

FINAL RECOMMENDATION

Recommendation of the Action Plan Team: Staff Development

Statement of Issue #4-36: R-123

Summary: R-123 – Establish an informal process for conflict resolution and train personnel on these informal processes.

Recommendation: With regard to staff, USFA senior management should continue to encourage staff to resolve conflicts at the lowest level utilizing the supervisory structure and the collective bargaining agreement in place. In regards to contract instructors, please refer to Recommendations 110 and 110a.

Background: Resolution of conflicts is within the authority of the immediate supervisor. There is also a grievance process in place within the collective bargaining agreement for members of the bargaining unit. A similar process is in place within FEMA for non-bargaining unit staff. The grievance process addresses informal as well as formal grievances. Conflict resolution training is also made available to staff.

Conclusion: Conflict resolution could involve disagreements over methods of accomplishing a task. It could also involve personality conflicts or work assignments. In any of these cases, the immediate supervisor should be the first point for resolution. If the matter involves the supervisor, the conflict should be taken to the next level. Conflicts involving more than one organization may require supervisors resolving the matter jointly.

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APPROVE/Date

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