

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

USDOJ
• Deliberative Processing
• Data Service Delivery to Employees
• Webinars/Support

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

VOICE
I have a voice in the decision-making process.

NEUTRALITY

NEUTRALITY
The decision-making process is fair and unbiased.

RESPECT

RESPECT
I am treated with respect and dignity.

TRUSTWORTHINESS

TRUSTWORTHINESS
I trust the decision-making process.

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

VOICE
- Provide frequent verbal communication
- Ask questions
- Acknowledge

NEUTRALITY

NEUTRALITY
- Do not overreact
- Do not overreact
- Do not overreact

RESPECT

RESPECT
- Respect others
- Do not overreact
- Do not overreact

TRUSTWORTHINESS

TRUSTWORTHINESS
- Do not overreact
- Do not overreact
- Do not overreact

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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