

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.

Connection to the Countywide Strategic Plan

The Fairfax County Board of Supervisors adopted the first-ever Countywide Strategic Plan on October 5, 2021. The Countywide Strategic Plan serves as a road map to help guide future work, focusing on the 10 Community Outcome Areas that represent the issues of greatest importance to the community. The Department of Management and Budget continues to integrate the Countywide Strategic Plan into budget documents. For information on how the agency’s program performance contributes to these goals, please see the Performance Measurement Results by Community Outcome Area. For more information on the Countywide Strategic Plan, please see www.fairfaxcounty.gov/strategicplan/. The Civil Service Commission primarily supports the following Community Outcome Area:



Community Outcome Area	Vision Statement
Effective and Efficient Government	<i>All people trust that their government responsibly manages resources, is responsible to their needs, provides exceptional services and equitably represents them.</i>

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.

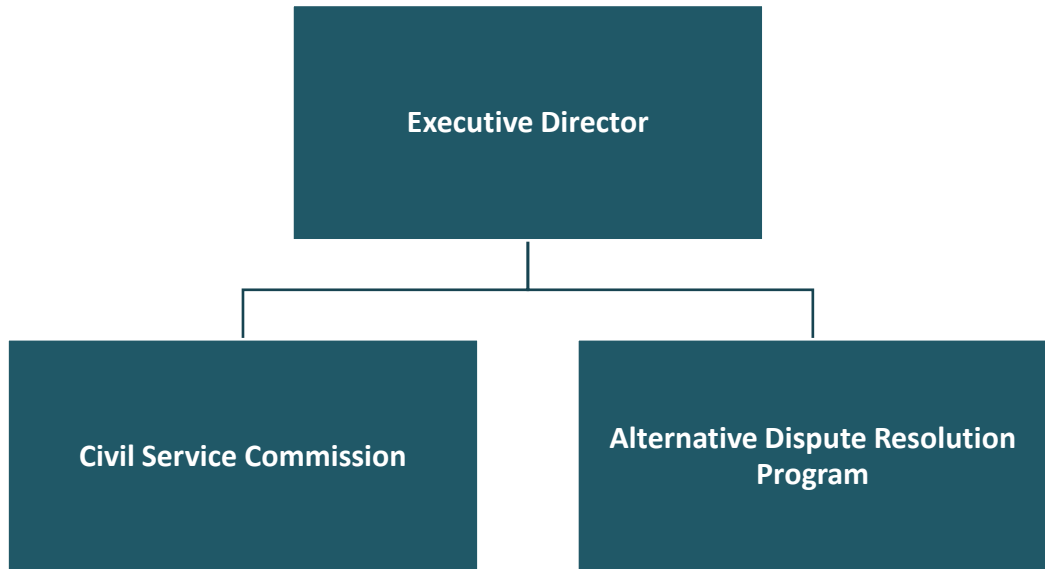
The Commission endeavors to resolve grievances at the earliest possible opportunity, encourages mediation and settlement, and identifies and supports opportunities for delivery of training to employees and management prior to Commission hearings.

The Commission is fully able to hear grievances within 45 to 60 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. There are also extenuating circumstances that may require a longer timeframe, or the hearing is scheduled, and postponed and rescheduled at the request of one of the parties. The number of grievances involving final and binding decisions from the full Civil Service Commission in FY 2022 was 17 appeals. During FY 2022, there were 3 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.

Organizational Chart



Budget and Staff Resources

Category	FY 2022 Actual	FY 2023 Adopted	FY 2023 Revised	FY 2024 Advertised
FUNDING				
Expenditures:				
Personnel Services	\$289,901	\$427,420	\$427,420	\$460,080
Operating Expenses	33,402	66,186	66,186	66,186
Total Expenditures	\$323,303	\$493,606	\$493,606	\$526,266
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	4 / 4	4 / 4	4 / 4	4 / 4

**FY 2024
Funding
Adjustments**

The following funding adjustments from the FY 2023 Adopted Budget Plan are necessary to support the FY 2024 program:

Employee Compensation **\$32,660**
 An increase of \$32,660 in Personnel Services includes \$8,548 for a 2.00 percent market rate adjustment (MRA) for all employees and \$7,194 for performance-based and longevity increases for non-uniformed merit employees, both effective July 2023. The remaining increase of \$16,918 is included to support employee retention and recruitment efforts that will reduce pay compression and align the County’s pay structures with the market based on benchmark data.

**Changes to
FY 2023
Adopted
Budget Plan**

The following funding adjustments reflect all approved changes in the FY 2023 Revised Budget Plan since passage of the FY 2023 Adopted Budget Plan. Included are all adjustments made as part of the FY 2022 Carryover Review and all other approved changes through December 31, 2022:

There have been no adjustments to this agency since approval of the FY 2023 Adopted Budget Plan.

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 2022 Actual	FY 2023 Adopted	FY 2023 Revised	FY 2024 Advertised
EXPENDITURES				
Total Expenditures	\$180,376	\$325,061	\$325,061	\$341,470
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
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 2022 Actual	FY 2023 Adopted	FY 2023 Revised	FY 2024 Advertised
EXPENDITURES				
Total Expenditures	\$142,927	\$168,545	\$168,545	\$184,796
AUTHORIZED POSITIONS/FULL-TIME EQUIVALENT (FTE)				
Regular	2 / 2	2 / 2	2 / 2	2 / 2

Position Detail

The FY 2024 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 by Community Outcome Area

Effective and Efficient Government

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 2022, the ADR office amplified its commitment to fostering a conflict competent workforce by maximizing online training offerings and providing accessible, tailored opportunities to engage with ADR services. With many employees working in a hybrid environment, both the structure and format of training and service delivery remained important in FY 2022. Virtual training initiatives and specialized teambuilding programs by department were at the forefront of ADR activities, along with outreach projects and direct client services - primarily conflict coaching. ADR presented a wide selection of trainings varying in length and focus to build conflict management skills, shared ADR briefings by department to create familiarity with ADR services and delivered customized programs to meet the specific needs of departments by request. Approximately 17 percent (2,193 employees) of the County workforce participated in one or more ADR services, presentations, or programs in FY 2022.

During FY 2022, ADR performed 142 conflict resolution sessions consisting of conflict coaching, team processes, restorative processes, facilitated dialogues, consultations, and intake sessions. Employees continue to express high levels of satisfaction with ADR services (95 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.

Staff dedicated particular attention in FY 2022 to introducing new training opportunities for employees to develop targeted skills to help prevent conflict and strengthen relationships in the workplace. Building on the previously launched 13-part micro training series in FY 2021, available by agency request only, the ADR office launched the new "Tools for Effective Communication" series. This training series was made available to all employees through Employee U, and scheduled for one-hour, monthly sessions during the lunch hour. Sessions have consistently seen attendance at max capacity with extensive waitlists. ADR staff has responded by offering repeat sessions on each respective topic.

A second training series was launched in FY 2022 entitled "Supervisor Coffee Break" to support supervisors directly with skill-building and practice on relevant topics such as giving and receiving feedback.

ADR changed the format and frequency of its core mediation training, offering it virtually and reducing the number of offerings from quarterly to twice annually¹. Class size was also reduced to facilitate learning through practical exercises and feedback in a virtual environment. The program's conflict coaching training format, frequency and class size was likewise modified. Course adjustments reflect the changing needs of employees working in a hybrid environment and decreased demand for lengthier trainings.

In FY 2022, ADR delivered a total of seventy-two trainings. Ninety-eight percent of participants completing surveys reported gaining key skills they could apply in their work, and ninety-five percent reported feeling more confident in addressing conflict, because of completing ADR training.

Attention was dedicated in FY 2022 to help maximize accessibility and inclusivity where all ADR training and service delivery is concerned. Among the steps taken were updating images in Power Point presentations to include a more diverse representation of identities, modifying language as needed, sharing pronouns, and inviting participants to do the same, and walking training participants through the steps to turn on live captions at the beginning of each training.

In addition to enhancing the portfolio of online ADR training and service delivery, staff focused on targeted outreach to agency leadership. Several agencies requested specialized team-building programs from an ADR perspective, and staff developed tailored presentations to meet the needs, both in solo sessions and ongoing programs. These agency partnerships give employees direct interaction with ADR via supervisor guidance, as well as build avenues for employees to seek ADR services independently, whether through taking training or engaging in confidential consultations with staff. With several new partnerships initiated in FY 2022, there are clear indicators of employees' increased awareness of the opportunities for support offered by the ADR office.

To best support ADR volunteer service providers and ensure they are equipped to fully meet County needs, ADR staff refined the structure for engagement with peer conflict coaches and mediators in FY 2022. In providing monthly practitioner communications, offering trainings on core skills needed to facilitate ADR sessions periodically, as well as opportunities for guided discussion on relevant topics among practitioners each quarter, staff established regular touchpoints to more actively

¹ Future performance indicators for the number of peer specialist trained will be adjusted to reflect program changes.

support the excellence of ADR practitioners. In FY 2022, the program trained 42 employees eligible to become peer conflict resolution specialists.

CSC and ADR are dedicated to actively ensuring equity in all aspects of our programs. To conduct a complete and accurate self-assessment and identify potential barriers to equitable outcomes, the agency began collecting demographic data for those who interact with our office. Collected data will be analyzed on a calendar year basis. CSC and ADR staff will use findings to inform engagement strategies and training content development. In addition to internal evaluative efforts, ADR remains available to facilitate One Fairfax related conversations and provide training and support to other county agencies.

CSC and ADR will continue to anticipate and meet the needs of the County workforce, by providing strategic support as well as proactive training to build soft skills, that enhance employees' performance in a variety of ways.

Indicator	FY 2020 Actual	FY 2021 Actual	FY 2022 Estimate	FY 2022 Actual	FY 2023 Estimate	FY 2024 Estimate
Effective and Efficient Government						
Effective and Representative County and School Workforce						
Employees participating in at least one aspect of the ADR Program	1,707	1,633	1,800	2,193	1,800	1,800
Percent of employee participation in conflict management process	13.0%	10.0%	10.0%	17.0%	10.0%	10.0%
Percent of trainees reporting increase in conflict competence	94%	87%	75%	95%	75%	75%
Customer Satisfaction with County Services						
Average meetings required to adjudicate appeals	2	2	2	2	2	2

A complete list of performance measures can be viewed at <https://www.fairfaxcounty.gov/budget/fy-2024-advertised-performance-measures-pm>