

June 24, 2020

MEMORANDUM

TO: MAYOR JOHN SMITH  
City Mayor

FROM: CHIEF DIANA TRUEBA VEGA  
Chief of Police

SUBJECT: WORKPLACE CONFLICT RESOLUTION PLAN

Conflict is inevitable in our line of work and life in general. Conflict is hugely beneficial to help us identify things that in dire need of change. However, untamed conflict can create a lot of problems in our organization. It is critical to have a conflict resolution plan in place. A conflict resolution plan will ensure our employees feel heard, respected, and an essential part of the organization. The plan will be made up of the following three techniques:

The plan will ensure the collective work with human resources to create a *“comprehensive conflict resolution system”* (Pg. 315), including informal problem solving, dialogue, and mediation by human resources staff. Line supervisors will be trained in conflict resolution, which will help in reducing long-standing conflicts, lawsuits, and will increase morale as well as relationships within the community. The open lines of communication will also help to create relationships between our agency and human resources.

The plan will also include a multi-functional team that will work on creating a *“conflict culture analysis”* (Pg. 325). The team will dissect the old culture, evaluate and assess any changes or new elements needed. Once the new changes are identified and implemented, the new changes will be communicated and explained to department members. The open lines of communication will ensure members can accept and embrace the new changes and shared organizational values that will represent our agency as we move forward. Conflict cultures can be difficult to change. A culture change will require long term efforts and commitment. The process will include steady and persistent application and practice of the newly adopted conduct, asking for consistent feedback, and observing and auditing the change process to make any changes as needed.

Lastly, the plan will include a group of members to design a system providing “*conflict coaching, joint staff-volunteer teams, and peer mediation.*” (Pg. 317) it is vital for members to be a part of the change. The coaches will mediate the conflicts at hand, and when mediation does not resolve the problem, a conflict review committee will make the ultimate decision. All members involved in the team will be empowered with training in mediation, communication, and conflict coaching (Pg. 317).

The three techniques chosen to make up the conflict resolution plan will help the agency in reducing stress-related sick leave, conflict-induced absences, tardiness, prevent reassignment, and retraining costs due to unresolved conflicts. When our employees feel trust towards the staff within our organization, they will be more likely to bring issues up before they progress to bigger problems and will assist not only in reducing costs but in improving morale. While the plan only includes three techniques, other available techniques or options will be considered if the three techniques are not the best suited for the conflict at hand. All situations will be analyzed on a case by case basis and appropriate techniques utilized or modified as needed.

Cloke, Kenneth, and Joy Goldsmith, *Resolving Conflicts at Work: Ten Strategies for Everyone on the Job*, John Wiley, 2011, (Pg. 315, Pg. 317, Pg. 325)

Spring 2020, LEPSL 580, Podcast 7.1, Retrieved from [https://learn-us-east-1-prod-fleet01-xythos.s3.amazonaws.com/5c2103143e6a3/4620408?response-cache-control=private%2C%20max-age%3D21600&response-content-disposition=inline%3B%20filename%2A%3DUTF-8%27%27LEPS580\\_M7\\_Podcast\\_updated\\_01-328.mp3&response-content-type=audio%2Fmpeg&X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Date=20200619T120000Z&X-Amz-SignedHeaders=host&X-Amz-Expires=21600&X-Amz-Credential=AKIAZH6WM4PLTYPZRQMY%2F20200619%2Fus-east-1%2Fs3%2Faws4\\_request&X-Amz-Signature=2687a715fe303a9e169f513823a57aeceee509051fb291656b7670aafbaa1f16](https://learn-us-east-1-prod-fleet01-xythos.s3.amazonaws.com/5c2103143e6a3/4620408?response-cache-control=private%2C%20max-age%3D21600&response-content-disposition=inline%3B%20filename%2A%3DUTF-8%27%27LEPS580_M7_Podcast_updated_01-328.mp3&response-content-type=audio%2Fmpeg&X-Amz-Algorithm=AWS4-HMAC-SHA256&X-Amz-Date=20200619T120000Z&X-Amz-SignedHeaders=host&X-Amz-Expires=21600&X-Amz-Credential=AKIAZH6WM4PLTYPZRQMY%2F20200619%2Fus-east-1%2Fs3%2Faws4_request&X-Amz-Signature=2687a715fe303a9e169f513823a57aeceee509051fb291656b7670aafbaa1f16)