

Glen Canyon Dam Adaptive Management Work Group
Agenda Item Information
February 9-10, 2011

Agenda Item

Mediator/Facilitator Role

Action Requested

✓ Feedback is requested from AMWG members.

Presenter

Mary Orton, Mediator/Facilitator for the Glen Canyon Dam Adaptive Management Work Group

Previous Action Taken

N/A

Relevant Science

N/A

Background Information

The principle of self-determination in mediation (see Model Standards of Conduct for Mediators, attached) suggests that the group as a whole should have some say in both the role a mediator should play as well as who fills that role. AMWG has rarely (if ever) had a discussion of, and has not agreed on, that role; and while AMWG has periodically evaluated the performance of its mediator, it has not participated in choosing her or choosing to retain her.

Roles of a Mediator

The following are the roles filled and tasks typically accomplished by Mary Orton, the current AMWG mediator. AMWG members will be asked to comment on this list at the meeting. It has been informed by the document entitled “Roles of Third Party Neutrals” by the U.S. Institute for Environmental Conflict Resolution, a federal agency.

Overall

- Work for **all** parties, including but not only the chair, in a process designed to ensure all interests are heard and considered, and all parties can support the outcomes. This can include:
 - Helping parties obtain the data and information they need to make decisions.
 - Encouraging all AMWG members to explain themselves and listen to others.
 - Assisting the group to address the expressed concerns of AMWG members.
 - Supporting the resolution by consensus of each item on the agenda.
- Maintain focus and emphasis on the process, not the substantive aspects of the outcome.
 - This includes designing the meeting process, as well as advising the leadership and the full group on process questions (such as operating procedures).

Meetings

- Help negotiate agendas and clarify issues to be addressed.
 - After AMWG is queried for agenda items for an upcoming AMWG meeting, Mary works with the Secretary's Designee, Reclamation, the GCMRC chief, the TWG Chair, and all the presenters to finalize the agenda and to put together the meeting packets.
- Facilitate meetings to the extent requested by the Secretary's Designee.
- Advise the Secretary's Designee on process questions before and during the meeting.
- Making sure the resolution of each agenda item is recorded in such a way that what is agreed to is clear to all.
- Assist with producing neutral and non-evaluative meeting notes.

Assisting during the agreement-building process

- Work with parties to clarify interests, priorities, and alternatives to an agreement.
 - This happens before meetings, as conflicts become known while preparing for the meeting; as well as during meetings and between the days of the meetings.
- Help parties explore (sometimes in private) ideas for creative solutions.
- Encourage parties to agree on criteria to evaluate solutions.

Additional roles that may be less apparent

- Encourage decision-making processes that are proven to produce good decisions.
- Assist parties to write motions, either before or during meetings, that are clear and well-written.
- Help manage interpersonal dynamics, toward the goals of improved trust, good communication, and positive long-term relationships.
 - This can include mediating privately among parties as appropriate and requested.
- Help all parties anticipate implementation problems and address future conflicts.

Please see the attached Model Standards of Conduct for Mediators for the code of ethics that Mary Orton follows.

Choosing A Mediator

Mary recommends that the AMWG consider the following sequence of decisions with regard to choosing a mediator for AMWG:

1. AMWG makes a recommendation to the Secretary regarding whether AMWG is a collaborative group that provides consensus recommendations, a group that provides majority-vote recommendations, or some other kind of group.
2. Once the Secretary makes his decision, AMWG decides whether it wants to retain a mediator.
3. If AMWG decides it does want a mediator, the group then defines what qualifications it wants in that person and the role s/he should play.
4. AMWG works with Reclamation to agree on the choice of a mediator. (Note that this can be done without violating the Federal Acquisition Regulations or interfering with Reclamation's contracting responsibilities or authority.)