



**Transportation
Security
Administration**

MAY - 1 2019

Commitment to Alternative Dispute Resolution Policy Statement

The Transportation Security Administration (TSA) is committed to fostering a diverse, inclusive, and transparent work environment where all employees are treated fairly, and with dignity and respect. This commitment requires our collective effort to prevent and resolve workplace conflict. I recognize that disagreements can surface when people work together. Handled promptly and effectively, workplace conflict can provide opportunities for managers and employees to improve communication, build trust, clarify expectations, and spur innovation.

The Administrative Dispute Resolution Act of 1996 strongly encourages the use of alternative dispute resolution (ADR) as a preferred option to resolve workplace disputes. ADR is a confidential, collaborative, problem-solving approach to addressing disagreement. The Act describes a variety of processes that can be used instead of adversarial proceedings to resolve disputes. Equal employment opportunity (EEO) ADR at TSA encompasses mediation, facilitation, shuttle diplomacy, and other processes that usually involve a neutral third party who assists the parties in deescalating and resolving disputes.

Equal Employment Opportunity Commission (EEOC) regulations require all Federal agencies to make ADR available throughout the EEO process. Consistent with this requirement, TSA has an EEO ADR program, recognizing that full manager and supervisor participation in EEO ADR is essential to resolving disputes. Therefore, it is my policy that where any current TSA employee, applicant, or former employee enters the EEO complaint process and elects to participate in ADR, TSA will appoint an appropriate management official to participate in ADR. When called upon, managers and supervisors are required to participate in ADR, unless doing so would present a conflict of interest or otherwise undermine the integrity of the ADR process. Also, every manager and supervisor has a duty to actively participate in promoting and implementing our Agency's commitment to a diverse workforce and inclusive work environments.

Thank you for your continued commitment to our workforce and our mission. TSA's robust ADR program invests in our people as we empower our value-based leaders to resolve disputes in a professional, courteous, and ethical manner. I am confident that our collective dedication and action to prevent unnecessary workplace disputes and resolve them at the lowest levels will yield positive outcomes for TSA, our workforce, and our security mission.

A handwritten signature in blue ink that reads "Patricia F.S. Cogswell".

Patricia F.S. Cogswell
Acting Deputy Administrator

