

OFFICE OF MEDIATION ANNUAL REPORT

2014

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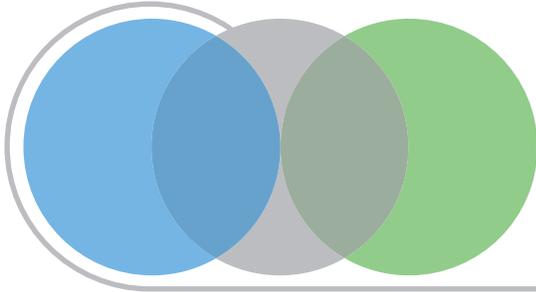
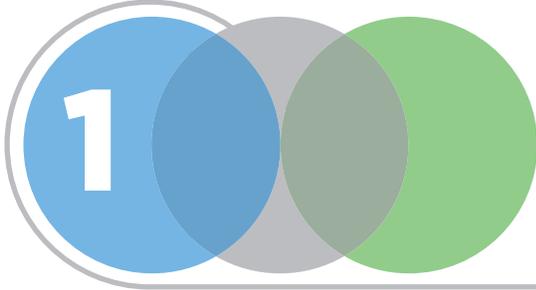


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Presentation of the Report

I am pleased to present the **second annual report of the Inter-American Development Bank's Office of Mediation (MDN)**. Mediation was introduced as an additional tool to strengthen the system of reviewing grievances and addressing labor disputes at the Bank at an early stage. **The process is designed to offer the parties in conflict an opportunity to discuss and resolve their differences with the help of a mediator.** In this context, this service was created in order to **provide Bank employees¹ with impartial, confidential support and assistance in the resolution of labor issues and grievances.**



The office first opened its doors on April 1, 2013, and since its inception became an important additional service within the Bank's Internal Conflict Resolution System, which staff immediately started making use of. **Between April 1, 2013 and December 31, 2014**, the Office had worked on a total of 71 cases involving **319 employees, 54% of whom work in the Bank's Country Offices**. During this period, the office also provided training in mediation and conflict management to 108 employees, made presentations about its services directly to 894 employees, and made visits to four Country Offices.

¹ The term "employees" refers to all staff and contractual employees.

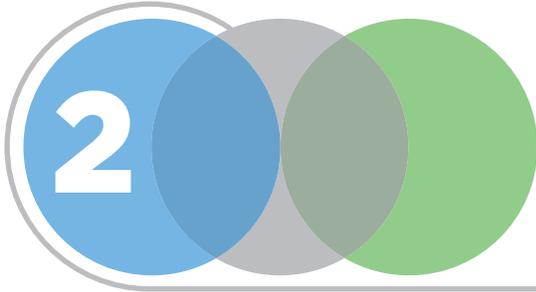
The evaluations completed by users regarding the quality of services offered, show that **87% of users reported being satisfied with the mediation process, 83% reported they would use mediation again, and 84% that they would recommend mediation to their colleagues.** These numbers show the level of interest among Bank staff to use mediation as an effective tool for the resolution of labor disputes, as well as their satisfaction with the processes and quality of services offered by the Office of Mediation.

Going forward, the areas where we would like to focus our activities in 2015, are: **encourage more use of informal mediation** in the early stages of a conflict; **disseminate the Bank's efforts and achievements in this area among IDB Group employees as well as externally**; continue providing **training on conflict resolution and mediation skills**; and consolidate **awareness among IDB Group employees about the availability of mediation services and of the Bank's Integrated System for Conflict Resolution.**

We invite you to consult our website at: <http://mediation.iadb.org>

Claudia de Colstoun
Mediation Secretary

<http://mediation.iadb.org>



Executive Summary

Like other multilateral agencies, the Inter-American Development Bank (IDB) enjoys immunity from jurisdiction of the courts of its member countries. For this reason, and also to ensure fair and equitable treatment of labor disputes involving its employees, the Bank has maintained an internal conflict resolution system, which in recent years has gone through a process of analysis and verification regarding the effectiveness of the Internal Grievance Review Process (see GN-2574-15).

As a result of this analysis, **the Bank created the policy *Labor Relations & Conflict Resolution Mechanisms* (PE-323/PN-1.03).** At the same time, **in accordance with international best practices, mediation was included as an additional tool to strengthen the Bank's conflict resolution system for Bank employees and to address labor disputes in the early stages.**

This report presents the activities of the Office of Mediation during 2014. **In this period a total of 40 cases were handled,** including consultations and formal and informal processes of mediation. These cases involved a total of **95 new users, bringing the total number of users served up until December 31, 2014, to 319.** During 2014, the Office also provided continuity to seven cases that were still in process at the end of 2013. In terms of satisfactorily reaching agreements, **74% of participants² did reach agreements in the mediation processes which concluded in 2014.**

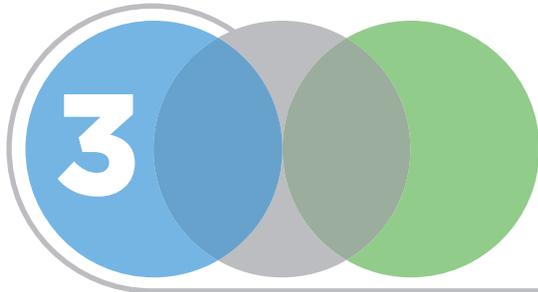
² The total number of employees who participated in the seven mediation processes initiated during 2013 and concluded in 2014, was 171; the total number of employees who participated in the 16 mediation processes initiated and concluded in 2014 was 45.

In terms of types of conflict channeled through the Office of Mediation, the main categories in 2014 were “Performance Evaluation,” which accounted for 18% of all users, “Compensation and Benefits” for 14%, and “Respect in the Workplace” for 13% of all users.

In terms of user satisfaction with these processes, **92% of users reported to be very satisfied with the mediation process, 83% said they would use mediation again, and 86% said they would recommend mediation to their colleagues.**

In addition, The Office of Mediation designed and offered **training programs in *Conflict Management and Mediation Skills* to 86 IDB Group employees, of whom 96% described these programs as either good or excellent.**

In terms of outreach, in 2014 the **Office of Mediation gave in-person presentations to 454 Bank employees**, including visits to four Country Offices, in order to publicize mediation services, as well as the relevant policies and their application. During these presentations, the office engaged in a dialogue with Bank employees about the Bank’s Integrated System for Conflict Resolution and Ethics and the role of the other offices in that system (Office of the Ombudsperson, Office of Mediation, and the Human Resources Department) and the Office of Ethics.



Services Provided by the Office of Mediation

Mediation is a **confidential conflict resolution process** in which an **impartial** third party (the Mediator) helps two or more participants to better understand their issues, interests and needs; thus, enabling them to overcome their differences through **voluntary agreements**.

The use of mediation as a new resource **empowers participants to successfully resolve conflicts, helps avoid the escalation** of conflict in a legal dispute, and **greatly reduces the financial and emotional costs** for all parties involved. At the same time, mediation is an **effective communication tool** that contributes to **strengthening labor relations**.

The Office of Mediation provides **four types of services: consultations, informal mediation processes, formal mediation processes, and training in conflict management and mediation skills**. All processes of mediation are conducted in accordance with the stipulations outlined in the respective Policies: *PE-323-2/PN 1.03-2* for *Informal Mediation* and *PE-323-3/PN- 1.03-3* for *Formal Mediation*.

A *consultation* is when one or both parties meet with the Mediation Secretary to explain their situation and to learn more about how mediation could help them resolve their dispute. Based on this information, the user can chose which process to follow. In some cases, a consultation leads to a specific mediation process, while in others the process may end with the consultation. A case may also be referred, with the consent of the user, to another area of the Bank.³

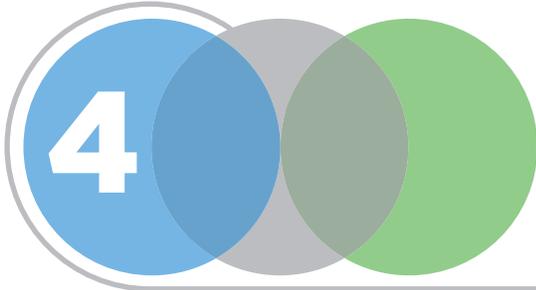
³ Areas of the Bank that the Office of Mediation can make referrals to include the Human Resources Department, the Office of the Ombudsperson, and the Office of Ethics, among others.

Informal mediation processes are designed to address cases involving labor issues and/or grievances. In general, their range of application is very wide, including behavior or poor communication issues between colleagues, all the way to issues which potentially violate an employee's terms and conditions of employment. These processes can be conducted by internal or external mediators, depending on the preference of the participants. If the parties choose to use the services of an external professional, the Office of Mediation provides the parties involved with CVs of several mediators in order for them to make a selection.⁴

Formal mediation processes are used exclusively to address grievances related to alleged violations of an employee's contract of employment of his/her terms and conditions of employment that could not be resolved through the process of Internal Grievance Review. In other words, to initiate a formal mediation process the involved party must have first gone through their immediate supervisor, or the direct supervisor of their supervisor (the next level in the hierarchy), and through the Human Resources Department's Manager. Unlike informal mediation processes, these formal mediation processes can only be performed by external mediators.

The Office of Mediation also provides services for the design and implementation of *Training Programs in Conflict Resolution and Mediation Skills*. These services are offered to any department in the Bank that requests them, with a view toward strengthening understanding and expanding skills among Bank employees in areas such as conflict management, communication techniques, and mediation skills. During 2014, the Office of Mediation provided training to 86 Bank employees.

⁴ The Office of Mediation has a roster of seven External Mediators hired to perform formal and informal mediation. These professionals have been selected based on their training and experience in mediation and their language skills, among other criteria.



Demographic Indicators

In 2014, the Office of Mediation worked with a total of 95 new users, 52% of whom were women and 48% men.

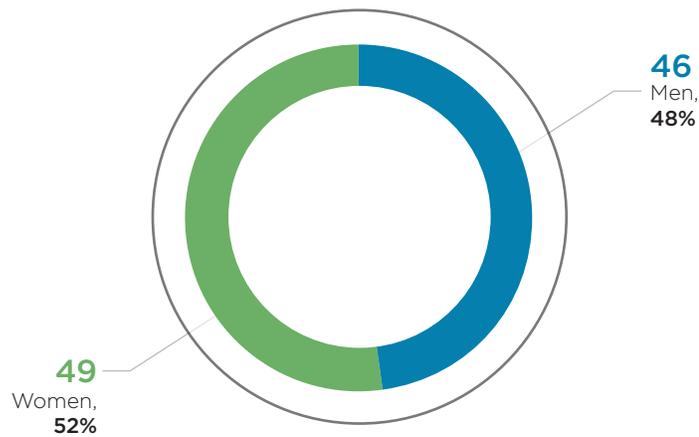
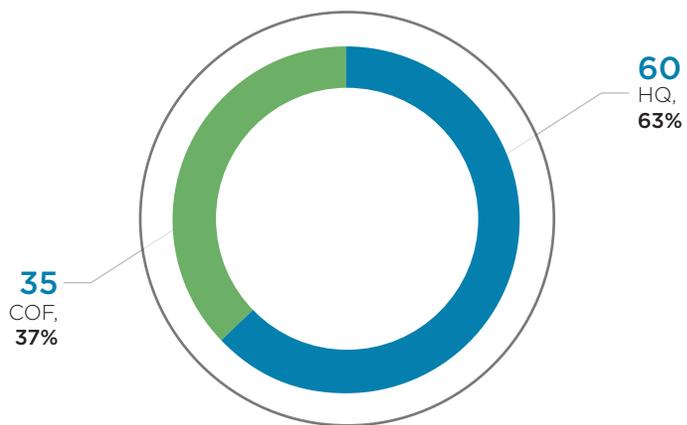
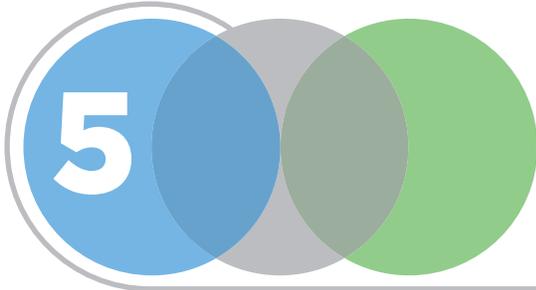


Figure 1
Users by
Gender

Of these 95 users, 63% were employees based at Bank Headquarters and 37% were staff located in the Country Offices.

Figure 2
Users by
Location





Results

5.1. Types of Mediation Services

5.1.1 Mediation Services

During 2014, the Office of Mediation received and registered 40 new cases⁵ involving a total of 95 users.

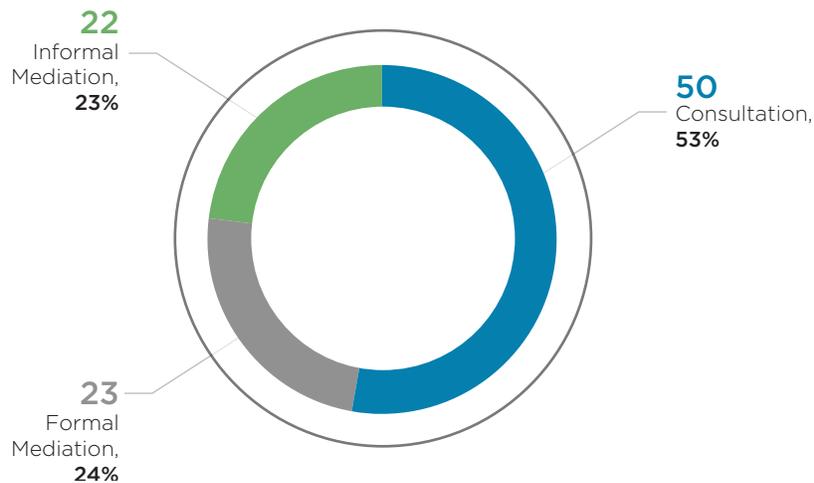


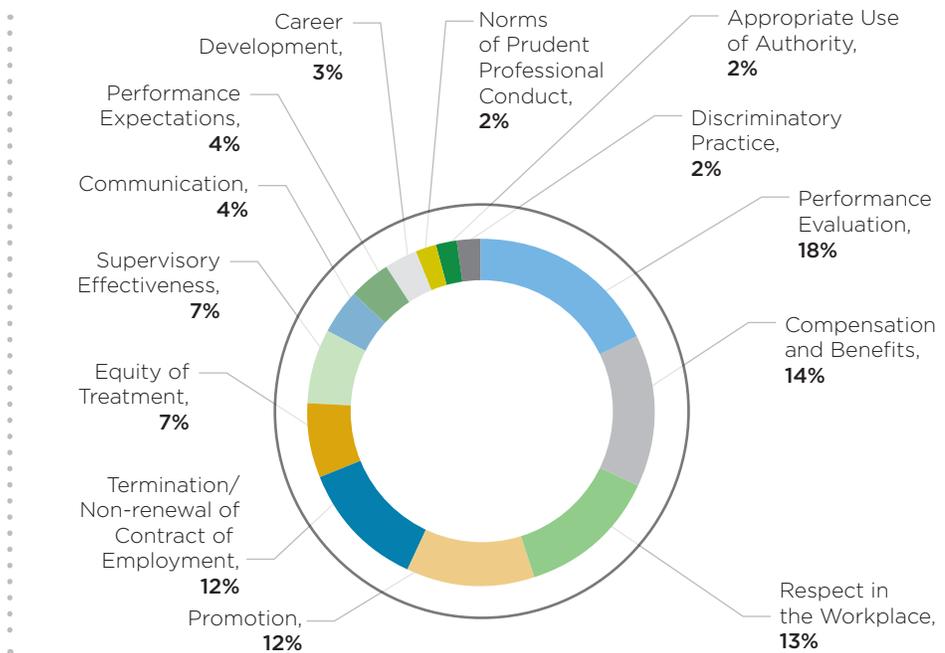
Figure 3
Users by
Service

⁵ A case may involve more than two users, including groups of users

5.1.2. Type of Conflict

In 2014, the most prevalent types of conflict for the 95 users were: 18% of users had conflicts in the area of Performance Evaluation; 14% in Compensation and Benefits; 13% in Respect in the Workplace; 12% in Promotion; 12% in Termination/Non-Renewal of Employment Contract; 7% in Equity of Treatment; 7% in Supervisory Effectiveness; 4% in Communication; 2% in Norms of Prudent Professional Conduct; 4% in Performance Expectations; 3% in Career Development; 2% in Appropriate Use of Authority; and 2% in Discriminatory Practices. The last four categories were new types of conflicts registered for the first time in 2014.

Figure 4
Users by Type of Conflict



5.2. Agreements

Of the mediation processes conducted in 2014,⁶ 74% concluded with an agreement, 13% ended their process without agreements, 8% are still in process, and 5% did not take any further action to continue the process.

⁶ This includes all cases concluded in 2014, of which seven mediation processes initiated in 2013 and concluded in 2014. (171 participants); and 16 mediation processes initiated and concluded in 2014 (45 participants).

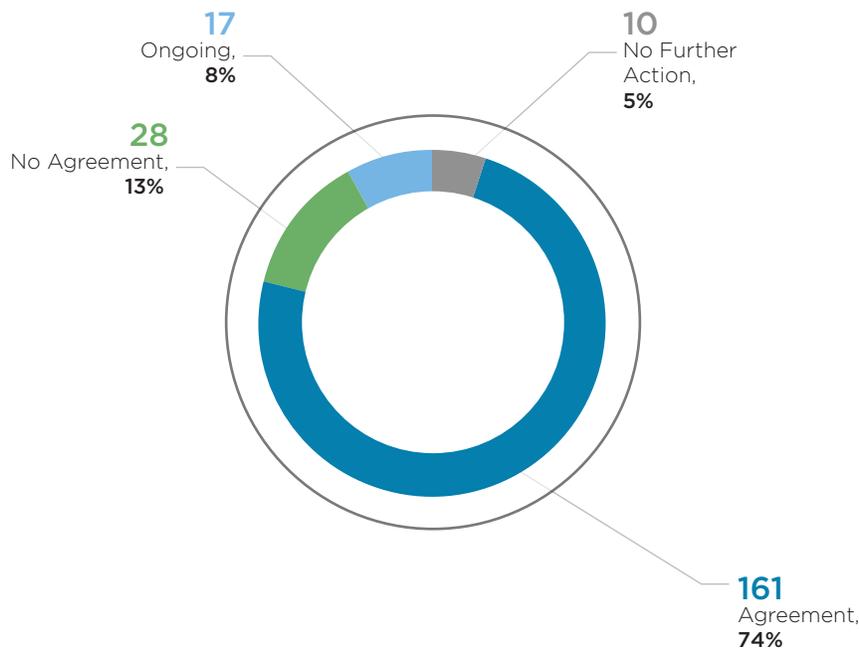


Figure 5
Users by
Type of
Result on
Agreements

5.3. Evaluation of Mediation Services

At the conclusion of each mediation process, employees receive an evaluation form to evaluate the quality of the services received. The purpose of evaluating the quality of services is to see first-hand the opinions and perceptions of the users in terms of their experience in the mediation process, as well as of the performance of the Office of Mediation and of the mediator. With the evaluation, the Office also wants to hear directly from its users about areas for improvement and/or consideration about the future development and management of mediation processes.

5.3.1. Assessment of Mediation Processes

Of the 16 mediation processes conducted during 2014, the Office received and analyzed a total of 36 evaluations from users, representing 90% of all participants⁷.

⁷ Total number of participants: 40.

The assessment tool for services offered used a five point scale: **Excellent (5), Good (4), Average (3), Below Average (2) and Poor (1)**. Options also included **No Opinion**, and for the closed-answer questions: **Yes or No**.

5.3.1.1. *Extent of Knowledge of the Parties Regarding the Mediation Process*

In terms of knowledge among users about the mediation process, the average initial knowledge of the users was 3.0. Nonetheless, once the process was underway and the assessments evaluated, this number increased to 4.6.

Table 1
Knowledge of the Parties About the Mediation Process

	Beginning of Process	End of Process
Women	3.3	4.4
Men	2.9	4.7
Total Average	3.0	4.6

5.3.1.2. *Quality of Service at the Office of Mediation*

This section of the assessment gathered information about four aspects related to the quality of services offered by the Office of Mediation. Users gave an average 4.6 out of 5 to the Office's response to their inquiries in an appropriate and timely manner, and to clarify their doubts efficiently. In terms of meeting established timelines for development of the process, the grade received was 4.5. Users gave an average of 4.9 for having installations that were comfortable and adequate for carrying out the mediation process.

Table 2
Quality of Services Provided by the Office of Mediation

	Responded to inquiries in an appropriate and timely manner	Clarified doubts	Met timelines established for development of the process	Offered comfortable and adequate installations
Women	4.5	4.6	4.5	4.8
Men	4.7	4.6	4.5	4.9
Total Average	4.6	4.6	4.5	4.9

5.3.1.3. Mediator's Abilities

The purpose of this section is to obtain information about the abilities of the internal and external mediators used by the Office of Mediation.

In Table 3 are the average scores obtained in each of the assessment categories in this section.

	Women	Men	Total Average
Demonstrated impartiality	4.6	4.5	4.6
Management process quality	4.6	4.6	4.6
Application of ground rules	4.6	4.6	4.6
Facilitation of communication among participants	3.7	4.5	4.2
Clarification of concerns and interests of participants	4.2	4.5	4.4
Analysis and generation of options	3.7	4.5	4.3
Respected the decision making authority of the participants	4.2	4.8	4.6
Overall performance	4.2	4.7	4.5

Table 3
Mediator Abilities

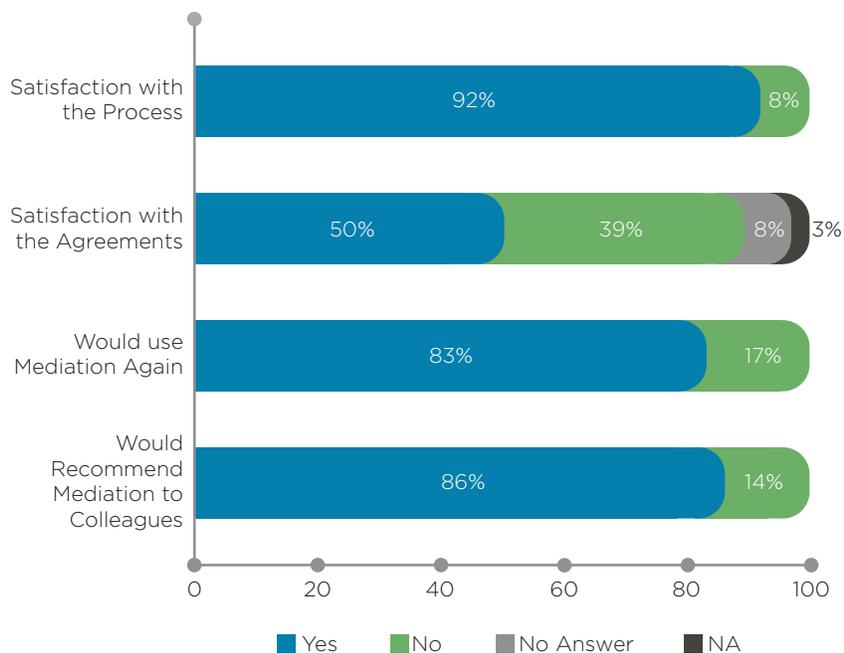
5.3.1.4. Other

This section of the assessment instrument gathered information from participants on issues such as: (1) previous experience with the mediation process; (2) satisfaction with the process; (3) satisfaction with the outcome; (4) future use of the mediation process; and, (5) recommendations to colleagues regarding the mediation process.

- 72% of participants (26 people) answered that they had no previous experience using a mediation process, while 28% (10 people) expressed having previously had some experience with a mediation process;
- 92% of participants (33 people) said they were satisfied with the mediation process while 8% (3 people) said they were not satisfied;
- 50% of participants (18 people) said that they were satisfied with the results obtained through the mediation process, while 39% (14 people) said they were not satisfied with the results, 8% (3 people) did not answer, and 3% (1 person) replied "not applicable";

- ▶ 83% of participants (30 people) stated that they would use mediation again in the future and 17% (6 people) said they would not;
- ▶ 86% of participants (31 people) said they would recommend the mediation process to others, while 14% (5 people) said they would not recommend the mediation process to others.

▶ **Figure 6**
Level of Satisfaction and Use of the Process



5.3.2. Group Mediation: Additional variables assessed regarding the quality of the process

Group mediation is offered when there are several parties involved in the conflict. In these cases, with a view toward facilitating the efficiency and effectiveness of the process, the Office requires participants to select one or more individuals to serve as representatives for each group.

As is the case in all mediation efforts, this process is carried out under strict compliance with the principles of neutrality, confidentiality, and voluntary participation. The only difference in the case of group mediation is that the parties participate in the process through their representatives, who act as the spokespersons for everyone in the group.

In 2014, all mediation processes were assessed using the same format in terms of the areas of *knowledge about the mediation process, role of the Office of Mediation, and abilities of the mediator*, among others. Nonetheless, in order to evaluate the group mediation processes more extensively, the Office of Mediation included an additional section on the evaluation form, specifically for this type of process. This section allowed the office to gather additional information regarding the *quality of the process*.

In 2014, a total of four group mediations were carried out involving 147 participants⁸. The parties then selected 16 representatives to mediate on their behalf.

The mediation process was evaluated by the 16 representatives of the parties in conflict (100%). Below are the results obtained from the group evaluations in terms of the different aspects regarding the quality of the process.

Process	Total Average
Access to information during the process	3.9
Level of involvement during the process	4.6
Key issues addressed during the process	4.6
Benefits of the process with regard to the time and resources invested	4.3
Outcomes of the process with regard to your interests	4.2
Solutions reached satisfied common needs	4.2
Recognition of other parties' legitimate interests (before the process)	3.4
Recognition of other parties' legitimate interests (after the process)	3.6
Understanding of other participants' views and perspectives during the process	3.8
Counterpart's authority to make commitments and decisions	3.2
Improvement of the relationship between the parties after the process	3.8
Improvement of trust between the parties after the process	3.8
Cooperation between the parties for agreement implementation	3.9
Overall rank of the process	4.0

Table 4
Quality of the Process

⁸ This number includes the total number of participants in group mediations that initiated in 2013 and concluded in 2014.

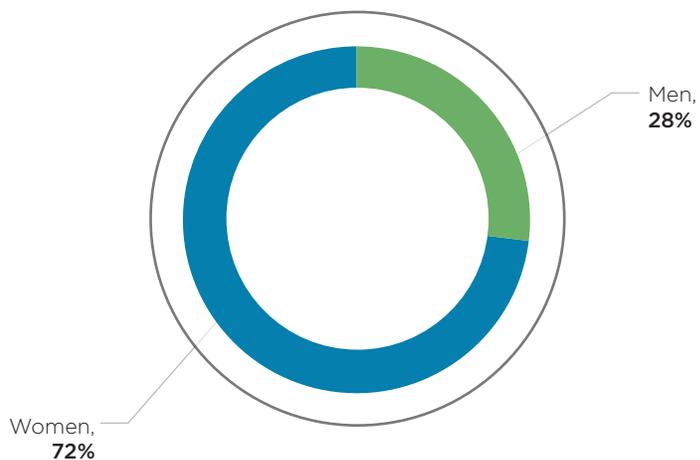
5.4. Design and Implementation of Training Programs

In 2014, the Office of Mediation designed and implemented five training programs on *Conflict Management and Mediation Skills*. For this activity, the Office of Mediation contracted *Collaborative Decision Resources* (CDR), one of the most prestigious firms in the United States in the field of mediation and conflict management. Through these programs, the Office of Mediation provided training to 86 employees of the IDB Group, both at headquarters and in the Country Offices, and including employees both in the technical and managerial tracks, in order to provide tools for the development of skills in conflict management and in mediation.

Among the main themes included in these training sessions were: managing power imbalances; defensive behavior and trust-building; styles and strategies for conflict management; and, tools for analyzing interpersonal and organizational conflicts. The objective of these training sessions was to identify strengths of the participants in managing both internal and external conflict situations in order to provide tools and strategies that would help participants respond effectively to conflicts that may arise. At the same time, the training explored the impact and implications of intervention by third parties in decision making and/or conflict management, just as is the case in mediation processes.

The training programs were designed in accordance with the needs of each department and were implemented in one day (eight hours), in-person sessions. A total of 86 employees (62 women and 24 men) participated in these training sessions.

Figure 7
Training
Participants



All of the training activities were subject to assessment and analysis. Out of 86 total participants, 70 completed the evaluation forms (81%). Using a five point scale, where 5 was excellent, 4 good, 3 average, 2 below average, and 1 poor, 39% of participants (27 people) rated the training as excellent, 57% (40 people) as good, and 4% (3 people) as average.

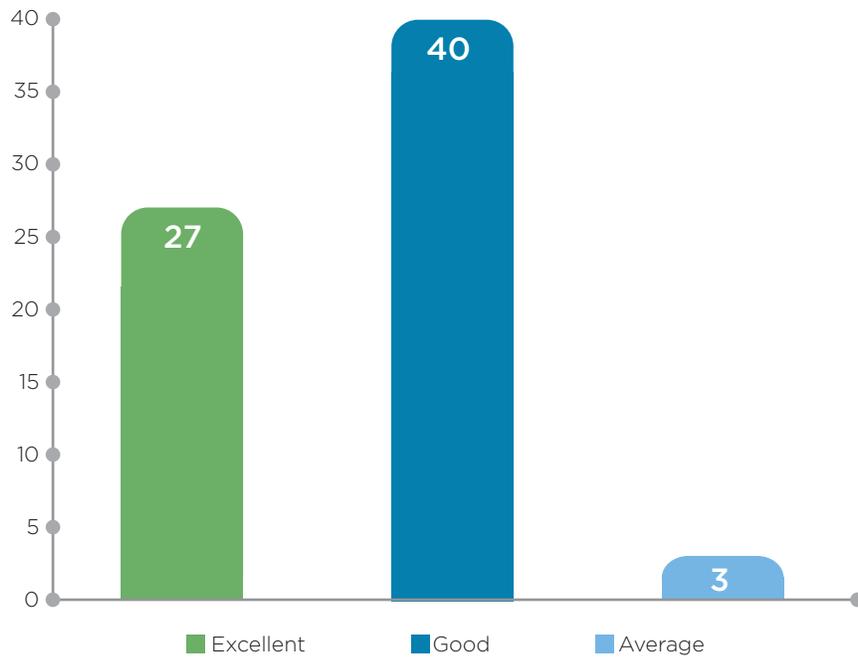
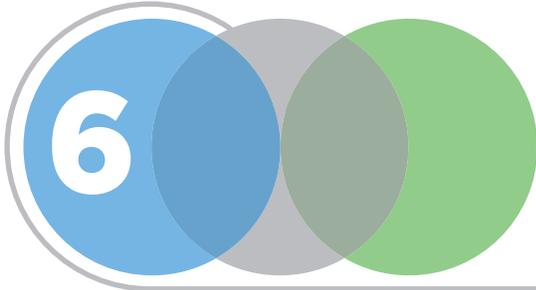


Figure 8
Evaluation
of Training
Programs



Other Activities

6.1. Consolidation of the Roster of Mediators

The Office of Mediation works with seven External Mediators. Additionally, 20 current and two retired Bank employees have been certified in Mediation through a course sponsored by the Office, enabling them to serve as Internal Mediators in certain cases. Staff from the Office of Mediation also serve as Internal Mediators. During these first two years of operation, the certified internal staff has worked with the Office of Mediation mainly in promotional and outreach efforts as well as serving as spokespersons championing the benefits of effective communication and of addressing conflicts at the earliest possible stage. It is because of them that many Bank employees have come to the Office of Mediation to seek out mediation services.

During 2014, the Office of Mediation focused efforts on continuing to offer training to external mediators regarding the policies of the Bank. The principal objective was to provide mediators with the necessary information, context, and clarity regarding the regulations and internal processes of the Bank with the goal of generating better understanding to facilitate effective processes in relation to the cases in process.

In terms of assessment regarding the quality of services provided by these mediators, the evaluations received from 90% of the users gave an average grade of 4.5 out of 5 (with 5 being “excellent”).

6.2. Case Management System

The Office of Mediation designed a case management system that complies with standards designed to safeguard confidentiality. As is the case with the Office of Ethics, the Office of Institutional Integrity, and the Sanctions Office, the Office of Mediation uses the *GoPro* case and document management software program.

This program is run on an external server and requires special permissions in order to access the information. The Office of Mediation uses *GoPro* to track and process statistics regarding requests for mediation services, including the number of users, gender, type of conflict, and geographical location of the parties. Annual upgrades are made to the database in order to assure adequate functioning, security, and utility.

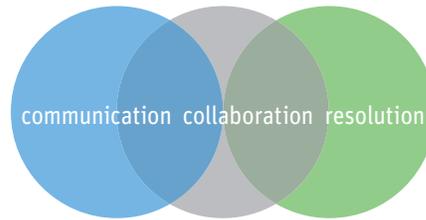
6.3. Communication Strategy

During its first year of operations (2013), the Office of Mediation developed a communication strategy aimed at positioning Mediation as an important additional resource for Bank employees in the management and resolution of conflicts, and as a tool for improving interpersonal relationships. Toward this end, the Office of Mediation has created the following instruments: a brand identity in line with the Bank's institutional identity; an Intranet site; presentations to departments and offices of the Bank; visits to the Country Offices; presentations during the onboarding programs offered by the Human Resources Department (HRD) and the Knowledge and Learning Sector (KNL); monthly and annual reports; and exchanges with other institutions.

6.3.1. Identity

Within the framework of the Bank's institutional identity, in 2014 the Office of Mediation achieved improved positioning and recognition as an open space for communication, collaboration and conflict resolution. The goal is to continue to promote confidentiality, neutrality, and the voluntary nature of these services as the basic premises both for the Office and for its users.

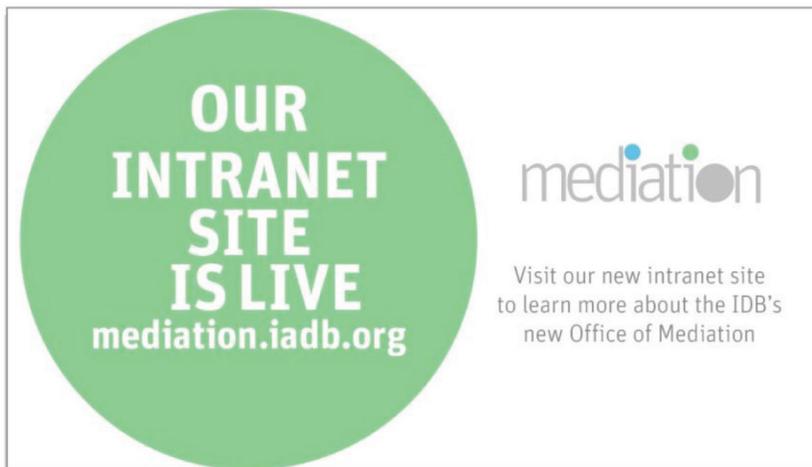
mediation



> Image 1
Identity and Brand of the Office of Mediation

6.3.2. Web page in the Bank's Intranet: <http://mediation.iadb.org>

The Office of Mediation's page in the Bank's Intranet serves as a source of information and a primary means of communication regarding: the role of the Office and of the Mediation Secretary; the description of the mediation processes; the message of confidentiality; the policies and mechanisms of conflict resolution; information about the users (gender, location, etc.); and the results obtained from services offered by the Office, types of conflicts, and evaluation of services received.



> Image 2
Intranet Page of the Office of Mediation

During 2014, the Office of Mediation continued to promote its services and the use of its Web page so that Bank employees could learn, understand, and interact with the Office and thus gain a better understanding of its services and policies.

6.3.3. Outreach Efforts

The Office of Mediation continued to give in-person presentations about its role and about the contents and application of the following Bank policies: PE-323, 323-2, 323-3 y PN-1.03, 1.03-2 y 1.03-3:

- ▶ *Presentation to the Board of the Staff Association*
In 2014, the Office of Mediation gave a presentation to the new Board of Directors of the Staff Association. This presentation was aimed at getting the word out about the work the Office of Mediation does and the results it has achieved, and also at establishing a dialogue with the Staff Association.
- ▶ *On-Boarding Sessions for new employees*
During 2014, the Office of Mediation participated in the on-boarding sessions for new employees of the Bank designed by the *Knowledge and Learning Sector* and the *Human Resources Department*. In each one of these sessions, information was distributed regarding the role, policies, and specifics of the mediation process.
- ▶ *Presentations to Departments and Offices of the Bank*
During 2014 the Office of Mediation offered presentations to 454 employees of the Bank regarding its services and the results obtained. These presentations have served to inform and to provide tools for the management and resolution of conflicts. At the same time, during these presentations the Office had the opportunity to continue promoting its work and raising awareness about the importance of addressing conflicts during the initial stage through the use of mediation as a safe and confidential space.

6.4. Work with Country Offices

The Office of Mediation has been developing and maintaining a close working relationship with employees both at Bank Headquarters and in the Country Offices in order to provide guidance and support to employees during the process of conflict resolution as stipulated in the following policies: *PE-323/PN-1.03 Labor Relations and Conflict Resolution Mechanisms*, *PE-323-2/PN-1.03-2 Informal Mediation*, and *PE-323-3/PN-1.03-3 Internal Grievance Review and Formal Mediation*.

During 2014, the Office of Mediation conducted visits to four Country Offices and gave presentations that were attended by 95 employees. The goal of these presentations was to provide information about the Office, services, and

policies which regulate its work. In addition, representatives from the Office of Mediation had the opportunity to have a dialogue with employees at the Country Offices regarding techniques for the management and resolution of conflicts and regarding the role of the offices that are part of the Bank's Integrated System for Conflict Resolution and Ethics: Office of Mediation, Office of the Ombudsperson, Human Resources, and the Office of Ethics.

6.5. Inter and Intra-Institutional Collaboration

6.5.1. *Development of the Gateway Intranet Site*

The *Gateway Intranet Site* was launched as part of an initiative of the Bank's Vice Presidency for Finance and Administration (VPF). This project is being designed and developed jointly between the Offices of Mediation, Ombudsperson, Ethics and the Human Resources Department. The main goal is to provide employees with a shared portal to facilitate access to information about resources available through the Integrated System for Conflict Resolution and Ethics of the IDB. In addition, this project seeks to define the unique characteristics of each of the offices and the processes to follow by employees should services be needed. This project is scheduled for completion by the second quarter of 2015.

6.5.2. *Technical Assistance*

This year, the Office of Mediation provided technical assistance to two Offices of the Bank in response to requests for advice in relation to processes of facilitation, mediation, and co-mediation.

6.5.3. *Collaborative spaces with other Multilateral Organizations and Conflict Resolution Professional Associations*

During 2014, the Office of Mediation maintained close relationships with counterparts at other multilateral organizations, such as the World Bank, the International Monetary Fund, and the Asian Development Bank, as well as with professional associations specialized in conflict resolution including the *Association for Conflict Resolution* (ACR), the *International Mediation Institute - Brazil* (IMI), the specialized center *Collaborative Decision Resources* (CDR), the *American Bar Association (Dispute Resolution Section)* and *George Mason University (School of Conflict Analysis and Resolution S-CAR)*. This allowed the Office to share lessons learned, achievements and challenges, and to

learn about the experiences of specialists in the field of conflict resolution. At the same time, these exchanges allowed it to promote the work of the Bank in this area and to provide information about efforts to create an Integrated System for Conflict Resolution in the Bank.

6.5.4. Access to External Resources

As a member of the *Association for Conflict Resolution (ACR)*, the Office of Mediation has access to the services of Washington DC-based mediators, to online courses covering various aspects of alternative conflict resolution, and to teleseminars on related themes.

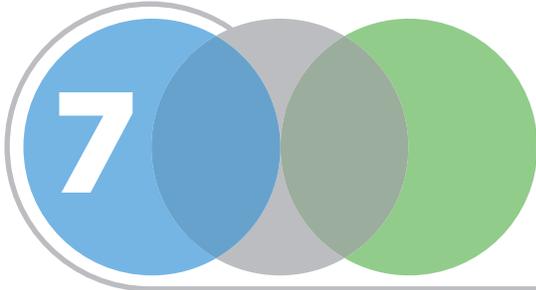
6.6. Participation in Training and Conferences

6.6.1. United Nations and Related International Organizations (UNARIO): Network of Ombudsmen and Mediators

In June of 2014, the Mediation Secretary participated in the 12th conference of the *United Nations and Related International Organizations (UNARIO): Network of Ombudsmen and Mediators*, held in Montreal, Canada. The conference covered themes related to the role of the Ombudsperson and the Mediator as agents of organizational change. One specific topic discussed at the conference was the concern among employees of retaliation and the specific role played by the Ombudsperson and Mediator as impartial professionals in this type of situation. The prevention and resolution of conflicts in the area of harassment was another topic that received attention. The facilitators provided information regarding the different types of harassment and the most common scenarios. At the same time, this topic focused on the assistance provided by professionals in conflict resolution and the resources they have access to and provide in order to meet the challenge of complaints of harassment or intimidation.

6.6.2. Training for Conflict Coaching

In July of 2014, the team from the Office of Mediation took an advanced course in Conflict Coaching. This course, which took place over two days in Washington DC, was led by the specialized firm *Conflict Coaching Matters*. Themes covered during the course included conflict management models, the concepts and effects of power and optimism, and emotional intelligence, among others. The event was sponsored by the *Association for Conflict Resolution* and the *National Mediation Board*.



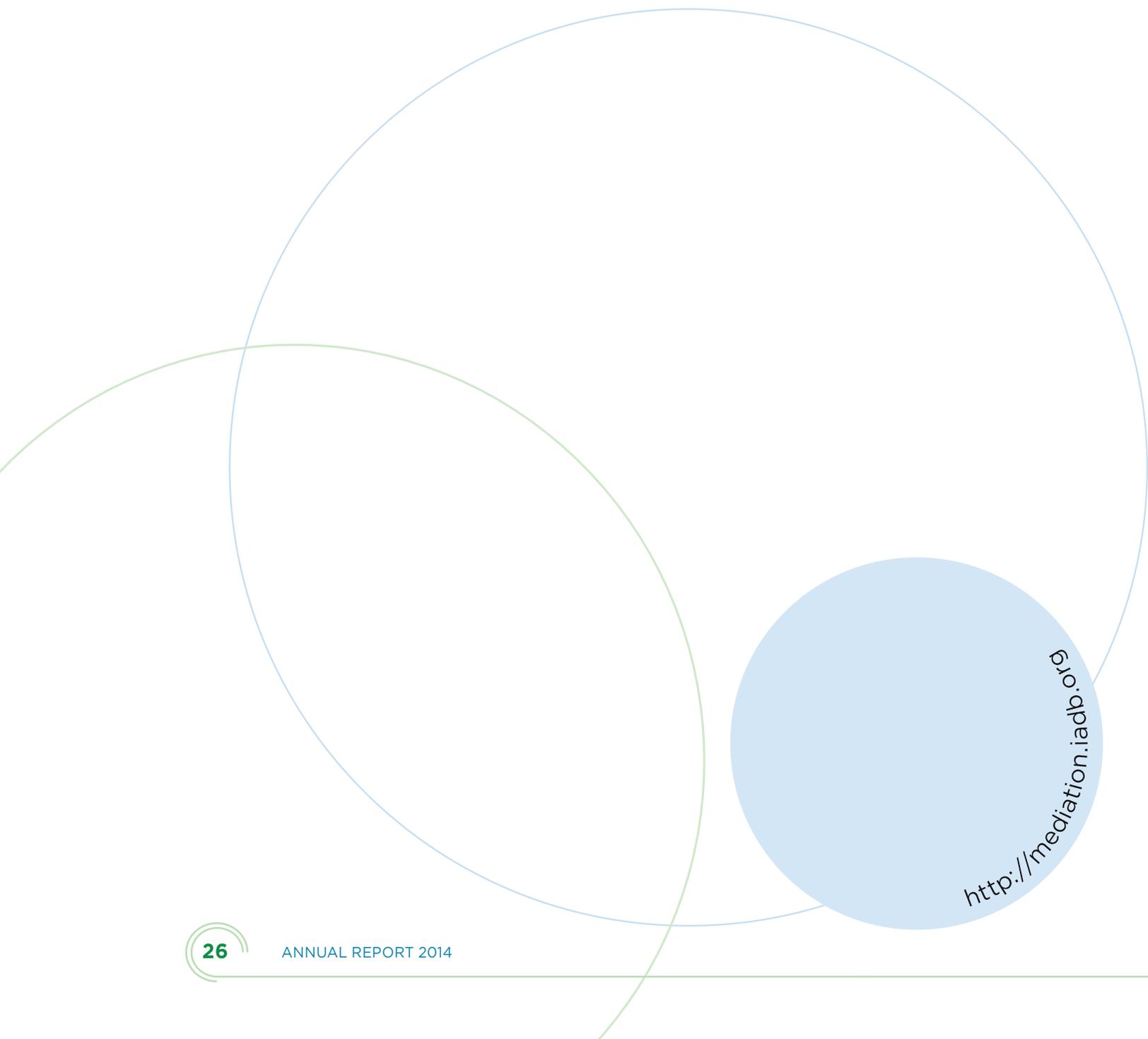
Projections and Challenges

In every organization, **conflict exists as a natural part of interpersonal and labor relations**; avoiding or aggressively confronting these conflicts usually leads to escalation or to a rupture of labor relations, exacting a heavy toll on the organization and its employees. **Knowing how to manage conflict and to address it early and in a constructive manner are hallmarks of a healthy and productive workplace.** In this context, the capacity for dialogue is essential along with the ability to communicate, to listen, and to negotiate. **Mediation is a tool that allows for the creation of safe spaces for constructive dialogue, thus contributing to better workplace relations.** The goal of the Office of Mediation is to promote the use of these spaces, and to do so in a **secure, impartial, and confidential atmosphere, helping in this way to build a culture of dialogue within the institution.**

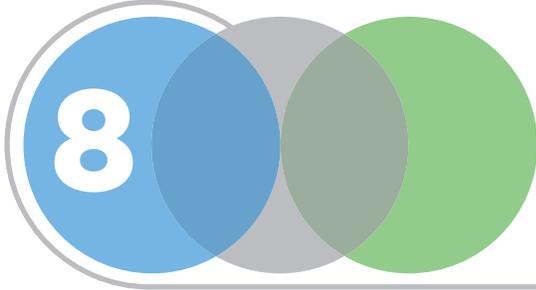
During 2015, the Office of Mediation will focus its efforts on strengthening the conflict resolution mechanisms at the Bank through:

- ▶ Promoting the **use of informal mediation** at the early stages of conflicts;
- ▶ Continuing to offer and strengthening **training programs in conflict management, communication techniques, and mediation skills**;
- ▶ Consolidating Bank employees' **knowledge of mediation services**;
- ▶ Promoting mediation as a safe space for communication, learning, and mutual growth, with a view towards positioning it as a **transformative approach in terms of change and development among the parties to a conflict**;

- ▶ **Promoting the Bank's efforts and achievements** in the area of conflict resolution, both **internally and externally**; and,
- ▶ Attending in an **effective, efficient, and timely manner** all **IDB Group employees** who need or request mediation services.



<http://mediation.iadb.org>



Annexes

1. **Methodology and Results of Assessment of Services of the Office of Mediation-Evaluation Forms:**
<http://mediation/LinkClick.aspx?fileticket=PaAurOC6Kgw%3d&tabid=12465&mid=27196&language=en-US>.
2. **Office of Mediation Information Packet:**
<http://mediation/LinkClick.aspx?fileticket=fJ4QX5rXg3g%3d&tabid=12465&mid=27196&language=en-US>.
3. **Policies on Labor Relations and Conflict Resolution Mechanisms:**
<http://mediation/ConflictResolutionMechanisms/Policies/tabid/12462/language/en-US/Default.aspx>.

