are all adjustments made as part of the FY 2021 Carryover Review, FY 2022 Mid-Year Review, and all other approved changes through December 31, 2021:

**Carryover Adjustments \$4,000**

As part of the FY 2021 Carryover Review, the Board of Supervisors approved funding of \$4,000 in Personnel Services for a one-time compensation adjustment of \$1,000 for merit employees and \$500 for non-merit employees paid in November 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 2021 Actual	FY 2022 Adopted	FY 2022 Revised	FY 2023 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$198,726	\$312,327	\$314,327	\$325,061
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	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 2021 Actual	FY 2022 Adopted	FY 2022 Revised	FY 2023 Advertised
<b>EXPENDITURES</b>				
Total Expenditures	\$191,704	\$160,429	\$162,429	\$168,545
<b>AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)</b>				
Regular	2 / 2	2 / 2	2 / 2	2 / 2

**Position Detail**

The FY 2023 Advertised 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.

In FY 2021, approximately 10 percent (1,633 employees) of the total workforce participated in one or more ADR services, presentations, or programs. While the number of employees reached decreased in FY 2021, the program was able to meet its projected goal and expects to exceed performance expectations in the current fiscal year as it offers additional and modified training opportunities, implements new outreach strategies and employees adjust to the new hybrid work environment.

ADR conflict competency training modules are well attended and effective. During FY 2021, training output goals were exceeded despite the impacts of the COVID-19 pandemic. ADR continued to present standardized trainings, ADR briefings, and customized trainings based on client requests. Staff developed new training content to meet the needs of employees working in a rapidly changing work environment with its high levels of uncertainty and anxiety. New training content focused heavily on customer service conflict management skills building and utilization in stressful and high conflict interactions, either brought on or exacerbated by COVID-19 restrictions and requirements. ADR recognized that many agencies had to quickly pivot and revamp the way they provided services, some multiple times during the year, often leaving employees with limited time for training opportunities. To meet ongoing training needs for time-constrained staff, ADR developed brief micro-trainings on ADR topics and provided additional impactful training opportunities that were shorter in duration. During FY 2021, ADR conducted 51 trainings. Eighty seven percent of training and workshop participants reported an increase in conflict management skills and gained new insights. ADR anticipates continuing to expand its training options in FY 2022.

During FY 2021, ADR performed 178 conflict resolution sessions consisting of conflict coaching, team processes, restorative processes, facilitated dialogues, consultations, and intake sessions. ADR also created and published 19 new conflict competence tools to assist employees effectively manage conflict.

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 and reflect a loss of revenue. Anecdotal evidence captured by ADR's one month and three month follow up surveys reflects 100 percent of conflict coaching clients and 87.5 percent of mediation clients reported that overall, they were less distracted by the conflict and more productive at work following their participation in a dispute resolution process.

Employees continue to express high levels of satisfaction with ADR services (97 percent). Seventy five percent of employees who participated in at least one of ADR’s conflict resolution processes (mediation, conflict coaching, or facilitated dialogue) reported improved working relationships following receipt of services.

To ensure that ADR volunteer service providers are equipped to deliver the best service, ADR staff developed a more robust training plan for peer conflict coaches and mediators, that includes periodic practitioner roundtables, refresher training and one-on-one skill building sessions in addition to prior core requirements. As of the close of FY 2021, the program maintains a roster of 40 trained peer conflict resolution specialists.

During FY 2021, ADR participated in five large scale or specialized collaborations with county agencies. Staff worked extensively with one of its ongoing partner agencies in the planning process for a new training protocol, establishing a solid framework for the collaboration during FY 2022. ADR collaborated with another agency on training for its new supervisors around having effective difficult conversations and delivering feedback. The agency and ADR have planned to expand this collaboration in FY 2022. ADR expects to continue to increase the number of agency collaborations in the coming fiscal year.

CSC and ADR remain committed to ensuring equity in all aspects of our program. In FY 2021, CSC and ADR began collecting demographic data for training participants and those seeking and receiving services to explore any potential barriers that may have an exclusionary effect. In addition to internal evaluative efforts, ADR remains available to facilitate One Fairfax related conversations and provide training and support to other county agencies.

Indicator	FY 2019 Actual	FY 2020 Actual	FY 2021 Estimate	FY 2021 Actual	FY 2022 Estimate	FY 2023 Estimate
<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	2,138	1,707	1,800	1,633	1,800	1,800
Percent of employee participation in conflict management process	16.2%	13.0%	10.0%	10.0%	10.0%	10.0%
Percent of trainees reporting increase in conflict competence	95%	94%	75%	87%	75%	75%

A complete list of performance measures can be viewed at <https://www.fairfaxcounty.gov/budget/fy-2023-advertised-performance-measures-pm>