**PMA Six Competencies + Assessment Competencies Write up + Written Submission**

**Overview of the Six Competencies- observable during the CEDR MST (Mediator Skills Training) assessed sessions**

**Relationship skills**

**• establishes rapport quickly with the parties and others present**

 **• encourages parties to talk and to express what matters to them by using open questions and other communication skills**

**• listens attentively, prompts, paraphrases, and reflects back**

**• demonstrates understanding of each party's situation, their perspective and their feelings about it**

**• uses silence positively, and maintains good balance of airtime between mediator and participants**

**• allows parties to express emotion in order to enable progress**

**• recognizes, respects and responds to expressions of emotion**

**• uses awareness of body language, own and others, to enhance communication**

**• acknowledges the significance to parties of problems and issues**

**• uses touches of humor effectively**

**• frames, reframes and uses language flexibly so as to influence participants positively**

**2. Develops communication and interaction with each individual participant**

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| 1. **Creates an environment conductive to mediation**
 |
|  ***Sets the scene and sets the tone*** |
| * **conveys energy, enthusiasm, and personal warmth**
* **appears relaxed, alert and assured**
* **makes good use of the physical environment**
* **attends to participants’ comfort and needs**
* **motivates parties and representatives to participate**
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|  ***Builds confidence and trust*** |
| * **establishes the mediator’s authority**
* **communicates in an assured, open manner, verbally and non-verbally demonstrates neutrality through equal treatment of the parties and use of. non-judgmental language**
* **has prepared well and: appears well-prepared**
* **recognizes issues of discrimination, equality and diversity and manages any perceived power imbalance**
* **defuses unhelpful tension: and harnesses constructive tension**
* **is sensitive to team dynamics and manages intra-team relationships**
* **adapts to different individual and corporate cultures**
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**Process skills**

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| **1. Establishes and maintains a safe and effective working structure**  | **2. Manages the process and works through the phases of mediation**  |
| ***Takes responsibility for the process: the principles***  | ***Takes responsibility for the process: the practicalities***  |
| * **explains, roles, responsibilities and procedures to the participants**
* **demonstrates familiarity with the procedure, structure, ground rules and responsibilities within the mediation process**
* **respects and preserves confidentiality**
* **manages the process with confidence**
* **remains in charge of the process throughout**
* **handles challenges to the process or the mediator calmly and with authority**
* **is alert to ethical dilemmas and handles them safely**
 | * **opens the mediation well**
* **works through the process fully**
* **adopts a place which is responsive to the needs of the parties**
* **summarises and checks before moving on, especially at the end of private meetings**
* **makes decisions about the order of events and the use of private and joint meetings consistent with progress**
* **chairs any joint sessions in a manner that encourages a productive conversation to take place**
* **manages transitions between sessions**
* **keeps all participants informed regarding the process, and anticipates and flags up possible process choices**
* **helps participants to use the time productively by setting tasks or creating working groups**
* **keeps notes, as necessary, unobtrusively**
* **manages time well**
* **uses any visual aids or flipchart purposefully**
* **manages own pace, energy level and-emotions; takes time for reflection between meetings**
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**Content skills**

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| **1. Facilitates the parties in creating workable solutions** | **2. Enables momentum and progress through active engagement with the people and the content** |
| * **motivates parties and representatives to take responsibility for the outcome of the mediation and to make their own decisions**
* **allows the parties to determine the content**
* **keeps options open, avoiding premature commitment to solutions**
* **generates an atmosphere of creative problem solving and keeps a between the parties horizon of settlement in view for everyone**
* **establishes any common ground and finds practical ways to interrelate parties' goals**
* **remains alert to and picks up on areas for further attention - including legal, commercial and personal aspects**
* **• helps parties to move from emphasis on rights to a future focus on interests, priorities and options for resolution**
* **guides parties to move between attention to the detail and awareness of the bigger picture to assist progress**
* **uses hypothetical questions and other techniques which expand possibilities for settlement, including non-financial elements**
* **• takes account of any previous settlement offers**
* **highlights any Lessons to be drawn from the causes of the dispute that may affect proposed settlement terms**
* **uses strategies to overcome deadlock**
* **draws together options into a coherent settlement package**
* **helps parties to think through details and to test that a proposed solution is workable**
 | * **identifies and probes issues**
* **explores positions to gain an understanding of underlying interests, needs, beliefs and priorities**
* **creates opportunities for dialogue and flow of information between the parties**
* **manages information exchange tactically to good effect**
* **uses a range of types of questions to work with the content - for understanding, probing and challenging**
* **enables parties to see the situation from a broader perspective including the other party's point of view**
* **picks up on verbal and non-verbal cues to promote progress**
* **manages parties' expectations**
* **works well with numbers, and helps parties to formulate proposals to have a positive impact**
* **helps participants to save face for themselves and each other**
* **recognises and works with different negotiating styles and tactics, and coaches parties to negotiate effectively**
* **encourages the parties to re-evaluate their own and each other's position**
* **challenges and tests reality to encourage movement, whilst retaining the trust of the parties**

**helps parties to reassess risks and benefits of particular outcomes, including failure to agree**  |

**Assessment Competencies**

**Relationship skills**

**1 Creates an environment conducive to mediation**

**Sets the scene and sets the tone**

* conveys energy, enthusiasm and personal warmth
* appears relaxed, alert and confident with the process
* makes good use of the physical environment
* attends to participants' comfort and needs motivates parties and representatives to participate

**Builds confidence and trust**

* establishes the mediator's authority
* communicates in an assured, open manner, verbally and non-verbally
* demonstrates neutrality through equal treatment of the parties and use of non judgmental language
* has prepared well and appears well-prepared
* recognizes issues of discrimination, equality and diversity and manages any perceived power imbalance
* defuses unhelpful tension and harnesses constructive tension
* is sensitive to team dynamics and manages intra-team relationships
* adapts to different individual and corporate cultures

*Key Personal Attributes: humanity, integrity, alertness and verve*

**2 Develops communication and interaction with each individual participant**

* establishes rapport quickly with the parties and others present
* encourages parties to talk and to express what matters to them by using open questions and other communication skills
* listens attentively, prompts, paraphrases, and reflects back demonstrates understanding of each party's situation, their perspective and their
* feelings about it
* uses silence positively, and maintains good balance of airtime between mediator and participants
* recognizes, respects and responds to expressions of emotion
* allows parties to express emotion in order to enable progress
* uses awareness of body language, own and others, to enhance communication
* acknowledges the significance to parties of problems and issues
* uses touches of humor effectively
* frames, reframes and uses language flexibly so as to influence participants positively

*Key Personal Attributes: humanity and imagination*

**Process skills**

1. **Establishes and maintains a safe and effective working structure**

**Takes responsibility for the process: the principles**

* explains roles, responsibilities and procedures to the participants
* demonstrates familiarity with the procedure, structure, ground rules and responsibilities within the mediation process
* respects and preserves confidentiality
* manages the process with confidence
* remains in charge of the process throughout
* handles challenges to the process or the mediator calmly and with authority
* is alert to ethical dilemmas and handles them safely

Key Personal Attributes: integrity and responsibility

1. **Manages the process and works through the phases of mediation**

**Takes responsibility for the process: the practicalities**

* opens the mediation well
* works through the process fully adopts a pace which is responsive to the needs of the parties
* summarizes and checks before moving on, especially at the end of private meetings
* makes decisions about the order of events and the use of private and joint meetings, consistent with progress
* chairs any joint sessions in a manner that encourages a productive conversation to take place
* manages transitions between sessions
* keeps all participants informed regarding the process, and anticipates and flags up possible process choices
* helps participants to use the time productively by setting tasks or creating working groups
* keeps notes, as necessary, unobtrusively
* manages time well
* uses any visual aids or flipchart purposefully
* manages own pace, energy level and emotions; takes time for reflection between meetings

Key Personal Attributes: humanity, stamina and verve

**Content skills**

1. **Facilitates the parties in creating workable solutions**
* motivates parties and representatives to take responsibility for the outcome of the mediation and to make their own decisions
* allows the parties to determine the content
* keeps options open, avoiding premature commitment to solutions generates an atmosphere of creative problem solving and keeps a horizon of settlement in view for everyone
* establishes any common ground and finds practical ways to interrelate parties' goals
* remains alert to and picks up on areas for further attention - including legal, commercial and personal aspects
* helps parties move from emphasis on rights to a future focus on interests, priorities and options for resolution
* guides parties to move between attention to the detail and awareness of the bigger picture to assist progress
* uses hypothetical questions and other techniques which expand possibilities for settlement, including non-financial elements
* takes account of any previous settlement offers
* highlights any lessons to be drawn from the causes of the dispute that may affect proposed settlement terms
* uses strategies to overcome deadlock
* draws together options into a coherent settlement package
* helps parties think through details and test that a proposed solution is workable

*Key Personal Attributes: determination, stamina, imagination and commerciality*

1. **Enables momentum and progress through active engagement with the people and the content**
* identifies and probes issues
* explores positions to gain an understanding of underlying interests, needs, beliefs and priorities
* creates opportunities for dialogue and flow of information between the parties
* manages information exchange tactically to good effect
* uses a range of types of questions to work with the content; for understanding, probing and challenging
* enables parties to see the situation from a broader perspective including the other party's point of view
* picks up on verbal and non-verbal cues to promote progress
* manages parties' expectations
* works well with numbers, and helps parties to formulate proposals to have a positive impact
* helps participants to save face for themselves and each other
* recognizes and works with different negotiating styles and tactics, and coaches parties to negotiate effectively
* encourages the parties to re-evaluate their own and each other's position
* challenges and tests reality to encourage movement, whilst retaining the trust of the parties
* helps parties to reassess risks and benefits of particular outcomes, including failure to agree

**Written assignments**

**The following competencies are assessed on the basis of a written assignment that the participant sends to PMA following completion of day five of mediator training**.

**1 Able to document areas of agreement between the parties arising out of the Terminal Lighting Role Play on Coaching Day**

* covers relevant areas in detail.
* reflects the spirit of the mediation in choice of language
* produces a written agreement which is clear, concise and unambiguous in terms of language.

**2. Able to learn through awareness of own strengths and weaknesses**

In relation to mediation:

* is willing to assess own strengths and weaknesses realistically
* identifies specific learning from past experience (personal and professional)
* gives one or two examples of how learning has led to changes in behavior
* comments on specific feedback received during the course (from colleagues and/or faculty)
* identifies specific learning from the experience of being the mediator on the course
* identifies other specific learning that has heightened awareness of own strengths and weaknesses.