

**Three-fourths of the miseries
and misunderstandings in the
world will disappear if we step
into the shoes of our adversaries
and understand
their standpoint.**



Mahatma Gandhi

**WMU has a resource that is
available to all employees,
that can help
facilitate
understanding...**





Campus Employee



Dispute



Resolution





Services



What is CEDRS?

- ✚ CEDRS is a program that provides neutral, voluntary, and consensual conflict resolution alternatives for all University employees seeking to settle disputes.

Who can use CEDRS services?





-  Any employee may request CEDRS to help resolve a workplace conflict—but participation is always voluntary.
-  Supervisors are especially encouraged to make use of this program, and are authorized to permit employees to participate in these services on work time.

Stubborn opposition to proposals often have no other basis than the complaining question, "Why wasn't I consulted?"



**Senator Daniel
Patrick Moynihan**

CEDRS can help at any stage of a conflict:

-  As a first resource in the early stages of situations that could evolve into workplace disharmony or an employee grievance.
-  During on-going situations between individuals or groups within units or departments.
-  Prior to pursuing other resolution options.
-  As a complement to—or simultaneously with—other processes.

**No matter how far
you have gone
on the wrong road,
turn back.**



**Turkish
Proverb**

What Dispute Resolution Services Does CEDRS Offer?






-  Consultation
-  Conciliation
-  Facilitation
-  Mediation
-  Conferencing

CEDRS Also Provides:

- ✚ Conflict Resolution Coaching
- ✚ Conflict Resolution Training
- ✚ Mediator Training



CEDRS Services May Be Especially Helpful For:




-  **Situations where ongoing relationships need to be preserved and improved;**
-  **Disputes, communication break-downs, and “personality conflicts” between supervisors & subordinates, co-workers, or colleagues;**
-  **Interest-based and interpersonal issues not resolved by rule-based processes;**
-  **Misunderstandings & disagreements over mission, work assignments, expectations, or evaluations;**
-  **Interdepartmental conflicts.**

**Courage is what it takes
to stand up and speak.
Courage is also what it takes
to sit down and listen.**



Winston Churchill

CEDRS Services Will Generally Not Be Appropriate In:







-  Disputes primarily related to the interpretation of a collective bargaining agreement,
-  Cases involving claims of sexual harassment or employment discrimination,
-  Cases involving some types of discipline and/or discharge for misconduct, criminal charges or serious threats to persons or property.

Why Use Mediation?

- + Collaborative rather than adversarial
- + It's voluntary and confidential
- + Successful and effective
- + Preserves relationships
- + Timely
- + Convenient
- + Empowering
- + Boosts morale and teamwork
- + Promotes interpersonal & group harmony



Mediators Help Disputing Parties:







-  **Hear each others' points of view.**
-  **Clarify the issues.**
-  **Identify common interests.**
-  **Generate resolution options.**
-  **Design a collaborative strategy that will resolve the problem.**
-  **Articulate the steps they will take to implement their agreement.**

**Our task now is not to
fix the blame for the past,
but to fix the course
for the future.**



John F. Kennedy

What is the Mediation Process?






-  Initial Contact
-  Individual Meeting/s
-  Resolution Option Chosen
-  Mediation/Conference Scheduled
-  Mediation/Conference Conducted
-  Case Follow-up

Who Benefits From Mediation?

- ✚ **Individual Employees**
- ✚ **Supervisors**
- ✚ **Work Groups**
- ✚ **The Campus Community**




A study of 6000 employees with grievances at MIT between 1973 and 1988, found that 75% of them had one or more of these concerns:


-  Were afraid of facing bad consequences for speaking out.
-  Feared the loss of privacy.
-  Didn't really want to go to a third party, but felt that they lacked the skills they needed to change the situation effectively.
-  Believed they lacked sufficient evidence of the offensive behavior—for formal or legal action.
-  Just wanted the problem to stop.

Western Michigan University has adopted and implemented policies related to the conflict resolution services offered by the CEDRS program which address these concerns, and provide assurances for safety, neutrality, and confidentiality when using CEDRS.

Prohibition of Retaliation:

-  University policy prohibits retaliation against any person solely for requesting or participating in a facilitated dispute resolution process, or for raising an issue during mediation or conferencing.



Assurance of Confidentiality:

-  Communications with CEDRS staff and mediators are held in confidence unless the person sharing the information authorizes disclosure, or disclosure is required by Federal or State law or judicial order.

Enforceability of Agreements:

- ✚ Mediated agreements between supervisors and their subordinates -that do not violate University policy, State or Federal law, or any relevant collective bargaining agreement- will be considered binding.

Therefore, It Is Important That:

-  Supervisors who come to the table have the authority to enter into a settlement, or have access to such authority during the mediated session if necessary.
-  All parties make a good faith effort to uphold their agreements.

**Everyone is ignorant,
only on different subjects.**



Will Rogers

It is not the facts which guide the conduct of men [sic], but their opinions about facts; which may be entirely wrong.



We can only make them right by discussion.

Sir Norman Angell

C•E•D•R•S



Campus Employee
Dispute Resolution
Services

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**“We don’t find fault,
we find *solutions*.”**