



## DEFENSE COUNTERINTELLIGENCE AND SECURITY AGENCY

27130 TELEGRAPH ROAD  
QUANTICO, VA 22134-2253

Policy Memorandum 22-002, Alternative Dispute Resolution

Effective Date: March 24, 2022

References: (a) DoD Instruction 5145.05, "Alternative Dispute Resolution (ADR) and Conflict Management," May 27, 2016

(b) DCSA Instruction 08-13, "Alternative Dispute Resolution," March 23, 2022

Point of Contact: Diversity and Equal Opportunity (DEO) Office, [dcsa.eeo@mail.mil](mailto:dcsa.eeo@mail.mil)

Supersedes: Policy Memorandum 20-002, December 23, 2020

Background. Alternative dispute resolution (ADR) is an informal process to help resolve workforce concerns in productive ways that improve working relationships. ADR offers several options, including third-party mediation, individual or group coaching, mentoring, and organizational conflict assessments. Through ADR, disputes can often be settled quickly and amicably, avoiding the necessity for formal administrative complaint procedures.

Applicability. This guidance applies to DCSA employees, personnel detailed or assigned to DCSA (e.g., via joint duty assignments and internships), and contractor personnel.

Policy. Employees should try to resolve disputes at the earliest stage of a conflict and at the lowest possible organizational level whenever possible. ADR experts can provide information and help with potential workplace disputes before formal complaints become necessary. Accordingly, I expect supervisors to make every reasonable effort to resolve disputes through informal means, such as ADR, whenever feasible. The Office of General Counsel (OGC) will provide legal review and legal advice to managers and supervisors about proposed agreements reached during the ADR process. Supervisors who believe a dispute is not appropriate for ADR or have other reasons for not participating in ADR should consult with OGC for advice.

The offices listed below are the initial points of contact, based on the nature of the complaint, to provide ADR consultation and advice.

- DEO Office: Equal employment opportunity, workplace harassment, sexual harassment, and retaliation for protected activity
- OGC: Contract disputes
- Human Capital Management Office: Human resources issues, including grievances and performance appraisal reconsiderations

This policy will be provided to new employees and contract personnel during onboarding and within 30 business days of assumption of supervisory duties. A copy of this policy will be posted on the intranet and all DCSA bulletin boards. Individuals with disabilities who

need assistance may contact Ms. Lorraine Lupo at [lorraine.a.lupo.civ@mail.mil](mailto:lorraine.a.lupo.civ@mail.mil) or (571) 305-6716.

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Director