

f) video/brochure (see marketing)

Management groups: (identify which ones)

Supervisors: (identify which ones)

Associations: (identify which ones)

Unions: (identify which ones)

B. MEDIATOR TRAINING

Whether you use inside, outside, or shared neutrals, the quality of the training will be reflected in their ability to mediate effectively.

1. What models of mediation will your program employ?

- Directive
- Evaluative
- Facilitative
- Has mediator had the necessary training to effectively use the techniques of model selected?

C. OUTSIDE MEDIATORS

1. How much mediation training have the mediators received?

- What kind of training

2. Who provided the training for these mediators?

3. What training will you provide outside mediators on your agency's policies and vocabulary?

D. INSIDE MEDIATORS AND SHARED NEUTRALS

For an inside mediator program to be successful it is critical that the mediators meet certain standards for training and qualification. To participate in a shared neutrals program, your agency must have trained mediators that are available to send to other agencies. Additionally, mediators from other agencies must meet your agency's standards for training and qualification.

1. What training is necessary?

- Basic 3-day mediation skills training?
- Advanced mediation skills training?
- Diversity skills training?
- Communication skills training?
- EEO overview?

2. Who will provide the training?

- How long has the provider been in the training business?
(We recommend five years)
- Does the provider have experience in actual mediations rather than simply training in mediation skills? Don't be overly impressed with judges or attorneys.
- Does the provider have any experience in EEO mediation?
- Does the provider have any experience training in the public sector?
- Has the provider ever worked for the for your agency before?

5. Marketing as a result of feedback after the early stages of implementation.

- Facilitated meetings
- Another mail-out
- Stand-up talks

III. TRACKING AND EVALUATION

A. Return on Investment (Computer Program)

- Time spent by all participants (mediation time and preparation time)
- Amount paid in settlements
- Other relief in settlements
- Cost of mediators
- Administration time
- How much time it takes to go from an informal request to a resolution
- Number of cases which settle/don't settle
- How many people choose mediation
- Flow through rate (informal to formal)

B. Satisfaction Index (Exit Survey)

- Satisfaction with the fairness of the process
- Satisfaction with amount of control over the process
- Satisfaction with the outcome of the process
- Satisfaction with the mediator

- Does the provider have a good reputation and good references?
 - Does the provider have students engage in role plays?
3. How much “on-the-job” training is needed and who will provide it?
- Mentor program with outside contractor?
 - Mentor program with more experienced postal mediators?
4. How will mediators be evaluated and receive feedback on performance?
- Who evaluates mediators?
 - What is the consequence for poor performance as a mediator?

E. PROGRAM MANAGEMENT TRAINING

1. Every person involved in managing a program should receive mediation training.
2. Implementation training must be given.

II. MARKETING

A. If you build a great program and no one comes the program will fail. Therefore, significant planning and efforts need to be made to market your ADR process. The following are issues and ideas to consider.

1. Determine who the audience is:
 - Management
 - Bargaining unit employees
 - Unions
2. Determine your budget.
3. What marketing tools are available to you?

- a) Video if appropriate for your model, the REDRESS video is available for your use. Alternatively, you may produce your own video (this can cost up to \$2,000 a minute) or use the video produced by the Administrative conference of the United States, the American Bar Association, the American Arbitration Association, the Center for Public Resources and FDIC which is available
 - b) Brochure
 - c) Stand-up talks
 - d) Local publications
 - e) Training
 - f) Presentations at union meetings
 - g) Presentations at different agency conferences
 - h) Orientation sessions (done by Site coordinator or outside consultants)
 - i) Professionals who are part of the intake systems: There is no substitute for "one on one" selling of the program by the people who are administering the program.
 - j) Internal video broadcasts
4. Establish a marketing plan with dates and persons/positions that will be responsible to implement the plan.
- a) Who must be trained first in each audience group? (We recommend training some of both management and union in the "first phase" of marketing where buy-in is essential.)
 - b) How much training and education must be done before the program is kicked off.
 - c) What is the critical information to get out to everyone?

b) 3-day mediation skills training

Management groups: (identify which ones)

Supervisors: (identify which ones)

Associations: (identify which ones)

Unions: (identify which ones)

c) Advanced mediation skills training

Management groups: (identify which ones)

Supervisors: (identify which ones)

Associations: (identify which ones)

Unions: (identify which ones)

d) 2-hour orientation to the ADR process

Management groups: (identify which ones)

Supervisors: (identify which ones)

Associations: (identify which ones)

Unions: (identify which ones)

e) 15 minute stand-up talks

Management groups: (identify which ones)

Supervisors: (identify which ones)

Associations: (identify which ones)

Unions: (identify which ones)

IMPLEMENTATION WORKBOOK

I. TRAINING

A. STAKEHOLDER TRAINING

Selling your ADR program requires buy-in from all stakeholders. The most effective way to achieve buy-in is to train all relevant stakeholders in mediation. Therefore a plan must be developed that addresses the needs of the different stakeholder groups.

1. Who are the relevant stakeholders that need to be addressed?

- Supervisors?
- Management groups?
- Associations?
- Unions?

2. Should representatives from all identified stakeholder groups receive mediation training? If not, then which ones should be included?

3. What type of training should be offered to each stakeholder group?

a) 1-day overview of mediation course

Management groups: (identify which ones)

Supervisors: (identify which ones)

Associations: (identify which ones)

Unions: (identify which ones)