



FROM CONFLICT TO RESOLUTION DISCIPLINE & MEDIATION

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PROGRAM OUTLINE

- ▶ REVIEW OF ADMINISTRATIVE DISCIPLINE
- ▶ MEDIATION – A MECHANISM TO RESOLVE INTERPERSONAL DIFFICULTIES
- ▶ THE PROCESS OF MEDIATION
- ▶ QUALITIES OF FACILITATOR
- ▶ FUTURE TRAINING – SKILLS FOR FACILITATOR

SCENARIOS

- ▶ Show disrespect in meeting
- ▶ Refuse to follow procedures
- ▶ Make excessive phone calls for no purpose
- ▶ Spill coffee on person numerous times
- ▶ Not wear uniform properly

ADMINISTRATIVE DISCIPLINE

- ▶ Source – Chapter 3, Auxiliary Manual
- ▶ Initiation
 - Elected leader initiates
 - Auxiliarist requests investigation
- ▶ Investigation begins
 - An investigator may be appointed
- ▶ At conclusion of investigation, three general options
 - No action
 - Informal counseling
 - Formal sanctions
- ▶ **If problem is interpersonal/interactive, problem still remains**

MECHANICS OF INTERPERSONAL CONFLICT RESOLUTION

- ▶ Use of facilitator – third person
- ▶ Appointed by elected leader
- ▶ Differs from conventional mediation
 - No complete confidentiality for parties
 - No immunity to mediators

WHAT IS PROCESS OF CONFLICT RESOLUTION?

- ▶ Step 1: All parties and facilitator meet jointly
- ▶ Step 2: Each side makes a statement as to her grievances

Why: Lets everyone know precisely what the problem is as each party sees it

PROCESS OF CONFLICT RESOLUTION

- ▶ Step 3: Facilitator meets each party separately
 - Purpose: To explore what each side is willing to give up in exchange for other side's concessions
- ▶ Step 4: Facilitator shuttles between participants

PROCESS OF CONFLICT RESOLUTION

- ▶ Step 5A: If resolution reached –
 - bring parties back together
 - state terms of resolution

- ▶ Step 6A: Put agreement in writing for both sides to sign
 - both sides know what to expect going forward

PROCESS OF CONFLICT RESOLUTION

- ▶ Step 5B: Indicia of no resolution:
 - Further session will not move towards agreement
 - Refusal to participate further
 - Stonewalling
- ▶ Step 6B: No Agreement
- ▶ Step 7B: May end up in Administrative Discipline

QUALITIES OF A FACILITATOR

- ▶ KEY CHARACTERISTICS NEEDED
- ▶ APPROACHES FOR FACILITATOR

QUESTION 1:

- ▶ Should facilitator be a person who has prior knowledge of the dispute?

RESPONSE 1:

- ▶ No
- ▶ Why not?
- ▶ To maintain objectivity

QUESTION 2:

- ▶ Should facilitator be someone who has a close relationship with the parties?

RESPONSE 2:

- ▶ No
- ▶ Why?
- ▶ To maintain impartiality

QUESTION 3:

- ▶ Should facilitator impose her sense of the right solutions on the parties?

RESPONSE 3:

- ▶ No
- ▶ Why not?
- ▶ Facilitator does not dictate the terms of resolution
- ▶ The terms must be comfortable to the participants

QUESTION 4:

- ▶ If facilitator is not to impose her views, what then is she doing?

RESPONSE 4:

- ▶ Why?
- ▶ Facilitator controls process of conflict resolution – respect, orderliness
- ▶ Not controlling the outcome of the discussion
- ▶ Not controlling the terms of resolution

QUESTION 5:

- ▶ Should facilitator provide suggestions as to how the dispute may be resolved?

RESPONSE 5:

- ▶ Yes
- ▶ Why?
- ▶ To provide parties different ways to see the conflict
- ▶ To provide possible alternatives to settling differences

QUESTION 6:

- ▶ Should facilitator be patient with the participants?

RESPONSE 6:

- ▶ Yes
- ▶ Why?
- ▶ Provide supportive environment for participants to come up with solutions

QUESTION 7:

- ▶ Should facilitator maintain confidences of the parties?

RESPONSE 7 – CONFIDENCES

- ▶ Yes
- ▶ Why?
- ▶ To promote a willingness of parties to discuss freely

Note: If parties want to talk to others, that's their choice

RESPONSE No. 7– CONFIDENCES

- ▶ Should intermediary disclose to Auxiliary leadership?
- ▶ Generally, no.
- ▶ Written agreement labeled “Confidential”
- ▶ Give agreement to Human Resources officer, if possible

RESPONSE 7 – NO CONFIDENCE

- ▶ Exception – Discover illegal conduct
- ▶ Exception – Gold side may ask

FUTURE TRAINING

- ▶ Video training
- ▶ Mock Mediation training (?)
- ▶ On-hands training (?)

ANY QUESTIONS?

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