

### **Case Study 1**

Two individuals, Jane and Richard, were working as civilian employees at a large Police Headquarters. Their roles overlapped which meant they attended regular meetings together with the senior management of the force and also represented the force at external meetings together on occasions. Over a period of time a number of small incidents and disagreements had led to a break down in communication. They worked in separate offices and the disagreements were not addressed. They openly criticised each others work in front of colleagues. Their police manager was temporarily promoted and they had a new acting police manager. Things came to a head when they began to argue with each other at a public meeting attended by the Chief Constable. This was reported back to the manager and it was decided to offer them the opportunity to discuss the issues in a restorative conference.

### **Case Study 2**

This case resulted out of what had become a long standing 'temporary' resolution of an earlier official grievance raised by a section manager, Gill, about her area manager, Simon, in which she expressed several concerns over his style of management, failure to represent her fairly or to look after her personal development. Gill was put under the supervision of another area manager Frank who would not normally have responsibility for her or her section of the organisation. This had then remained the case for about 18 months until a new manager, Judy, recently took over from Frank in a sideways move. Judy was not willing to let this situation (which she felt was setting an unacceptable precedent in the organisation), remain, so decided to seek to resolve the dispute through a restorative conference. As far as Gill was concerned the grievance was closed when she started working for Frank and she was happy with the outcome and status quo. Simon and Judy were of the opinion that this was only ever a temporary arrangement which was now due for review, with the desired outcome that Gill would start to work to Simon again as soon as possible.

### **Case Study 3**

Two teams who had previously worked under different management and in different regions of the same police force were amalgamated. The two criminal investigation departments were involved in a range of surveillance activities and had carried out these roles in quite different ways. There were also two very different management styles. On amalgamation a new Inspector took over the teams but the same Sergeants continued with teams mixed from the different regions. The different styles caused friction between individuals about what was the best way to do things and there were allegations of favouritism. Relationships and interactions between the different cliques grew worse resulting in some officers going on sick leave. The inspector decided to hold a restorative Conference to deal with the issues.