

Section I: Definitions

Grievance Process

A formal process by which an employee can pursue resolution of a dispute between the employee and management concerning the interpretation, application or enforcement of any personnel policy or who feels that he/she has been treated unfairly. For this survey, a grievance process will refer to an appeal process that follows the typical internal "chain of command".

Alternative Dispute Resolution Process

A formal process by which an employee can pursue resolution of a dispute between the employee and management concerning the interpretation, application or enforcement of any personnel policy or who feels that he/she has been treated unfairly. For this survey, an alternative dispute resolution process will refer to an appeal process that involves either an outside third party or a panel of participants outside the typical internal "chain of command" structure who will have final and binding authority to resolve the issue.

Section II: Questions about Grievance Process

1. Does your organization have any employees who belong to a union? Yes No

2. Does your organization have a defined grievance process? Yes No

3. If the answer to #2 is Yes, please attach a copy of the policy, procedure, or flow chart of the defined grievance process. Also provide any forms associated with the defined grievance process.

4. How does your organization communicate the existence of a grievance process to employees? For each communication method used, please specify the frequency with which that method is used to communicate about the grievance process using the following codes: A = annually, S = semi-annually, Q = quarterly, M = Monthly, O = Other – please specify.

Method	Used		Frequency
A. New employee orientation	Yes	No	
B. Newsletter	Yes	No	
C. Periodic reminder	Yes	No	
D. Department meeting	Yes	No	
E. Bulletin board	Yes	No	
F. Payroll stuffer	Yes	No	
G. Other (specify):	Yes	No	

5. To whom does the grievance process apply?
 - A. All employees
 - B. Staff employees only
 - C. Management staff only
 - D. Non-union employees only
 - E. Union employees only
 - F. Other (specify):

6. Does your organization have a process for tracking grievances? Yes No

7. If the answer to #6 is Yes, please attach a copy of the policy, procedure, or flow chart of the tracking process.

8. If the answer to #6 is Yes, does that process use specific forms for tracking grievances?
 Yes No

9. If the answer to #8 is Yes, please attach copies of the forms used to track grievances.

10. May employees involve someone else in the grievance process? Yes No

11. Who has the ultimate authority, as defined in the grievance process?

12. How many steps are involved to get to the ultimate authority, as defined in the grievance process?

13. How often has the grievance process been used in the past twelve months?

14. What is the percent of times during the past twelve months in which the original decision was modified as a result of invoking the grievance process?

Section III: Questions about Alternative Dispute Resolution Process

15. Does your organization have a defined alternative dispute resolution process?
 Yes No

16. If the answer to #15 is Yes, please attach a copy of the policy, procedure, or flow chart of the defined alternative dispute resolution process. Also provide any forms associated with the alternative dispute resolution process.

17. How does your organization communicate the existence of an alternative dispute resolution process to employees? For each of the communication methods used, please specify the frequency with which that method is used to communicate about the alternative dispute resolution process using the following codes: A = annually, S = semi-annually, Q = quarterly, M = Monthly, O = Other – please specify).

Method	Used		Frequency
A. New employee orientation	Yes	No	
B. Newsletter	Yes	No	
C. Periodic reminder	Yes	No	
D. Department meeting	Yes	No	
E. Bulletin board	Yes	No	
F. Payroll stuffer	Yes	No	
G. Other (specify):			

18. To whom does the alternative dispute resolution process apply?

- A. All employees
- B. Staff employees only
- C. Management staff only
- D. Non-union employees only
- E. Union employees only
- F. Other (specify):

19. Does your organization have a process for tracking alternative dispute resolutions?

Yes No

20. If the answer to #19 is Yes, please attach a copy of the policy, procedure, or flow chart of the tracking process.

21. If the answer to #19 is Yes, does that process use specific forms for tracking alternative dispute resolutions? Yes No

22. If the answer to #21 is Yes, please attach copies of the forms used to track alternative dispute resolutions.

23. Does the policy limit issues eligible for application of alternative dispute resolution process? Yes No

24. If the answer to #23 is Yes, what are the limitations on the issues eligible for application of alternative dispute resolution process? Please list.

25. May employees involve someone else in the alternative dispute resolution process?
Yes No
26. Who has the ultimate authority, as defined in the alternative dispute resolution process?
27. How many steps are involved to get to the ultimate authority, as defined in the alternative dispute resolution process?
28. Who coordinates the alternative dispute resolution process? Identify the position by title.
29. Does the alternative dispute resolution process utilize a panel for review of the dispute?
Yes No
30. If the answer to #29 is Yes, what are the criteria for selection of the panel membership pool eligible to serve in the alternative dispute resolution process? Please list.
31. If the answer to #29 is Yes, how are members of the panel membership pool seated for individual cases using the alternative dispute resolution process? Please describe.
32. How often has the alternative dispute resolution process been used in the past twelve months?
33. What is the percent of times in which the original decision was modified as a result of invoking the alternative dispute resolution process?
34. Have you evaluated the effectiveness of the alternative dispute resolution process?
Yes No
35. If the answer to #34 is Yes, how have you conducted the evaluation of the effectiveness of the alternative dispute resolution process? Please describe.
36. If the answer to #34 is Yes, what were the results of the evaluation of the effectiveness of the alternative dispute resolution process? Please describe.
37. If the answer to #34 is Yes, what changes have you made based upon the evaluation of the effectiveness of the alternative dispute resolution process? Please describe.
38. What comments or recommendations do you have for those who are studying the grievance process and the alternative dispute resolution process as means by which to increase employee satisfaction with decision-making? Please describe.