Resolving Conflict Between Co-Workers

⇒ Review policies/procedures

- Has there been a possible violation of City Policy (anti-harassment, workplace violence etc.)?
    - o   If so, consult with HR and possibly initiate safety protocol and/or discipline.
- Supervisor/Managerial intervention should address conflict swiftly.

⇒ Conflict resolution

1. Initial Brainstorming: Meet with each employee individually.

- Review department expectations as it relates to professionalism, work environment, and productivity.
- Be ready to specifically site how conflict has disrupted department work.
- Stress how each employee is responsible for maintaining a work environment conducive to productivity and safety. Ask each employee to verbalize his/her ideas on 1) improving work relationship and 2) maintaining department productivity.
- Focus on one problem at a time.
- Write down their ideas.
- It is important to elicit **ONLY** what each party plans to do (individual responsibility) to avoid/resolve conflict.

2. Review ideas: Meet with each employee individually.

- Meet individually again and share the other party's ideas toward improving work relationship and productivity.
    - o   Note and gauge response to each other's ideas.

3. Resolution Planning: Meet with both employees together.

- Type up ideas and reactions from previous meetings.
- Share what you've learned from your one-on-one discussions.
- Explain that you've heard their suggestions/reactions and now it is time to individually commit to agreed solutions to the problem.
- Reinforce the concept of focusing on the solutions to a concrete work related problem.
- Schedule a follow-up meeting within 30 days between yourself and employees to review the conflict resolution plan and amend if needed.
- The idea behind this meeting is to hold all accountable for their own (and only their own) agreed upon ideas as to how to avoid further conflict.

⇒ *Quickly implementing a game plan that focuses on fostering a professional, working relationship that is conducive to the department's productivity is key toward managing employee conflicts.*