# Policy: HR – Conflict Resolution

Purpose: Provide employees with a process for resolving issues, complaints or conflicts during the course of their employment.

## Policy:

[Company Name] firmly believes that employees should have an opportunity to present their work-related concerns and complaints and the ability to appeal management decisions through a complaint resolution procedure. [Company Name]’s conflict resolution procedure is a way to bring an employee’s thoughts and feelings to the attention of Management. An employee who is preoccupied with a problem can’t put forth his/her best effort.

[Company Name] encourages employees to use this procedure, and in turn will offer a prompt, friendly and impartial means of dealing with the problem. Employees will find that the company is more concerned with “what is right” than “who is right.” The most important thing to management is that employees have had every opportunity to discuss their questions, situation, or problem freely and feel that they have been treated fairly. [Company Name] will attempt to resolve promptly all complaints that are appropriate for handling under this policy.

An appropriate complaint is defined as an employee’s expressed feeling of dissatisfaction concerning any interpretation or application of a work-related policy by management, supervisors or other employees. Examples of matters that may be the bases for appropriate complaints under this policy include:

* A belief that company policies, practices, rules, regulations or procedures have been applied in an inconsistent manner to an employee.
* Treatment considered unfair by an employee, such as coercion, reprisal, harassment or intimidation.
* Alleged discrimination because of race, color, sex, age, religion, national origin, height, weight, marital status or handicap.
* Improper or unfair administration of employee benefits or conditions of employment such as scheduling, vacations, fringe benefits, promotions, holidays, performance review, salary or seniority.

Employees must notify [Company Name] of any complaint considered appropriate for handling under this policy.

Employees are not to be penalized for proper use of the conflict resolution procedure. However, it is not considered proper for an employee to abuse the procedure by raising complaints in bad faith or solely for the purposes of delay or harassment, or by repeatedly raising complaints that a reasonable person would judge to be meritless. Implementation of the complaint resolution procedure by an employee does not limit the right of [Company Name] to proceed with any disciplinary action that is not in retaliation for the use of the complaint resolution procedure.

The complaint resolution procedure has a maximum of five steps, but complaints may be resolved at any step in the process. Complaints are to be fully processed until the employee is satisfied, does not proceed to the next step, or exhausts the right of appeal. A decision is final whenever an employee does not proceed to the next level or when a decision is made in the final step.

### Procedural Guidelines and Responsibility:

Employees who feel they have an appropriate complaint should proceed as follows:

* **Step 1:** In most instances, the employee should first discuss the question, problem, or situation with his/her supervisor. The supervisor will give the employee an answer immediately or get an answer for any question the employee may have. If the employee has a complaint, the supervisor will be interested in knowing about it and in taking any necessary corrective action. If a decision has been made that the employee does not understand or feels is incorrect, the supervisor will explain the reason behind the decision. The employee should normally have a response to his/her concern within five working days. If the employee is not satisfied with the response, he/she may move to Step 2.
* **Step 2:** Some situations may arise, however, in which an employee prefers to discuss an issue with someone other than his/her supervisor. It may be a personal problem, or the employee may have discussed it with the supervisor without agreeing on a solution or a course of action. In this case, the employee is encouraged to talk it over with Human Resources. If the employee is seeking review of a decision by the supervisor, he/she should bring the matter to the attention of Human Resources within five working days of the supervisor’s response. Human Resources will work with the employee to resolve any situation in a confidential and impartial manner. The employee should normally have a response to your concern within five working days.
* **Step 3:** If, after discussing the problem or complaint with Human Resources, the employee is not satisfied or feels that Human Resources is not able to resolve the problem, he/she may have the opportunity to review the problem with senior management. Human Resources will make the appointment. The employee should normally have a response from senior management within five working days.

Effective Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Approved: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Last Reviewed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_