

October 2, 2006

MEMORANDUM TO: All Alcohol and Tobacco Tax and Trade Bureau Employees
FROM: Administrator
SUBJECT: Workplace Dispute Prevention Policy

On January 4, 2005, the Department of the Treasury issued a comprehensive Dispute Prevention Strategy to all Bureaus. The strategy provides a number of initiatives for conflict management and prevention designed to decrease workplace conflicts. Disputes are costly and disruptive to the workplace in many ways, and have adverse affects on our workforce. Alcohol and Tobacco Tax and Trade Bureau (TTB) employees are our greatest assets and we want to maintain a competitive, highly motivated, productive, and diverse work environment.

As Administrator, I am personally committed to TTB maintaining a harmonious and productive work environment characterized by trust and open communication, concerned leadership, prevention of harmful disputes, and resolution of conflict in the most expeditious, efficient, and effective manner possible. Our policy is to identify potential disputes at the earliest possible stage, verify the interests of the parties, and cooperatively develop equitable and lasting solutions.

To that end, TTB has established an Early Conflict Prevention and Resolution (CPR) Program (TTB O 2280.1), championed by the Director, Office of Equal Employment Opportunity and Diversity Advancement. The goal of the Early CPR Program is to facilitate resolution of work place conflicts, by assisting employees in seeking fair, equitable solutions to work-related concerns through an informal and confidential process. This program is separate and distinct from both the Equal Employment Opportunity (EEO) Complaint and the Administrative Grievance process, providing an effective way of fostering professional relationships and morale, which are essential to an effective workplace. All communications between the parties during the CPR process will be held as confidential to the maximum extent possible.

I pledge to maintain a well-balanced and trusting environment for all employees, and fully support the Early CPR Program. This will be an invaluable tool in helping to prevent and resolve conflicts. I ask that each of you make a personal commitment to the prevention of disruptive workplace disputes, to maintain a harmonious workplace, and to use this Program as a resource to help you resolve your concerns. Workplace conflict is inevitable. However, it is resolvable, and the Early CPR Program has the potential to not only resolve disputes at the earliest possible stage, but also to improve working relationships by ensuring a better understanding between all parties.

A handwritten signature in cursive script that reads "John J. Manfreda". The signature is written in black ink and is positioned centrally below the main body of text.

John J. Manfreda
Administrator