ADRIA Action Plan for Mediation Advocacy – DRAFT v10

– August 2017

The Task Force recommended that the ADRIA Board of Directors adopt a multi-faceted, long-term, and progressive approach to Advocacy for the Mediation Profession in Alberta to enhance the potential for mediation through the following five key objectives:

1. **Increase Awareness** - ensuring Albertans are more aware of mediation (and other ADR options) and how such options can provide for less costly and more satisfying outcomes to disputes that arise in their personal and professional lives.

2. **Increase Access to and Use of Mediation (ADR First)** - working to increase the use of mediation as a dispute resolution option available to Albertans. Putting forth progressive initiatives with the courts, government agencies, regulatory bodies, municipal bodies, professional associations, organized labour, industry groups, non-profits and the business community to create new "3mainstream" opportunities for mediation and ADR.

3. **Advance the Business Case for Mediation** - promoting the economic argument for mediation (and related ADR practices) to demonstrate the value they provide to government, businesses, organizations and the public will increase investment in mediation and opportunities for mediators. Especially in times of fiscal constraint, the "business case" and industry-wide success indicators will ensure an organization's proposed or existing ADR program will be supported, or even expanded.

4. **Enhance the Value of the Mediation Profession** – by:
   - Advocating for fair and appropriate compensation that recognizes the unique skills and competencies mediators bring to resolving disputes and their personal investment in training and development
   - Supporting excellent training and education; and
   - Ensuring proper and effective credentialing.

   While recognizing pro-bono mediation activities are an important mechanism for developing skills and "giving back" to the community, our public institutions must be encouraged to do more to ensure their roster mediators are appropriately compensated and recognized for the significant role they play in reducing the heavy cost of workplace conflict, family breakdowns, litigation and the courts. Many of these institutions hope to increase the use of mediation in the resolution of disputes. Building public and organizational expectations for pro-bono or low-cost mediations will not sustain a profession and, over time, will compromise future quality and supply of mediators. Advocating for appropriate compensation is important to attract competent professionals and contribute to long-term viability of the profession.

5. **Protect the Public** – while mediation, (and other ADR professions such as Arbitration) are unregulated professions, the ADR Institutes of Canada and Alberta provide national standards, recognized designations, ongoing quality assurance and robust complaint policies that serve to protect the public. Continued diligence and attention to maintaining high standards of quality, and to building public awareness, will enhance the profession and increase demand for professionally qualified and designated mediators.

COLLABORATIVE STAKEHOLDER ENGAGEMENT

It was further recommended by the Task Force that these objectives can be best achieved through Collaborative Stakeholder Engagement. The five recommended stakeholder communities with whom ADRIA must work to achieve success are:

A. The Courts and Justice System;
B. Other Government Ministries and Publically Funded Agencies;
C. The Business Community and Professional Associations;
D. ADR Associations and Partners; and
E. ADRIA Resources and Membership.

FEEDBACK FROM STAKEHOLDERS

Feedback from stakeholders, representing all groups listed above, was universally positive. In many cases, constructive feedback and perspectives were offered that will guide ADRIA in their advocacy efforts. Worthy of particular note was the fact that the cost effectiveness of ADR and mediation was fully acknowledged by all respondents, and that the research contained in the White Paper to this effect was fully accepted. Certainly some White Paper conclusions and recommendations were challenged, but always in a constructive fashion that consistently acknowledged the value of mediation, as well as the professionalism of the written paper.

MEMBERSHIP PERSPECTIVES

The top priorities or views, as expressed by the membership when consulted, were to:

- Improve GOA/Justice compensation levels for mediators;
- Reinstate the Rules of Court regarding mandatory ADR;
- Increase public awareness and demand for ADR, mediation and designations;
- Regulate the profession (noting that there were mixed views expressed on this issue);
- STOP apologizing for or justifying ADR advocacy (the research is conclusive);

AND – that the ADRIA Task Force's efforts were truly appreciated and valued by our members.

ADRIA BOARD OF DIRECTORS' RESPONSE TO THE WHITE PAPER RECOMMENDATIONS

The White Paper's overarching recommendations and actions have been formally endorsed by the ADR Institute of Alberta's Board of Directors following extensive consultation with stakeholders and members. These have been further detailed and structured into completed/initiated, short-term and long-term activities, and presented as an action plan in table format (below).

The Board commits to advancing the viability of mediation as a recognized skill, and enhancing the potential for professional levels of compensation. The Board recognizes the generous nature of its membership, and the social value of pro-bono and low-bono mediation activities. The Board will, however, strive to promote the long-term sustainability of the profession by seeking improvements to any compensation mechanism that currently or potentially undervalues the skills and requisite training.

The Board recognizes that it lacks the resources to achieve these objectives alone, and must look to its membership, stakeholders, collaborative partners and the public to achieve the desired outcomes. To this end, the action plan is organized by stakeholder communities.

The ADRIA Board of Directors will add Advocacy as a regular agenda item to their Board meetings, assess changing circumstances and opportunities as they arise, review and update the action plan, monitor progress, select or sustain appropriate advocacy action items, identify collaborative partners, and take concrete actions as a Board to advance the practice and profession of mediation.

The Board has adopted an approach to mediation advocacy that will be strategic and forceful. The Board will embrace new opportunities as they arise, be mindful of changing circumstances in government and/or the economy, and be willing to move in new and appropriate directions as circumstances permit over the next several years.

The Board wishes to thank again all of the task force volunteers who provided countless hours to this project, and worked together to produce an exceptional white paper with meaningful recommendations. The Board would particularly like to recognize and thank the Co-Chairs Joanne Munro and Wendy Hassen for their leadership and tireless efforts in this regard.

The Board is committed to recording and sharing its successes, challenges and failures with the ADRIA membership and our collaborative partners in a meaningful and ongoing fashion.

Stakeholder Groups Recommended Actions	Completed or Initiated	Short-term	Long-term
ADRIA Board of Directors	The Board previously revised its Vision & Mission to include a public focus, connecting Albertans to ADR resources and expertise. As the intial response to the White Paper, customized letters were sent by the Board to almost all stakeholders identified, accompanied by copies of the White Paper Executive Summary, AND a series of member consultation sessions that were hosted in Calgary, Edmonton and online. Responses collected and reviewed A Board formal response to the White Paper was crafted, and an Action Plan initiated. The Public was added by the Board as an Action Plan Stakeholder Group. These steps were communicated to the membership by means of the 2017 AGM and ADRIA website. Create a standing Board agenda item (Advocacy / Mediation Advocacy) Initial meetings and follow-up calls with stakeholders, included the Minister of Justice.	Sustain as a standing Board agenda item (Med Advocacy), in order to identify and act upon initiatives in a structured fashion, and as opportunities arise. The Board will regularly review the Action Plan. Revisit and review stakeholder responses. Actively engage in follow-on communications with Ministers and key stakeholders. Actively engage individual Board members in Advocacy and representational duties that best suit their talents and skills Incorporate White Paper recommendations into 2018 ADR Symposium proceedings as practical Track Board advocacy activities, update website annually, and report on advocacy in AGM proceedings Launch and participate directly in a new ADRIA Task Fork examining our local and national Training and Designations Standards, with a view towards enhancing the credibility and quality for ADRIA training and ADR Canada designations (See E7)	Continue as a standing Board agenda item (Med Advocacy) Maintain this Action Plan as a living document, and record of progress achieved. Provide regular feedback to members and stakeholders. Initiate a 3 or 5 year review of the White Paper recommendations, actions, successes and shortcomings Ensure No Albertan Fears Conflict

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A. The Courts and Justice System	ADRIA has confirmed that the 2017 Budget, which indicated that new money would be made available to the Courts and Ministry of Justice to improve services and Access to Justice has, for the most part, NOT been made available to Resolution Services, nor used in any way to expand or enhance its ADR programs, improve roster compensation, pay staff professional fees, sponsor staff professional development. and/or sponsor external ADR agencies/conferences.	Incorporate as practical the initiatives below into any ADRIA efforts to influence the 2108 Provincial budget and/or or Court/Ministry of Justice spending priorities. Engage, as practical, with Federal ICMS-Justice representation in Alberta. With respect to Federal budgets, GOC spending priorities, and the Federal ICMC, encourage ADRIC to take similar measures at the Federal level.	Incorporate as practical the initiatives below into any ADRIA efforts to influence the Provincial budget and/or Court/Ministry of Justice spending priorities for 2019 or beyond. Encourage ADRIC to exert similar influences at the Federal level.
(1) Encourage regular reviews of compensation and qualifications for mediators in various Court and Ministry of Justice mediation programs to improve consistency, comparability, and appropriateness; o Adopt program and compensation policies that fully and equitably value the unique skills and qualifications of staff and roster mediators; o Building on the Western Provinces Task Group, support the work of the task group to develop compensation principles, explore best practices and establish a degree of consistency among comparable programs; and	ADRIA introductory meeting with Minister of Justice June 2016. MBA COLA/CPI study initiated to highlight deficiencies with the GOA roster compensation rates with respect to inflation and comparable GOA salaries over time. Improve ADRIA complaint mechanisms. Equate pro-bono and low-bono activities to the rates currently paid to GOA roster mediators.	Follow-up action as appropriate to ADRIA visit and AFMS/CDAA letters to Minister & Acting CJ.. Develop and enhance relationship with Minister and Judiciary Complete and publish improvements to ADRIA complaint mechanisms, and encourage GOA policies that favour mediators whose practice is supported by a professional association with a robust public complaint mechanisms. Develop ADRIA policy on pro-bono	Revisit western province comparability within Justice Effectively collect and record statements and studies attesting to the value of mediation and the profession. Secure a commitment from the GOA/Justice to enhance and index roster compensation rates, and an acknowledgement that utilizing pro-bono and low-bono rosters can adversely affect the future availability of ADR practitioners.

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o Protect the public by ensuring access to robust complaint mechanisms, ensuring that roster mediators are members of recognized professional associations, are adequately trained and hold recognized credentials.	Initiate regular meetings with Resolution Services Negotiate and support a GOA policy of providing solo mediation opportunities for proven roster mediators, specifically those pursuing C.Med designations	and low-bono ADR activities (see B1 below) Initiate an MBA study comparing the true cost of external ADR, internal GOA ADR, and Court costs, and distinguishing between the GOA costs and those borne by the parties. Prepare to influence the 2018 GOA budget to divert more funding to ADR and Resolution Services Add a retired Judge to the Board, or to serve in an advisory capacity Expand solo mediation opportunities where practical *[Editor: Member perspective: Job 1]*	Explore and embrace evaluative ADR processes within the GOA (in partnership with the FOAJ?) Breakdown systemic barriers and resistance Prepare to influence the 2019 and future GOA budgets to divert more funding to ADR and Resolution Services
(2) Enhance, promote and expand mediation as an integral and preferred component of Alberta's Court diversion programs; o Work to ensure the highest possible percentage of potential litigants are diverted to some form of mediation, ideally before ever entering the court system; o Reduce restrictions and reservations regarding the nature of disputes that can be addressed through ADR, mediation and	Initiate regular meetings with Resolution Services Initiate MBA studies into the cost effectiveness of ADR	Collect data regarding diversion rates, and pursue opportunities to increase. Support initiatives to broaden the scope of cases sent to mediation. Prepare to respond to questions regarding the capacity of ADRIA and/or Alberta's ADR community to increased demand for services. Prepare to promote ADRIA	Find support and funding for a collaborative public information campaign (eg Court TV) Research best practices for influencing early behaviours and choices made. Continue to seek out best practices in Court diversion as practiced in other jurisdictions. Explore online Court diversion

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restorative justice – building on best practices, established and proven in other jurisdictions; and o Institute an effective public information strategy to influence the early behaviors and choices made by those initiating or considering litigation.		membership, or ADR Canada designations, or recognized designations as minimum qualifications for GOA rosters Work with Resolution Services to enhance the information available to the public Initiate an MBA study comparing the true cost of external ADR, internal GOA ADR, and Court costs, and distinguishing between the GOA costs and those borne by the parties. Prepare to use the White Paper, MBA studies and additional arguments to confirm the efficiency and savings that can be attributed to ADR, and to influence the 2018 GOA budget accordingly .	initiatives that support or favour ADR (eg UK) Create web content to better inform the public of their ADR options, costs and success rates Prepare to influence GOA budgets for 2019 and beyond by consistently proving the cost-effectiveness of ADR and its applicability in all sectors
(3) Ensure compliance of the mandatory dispute resolution provisions of the Alberta Rules of Court; o Updated and introduced in November 2010, The Alberta Rules of Court govern litigation processes at the Court of Queen's Bench, the Court of Appeal and, to a lesser extent, the Provincial Court (for circumstances not otherwise addressed in the Provincial Court Act). The latest update to the Rules	Letter sent to Minister & CJ from AFMS/CDAA (Oct 2016) recommending re-instatement. Older letter from AAMS was sent to recommend re-instatement.	Follow-up letters to Minister & Acting CJ to reinstate ADR Rules, in partnership with stakeholders (AFMS, CDAA, AAMS, etc) Seek a commitment from the CJ and/or Minister of Justice to reinstate. Seek guidance from a retired judge or an ADRIA Judicial AG Capitalize on recent and continuing	Participate and collaborate in future revisions and improvements to the Rules of Court that impact on ADR. Become the recognized or named source of mediators and ADR options when parties are seeking to comply with the Rules of Court regarding ADR.

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introduced the requirement that all parties to litigation participate in at least one form of dispute resolution prior to proceeding to trial. Acceptable processes include judicial dispute resolution (JDR) and a number of other court, government or private dispute resolution options, including mediation. Enforcement of this Rule was suspended by the Court of Queen's Bench in February 2013, in response to the heavy demand for JDRs and the court's inability to provide the service, given what it stated were insufficient judicial resources. There are, however, other forms of dispute resolution specifically recognized within the Rule that could be used other than JDR. This suggests enforcement of the Rule need not be suspended. Therefore, ADRIA should work to ensure that compliance with the Rule is reinstated, focusing on dispute resolution options other than JDR for that compliance. This would generate greater demand for mediation in the private sector.		shortage of judges, AND changing attitudes re diversion programs and access to justice. Prepare to respond to questions regarding the capacity of ADRIA and/or the ADR community to increased demand for services, should the Rules be re-instated. Prepare to promote ADRIA membership, or ADR Canada designations, or recognized designations as minimum qualifications vis-a-vis attempting ADR in accordance with the Rules. Work with Resolution Services to revise and enhance the requirements for a certificate or waiver of the Rules of Court mandatory ADR provisions (if and when re-instated) *[Editorial note - Member perspective: "Take down the White Flag", and be more forceful in our arguments for increased ADR in the Justice System]*	
(4) Optimize the value of Judicial Dispute Resolution (JDRs) processes: o The appropriate and consistent use of JDRs as an evaluative dispute resolution process should be emphasized; o JDR should be used primarily in	Board discussion proposed on the subject of Evaluative ADR	Distinguish between JDR and ADR mediation. Distinguish between facilitative and evaluative JDRs, and in both cases, ensure that the process is understood by the parties in advance. Eg GOA websites and JDR explanatory materials	Explore opportunities to collaborate with the National Judiciary Institute Support or convene a Judiciary conference on ADR? Joint ADRIA/judiciary training for

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situations where other forms of dispute resolution have been attempted by the parties and where they have not reached a resolution. It should be used judiciously, primarily as a last resort, not as the first go-to dispute resolution option. This would create more work for private mediators and reduce the burden on the courts to provide JDR as the dispute resolution option of first instance. Additionally, minimizing the use of JDR as a dispute resolution option of first instance would reduce the cost to the taxpayer that could and perhaps should be borne by the litigants themselves. o Acknowledging the heavy demand currently placed on the courts by the demand for JDR, options should be considered to reduce Alberta's overreliance on JDRs so that other dispute resolution options can be fully utilized. These might include: • Introducing an appropriate application fee for JDRs that recognizes the true cost of engaging the judiciary; and/or • Requiring another form of dispute resolution option such as mediation prior to accessing a JDR process; and/or		Learn lessons from NJI study into Alberta's JDRs (Lawrence Susskind) Seek guidance from a retired judge or an ADRIA Judicial AG Support notion of requiring ADR mediation before JDR and/or improving the triage of potential JDR cases Make economic argument regarding the true cost of JDRs, and possibly initiating or including in an MBA analysis Explore fee structure for JDRs that does not compromise access to justice. Explain JDRs on ADRIA website Collaborate with Resolution Services to better inform and influence the public about the pros and cons of JDRs Recruit a retired judge to ADRIA Board or in an advisory capacity Challenge JDR-centric thinking Engage the Judiciary in the 2018 ADR Symposium proceedings	judges? Expand ADRIA services OR the scope of ADR practices embraced by ADRIA to improve the evaluative ADR options available as viable alternatives to JDRs. Explore private JDRs (using retired judges?) as a marketable form of evaluative ADR.

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• Introducing objective criteria and a triage process to identify more cases for mediation, separating them from those that should proceed directly to JDR.		Have a focussed Board discussion of Evaluative ADR and its place within ADRIA	
(5) Promote effective ADR training and professional development partnerships: o Promoting high standards of practice in a consistent fashion within the Alberta courts and legal profession will lead to broader acceptance of ADR and mediation as a profession. Building upon ADRIA's expertise and experience, this entails working with the Alberta's judiciary, law schools, the Law Society of Alberta, the Legal Education Society of Alberta (LESA) and the Ministry of Justice and Solicitor General (Resolution and Court Administrative Services).	Initial meeting held with LESA Presentations have been made to the CBA ADR Section Partnership MOU with the CAB overseen by the Minister of Justice, with an emphasis on high standards of training, and noting the CAB's mandate to respect Canadian law. Meet regularly with Resolution Services to discuss collaborative professional development opportunities. Partnership with FOAJ Attention drawn to the National CBA ADR section resolution calling upon Law Faculties across Canada to provide and enhance their ADR courses.	Collaborate with LESA, CBA, Law Society, Collaborative Law professionals, Faculties of Law and other stakeholders with an interest in the law and mediation training. Expand the invitation list to ADR luncheons and other ADR professional development opportunities to the legal community. Recruit Law firms and organizations with a focus on legal matters to become ADRIC Corporate members and/or ADRIA Organizational members. Sign an MOU with FOAJ Follow up with Law Faculties in Alberta on the National CBA ADR Section recommendations.	Become the education service provider to LESA and other training institutions or professional associations. Engage FOAJ in ADRIA's review of evaluative ADR processes and essential training. Align Law Faculty mediation and ADR training with ADRIC standards
(6) Maintain an emphasis on early dispute resolution within the Reforming Family	Active engagement with the initiative, and supportive of the RFJS leadership team (Justice, Judiciary,	Continue to support the RFJS leadership team (Justice, Judiciary, Law Society).	Lead the RFJS initiative Ensure that the outcome features

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Justice System (RFJS) initiative; o With Alberta engaged in a proactive approach to reforming the family justice system, efforts to strengthen the Dispute Resolution sector's voice within existing and future Working Group initiatives will build demand for early resolution options, most notably mediation.	Law Society). Initial meeting with the RFJS leadership to discuss the 2018 Alberta ADR Symposium.	Reframe separation and divorce as Family restructuring Create guidelines and an online ADRIA registry for those committed to a principled separation/divorce Eg. Host divorce-selfies on the ADRIA website, for those who engaged in mediation and/or those who have adopted a collaborative, principled approach to divorce. Combine RFJS resources within the construct of the 2018 Alberta ADR Symposium.	ADR options including mediation as a preferred resolution mechanism.
B. Other Government Ministries & Publicly Funded Agencies	ADRIA could find no new money or spending priorities in the 2017 GOA Budget that favoured GOA ADR programs, although it should be noted that (A) spending restrictions were applied that indirectly made GOA expenditures and support to both internal and external ADR service providers more difficult to secure, and (B) that no existing GOA ADR programs were eliminated or significantly reduced. The GOA has, however, significantly enhanced its selection and compensation practices for administrative Tribunals and Boards.	Incorporate as practical the initiatives below into any ADRIA efforts to influence the 2108 Provincial budget and/or spending priorities within individual Ministries. Engage, as practical, with Federal ICMS representation in Alberta. With respect to Federal budgets, GOC spending priorities, and the Federal ICMC, encourage ADRIC to take similar measures at the Federal level.	Incorporate as practical the initiatives below into any ADRIA efforts to influence the Provincial budget and/or spending priorities within individual Ministries for 2019 or beyond. Encourage ADRIC to exert similar influences at the Federal level.
(1) Adopt consistent standards for government ADR programs and	Argue that pro-bono and low-bono GOA compensation rates undermine	Create ADRIA policy and webpage content for pro-bono and low-bono	Recommend that a Functional Authority within the GOA be

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practitioners; o Reduce inconsistencies within the programs offered by the Government of Alberta (GOA) Ministries, and reduce inconsistencies amongst comparable Federal and provincial ADR programs. Eliminate pro-bono (low bono) mediation for the provision of provincial public services and ensure that mediator compensation is fair and reasonable; o Introduce common standards for staff mediators that ensure they are adequately trained, supported with ongoing professional development, and funded to pursue recognized credentials as a condition of employment; o Introduce common standards for roster mediators to ensure they are members of a recognized professional association, are adequately trained and hold recognized credentials; o Support the informal efforts of the GOA's Dispute Resolution Network (DRN); and o Consider creating a Functional Authority (FA) for ADR within the GOA to provide oversight and broad policy guidelines within which individual Ministries can customize their ADR programs to meet specialized needs.	the profession, and reduce the pool of future mediators (ie capacity). Partner with DRN to lead an Alberta ADR Symposium. ADRIA has briefed the GOA/DRN on its mandate and services	activities (use academic studies, be nformative, encourage best practices). Communicate ADRIA policy and preferences to the GOA, supported by evidence-based studies where possible. Support DRN efforts should they seek to harmonize GOA ADR policies and practices, especially as they might pertain to recognizing ADRIA, ADRIA training, or ADRIC designations. Support or recommend changes to GOA roster selection criteria that favour robust ADR training and credentials, and membership in a professional association (preferably one with a robust public complaint mechanism) Recommend effective performance review processes for GOA mediators, and procedures for addressing performance deficiencies (to include termination from the roster). Recommend broad GOA policies that reimburse staff* mediators for professional association expenses, notably membership and designation fees. (*including GOA employees and managers that demonstratively require ADR skills in order to	established, ideally independent from any Ministry that currently provides ADR services. (Similar to the consolidation of staffing and compensation recently introduced for GOA Tribunals and Boards) Recommend that the GOA adopt common baseline standards for ADR staff, rosters, training and designations.

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		properly and effectively perform their duties) Recommend broad GOA policies that fund professional development activities for staff* mediators (*including GOA employees and managers that demonstratively require ADR skills in order to properly and effectively perform their duties)	
(2) Consider broad GOA policy directives that mandate development of internal and external ADR programs where such programs will benefit government functions, reduce the cost of litigation, enhance workplace relations, and improve the quality of daily interactions between Albertans and their government.	Engage with the DRN and meet regularly with Resolution Services	Propose to DRN, and work closely with Resolution Services Commission a paper or study to focus on best practices within Government, Review legislation and best practices that embrace or regulate ADR within Government or its jurisdictional boundaries (USA Presidential Orders, Irish Mediation Act, various Arbitration Acts, etc)	Recommend Functional Authority (FA) approach to embrace common principles throughout GOA R Recommend broad GOA policies that address and favour ADR, Mediation, and Arbitration, both internally and for the GOA's external dealings. Recommend new legislation or revisions (ADR, Mediation, Arbitration, regulated professions and/or minimum training and qualification standards) Recommend that ADRIC embark on similar initiatives at the Federal level
(3) Initiate with ADRIA and other non-profit assistance an Alberta multi-media public service information campaign to promote ADR and mediation, including continuing work with International	Propose/promote an all-Alberta ADR Symposium & Learning Event Support and actively contribute to the GOA/Non-profit CR Day partnership.	Support the May 2018 Symposium. Build the content. Seek partners and funding. Continue to support CR Day, including ADRIC efforts nationally.	Explore industry sector ADR forums, ideally in partnership with the GOA and industry sector associations eg construction/engineering. Closed circuit TV campaign ???

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Conflict Resolution Day: o Place emphasis on the positive social values that ADR and mediation embody within family settings, business culture and the workplace, including relationship building, collaboration and consensus decision making; o Emphasize the reduced financial and emotional cost of mediated resolutions; and o Consider government-sponsored forums to advance the practice of ADR in Alberta.	Support the ADRIC CR Day committee launch by nominating committee members. Actively use social media to convey ADR information, and enhance the public information available on ADRIA's website	Encourage ADRBC, Mediate BC and others to adopt the October date for CR Day Advance the development of a comprehensive Cost of Conflict Business case, ideally with ADRIC (including an emotional health ROI?)	
(4) Recognize, support and enhance Alberta's existing publically funded ADR programs, including but not limited to: o Municipal Dispute Resolution Services (MDRS) including providing input into MGA legislation changes regarding ADR planned for 2016; o Service Alberta's Registry and referral services for Alberta`s non-profit organizations and the general public; o Alberta Energy Regulator's ADR program in promoting ADR resolutions within Alberta's energy sector; and o Alberta Culture & Tourism's programs and services to assist communities and non-profits in Alberta;	ADRIA sits on the MDRS Advisory Group, and participates in roster selection processes. ALRI proposals for non-profit law reform were reviewed and supported (specifically the proposal to introduce a default dispute resolution mechanism) Engage government bodies as ADRIA Organizational members and/or ADRIC Corporate members	Continue to support MDRS Advisory Group, and seek other such opportunities. Explore short-term opportunities for ADR that might arise from changes to the MGA. Reach out to Service Alberta and Alberta Culture's BDP (Board Development Program) Advance ALRI proposals for non-profit law reform (specifically a default dispute resolution mechanism) Review recent changes in the AER's ADR capacity, and potentially make recommendations..	Link to continued submissions to the GOA budget process and spending priorities.

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		Recommend broader government support for community mediation.	
(5) Explore Early Education programs and ADR resources in schools: o Build on the experience of the Peer Mediation and Skills Training (PMAST) initiative in Calgary, and the Restorative Action Program (RAP) program in Saskatchewan to explore new opportunities to integrate conflict resolution skills into the curriculum at all levels of Alberta`s Education System.	MOU with PMAST signed, and FUNdraisers actively supported RFJS initiatives include early education in the school system. University students groups supported (RESOLVE, SMO, etc) ADRIA sits on MRU Advisory Group Alberta School Councils Association (ASCA) mediation and conference support provided by ADRIA	Continue to press for a meeting with the Minister of Education. Engage in curriculum development program recently initiated by GOA. Meet with PMAST and other school-based program providers to develop strategies and joint initiatives. Find new opportunities to engage with Educators and educational institutions. Create an ADRIA early education committee??	Support curriculum development as a multi-year undertaking by the GOA Sustain ADRIA support for school-based ADR support programs and the early introduction of ADR communications and problem-solving skills in the education system.
C. The Business Community & Professional Associations			
(1) Develop a convincing business case for ADR and mediation, applicable to all sectors of the economy, including its applications for the attraction, engagement and retention of human capital; o In order to be successful, this initiative needs to be commenced under the umbrella of ADRIC, our national credentialing organization, with the support of affiliates like ADRIA across the country. This would allow for the critical mass and national effort needed to make an impact in the long term. Funding	Discussions regarding a joint grant proposal to ADRIC from AAMS/ADRIA) to research and create a Canadian business case for ADR	Submit a joint grant proposal to ADRIC from AAMS/ADRIA	Communicate and market the business case to attract new clients to ADRIA

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support by ADRIC (and other partners/agencies) will also be needed.			
(2) Engage the judiciary and legal profession to articulate and acknowledge the additional cost saving potential of utilizing ADR professionals who are not legally trained to conduct pre-trial mediations, provided they have the requisite training, experience and credentials to be effective. This would require engagement with the National Judicial Institute (NJI), Law Societies, Legal Education Societies, Family Mediation Societies, etc.;	Initial meetings with CBA and LESA Support to RFJS initiative Marketing initiatives to Legal profession, including the development of Organizational membership materials to attract law firms. CBA Law Day featured ADRIA representation and mock medaition/arbitration sessions.	Increased engagement with Law Society, CBA & LESA. Continued ADRIA presence at Law Day, ideally sponsored Leverage the skills and connections of ADRIA's lawyer and judicial members to advise and articulate content for website and marketing initiaives. Create an ADRIA Legal/Judicial Advisory group, and retain essential legal expertise on the Board of Directors. Launch an Organization Membership campaign to attract law firms. Actively market ADRIA Select & Appoint services, rosters and document exchange services to law firms. Create appropriate forums within the May 2018 ADR Symposium Advocate for re-instatement of the Rules of Court and external mediation options (see previous references)	Actively press for change. Create future discussion forums Secure and utilize NJI Alberta JDR materials (Lawrence Susskin)

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(3) Work collaboratively with industry groups, organized labour and professional associations to develop awareness of, and interest in, ADR policies, programs, training and services that would have a positive impact on their respective employment sectors. Promote ADR communication skills as an essential leadership or professional competency. These include: o Human Resources Professional Associations (HRIA, CCHRA, HRPA, etc.); o Health Care Professions; o Engineering & Construction Sector; o Chambers of Commerce and Economic Development Groups; o Better Business Bureaus; o Small Business Associations; o Organized Labour groups, and o many others.	Limited engagement with HRIA (now CPHR Alberta) Develop an ADRIA Organizational Membership package that provides benefits and recognition to these groups, and encourages them to embrace or expand their ADR programs and training. Select & Appointment processes refined.	Develop speaking points and powerpoint presentations. Engage Board and volunteers. Create a Speakers Bureau and actively solicit speaking opportunities. Develop webpage content Launch an Organizational Membership campaign, with materials tailored to these stakeholders communities. Actively market ADRIA Select & Appoint services, rosters and document exchange services to this sector.	Create Advisory Groups to represent these sectors Promote Relationship & Conflict Management as a core HR competency to the CCHRA (as is the case with the SHRM compatency model) Promote Conflict Management as an essential management skill to all industry associations - to be supported by professional development opportunities
(4) Develop a resource guide to assist organizations wishing to develop their own ADR policy or program, promoting high standards of mediator training and professional practice; o Ideally, this effort would also be commenced under the umbrella of ADRIC as the resulting resource and communication tools would be useful to all ADR Affiliates and Associations, in Alberta and across Canada.		Gather best practices and resources. Generate webpage content	Propose an ADRIC initiative.

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D. ADR Associations and Partners			
(1) Increase mentorship and entry-level mediation opportunities. Where these opportunities involve pro-bono activities in sectors such as community mediation, ensure they do not undermine the professional aspirations of Alberta`s practicing mediators;	Practicum program for GOA family mediators announced Initial discussions with CMCS & MRJC about engaging ADRIA learners	Explore mentorship and volunteer opportunities with partners, notably in government and industry. Create community mediation opportunities and programs* for ADRIA learners. *Incorporate ADRIA policies (TBD) on pro-bono and low-bono activities into such programs.	
(2) Clarify and work to create consistency with respect to organizational use of ADR/mediation definitions, models, styles, techniques, etc. The variety of terms and constantly changing language is confusing, especially to the general public, and does not contribute positively to the professionalization of mediation. Care needs to be taken with language choice and there is a need to use terms consistently within Alberta and beyond. ADRIC should play a leadership role in this area;	Use of consistent language on ADRIA website and communications (eg ADR)	Board to explore the degree to which more evaluative ADR processes should be embraced by ADRIA	Potential joint AAMS/ADRIA proposal for ADRIC funding Create Canadian content for Wikipedia
(3) Support and actively engage with ADRIC committees that impact the mediation profession, notably designation standards, approvals and marketing; quality assurance; advocacy; organizational memberships; roster development;	ADRIA members nominated to key ADRIC committees, and representation sent to ADRIC for policy changes favouring Affiliate representation and/or connectivity.	Engage a part-time ADRIA Volunteer coordinator. Continue to actively monitor and nominate candidates to ADRIC committees, and work with PRT to ensure that selected ADRIC	Formalize an ADRIA recognition program

Stakeholder Groups Recommended Actions	Completed or Initiated	Short-term	Long-term
public information;		committees are annotated for Affiliate representation Connect with and recognize the efforts of our volunteer committee members	
(4) Promote high academic and educational standards for academic and learning institutions that offer mediation training, currently and in the future; o Seek to establish more degree granting and masters programs in ADR; o Encourage the introduction of post-secondary credit programs in ADR that are accepted by multiple disciplines as enhancements to primary professions; o Link post-secondary ADR programs and courses to ADRIA, such that training credits are earned towards national entry-level designations; and o Encourage the establishment of an ADR Centre of Excellence at an Alberta post-secondary institution.	Currently on Mount Royal University Advisory Group ((MRU AG) ADRIA has connected with numerous UofA ADR interests, including the Leadership College, Law Faculty, School of Business, HR and Ombudsman, and student groups in Law and Business	Seek out and engage with existing programs – Advisory Groups, presentations, collaborative sharing of information. Support the creation of a national accreditation program and online listing for ADRIC-approved courses, notably for designation qualifications Connect to specific occupational study programs (Law, HR, etc) Establish partnerships as practical with post-secondary institutions. Support ADRIC participation in recently established academic WG (title?)	Actively encourage the Centre of Excellence concept in ADR post-secondary Education Recommend that ADRIC articulate a preferred model for ADR post-secondary education.
(5) Develop meaningful metrics for the evaluation of mediation programs, ideally on a national scale; and		Gather supporting research and documentation as practical.	Propose an ADRIC initiative
(6) Encourage other ADR non-profits to endorse and contribute to this	White Paper fully shared and feedback sought, with encouraging	Continue active outreach, and increasingly engage Board members	Create a united voice for ADR in Alberta. eg The Alberta Council of

Stakeholder Groups Recommended Actions	Completed or Initiated	Short-term	Long-term
Advocacy for the Mediation Profession initiative; o Jointly develop pro-bono mediation policies that will serve to provide meaningful training and experience without devaluing the profession; and o Focus on relationships with the ACR, AFMS, FMC, ARJA, AFCC, FOAJ, NCSA, AAMS, CAB, CMCS, MRJC, to name but a few important ADR organizations active in Alberta.	feedback. Other non-profits have commenced letter writing efforts in support of White Paper objectives. ADRIA supports all ADR non-profit activities in a non-partisan fashion Non-profits invited to engage in 2018 ADR Symposium planning MOUs and dual membership discounts announced (PMAST, CAB, FOAJ and AFMS)	in these outreach activities. Promote collaborative activities – conferences, luncheons, networking AND policy development. Seek out volunteer pro-bono opportunities in concert with policy development on this issue. Select relevant partners to collaborate on specific policy and outreach efforts	ADR Associations?
E. ADRIA Resources and Membership			
(1) Provide feedback to the ADRIA membership on the Task Force White Paper Findings and Recommendations;	Featured at 2016 & 2107 AGMs, on the website, and in various Newsletters	Membership consultations and updates must continue. Include relevant questions in member surveys	Commit to a sustained program of mediation advocacy, and to open communications with members and stakeholders.
(2) Continue tracking compensation issues, ideally on a national scale through regular surveys and market analysis, in concert with engaged and relevant partners;	White Paper shared with Affliates across Canada, and publically on the website. Engage an MBA student to conduct economic study of roster mediation compensation rates over time.	Work with ADRIC and provincial partners to track. Use compensation data and studies to advocate for change.	Include in 3-5 year review of White Paper recommendations
(3) Seek out career and employment opportunities for trained mediators, including roster development and opportunities, and assist ADRIA to advise the membership;	Engage in provincial and national roster development committees. Practicum in Family Mediation recently established with GOA	Webpage content to be developed. Support Community Mediation as an entry point for gaining experience.	

Stakeholder Groups Recommended Actions	Completed or Initiated	Short-term	Long-term
	Consult with CMCS & MRJC to assess the potential of community mediation as an opportunity to gain early experience.		
(4) Explore options for and feasibility of regulating the mediation profession in Alberta; *[Editorial note - Member perspectives mixed on this – very important to some, but others see disadvantages.]*	Early membership feedback sessions on the White Paper touched on this issue, with mixed feedback. Examples of practices elsewhere have been collected and shared (eg HRPA in Ontario) Actively support and lead Canada in securing members with national ADRIC designations.	Research best practices, successes, failures, and the experiences of others eg HRPA, CCHRA, HRIA (now CPHR Alberta) Consult further with membership Discuss with ADR Leadership (leading up to and during the 2018 ADR Symposium) In advance of any formal decision to regulate, continue enhancements to ADRIA practices and policies such that the membership body is administered and functions like a regulated profession. eg Public Complaint Policy, ongoing Professional Development CEE requirements, etc. Commission a research paper	Focussed discussions and/or decisions following the 2018 Alberta ADR Symposium. Should there be a decision to regulate, work with interested stakeholders to commence the hard work of preparing a proposal to government.
(5) Celebrate volunteerism, including our members' generous pro-bono [and low-bono] activities;	Added mention at the 2017 AGM, including a mail out invitation to all ADRIA volunteers	Create an ADRIA Volunteer Coordinator position? Initiate an Alberta/ADRIA annual recognition and/or award program?	Find sponsors for a recognition program

Stakeholder Groups Recommended Actions	Completed or Initiated	Short-term	Long-term
(6) Continue the dialogue and transparency with members and students regarding: o the financial viability of mediation as a stand-alone profession; o mediation career pathways and resources available; and o the impact of pro-bono and low bono activities on the profession.	Course delivery and website content provides honest information to guide potential students or others entering the field. ADRIA offers a course on How to Start an ADR Practice	Develop ADRIA policy and webpage content on Pro-bono opportunities, cautions, overall Impact, etc. Continue current practice of upfront information to students. Develop additional webpage content to set realistic expectations.	Lessen the concern by enhancing the viability of mediation as a profession
(7) Promote and enhance ADR Institute of Canada`s National Mediator designations; o Ensure that ADRIC and ADRIA are effectively communicating and positively influencing public awareness of the significance of National Designations, and that the demand for designated mediators is increased; o Consider unpaid and/or co-mediations as partial qualifications towards a Chartered Mediator (C.Med) designation; o Allow only designated members to be featured on ADRIC and ADRIA online Directories of professional mediators; and o Provide meaningful incentives to advance beyond the Q.Med designation.	Effective Jan 2017 only those with designations are eligible for online directory. ADRIC considering similar measures. ADRIA Instructors must be Chartered. Coaches must be Q.Med qualified. ADRIC insurance discounts favour designations, and further favour Chartered status. Increased public-facing web content Marketing position added to ADRIA staff, in part to enhance public awareness of ADR, and publically available information. October 2106 ADRIC meeting has served to improve and harmonize the designation requirements, allowing co-mediations, etc.	Recommend increased public-facing web content at ADRIA, ADRIC and all Affiliates. ADRIC and Affiliate consultations continue to refine and harmonize designation criteria. Continued support ADRIC Marketing & Membership initiatives Support Task Force exploring provincial and national Training & Designation Standards, and review the resultant recommendation with a view towards next steps.	Maintain ADRIA focus on core business, which must include maintaining high professional standards of practice Maintain the highest possible standards for ADRIA, and where necessary, advocate nationally for change.

Stakeholder Groups Recommended Actions	Completed or Initiated	Short-term	Long-term
	Support ADRIC plans to attract new Corporate members Initiate a Task Force to explore provincial and national Training & Designation Standards		
F. The Public	The Board revised its Vision & Mission to include a public focus, connecting Albertans to ADR resources and expertise. The Public was added by the Board as an Action Plan Stakeholder Group White Paper posted on a publically-accessible ADRIA webpage ADRIA support to the RFJS initiative, which has a public education focus ADRIA website increasingly public-facing, in that it endeavours to better inform the public in regard to their ADR options, and be the source of ADR information, resources and expertise in Alberta. Collaborative discussions with other stakeholders regarding public awareness, notably AAMS ADRIC and other Affiliates have been encouraged to provide more public information on the websites	Continued efforts to enhance public content on ADRIA website Continued efforts to see ADRIC re-align itself to focus more on public education and awareness. Initiate projects and partnerships with other stakeholders to advance public awareness. Promote the development of ADRIC content for Wikipedia on the subject of Canadian ADR, mediation and related proactices.	Explore a public advisory group or presence on the Board of Directors BE the recognized Source of ADR information, resources and expertise in Alberta. No Albertan Fears Conflict ADRIA is well connected and responsive to public perceptions and input.

Stakeholder Groups **Recommended Actions**	**Completed or Initiated**	**Short-term**	**Long-term**
	The ADRIC M&M subcommittee on Designation Marketing has added The Public as a focus (whereas it was previously focussed on ADRIC members and potential members only).		
G. Additional ADRIA Initiatives (not specified in the White Paper)	White Paper and Board response featured at 2016 & 2107 AGMs, on the website, and in various Newsletters	Share Action Plan with membership and stakeholders as appropriate	Maintain Action Plan as a living document, and sustain ongoing advocacy and communications efforts