

# **Survey of Dispute Resolution in the Workplace 2018**

By completing this questionnaire, you will be helping us develop policies and practices to address workplace disputes in the UK more effectively and efficiently. Participation in this research is **entirely voluntary** and all information will be **treated in the strictest confidence**; neither you nor your organisation will be identified.

The questionnaire should ideally ***be completed by the person in the organisation who has responsibility for dispute management or alternatively human resources***. If this is not you, please could you forward it to the most appropriate person.

It should take approximately 20-25 minutes of your time to answer all the questions.

Once finished please return it to us in the prepaid envelope provided at the address below. Alternatively, if you would like to complete the questionnaire online then please visit:

https://cardiff.onlinesurveys.ac.uk/dispute-resolution where you will need to login with the code **XXXX**

While responses to the questionnaire will be *treated in strict confidence*, it is useful to have a contact in case any information has to be checked. Could you please provide the following details (please note that this is entirely voluntary):-

Name…………………………………………………. Your organisation………………………………………

Email…………………………………………………………..

|  |  |
| --- | --- |
| Would you like a summary of research findings in the form of an emailed pdf report in the summer of 2018? | Yes/No |
| Would you be willing to be contacted at a later stage to take part in an interview about your approach to dispute resolution? | Yes/No |

If you have any questions about the questionnaire or research then please contact:

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**Thank you for taking the time to complete the questionnaire.**

## **A - Your Organisation**

The answers to the questions in this section will help us analyse the wider data and interpret other answers, rather than to identify specific companies. **All information will remain confidential**. Please answer in relation ONLY to the part of your organisation located in the UK.

Q1a) What is the your job title?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Q1b) How long have you held this role?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Q2) Approximately how many sites does your organisation have in the UK?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Q3) Approximately how many people does your organisation employ in the UK? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Q4) Who is the *main* body/person dealing with HR issues for your organisation?

☐ In-house HR function

☐ Contracted-out HR function

☐ General manager

☐ Other, please specify\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Q5) Does the organisation have:

|  |  |  |
| --- | --- | --- |
|  | Yes | No |
| an HR department | ☐ | ☐ |
| ⮩ If yes, how many people does it employ? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | |
| a dedicated HR manager | ☐ | ☐ |
| a dedicated Employee Relations Manager/officer | ☐ | ☐ |

Q6) Is the most senior person responsible for HR a member of the organisation’s senior management committee (e.g. Board)? ☐Yes ☐N**o**

Q7) Please indicate whether the following practices are in use at your organisation

|  |  |
| --- | --- |
| ☐ | A formal performance management system |
| ☐ | Individual performance-related pay |
| ☐ | Group performance-related pay |
| ☐ | Profit sharing/share ownership |
| ☐ | Formally designated team-working |
| ☐ | Regular employee surveys |
| ☐ | Job applicants are formally assessed for attitudes or personality to fit with organisation culture |
| ☐ | A policy of no compulsory redundancies |
| ☐ | Common (single-status) terms and conditions of employment for all employees |
| ☐ | A system of regular team briefings that provide employees with business information |
| ☐ | Internal career progression as a formal objective for most employees |
| ☐ | Staff forum/consultative committee |
| ☐ | Mediation scheme/process |

Q8) Which of the following best describes your organisation? [TICK ONE BOX ONLY]

|  |  |  |  |
| --- | --- | --- | --- |
| ☐ | Public Limited Company (Plc) | ☐ | Private Limited Company (Ltd) |
| ☐ | Organisation limited by guarantee | ☐ | Partnership/Self-proprietorship |
| ☐ | Trust/charity | ☐ | Subsidiary of overseas-owned organisation |
| ☐ | Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | |

Q9) How many years has this organisation been in operation? [TICK ONE BOX ONLY]

☐Less than 12 months ☐1-4 years ☐5-9 years ☐10-14 years

☐15-19 years ☐20-24 years ☐25 years or more

Q10) In which country is your organisation’s headquarters located?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Q11) Please state *approximately* what proportion of your staff are employed on the following contract types:

|  |  |
| --- | --- |
|  | % |
| Staff on permanent contracts |  |
| Staff on fixed-term contracts |  |
| Agency staff |  |
| Freelancers, consultants and contractors |  |
| Staff on zero hours contracts |  |

Q12) Rank the following in terms of importance to your organisation’s overall competitive strategy on a scale of 1 to 3, with 1 being most important and 3 being least important:

Price: \_\_\_\_\_\_ Innovation: \_\_\_\_\_\_ Quality: \_\_\_\_\_\_

## **B - The Nature and Incidence of Disputes**

In this section, we briefly ask for information about your organisation’s experience of disputes. We will use the responses to help us interpret later questions in the survey, rather than to identify particular companies.

Within this survey, we look at **3 forms of dispute**:

|  |  |  |
| --- | --- | --- |
| Between individual employees and their employer | We call these  **Individual disputes** | 🗲 |
| Between colleagues and not directly involving the employer | We call these  **Inter-employee disputes** | 🗲 |
| Between groups of employees and their employer | We call these  **Group disputes** | 🗲 |

Q13) Over the **last three years**, how often have these forms of workplace dispute occurred within your organisation? [TICK ONE BOX PER LINE]

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Individual disputes  🗲 | | | | Inter-employee Disputes  🗲 | | | |
| None | Once | Occas-  ionally | Often | None | Once | Occas-  ionally | Often |
| Informal disagreements | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Grievances have been brought by employees | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Disciplinary cases have been initiated by the organisation | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Bullying or Harassment cases have been raised | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Disputes have been referred to Acas | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| External experts (other than Acas and Tribunals) have been involved in resolving disputes | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| A settlement was agreed between the parties after Acas intervention | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Disputes resulting in an Employment Tribunal claim | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| ⮩how many tribunal cases have been  brought in the past 3 years? | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | |

Q14) Over the **last three years**, how often have these forms of workplace dispute occurred within your organisation [TICK ONE BOX PER LINE]

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Group Disputes  A close up of a logo  Description automatically generated🗲A picture containing electronics  Description automatically generated | | | |
| None | Once | Occas-  ionally | Often |
| Small-scale disagreements | ☐ | ☐ | ☐ | ☐ |
| Difficult union negotiations, which have stopped short of industrial action | ☐ | ☐ | ☐ | ☐ |
| Difficult discussions with a non-union employee body | ☐ | ☐ | ☐ | ☐ |
| Industrial action was *threatened by a union but not balloted for* | ☐ | ☐ | ☐ | ☐ |
| Industrial action was *threatened and balloted for by a union but not undertaken* | ☐ | ☐ | ☐ | ☐ |
| Industrial action of any kind was *undertaken* | ☐ | ☐ | ☐ | ☐ |
| Disputes have been referred to Acas | ☐ | ☐ | ☐ | ☐ |
| External experts (other than Acas and Tribunals) have been involved in resolving disputes | ☐ | ☐ | ☐ | ☐ |
| Group submission of Employment Tribunal claims | ☐ | ☐ | ☐ | ☐ |
| ⮩how many tribunal claims have been brought in the last 3 years that  originated in a dispute between employees? | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | |

Q15) Please give your assessment of the impact of disputes within your organisation [TICK ONE BOX PER LINE].

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Strongly  Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly  Disagree |
| Disputes in our organisation are time consuming | ☐ | ☐ | ☐ | ☐ | ☐ |
| Disputes in our organisation negatively impact the culture | ☐ | ☐ | ☐ | ☐ | ☐ |
| The costs of managing disputes are too high in our organisation | ☐ | ☐ | ☐ | ☐ | ☐ |
| Practices used in our organisation resolve disputes too slowly | ☐ | ☐ | ☐ | ☐ | ☐ |
| Our dispute resolution practices create a more positive culture in the organisation | ☐ | ☐ | ☐ | ☐ | ☐ |
| Our dispute resolution practices are so formalised that they prevent informal handling of disputes | ☐ | ☐ | ☐ | ☐ | ☐ |

## **C - The Management of Disputes**

In this section, we ask in-depth questions about how your organisation manages disputes and what influences this approach.

Q16) Which of the following most closely reflects your organisation’s view of disputes? [PLEASE TICK ONE BOX ONLY]

|  |  |
| --- | --- |
| The organisation and its employees share common interests and, therefore, conflict arises due to misbehaviour, poor performance or misunderstanding | ☐ |
| The organisation and its employees have different interests. Disputes are an inevitable but unwelcome part of organisational life, which need to be managed. | ☐ |
| The organisation and its employees have different interests. Disputes are an inevitable and unavoidable part of organisational life and can be constructive to workplace relations | ☐ |

Q17a) **The Management of Individual Disputes** 🗲

The next three questions ask about your organisation’s approach to resolving **disputes which arise between individual employees and their employer.**

For each of the practices below please indicate:

1. How often the practice has been used in your organisation for individual disputes *in the last 3 years*
2. Then whether the practice is included in your written policy (if you have one) for individual disputes

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | | 1. How often used? | | | | 2. |
|  |  | | **Never Used** | **Used Once** | **Used Occas-ionally** | **Used Often** | **In written policy?** |
| Management Processes | | | | | | | |
| 1 | | A process involving progressively higher levels of management in resolving disputes | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2 | | A right to appeal decisions made by management | ☐ | ☐ | ☐ | ☐ | ☐ |
| Acas | | | | | | | |
| 3 | | Use of Acas telephone Helpline | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4 | | Use of Acas website | ☐ | ☐ | ☐ | ☐ | ☐ |
| 5 | | Use of Acas conciliation, to help resolve disputes that could lead or have led to an Employment Tribunal claim | ☐ | ☐ | ☐ | ☐ | ☐ |
| 6 | | Use of Acas mediation | ☐ | ☐ | ☐ | ☐ | ☐ |
| Other External Providers | | | | | | | |
| 7 | | Use of professional mediation by a third-party provider (excluding Acas) | ☐ | ☐ | ☐ | ☐ | ☐ |
| 8 | | Use of lawyers | ☐ | ☐ | ☐ | ☐ | ☐ |
| 9 | | Use of an external HR expert | ☐ | ☐ | ☐ | ☐ | ☐ |
| Procedures Internal to the Organisation | | | | | | | |
| 10 | | Use of organisation’s own internal mediation service | ☐ | ☐ | ☐ | ☐ | ☐ |
| 11 | | Use of review panels comprised of managers or peers | ☐ | ☐ | ☐ | ☐ | ☐ |
| 12 | | Use of formalised open-door approach | ☐ | ☐ | ☐ | ☐ | ☐ |
| 13 | | Discussions facilitated by HR | ☐ | ☐ | ☐ | ☐ | ☐ |
| 14 | | Intensive communication regarding change with a view to avoiding disharmony | ☐ | ☐ | ☐ | ☐ | ☐ |
| 15 | | Use of conflict coaching | ☐ | ☐ | ☐ | ☐ | ☐ |
| 16 | | Informal conversations with line-manager(s) | ☐ | ☐ | ☐ | ☐ | ☐ |
| 17 | | Use of personal development/improvement plan | ☐ | ☐ | ☐ | ☐ | ☐ |
| 18 | | Other(s) please specify: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | ☐ | ☐ | ☐ | ☐ | ☐ |

Q17b) Please rank the three most commonly used approaches from the list above for the management of individual disputes by writing their assigned numbers (1-18) from the previous question

|  |
| --- |
| Most commonly used:\_\_\_\_\_ |
| Second most commonly used:\_\_\_\_\_ |
| Third most commonly used:\_\_\_\_\_ |

Q18) Please tick the statement that best describes your organisation’s approach to **individual disputes**

|  |  |
| --- | --- |
| We have a formal written policy that is applied consistently in all disputes, irrespective of the circumstances | ☐ |
| We have a formal written policy but there is some discretion as to how it is implemented depending on the circumstances | ☐ |
| We do not have a formal written policy and disputes are dealt with on a case-by-case basis | ☐ |

Q19a) **The Management of Inter-employee Disputes** 🗲

This question asks about your organisation’s approach to resolving **disputes between colleagues.**  We aim to identify both what is in your organisation’s policy, but also what your organisation uses in practice.

For each of the practices below please indicate:

1. How often the practice has been used in your organisation for inter-employee disputes *in the last 3 years*
2. Then whether the practice is included in your written policy (if you have one) for inter-employee disputes

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | 1. How often used | | | | 2. |
|  |  | **Never Used** | **Used Once** | **Used Occas-ionally** | **Used Often** | **in Written Policy?** |
| Internal Process | | | | | | |
| 1 | A process involving progressively higher levels of management in resolving disputes | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2 | A right to appeal decisions made by management | ☐ | ☐ | ☐ | ☐ | ☐ |
| Acas | | | | | | |
| 3 | Use of Acas telephone Helpline | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4 | Use of Acas website | ☐ | ☐ | ☐ | ☐ | ☐ |
| 5 | Use of Acas conciliation, to help resolve disputes that could lead or have led to an Employment Tribunal claim | ☐ | ☐ | ☐ | ☐ | ☐ |
| 6 | Use of Acas mediation | ☐ | ☐ | ☐ | ☐ | ☐ |
| Other External Providers | | | | | | |
| 7 | Use of professional mediation by a third-party provider (excluding Acas) | ☐ | ☐ | ☐ | ☐ | ☐ |
| 8 | Use of lawyers | ☐ | ☐ | ☐ | ☐ | ☐ |
| 9 | Use of an external HR expert | ☐ | ☐ | ☐ | ☐ | ☐ |
| Procedures Internal to the Organisation | | | | | | |
| 10 | Use of organisation’s own internal mediation service | ☐ | ☐ | ☐ | ☐ | ☐ |
| 11 | Use of review panels comprised of managers or peers | ☐ | ☐ | ☐ | ☐ | ☐ |
| 12 | Use of formalised open-door approach | ☐ | ☐ | ☐ | ☐ | ☐ |
| 13 | Discussions facilitated by HR | ☐ | ☐ | ☐ | ☐ | ☐ |
| 14 | Intensive communication regarding change with a view to avoiding disharmony | ☐ | ☐ | ☐ | ☐ | ☐ |
| 15 | Use of conflict coaching | ☐ | ☐ | ☐ | ☐ | ☐ |
| 16 | Informal conversations with line-manager(s) | ☐ | ☐ | ☐ | ☐ | ☐ |
| 17 | Use of personal development/improvement plan | ☐ | ☐ | ☐ | ☐ | ☐ |
| 18 | Other(s) please specify: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | ☐ | ☐ | ☐ | ☐ | ☐ |

Q19b) Please rank the three most commonly used approaches from the list above for the management of inter-employee disputes by writing their assigned numbers (1-18) from the previous question

|  |
| --- |
| Most commonly used:\_\_\_\_\_ |
| Second most commonly used:\_\_\_\_\_ |
| Third most commonly used:\_\_\_\_\_ |

Q20) Please tick the statement that best describes your organisation’s approach to **Inter-employee disputes**

|  |  |
| --- | --- |
| We have a formal written policy that is applied consistently in all disputes, irrespective of the circumstances | ☐ |
| We have a formal written policy but there is some discretion as to how it is implemented depending on the circumstances | ☐ |
| We do not have a formal written policy and disputes are dealt with on a case-by-case basis | ☐ |

Q21a) **The Management of Group Disputes** 🗲

This question asks about your organisation’s approach to resolving **disputes involving groups of employees with their employer.** We aim to identify both what is in your organisation’s policy, but also what your organisation uses in practice. For each of the practices below please indicate:

1. How often the practice has been used in your organisation for group disputes *in the last 3 years*
2. Then whether the practice is included in your formal written policy (if you have one) for group disputes

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | 1. How often used | | | | 2. |
|  |  | **Never Used** | **Used Once** | **Used Occasionally** | **Used Often** | **in Written Policy?** |
| Internal Process | | | | | | |
| 1 | A process involving progressively higher levels of management in resolving disputes | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2 | A right to appeal decisions made by management | ☐ | ☐ | ☐ | ☐ | ☐ |
| Acas | | | | | | |
| 3 | Use of Acas collective conciliation, to resolve employment disputes with trade unions | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4 | Use of Acas arbitration, to make a decision on collective employment disputes | ☐ | ☐ | ☐ | ☐ | ☐ |
| 5 | Use of Acas advisory/consultancy service to help management and employees to work better together | ☐ | ☐ | ☐ | ☐ | ☐ |
| 6 | Use of Acas telephone Helpline | ☐ | ☐ | ☐ | ☐ | ☐ |
| 7 | Use of Acas website | ☐ | ☐ | ☐ | ☐ | ☐ |
| 8 | Use of Acas conciliation | ☐ | ☐ | ☐ | ☐ | ☐ |
| 9 | Use of Acas mediation | ☐ | ☐ | ☐ | ☐ | ☐ |
| Other External Providers | | | | | | |
| 10 | Use of professional mediation by a third-party provider (exc. Acas) | ☐ | ☐ | ☐ | ☐ | ☐ |
| 11 | Use of lawyers | ☐ | ☐ | ☐ | ☐ | ☐ |
| 12 | Use of external HR expert | ☐ | ☐ | ☐ | ☐ | ☐ |
| Procedures Internal to the Organisation | | | | | | |
| 13 | Use of interest based ‘win-win’ bargaining techniques | ☐ | ☐ | ☐ | ☐ | ☐ |
| 14 | Use of formalised open-door approach | ☐ | ☐ | ☐ | ☐ | ☐ |
| 15 | Discussions facilitated by HR | ☐ | ☐ | ☐ | ☐ | ☐ |
| 16 | Intensive communication regarding change with a view to avoiding disharmony | ☐ | ☐ | ☐ | ☐ | ☐ |
| 17 | Use of conflict coaching | ☐ | ☐ | ☐ | ☐ | ☐ |
| 18 | Other(s) please specify: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | ☐ | ☐ | ☐ | ☐ | ☐ |

Q21b) Please rank the three most commonly used approaches from the list above for the management of group disputes by writing their assigned numbers (1-18) from the previous question

|  |
| --- |
| Most commonly used:\_\_\_\_\_ |
| Second most commonly used:\_\_\_\_\_ |
| Third most commonly used:\_\_\_\_\_ |

Q22) Please indicate how your organisation implements the policy **for group disputes**

|  |  |
| --- | --- |
| We have a formal written policy that is applied consistently in all disputes, irrespective of the circumstances | ☐ |
| We have a formal written policy but there is some discretion as to how it is implemented depending on the circumstances | ☐ |
| We do not have a formal written policy and disputes are dealt with on a case-by-case basis | ☐ |

Q23) Are employees offered any choice in the approach taken to resolving the dispute they are involved in?

|  |  |  |  |
| --- | --- | --- | --- |
|  | Yes | No | Sometimes |
| For Disputes raised by an employee (i.e. Grievance based) | ☐ | ☐ | ☐ |
| For Disputes raised by management (i.e. Disciplinary based) | ☐ | ☐ | ☐ |

Q24) Do you have a formal policy of evaluating the effectiveness of your dispute resolution practices?

☐ Yes ☐ No

Q25a) Has your approach to dispute resolution changed significantly over the last 3 years?

☐ Yes ☐ No

Q25b) If you answered yes, what were the **major** causes/influences of this change in approach?

[PLEASE TICK ALL THAT APPLY]

|  |  |  |  |
| --- | --- | --- | --- |
| ☐ | Result of previous dispute | ☐ | Change in Management approach |
| ☐ | Acas Codes of Practice | ☐ | Staff survey results |
| ☐ | Legislative change | ☐ | Regulatory change |
| ☐ | Employee Voice/Trade Union impact | ☐ | Changes to Employment Tribunal legislation |
| ☐ | Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | |

Q26) Does your organisation use any of the following practices to reduce or avoid workplace disputes and promote good relations with employees? [PLEASE TICK ALL THAT APPLY]

|  |  |
| --- | --- |
| ☐ | Management communicate and consult through notice boards |
| ☐ | Suggestion schemes |
| ☐ | Regular use of newsletters/email to all employees |
| ☐ | Information posted on company intranet, accessible to all employees |
| ☐ | Regular planned coffee sessions, lunches etc. used to identify areas of concern to employees |
| ☐ | Regular meetings with employee representative bodies to identify areas of concern to employees |
| ☐ | Use of focus groups to identify areas of concern for employees |
| ☐ | Periodic surveys of the employee satisfaction with conditions of employment |
| ☐ | Use of other external consultants to review dispute resolution practices and advise on the area |
| ☐ | Employees have training in coaching techniques |
| ☐ | Employees have training in handling difficult conversations |
| ☐ | Employees have training in other dispute resolution techniques |
| ☐ | Other (please specify):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

Q27) Which, if any, of the following **Acas services** have you used for information, advice and guidance on employment issues or workplace relations? [TICK ONE BOX PER LINE]

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | Never Used | Used Once | Used Occas-ionally | Used Often |
| Acas Statutory Codes of Practice (e.g. on Discipline and Grievance or Time Off for Trade Union Duties and Activities) | ☐ | ☐ | ☐ | ☐ |
| Telephone helpline for advice on a work-related query or issue | ☐ | ☐ | ☐ | ☐ |
| Consultancy to help management and employees to work more effectively together | ☐ | ☐ | ☐ | ☐ |
| Website information and guidance on employment rights and responsibilities | ☐ | ☐ | ☐ | ☐ |
| Training courses, workshops and projects | ☐ | ☐ | ☐ | ☐ |
| Other (please specify):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | |

Q28a) Please rate the importance of the following factors in influencing the approach your organisation adopts in developing its approach on resolving disputes at work. [TICK ONE BOX PER LINE]

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | Not Important  1 | 2 | 3 | 4 | Extremely Important  5 |
| 1 | Responding to the increasing amount of employee legal protections | ☐ | ☐ | ☐ | ☐ | ☐ |
| 2 | Adapting employment conditions to meet competitive pressures | ☐ | ☐ | ☐ | ☐ | ☐ |
| 3 | Increasing opportunities to work with trade unions and/or other employee representative bodies | ☐ | ☐ | ☐ | ☐ | ☐ |
| 4 | Devoting minimum time/resources to the handling disputes | ☐ | ☐ | ☐ | ☐ | ☐ |
| 5 | Developing a less confrontational employment relations culture | ☐ | ☐ | ☐ | ☐ | ☐ |
| 6 | Keeping disputes in-house | ☐ | ☐ | ☐ | ☐ | ☐ |
| 7 | Avoiding litigation | ☐ | ☐ | ☐ | ☐ | ☐ |
| 8 | Preventing unions extending their influence | ☐ | ☐ | ☐ | ☐ | ☐ |
| 9 | Emulating best practice in leading companies | ☐ | ☐ | ☐ | ☐ | ☐ |
| 10 | Responding to growing assertiveness by employees aware of rights | ☐ | ☐ | ☐ | ☐ | ☐ |
| 11 | Following Acas Codes of Practice | ☐ | ☐ | ☐ | ☐ | ☐ |
| 12 | Seeking to reduce Bullying and Harassment in the organisation | ☐ | ☐ | ☐ | ☐ | ☐ |

Q28b) Please rank the three most important influences from the list above by writing their assigned numbers (1-17) from the previous question

|  |
| --- |
| Most commonly used: \_\_\_\_\_ |
| Second most commonly used: \_\_\_\_\_ |
| Third most commonly used: \_\_\_\_\_ |

## **D - Who’s involved in Dispute Resolution?**

In this section, we ask questions about the role of particular people within your organisation in resolving disputes.

Q29) Generally speaking, who is the initial point of contact with regard to disputes?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Individual disputes**  🗲 | **Inter-employee disputes**  🗲 | **Group disputes**  🗲A picture containing electronics  Description automatically generated | **N/A** |
| HR officer | ☐ | ☐ | ☐ | ☐ |
| HR advisor | ☐ | ☐ | ☐ | ☐ |
| HR manager | ☐ | ☐ | ☐ | ☐ |
| HR Business Partner | ☐ | ☐ | ☐ | ☐ |
| Employee Relations Officer | ☐ | ☐ | ☐ | ☐ |
| Line Manager | ☐ | ☐ | ☐ | ☐ |
| General Manager | ☐ | ☐ | ☐ | ☐ |
| Other (please specify):  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | ☐ | ☐ | ☐ | ☐ |

Q30) Is the main department that provides *advice on disputes* on-site or remote? ☐Onsite☐ Remote

**⮩**If ‘remote’ who is the provider?

☐A Law firm ☐An HR Consultancy ☐Other (please specify):\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Q31) Is there a trade union present within your organisation? ☐Yes☐ No

**⮩**If ‘yes’ do you recognise the union for collective bargaining purposes? ☐Yes☐ No

Q32) Which one of the following best describes your organisation's general attitude towards trade unions?

[TICK ONE BOX ONLY]

|  |  |
| --- | --- |
| Our organisation is in favour of trade unions | ☐ |
| Our organisation is not in favour of trade unions | ☐ |
| Our organisation is neutral about trade unions | ☐ |

Q33) Which of the following are formally trained to offer guidance/advice on how to access dispute resolution within your organisation?

|  |  |  |  |
| --- | --- | --- | --- |
|  | Formally trained to offer guidance /advice on dispute resolution | | |
|  | Yes | No | Role not present in your organisation |
| Line Managers/Supervisors | ☐ | ☐ | ☐ |
| Trade Union Representatives | ☐ | ☐ | ☐ |
| Non-Union employee representatives | ☐ | ☐ | ☐ |
| Senior Managers | ☐ | ☐ | ☐ |
| HR Professionals | ☐ | ☐ | ☐ |
| Diversity/Equal Opportunities Officers | ☐ | ☐ | ☐ |
| Occupational Health | ☐ | ☐ | ☐ |
| Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | |

Q34) Within your organisation, which forums exist that allow employees to influence decision-making and how important is their influence on the approach taken to dispute management?

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Present? | Importance of influence on the approach taken to dispute management | | | | |
| Not Important 1 | 2 | 3 | 4 | Extremely Important  5 |
| Staff Association | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Joint Consultative Committee/Works Council | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| European Works Council | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Employees on the Board/Worker Directors | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |
| Other (please specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | ☐ | ☐ | ☐ | ☐ | ☐ | ☐ |

Q35) Thinking of the role line managers/supervisors play in your organisation, to what extent would you agree with the following statements? [TICK ONE BOX PER LINE]

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Line managers and supervisors are… | Strongly Agree | Agree | Neither Agree nor Disagree | Disagree | Strongly Disagree |
| formally trained to handle workplace *grievances* | ☐ | ☐ | ☐ | ☐ | ☐ |
| formally trained to handle workplace *disciplinary* action | ☐ | ☐ | ☐ | ☐ | ☐ |
| required to conduct regular face-to-face meetings with employees to assess areas of concern to them and proactively resolve problems | ☐ | ☐ | ☐ | ☐ | ☐ |
| specifically assessed on their competence in employment relations when their own performance is being appraised | ☐ | ☐ | ☐ | ☐ | ☐ |
| provided formal support to resolve employee problems informally whenever possible | ☐ | ☐ | ☐ | ☐ | ☐ |
| confident in resolving workplace disputes themselves, without relying on HR managers or other senior managers | ☐ | ☐ | ☐ | ☐ | ☐ |

Q36) Please use the space below to add any other comments that you would like to make with regard to the management of disputes. All answers will be treated in the strictest confidence.

|  |
| --- |
|  |

**Thank you for taking time to complete this survey. Your answers will be invaluable in increasing our understanding of how organisations effectively address disputes within the workplace.**