



U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
THE SECRETARY
WASHINGTON, DC 20410-0001

DEC 5 2019

MEMORANDUM FOR: All HUD Employees
FROM: Benjamin S. Carson, 
SUBJECT: Alternative Dispute Resolution Policy Statement

The U.S. Department of Housing and Urban Development (HUD) is committed to maintaining a positive work environment that promotes productivity and individual growth by striving to resolve workplace-related issues at the lowest possible level.

The Administrative Dispute Resolution Act of 1996 authorizes and encourages Federal agencies to use alternative dispute resolution (ADR) as a preferred option to traditional forms of dispute resolution. ADR provides a forum to informally resolve employment disputes before they advance to formal complaints. The ADR process is used to resolve a wide range of workplace disputes—including Equal Employment Opportunity (EEO) complaints, grievances, workplace employee conflicts, and team conflicts—in a collaborative, fair, efficient, and cost-effective manner.

HUD's leadership encourages the use of ADR, whenever appropriate, as the initial technique to resolve or prevent conflict. Additionally, when an employee requests ADR during the EEO process, HUD's leadership is required to participate in the ADR process in good faith. The ADR techniques used by HUD include mediation, which is the most frequently used; facilitation coaching; conciliation; negotiation; and settlements.

ADR can provide faster, less expensive, less contentious, and more productive results in eliminating workplace disputes. The process presents an opportunity to preserve and strengthen workplace relationships through the understanding and clarity gained during open and honest dialogue. Other benefits to ADR may include increased customer satisfaction, increased productivity, improved employee morale, and avoidance of prolonged litigation.

As Secretary, I am dedicated to sustaining a harmonious and productive work environment where all employees are treated with dignity and respect. We are all responsible for maintaining a civil workplace. Therefore, I encourage you to consider the use of ADR when conflicts arise, as it affords us the opportunity to address the conflicts and preserve or rebuild the professional relationships that are vital to the success of our Department.

If you have a question or need assistance, please contact the Office of Departmental Equal Employment Opportunity by telephone at (202) 708-5921 or by email at EEO@HUD.gov.