Needs Assessment for Alternative Dispute Resolution Program at GVSU
Summary of Results

1. **Overall response**: 70-76 on most questions

2. **Response by position** (n=70, number responding to position question)
Unit head	22
Supervisor	31
VP or AO	11
Other	6
Union rep	0

3. **Number of conflicts:** Most reported fewer than 5 conflicts during 2021-22 academic year (N=72)
None	22%
1-2	29%
3-4	20%
5-6	21%
8-12	7%

Resolution:

4. **How many of the conflicts were resolved QUICKLY (in a week or less)? (N=78)**
None	36% (n=28)
Fewer than half	18% (n=14)
About half	10% (n=8)
More than half	5% (n=4)
All or nearly all	31% (n=24)

5. **How many were NEVER SATISFACTORY resolved? (N=76)**
None	39% (n=30)
Fewer than half	21% (n=16)
About half	8% (n=6)
More than half	17% (n=13)
All or nearly all	15% (n=11)

6. **How many RESOLVED WITHOUT HELP (from you or someone else)? (N=76)**
None	49% (n=37)
Fewer than half	22% (n=17)
About half	7% (n=5)
More than half	9% (n=7)
All or nearly all	13% (n=10)

7. **How many of the conflicts involved MORE THAN 2 people? (N=76)**
None	39% (n=30)
Fewer than half	26% (n=20)
About half	15% (n=11)
More than half	5% (n=4)
All or nearly all	14% (n=11)

8. **Organizational power:** When asked how many conflicts INVOLVED PPL W/ DIFFERENT LEVELS of organizational POWER (n=76)

None	22% (n=17)
Fewer than half	18% (n=14)
About half	13% (n=10)
More than half	9% (n=7)
All or nearly all	28% (n=28)

9. **Disputants involved**

Involved at least 1 PSS (n=76)
| Fewer than half | 71% |
| At least half | 29% |

Involved at least 1 instructor (n=76)
| Fewer than half | 72.4% |
| At least half | 27.6% |

Involved at least 1 admin (n=75)
| Fewer than half | 73% |
| At least half | 29% |

10. **Causes of conflicts**

PERSONALITY differences or differences in PERSPECTIVE (n=75)
| Fewer than half | 26.7% |
| At least half | 73.3% |

MISCOMMUNICATION or differences in COMMUNICATION STYLES (n=75)
| Fewer than half | 34.7% |
| At least half | 65.3% |

IRRITATING WORKPLACE BEHAVIORS (n=75)
| Fewer than half | 52% |
| At least half | 48% |

INTERFERENCE W/ ABILITY TO DO JOB (n=75)
| Fewer than half | 48% |
| At least half | 52% |

DISAGREEMENT about ROLES or RESPONSIBILITIES (n=75)
| Fewer than half | 38.7% |
| At least half | 61.3% |

DISAGREEMENT about HOW TASKS SHOULD BE DONE (n=75)
| Fewer than half | 50.6% |
| At least half | 49.3% |

DISAGREEMENT about PACE or TIMELINESS OF WORK DONE (n=75)
| Fewer than half | 72% |
| At least half | 28% |

DISAGREEMENT about UNFAIR PROCEDURES OR POLICIES (n=75)
| Fewer than half | 64% |
| At least half | 36% |

DISAGREEMENT about INTERPRETATION OF A POLICY (n=75)

    Fewer than half   74.7%

    At least half   25.3%

PERCEPTIONS of ABUSE OF POWER (n=75)

    Fewer than half   72%

    At least half   28%

    Other issues (22 given)

11. EFFECTS on DISPUTING PARTIES (n = 69)

Decreased job performance	43%	(n=30)
Increased stress or anxiety	81%	(n=56)
Strained relationships w/ other co-workers	78%	(n=54)
Decreased job satisfaction	77%	(n=53)
Decreased org. trust or commitment	64%	(n=44)
Decreased work engagement	55%	(n=38)
Increased absenteeism	16%	(n=11)
Voluntary transfer or job change	30%	(n=21)
Dismissal/job termination	10%	(n=7)
Other	10%	(n=7)

12. EFFECTS on OTHER EMPLOYEES (n=66)

Decreased job performance	24%	(n=16)
Increased stress or anxiety	77%	(n=51)
Decreased job satisfaction/engagement	48%	(n=32)
Decreased org. trust or commitment	52%	(n=34)
Decreased morale	76%	(n=50)
Increased absenteeism	8%	(n=5)
Voluntary transfer or job change	18%	(n=12)
Other	8%	(n=5)

13. Which (if any) of the following did YOU experience as a result of 1 or more of the conflicts? (N=62)

Decreased ability to do job effectively	39%	(n=24)
Increased stress or anxiety	75%	(n=46)
Increased distraction, worry, rumination	79%	(n=49)
Increased fatigue	52%	(n=32)
Decreased job satisfaction/engagement	53%	(n=33)
Decreased commitment to job/univ	26%	(n=16)
Other	13%	(n=8)

14. Which (if any) of the following made it more difficult for you to address 1 or more of the conflicts? Check all that apply. (N=63)

Uncertainty about whether you should address	36%	(n=23)
Uncertainty about how to address the conflict	56%	(n=35)
Uncertainty about ability to respond	51%	(n=32)
Lack of time to address conflict	33%	(n=21)
Lack of support from HR	33%	(n=21)

Uncertainty about rights/responsibilities		38%	(n=24)
Concern about retaliation/consequences		38%	(n=24)
Other	21%	(n=13)	

15. Useful services:

The services and resources below have been used at other universities to prevent and resolve interpersonal conflict. Which (if any) do you think would be appropriate and useful at GVSU? Check all that apply (N=69)

Individual coaching on communication/interpersonal skills	61%	(n=42)
Workshops on communication/interpersonal skills	54%	(n=37)
Mediation by trained mediator	68%	(n=47)
Facilitated dialogue by trained facilitator	71%	(n=49)
Other	14%	(n=10)

16. How important do you think WHO OVERSEES THE REFERRAL PROCESS would be? (n=72)

Not important	6%	(n=4)
Somewhat important	35%	(n=25)
Very important	60%	(n=43)

17. Who do you think should oversee the referral process? (n=72)

HR	39%	n=28
Another GVSU entity	31%	n=22
A non-GVSU entity	12%	n=9
No preference	18%	n=13

18. How important do you think WHO FACILITATES OR MEDIATES THE SESSIONS would be?

Not important	6%	(n=4)
Somewhat important	17%	(n=12)
Very important	78%	(n=56)

19. Who do you think the facilitators should be?

Trained GVSU fac/staff	32%	n=23
HR specialists at GVSU	25%	n=18
Non-GVSU	31%	n=22
No preference	12%	n=9

20. How important do you think the HANDLING OF THE RECORDS would be? (N=70)

Not important	1%	(n=1)
Somewhat important	19%	(n=13)
Very important	80%	(n=56)

21. How do you think records should be handled?

No report	18%	n=13
In personnel records; reported to supervisors	26%	n=19
In personnel records; not reported to super.	24%	n=17
Other	15%	n=11
No preference	17%	n=12

22. How important do you think the PHYSICAL LOCATION OF THE SESSIONS would be? (N=72)

Not important	15%	(n=11)

Somewhat important	51%	(n=37)
Very important	33%	(n=24)

23. **Where do you think the sessions should be held? (N=72)**

In a private room in HR	10%	(n=7)
On campus but NOT in HR	19%	(n=14)
In an off-campus location	8%	(n=6)
The disputants should determine…	44%	(n=32)
Other	6%	(n=4)
No preference	12%	(n=9)

24. **What (if any) OTHER FACTORS would likely influence employee use of the ADR services?**

There were 20 written responses

Some apparent themes (although note that relatively few responses):

Trust in process; confidentiality; neutral	n=5
Ease of access; awareness	n=4
Positive examples; norms	n=3
Identities/Protection	n=3

25. **In the space below, please provide additional comments you think would be helpful in the development and use of alternative dispute resolution services at GVSU.**

11 written responses