```
ADR INSTITUTE OF CANADA
    Chartered Mediator designation, 75
    code of conduct, 72-74
    code of ethics, 71
    professionalization issues, 76
AGREEMENTS. See FORMS
ATTRIBUTION THEORY, 7, 9
BATNA, 110
CODE OF CONDUCT, 72-74
CODE OF ETHICS, 71
COLLECTIVE BARGAINING
    facilitated collective bargaining, 105, 107, 110-115
        agreement marketing, 115
        bargaining preparation, 110
        bargaining session introduction, 112
        bargaining team selection, 111
        final agreement and analysis, 114
        follow up, 115
        information sharing, 112
        issues and interest generation, 113
        note taking, 114
        option analysis, 113
        options generation, 113
        packaging options and proposals, 114
        pre-convening activities, 112
        training in use of process, 111
    generally, 103-104
    interest-based negotiation/bargaining
        BATNA, 110
        described, 104, 107-108
        interests vs. positions, 109
        mutual gain options, 109
        objective criteria, use of, 110
        people vs. problem, 108
        positional bargaining vs., 108
```

```
techniques, 108-110
        third party facilitators and, 105
        union attitude to, 106-107
        workshop in, 104
     mediation skills, use of, 103-104
    mutual gains bargaining/principled negotiation, 105-106
    union-management relationships, 106
CONFLICT, see also WORKPLACE FAIRNESS MODEL
     attribution theory, 7, 9
     behaviours. See CONFLICT BEHAVIOURS
     conflict transformation theory, 8-10
        attributions, 9
        goals, 9
        involvement, 9
        issues, 8
        tactics, 8
    costs of, 1-2, 5-8
    head-down theory re unfairness culture, 12-19
        active assimilation response, 15
        challenge response, 16
        confidence plane, 13
        head-down range, 17
        internal exit response, 14
        leave response, 14
        loyalty plane, 12-13
        zones of engagement, 18-19
    litigation, costs of, 3
     mediation alternatives, value of, 1-2
    mediation, reduction of conflict/unfairness by, 25-26
    types of interpersonal conflict, 6
     unfairness, costs of, 10-25
        culture of unfairness, 11
        fairness, described, 10
        head-down theory. See head-down theory re unfairness culture
        individual responses to, 12
        long term costs, 24-25
        medium term costs, 21-24
        short term costs, 19-21
        spectrum of unfairness, 11
        workplace unfairness, 10
     unfairness culture, 11-19
```

CONFLICT BEHAVIOURS constructive behaviours holistic, 31-32 preventative, 31 reactive, 31 destructive behaviours active, 30 levels, 28 passive, 30 reactive, 30 typical, 29-30 healthy organization and. See HEALTHY ORGANIZATION CULTURE. See CONFLICT; WORKPLACE/ORGANIZATIONAL RESTORATIONS EMPLOYMENT MEDIATION described, 4 mediation approaches, 64 mediation process, 35 **EXPEDITED ARBITRATION** described, 4 mediation approaches, 66 FACILITATED COLLECTIVE BARGAINING. See COLLECTIVE **BARGAINING** FAIRNESS. See CONFLICT; WORKPLACE FAIRNESS MODEL **FORMS** agreement to mediate, 126 mediator appointment agreement, 127-128 memorandum of understanding, 124-125 **GRIEVANCE MEDIATION** described, 4 expedited arbitration, 4 mediation approaches, 65 processes. See GRIEVANCE MEDIATION PROCESSES **GRIEVANCE MEDIATION PROCESSES** accountability, 88 advisory opinions, 89 collective agreement interpretation, 87 confidentiality, 87-88

costs and expenses, 90 design elements, 80-86 generally, 35, 79 neutral evaluation approach, 87-90 ongoing feedback, 88 settlement authority, 88 steps, summary of, 91 theory into practice, 91-92 time limits, 87 training sessions, 90

HEAD-DOWN THEORY. See CONFLICT

HEALTHY ORGANIZATION

cultural triangle re, 33 mediation, place of in, 32-33

INTEREST-BASED NEGOTIATION

collective bargaining, in. *See* COLLECTIVE BARGAINING mediator's tool-kit re, 42-45 Workplace Fairness Model, options, 94

INTERVENTIONS, 120-122

LABOUR MEDIATION. See GRIEVANCE MEDIATION

LITIGATION COSTS, 3

MEDIATION

approaches. See MEDIATION APPROACHES collective bargaining and. See COLLECTIVE BARGAINING conflict/unfairness reduction through, 25-26 defined, 35 employment mediation. See EMPLOYMENT MEDIATION grievance (labour) mediation. See GRIEVANCE MEDIATION healthy organization, place of in, 32-33 process defined. See MEDIATION PROCESS role in healthy workplace, 27 types of, generally, 4-5 value of, 1-2 workplace mediation. See WORKPLACE MEDIATION

MEDIATION APPROACHES conflict management coaching, 68 content orientation, 63 evaluative, 63 non-evaluative, 63 employment mediation, 64 expedited arbitration, 66 goal oriented, 62-63 directive, 63 facilitative, 63 grievance mediation, in, 65 labour mediation, 65 managerial mediation, 69 peer mediation, 68 process orientation, 62 stories approach, 61 workplace restorations, 67 MEDIATION PROCESS employment mediation, 35 generally, 35-36, 47 impartiality, 36 labour (grievance) mediation, 35 preparation phase, 48 mediator tool-kit, 38-47 active listening, 39 agreement analysis, 47 behavioural norms, establishment of, 40 brainstorming, 46 caucusing, 41 concerns and feelings, validation of, 40 dual-perspective, 42 goals and priorities, setting, 45 interest identification/interest-based negotiation, 42-45 intrusions, regulation of, 40 positional bargaining, 43-44 problem-solving, 46 reality testing, 47 reciprocity, 42

silence, use of, 41

```
mediator, role of, 36-39
       communication facilitator, 37
       interaction manager, 37
       process monitor, 37
       substantive guide, 37
       trust and confidence building, 38-39
    mediation objectives, 52
    mediation session, steps, 48-51
       agreement, reaching, 50
       example, 52-60
       introduction of process, 48
       issues and agenda, setting, 49
       issues and interests, exploring, 50
       options, generating, 50
    non-linear process, 51-52
    sample mediation, 52-60
    voluntary participation, 35
    workplace mediation, 35
MEDIATOR
    mediator appointment agreement, 127-128
    mediator's tool-kit. See MEDIATION PROCESS
    professionalism. See ADR INSTITUTE OF CANADA
MUTUAL GAINS BARGAINING, 105-106, 109
PRINCIPLED NEGOTIATION, 105-106
RESTORATIONS. See WORKPLACE/ORGANIZATIONAL
  RESTORATIONS
UNFAIRNESS
    generally. See CONFLICT
    mediation, reduction through, 25-26
UNION-MANAGEMENT RELATIONSHIPS. See COLLECTIVE
  BARGAINING
WORKPLACE FAIRNESS MODEL, see also CONFLICT
    communication-based options, 96
    Conflict Management Options model, 94
    described, 93-94
    design process, four phases of, 99-100
    Dispute Systems Design model, 94
    elements of, 97
    health-based options, 96
```

interested-based options, 94 power-based options, 95 rights-based options, 95 stakeholders, 100 Testing Instrument for Fairness Systems, 97-98

WORKPLACE HEALTH, see also CONFLICT BEHAVIOURS

constructive vs. destructive behaviours, 28 described, 27 levels of, 27-28 WFI Workplace Health Theory, 28

WORKPLACE MEDIATION, see also CONFLICT; WORKPLACE FAIRNESS MODEL

described, 5 mediation process, 35

WORKPLACE/ORGANIZATIONAL RESTORATIONS

assessment and reporting, 119 culture cleansing, 119-120 generally, 117-118 interventions, typical, 120-122 mediation approaches, 67 monitoring and ongoing support, 122 "organizational restoration", defined, 117 steps in, 118 trauma, consequences of, 117-118 WEI Workplace Restoration Model, 119