

**MEDIATION IS  
WHEN...**

## METHODICAL GUIDE

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## Introduction

In the new millennium, our society is facing difficulties and troubles, such as unemployment, indebtedness, poverty and homelessness. With these phenomena, fear and existential uncertainty, often in the form of mistrust, intolerance or increased aggression are more and more creeping into society. The modern factors are manifested most sensitively at the level of families, child education and care of the oldest generation.

Nowadays, classical instruments and approaches are no longer sufficient, because what has worked the previous hundred years is now ineffective. This is illustrated by ever-increasing judicial and administrative proceedings. Therefore, the question "Why?" should always be the basis of communication, especially in conflicts and disputes. It is this question that forms the foundation of mediation and its basic techniques.

Conflicts are part of our everyday life. Many of them can be solved by ourselves. However, there are conflicts that we can't solve and thus bring us misery, feelings of hopelessness, fear of the future and distress. And that's where mediation can help because it leads from negative to positive experiences. It emphasises the future and verbalized emotions. The fact that emotions are expressed makes them less strong and therefore it is possible to think rationally and constructively.

At the municipal level mediation can be used in a wide range of disputes - from traditional, family-related, disputes about child care and elderly care, through neighbourly disputes, often related to issues dealt with by the building department, the environmental protection department or civil offence department.

Mediation, which offers a guided interview with the parties not about the problem, but about existence and functioning within the problem, provides a big space for communication of what is incommunicable in terms of traditional legal proceedings - civil, criminal or administrative. It enables work to take place, not only with facts but also with emotions, fears and needs of parties and their close relatives, who are directly or indirectly affected by the "problem".

## **1. Basic concepts:**

### **Mediation**

- Mediation is inherently a natural tool of social communication
- Mediation means a formal procedure in which two or more parties of a dispute voluntarily seek an agreement and solution of the dispute with the assistance of a mediator
- Method of fast and cultivated resolving disputes and conflicts with the assistance of a neutral third person - the mediator
- The informal conflict resolution process in which both parties are present voluntarily
- Belongs to the techniques of an extrajudicial dispute resolution
- Is based on the following principles: voluntary cooperation, impartiality, neutrality and focus on the future

### **Mediator**

- Should be creative, able to manage a conflict
- Must be impartial, can not be connected with any of the parties
- Professionally trained in mediation
- Does not advise, judge nor resolve
- Is responsible for the appropriate area
- Gives rules and secures the balance of the whole process
- Is responsible for the chosen style, leadership and management of mediation
- Mediator in the broader sense is generally anyone who facilitates communication between two sides (typical examples are: relatives, colleagues, etc.).
- In connection with the Act on Mediation (Act. No. 202/2012 Coll.) there is now a distinction between "registered mediator" and "unregistered mediator"
- Registered mediator is a natural person who is registered in the list of mediators maintained by the Ministry of Justice - must have university education and be awarded with a master's degree and must successfully pass an examination before trial commission appointed by the Minister of Justice (examination procedure is regulated by Decree no. 277/2012 Coll. The trials and rewards of a mediator); the mediator exams for advocates are organized directly by the Czech Bar Association
- Only a registered mediator is authorized to sign a mediation agreement and submit it for court approval, registered mediators are listed on [www.justice.cz](http://www.justice.cz)
- "unregistered mediators" are commonly listed by organizations of mediators and organisations providing mediation services

**Advantages of Mediation:**

- It is quicker and less costly in comparison with court proceedings
- It is possible to start immediately
- It aims at reaching an agreement
- There is enough time for clarification and mutual listening
- Both sides are equally respected and get as much space as they need
- During mediation the tension between the parties is reduced and it comes to a mutual understanding
- Reduces stress and leaves space for a possible future cooperation
- Parties themselves decide on how to resolve the conflict - the final solution is based on their needs and interests
- The resulting agreement is acceptable for both parties, and therefore fulfilled and settled
- Confidential information remains within the parties
- Mediators encourage the parties to find a solution that satisfies all parties

**Disadvantages of mediation (mediation is inappropriate in these cases):**

- One or both parties act in a way so that the dispute must end in victory for one of them
- One or both parties are not willing to provide necessary information or act openly
- Any of the participants is under the influence of alcohol or drugs or is an aggressive person alternatively with pathological personality traits, incapable of meaningful discussion

**The cases suitable for mediation are, for example:**

**Family mediation**

- a) adjustment of child/custodial care before or after divorce
- b) determining the amount of alimony, stating the motive for its increase
- c) conflicts resulting from the family members (parents, children, grandparents, etc.) living together
- d) inheritance disputes

**Divorce mediation**

- a) it deals with disputes before, during or after divorce
- b) property settlement

**Disputes in the area of housing and property rights**

- a) neighbourhood misunderstandings
- b) the lease relations between the lessor and the lessee
- c) settlements on co-ownership
- d) the determination of servitude rights

**Customer mediation**

- a) replacement claims in the sale
- b) compensation for damage

**Workplace mediation**

- a) workplace relationships (between colleagues, boss-subordinate relationship)
- b) liability for damage
- c) terminations of employment/ dismissals

**Commercial mediation**

- a) non-fulfilment of a contractual obligations
- b) the quality and prices of services
- c) contractor-customer relations
- d) banking services

**School mediation - conflict**

- a) between teachers and pupils
- b) between pupils
- c) between parents and the school
- d) between teachers
- e) between teachers and school management
- f) between the school and its founder

**Mediation in Healthcare - conflicts**

- a) between the patient and the medical staff (doctor, nurse)

- b) between patients
- c) between patients and their family members
- d) between a medical facility and its employees
- e) between a medical facility and an insurance company
- f) between medical facilities

## **Principles of mediation**

- a) voluntariness - the agreement of counterparties on resolving the conflict through mediation brings release, because the parties experience the positive feeling of trust and they can see that their problem is resolvable
- b) confidentiality - mediation offers the possibility of open discussion; for dismantling of personal problems the confidence from both clients and the mediator is necessary  
impartiality and neutrality – the mediator and his external behaviour has the specific impact on clients – he must remain neutral and mustn't show his opinions nor sympathy; impartiality of the mediator increases the client's confidence
- c) focus on the future - the past does not belong to mediation, because it unnecessarily exacerbates tension
- d) freedom of decision - clients have to consider the proposed solutions and choose one of them
- e) taking responsibility - the parties themselves are responsible for the resolution of the conflict
- f) alternatives - searching for new options; already the fact that the clients opted for mediation is a search for new alternatives

## **The mediation process**

It is a structured process that has several basic phases.

1. The parties are informed of the mediation and negotiate common rules for the entire course of the mediation
2. The parties speak to the mediator, to whom they portray their (subjective) perception of the situation
3. The parties listening to each other with the assistance of a mediator
4. The parties search for possible solutions
5. Finding a consistent solution
6. Formation of an agreement

The mediator chooses the form in which the mediation will take place. During emotionally tense disputes (typically family disputes) the most important is to "heal the relationship". The stages of the process may be intertwined; the mediator leads each party to retell their story. Together they seek to analyse what circumstances had an impact on behaviour and perception of reality of one side or another, why it all happened and what will happen next. The parties are able to speculate about the future only after each one of them is able to understand and more or less accept the other side's story.

In disputes with lower emotional tension (typically commercial) mediation is focused on the result, ie. to solve the problem and reach an agreement. The mediator leads the parties through an outlined structured process to a cultivated negotiation.

## **The legal framework for mediation**

Mediation is widely applicable; its use can be generally distinguished as:

- Mediation in criminal matters, which is regulated by Act no. 257/2000 Coll., on probation and mediation service
- Mediation in non-criminal matters - regulated by Act no. 202/2012 Coll., on mediation and amendments of other Acts

The stimulus for the adoption of the Act no. 202/2012 Coll. on mediation and amendments of Acts (Act on Mediation for short) has been the adoption of the European Parliament and Council Directive no. 2008/52 / EC of 21 May 2008 on certain aspects of mediation in civil and commercial matters. The Directive requires Member States of the European Union to deal with cross-border disputes primarily through mediation. It further recommends that, to ensure justice for its citizens and for the predictability of the outcome of litigations, the states also should introduce the mediation in their internal legislation and promote information and lead the awareness campaigns to explain the use of mediation and provide the information on mediators and organizations providing mediation services.

## **.2. Mediation in relation to clients**

Mediation in the Czech Republic as well as abroad is provided to clients both in the form of paid services (on commercial basis) or as a free service which is paid by the state or to which the state contributes. Mediation is more and more being used as a tool to prevent disputes, criminality, with its goal to alleviate the effects of social exclusion. With the help of mediators, mediation and mediation approach in criminal, civil and administrative field the social peace and justice can be preserved at the municipal, regional, state or national level. Clients of mediation can be individual natural persons, groups of persons (families, associations, communities) or legal persons, entities both private, business and public (municipalities, schools, health facilities) including non-profit organizations.

### **a) Mediation provided on a commercial basis**

Mediation provided on a commercial basis is a traditional form, typical especially for commercial disputes and international litigation. Mediators are mostly from the ranks of lawyers, judges or experts in the field of finance, industry, information technologies, etc.

In countries where the mediation market is fully developed, mediation is provided as a free service and solves common disputes (family, consumer, etc.) Mediation provided for remuneration is also provided in the Czech Republic by registered mediators according to Act no. 202/2012 Coll .

### **b) Mediation provided as a social service**

Integrated systems of assistance and social protection, based on cooperation between state and non-state actors, enable to include mediation between services provided to clients free of charge, which is directly financed by the government (mediation provided by the authorities of the Probation and Mediation Services) or for which the State gives subsidies via municipalities, budgetary or non-profit organizations. (For example with the help of subsidies the Association for Consumer Protection of Moravia and Silesia provides expert legal consultancy focusing on consumer mediation, where a considerable amount of complaints have been successfully solved by out-of-court settlements).

Mediation provided as a social service and mediation aimed to support social peace are the new directions of mediation which began to take place in our country and abroad with the beginning of the new millennium.

Mediation that is provided as a social service within the social and legal protection of children is a very effective tool in overcoming family conflicts which by their severity threaten a healthy child's development. Here, the cooperation of social workers in the field of legal protection of children and the staff of nongovernmental organizations (such as Mediation Centre of the Fund of Imperilled Children in Ostrava, Children's Crisis Centre ADRA at Hradec Králové, Charity at Blansko and others) which act as organizations responsible for the execution of social and legal protection of children has proven successful.

The cooperation of mediators and workers of children's social care is based on their practical experience and the needs of clients. This is a common use of a variety of appropriate methods when working with families. Besides the best interests of the child, on which children's social workers are focused, it is necessary also to take into account the interests and needs of parents. Methods such as counselling, therapy, companionship, case studies, case conferences and

mediation belong to activities that are regulated by the Act no. 108 / 2006 Coll. on social services as **social activating services for families with children** and are aimed at reaching the maximum cooperation level possible for all members of the family. Municipalities may provide funding for these services based on methodologies of the Ministry of Labour and Social Affairs. (For example the Order of the Minister no. 37/2013 "Methodology of the Ministry of Labour and Social Affairs for providing of state subsidies to municipalities and Prague for execution of social and legal Child protection agenda for 2014").

c) **Support to a mediation - maintaining social reconciliation**

Mediation in terms of social reconciliation and public order can be used in a wide range of mediation specializations, e.g. in solving community and consumer disputes, or in terms of preventing conflicts and crime. It can also be found in the field of education, health care and environmental protection.

Social reconciliation and a healthy family environment form the basis of both the state and even the smallest village welfare. They are a precondition for prosperity and further development. Civic and social reconciliation can only be achieved through understanding and comprehension. The way of exercising power and authority is limited and only temporary.

We can prevent the negative effects of contemporary society i.e. high indebtedness of families, homelessness, poverty and social poverty through understanding and healthier family relationships. Strengthening family cohesion and personal ties can effectively mitigate the negative consequences associated with the loss of employment, inability to find a new job, a gradual weakening of work habits during prolonged unemployment.

Both commercial mediation and mediation subsidized by the state offer new opportunities for mediators and specialists in the field of mediation, prevention and settlement of disputes and for other related professions – Assistant of a mediator or a Mediation Communicator or a Mediation Promotor or a Mediation Propagator.

### .3. Mediation Centres

A Mediation Centre may take the form of a permanent establishment or an ad hoc area set up for a mediation. Mediation centres may be established and specially equipped workplaces or rooms also used for other purposes than just for mediation.

The advantage of a stable and special Mediation Centre is that it meets the needs of clients and mediators. The mediator acts as **a specialist in creating conditions and space** for easier communication between the parties.

A Mediation room should be clean, adequately lit, with a comfortable temperature (22 ° C - 24°C), ventilated, with a sufficient number of chairs according to the type of mediation (community x family x business), with other equipment: table, flipchart , pens, stationery, toiletries, refreshment table (an average mediation session takes 3 hours), trash bin, coat hanger, flowers, paintings, decorations should be moderate with a predominance of muted tones and must not be disturbed by outside noise. There should be a bathroom and another room if possible: reception, waiting room, hallway and another room for the assistant of the mediator and for cases that need separate negotiations. (Estimated costs of equipment and facilities of a mediation area of 20 m<sup>2</sup> are about 40,000 CZK, including painting, flooring; the cost of equipment of the mediator's assistant's office -an area of 10 m<sup>2</sup> - are about 45,000 CZK, including painting, flooring and office IT).

A Mediation centre run by municipalities or in cooperation and with the support of other organizations is led by a **trained** assistant or the head of a mediation centre.

#### **.4. The system of training for municipal staff**

##### **a) Training of social workers**

The basic prerequisite for successful education and support in the area of mediation and dispute prevention is to acquire the necessary knowledge of the alternative of using mediation. Research and experience show that awareness of mediation and its potential is still very low.

Workers in social care require higher specialised education. Research up to now shows that many workers believe they practise mediation daily, without knowing and using its basic principles and rules. It is desirable that these workers are adequately trained in mediation techniques and actively engage in the integrated systems of prevention and conflict resolution.

Continuous improvement of communication skills and adopting of mediation approaches in resolving disputes thus mitigating the impact of conflict is a part of modern representative democracy and mirrors the trends and the needs of contemporary society.

##### **b) Thematic workshops**

Training of municipal staff should aim primarily to increase levels of communication skills, especially in a citizen-office. Increasing demands on punctuality and efficiency of handling agendas are unstoppable trends in communication, mainly through means of modern technology, and require cultivated, factual and helpful communication.

Sufficient levels of communication skills for every ordinary office agent can significantly help to reduce the complaints agenda and financial costs associated with long, inefficient proceedings. Last but not least, it may contribute to the improvement of working and the interpersonal atmosphere in the workplace and improve relationships with citizens, in general, as well as in dealing with their specific claims, demands and requests.

Basic training should include knowledge of causes, course and consequences of conflict, both external and internal. Each conflict has its inner causes and roots. Recognition of internal conflict helps understanding to the dynamics of a conflict and leads to use the tools of redress and reconciliation. Misunderstanding the dynamics and severity of the conflict often causes its escalation and deterioration of the relationship with all the negative consequences.

The goal of the basic thematic training of municipal staff and representatives is not to be trained in all mediation techniques, but to acquire an understanding of the basic rules, principles and mechanisms of mediation and mediation approach. These skills will help them to utilize effectively and appropriately all benefits of mediation and promote cooperation with mediators, in cases where classical, formal proceedings fail, without betraying the principle of legality and respect for the legal code.

## **.5. Examples of good practice from abroad**

### **SCOTLAND - COMMUNITY MEDIATION**

***... "It continued night after night. Slow torture. None of what I said, as if unable to communicate that this kind of music is not suitable for the place where they live. I wanted only peace. I felt like a prisoner in my own home."...***

#### ***Client of the community mediation centre***

**Community mediation** or as it is sometimes called, 'a neighbourhood mediation' arose as a response to what a large number of organizations considered a startling increase in cases of neighbourly disputes. Now it has become a widespread and well-established tool for resolving disputes with hundreds of community mediation centres, working both in England and in the rest of the world. In Scotland itself mediators manage thousands of neighbourly disputes, which usually involve two groups of neighbours, but sometimes there are whole neighbourhoods comprising fifty to one hundred or more households. Community mediation has its own code of practice and a strict system of service accreditation. Both of these components were developed by the umbrella organization "Mediation UK" and accredited by the Scottish Qualifications Authority.

Community mediation resolves a wide range of disputes concerning neighbourly coexistence. The source of conflict is often noise - in about 50% of cases, but disputes concerning children, boundaries, use of common areas, inappropriate behaviour, vehicle parking, garbage, pets and a diverse range of other problems are also common. Some disputes are seemingly trivial and short-term (although trivial disputes can often get out of control), others are serious and long-lasting and often make the participant's lives unbearable and disproportionately burden the police, house administration staff, social workers and other public institutions.

Mediation often offers the only satisfactory means of dispute resolution.

***... "Your services have taken our complaints in a really constructive way and we can highly recommend them. We are very grateful for your help. Since the mediation sessions we are all one-upping each other in the mutual recognition and expressions of courtesy!"...***

#### ***Clients of mediation from an eight-floor house***

Intervention in matters of neighbourly disputes is a delicate and difficult issue and even mediation does not guarantee success. The mediation process is also voluntary and either party may freely refuse their participation at any time and leave the mediation process. Despite this fact, the figures obtained from more than five years of community mediation in Scotland show that mediation activities regularly achieve either significant improvement or complete resolution of the dispute in 55-60% of all cases in which they were implemented (this includes cases where only one party expressed interest in mediation). Where both sides have agreed on mediation the results show 75-

85% success rate. The vast majority of the mediation agreement is still functional six months after their settlement.

**SACRO** - Safeguarding Communities - Reducing Offending is one of the non-profit organizations that provide so-called community mediation, i.e. mediation services to address bilateral and multilateral conflicts within communities, e.g. residential houses, village, city etc. SACRO focuses on so-called neighbourly disputes; the dynamics of which when left unchecked or badly solved can escalate into conflicts that noticeably far exceed the boundaries of the original dispute.

(Compiled using the guides issued by organizations Scottish Mediation Network, Edinburgh, Mediation UK, Bristol, Sacro, Edinburgh, and others)

## LITHUANIA – PROTECTION OF CONSUMER'S RIGHTS

### ... "Buying products online, solve your disputes out-of-court and online as well"

In the Republic of Lithuania, significant state support is paid to techniques and methods of alternative dispute resolution in the field of protection of consumer rights, i.e. in the so-called consumer disputes. A lot of litigations between citizens is solved out of court - individuals as consumers on one hand and suppliers of goods or services on the other, all through the National Council for the protection of consumer rights.

During the Presidency of the Republic of Lithuania in the EU the rules for out of court resolution of consumer disputes were adopted and published: Directive 2013/11 / EU, EU Regulation 524/2013, the European Commission Recommendation no. 2013/396 / EU. When resolving consumer disputes the EU member states were required to use alternative, extrajudicial methods = Alternative Dispute Resolution (ADR). Cross-border disputes in particular (but not only these) can be effectively addressed using the latest online technologies, i.e. "On-line dispute resolution" (ODE). People, who are increasingly buying goods and services via the Internet and also make most payments online should be able to, with regard to the principle of free access to law, deal with disputes arising from these transactions in a simplified form. In most European countries the disputes arising from online shops are not sufficiently addressed. From the perspective of the law, it's often the case of international disputes, as the parties to the transaction are not domiciled in the same country. A large part of online stores are based outside the EU, unknown to customers. Litigation, application of norms and the enforcement of judgments in particular is hard to imagine, considering the primary value of a consumer dispute.

Measures to regulate the ODR (online dispute resolution), that will be introduced on an EU-level in 2016, are particularly

- **The creation** of an ODR platform as a simple **internet entry** for both consumers and traders **into the portal for alternative dispute resolution** from online stores,
- An application that **allows keeping electronic complaint management in each of the official languages of the EU** with the relevant conciliation authority.

- The possibility of application of collective consumer rights through non-profit organizations or special state institutions (e.g. so called Consumer Ombudsman, Financial Ombudsman Service)
- **Creation of a mechanism for collective redress for consumers**

## AUSTRIA - FAMILY MEDIATION

At a national level, mediation mainly in family matters and in matters relating to child care is supported. In 2011, the Federal Ministry for Economy, Family and Youth of the Republic of Austria adopted the Directive on the promotion of mediation, which adjusts the conditions for the granting of state subsidies for family mediation. The aim of the state contribution is to provide a good offer, so those concerned could be professionally encouraged to seek optimal responsible solutions of conflicts related to divorce, separation, or in matters of parental responsibility, which is beneficial to the child. Access to mediation must be provided to persons who wouldn't otherwise be able to afford mediation for economic reasons. State subsidies are currently distributed to five charitable organizations employing mediators who have practiced their profession in the family field for at least 5 years. Mediation is conducted by a pair of mediators listed by ministries, one of which is a professional lawyer (attorney, judge) and the other with a psychosocial education (social worker, therapist, etc.). An hour's mediation costs 182 Euros, where clients (parents) pay only a part depending on their income and number of children. Clients can use simple forms, which are available on the Ministry's website or in the information offices of municipalities.

Austrian lawyers along with other professions have created a network of cooperating professionals and they offer their clients so-called Kooperative Praxis or Integrierte Mediation (i.e. Collaborative Law or Integrated mediation). It's an out of court, structured model of dispute resolution that has its own rules. It is based on a team approach of participants, on the principle of finding creative solutions by clients and their lawyers, who are also mediators, and on the mutual cooperation of these lawyers and other experts. This mediation technique is very useful for example in family disputes where the parties are under intense emotional pressure and where it is necessary to deepen the analysis of the conflict with the help of invited so called cooperating professionals (psychologist, child psychologist, etc.) or other consultants (financial advisor, real estate agent) as these disputes overlap the property domain.

***..."As lawyers, trained in mediation, we no longer had the desire to fight on behalf of our clients and as mediators with a law practice we did not want to cede the legal part of the case to another lawyers who would only escalate the dispute. Therefore we solve the legal part of our client's dispute as lawyers and the personal, emotional part as mediators. " ...***

***Dr. Schwarzinger, Associate, Vienna***

## CYPRUS – CULTURAL AND NATIONAL MEDIATION

Cyprus is the largest island in the Mediterranean. From the time of the earliest civilizations Cyprus has been an important crossroads for various cultures, religions and power interests. It was one of the

places which was negotiated by means of international diplomacy and from positions of power interests. This led to separation, strife, war and finally to economic instability.

In 2014 it was 40 years since the division of Cyprus into Greek and Turkish parts. Up until today the island has been divided by the so-called Green line separating the territories inhabited by Greek Cypriots and Turkish Cypriots. The fact that North Cyprus is not recognized as a state entity by any foreign state except Turkey, imposes unpleasant consequences on its residents in terms of international isolation, which is reflected in travel difficulties or inability to participate in international negotiations, etc.

Ethnic nationalism on the island is very strong and there is no political will to find a solution to the Cyprus problem. Political negotiations at the highest level are lengthy and relatively inefficient. Amongst the Greek and Turkish-speaking population various groups of activists have been formed over time. Their activities focus on addressing specific needs and interests of the population. They interconnect and communicate sensitive issues using mediation techniques. They manage to overcome national barriers. In this process both Greek and Turkish women's organizations, independent media and social networks (as a communication means especially for young activists) play an important role.

Proposals on the building of confidence include measures for common telephone lines, easier trips to the north, traffic signs both in Greek and Turkish languages, opening of the ports in the north of Cyprus (under the supervision of EU), management of natural gas, the abandoned properties issue, closing cases of missing persons.

***"Joint projects between Turkish and Greek Cypriot inhabitants seem as romantic proposals on cooperation in different conditions. Unfortunately, the state administration on both sides does not support the efforts for unification but contrarily puts obstacles in order to keep power obtained through separation."***

***"Alecis Tringides, director of socio-political institute (IKME), Nicosia"***

#### **.6. Labour market and mediation**

Middle-aged people and people of pre-retirement age that for various reasons have lost their job often visit the employment office. These are experienced, socially mature and oriented workers, who worked in leading positions of working teams and gained certain life experience and experience in acting with people. It may happen that they failed to adapt to work with information technology. These persons can be appropriately directed to be retrained for the profession of mediation. In mediation, however, other people may find their place - for example in ancillary professions: promotor or communicator or propagator or informer of mediation, mediator's assistant or the head of a mediation centre. For these professions it is important to have organizational skills and the ability to work with information technology.

Enclosed in this document are informational posters that can appropriately be placed in the premises of the labour office.

#### **.7. Promoting mediation in communities**

Although mediation as a structured method for out of court dispute resolutions began to be applied in Europe over thirty years ago, it is a relatively new method, and it is perhaps one of the reasons that it is very little used in the Czech Republic. Lots of people especially in smaller towns and villages are still not aware of the use of mediation in resolving conflicts.

Public education held by local authorities could change this. Each municipal or local authority has a message board that informs its residents of news. Cities and municipalities have websites where residents can learn about the possibilities of mediation. Another useful tool for informing the local population is printed and online newspapers and magazines.

For further clarification of the possibilities offered by mediation, it is possible to use flyers that may be accessible not only in municipal or local office, but also for example in libraries. Mediators themselves are willing and ready to give lectures on this topic.

An excellent option for municipalities or local authorities is to set up a position of a promotor of mediation or communicator of mediation or informer of mediation, who provides basic information on mediation, organizes public enlightenment and rises awareness and is a focal point of cooperation between municipalities and registered mediators in the region.

# MEDIATION IS WHEN...

..... We change style

..... We think positively

..... We make friendly judgement