



NORTHERN  
ARIZONA  
UNIVERSITY

# ALTERNATIVE DISPUTE RESOLUTION COMMITTEE

## CAMPUS NEEDS ASSESSMENT

---

*Classified Staff Advisory Council  
Service Professional Advisory Council*

*December 2007*

## **Table of Contents**

Table of Contents .....	2
Executive Summary of Findings.....	3
Full Report .....	4
Committee Members.....	4
History.....	5
The Cost of Conflict.....	5
The Value of Conflict.....	5
Needs Assessment Survey .....	6
Service Departments.....	6
Vice Presidential Areas.....	8
Peer Institution Research.....	14
Recommendations.....	14
Appendix.....	15
Appendix A - The Surveys .....	15
Non employee-service related department questionnaire .....	16
Employee-service related department questionnaire .....	19
Peer Institution questionnaire .....	21
Appendix B - Survey Results .....	23

## Executive Summary of Findings

A high level of interest among service professionals and classified staff in alternative dispute resolution services for staff at NAU led SPAC and CSAC to form a joint committee in January 2007 to explore the need and feasibility for such a service on campus. The committee conducted preliminary research, formulated a series of three questionnaires, and conducted surveys as part of a needs assessment. Survey results and recommendations are detailed in the report.

The needs assessment was developed to 1) ascertain the nature and boundaries of conflict resolution services currently available on campus; 2) document supervisors' perceptions of the impacts of conflict in the workplace, how conflict is currently being dealt with, and the level of satisfaction with current campus services; and 3) discover how peer institutions are dealing with conflict in the workplace.

Conflict resolution services are currently provided by Human Resources, Employee Assistance and Wellness, and Affirmative Action. Supervisors are aware of and use these services; however, these service departments themselves acknowledge a "gap" in their abilities to handle conflict because of departmental mandates regarding their roles and their inability to handle conflict confidentially.

Interviews with supervisors across campus show that they are often faced with conflict that remains unresolved or escalates to the point that employees leave the university as a result. Lost time, decreased ability to work as a team, low employee morale, and decreased productivity were all cited as important impacts of conflict. Supervisors overwhelmingly supported the establishment of a conflict resolution service for staff, and most were willing to allow their employees time off to volunteer in support of such a service .

Of the ten peer institutions that responded, all have conflict resolution programs which provide confidential conflict resolution services; those services include mediation, arbitration, individual and group counseling, training, and resource libraries. Nine had formal, funded programs, and three had volunteer programs.

There is a clear need for alternative dispute resolution services at NAU to fill a gap in currently offered services. We feel that NAU will be best served by the creation of an Ombuds office for staff which includes mediation and training as two core services. Although an Ombuds office would have many tools for conflict resolution at its disposal, prevention should be a priority. The need for training was mentioned by a number of supervisors and directors during our interviews. Additionally, the Ombuds office should be able to use both formal and informal conflict resolution techniques, up to and including mediation, for resolving disputes. A program of training encompassing effective "best practices" for staff and supervisors would help create a campus-wide culture of enhanced communication, and would almost certainly help avoid much of the conflict we heard about during our interviews.

This report should be made available to the new Ombuds office to help guide their efforts. In addition, we recommend an Ombuds steering committee that includes staff representation from CSAC and SPAC. Such a committee could help guide and inform the efforts of the Ombuds office, but perhaps more importantly could enhance understanding of the role and services of the Ombuds to the greater NAU community

## **Full Report**

### **Committee Members**

#### **Representing the Classified Staff Advisory Council**

Karla Brewster, Office of the Vice Provost for Undergraduate Studies

Heather Farley, Center for Sustainable Environments

Jen Frey, Office of the Bursar

MaryLou Galyon, Associated Students of NAU

#### **Representing the Service Professional Advisory Council**

Dina Barnese, Information Technology Services

Marcelle Coder, Bilby Research Center

Franklyn Taylor, Residence Life

## History

In the fall of 2006, the Service Professional Advisory Council (SPAC) conducted an employee satisfaction survey aimed at service professional staff at Northern Arizona University (NAU). One item in the survey that particularly stood out to the Council was an item regarding the need for a dispute resolution service on campus. In particular, supervisors at the University felt there was not an adequate service available to serve staff or workplace conflicts.

Simultaneously, the Classified Staff Advisory Council (CSAC) was hearing a great deal of conversation from classified staff members regarding the need for conflict resolution at NAU. Classified staff were interested in the new Faculty Ombuds program and the services it offered and consequently began discussing staff options. The Legislative Awareness/ Compensation and Benefits Committee of CSAC began preliminary investigations into the issue including researching other Arizona institutions and the structure of the new faculty program.

Both the SPAC and the CSAC determined that a dual council *ad hoc* committee should be formed to continue further research on the issue. The committee was formed as the Alternative Dispute Resolution Committee with an initial focus on learning about approaches to mediation and what this method can mean for organizational success. The committee was initially interested in involving student input as well and invited the ASNAU President to join the committee. While the ASNAU response was positive regarding the need for this type of service on campus, it was ultimately determined that it was not a priority for the student group and they declined further involvement.

## The Cost of Conflict

Destructive conflict in the workplace is generally the result of serious disagreement over needs or goals, and can result in behaviors such as gossip, avoidance, verbal abuse, passive/aggressive communication, and hostility. This can, in turn, lead to a drop in productivity, a focus on problems rather than solutions, and a slump in creativity and innovation. If not resolved, destructive conflict leads to lost time through sick leave and ultimately, loss of the employee(s)<sup>1</sup>.

## The Value of Conflict

*Adapted from the Workplace Fairness Institute*

While conflict can come at an enormous cost to an organization, when managed properly, it can also have tremendous benefits. Conflict can create healthy and productive competition and motivation, can bring issues out into the open so they can be dealt with, and can ultimately

---

<sup>1</sup> Industry recognizes that it costs a minimum of 1.5 times a person's salary to replace them. At NAU for FY07, the median salary for classified staff and service professionals was \$46,463. Thus, the median cost to replace staff was \$69,695 per person. Industry also recognizes that up to 60% of voluntary resignations are the result of unresolved conflict (Source: Mediation Training Institute International). There were a total of 257 voluntary resignations from NAU in FY07 (Source: NAU Human Resources). Using these figures to calculate the cost of replacing the employees who left due to conflict shows a cost of \$10,733,030 in FY07.

create a better understanding of differences. When brought to the surface and handled appropriately, conflict can help to mitigate anger, raise awareness of other's needs, and place focus on common goals leading to a more unified team. Properly managed conflict fosters dialogue in such a way that issues can be raised in a safe environment and new ideas can emerge. Thus, while poorly managed conflict can lead to financial loss, a decrease in productivity, a lack of employee wellness, and a generally destructive workplace, proper conflict management can in fact result in workplace renewal.

## Needs Assessment Survey

The ADR committee conducted research over an 11-month period. The committee first attended educational workshops on the utility of mediation and later conducted needs assessment surveys based on the knowledge they had gained. The Needs Assessment Survey was divided into three key components: A survey aimed at middle-management level employees and above within the different Vice Presidential areas, a survey aimed at service department employees, and an online peer institution survey. The in-person survey for the VP areas included questions that were related to conflict in the workplace and the perceived need for a new conflict resolution program, while the survey for the University's service areas focused on what services those departments can and can not adequately cover. The peer institution survey was designed to gather data on staff conflict resolution services offered by other universities and colleges. Peer institutions were contacted first by phone then sent a link to an online survey by email. A summary of the results is presented here, while the surveys in their entirety are available at the end of the report in Appendix A.

At the request of Dr. Haeger, the draft surveys were reviewed by Pat Haeuser and Eva Hatchner from Planning and Institutional Research. Adjustments were made to some questions and rating scales to ensure the data would be accurate and usable.

## Service Departments

Many excellent services exist on campus to assist employees in difficult times; however, the departments that provide employee services have acknowledged that there is a gap in services available to staff when it comes to addressing conflict.

### **Human Resources and Affirmative Action:**

Both the Human Resources Department and the Office of Affirmative Action indicated in their qualitative surveys that they consider themselves to be offices of record. This means that they must record interactions with employees and use the information gained in these interactions to maintain the best interests of the University at all times. Maintaining the interest of the University includes protecting the rights of employees, but also may require reporting and follow up action related to gross misconduct, illegal action, or policy violations. As a result, these offices are not, by the interest inherent in the role they serve on behalf of the institution, neutral in conflict resolution situations. These offices further explained that they are often asked to deal with conflict in the workplace, and while they do provide assistance in this area, are not able to offer true mediation services which are best facilitated by a party who lacks interest in the outcome.

**Employee Assistance and Wellness:**

The Office of Employee Assistance and Wellness (EAW) indicated that they are able to offer some conflict management services within the scope of their training as counselors and psychologists. EAW services focus on the human relations aspects of the work environment and the staff offer opportunities for facilitated communication between two or more individuals. When asked to mediate a situation, staff must step out of their role as counselors and facilitators and engage in a function that requires a different operating structure, including guidelines and outcome expectations that are unique to the mediation process. This role shift can be perceived as operating outside the scope of the parameters of the EAW office as well as create confusion within the NAU employee community regarding the role of the office. The EAW office is very engaged in work place issues and offers consultation services to employees and supervisors to help in the development of a healthy work environment. Even so they commented that “gaps exist in the services [they] can offer.”

**Faculty Ombuds Program:**

The NAU Faculty Ombuds Program is designed to handle faculty-related concerns, disputes, facilitation, and resolution. They offer a confidential, safe environment for faculty to attempt conflict resolution strategies with the facilitation of a neutral party. This service is both important and valued but does not serve staff on campus, only faculty members.

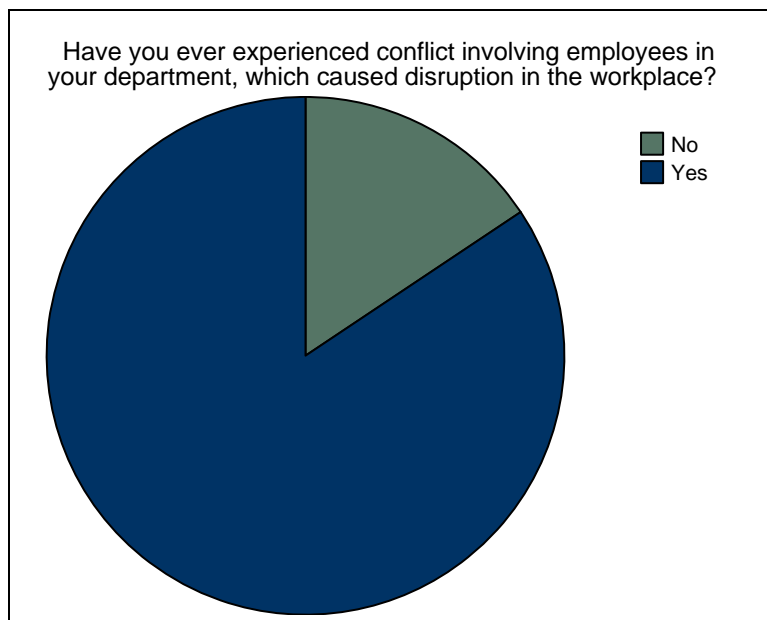
## Vice Presidential Areas

This survey was conducted as in-person interviews with mid- to upper-level managers and supervisors in all VP areas, and included both large and small departments (range was 3 - 107 employees). It elicited 33 responses from 24 departments within the eight Vice Presidential areas. Questions in the survey were focused on staff perceptions of both the degree of conflict within their workplace as well as the need for a conflict resolution service on NAU's campus. All questions were voluntary, so some answers may reflect a "no response" value. A highlight of the results follows; results are detailed in Appendix B.

Questions 1-6 collected demographic data and are not represented in these results.

### Question # 7:

When asked "Have you ever experienced conflict involving employees in your department, which caused disruption in the workplace?" 84% of interviewees responded "Yes" indicating that there is a high level of workplace conflict on campus.

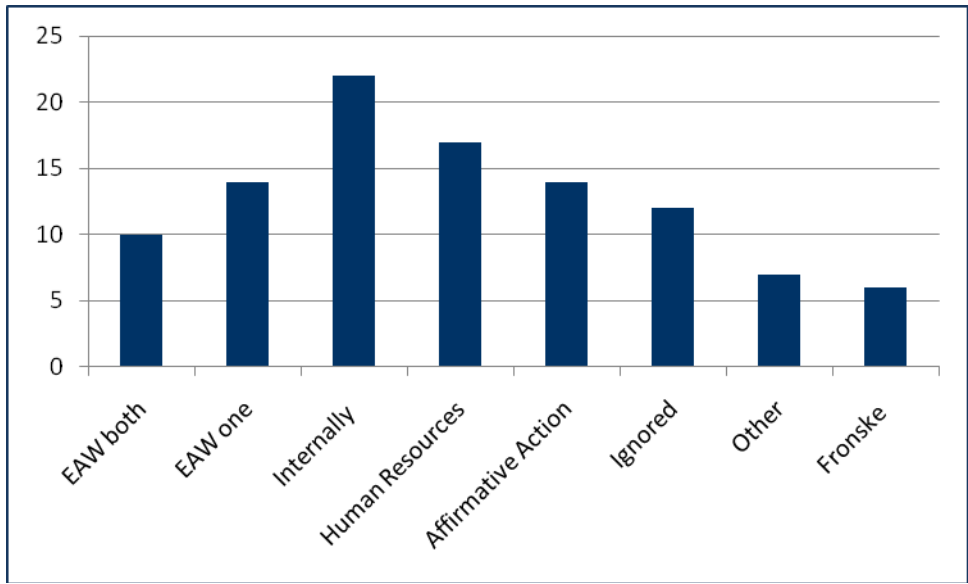


Question #8:

In follow up to question #7, the survey collected data on how conflicts in the workplace have been handled in the past. These results are ranked, with percents out of interviewed departments(most had multiple responses):

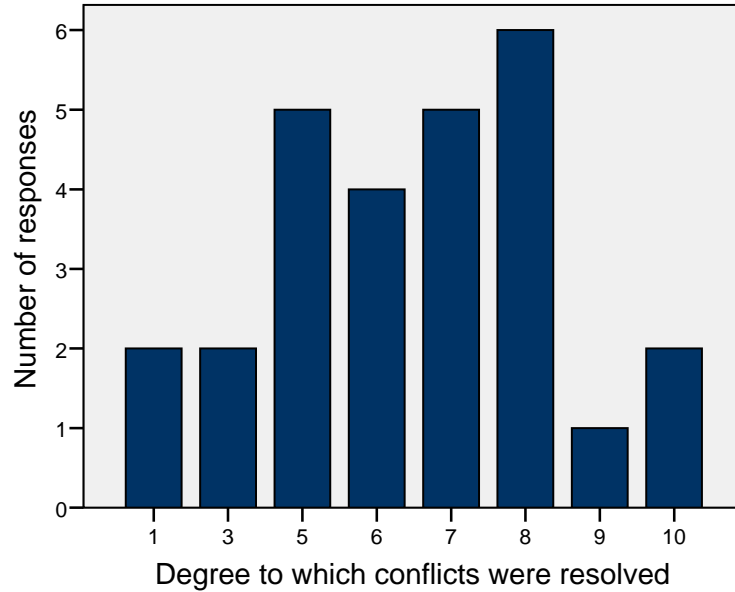
- (1) EAW ..... 24 (73%)
- (2) Internally ..... 22 (67%)
- (3) Human Resources ..... 17 (52%)
- (4) Affirmative Action ..... 14 (42%)
- (5) Ignored ..... 12 (36%)
- (6) Other\* ..... 7 (21%)
- (7) Fronske ..... 6 (18%)

\* 'Other' responses included Ombuds(when it existed, 2 responses), NAU counseling & testing, external psychological evaluation, peer-to-peer counseling, and informal counseling.



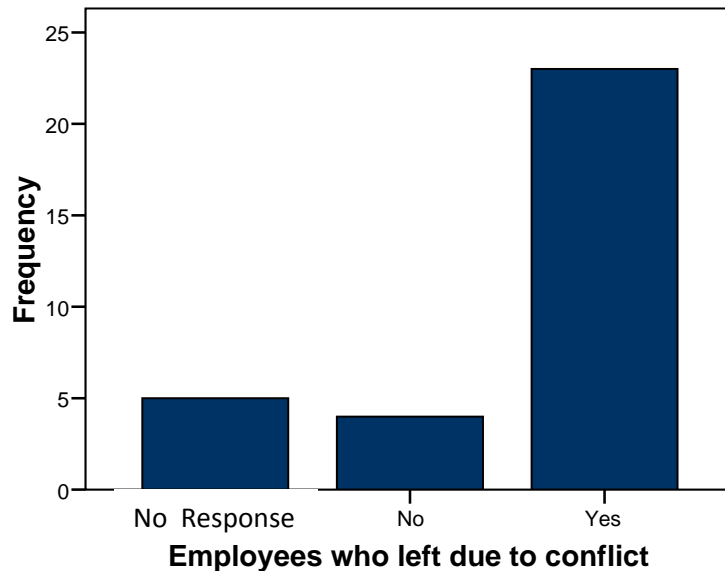
*Question #9:*

On a scale of 1-10, respondents were asked to what degree the aforementioned conflicts were resolved. One indicates no resolution at all and 10 indicates completely resolved. The graph shown here suggests that conflicts are only moderately resolved at best.



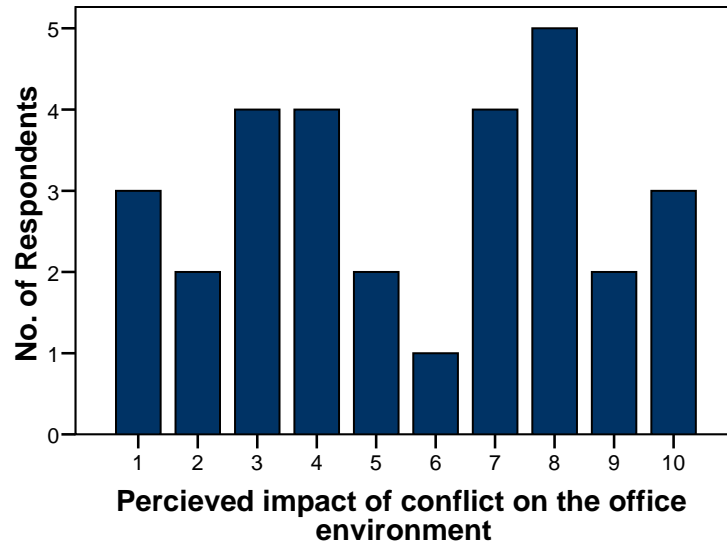
*Question #10:*

An average of 74% of conflict incidences on campus have resulted in the loss of an employee as indicated by the question, "Did any of the employees leave your department or terminate employment due to the conflict?"



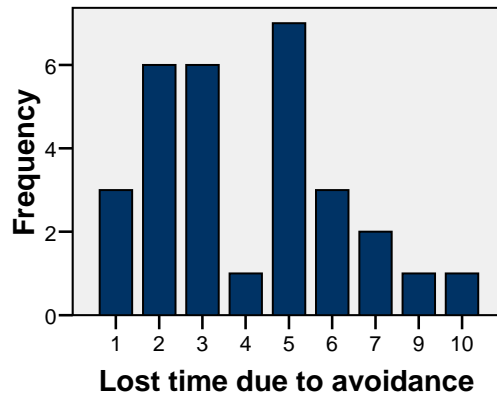
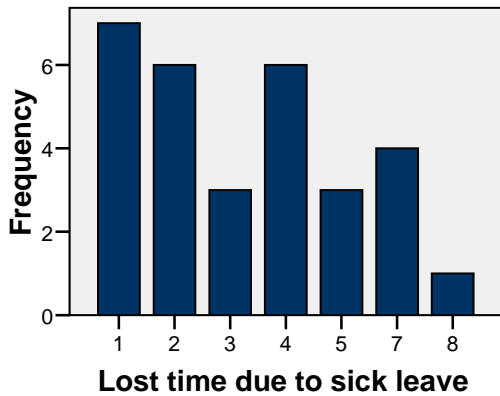
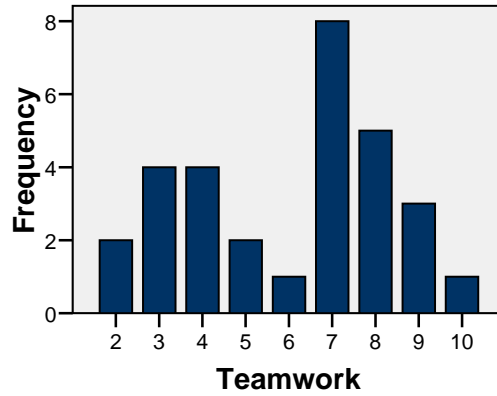
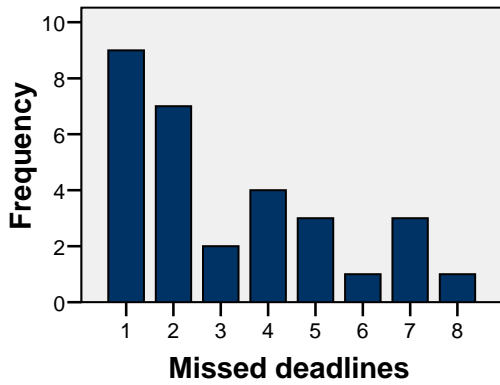
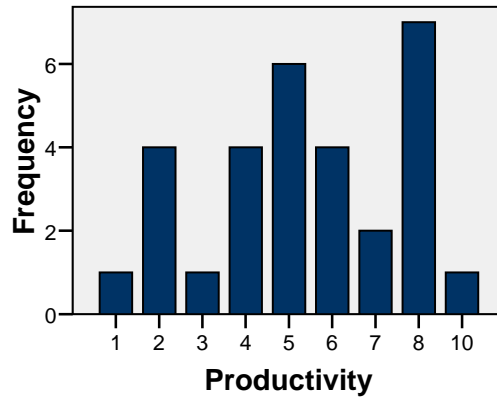
*Question #11:*

On a scale of 1-10, respondents were asked how strong the impact of conflict is within their office environment. One indicates low impact and 10 indicates high impact. While the impact levels vary widely, it is important to note that more than half of the respondents perceive the impact of conflict on their office environment to be high or moderately high.



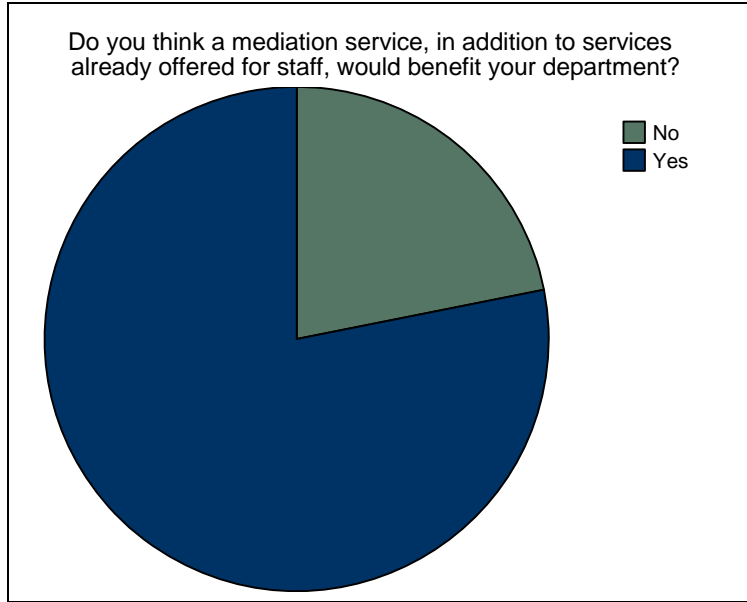
Question #12:

The following is a measure of the specific areas of the office environment that have been impacted by conflict. This question is based on a scale of 1-10 with 1 being lowest impact and 10 being highest impact. Specifically, these results indicate that employee morale, productivity, and team work are all highly impacted by conflict in the workplace.



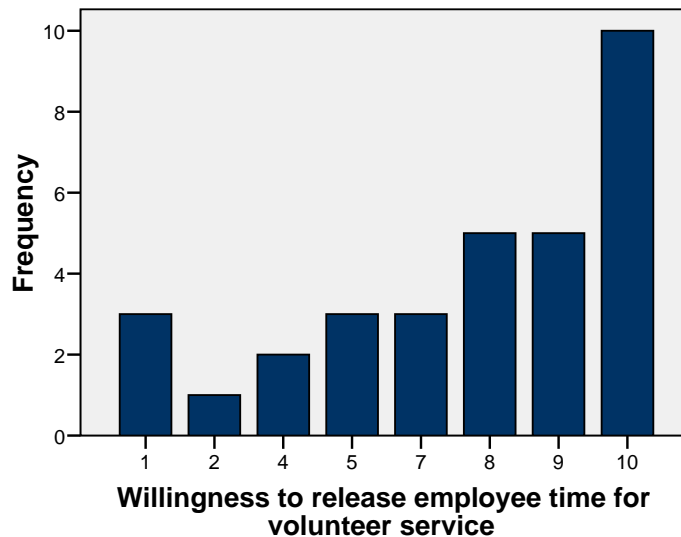
*Question #15:*

81% of respondents felt that some type of mediation service on campus would be beneficial to their department.



*Question #18:*

This question asked respondents, “How willing would you be to release employee time for volunteer service for a program of this nature?” (a mediation service of some kind). The scale was from 1-10 in which 1 is not willing and 10 is very willing. There was a clear interest from 63% of respondents in allowing employees time to volunteer for a mediation program on campus.



## Peer Institution Research

Ten peer institutions responded to our survey. Of those, all ten have a program in place to assist with conflict resolution. Campus departments that maintain such services include Human Resources, Affirmative Action, Office of the Ombudsman, Office of Institute Equity and Campus Employee Dispute Resolution Services. Old Dominion University relies upon the Virginia State Department of Employment Dispute Resolution to resolve both formal and informal grievances. All ten institutions maintain anonymity and confidentiality when working with conflicts. Services include mediation, arbitration processes, complaint investigation, individual counseling, group counseling, alternative dispute resolution, conflict resolution training, conflict coaching, and resource libraries on conflict and communication skills. Nine out of the ten peer institutes have formally funded programs in place, averaging four to five staff members. Three out of the ten peer institutions also have in place informal, unfunded programs averaging seven volunteers assisting in dispute resolution. The nine peer institutions that have in-house programs handle, on an average, 15 cases per year. On a scale from one to ten, with ten being the highest score, the average overall success rate is eight. Key challenges include power imbalance, unwillingness to participate, fear of retribution, and continued conflict. The University of Northern Colorado takes great pride in their Employee Assistance Program, stating it has been enormously successful.

## Recommendations

Results from the survey of NAU departments, which included large and small units in all vice presidential areas, indicate that department directors and managers are quite often faced with conflict that remains unresolved or escalates to the point that employees leave to resolve the issues. While initially the survey asked questions that were centered on the potential formation of a mediation service, the discussion from survey respondents indicated that mediation as well as other services would be received well on campus. As a result, it is the recommendation of the ADR committee that the University administration should consider opening an Ombuds office for staff that includes mediation and training as two core services. Although an Ombuds office would have many tools at its disposal for conflict resolution, prevention should be a priority. A program of training that encompasses both effective communication and “best practices” for staff, as well as conflict resolution skills for supervisors, would help create a campus-wide culture of enhanced communication, and would almost certainly help avoid much of the conflict we heard about during our interviews. Training was something that a number of supervisors and directors requested.

In addition, the Ombuds office should be able to use both formal and informal conflict resolution techniques, up to and including mediation, for resolving disputes within and between departments. This, the committee feels, will help to close the gap in conflict resolution services on campus and will contribute to sustaining strong morale.

This report should be made available to the new Ombuds office to help guide their efforts. In addition, we recommend an Ombuds office steering committee that includes staff representation from CSAC and SPAC. Such a committee could help guide and inform the efforts of the Ombuds office, but perhaps more importantly could enhance understanding of the role and services of the Ombuds to the greater NAU community.

## **Appendix**

### **Appendix A - The Surveys**

The following pages contain the full text of the three surveys that were conducted. The “Non-employee-service related department” and “Employee-service related department questionnaire” surveys were conducted as in-person interviews. Upon completion, the interviewer entered the data into an online survey tool. The “Peer institution questionnaire” was filled out online after initial contact was made by a member of the committee by phone.

## Non employee-service related department questionnaire

### Introduction and definition

SPAC and CSAC are conducting a needs assessment to determine whether a mediation service would be beneficial to NAU staff. The needs assessment consists of interviews with departments that provide employee services, such as HR and EAW, departments outside of those that provide employee services, and peer institutions.

First, I would like to get some demographic data:

Date \_\_\_\_\_

Interviewer Name \_\_\_\_\_

Department \_\_\_\_\_

Interviewee Name \_\_\_\_\_

Job Title \_\_\_\_\_

VP area (check one):

\_\_\_\_\_ Administration and Finance (Kathe Shinham)

\_\_\_\_\_ Academic Affairs (Liz Grobsmith)

\_\_\_\_\_ Advancement (Molly Williams)

\_\_\_\_\_ Athletics (Jim Fallis)

\_\_\_\_\_ Enrollment Management and Student Affairs (David Bousquet)

\_\_\_\_\_ Executive VP (Public Affairs, Community Outreach, Affirmative Action: MJ McMahon)

\_\_\_\_\_ Extended Programs (Fred Hurst)

\_\_\_\_\_ Information Technology

\_\_\_\_\_ Institutional Effectiveness (Pat Haeuser)

\_\_\_\_\_ Research

Number of employees in this dept \_\_\_\_\_

### Questions

Conflict in the workplace is generally the result of serious disagreement over needs or goals, and can result in behaviors such as gossip, avoidance, verbal abuse, passive/aggressive communication, and hostility. This can, in turn, lead to a drop in productivity, a focus on problems rather than solutions, and a slump in creativity and innovation. If not resolved, it can lead to lost time through sick leave and ultimately, loss of the employee(s).

Please answer the following questions with this definition in mind.

Have you ever experienced conflict involving employees in your department, which caused disruption in the workplace? YES NO

If the answer was YES, continue; otherwise go to Question 2.

(8) How were those conflicts handled? (check all that apply)

\_\_\_\_\_ EAW - both parties were counseled

\_\_\_\_\_ EAW - one party was counseled

\_\_\_\_\_ Human Resources

\_\_\_\_\_ Affirmative Action

\_\_\_\_\_ Fronske Health Center

\_\_\_\_\_ Internally

\_\_\_\_\_ Ignored



How willing would you be to release employee time for volunteer service for a program of this nature?

	Not willing								Very willing
1	2	3	4	5	6	7	8	9	10

Would you be interested in volunteering some of your own time for a program of this nature?

	Not interested								Very interested
1	2	3	4	5	6	7	8	9	10

## Employee-service related department questionnaire

SPAC and CSAC are conducting a needs assessment to determine whether a mediation service would be beneficial to NAU staff. The needs assessment consists of interviews with departments that provide employee services, such as HR and EAW, non employee service departments, and peer institutions.

Conflict in the workplace is generally the result of serious disagreement over needs or goals, and can result in behaviors such as gossip, avoidance, verbal abuse, passive/aggressive communication, and hostility. This can, in turn, lead to a drop in productivity, a focus on problems rather than solutions, and a slump in creativity and innovation. If not resolved, it can lead to time lost through illness(loss of sick leave) and ultimately, loss of the employee(s).

Which campus population(s) do you serve?

- Classified Staff
- Service Professional
- Faculty
- Academic Professional
- Administration
- Students
- Other

What services does your department offer to employees?

---

---

---

---

---

Does your department offer conflict resolution services for staff? YES NO

If you answered "Yes" to #3, tell me more about the conflict resolution services offered by your department. Please select all of the services offered by your department that serve to resolve conflict:

- Mediation (neutral, third party, face-to-face)
- Negotiation (neutral, go-between)
- Arbitration
- Litigation
- Counseling (one on one)
- Counseling (two parties together)
- Counseling (group)
- Other (please explain)\_\_\_\_\_

How does an employee make initial contact with your office?

- Self referral
- Supervisor referral
- Peer referral
- HR Referral
- Other (please explain)

\_\_\_\_\_

Please explain the process an employee would take to utilize your services.

\_\_\_\_\_

---



---

I would like to give you a definition and ask a few questions based on this definition: Mediation is a type of alternative dispute resolution in which a neutral person, called the mediator, helps the people who have a dispute talk to each other. The mediator makes no binding decisions and the individuals themselves ultimately determine whether the mediation process results in a resolution of the dispute. The mediator is there to help the disputing parties communicate with each other in the hope that they can find a way to work out their disagreements. Mediation is a confidential process, and when successful, ends with agreement between the parties on how the conflict will be resolved.

Based on this definition, how would a mediation service, in addition to services already offered for staff, benefit your department's service to campus?

Not at all	Very much
1    2    3    4    5    6    7    8    9    10	

Where would you rate the need for this type of service, in comparison to other campus needs?

Low	High
1    2    3    4    5    6    7    8    9    10	

Any new program that is started on campus means some sort of trade-off was made. This is a trade-off of resources, and might include funding or employee time (for a volunteer program), that may have been used elsewhere did the program not exist.

How willing would you be to trade some of your department's resources for a program of this nature?

Not willing	Very willing
1    2    3    4    5    6    7    8    9    10	

Would you be willing to release employee time for volunteer service for a program of this nature?

Not willing	Very willing
1    2    3    4    5    6    7    8    9    10	

Would you be interested in volunteering some of your own time for a program of this nature?

Not interested	Very interested
1    2    3    4    5    6    7    8    9    10	



Structure of program?

- Formal, fully funded program
- Volunteer, funded program
- Volunteer, non-funded program

Number of employees

- 0 - 2
- 2 - 4
- more than 4

How do you get your clients? (check all that apply)

- supervisor referrals
- self referral
- HR referral
- other (please explain \_\_\_\_\_)

Number of cases in the past year?

- 0 - 10
- 11 - 20
- 21 - 30
- more than 30

Success of program, in your opinion, on a scale of 1-10?

- 1      2      3      4      5      6      7      8      9      10

What are some of the key challenges you encounter when providing conflict resolution?

Select all that apply.

- Power imbalance
- Impasse
- Unwillingness to participate
- Fear of retribution
- No resolution/continued conflict
- Other (Please explain) (text box here)

Would you like to tell us anything else about your program?

---

---

---

## **Appendix B - Survey Results**

The following pages contain complete data from the “Non employee-service related department questionnaire” minus personal and demographic data. Results from the service-department and peer institution surveys is not available in a raw data format, as the nature of the interviews and follow-up conversations provided a much richer source of information than the survey data alone.

**Non employee-service related department questionnaire**

Q7: Have you ever experienced conflict involving employees in your department, which caused disruption in the workplace? YES NO

Q8: How were those conflicts handled? (One indicates the choice was selected; 0 indicates the choice was not selected)

- a) EAW - both parties counseled
- b) EAW - one party counseled
- c) Human Resources
- d) Affirmative Action
- e) Fronske Health Center
- f) Internally
- g) Ignored
- h) Other

	Q7	Q8a	Q8b	Q8c	Q8d	Q8e	Q8f	Q8g	Q8h
1	No	0	0	0	0	0	0	0	0
2	Yes	1	1	1	0	0	1	1	0
3	Yes	1	1	0	1	0	1	1	0
4	Yes	1	0	1	1	0	1	0	0
5	Yes	0	0	0	0	0	1	1	0
6	Yes	0	1	1	0	0	1	0	0
7	Yes	0	0	0	0	0	0	1	1
8	Yes	1	1	1	0	1	1	0	1
9	Yes	0	0	1	0	0	1	0	0
10	Yes	0	0	1	1	0	0	0	1
11	No	0	0	0	0	0	0	0	0
12	No	0	0	0	0	0	0	0	0
13	Yes	0	0	0	0	0	1	1	0
14	Yes	0	1	1	1	0	1	0	0
15	No	0	0	0	0	0	0	0	0
16	Yes	0	1	0	1	0	1	0	0
17	Yes	1	1	1	1	1	0	0	0
18	Yes	0	1	1	1	0	1	0	1
19	Yes	0	1	0	0	0	1	1	0
20	Yes	1	0	0	1	1	1	0	1
21	Yes	1	1	1	1	1	1	1	1
22	Yes	0	0	1	0	1	1	0	0
23	Yes	0	1	0	0	0	1	1	0
24	Yes	1	1	1	1	1	1	1	0
25	Yes	1	0	1	1	0	1	0	0
26	Yes	0	0	1	0	0	1	1	0
27	Yes	1	0	1	0	0	0	1	1
28	Yes	0	0	0	0	0	1	0	0
29	Yes	0	1	1	1	0	0	0	0
30	Q7	Q8a	Q8b	Q8c	Q8d	Q8e	Q8f	Q8g	Q8h

31	Yes	0	0	0	0	0	1	1	0
32	Yes	0	1	1	1	0	1	0	0
33	No	0	0	0	0	0	0	0	0

Answers to Q8h, "Other":

Kay McKay's Positive and Effective Office Protocols  
 counseling and testing  
 Ombuds office - mediation  
 peer to peer  
 External psychological evaluation  
 Informal counseling sessions  
 Mediation through Omsbuds program when we had it.

Q9: On an average, to what degree were the conflict(s) resolved? (Scale of 1 to 10, where 1 is "Not resolved at all" and 10 is "Resolved completely". A blank entry indicates no response to the question.)

Q10: Did any of the employees leave your department or terminate employment due to the conflict? YES NO

Q11: How strong is the impact of conflict on your office environment? (Scale of 10 to 10, where 1 is "Low impact" and 10 is "High Impact". A blank entry indicates no response to the question.)

Q12: Specific areas that have been impacted due to conflict. (Each selection is rated on a scale of 1 to 10, where 1 is "Lowest impact" and 10 is "Highest impact". A blank entry indicates no response to the question.)

- a) Employee morale
- b) Productivity
- c) Missed deadlines
- d) Team work
- e) Lost time due to sick leave
- f) Lost time due to avoidance

	Q9	Q10	Q11	Q12a	Q12b	Q12c	Q12d	Q12e	Q12f
1	.		7	7	3	2	4	1	1
2	5	Yes	10	8	10	7	9	7	10
3	8	Yes	5	5	8	4	7	5	5
4	5	No	3	7	5	4	7	3	5
5	7	Yes	4	5	5	4	7	4	4
6	8	Yes	8	8	5	1	8	2	5
7	3	Yes	8	8	6	5	8	4	3
8	6	Yes	9	6	4	3	2	2	2
9	8	Yes	8	8	5	4	7	4	3
10	Q9	Q10	Q11	Q12a	Q12b	Q12c	Q12d	Q12e	Q12f

11	7	Yes	10	10	8	3	7	3	5
12	.		2	2	2	2	2	2	2
13	.		7	8	8	5	5	7	6
14	5	No	7	8	7	6	9	4	9
15	1	Yes	1	8	8	1	9	2	2
16	.		.	.	.	.	.	.	.
17	10	No	4	3	4	2	6	1	6
18	10	Yes	4	6	6	7	7	7	7
19	8	Yes	6	5	4	1	5	4	3
20	6	Yes	1	7	4	1	4	1	3
21	7	Yes	8	8	8	8	8	5	5
22	7	Yes	3	8	8	7	8	7	6
23	8	Yes	4	7	7	1	3	1	1
24	5	Yes	10	10	8	2	8	3	2
25	6	Yes	3	3	2	2	4	2	2
26		Yes	3	5	2	2	3	2	5
27	3	Yes	7	9	6	1	4	4	7
28	5	Yes	9	9	2	2	10	1	5
29	9	No	2	3	1	1	3	1	1
30	1	Yes	8	6	6	1	7	8	3
31	6	Yes	1	8	5	1	3	1	3
32	7	Yes	5	9	5	5	7	5	2
33	.		.	.	.	.	.	.	.

- Q13: Please rate your perception of the cost of conflict to your department/area. (Scale of 1 to 10, where 1 is "Low cost" and 10 is "High cost". A blank entry indicates no response to the question.)
- Q14: How serious of a conflict atmosphere do you perceive in your department/area? (Scale of 1 to 10, where 1 is "Low conflict" and 10 is "High conflict". A blank entry indicates no response to the question.)
- Q15: Do you think a mediation service, in addition to services already offered for staff, would benefit your department? YES NO
- Q16: How important would this type of service be, in comparison to your other departmental needs? (Scale of 1 to 10, where 1 is "Not important at all" and 10 is "Extremely important". A blank entry indicates no response to the question.)
- Q17: How willing would you be to trade some of your department's resources for a program of this nature? (Scale of 1 to 10, where 1 is "Not willing" and 10 is "Very willing". A blank entry indicates no response to the question.)
- Q18: How willing would you be to release employee time for volunteer service for a program of this nature? (Scale of 1 to 10, where 1 is "Not willing" and 10 is "Very willing". A blank entry indicates no response to the question.)

Q19: Would you be interested in volunteering some of your own time for a program of this nature? (Scale of 1 to 10, where 1 is "Not interested" and 10 is "Very interested". A blank entry indicates no response to the question.)

	Q13	Q14	Q15	Q16	Q17	Q18	Q19
1	4	1	Yes	4	7	7	7
2	8	4	Yes	8	8	8	7
3	4	3	Yes	4	2	8	7
4	3	3	Yes	3	2	10	2
5	3	4	Yes	8	3	4	8
6	5	2	Yes	7	5	10	6
7	4	8	Yes	10	8	10	10
8	5	1	No	3	1	5	1
9	6	2	Yes	3	2	4	2
10	7	1	Yes	10	3	10	5
11	2	2	No	4	4	5	8
12	7		No	6	5	7	1
13	6	5	Yes	3	1	2	1
14	2	1	Yes	5	5	7	7
15		2	Yes	8	1	9	7
16	3	4	Yes	3	2	10	10
17	7	4	Yes	8	8	9	9
18	4	4	No	1	1	1	1
19	7	1	Yes	10	10	10	10
20	9	3	Yes	7	8	10	9
21	5	4	Yes	7	8	9	7
22	5	6	Yes	1	1	1	1
23	9	2	Yes	8	8	8	8
24	2	3	Yes	6	6	9	3
25	3	4	Yes	4	9	9	2
26	8	3	Yes	9	8	8	9
27	1	9	Yes	10	2	1	1
28	4	2	No	2	10	10	10
29		5	Yes	9	8	8	8
30		2	No	2	5	5	7
31		2	Yes	7	9	10	10
32				1	1	10	1
33							

Additional comments were recorded and are listed below with the corresponding response number.

1	All conflict reported for this area involved friction with individuals in other departments, but was thought to be significant.
2	<p>This interviewee became very emotional during the interview (episodes of conflict had been very intense in the recent past).</p> <p>This department has apparently experienced some very intense periods of conflict, initially resulting from a split of this department from another "umbrella" department, which established a culture of conflict which then carried over to affect the department internally. This director has worked hard to change the culture of the office (using EAW staff as facilitators for group educational sessions), and feels that the office is now experiencing significantly less conflict.</p>
8	<p>Ref# 14. Low because they don't wait to deal with conflict issues.</p> <p>Ref #15. No, because HR has been very satisfactory in dealing with their issues. She thinks they get mediation from HR.</p> <p>Ref #18. Would release employees to volunteer because it is a service activity.</p> <p>Comments: She believes that their leadership style (she credits their director) leads to very open and frequent communication, and conflict or problems are nipped in the bud. They don't tolerate gossip or other problem behaviors.</p>
10	Would like to see a workshop about communication/mediation for employees. This might help prevent conflict from becoming a real problem.
13	Ref #15 - While the interviewee felt that this program would benefit her department, she did not think that her colleagues would be likely to use it.
17	<p>Would like to see a "safe" place for employees to be able to talk about problems.</p> <p>Feels that employees hold back. Would like to see a neutral-based program but not one that entirely advocates for the employee (where the employee could be safe but university policies could also be enforced if necessary).</p>
18	Not interested in mediation specifically. Would like to see an Ombuds program where a single person could get assistance with dealing with conflict.
21	Interviewee mentioned that employees who have these mediations skills tend to handle situations and issues much better than those who are not exposed to these kinds of services or training.
23	<p>Conflict is currently caused by confusion due to lack of leadership amidst change.</p> <p>Our problems now cannot be resolved by mediators. We need clear directions and open communication. In regards to the "cost of conflict", the question was answered by looking at the entire NAU institution - there is a lot of wasted time. In regards to the willingness to trade departmental resources, it was scored the lowest since this department has no one to volunteer.</p>
24	Questions were answered with a previous department in mind.
28	<p>This supervisor had been there for quite a long time and had seen many conflicts, so some were resolved, some weren't; some left the positions due to the conflict, others didn't. Neither of us knew whether to average the scores for the questions or just pick one incident. There was also a concern about confidentiality as this person in this position - just one, so everyone would know based upon the position title.</p>

29	While the interviewee did not feel mediation was needed in his department specifically, he did feel that the University as a whole could greatly benefit. He also emphasized that in no way could his department commit a financial obligation, he felt strongly that many people in his office would be interested in learning mediation skills and he as a supervisor would be only too happy to offer employee resources to a mediation program on campus. Finally, the interviewee felt there could be some value in including students in the program and offered his consultation and assistance in helping foster this if we find it fits into the needs of the campus.
32	[The interviewee] understood the employee time/volunteering example, yet wanted the trade-off quantified. Will the university give up one service for another service that will be available to everyone, yet only a small percentage will be utilizing? For instance, will we lose our funding for our health wellness days that everyone could benefit from and exchange it with a mediation service that is available to all, yet not all will benefit/utilize. [The interviewee] also commented that most employees' perception is to go to directly to HR when they need help. This path concludes in varying degrees of success.