

## **REDRESS**

### **THREE DAY BASIC MEDIATION SKILLS**

#### **AUDIENCE:**

The audience should consist of EEO and Labor Relations personnel. This group will be involved with the REDRESS program on a daily basis and their "buy in" is important to the success of the program.

- Attendance should be limited to 26 participants.
- If the group must be limited, EEO and Labor Relations personnel should get priority over other attendees.
- Most higher level stakeholders (e.g., Postmasters, District Managers, higher level supervisors and union officials) will not want to make the time commitment to attend basic training. However, if they express an interest, then certainly invite them to participate. Their interest in REDRESS is also vitally important and if they are willing to commit 3 days to attend training, take it as a good sign.
- Trainers are permitted and encouraged to use coaches.

#### **PURPOSE:**

This training is designed to:

- Increase knowledge and awareness of the mediation process.
- Improve and/or expand an attendee's conflict resolution skills.
- Provide opportunity for attendees to participate in exercises and roleplays to practice mediation skills and techniques.

This training is not designed to:

- Certify participants as mediators.
- Teach them everything there is to know about mediation.

## TRAINING AGENDA

### GENERAL COMMENTS:

Please be aware that although no training is exactly the same, every REDRESS sponsored training should be based on the same principles and model of mediation that we have endorsed as a program. This list is meant to serve as a guideline as to what should be included in a basic mediation skills training.

A REDRESS basic mediation skills training agenda should include the following topics:

- REDRESS testimonial video
- Local and/or National REDRESS presentation
  - includes a synopsis of the research
  - briefing on the local program
  - briefing on National REDRESS initiatives
  - Joint presentation with the EEO ADR Coordinator, EEO ADR Specialist, and a REDRESS Task Force team member, if available.
- Trainers - Open with objectives for the training ( review agenda, goals for training, etc. )
- Understanding Conflict
  - What causes conflict
  - Approaches to conflict
  - The potential of conflict
  - Conflict in the Workplace
- Dispute Resolution Continuum
  - Review the different ADR processes (negotiation, arbitration and mediation)
  - Discuss the differences and the impact they have on the participants

- Mediation Process
  - Empowerment and Recognition
    - Principles of transformative mediation
  - Mediator's orientation (mediator's role in the process)
  - Listening, following, and summarizing
  - Recognizing opportunities for E & R
  - Groundrules, Opening Statements, Caucuses, Confidentiality (how they are used in Transformative model, contrast with their use in other models)
- Question & Answer and/or Open Discussion period
- Evaluations and Wrap up

**All 3 day basic skills trainings should include opportunities for the attendees to participate in exercises and role-plays.**

## **REDRESS**

### **Local Briefings (One to Two Hours)**

#### **PURPOSE:**

The briefings are designed to give an overview of the REDRESS program to front line managers, Postmasters, supervisors and local union officials. The attendees are scheduled to attend one of several briefings conducted at various times, during the course of the day, to minimize the impact on operations.

The briefings are conducted by the EEO ADR Coordinator, the Specialist and a mediation trainer. It is a "condensed" version of the one day overview that should highlight the benefits of the REDRESS program and provide statistical information in support of the Headquarters decision to implement REDRESS on a national basis.

The number of attendees can vary from 15 to 50 depending on the number of briefings that are scheduled.

#### **AGENDA:**

The agenda is an abbreviated One Day Overview; most EEO ADR Coordinators and Specialists tailor the presentation to meet the needs of the locale.

## ONE DAY OVERVIEW

**PURPOSE** - The participants should leave the training with enough information about mediation and the REDRESS program to be supportive of it when it is implemented in their district.

**AUDIENCE** - The audience should include Human Resources management, Upper level union and management officials, EEO personnel and Labor Relations. This program is designed to inform your district's critical stakeholders about the REDRESS program. The one day overview is a very important part of your communication plan. It is also a good way to gauge the level of interest and need for a basic skills training class for your district.

Recommended number of attendees: **30 to 40 participants**

### REDRESS PROGRAM INFORMATION:

- Testimonial video – REDRESS program background
- Overview of local program
  - National program presentation (if a member of REDRESS Task Force is available)
- General presentation about the program (limited to EEO, triggered by ee, right to representation, where REDRESS fits in EEO scheme, whether managers **MUST** participate, see slides from outside mediator presentation)
- Presentation of research
- Importance of first-line supervisor having authority to settle; second-level manager may need to attend several mediations before giving that authority; at least be available by phone, etc.
- Use of REDRESS mediation as a management tool to take pulse of workplace and see where the trouble spots are.

- Managers must not “Pump” mediators or REDRESS personnel for information about what happened in mediation. Managers can go and sit in anytime.
- Treatment of grievances in settlement
- REDRESS settlements are just like EEO settlements

### **Specific Objectives for One Day Overview**

- General Discussion of conflict
  - Definition, nature of conflict, sources and causes, productive methods to respond to conflict.
- Negotiation, Mediation and Arbitration (overview, compare and contrast)
  - Discussion of these approaches and how they can harm and/or improve relationships
- Goals of Mediation
  - Facilitate discussion between parties; vent and diffuse feelings, clear up misunderstandings, opportunity to be heard and listen to other's perspective, etc.
- Mediation Overview
  - Introduction to transformative mediation differentiated from other processes.
  - Fundamentals and/or Essence of transformative mediation.
- Getting to the table
  - Emphasis on explanation of the process, role of mediator, role of the parties.
- Confidentiality and Impartiality in the mediation process.

- National/Area/District presentation
  - See REDRESS program information.
  - This portion may also take place at the beginning of the day.
- Question & Answer - Open discussion
  - The participants will most likely have many questions regarding various issues, such as:
    - Union participation and sign off on forms
    - Role of representatives
    - Manager's participation
  - **The Area Coordinator and the District Specialist must make themselves available and be prepared to respond to the issues raised during this segment.**
- Evaluations/Closing

## REDRESS OUTSIDE MEDIATOR POLICY STATEMENT

### I. Pre-Qualifications for Listing on the REDRESS National Roster

In order to become **pre-qualified** on the National REDRESS Roster applicants must complete the following four steps (A-D). Completion of these requirements only guarantees listing on the Roster. However, in order to mediate a Postal Service dispute applicants must be on the Roster.

#### A. ADR Provider Survey

Applicants must **first** complete and submit an ADR Provider Survey. Each survey will be reviewed and screened to determine if the applicant meets the Minimum Criteria for Mediating Postal Service Cases, listed below:

- 1) Has mediated at least 10 cases as lead or co-mediator and
- 2) Has Completed a 3 day mediation course (minimum of 20 hours) that includes extensive role playing.

#### Waiver Policy

Waivers may be given to applicants on a limited basis at the sole discretion of the Postal Service. Waivers will only be given to applicants who do not meet the minimum criteria if there is a substantial need to supplement the current pool. If such a need is determined to exist, the Postal Service may request the applicant submit additional documentation supporting why a waiver of the minimum criteria should be granted.



**Applicants who fail to meet the minimum criteria and are not granted a waiver are disqualified from mediating REDRESS disputes.**

B. Mandatory Training Requirement

1. All applicants are required to attend a Postal Service certified training. (**NO** exceptions will be made)
2. This training is offered at no cost to the applicant.
3. Applicants must attend for the entire session, including the evening segment on the first day.
4. Upon completion of this course, applicants will be certified as having completed the mandatory training.

C. Mediating One *Pro Bono* Case

After the mandatory training, and prior to listing on the Roster, all applicants must mediate one case for the Postal Service on a *pro bono* basis, during which they will be evaluated.

D. Evaluation of One *Pro Bono* Case

1. Each applicant will be evaluated during the *pro bono* mediation by the EEO ADR Specialist and/or EEO ADR Coordinator.
2. This evaluation will be used to determine if the applicant will be listed on the National REDRESS Roster.

II. Selecting Mediators from the Roster

- A. The selection of mediators will be done locally and may be based on one or more of the following factors:

1. Workflow - the number of requests for mediation in a given district.

2. Mediator's schedule/availability - Postal Service REDRESS mediations are scheduled "on the clock" during an employee's work hours or "tour of duty". There are three tours extending 24 hours a day (Tour 1: 10:30pm - 6:00am; Tour 2: 6:00am - 3:00pm; Tour 3: 3:00pm - 11:00pm). Mediators should be aware that they may be asked to mediate a case on any of these tours of duty.
3. Evaluation of the *pro bono* case.
4. Special circumstances of a case.
5. Special requests or needs of the parties.

### III. Mediating REDRESS Cases

#### A. Standards of Conduct

Once selected, a mediator must abide by the Postal Service Standards of Practice for Postal Service Mediations, which will be provided to each mediator upon selection from the Roster.

#### B. Professional Liability

A mediator is an independent contractor for the Postal Service and as such is responsible for his/her actions related to the mediation. Every mediator is encouraged to investigate and purchase liability insurance.

#### C. Disqualification

An individual mediator and/or organization may be disqualified from mediating for the USPS at any time for the following reasons:

- a) Currently serves as an arbitrator on any USPS arbitration panel.
- b) Represents or has represented (in the last two years) in any capacity, any party in any legal proceeding against the Postal Service.

- c) Plans to appear as a witness(or has appeared within the last two years) in any EEO dispute against the Postal Service.
- d) Misrepresents personal qualifications or background.
- e) Fails to comply with REDRESS program requirements, procedures and/or Postal Service Standards of Practice for Postal Service Mediations.