

Chapter Conflict Management Program

LAST UPDATE: June 2024

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1. OVERVIEW

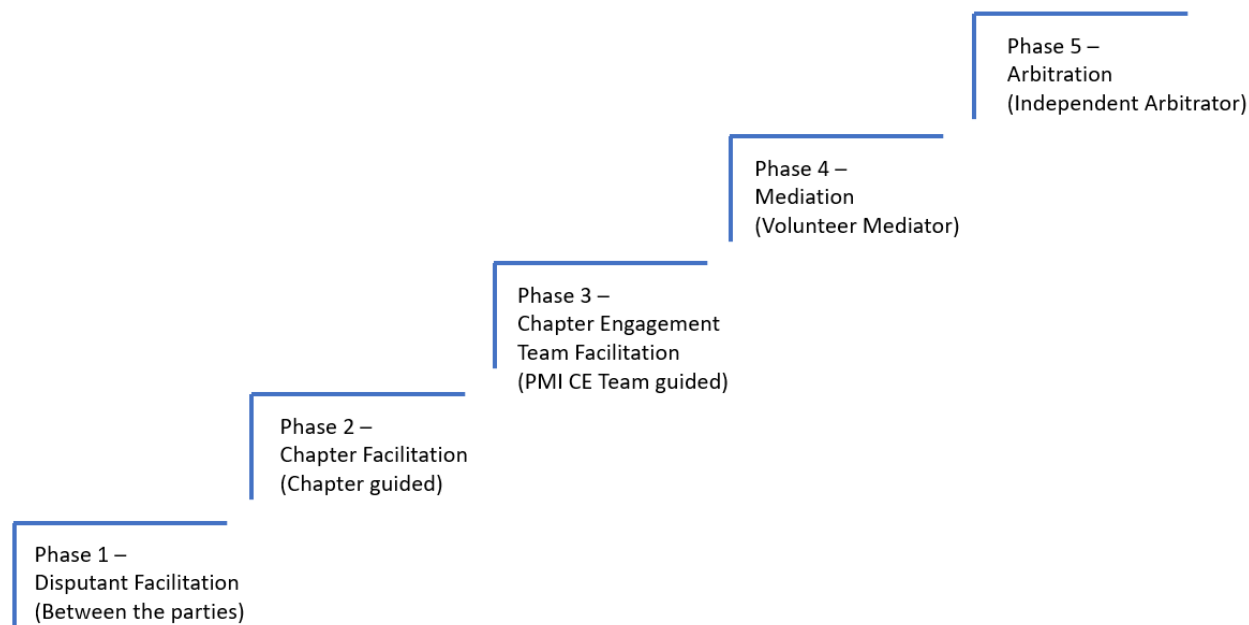
1.1 PURPOSE

The purpose of Project Management Institute's (PMI) Conflict Management Program (the "Program") is to address quickly and fairly any disputes that may arise between PMI Chapter volunteers and/or members.

The Program provides for a multi-stage conflict management process consisting of:

1. Efforts by the parties to resolve the complaint themselves.
2. Facilitation by a senior chapter board member.
3. PMI regional Chapter Engagement Team work together to facilitate/resolve the solution.
4. Mediation of the dispute by a PMI Volunteer trained in Mediation and conflict resolution.
5. Binding arbitration of the dispute.

Chapter Complaint Phases



The Program promotes strategies to resolve conflicts at the earliest possible stage. It includes strategies to enhance trust building, effective communication, informal negotiation, and collaborative problem-solving.

Matters eligible for the Program include situations between volunteers involved in a disagreement or interaction that fosters an ongoing conflict between them. These conflicts usually have an impact on the volunteer's ability to effectively execute their volunteer responsibilities, can impact other volunteers, or can impact the effectiveness of the chapter operations.

Analyzation of the conflict situation is important to ensure both an understanding of the basis of the conflict, as well as identify if there are other contributing/related issues that might need to be addressed. Often conflicts are related or triggered by a disagreement around chapter policies/procedures; those need to be addressed separately with the chapter leadership. It is recommended that other related issues be resolved along with addressing the conflict situation between the volunteers.

1.2 INELIGIBLE DISPUTES

Ineligible disputes include, but are not limited to:

1. Those arising from any disagreements involving governing, policy, or procedure documents and the interpretation of the aforementioned documents, which should be resolved at the chapter level, with the chapter board having final authority. In addition, conflicts between the chapters and their individual members are out of the scope of this program.
2. Issues regarding PMI or the PMI team. The PMI Grievance Policy govern these matters. Nor is the program intended to resolve any employment-related issues between the chapter and any of its employees, to the extent that the chapter has any employees.
3. Disputes between PMI and a Chapter (or Chapters) relating to the interpretation of, or otherwise arising from the terms of, the Charter Agreement, but will follow the guidelines listed in the PMI Chapter Charter Agreement.

1.3 CONFLICT RESOLUTION PHASES

1.3.1 PHASE 1 – DISPUTANTS’ FACILITATION

The first phase of the Program is for the disputants to work together to resolve their complaint. This phase requires both disputants to be willing to pursue a resolution, focus on discussions around resolution options and how to move forward past the situation.

Note that this first phase usually results in the most optimal “win-win” outcome for both parties. Both parties need to prepare for more “give & take” and less optimal outcomes when the complaint progresses unresolved through the subsequent phases of this Program. It is important to understand that pursuing Phases 2 – 5 usually does not improve the resolution outcome and is only meant to “assist/facilitate” when both parties are unable to communicate with each other effectively and professionally.

1.3.2 PHASE 2 – CHAPTER FACILITATION

The second phase of the program will engage the local chapter leadership and may involve the Region Mentor in the appropriate cases. The Chapter will assign a facilitator to assist discussions between the disputants to reach a resolution outcome. A requirement to move to this phase is the documentation of the discussions and outcomes of Phase 1.

The chapter leadership will first evaluate the complaint and determine if it qualifies for facilitation. If they determine the complaint is not appropriate for this program, they will summarize their determination, and the request will be dismissed.

1.3.3 PHASE 3 – CHAPTER ENGAGEMENT TEAM FACILITATION

The third phase of the program will engage the PMI Chapter Engagement Team, which oversees the local chapter representing the disputants and will assign a facilitator to assist in discussions between the disputants to reach a resolution outcome. A requirement to move to this phase is the documentation of the discussions/outcomes of both Phase 1 and Phase 2.

Note that the Chapter Engagement Team will engage the local chapter leadership and may expand to involve other PMI teams to discuss and review the complaint.

1.3.4 PHASE 4 – MEDIATION

The fourth phase of the program shifts from facilitation to a formal Mediation process. A requirement to move to this phase is a completed input form, as well as the documentation of the discussions/outcomes of the three previous facilitation phases. The Global Chapter Programs team (“GCP”) will evaluate the conflict details to assess that Mediation is an appropriate next step, and, if so, to assign a volunteer Mediator to lead the activities of the Mediation phase. Note that this phase requires both disputants to participate in more formal preparation activities and discussions that will be overseen and directed by the assigned volunteer Mediator.

1.3.5 PHASE 5 – ARBITRATION

The fifth phase of the Program transitions from our volunteer driven Mediation to an external arbitration procedure. The main difference between Mediation and arbitration is who makes the final decision. With Mediation, the final decision is reached by Agreement between the two conflicting parties, while arbitration calls on an arbitrator to analyze the case details and reach a verdict.

Arbitration is an ADR (Alternative Dispute Resolution) procedure in which the dispute is submitted by the Agreement of the parties to an arbitrator who will make a binding decision. Arbitration is a process to resolve a dispute without having to take legal action.

Note that this phase will involve external services and the costs associated must be paid by the disputants.

1.4 PROGRAM OVERSIGHT

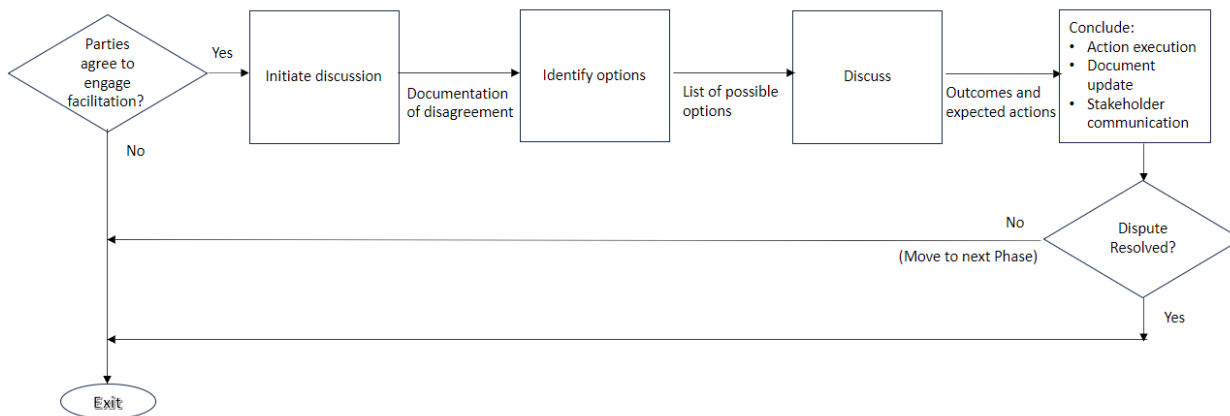
The GCP team has overall responsibility for the Conflict Management Program including policy, program development, and evaluation. The GCP, with consultation from PMI’s Legal Department, shall resolve any disputes regarding the interpretation and applicability of these procedures.

2. PROGRAM

2.1 PHASE 1: DISPUTANTS' FACILITATION

The objective of the Disputant Facilitation phase is to allow the disputants an opportunity to engage each other directly in a structured manner. This phase allows the disputants to gain an appreciation for each other's understanding of the conflict and focuses the discussions on the options for resolution. Successful outcomes occur when both disputants are motivated to seek a win-win scenario. This can be achieved when both parties are willing to have constructive discussions focused on the options for resolution, rather than on what caused the dispute.

2.1.1 Process Flow



This facilitation should follow a four-step process:

1. Initiate - agree to engage.
2. Options - identify resolution options.
3. Discuss - discuss resolution options.
4. Conclude - outcomes & next steps.

2.1.2 Initiate

Both parties need to agree to participate in the discussion and align on a mutual understanding of the dispute situation (cause of the dispute, why it persists, individual viewpoints). The best approach would be a face-to-face discussion but can also be remote.

2.1.3 Options

Each party should review the mutual understanding of the dispute situation and document a list of resolution options (what would resolve the conflict). The best approach would be for each party to do this activity separately over a period of 3 - 5 days.

2.1.3 Discussion

Both parties meet to share and discuss their list of resolution options. And then attempt to align on one of the resolution options. Both parties should seek to find either an Optimal (win-win) or an Acceptable (give & take) option, or even consider the option of "agreeing to disagree." The best approach would be a (or multiple) face-to-face discussion.

2.1.4 Conclude

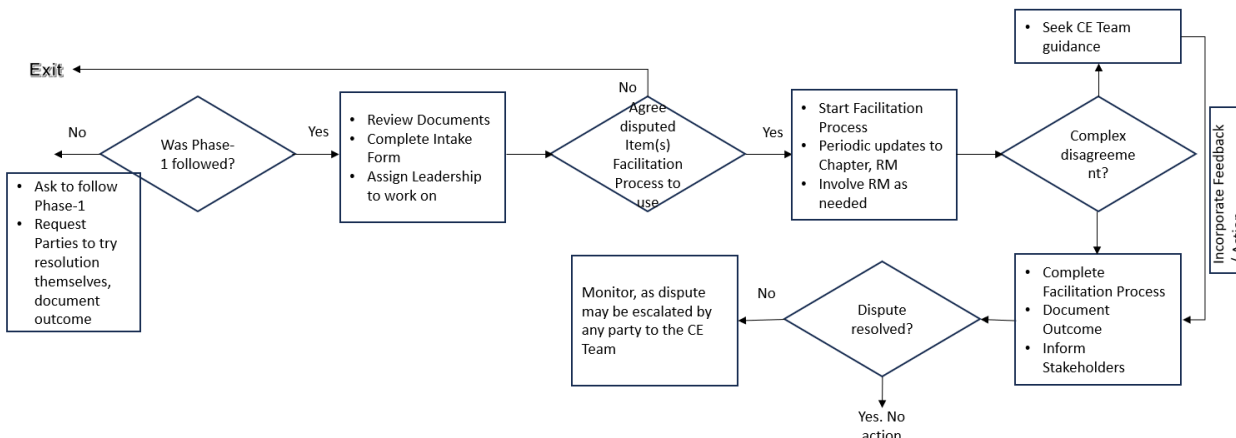
Results of the discussion and expected actions should be documented. Both parties should align on the status of the dispute as either:

1. **Resolved** - document the option both parties aligned with that resolves the conflict
2. **Not to Resolve** - both parties agree to not resolve and not pursue further facilitation
3. **Pause & Retry** - both parties agree to pause for a period of time & re-attempt facilitation
4. **Unresolved** - Both parties aligned to move to the next phase, Chapter Facilitation. To initiate Chapter Facilitation, a write-up of the conflict and outcomes of Phase 1 facilitation should be given to the Chapter President who will then provide guidance on next steps. The best approach would be to document these results, actions, and dispute status during the face-to-face discussion step.

2.2. PHASE 2: CHAPTER FACILITATION

The objective of the Chapter Facilitation Phase is to help the parties resolve their dispute with the help of an experienced Chapter Leader. This phase allows disputants to share their views with the Chapter facilitator, who will guide them to help resolve the situation as early as possible.

2.2.1 Process Flow



2.2.3 Pre-requisites for Phase 2:

For this phase:

- Phase 1 must be complete, and the outputs/results made available to the Chapter.

The facilitation should follow a 4-step process:

2.2.4 Initiate

The chapter reviews documentation from Phase 1 and determines if the dispute qualifies for facilitation. Upon qualification Chapter will assign a facilitator. The facilitator can be the Chapter President, a Chapter board member or an experienced Past Chapter Leader. If Chapter

leaders determine that the dispute is not appropriate for facilitation, they will document the reasons and the request will be dismissed. The chapter will also analyze the conflict to determine if there are other contributing/related issues that might need to be addressed before the start of the facilitation session.

2.2.5 Analyze

The facilitator will analyze the information generated in Phase 1 and decide on the format of the facilitation session(s).

2.2.6 Facilitate

The facilitator will learn first-hand from the disputants about their views regarding the issue, make sure they understand PMI's Conflict Management process and the consequences of going to the next step in the process, and will encourage the disputants to resolve the situation, even if it involves some trade-offs. Some of the questions the facilitator might ask could be:

- What a win would be for you?
- What would you accept to give up?

With the goal of resolving the dispute, the alternatives suggested by the facilitator might range from an optimal option (win-win for each), an acceptable option (with trade-offs from each part) or even an "agree to disagree" option.

As the session(s) takes/take place, the facilitator will update documentation and maintain Chapter leadership informed on the progress.

During this phase, the Chapter facilitator may consult with the PMI Region Mentor and PMI Chapter Engagement Team.

2.2.7 Conclude

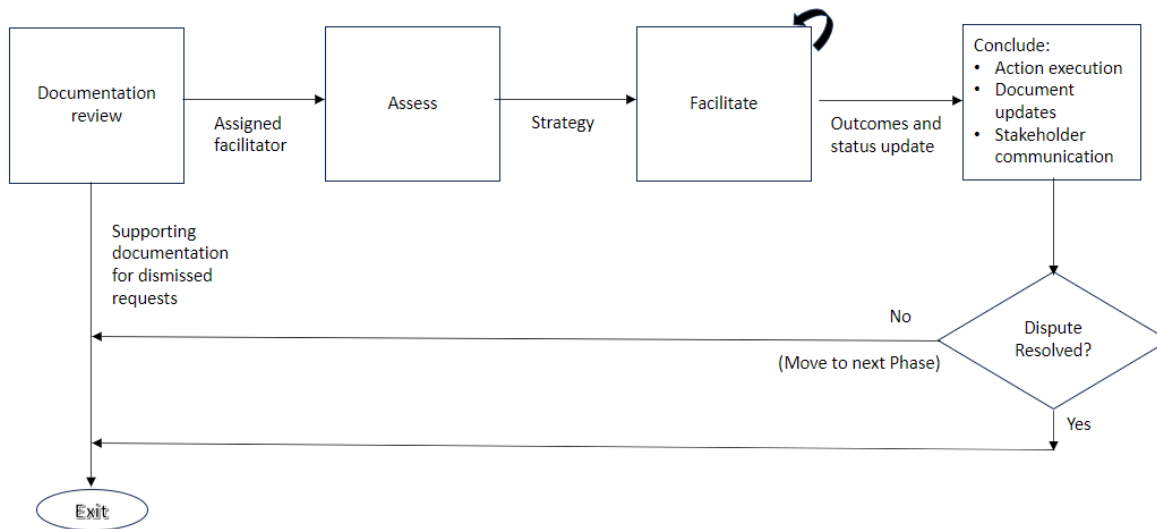
The facilitator must document the outcomes that the parties have achieved, as well as the status of the dispute, which could be:

1. **Dispute resolved** – in case the disputants have reached an agreement.
2. **Dispute unresolved** – in case the disputants maintain disagreement and are unable to find an agreeable resolution.
3. **Dispute not to be solved** – in case the parties agree not to resolve the dispute.

2.3 PHASE 3: CHAPTER ENGAGEMENT TEAM FACILITATION

The PMI Chapter Engagement (CE) Team Facilitation Phase allows the CE team to assist in resolving the conflict.

2.3.1 Process Flow



2.3.2 Pre-requisites to Enter into Phase 3

- Phase 1 and Phase 2 steps are complete. Documentation from the previous phases is made available to the CE team.
- Clear understanding from previous phases is shared with CE team by the concerned Chapter President and Region Mentor.

2.3.4 Parties to be Involved.

- The Chapter Partner will have the ownership of this phase.
- The Chapter Partner along with guidance from the Chapter Manager may decide to involve another senior volunteer in the region at the appropriate time who can help influence the disputant parties making the right decision.
- Region Mentor.
- Disputant Parties.

2.3.5 Initiate

- The Chapter Partner reviews available documentation and inputs from the Chapter President and the Region Mentor. Ideally same Chapter Partner should have been involved and or consulted by the Chapter President and region mentor in the previous phases where they attempted to resolve the complaint at the chapter level.
- The CE team will analyze the conflict to determine if there are other contributing/related issues that might need to be addressed before the start of the facilitation session.
- If needed, seek input from the other volunteers and board members from the chapter.
- The chapter partner and chapter manager to create a strategy along with the region mentor to deal with this complaint. The strategy should have -
 - What we want to achieve.
 - How to deal with disputant parties (multiple discussions) – plan separate discussions, small group, and full group discussions.
 - The messages that we want to pass on and from whom.
- This strategy may have multiple options based on the complexity of the matter.

2.3.6 Discussion

This phase will have multiple discussions / meetings. Based on the complexity of the complaint it can be in-person or virtual discussions.

- The Chapter Engagement Team provides the context, expected outcome from the parties along with PMI's perspective including right things to do for the chapter and the parties.
- In the complex matters having an independent view (another senior volunteer from the Region involved in this phase) will help everyone to be on the same page.
- Identify parties' expectations to resolve the complaint and why it was not reached in the previous phases.
- Provide the PMI's proposal to resolve the complaint explaining win-win situation for all the parties keeping Chapter and Community interest as main objective to serve.
- Prepare parties to make the decision by having one-on-one discussions explaining the benefits and if there are any adjustments the respective party needs to make.

2.3.7 Conclude

The outcome should be documented. The CE team to ensure that agreed actions are executed by the respective parties.

The outcome may be -

- **Complaint Resolved** – All the parties agreed on the solution to resolve and actions to take.
- **Complaint Unresolved** – Disputant parties do not agree to the proposed solution and are ready to keep the complaint as unresolved.

2.3 PHASE 4: MEDIATION

2.3.1 The Mediation Process We Use at PMI

At PMI we use an interest-based Mediation model. This model seeks to move people experiencing conflict towards a win-win mindset by creating mutual agreements that meet the needs and goals of all parties, including the wider chapter.

PMI Volunteer Mediators are trained to maintain neutrality and to be impartial facilitators. They will not judge the facts in a case or advocate for either side of the dispute and help both sides develop options together. They will maintain the confidentiality of the session proceedings. Confidentiality will be maintained with understanding that outputs and results will be shared with the PMI CE team and Chapter President (or appropriate chapter leadership, which may include the Chapter Board).

The PMI chapter conflict Mediation is a fully remote process, and all Mediation sessions will take place virtually. At the end of the Mediation process, if both parties agree on the solution/s to be implemented they will be invited to sign a Mediation Agreement. The Agreement will

document what both parties have agreed to and when applicable will include agreed timing for solutions to be implemented.

The Mediation Agreement documents the mutually agreed intentions and actions of each party. It is not a legally binding agreement or contract. This document outlines the general format Mediation will follow in a virtual setting. However, each Mediation process may vary depending on the circumstances. If Mediation is occurring in-person, this format can be expedited in a single day, ensuring there are suitable breaks built in.

2.3.2 Preparing for Mediation

Successful Mediation happens before the parties meet. Self-reflection, understanding the Mediation process and having a vision for the future that could be attractive to both parties are the best ways to ensure a successful Mediation process.

2.3.2.1 The Agreement to Mediate

Before preparation for Mediation begins both parties will be asked to sign the Agreement to Mediate form, included in Appendix A.

2.3.2.2 Understanding What Mediation is Supposed to Accomplish

Mediation is never about helping one person “win” or prove that they were right and someone else was wrong.

The goal of Mediation is to reach an agreement about the future that all parties to the conflict can live with. Mediation’s fundamental principle is self-determination. The Mediator assists the parties in reaching a resolution of the dispute but does not guarantee a resolution or take responsibility for the merits of any understandings reached at Mediation. The resolution of the issues in dispute primarily rests upon the parties themselves.

2.3.2.3 Making Sure the Right People Are Participating

As a conflict situation progresses, other parties may be impacted or become involved as a result of the conflict. Although it is important to consider a conflict’s wider audience, the conflict Mediation will only be conducted with the two parties that have the conflict.

If during Mediation a solution is proposed that requires the agreement, approval, or support of other parties; it is vital their input is sought before any final agreement is reached. This may mean pausing the Mediation session to seek their input and then reconvening.

2.3.2.4 Representation and Accompanying Parties

Because this is an informal proceeding, each party will be speaking for themselves, and making decisions about how issues will be resolved to their satisfaction and the satisfaction of the other side.

Both parties are required to attend virtual and in-person Mediation alone. Should it become clear that a party is not attending the Mediation alone, the Mediation session will be called to an end immediately. Both parties will have the choice to cease Mediation at that point or reconvene and continue Mediation at another date and time.

2.3.2.5 Understanding Each Person's Role

Each person at the Mediation has a role to play. The Mediator acts as impartial facilitator of the process. Mediators do not serve as arbitrators, judges, or advocates for anyone in the dispute. They are there to guide the parties through a structured process, to help develop an understanding of the underlying interests of all parties, and to help everyone develop creative solutions for resolution of the issues.

As a participant in the Mediation process, each party's role is to mediate in good faith, using the principles of common courtesy. Mediating in good faith means participants are willing to listen to the other party's perception of the dispute, maintain an open mind and consider any options for resolution, be willing to negotiate without holding to a fixed position, and be willing to share all relevant information. Common courtesy includes listening to each other, no interrupting and avoiding inflammatory language such as name-calling.

2.3.2.6 Exploring Interests of Both Parties with The Mediator

Once both parties have signed the Agreement to enter Mediation the assigned Mediator will meet with each party to help explore their interests, boundaries, and vision for the future. This can take place during a single meeting or a series of meetings.

The Mediator will not validate the way parties feel about the conflict or the other parties/s. Mediators' goal is to ensure participants are ready to enter Mediation with the ability to best represent themselves whilst also being open to exploring the interests of the other party. Reaching a resolution involves exploring interests, thinking about possible interests of the other participants, and then thinking about options that may satisfy everyone's interests.

It is important to be transparent with the Mediator about how the conflict came to be. Mediator role is not to judge or challenge the experience, it is to help participants self-reflect and explore different perspectives.

Whilst exploring their individual interests the participants should also consider the interests and needs of their Chapter. Mediation focuses on conflict between two parties; however, the impact of the conflict extends beyond those parties. Participants should consider what are in the best interests of their chapter, the people who are part of the chapter and the chapter goals.

Participants can expect the Mediator to ask questions about the proposed solution/s. Mediator will help to explore several types of solution/s and how comfortable each party might feel with them. This is an important part of the process as it is where potential resolutions can be found.

2.3.2.7 Preparing your opening statement as the Mediation Requestor

Because this is an informal process, participants do not need to prepare a formally written statement. However, the Mediator will help to document all the points participants want to include in their opening statement.

The opening statement should include the facts about events and issues as well as what actions or outcomes would resolve the situation. Where possible, participants are encouraged to share why they think the desired outcomes are in the best interests of their Chapter as well as the parties in Mediation.

Including feelings about the situation and the reasons why a participant is prepared to enter Mediation can help the other parties understand the experience of the other party, however participants should avoid expressing feelings or opinions about the other parties' motives as this can become inflammatory.

It is often helpful for the Mediator and Disputant/s to hear about things in chronological order. Participants should be prepared to present as clearly and concisely as possible.

2.3.2.8 Preparing the opening statement as a Disputant.

Just as with the Mediation initiator, the Mediator will help to document all the points a Disputant wants to include in their opening statement.

The Requestor of the Mediation will often have a vastly different perception of events from the Disputant's. Disputant's opening statement should be concerned with their own understanding of the facts and issues, feelings, and reasons for being willing to enter Mediation.

2.3.2.9 Length of the Mediation

Mediations usually take 4 to 8 hours in total. Because the PMI chapter conflict Mediation process is fully virtual, it is recommended to divide it into multiple sessions which should take place over no longer than 8 weeks.

The Mediator will discuss timing and availability with all parties. Whilst they can advise on an estimated length for each specific Mediation, they cannot confirm an exact amount of time as this is entirely dependent on the progress made by all parties.

2.3.3 Mediation Process

2.3.3.1 Selecting a date and time.

A date and time for the first Mediation session will be mutually agreed upon through the Mediator. It is possible that more one than Mediation session is required. As one Mediation session draws to a close the Mediator will ask both parties to advise on their availability for the

following session. Both parties should make sure they have access to their calendar for the Mediation session.

We recognize that due to the volunteer nature of our Chapter Leaders, conducting Mediation inside regular working hours is not always possible. Should Mediation be taking place outside of usual working hours it is important to select a date & time that is not late into the evening. Mediation is a process which takes energy and focus, and all parties, including the Mediator, need to be able to participate to the best of their abilities.

2.3.3.2 Accessing a virtual Mediation meeting.

The Mediator will set up the virtual Mediation session and share the link to access with all parties. Participants should check they can access the link and that their technology is properly set up before the meeting. We recommend accessing the virtual link via a desktop computer for the best experience.

Participants should ensure they have a quiet, private, and comfortable space to access the virtual meeting in. They should bring writing materials, a drink, and any documentation they wish to reference in the opening statement.

2.3.3.3 Recording and transmission

Recording or transmission of Mediation is not allowed, either via the digital platform it is being hosted on or by any other means. This includes audio, visual, or transcription recording. Should either party or the Mediator believe that recording or transmission is occurring the Mediator will end the session and the Mediation process will cease. Both parties will receive a confirmation in writing that Mediation has ended due to recording / transmission.

2.3.3.4 Opening Statement by Mediator

The Mediator introduces themselves and outlines the format of the Mediation. Participants will be asked to confirm that they are willing to negotiate in good faith and that they intend to conduct the session with common courtesy.

The Mediator will establish some community agreements for the session. These are the mindsets and behaviors they ask all parties to embody during the Mediation and can include things like: no calling of names, avoid interruptions and listen with an open mind.

2.3.3.5 Opening Statements by Participants

Opening statements are an uninterrupted time to speak for each person. After each participant finishes, the Mediator will reflect back each statement and ask clarifying questions. The statement should include a clear description of the circumstances that led up to the Mediation, both the facts as the party sees them, and how they currently feel about the situation.

As much as possible, parties are encouraged to present their opening statement in a neutral tone, avoiding acquisitions and potentially inflammatory language.

Participants are expected to listen respectfully. It is important for participants to listen to the opening statements of others carefully and with an open mind. Participants will have an opportunity to respond later in the Mediation, this time should be used to build the understanding of the other parties' perspective and experience. Participants may take notes on points they want to discuss but they should demonstrate active listening.

2.3.3.6 Agenda Building

Together, all participants confirm the issues that need to be resolved to reach agreement. The Mediator will list them as they understand them, and all participants will have the opportunity to respond and prioritize.

The issues can be of concern to one or both parties. As much as possible, the interests behind each of the issues should be listed as well.

2.3.3.7 Negotiations

Once a list of agreed issues and the interests behind them is complete, all parties will begin developing solutions that satisfy all or part of the interests. This will involve exploring workable, mutually satisfactory solutions, behaviors, mindsets, or relationships for the future.

During this phase participants will be future and solution focused. Participants should not try to return to discussion about what happened in the past or what they were unhappy with previously.

Negotiations can take place during one meeting or via a series of meetings. If negotiations take place over more than one session your Mediator will document what was agreed / discussed in each session and provide a copy to all parties prior to the next session.

2.3.3.8 Caucus

From time to time during the negotiation phase of the Mediation, the Mediator or participants may decide it would be beneficial for each party to meet with the Mediator separately. Discussions held in caucus are confidential, that is, the Mediator will not share those discussions with the other side unless specifically asked to do so.

2.3.3.9 Writing the Agreement

Once participants have reached an agreement on the issues being mediated, all parties with the assistance of the Mediator will draft a written Agreement. It is important to remember that this Agreement must be satisfactory to both sides. The language of the points of Agreement will be the participants,' and they will need to pay particular attention to making it specific, so the intentions are clear.

Where possible agreed solutions should meet the SMART goal framework. (Specific, Measurable, Achievable, Relevant and Time-Bound) This allows all parties to fairly review the progress and implementation of the agreed solution/s.

Either or both parties can request a follow up meeting to discuss progress made on the Agreement. The date and time for this follow up meeting should be agreed and included in the Agreement.

The Agreement is not legally binding, nor is it a contract. Its purpose is to ensure that all parties have the same understanding of the solution/s reached and are willing to implement them as agreed.

2.3.3.10 Participants Sign Agreement

When all parties are satisfied with the final Agreement, they and the Mediator will sign it to demonstrate their approval and willingness to abide by it. Participants should check the Agreement thoroughly before signing it and make the Mediator aware of anything they feel they did not agree to in the Mediation discussions.

All parties will receive a written, fully signed copy of the Agreement. A copy will also be stored by the PMI Global Chapter Engagement department.

If the Agreement does not include a follow-up meeting, the Mediation process will end once all parties have received a signed copy of the Agreement. The Mediator will confirm to participants in writing that Mediation has officially ended.

2.3.3.11 Post Agreement Action

If a follow up meeting, to review progress was included in the Agreement the Mediator will share with all parties the link / instructions to join that meeting. The Mediator may choose to meet with all parties prior to the meeting to understand what needs to be discussed.

All parties are responsible for implementing the solutions they mutually agreed to. The Mediator is not responsible for checking if the Agreement is upheld. Their role is to facilitate any further discussion required between the parties on progress.

During the follow-up meeting parties should discuss whether the solution/s agreed have been met. If all parties agree that the solution/s have been implemented either fully or partially enough to meet their satisfaction, then no further action is required.

If solution/s have not been met satisfactorily for one or all parties they can mutually choose to extend the implementation period, however the Mediator will not facilitate an additional follow-up meeting to check on progress. Only one follow-up meeting is provided within the Mediation process.

2.3.4 Ending the Mediation

There are three possible routes to ending the Mediation. Regardless of the how and when the Mediation ends, all parties can expect to receive written confirmation from the Mediator that Mediation has ceased.

2.3.4.1 Ending the Mediation without an Agreement

At any point, any party can choose to withdraw from the Mediation process. Since Mediation is a voluntary process, all parties must be willing to engage in order for Mediation to occur. Neither PMI nor the Mediator will force anyone to participate in Mediation, even if the process had already started.

If all parties agree that a resolution cannot be reached through Mediation, then all parties may choose to enter Arbitration together. However, Arbitration can only occur once all parties have in good faith attempted Mediation first.

2.3.4.2 Ending the Mediation after the Agreement is signed.

If a follow up meeting is not included in the Agreement the Mediation process will end when all parties have received a signed copy of the Mediation Agreement.

2.3.4.3 Ending the Mediation after the follow up meeting.

If a follow up meeting is included in the Agreement the Mediation process will end after that meeting. Only one follow up meeting will be included in the Mediation process.

2.3.4.4 Assessing whether the Mediation process worked.

Whether or not the participants reach Agreement during the Mediation, PMI Global Chapter Engagement team will want to know how the process worked for participants.

Once Mediation ends, the Mediator will direct participants to a survey to complete. This survey will not measure the satisfaction with the Agreement reached. Instead, the survey will seek to understand the experience of participating in Mediation and how PMI could improve the process for future cases.

Please contact the PMI Global Chapter Programs department with any questions, comments, or suggestions [at chapterconflict@pmi.org](mailto:chapterconflict@pmi.org)

2.3.5 Definitions

Agreement – When all or part of the issues in dispute have been resolved to the mutual satisfaction of the parties the agreements reached are written down and signed by the parties and Mediator.

Alternative Dispute Resolution – Decision making processes to resolve conflicts that do not involve litigation, or formal equal employment opportunities (EEO) complaints, formal grievances, or disciplinary actions.

Common Courtesy – When you agree to mediate using common courtesy, you are agreeing not to interrupt another speaker, and to avoid using inflammatory language.

Complaint – Individual(s) has issues with another individual(s). Facilitated under Chapter Leadership and/or Global Chapter Engagement.

Dispute – Disagreement or disruptive behavior among two PMI chapter volunteers. PMI chapter volunteers intentionally being difficult and seek Mediation through the Chapter Conflict Management Program.

Good Faith – All Mediation participants are required to agree to mediate in “good faith.” That is, they must agree to (1) listen to all sides of a dispute, (2) share all pertinent information, (3) keep an open mind and not maintain a fixed negotiating position, (4) explore their and the opposing sides’ interests, and (5) help develop options that meet the interests of all parties.

Requestor – An individual chapter volunteer who submits a Chapter Dispute against another chapter volunteer. A Requestor may not be a group of volunteers Mediation.

Interest – A concern, need, or desire behind an issue—why the issue is being raised.

Interest-based Mediation – A process that seeks to discover and satisfy the underlying interests of parties rather than to meet the stated positions or demands that they bring to negotiation. Also known as win-win negotiation.

Issue – A subject under discussion or negotiation; the “what” or problem which needs to be solved.

Mediation – A structured dispute resolution process in which a person or persons with no interest in the outcome of the conflict assist the disputants in reaching a negotiated settlement of their differences. The Mediation process is voluntary and aims at a signed Agreement defining future behavior of the disputants. The Mediator helps parties communicate, negotiate, and reach agreements but is not empowered to render a decision.

Mediator – A Mediator serves as a trained neutral third party and impartial facilitator of the structured process referred to as Mediation. The Mediator does not make decisions for the parties and does not impose a resolution to the dispute. The Mediator does not serve as an arbitrator or judge of the facts of a case and does not advocate for any side in the dispute. The Mediator helps the parties explore their interests and develop options towards a mutually satisfactory resolution of the issues.

Disputant – The person(s) with whom the Requestor wishes to negotiate in order to resolve the issues in the complaint or dispute and has been named in a [Chapter Conflict Report Form](#) (“Conflict Report”).

Solution – A potential option that can meet one or more interests.

2.5 PHASE 5: ARBITRATION

This phase will be responsibility of disputants themselves and PMI requests staying informed about the resolution. The disputants will need to sign up for the arbitration service and cover the fees.

2.5.1 Commencement of Arbitration

If a complaint is not resolved after duly following the procedures in Phases one through four above, then both parties might choose to agree to submit a Request for Arbitration, and the dispute shall be settled by binding arbitration by an arbitrator in accordance with the rules of the American Arbitration Association for disputes involving parties within North America, and the International Center for Dispute Resolution for disputes located outside of North America. The parties should familiarize themselves with the rules that will apply to the arbitration, and to understand their rights and responsibilities.

3. APPENDICES: FORMS & AGREEMENTS

3.1 Appendix A: PMI Conflict Management Program Agreement to Mediate

PMI CONFLICT MANAGEMENT PROGRAM AGREEMENT TO MEDIATE

The Parties to this Mediation Agreement are _____ and _____ . The Parties desire to use a Mediator to assist them in resolving a dispute relating to _____. The parties are willing to enter into this Agreement to mediate pursuant to Project Management Institute's (PMI) Mediation Process, and each agrees as follows:

In consideration of receiving dispute resolution services from the PMI's Conflict Resolution Program, I agree to enter into this Mediation in good faith. I will sincerely attempt to resolve this dispute, agree to cooperate with the Mediator assigned to this case, and give serious consideration to all suggestions made, for the sake of developing a realistic solution to the problem.

I confirm that I read PMI's Conflict Resolution Program, and PMI's Mediation Process in particular, and agree to mediate pursuant to both.

I understand that the Mediator assigned to this case will not be serving as an advocate, attorney, or judge. The Mediator's sole function is to act as a neutral facilitator. Any agreements or decisions resulting from this Mediation session are entered into voluntarily and by mutual acceptance of the parties.

I agree that Mediation sessions are confidential and that all offers, promises, conduct and statements, whether written or oral, made in the course of proceedings are inadmissible in any litigation or arbitration of this dispute, to the extent allowed by law. However, matters that are admissible in a court of law or other administrative process continue to be admissible even though brought up in a Mediation session.

PMI, its employees, agents, representatives, including but not limited to Chapter Volunteers acting as Mediators, shall not be liable for any act or omission in connection with the Mediation.

I also agree to not subpoena or require the Mediator to testify or produce records, notes, or work product in any future proceeding(s) and that no recordings or stenographic records will be made of the Mediation session.

I have read, understand, and agree to each of the provisions of this Agreement.

Signature: _____

Signature: _____

Date: _____

Date: _____

3.2 Appendix B: PMI Chapter Conflict Report Form

This form is completed online via the [Chapter Conflict Report Form](#)

At times, you may need to facilitate conflict resolution within your chapter. We encourage you to attempt to resolve conflicts at the chapter level, however, if you find yourselves unable to reach a resolution, please use this form so that we can offer guidance and resources to the best of our ability.

To provide a thorough understanding of the conflict, we ask that you provide as much detail as possible, including names. Any anonymous reports regarding a dispute will be automatically disregarded. Our objective is to foster a respectful and positive environment, and we take all conflict reports seriously. You can be confident that the information you provide will be managed with the highest level of respect and confidentiality.

My Contact Information - REPORTS FILED ANONYMOUSLY WILL BE REJECTED.

Requestor Name (your name): *

Your Chapter Role:

Your PMI Member ID:

Your Phone number:

Your E-mail address: *

My Dispute is with:

Disputant Name: *

Disputant Chapter Role:

Disputant's PMI Member ID (if known):

Disputant's Phone Number (if known):

Disputant's E-mail Address: *

Please provide detailed answers to the following questions

Provide all of the facts you know in response to each question.

1. Essential Facts*

Provide a statement of what you consider to be the essential facts involved in the chapter conflict or dispute.

2. Relationship with Disputant *

What is your positional relationship with the party(ies) with whom you have the dispute (Disputant)?

3. Attempt to Resolve *

Yes/No

4. Have you raised this to the chapter board? *

Have you raised this formally to the chapter board?

5. Were any issues resolved? *

If you talked with the Disputant(s), please describe whether you resolved any of the issues. If so, what issues are they?

6. Other Persons Involved*

Are there any other persons involved in the dispute you believe should be contacted? If so, why?

7. What relief or result are you seeking? *

What relief or result are you seeking? What will be the benefit to the chapter, according to annual plan, bylaws, policies, and procedures with the relief you are proposing?

8. Do you request Mediation? *

9. Additional Information (Limited to 200 words) *

10. File Upload.

By entering my name and date below, I hereby certify that the information submitted in relation to this Dispute is true, accurate and complete. I affirm that all factual allegations and evidence presented in the report are genuine and obtained through lawful and ethical means. I understand the importance of honesty and integrity in resolving disputes and confirm that any misrepresentation, falsification, or omission could adversely affect the Mediation process.

I also understand that the Disputant may receive a complete, non-redacted copy of this document, attachments, as well as other information submitted pertaining to this Dispute. I acknowledge and agree that PMI may contact individuals who may be witnesses. Further, I understand that some or all the information submitted regarding the Mediation proceeding may be disclosed (in either redacted or nonredacted form) to PMI chapter members and others following the agreed end of this Chapter Mediation management case.

Requestor Name: *

Submitted Date: *

Case Number (Internal Use Only)

Chapter Name*