

The process can be as important as the outcome.

# PROCEDURAL JUSTICE

refers to the idea of fairness in the processes that resolve disputes and allocate resources. It is a concept that, when embraced, promotes positive organizational change and bolsters good relations.

## The first pillar of procedural justice is *fairness*.

Fairness refers to the consistency of rule application. Perceptions of fairness are driven not only by outcomes but also by the processes used to reach those outcomes.

## The second pillar of procedural justice concerns providing *voice*.

All people want to be heard especially when a decision will directly affect them. Everyone wants to feel as though they have a measure of control over their fate; having voice in situations that may be somewhat out of their control helps them to know that their opinions matter and that someone is listening to their side of the story, taking them seriously, and giving some consideration to their concerns.

## The third pillar of procedural justice is *transparency and openness of process*.

Being transparent means that the processes by which decisions are made do not rely upon secrecy or deception. In other words, decisions unfold out in the open as much as possible. Nobody likes to feel that their future is being decided on another person's whim; we like to be able to see how things are unfolding so that we can come to understand the ultimate result of a decision. When processes are transparent, individuals are more likely to accept decisions—even if they are unfavorable to them.

## The fourth pillar of procedural justice is *impartiality and unbiased decision making*.

Impartial decisions are made based on relevant evidence or data rather than on personal opinion, speculation, or guesswork. Research shows that people care a great deal about the fairness of decision-making by authorities. When people take the extra few minutes to make apparent to others the objective information used to make decisions, understanding and acceptance follows.

FAIRNESS

VOICE

TRANSPARENCY

IMPARTIALITY

PROCESS



OUTCOME



ASSESSMENT

**Procedural justice** can provide the framework for good working environments where individuals feel they are valued, respected and treated with dignity, thus being more likely to interact with colleagues and the public in the same manner.

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