Procedural Justice

How Fair Decision-Making Cultivates Satisfaction and Compliance
The Benefits of Procedural Justice

- Increasing Client/Employee Satisfaction
- Increasing Client/Employee Compliance
- Increasing Trust & Confidence in Government
- Building a Culture of Civility & Active Citizenship
Contexts...

- Deliberative Proceedings
- Direct Service Delivery to Residents
- Workplace Supervision
Definition

Procedural justice (PJ) is a set of criteria that people use when they evaluate their experiences with authorities (decision-makers).

- PJ judgments help people decide how they feel about authorities.
- PJ judgments inform people’s behavior.
Decision Criteria

- Distributive justice – was the outcome fair?
- Outcome favorability – did I win?
- Procedural justice – was I treated fairly? fair treatment & fair process
Procedural Justice Elements

VOICE

NEUTRALITY

RESPECT

TRUSTWORTHINESS
VOICE
People want to have an opportunity to participate (to tell their side of the story, in their own words) before a decision is made.
NEUTRALITY

People want neutral, principled decision-makers who base decisions on rules (not personal opinions) and apply rules consistently across people and over time.

People want a level playing field.
RESPECT

People want to be taken seriously and treated with the dignity and respect all people are due.
TRUSTWORTHINESS

People want a decision maker who...

• is sincere and caring,
• listens to and considers the views of others, and
• tries to do what is right for everyone involved.
Why Does it Work?

- Group Standing
- Legitimacy

A matter of perspective ...

Decision maker vs. decision recipient
Suggestions & Strategies

VOICE

NEUTRALITY

RESPECT

TRUSTWORTHINESS
VOICE

• Provide formal participation opportunities
• Ask open-ended questions
• Give choices
NEUTRALITY

- Give reasons for your decisions
- Give voice to your neutral role (if it exists) and the structure provided
- Avoid favoritism
RESPECT

• Attempt to understand
  (don't categorize, empathize!)
• Use names
• Listen
TRUSTWORTHINESS

- Follow through
- Be honest
- Demonstrate your passion for your work in your interpersonal interactions

Giving bad news
- Prime for interdependence
Thank you!

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