

**Conflict Resolution Team**  
**Referring Workplace Disputes to Mediation**

<b>Good Referral</b> High success rate ↓	<b>Appropriate Referral</b> Success likely ↓	<b>Borderline Referral</b> Possible success ↓	<b>Inappropriate Referral</b> Outcomes limited ↓
<b>Duration of the dispute</b>			
0 – 6 months	6 – 12 months	1 – 2 years	2+ years
<b>Behaviour</b>			
<p>Colleagues/Parties not speaking.</p> <p>Parties beginning to avoid each other.</p> <p>Unsuccessfully tried to resolve problems between them.</p>	<p>Antagonism between parties.</p> <p>Small number of verbal threats.</p>	<p>Harassment.</p> <p>Formal caution or warning issued.</p>	<p>Pending dismissal procedures.</p> <p>Other formal proceedings near completion.</p>
<b>Parties' commitment to resolving the situation</b>			
<p>Willing to talk about resolving the problem.</p> <p>Want to change the situation.</p> <p>Problems occasional but ongoing.</p> <p>Staff in dispute want to stay in their posts.</p> <p>Parties think that if it isn't resolved it will get a lot worse.</p> <p>Parties fear others will join in and it will escalate.</p> <p>Want to avoid disciplinaries, grievances, investigations.</p>	<p>If mediation doesn't work Parties will want to take up formal action.</p> <p>Situation is getting on top of them.</p> <p>Staff in dispute regularly feeling stressed.</p> <p>Have thought about moving teams, changing jobs or resigning, but would prefer to stay.</p> <p>Parties worried that mediation may stir things up.</p>	<p>Insists employer takes formal action, feels fobbed off by other options.</p> <p>Due to move offices, change role etc but this will take time.</p> <p>Situation feels out of control.</p> <p>Organisation wants to show it has taken all steps to address matters, including mediation.</p> <p>Parties always deal with colleagues, HR/personnel, trade union, professional associations, etc rather than each other.</p>	<p>Parties have been promised formal action.</p> <p>Parties actively find ways to attack or undermine each other, directly or through colleagues, trade union, professional associations etc.</p> <p>Individual dispute reflects wider issues needing attention: organisation, staff complement, management etc.</p>