



**DEPARTMENT OF THE TREASURY**  
**WASHINGTON, D.C.**

SECRETARY OF THE TREASURY

October 9, 2003

**MEMORANDUM FOR ALL BUREAU HEADS**

**FROM:** John W. Snow //s//  
**SUBJECT:** Use of Alternative Dispute Resolution (ADR)

When I became Secretary of the Treasury, I pledged my commitment to a workplace where all employees are treated with dignity and respect. However, I am aware that in every workplace, disputes do occur. I am equally committed to resolving these disputes in an appropriate, fair and efficient manner. Resolving complaints expeditiously contributes significantly to our goal of maintaining an environment that fosters communication, trust, and involvement.

I am a strong advocate of alternative dispute resolution (ADR) programs. ADR techniques successfully defuse workplace conflict; helping us resolve disputes quickly, improve communication, and prevent escalations. Therefore, effective immediately, I expect each manager in the Department to use ADR techniques whenever possible, and accept the use of ADR as a management responsibility.

Managers and employees working together to solve problems leads to long-term relationships and better work products. ADR promotes principles and practices of trust that encourage open communication and healthy, productive working relationships. Successful ADR outcomes avoid prolonged litigation, promote productivity, and improve morale.

By working together to resolve workplace disputes, we will continue to build a strong Treasury Department. Please share this new policy with all managers and supervisors. I look forward to seeing the benefits of the use of ADR in the EEO process throughout the Department.