



What’s the difference?

Key distinctions between grievances and the issue resolution process

Grievances are a crucial part of protecting workers’ rights and the integrity of labor contracts. The parties to the National Agreement recognized, however, that some issues are beyond the scope of collective bargaining agreements—or keep surfacing despite multiple grievances. In such situations, they have made a commitment to use issue resolution.

Union-represented workers should contact their union if they’re unsure which process to use. Managers should consult with their supervisors or HR business partner.

GRIEVANCE	ISSUE RESOLUTION
Rights based	Interest based
Yields a verdict	Develops options
Settles the issue	Uncovers the source of the issue
One-time remedy	Resolves the issue

SOURCE: Issue Resolution and Corrective Action User’s Guide and Toolkit, Coalition of Kaiser Permanente Unions and Kaiser Permanente, 2004. Available for download on LMPartnership.org; type “issue resolution guide” in the search box.