



SUPREME COURT OF  
VIRGINIA

# RESOLUTIONS

OFFICE OF THE EXECUTIVE SECRETARY

*Department of Judicial Services  
Division of Dispute Resolution*

100 North 9th Street  
Richmond, Virginia 23219

## The Virginia Department of Employment Dispute Resolution Helping State Employees Manage Workplace Conflict

In this economy, many of us who have a job are thankful to have one. However, that doesn't mean that we are always happy at work. Conflict is often present in the workplace and many employees are given few resources to help them effectively handle those conflicts. The Virginia Department of Employment Dispute Resolution (EDR) is an independent, neutral agency charged with the mission to provide Commonwealth of Virginia governmental agencies and their employees with a broad range of dispute resolution services to help them resolve workplace conflict at the lowest possible level. These services include the state grievance procedure for nonprobationary classified employees, and for all employees, conflict management training, a toll-free "AdviceLine" number, and mediation.

### **EDR's Mediation Services**

EDR's statewide mediation program allows state agency employees to express their thoughts and feelings associated with workplace disputes in a voluntary, confidential, and nonjudgmental environment. Mediation offers them the opportunity to improve morale and teamwork, enhance work performance and productivity, and develop the skills necessary to resolve future disputes. It is recognized as a crucial and cost-effective tool towards resolving some of the most common and difficult conflicts, including those involving communication difficulties, discrimination, termination, harassment, discipline, and management/work styles. Parties are free to develop their own agreements as long as they are in compliance with state law and state policy.

The number of parties in a workplace dispute can be accommodated with EDR's two mediation programs. The two-party program is designed for two, sometimes three, individuals dealing with interpersonal conflicts. These conflicts may be between co-workers, or supervisors and employees. EDR prefers to use a co-mediation model, although in some cases one mediator may be assigned. To preserve impartiality mediators are given limited details about the cases. The program ensures that the mediators do not professionally or personally know the parties. Most two-party mediations last three to five hours with only one session scheduled. However, parties may return to mediation at any time and schedule as many sessions as necessary.

The group mediation program addresses conflict among a work unit or team with four or more people. In many group cases, the manager or supervisor of the work unit also participates in the mediation. Group cases are handled differently than two-party cases in that the mediators conduct confidential pre-mediation sessions with each participant before the group session. These pre-mediation sessions assist the mediators in identifying the group's issues and help prepare the parties for mediation by allowing each participant an opportunity prior to the group session to vent and process their feelings about the conflict and think about options for possible resolution. When parties are brought together during the group session, and after introductions and guidelines have been established, the mediators present the list of issues to the parties and have them verify and prioritize the list. Sessions may last all day and multiple sessions may be scheduled depending of the needs of the parties.

EDR's two-party mediation program was established in 1989, and to date over 650 cases have been conducted. In recent years, the program has averaged from 30 to 40 cases per year. The group program was developed in 1996, and approximately 50 cases have been completed to date. EDR has an 83 percent agreement rate among its cases, which includes both verbal and written agreements. Participant satisfaction scores are consistently over 90 percent for both programs.

## **Intake**

A request for EDR mediation services within a state agency is initially referred to the agency's mediation coordinator. This person usually works within the agency's Human Resource department and is responsible for promoting the use of mediation within the agency to resolve workplace conflict. The agency mediation coordinator contacts all potential participants to determine their interest in mediation. An intake interview is conducted with the parties to determine if the case is appropriate for mediation and to fully explain the process. If all parties agree to move forward with mediation, then the mediation coordinator completes a request form and submits it to the EDR program manager. After an initial review and further consultation with the requesting agency's mediation coordinator, the program manager will assign either one or two mediators to the case, depending on availability. Mediators do not receive a stipend, but can be reimbursed for travel expenses, if necessary.

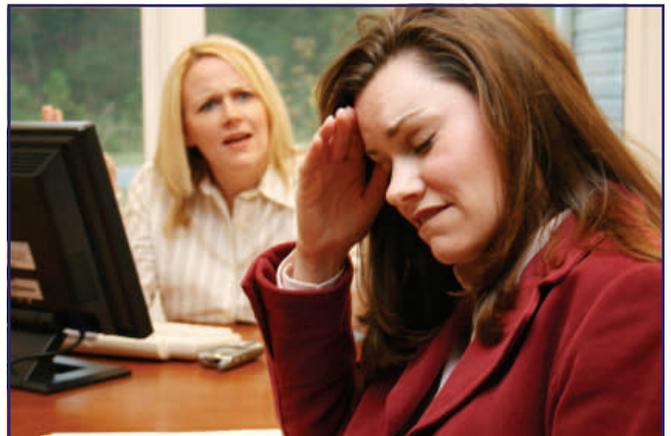
## **Shared Neutrals**

EDR has 35 volunteer shared neutrals on its roster, most of whom are state employees. Mediators are not assigned to cases involving their own state agencies. Most cases are scheduled in the Richmond area where the majority of state employees are located. However, cases are mediated throughout the Commonwealth. Every effort is made to schedule cases in locations that are most convenient for the parties and, therefore, mediators may be asked to travel.

EDR does not require its mediators to maintain Supreme Court of Virginia mediator certification. However, to be considered for placement on the roster, mediators must demonstrate completion of the 20-hour basic mediation training certified by the Supreme Court and have proficient knowledge of workplace conflict. Many EDR mediators are human resource professionals or have expertise in organizational development.

## **The Nature of Workplace Conflict**

What makes workplace conflict unique compared to other types of conflicts? Kate Marshall, a mediator with EDR since 2000, identifies the most common issues in workplace conflicts: 1) trust, 2) respect, and 3) communication. "Parties may spend eight hours a day together so it's usually not just one situation [causing conflict]. Parties are in a relationship with each other and with other employees, so frequently their issues do not exist in isolation. Things have often built up and things need to be unraveled before the relationship can be restored. For example, in a landlord/tenant mediation, maintaining the relationship may not be the most important thing. However, in workplace conflicts preserving the relationship and leaving the parties with hope (for the future) is very important."



John Settle has mediated with EDR for six years. He thinks workplace mediations are rarely about the 'presenting' issues (such as discrimination, violation of this or that rule, etc.) Usually, the cases get down to

problems in communication, unclear expectations, perceptions of unfair treatment, and similar dynamics--basic underlying interests and driving forces which come more from interpersonal dynamics than any other single obvious cause.”

Magi Shapiro, who has also mediated with EDR for six years, explains that, “in the workplace, people are often forced into relationships with strangers. You may spend more time with these people than you do your own family. People have to learn how to work with others that are very different from them. It’s so easy to have disagreements about ordinary things and you can’t just run away from it. The ordinary conflicts of life can develop into serious problems if they are not taken care of quickly.”

John believes that “one of the most important single things that managers and supervisors can do to avoid ordinary workplace tensions from growing into ‘cases’ is to engage in good trust-building practices with their employees, which requires good communication practices, setting clear expectations, treating people respectfully, and other good management techniques.”

Workplace mediation is more about conflict management than conflict resolution. There may not be a mutually satisfying solution to the issues causing the conflict. Carol Mitchell, a 14-year veteran of EDR’s mediation program, agrees. “Employment conflicts are challenging because the resolution can be abstract. It’s not about money; the issues are not always resolvable for the parties. The parties aren’t always in control of the conflict’s outcome. They can’t just get another job or be relocated to another office. Resolution is often more about changing attitudes and perceptions. Parties have to want to change something about themselves first, because sometimes they don’t see themselves as part of the problem,” explains Carol.

Carol describes a case in which an employee who had a conflict with her boss surprisingly asked the mediators for clarification about her relationship to her boss, “You mean to tell me she (the boss) can tell me what to do?” Carol explains that one of the key issues for the employee was that she saw her boss as a peer because they were the same pay band. On paper they were equals in terms of job classification and pay range, but in reality one employee was given the role and responsibility of supervising the other and somehow that expectation was not clearly understood by the employee who was being supervised.

Another mediator, Grace DiLiberto, describes a mediation between a supervisor and an employee who had developed a close friendship outside the office. The work relationship was affecting the friendship and vice versa. At the conclusion of the mediation, as they were leaving, they both thanked Grace for her assistance. “What I remember most is that the employee said to me “you saved my job and my friendship.” It was very rewarding. At times like that you get back 200 percent of what you put in,” she says.

“Good workplace mediators have to be more than just mediators. They need to understand something about organizational dynamics, the etiology of conflict in the workplace, and how people interact and communicate in workplace settings,” says John. In essence, workplace mediation is about helping parties manage their expectations and learn how to manage issues causing the conflict. “Being right is not always something you can stand by, if you want to move on,” states Magi Shapiro. “It’s very important work, but there’s nothing glamorous about workplace mediation. It’s peacemaking at the most basic level. It’s about ordinary people trying to figure out how to get along 40 hours a week,” says Magi.

For more information about the Department of Employment Dispute Resolution and its mediation programs, please contact Heather Schofield at [Heather.Schofield@edr.virginia.gov](mailto:Heather.Schofield@edr.virginia.gov) or visit our website at [www.edr.virginia.gov](http://www.edr.virginia.gov).

*Contributed by Heather Schofield, who manages the mediation and training programs at the Department of Employment Dispute Resolution (EDR). Prior to joining EDR, Ms. Schofield worked at the Washington, D. C. Superior Court, Multi-Door Dispute Resolution Division.*

# Working in Wonderland and Through the Looking Glass: Mediating from a Process Work Perspective

## Introduction

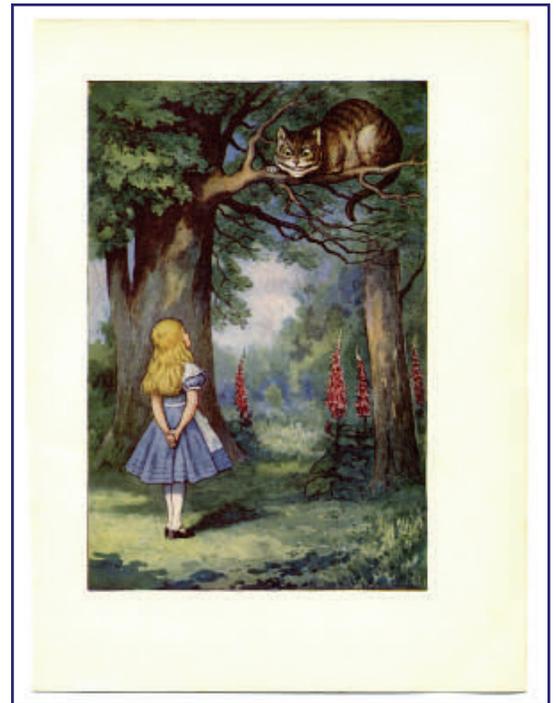
Some years ago my brother told me about a bumper sticker from a Zen Mediation Center that said, "I'd rather be driving." In the days following that conversation I actually did try to focus my awareness while driving. With such attention the sky looked bluer, the air smelled fresher, my body felt more relaxed. As thoughts moved through my mind without being caught or held, I felt a sense of lightness, and compassion for those who were the subject of those thoughts. It is a worthy discipline that can feel like being in Wonderland, if you can imagine that.

I've tried to bring this kind of awareness to my mediation practice since I entered the field in the 1980's. Since 1993 I have been studying a particular awareness discipline, Process Work, also known as process-oriented psychology, created by Jungian analyst Dr. Arnold Mindell. Julie Diamond, Ph.D., a long-time colleague and student of Arnold Mindell, and one of the original founders of the Research Society for Process-oriented Psychology in Zurich, Switzerland, and the Process Work Center in Portland, Oregon writes of Process Work as:

"based on the simple, yet profound premise that the fluid transfer of information and experience between subjective, imaginative states of mind and our 'everyday,' objective rational mind is critical for our psychological and physical well-being. Research into consciousness, health, creativity and psychology increasingly supports this idea that the mind is much more than everyday rational intelligence. The power of emotions, feelings, fantasies, dreams, and other non-linear or non-rational states of consciousness play a key role in our physical health, emotional stability and psychological well-being.

Arnold Mindell describes consciousness as a spotlight that shines on certain things, and leaves other things unnoticed. What we call 'awareness' or consciousness is in fact a very narrow slice of our total attention. For this reason Process Work proposes that we pay special attention to the less-known, disavowed or troublesome aspects of our awareness, those that conflict with our sense of identity. Through an attitude of embracing problems and a precise, signal-based awareness technique, the Process Work practitioner investigates and unfolds problems, as vital aspects of our wholeness, allowing us to connect more creatively with our own potential and inherent power." [www.JulieDiamond.net](http://www.JulieDiamond.net)

Process Work can be used for personal inner work, for relationship work, for facilitating groups as small as two or as large as several hundred. Developed over the past 30 years through extensive research and application in America, Africa, Europe, Australia and Asia, Process Work is broad and deep enough to merit four different training programs: a certificate, a four-year diploma, and two graduate degrees from the Process Work Center in Portland, Oregon. It is the subject of 16 books by Dr. Mindell alone, making a comprehensive description of the work beyond the scope of this effort. Instead, this article provides a brief overview of some of Dr. Mindell's work, examples of practical application in mediation practice, and a list of resources for those who wish to pursue the topic further.



While preparing this article I considered how my brothers and sisters at the bar, others who work with court-connected mediation, or anyone who is new to Process Work might view the topic. Knowing that some folks inside and outside of the legal profession still regard mediation as “touchy-feely,” I suspect that the suggestion of bringing dreams and fantasies into the mediation room may seem even more unusual. For anyone encountering this work for the first time, I hoped that Alice’s Adventures in Wonderland and Through the Looking Glass, being very familiar to many, might help bridge the gap to something as yet unknown.

Remember that Alice’s experiences in Wonderland and Through the Looking Glass are actually dreams. On waking, however, Alice is aware that the characters in her dream are real people in her life. In her “dreamtime,” they are themselves, only more so. Although still recognizable, the way they look is exaggerated: some of them appear as animals; they speak and act in outrageous ways. On the other side of the looking glass there is a magical quality to what is happening -- flowers and chess pieces talk, and courtiers play croquet with flamingos for mallets and hedgehogs for balls. Without all of these things there would be no story; and when Alice wakes up, she has learned much about how the world works, especially for her.

This has been my experience applying Process Work principles in my mediation practice. Through the looking glass there is a deeper reality where some of the very best stories and most essential truths reside. When the unconscious is connected to our everyday waking state, the resulting wholeness is transformative. As Dr. Mindell says in Sitting in the Fire: Large Group Transformation Using Conflict and Diversity: “If you are simply present and aware and don’t evaluate people, what culture calls conflict becomes spirit.” Sitting in the Fire, at 193.

### **In the Beginning**

After practicing for many years as a Jungian analyst with a graduate degree in physics, Arny Mindell began to integrate the dream work of Jungian psychology with quantum physics to posit the idea of a “dream-body,” a dream-like unifying field that gives expression to body symptoms and dreams alike. See Julie Diamond and Lee Spark Jones, A Path Made by Walking, 2006, at 6. Wondering if this process-oriented psychology might be useful independent of country or culture he studied Taoism and other ancient wisdom traditions that included a similar concept. Working closely with a group of supportive colleagues Mindell extracted and refined the attitudes and other personal qualities needed to implement this signal-based approach to further develop this new science.

From this vast body of knowledge there are three concepts that have proved most instructive for me in my personal and professional development as a mediator: Deep Democracy, rank and privilege, and metaskills. Briefly stated, Deep Democracy helps us welcome whatever is being presented, rank and privilege help us understand it, and metaskills help us unfold the process that unites the waking and dreaming realities to discover the wholeness that wants to be expressed in what initially appears to be conflict.

### **Deep Democracy**

Democracy, from the Greek words for people (demos) and power (kratie), teaches that power resides in the people. Even as our legal and political systems valiantly work through daily challenges toward this ideal, we marginalize non-mainstream voices. The voices grow louder, crying to be heard, often becoming further marginalized by those who find the volume or the message annoying. In contrast, “[D]eep Democracy . . . is that special feeling of belief in the inherent importance of all parts of ourselves and all viewpoints in the world around us.” Arnold Mindell, The Leader as Martial Artist, at 5. Deep Democracy teaches that all voices must be brought into the conversation, even those that seem unpleasant or inconvenient; that those voices speak out in service to the whole group if we can, with respect and awareness, follow and thereby illuminate the process.

Giving a group weather report is a Process Work strategy that helps to elicit this dreaming background of the group and thereby track the group’s process signals. If I say to a group “The weather in here seems fair to partly cloudy, storm clouds on the horizon, sunshine just behind,” they know what that means. I’ve yet to be asked to explain it. This neutral framing tells the truth about the atmosphere, which helps to relieve tension,

and supports the group in speaking about the source of the weather. The storm becomes a shared experience for the group to explore, instead of a reason for blaming each other. The facilitator might also name what he or she is experiencing, as the facilitator is quite likely to be picking up the group's dreaming internally: "It feels awkward, as if it is difficult for people to speak freely. Are others noticing that?" "A ray of sunshine just broke through the clouds. Shall we pay attention to that or move elsewhere?" A rule of thumb is to offer a question three times. If the group doesn't pick it up and respond, that is not their present path, and the facilitator may try another question, or simply follow the group until another signal appears.

Some people are regularly labeled as troublemakers in groups: they say the wrong thing at the wrong time; they say too much, they are the boy who points out that the emperor has no clothes. They are, at least temporarily, bad news if you are the emperor. Until the boy is allowed to speak and be heard, however, the group stays stuck in their unfinished process, and may unconsciously continue to parade about without their clothes.

### **Rank and Privilege**

Mindell's analysis of rank and privilege analyzes the power all individuals and groups possess as being internal or external. Internal rank comes from self esteem, strong spiritual beliefs and other personal strengths. To be comfortable in conflict is an example of internal rank. External rank or privilege is that which is assigned as a result of our socio-economic and cultural status. Being the president of a corporation, or an elder among indigenous villagers is an example of external rank. Ethnicity, race, gender, age, nationality, economic status, social status, health status and other physical characteristics, language, sexual orientation, marital status, role in the family, immigration status, educational degrees, religion, accent, communication style or abilities, military service and other identity-forming experiences all may be sources of rank or privilege, depending on how each group identifies its mainstream. Rank "organizes much of our communication behavior," especially when conflict is intense. The Leader as Martial Artist, at 12.

One way to look at it is to see the characteristics listed above as placing people into one of two groups: mainstream/ insider or marginalized/outsider. Those in the mainstream tend to have an easier path in life in certain ways. Being in the mainstream is not a free pass out of life's challenges; however, those challenges tend to look quite manageable to those who feel marginalized. Those who feel marginalized often experience their needs and wants as being subordinated to those of the mainstream. Human beings, of course, are much more complex than duality can describe and while certain characteristics and experiences put us in insider groups, others put us in outsider groups. The better lessons of these experiences as members of many groups -- a generous spirit, humility, and the productive use of power -- help, at least for a time, to resolve many of the issues that divide us.

### **Metaskills and Eldership**

Dr. Amy Mindell, Arny's wife, colleague and life partner in all things describes these feeling qualities and spiritual attitudes needed to be of service to others as metaskills. Amy Mindell, Metaskills, (1995). Many of these attitudes and feeling qualities are familiar to mediators: compassion, humility, detachment. These are qualities that live deep in our spirits, which we may not always speak in words but that people somehow sense about us. We may be born with some of them; and work to learn others. Arny Mindell often describes them as eldership, as in: "[t]he leader seeks a majority; the elder stands for everyone. . . . The leader strives to be honest; the elder tries to show the truth in everything. . . . The leader follows a plan; the elder honors the direction of a mysterious and unknown river." Sitting in the Fire, at 184.

### **From the Inside**

For the sake of brevity, one might say that rank-related conflict, which is much of it, can be resolved by the awareness that results from a deep democracy perspective and the use of metaskills or eldership. Sometimes it feels like magic: the magic of honoring everyone's path so that they can discover the gift of spirit they are meant to bring each other in this conflict. The examples below demonstrate the practical application of what can feel like cumbersome terms initially, but, like any other skill, come more easily with practice.

## **Deep Democracy in Action**

One day a group working on a decision of major importance to their organization had come to the point where everyone in the group, save one, appeared to be in consensus. The more the group urged and encouraged this gentleman, the more steadfastly he stated his position.

What was being lost in the storm was his deep respect for his colleagues, his discomfort at being unwilling to join their views, and his courage in holding out for what he really thought was best for the organization. Moving to sit beside him, I leaned over conspiratorially and said loudly, "I don't think they're persuaded." "No," he agreed, "I don't think they are." I asked if I might voice some of the things that I thought were important to him, but as yet unstated, and that he correct me when I stumbled. He agreed. Looking out at the group I spoke his deep respect, his discomfort, and the reasons for his willingness to stand firm. Others who had been feeling reservations began to speak their concerns. The group reached a decision that felt better for everyone, and honored every voice in the room. What mattered most to them on that day and the times I have spoken with them since was the ability to stand in the fire together long enough to reap the rewards of deep democracy.

## **Rank and Privilege in Action**

As Julie Diamond notes in *A Path Made by Walking*, "much conflict stems from powerful nonverbal messages that underlie intended communication." At 24. My experience is that a significant amount of the unintended communication concerns the unconscious, but still offensive use of rank.

One of the places where I am most often aware of my own rank and privilege is in my work with the Armstrong Leadership Program. Richmond's Armstrong High School is located in the center of five public housing projects. Based at Richmond Hill, an ecumenical retreat center also located in the city's East End, the leadership program provides training, mentoring, leadership experience, help with college applications, job-shadowing, and community connections, with the goal of getting these young people out of the projects, and into the good life that all our children deserve.

What I have learned from our Armstrong leaders is much. It includes seeing my white middle class experience as but one way of being in the world, and opening to my students' experience of being dishonored, dismissed, and worse. On the other side of the looking glass I feel their quick wit, their resourcefulness, their willingness to get up every morning and try, in the face of regularly fatal obstacles.

### **Here is some information about our students from our promotional literature:**

- \*The school serves 1,158 students in grades 9-12.
- \*99% of these students are African American.
- \*93% qualify for free or reduced cost lunches.
- \*80% live in single-parent households, with extended family, or in a foster home.
- \*Currently 45% of Armstrong students drop out and never graduate leading to an unemployment rate in the area of 60%.

### **Here are some additional facts that are not in our promotional literature:**

- \*There is only one door into the school that is unlocked, and after you get through that door you must walk through a metal detector to go any farther.
- \*Someone at the security desk, about 20 feet beyond the metal detector, will make **sure** you do that in case **you** forget.
- \*In every hallway there seems to be at least one staff person with a walkie-talkie, in constant communication with other people with walkie-talkies, to make sure no one is getting hurt.

During my first out-of-town leadership retreat with the Armstrong students some property belonging to two of our young ladies went missing. Some of the teachers were worried, and wondering whether they ought to be contacting the principal, even though it was the weekend. Relying on the maturity and the wisdom of these good young people, the program director and I led a discussion with the whole group during which all of the students, including the two young women, behaved in the way that you wish world leaders, or presidential candidates would when they speak in public. The students concluded that they hoped that the property would be returned (it wasn't); and that they would not let the incident hijack their weekend. It didn't.

In the warm welcoming space created by that conversation the students sat down to draw the "Rivers of Their Lives." The purpose of the exercise was to help students identify their unique gifts, so that they might use them to best advantage in their lives today and for the future. Acknowledging the students' ability to manage their community opened a door to what is daily lived but lacking a safe community in which to be expressed. When the students presented their rivers at the front of the room, everyone had a painful story to share. It is not their fault. They don't deserve it. Their tender hearts are too young to have been broken so often. Their ability to find hope and joy in a world that looks and feels like a war-zone rebuked the spirits of loss and despair. Telling and hearing their stories, their community emerged as its true self, sacred space. The heart to care for one another triumphed, and that spirit remained, in varying degrees, long after the group returned home.

For the record, beginning with that class of seniors, continuing to the present (a total of three years), every one of our seniors has graduated, with the college acceptance and money to attend, if they choose to pursue that dream. As the poet once said, "Dreams will not be thwarted; faith will be rewarded."

### **Beginning Again**

I understand that this is a world away from what is happening in some, but then again, not all of our courtrooms: drug courts and other approaches to social needs bring justice in new ways. I also know, as my brother enjoys reminding me, that it is not everyone's dream to participate in deep emotional healing experiences on a regular basis. The gifts of working with the Armstrong Leadership Team are unusual even for one who loves to witness the conscious and the unconscious joined in healing. Fortunately, there is more than enough magic in this world to light up everyone's dreaming. This is simply mine; and only part of it at that.

What gifts are your dreams waiting to give you?

*Submitted by Karen Donegan Salter, a lawyer, mediator and consultant living in Richmond, Virginia. After practicing environmental law with Hunton & Williams, she became the first Executive Director of the Richmond Dispute Resolution Center. Since 1992, she has operated her own business specializing in dispute resolution, diversity, racial reconciliation and church consultation. In 2001, Salter was part of the facilitation team that received the Virginia Municipal League President's Award for the Chesterfield Dialogues on Race and Confederate History.*

### **Resources for Further Study**

#### **Websites**

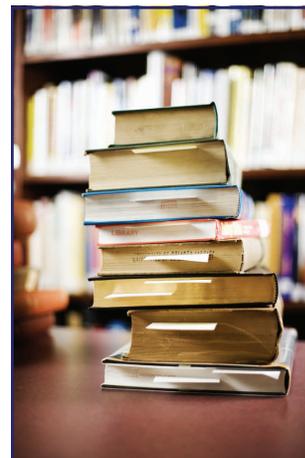
Arnold and Amy Mindell: [www.aamindell.net](http://www.aamindell.net)

Julie Diamond: [www.juliediamond.net](http://www.juliediamond.net)

Max Schupbach: [www.maxfxx.net](http://www.maxfxx.net)

The Process Work Center of Portland: [www.processwork.org](http://www.processwork.org)

John L. Johnson: [johnlj@jgc.org](mailto:johnlj@jgc.org)



## **Books by Arnold Mindell**

- \_\_\_\_\_ . *Earth-Based Psychology: Path Awareness in the Teachings of Don Juan, Richard Feynman and Lao Tse*. Portland, OR: Lao Tse Press, 2007.
- \_\_\_\_\_ . *The Quantum Mind and Healing: how to listen and respond to your body's symptoms*. Charlottesville, VA: Hampton Roads Publishing Company. 2004
- \_\_\_\_\_ . *The Deep Democracy of Open Forums*. Charlottesville, VA: Hampton Roads, Publishing Company, 2002
- \_\_\_\_\_ . *The Dreammaker's Apprentice. Using Heightened States of Consciousness to Interpret Dreams*. Charlottesville, VA: Hampton Roads Publishing Co., 2001.
- \_\_\_\_\_ . *Dreaming While Awake. Techniques for 24-hour Lucid Dreaming*. Charlottesville, VA: Hampton Roads Publishing Company, 2000.
- \_\_\_\_\_ . *Quantum Mind. The Edge Between Physics and Psychology*. Portland, OR: Lao Tse Press, 2000
- \_\_\_\_\_ . *Dreambody: The Body's Role in Revealing the Self*. 2nd ed. Portland, Or: Lao Tse Press, 1998
- \_\_\_\_\_ . *Sitting in the Fire: Large Group Transformation through Diversity and Conflict*. Portland, OR: Lao Tse Press, 1995.
- \_\_\_\_\_ . *The Shaman's Body: A New Shamanism for Health, Relationships, and Community*. San Francisco: Harper Collins, 1993.
- \_\_\_\_\_ . *The Leader as Martial Artist: An Introduction to Deep Democracy Techniques and Strategies for Resolving Conflict and Creating Community*. San Francisco: HarperCollins, 1992.
- \_\_\_\_\_ . *Working on Yourself Alone: Inner Dreambody Work*. New York: Penguin, 1990
- \_\_\_\_\_ . *The Year I: Global Process Work with Planetary Tensions*. New York: Penguin-Arkana, 1989
- \_\_\_\_\_ . *City Shadows: Psychological Interventions in Psychiatry*. New York: Penguin, 1988.
- \_\_\_\_\_ . *The Dreambody in Relationships*. New York: Penguin, 1987.
- \_\_\_\_\_ . *River's Way: The Process Science of the Dreambody*. London: Penguin, 1986.
- \_\_\_\_\_ . *Working with the Dreaming Body*. London: Penguin-Arkana, 1984.

## **Books by Amy Mindell**

- \_\_\_\_\_ . *The Dreaming Source of Creativity*. Portland, Oregon: Lao Tse Press, 2005.
- \_\_\_\_\_ . *Alternative To Therapy. A Few Basic Process Work Principles*. Portland, Oregon: Zero Publications, 2002.
- \_\_\_\_\_ . *Coma: A Healing Journey*. Portland, OR: Lao-Tse Press, 1999.
- \_\_\_\_\_ . *Metaskills: The Spiritual Art of Therapy*. Tempe, AZ: New Falcon Press, 1995
- \_\_\_\_\_ . **and Arnold Mindell:** *Riding the Horse Backwards*. New York: Penguin, 1985

## **Books and Articles by Julie Diamond**

### **Books**

- \_\_\_\_\_ . **and Lee Spark Jones,** *A Path Made by Walking: Process Work in Practice*, Portland,OR: Lao-Tse Press, 2005

### **Articles**

2001. "*A Democracy Dialogue. Getting to the Essence of Freedom.*" *The Journal of Process Oriented Psychology*, vol. 8/2:66. (see Articles Online for a download copy)
1995. "*Encounters with the Spirit: Developing Second Attention at the Edge.*" *The Journal of Process Oriented Psychology*, vol. 7/2:15.(see Articles Online for a download copy) Rather than think of the edge as something to surmount, this article shows that edge-work itself can be the point of the edge, not just the crossing of it.
1994. "*Facilitation and Multi-leveled Interventions in Community Building.*" *The Journal of Process Oriented Psychology*, vol. 6/1: 75. (see Articles Online for a download copy) Helping communities grow requires an understanding of the different levels of community life -- individuals, relationship units, sub-groups, and large group -- and learning to recognize when each level needs focus.



## A Life That Inspires Sharon M. “Shari” Pickett



Sharon Pickett, the wife of Virginia certified mediator and trainer, Dr. Carl Schneider, died of breast cancer at age 58 on August 30, 2008. Sharon was a gifted family and divorce mediator and mediation trainer and worked with Carl in his practice, Mediation Matters, in Bethesda, Maryland, for the past ten years.

As Carl describes in his remembrance article on [www.mediate.com](http://www.mediate.com), Sharon had a rich, professional work life. Before she came to mediation, she was Director of Communications for four national nonprofit organizations, including the Sierra Club, the Union of Concerned Scientists, the Center for International Environmental Law, and Physicians for Social Responsibility. Sharon was hired by Daniel Bowling, first executive director of the Association for Conflict Resolution (ACR), to work with staff on a wide range of projects. She helped create *ACResolution* magazine and edited every issue from its founding until she resigned when she was diagnosed with a recurrence of cancer in September 2007.

Because of Sharon’s work for over a decade helping environmental NGOs, ACR established the Sharon M. Pickett Award in 2008 to honor an ACR member who has advanced the cause of environmental protection through the effective use of alternative dispute resolution.

In Maryland, Sharon was a certified mediator with the Maryland Council on Dispute Resolution and was instrumental in developing its performance-based certification process as a member of MCDR’s Certification Committee. MCDR has also established its own Sharon M. Pickett Award for the Promotion of Excellence in Mediation.

For all her dedicated work in protecting the environment, preserving world peace and empowering women, her life’s greatest joy and achievement was raising her daughter Tassie. Her deepest regret was knowing she would not be able to be here for her two beautiful grandchildren, Shannon and Conner.

A memorial celebration of Sharon’s life was held on September 14<sup>th</sup> and many loving sentiments shared there were posted to Sharon’s memorial web page. There are several common threads within these pages that paint an unforgettable portrait of this amazing lady.

“Sometimes life rushes by so fast that we forget to take it in, but Sharon taught me how to breathe it in and just love the moment.” ~ Joanne Dunne, Arlington, VA

“I will always remember her warmth, humor and her never-ending desire to help others less fortunate.” ~ Dr. Charles Pickett, Bonita, CA

“She was warm, welcoming, bright, caring, skillful, dedicated to her field and adoring of Carl.” ~ Richard Alper, Bethesda, MD

"[Sharon,] I have admired your determination to do everything possible – however uncomfortable and painful – to stay among those of us who love you as long as possible. . . . You defied the odds beyond expectation and have given us the gift of YOU born of your incredible resolve and will to live." ~ Lili Bermant, Potomac, MD

"You could always count on her for wisdom. Her loss is a real loss for a world that has very few people who can legitimately be characterized as 'wise.' Her wisdom came from her incredible capacity to seek out life in all of its richness, and never to shy away from a challenge. An academic dean, a magician's assistant, a mediator, a grandmother, and a rock musician, Sharon wore more hats in her life than most of us could in several lifetimes." ~ Mark Sawchuk, Berkeley, CA

"Sharon had the capacity to be appreciative of her life in the midst of chaos, discomfort or distress. She could step outside a particular situation to find a stillness within her being which would allow the presence of being gifted with life itself. She would take a moment's pause, sometimes a laugh to lighten the mood, or a deep sigh, and then return to feel thankful for even that experience." ~ Robin Solomon, Isle of Palms, SC

"She devoted her personal and professional life to teaching people how to 'listen' to the harmonies that dissolve barriers and engender peace. Sharon was especially fond of the butterfly, a symbol of the transcendent and transforming power of love. We are all familiar with the theory of the 'butterfly effect,' which, in its broadest terms, suggests that even the smallest action, the soft flap of a butterfly's wings, can ultimately have a global impact. With that in mind, I now suggest a principle for universal peace: The Sharon Pickett Effect. When we whole-heartedly welcome a stranger, when we soothe a troubled spirit, when we offer a reassuring touch, when we invite others to celebrate the exquisite beauty in themselves and in nature, Sharon's bountiful gift of love to us will resonate in yet another heart." ~ Susan Barrett, Bethesda, MD

"At her core, she was a teacher and she taught in a compelling, non-confrontational manner. She was effective in sharing ideas because you could see that she believed in them – you could trust that Sharon was speaking from her heart without any other motivation. I always thought Carl was smart to snap her up in mediation, as she was a natural." ~ Holly Porter, Washington, DC

"With her courage and humor and intelligence and love, Shari changed my life. She knew, even then, that every moment is precious. I can imagine Shari as a girl of seventeen, standing erect on stage and reading the words of Kent Nerburn, who wrote: 'None of us is promised tomorrow. Today, in all its beauty, is all we have.'" ~ Leda Molly, New York, NY

"It turned out that the gift wrap we'd selected for her birthday presents had a sunflower theme. 'I love sunflowers!' she exclaimed. She went on to tell us why they were her favorite and said: 'No matter how dark the day, sunflowers work to find a ray of light and literally turn their faces toward it. They live fully and beautifully, regardless of circumstance.'" ~ Heather Pritchard, Washington, DC

"To Carl: I spent many enjoyable days with you and Sharon as you shared from your hearts and minds your abundant insight into how to help couples in conflict resolve their differences respectfully. Much of what I know about mediation I owe to you both. . . . I know her indomitable spirit will live on in the lives of all she touched." ~ Bob Horowitz, New Haven, CT

"She and Carl handled the mediation between me and my ex-husband. Through the eight months that we met, Sharon demonstrated an inspiring ability to look past the anger, hurt and hostility that was sometimes displayed, and to stay focused on the mission. She was determined yet kind and compassionate, and kept us moving forward without allowing the emotions to become a distraction. . . . I am so grateful for the way that I came to know her professionally and for the very tangible difference that she made in our lives. I am convinced that we wouldn't have achieved what we did without her insights and her intuition." ~ Janeen Miller, Greenbelt, MD



And, finally, from her husband Carl's eulogy at her memorial celebration:

"Just one story about what she did and achieved in her work life. Sharon worked for Physicians for Social Responsibility the year they won the Nobel Prize. One of her proudest accomplishments in her life was at the height of the cold war taking six Soviet physicians, including members of the Supreme Soviet, on a speaking tour of the United States. Never one to be cowed, she had an argument with the head of Soviet psychiatry over nuclear power. Years later, following Chernobyl, he sent her back a message saying, 'Tell Sharon she was right.'"

"Sharon liked a quote from Pericles: '...those who can most truly be accounted brave are those who best know the meaning of what is sweet in life and what is terrible, and then go out, undeterred, to meet what is to come.' Sharon knew how to find what was sweet in life and she knew what was terrible. ...And in the face of one disappointment after another, she kept coming. She went, undeterred, to meet what was to come. It did not come from an angry place, but amazingly, with humility and her quiet dignity, from a place of gratitude to which she returned again and again. That was Sharon. In the face of all that was happening to her, I never heard Sharon complain. She just persevered, undeterred, buying Christmas presents a week ago from her wheelchair for her family."

"Sharon left a hand-written note asking that the Camus quote be in this service. I think it sums her core: 'In the depth of winter, I finally learned that within me there lay an invincible summer.' It's her living out of a spirit that housed an 'invincible summer' that so deeply touches us. To the last, she kept her dignity, her quiet, her generosity, and her humor."

"I could do simple, homey things with Sharon. When we couldn't do much else in recent months, she would sing a song to me in bed. She sang, 'You are my sunshine' – I cried. Sharon and I loved each other with all that we had. My wedding toast to her was the Bergman song: 'What are you doing with the rest of your life? North and South and East and West of your life? I have only one request of your life. That you spend it all with me.'"

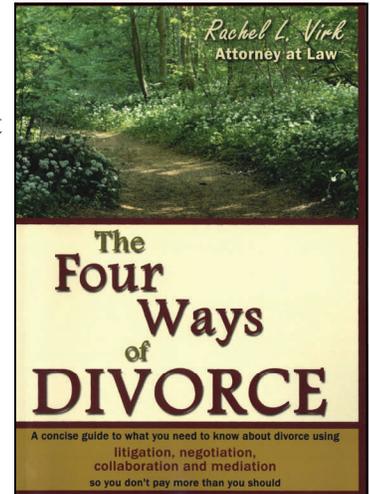
"And she did. 'for better or worse'...till death parted us. Sharon, without question, these last months of your life have been the best year of mine!"



## **Congratulations to Virginia Certified Mediator Rachel L. Virk on the Publication of Her Book, *The Four Ways of Divorce***

Vanguard Books has recently released *The Four Ways of Divorce*, authored by Rachel L. Virk, attorney and mediator from Potomac Falls. The author has been in practice since 1989, litigating, negotiating, collaborating and mediating divorce cases in Northern Virginia. The subtitle on the book's cover reveals something about the purpose of the volume – "A concise guide to what you need to know about divorce using litigation, negotiation, collaboration and mediation so you don't pay more than you should."

The last paragraph of Rachel's acknowledgement notes reveals for whom the book is intended. "My deepest gratitude goes to those thousands of individuals whom I have been honored to assist as their marriages ended. Their struggles and triumphs provide the inspiration for this book. It has been and remains my privilege to try to help those going through this tumultuous time, and it is my hope that this book will provide some assistance in that process."



The book is intended to reach a national audience so it is not specific to Virginia law. The author advises, "Seek out the proper professional to inform and advise you, based on your unique situation and under your state's current laws." In her introduction, Rachel points out that the divorce process will follow either a litigation, negotiation, collaboration or mediation path. She writes, "You need to understand these four options in order to stay on the path that will lead you to where you want to be." The back of the book includes a helpful chart that compares these four processes, as well as various financial worksheets.

### **Chapter 1 ~ I'm Heading for a Divorce – What Should I Do, Where Do I Start?**

The chapter is broken down into two subheadings, "If you are the one who wants out" and "If you are the one who is being left." Under the latter, she deals with Stage 1 – Denial/Avoidance, Stage 2 – Bargaining, Stage 3- Grief/Fear/Shock/Confusion/Turmoil, Stage 4 – Anger, Stage 5 – Acceptance. Next she moves to Get Informed, Make a Plan, Get Your Thoughts Sorted Out, Implement Your Plan, and Get Your Life Back.

The remaining chapter titles are self-explanatory and will give you a glimpse of the content of the book.

### **Chapter 2 ~ Litigation, Negotiation, Collaboration and Mediation – Should I Work It Out, or Fight It Out?**

### **Chapter 3 ~ How Do I Choose a Divorce Lawyer for Litigation or for Negotiation?**

### **Chapter 4 ~ Adversarial Settlement**

### **Chapter 5 ~ How Do I Choose a Family Law Mediator?**

### **Chapter 6 ~ How Do I Choose a Collaborative Divorce Attorney?**

### **Chapter 7 ~ Do I Need Other Professionals to Advise Me During the Divorce Process?**

### **Chapter 8 ~ What Exactly Has to be Resolved?**

### **Chapter 9 ~ How Much Law Do I Need to Know?**

## Chapter 11 ~ Considerations Involving Military Servicemembers

## Chapter 12 ~ What About the Children?

## Chapter 13 ~ What is a Settlement Agreement?

## Chapter 14 ~ What Happens If We Go to Court?

## Conclusion

Rachel encourages the reader that life **will** get better down the road and then offers six principles:

1. Be your best. Conduct yourself honorably, truthfully and as an example to others.
2. Put your children first. Make decisions about your new life that are in their best interests, and not only in yours.
3. Take care of yourself mentally, physically and spiritually.
4. Be smart about ensuring and working towards a financially secure future.
5. Act in a socially responsible way. Don't create dysfunctional children who will become a drain on society.
6. Remain optimistic about the future.

## Appendix 1 ~ Comparison Chart of Litigation, Negotiation, Collaboration and Mediation

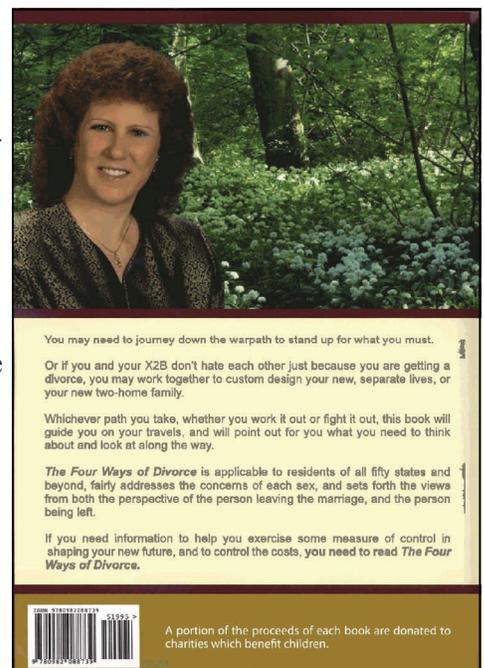
## Appendix 2 ~ Financial Worksheet Forms

## Appendix 3 ~ Informative Mediation – A New Model for Tough Economic Times

This is Rachel's article from the Fall 2008 issue of Family Law News published by the Family Law Section of the Virginia State Bar. Informative Mediation was described this way for Rachel's presentation at the Virginia Mediation Network Fall 2008 Conference: "During these tough economic times, more couples going through divorce are reluctant or unable to pay for adversarial representation. However, a nonadversarial resolution of divorce issues should not mean the sacrifice of effective legal and evaluative information. Divorce attorneys, especially those who litigate in the Virginia courts, have the ability to incorporate Informative Mediation into their practices. See how to expand a divorce litigation practice by offering Informative Mediation – a new model of mediation wherein the mediator incorporates the provision of both legal and evaluative information, without unethically individually or jointly advising the parties, to bring about an efficient resolution of both moderate and high asset divorce cases."

## Appendix 4 ~ General List of Topics to be Resolved.

For additional information (excerpts from the book, reader reviews, ordering information and a link to Rachel's website), see <http://www.thefourwaysofdivorce.com/>.



## DRS Offers Mediation Training Opportunities

J. Anderson Little (“Andy”), author of Making Money Talk, presented a one-day training seminar for Virginia ADR professionals on April 27, 2009 at the Holiday Inn Select Koger South Conference Center in Richmond. His subject was Mediating Claims for Money: How to Facilitate Position-Based Bargaining.

Approximately 150 certified mediators and Judicial Settlement Conference judges as well as several prospective mediators attended the seminar. DRS was very pleased with the overall positive feedback received from participants. For a nominal registration fee of \$20, mediators received an exceptional presentation, a training manual, a catered lunch, and six credit hours toward their recertification requirements. Virginia attorneys also earned six MCLE credits.

For those interested in additional information regarding Mr. Little or his book, the March 2009 issue of *Resolutions* included a book review prepared by former Virginia mediator, Diane Wiltjer.

Program evaluations included such comments as:

*“We need more access to CME that gives us credit for recertification but is like this one. Informative and different. Going beyond the basics.”*

*“Delightful to witness such a highly competent speaker. Good use of my time.”*

*“I appreciated the excellent suggestions for wording questions and reframing.”*

*“Very personal, down-to-earth style that made workshop enjoyable and interesting.”*

*“Real world flavor recognizing utility of ‘outside the box’ tools for use ‘inside the box.’”*

*“Very helpful concepts with specific strategies and techniques to implement.”*

*“I liked the fact that the lecturer was an attorney-mediator. Very informative and a great learning experience for my future cases.”*

*“As a non-attorney, I don’t do settlement conferencing. I was expecting more on divorce, ED, fights over \$s rather than personal liability; however, I was able to gain a few ‘Ah Ha’s’ – so worth the trip!”*

*“Can use this information to assist in the settlement of disputes by improving my negotiation skills.”*

## **VA Assn. of Community Conflict Resolution**

### **Apple Valley Mediation Network**

242 North Main Street, Suite 202  
Woodstock, Virginia 22664  
540-459-8799

Edward F. Wilkins, Executive Director

### **Better Agreements, Inc.**

305 Washington Street, SW  
Blacksburg, VA 24060  
866-832-5093

T’aiya Shiner, Executive Director

### **Community Mediation Center of Danville and Pittsylvania County**

490 Piney Forest Road  
Danville, VA 24540  
434-797-3981

Bob Phillips, Executive Director

### **Community Mediation Center Harrisonburg**

165 S. Main Street, Suite A  
Harrisonburg, VA 22801  
540-434-0059

Timothy Ruebke, Executive Director

### **Community Mediation Center - SEVA**

586 Virginian Drive  
Norfolk, VA 23505  
757-480-2777

Kim Humphrey, Executive Director

### **Conflict Resolution Center**

4504 Starkey Road, Suite 120  
Roanoke, VA 24018  
540-342-2063

Cherie Hall, Executive Director

### **The Dispute Resolution Center**

701 East Franklin Street, Suite 712  
Richmond, VA 23219  
804-343-7355

Nancy Chenault-Mediation Coordinator

### **Mediation Center of Charlottesville**

P.O. Box 133  
Charlottesville, VA 22902  
434-977-2926

Patrice Kyger, Interim Director

### **Northern Virginia Mediation Service**

4260 Chain Bridge Road, Suite A-2  
Fairfax, VA 22030  
703-993-3656

Megan Johnston, Interim Executive Director

### **Peaceful Alternatives Community Mediation Services**

P.O. Box 1169  
Amherst, VA 244521  
434-929-8227

Carolyn Fitzpatrick, Executive Director

### **Piedmont Dispute Resolution Center**

P. O. Box 809  
Warrenton, VA 20188  
540-347-6650

Lawrie Parker, Executive Director

*"I appreciate the opportunity to attend a seminar on a topic that is more relevant to my current mediation practice."*



**Seminar attendees working on group role play exercise**



**Andy Little**

This seminar followed a series of free or nearly-free Theatre of Ethics mediation training workshops offered by the Dispute Resolution Services office in February and March at various locations across the state. Our sincere thanks to the mediation groups who hosted these training sessions and made it possible for so many mediators to take advantage of this opportunity to earn recertification credits and expand their mediation skills.

One of the mediators who attended several DRS trainings in recent months wrote:

*"The workshop on child support you had last month was great. The fact that you went over mediation basics both in December and February reminded me of things we all tend to forget over time. When I went into my mediations after those workshops, I felt like a brand new mediator again. I was so conscious about what I was doing that I was a better mediator. I was able to critique myself with fresh reminders.*

*In addition, it is so wonderful to pay minimal or no fees to be recertified. In this economy, what you are doing is helping mediators financially to meet their obligations. I want to thank you for that, but most of all, it is the quality of what you are presenting that is important—just what I have needed. Today's ethics workshop was superior because we were able to talk about what we have experienced—sometimes we enter strange territories with little or no understanding of what we can and cannot do."*

If you have suggestions for topics for future mediation trainings, please feel free to email them to the DRS office at [mrinehults@courts.state.va.us](mailto:mrinehults@courts.state.va.us).

## Sixth Annual Parent Educators Symposium

Dispute Resolution Services was pleased to sponsor the Sixth Annual Parent Educators Symposium, held May 1, 2009 at the Supreme Court of Virginia. The event was funded in part by a Federal Access and Visitation Grant through the Division of Child Support Enforcement, Virginia Department of Social Services. Many of the parent education providers who offer classes for separating parents referred by our courts were in attendance. It's a great opportunity annually for learning, sharing and networking among parent education professionals.

The guest speaker this year was Dr. Robert Emery, Professor of Psychology and Director of the Center for Children, Families and the Law at the University of Virginia. Dr. Emery has authored over 120 scientific publications and several books. His most recent book is entitled The Truth about Children and Divorce: Dealing with the Emotions So You and Your Children Can Thrive. The book was featured with Dr. Emery on the *Today Show*, *The Jane Pauley Show*, *National Public Radio*, and in *Newsweek* magazine. Dr. Emery shared with the parent educators many of the concepts from his research that will be helpful to the parents who attend their classes.

Ann Warshauer, part-time parent education coordinator for the Office of the Executive Secretary, facilitated the Symposium program, including a presentation of the *Mom as Gateway* and the *24/7 Dad* curriculum. More information on these programs can be found on the National Fatherhood Initiative web site at <http://www.fatherhood.org/247dad/>.

During the Symposium, many of the professionals in attendance shared what is working in their classes and asked questions of Ann and the group. Dr. Emery was available to sign copies of his book during the luncheon.

On April 15, 2009, DRS also offered a "Training the Trainer" class for parent educators wishing to be approved as new providers of court-referred classes. Ann Warshauer and Nancy Siford were co-trainers for this event and it was also funded in part by our DSS Access and Visitation Grant. Ann can be reached regarding parent education matters at [awarshauer@courts.state.va.us](mailto:awarshauer@courts.state.va.us).



**Ann Warshauer, Parent Education Coordinator facilitating Symposium**

**Dr. Bob Emery presenting to Symposium Guests**



**Dr. Emery at book signing**

## KEEPING YOU INFORMED

### -A DRS Update -

Greetings from Dispute Resolution Services. We have a few things going on here that we want to be sure you know about.

#### New Court System Website

Most of you have received the following information by email from Melanie about the new Virginia Judicial System website up and running on June 16, 2009. Here it is again for those who might have missed it:

The Dispute Resolution Services office is pleased to announce the launching today of the Supreme Court of Virginia's redesigned web site at [www.courts.state.va.us](http://www.courts.state.va.us). We believe you will find the new site to be well organized and more user-friendly. Naturally, the mediation page links you may now have stored in your "favorites" will no longer take you where you want to go. Below are several links to pages of interest to ADR professionals. If you navigate directly to the home page, just click on Programs in the left column to see a display of mediation, judicial settlement conference, and parent education pages.

#### Mediation page:

<http://www.courts.state.va.us/courtadmin/aoc/djs/programs/drs/mediation/home.html>

#### Mediation Information System ~

Go to the Mediation page and click on Mediation Information System.

You will be prompted then to enter your username and password to get into the system to enter mediation data.

#### Directories and ADR Organizations ~

From the Mediation page, you will find a **drop-down list of all our Directories** as well as contact information for various ADR organizations and Virginia's non-profit community mediation centers.

#### Judicial Settlement Conference page:

<http://www.courts.state.va.us/courtadmin/aoc/djs/programs/jsc/home.html>

#### Parent Education page:

<http://www.courts.state.va.us/courtadmin/aoc/djs/programs/parented/home.html>

#### Mediation Forms and Applications ~

You will find that most forms have now been converted to revisable PDF files. You will be able to fill in your information online and then save the completed form to your hard drive or print the completed form. The few remaining forms are available in Word or PDF non-revisable formats, but our goal is to complete this project so that all forms are revisable in PDF format.

<http://www.courts.state.va.us/courtadmin/aoc/djs/programs/drs/mediation/forms/home.html>

#### Dispute Resolution Services ~

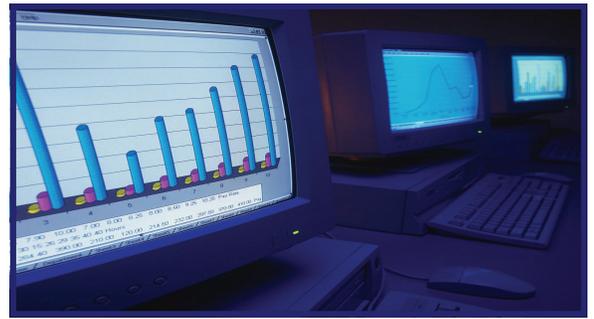
Here you will find contact information and links to the Judicial Settlement Conference page, the Local ADR Programs page, the Mediation page (including a separate section for Circuit Court Mediation), the Parent Education page, and the Resolutions Newsletter page.

<http://www.courts.state.va.us/courtadmin/aoc/djs/programs/drs/home.html>

#### Certification and Training ~

Basic information about becoming certified as a mediator, the ADR Training Calendar, and Conferences Schedule are housed here.

<http://www.courts.state.va.us/courtadmin/aoc/djs/programs/drs/mediation/training/home.html>



### Standards and Guidelines ~

<http://www.courts.state.va.us/courtadmin/aoc/djs/programs/drs/mediation/standards.html>

### Circuit Court Mediation ~

<http://www.courts.state.va.us/courtadmin/aoc/djs/programs/drs/mediation/ccmp/home.html>

### Resources and Reference Materials ~

<http://www.courts.state.va.us/courtadmin/aoc/djs/programs/drs/mediation/resources/home.html>

### Frequently Asked Questions About Mediation ~

<http://www.courts.state.va.us/courtadmin/aoc/djs/programs/drs/mediation/faq.html>

If you are unable to find the information you are seeking, please feel free to contact DRS by email or phone. Enjoy!

### Circuit Court Clerk's Presentation

Every year the Department of Judicial Services and the Education Department sponsor a Circuit Court Clerks conference. This year, DRS presented a program at the conference entitled ADR Comparison in the Circuit Courts. We are delighted to have had this opportunity to provide the clerks a history of ADR in the Virginia courts and an interactive "compare and contrast" of the background, procedures, neutrals and benefits found in the Circuit Court Mediation and Judicial Settlement Conference programs.

### ADR Analyst Position

While we sent an email notice in April, it is only fitting to announce in Resolutions as well, that Nancy Siford resigned from her position in Dispute Resolution Services as of early April. Nancy intends to pursue at least some mediation work, and will continue to be a valuable resource in the field of ADR in Virginia. I know you will join us in our heartfelt appreciation for all her hard work promoting mediation in the courts, providing exceptional training programs, and working tirelessly to bring excellence to the mediation profession.

Since advertising Nancy's position, we have received well over 40 applications for the ADR Analyst position, and will be interviewing candidates over the next few weeks. We hope to introduce you to our new ADR Analyst before the end of the summer.

