

ATTACHMENT 2- MEDIATION PROGRAMS: SUMMARY

<b>Programs</b> 	<b>Office of Citizen Complaint Review<sup>3</sup></b> Washington DC Metro Police Dept	<b>Office of Professional Accountability<sup>4</sup></b> Seattle Washington Police Dept	<b>Office of the Police Complaint Commissioner<sup>5</sup></b> British Columbia, Canada	<b>Queensland Police Service, Australia<sup>6</sup></b> Crime and Misconduct Commission	<b>Independent Police Complaint Commission<sup>7</sup></b> London  Local Resolution 43 Police Departments
<b>Structure (Appointment)</b>	Citizen Review Board	Civilian Oversight within the Police Dept	Civilian Oversight	Police Department with oversight by the Crime and Misconduct Commission	Independent Police Complaints Commission Oversight, Local Implementation since 2002. The use of mediation meetings remains limited. Only six forces had trained mediation facilitators. <sup>8</sup>
<b>Statute</b>	Chapter 11 of Title 5 of the D.C. Official Code. D.C. Official Code §§ 5-1101 et seq	1999, the Seattle City Council established the Office of Professional Accountability ("OPA") within the Seattle Police Department.	Division 4, Part 11 of the Police Act	Crime and Misconduct Act 2001	Police Reform Act 2002

<sup>3</sup> Police Complaints Board, Office of Police Complaints (2010)

<sup>4</sup> Seattle Police Department (2011)

<sup>5</sup> Office of the Police Complaint Commissioner (2010)

<sup>6</sup> Queensland Police Department (2011)

<sup>7</sup> Herrington, V., May T., & Warburton, H. (2007)

<sup>8</sup> The Police and Criminal Evidence Act 1984 (PACE), which established the Police Complaints Authority, introduced an increased degree of independent investigation and oversight. It also created a two-tiered complaints system in which serious complaints had to be formally investigated and less serious complaints could be handled via a new process known as Informal Resolution. Despite the 1984 reforms, the police complaints system continued to be criticized for its failure to command popular support. Due to the system being largely governed by the police there was also criticism from a number of commentators, including the police themselves, about the system's lack of independence. The Police Reform Act (PRA) 2002 overhauled the framework for handling complaints that had been established by the Police and Criminal Evidence Act 1984. The PRA 2002 laid out the statutory framework for the new Independent Police Complaints Commission (IPCC), which replaced the Police Complaints Authority on April 1st 2004. It also reshaped how complaints would be dealt with at a local level, replacing Informal Resolution with Local Resolution.

<p><b>Process</b></p>	<p>At the conclusion of the investigation, the Chief Investigator shall forward the file with an investigative report of findings to the Executive Director. The Executive Director refers the complaint to mediation, the complainant and the subject officer shall be notified in writing about the time, date and location of the mediation session.</p>	<p>Complainants are generally offered the option of mediation during the intake process; it is first and foremost the complainant's choice. Potential mediation cases must also be reviewed and approved by the OPA Director, the Captain of Internal Investigations.</p>	<p>If the Office of the Police Complaint Commissioner concludes that a complaint is admissible under Division 3 of the Act, the OPCC may notify the police agency involved that the complaint may be suitable for mediation. If a Discipline Authority believes a complaint is suitable for resolution through mediation, the Discipline Authority must submit to the Commissioner a written request to attempt mediation. Upon approval, the Commissioner will issue a "Notice of Approval to Attempt Resolution Through Mediation" [Form 4] to the complainant, the member (or former member), the assigned investigator and to the Discipline Authority. A copy will also be sent to the Roster Coordinator of the British Columbia Mediator Roster Society.</p>	<p>Minor Complaints should be sent directly to the Queens Police Department. This is because such matters are categorized as 'customer service issues' or 'breaches of discipline' and are handled exclusively by the QPS . The preferred method for lodging a complaint is for you to personally attend at a Police Station to make your complaint. Complaints can also be made by telephone, E-mail and mail.</p>	<p>Complaints can be reported by telephone, fax, E-mail, in person or by writing directly to the Chief Constable, local police authority or to the force PSD. Complaints are also able to be made via the IPCC and the Police Reform Act 2002 allows complaints to be made through a third party, for example someone who witnessed an incident involving police misconduct.</p>
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<p><b>Goal/s</b></p>	<p>The goal of the Office of Police Complaints' mediation program is to give both parties a chance to work together to achieve a mutual understanding of what happened during their interaction and work out their differences without the stress and expense of a formal investigation and hearing.</p>	<p>Through mediation, officers and citizens can clear up misunderstandings and miscommunication that might have occurred</p>	<p>The benefits of Alternative Dispute Resolution (ADR) are that it allows for the exploration of perspectives, an exchange of dialogue and a better understanding between the parties. Informal resolutions and mediations enhance community policing by improving the relationship between members of the community and police officers one complaint at a time. In addition, a successful resolution can have a positive impact on the participants' family, friends and the community as a whole.</p>	<p>Mediation allows the officer and the complainant to come together with trained independent mediators. In this way, they can discuss their views on the matter in a neutral and confidential setting.</p>	<p>Local Resolution, like Informal Resolution, is based on resolution of a complaint at a local level rather than by officers from another force or investigators working for the IPCC. It involves "solving, explaining, clearing up or settling [of a] matter with a complainant". Mediation Meetings are based on a philosophy similar to that of restorative justice, which encompasses the idea of collective resolution through dialogue. This form of resolution moves away from notions of blame and punishment to those of understanding and reparation.</p>
<p><b>Consent</b></p>					
<p><i>Complainant</i></p>	<p>Involuntary</p>	<p>Voluntary</p>	<p>Voluntary (where the Commissioner approves an attempt at mediation, a complainant may apply to the Commissioner to be excused from participation in the mediation process. The Act requires that a complainant must</p>	<p>Voluntary</p>	<p>Voluntary</p>

			provide a valid reason for not participating in the mediation process.)		
<i>Police Officer</i>	Involuntary	Voluntary	Voluntary		Voluntary
<b>Definition of Complaint</b>	An allegation of misconduct made by a person against a sworn officer who was either on-duty at the time of the incident or who, while off-duty, was acting under the “color of law” during an incident occurring within the District of Columbia.		A complaint is generally about police misconduct that affects a citizen personally or that he or she witnesses, or is about the quality of the service a police department provides to the community. If the complaint concerns the conduct of an officer, it is handled under the provisions of Division 3 of the Police Act	Police misconduct is conduct (other than ‘official misconduct’) that is disgraceful, improper or unbecoming an officer, that shows unfitness to be an officer, or that does not meet the standard of conduct reasonably expected by the community of an officer. Eight categories of citizen complaints: -Assaults -Behavior -Duty Failure -Traffic -Searches -Property -Custody – -Criminal	
<b>Parameters</b>					
<i>Inclusion Criteria</i>	No information	Mediated Cases include complaints regarding: Service quality Rudeness/courtesy Excessive force Misuse of authority Biased policing	Complaints that are suitable for mediation are those that: Are less serious in nature; • may contain more complicated issues	Case by case Primarily suitable for minor complaints that raise no concern about the subject officer’s ongoing behavior.	The IPCC can only deal with complaints about the behavior, or conduct, of police officers and staff. Generally speaking, you can make a

		<p>Failure to identify Professionalism</p> <p>In 2008 the Mediation program was expanding to see cases beyond minor complaints</p>	<p>than those complaints that are suitable for informal resolution; and</p> <ul style="list-style-type: none"> <li>• where the dynamics between the parties require the assistance of a professional mediator to reach a settlement.</li> </ul> <p>(guiding principle: whether the public interest is best served by such a resolution)</p>	<p>They list as examples:</p> <ul style="list-style-type: none"> <li>- slow in responding calls</li> <li>- rudeness</li> <li>- failure to identify him/herself</li> </ul>	<p>complaint if you were 'adversely affected' by the behavior you want to complain about. Being adversely affected may include distress, inconvenience, loss or damage, or being put in danger or at risk. Complaints about the overall policies and procedures of a police force (often referred to as 'direction and control' issues ) rather than the behavior or conduct of a police officer or member of police staff do not fall within the remit of the IPCC. These should be directed to the police force concerned</p>
<p><i>Exclusion Criteria</i></p>	<p>Officers can mediate only one complaint in a twelve month period</p> <p>The Office of Police Complaints' will not refer complaints involving allegations of the use of excessive or unnecessary force that result in physical injury.</p>		<p>Complaints concerning a death or the suffering of serious harm or a reportable injury are not permitted to be informally resolved. In addition, complaints involving bodily harm or the endangerment of life will not be considered for informal resolution.</p>	<p>More-serious matters fall into two categories: police misconduct and official misconduct:</p> <p>1. Police misconduct is conduct (other than 'official misconduct') that is disgraceful, improper or unbecoming an officer, that shows unfitness to be an officer, or that does not meet the standard of conduct reasonably expected</p>	<p>The organizing officer/facilitator must ensure that both parties have agreed to the meeting for the right reasons and that they do not view it as an opportunity to confront the other party, accuse one another or see the meeting as an opportunity to cast blame. If the meeting results in either part</p>

				<p>by the community of an officer.</p> <p>2. Official misconduct is conduct relating to the performance of an officer's duties that:</p> <ul style="list-style-type: none"> <li>-is dishonest or lacks impartiality, or</li> <li>- involves a breach of the trust placed in an official by virtue of their position, or</li> <li>- is a misuse of officially obtained information.</li> </ul> <p>The conduct must be a criminal offence or serious enough to justify dismissal.</p> <p>Trying to influence a public official to act improperly is also classed as official misconduct.</p>	<p>questioning why they agreed to take part or leaving the meeting dissatisfied it is likely that the process will be viewed as a waste of time. For mediation meetings to work each party needs to understand what the purpose of the meeting is and what it can realistically achieve for them. Both the officer and complainant will then be able to make an informed decision about whether it is the best way to resolve the complaint for them.</p>
<b>Entry Process</b>	The Executive Director refers the complaint to mediation		If a Discipline Authority believes a complaint is suitable for resolution through mediation, the Discipline Authority must submit to the Commissioner a written request to attempt mediation. The request should clearly set out the reasons why the complaint is deemed suitable and provide the	Minor matters can usually be handled informally through such processes as managerial resolution and mediation. A police officer will discuss these options with you.	In a number of forces complaints against the police can now be made by a third party, as long as they have the written permission of the complainant.

			Commissioner with sufficient information and detail upon which to make a decision.		
<b>Timelines</b>	<p>A signed complaint form must be received by the Office within 45 days from the date of the incident that is the subject of the complaint.</p> <p>Mediation may not extend beyond 30 days from the date of the initial mediation session without the approval of the Executive Director.</p>		<p>A mediation shall be completed within 40 business days of the appointment of a mediator, unless an extension is granted by the Commissioner upon application by the mediator.</p>		<p>IPCC encourages forces to reduce delays and would like to see most complaints resolved within an average of 28. Across forces we found the average time taken to resolve a low-level complaint was 43 days.</p>
<b>Mediation Location and Process</b>	<p>Administered by the Community Dispute Resolution Center (CDRC).</p> <p>Mediation sessions are conducted at the Office of Police Complaints</p> <p>The mediation session will involve the complainant, the subject officer, the mediator and an interpreter, if requested.</p> <p>No other person may be present or participate in mediation sessions,</p>		<p>The mediation takes place in a private, non-confrontational setting, where the parties participate in the design of the settlement agreement.</p> <p>The complainant and member (or former member) will be directed to attend a pre-mediation conference. Goals of pre mediation conf:</p> <ol style="list-style-type: none"> <li>1. determine if there is any factor that would render a mediation unfair to either party and assess whether</li> </ol>	No information	No information

	<p>except as determined by the mediator to be required for a fair and expeditious mediation of the complaint.</p>		<p>mediation is appropriate in the circumstances,                  2. discuss with the participant the importance of independent legal advice; and                  3. consider all the organizational matters relating to the mediation, including the issues, exchange of documents, scheduling and review and sign the Agreement to Mediate</p> <p>Both the complainant and the member (or former member) may be accompanied at any session of the mediation or informal resolution by a support person. The support person's participation will be subject to the approval of the mediator and the consent of the other party.</p>		
<p><b>Mediator Qualifications</b></p>	<p>Conducted by a pool of well-trained, experienced, and diverse mediators. Mediators may work individually or in pairs.</p>	<p>No information</p>	<p>The mediator is impartial and trained to help parties settle conflict collaboratively, but has no decision-making power.</p>	<p>Mediators provided by the Dispute Resolution Center in the Department of Justice and Attorney-General, and thus are independent of the</p>	<p>Of the 14 forces that had conducted any meetings, six had provided their facilitators with formal training from an outside company, and</p>

				QPS.	four had provided 'on the job' training. The meeting is facilitated usually by a divisional inspector, an officer from the force Professional Standards Department or a trained non-police facilitator.
<b>Outcome of Mediation</b>	<p>No oral or written statement made during the mediation process may be used by the Office or the MPD or the covered law enforcement agency as a basis for any discipline or recommended discipline of any subject officer or officers, nor in any civil or criminal litigation, except as otherwise provided by the rules of court or the rules of evidence.</p> <p>If mediation is successful, resolution of the complaint shall be evidenced by a written agreement signed by the mediator, the complainant and the subject officer, and may provide for oral apologies or assurances, written</p>		A complaint that is successfully informally resolved and where no disciplinary or corrective measures are taken against the member (or former member) is not entered in the Service Record of Discipline, but may be entered in the member's (or former member's) personnel file.	Can include agreements to pay compensation and so can be used where a complainant is seeking this remedy. As no formal sanction can be imposed, mediation would not be suitable if the conduct concerned indicated the subject officers were unfit to remain in the service or unfit to remain at their current rank.	

	undertakings, or any other terms satisfactory to the parties.				
<b>Data Collection &amp; Analysis</b>	Surveys		At the conclusion of any attempt to mediate, whether successful or not, the mediator will submit a report to the Commissioner and Discipline Authority for statistical and program evaluation purposes	No information	All complaints should be recorded – even if they are resolved immediately
<b>Enforcement</b>	<p>If the complainant fails to participate in good faith in the mediation process, the Executive Director can dismiss the complaint or refer it to conciliation, investigation or to a complaint examiner for adjudication of the merits if the Executive Director determines that further investigation is unnecessary.</p> <p>If the subject officer refuses to participate in good faith in the mediation process, such refusal or failure shall result in the institution of appropriate disciplinary</p>	Officers who agree to mediation but fail to participate in good faith should be subject to discipline from the complaint.	An investigation into a complaint that is approved for mediation is immediately suspended upon the issuing of a Notice of Approval to Attempt Resolution Through Mediation. The suspension is lifted if the mediation is cancelled for whatever reason and the investigation is ordered to continue	Anyone who makes a complaint, knowing it to be untrue, may be prosecuted under the Crime and Misconduct Act 2001. Such complaints are treated seriously because they waste public resources and unfairly damage reputations.	

	action by the Chief of Police. In addition, the Executive Director shall refer the complaint for investigation by the Office, or may refer the complaint for adjudication if further investigation is deemed unnecessary.				
<b>Evaluation Process</b>	Survey of individuals that participated in the process	No information	Mediator's Evaluation Report	No information	Professional Standards Departments (PSD) Surveys
<i>Outcome</i>	From 2001 to 2010, 279 cases have been referred to mediation and, of those, 211 mediation sessions, or 75.6%, have been successful and resulted in an agreement between the parties that resolved the complaint. 97.6% of complainants and subject officers who responded found the mediator to be helpful or very helpful, 88.0% found the mediation session to be satisfactory or very satisfactory, and 96.0% found the resulting agreement to be fair or very fair in 2010.	No information	No information	No information	In general PSD respondents commented that the process offered officers the opportunity to explain a course of action, and to meet face-to-face with a complainant.

ATTACHMENT 3- MEDIATION PROGRAMS: SUMMARY CONT

<b>Programs</b> 	<b>Community Police Mediation Program<sup>9</sup></b> Denver	<b>New York City Civilian Complaint Review Board<sup>10</sup></b> New York	<b>Office of Citizens Complaints<sup>11</sup></b> San Francisco	<b>The Citizen Police Mediation Program<sup>12</sup></b> Oregon	<b>Alternative Dispute Resolution<sup>13</sup></b> Pittsburgh
<b>Structure (Appointment)</b>	Managed by the Office of the Independent Monitor in a collaborative effort with the Denver Police Department, the Denver Sheriff Department, and Community Mediation Concepts (also called Denver Mediation Center).	New York City Civilian Complaint Review Board Civilian Oversight	Office of Citizen Complaints Independent agency staffed by civilians	Citizen Review Committee within the Independent Police Review Division (IPM)	A range of options: -Citizen Police Review Board -Office of Municipal Investigations -Independent Police Monitor -Public hearings
<b>Statute</b>	Denver City Ordinance Ord. No. 730-04, § 1, 10-4-04 et sec.	New York City Charter, Chapter 18-A, §440(a).	San Francisco City Charter (Section 4.127) 1982	City Code, Chapter 3.21, July 1 2001 Ordinance No. 175652	Title Six of the Pittsburgh Code pursuant to Sections 228-230 of the City of Pittsburgh Home Rule Charter
<b>Process</b>	If the OIM concludes the complaint is appropriate for mediation (after conferring with the Chief of Police and the Manager of Safety when required by DPD policy), the complaint is	Cases are assigned to civilian investigators who determine case eligibility for mediation, if the complainant agrees to mediation, the case is sent to the mediation unit who will further investigate eligibility.	Senior Investigator evaluates the case and sends recommendations to a Mediation Coordinator who reviews the file and ensures that it meets appropriate eligibility criteria.	At the conclusion of an interview with any IPR complainant the IPR Intake Investigator may ask the complainant whether the complainant would be interested in mediating the complaint. After an	He Citizen Police Review Board: Meets monthly to receive, review and evaluate Citizen Complaints. The Review Board informs all Complainants and the Police of the option of mediation as an

<sup>9</sup> OIM (2011)

<sup>10</sup> New York City Civilian Complaint Review Board (2011).

<sup>11</sup> San Francisco Office of Citizens Complaints (2011).

<sup>12</sup> Office of the City Auditor (2011)

<sup>13</sup> Pittsburg Citizens Police Review Board (1999)

	<p>referred to the OIM's mediation vendor to ask the complainant whether s/he would be interested in mediating the complaint. The mediation vendor explains the mediation program to the complainant (including the fact that an agreement to mediate from both the complainant and the involved officer(s) will result in a dismissal of the complaint) and notifies the OIM whether the complainant is amenable to the process.</p>	<p>The mediation unit confers with the NYPD if the case is acceptable for mediation. After this consent from the officer will be attained and the mediation process can begin. If the complainant does not agree to mediation, the case goes to investigation.</p>		<p>investigation is made, by the intake investigator it will be sent to the IPR Director who shall determine whether the complaint appears appropriate for mediation. The Director shall determine whether the Bureau will accept the case for mediation. No case may be assigned for mediation without the approval of the IAD Captain or the Captain's designee and the RU Manager(s) of the involved officer(s).</p>	<p>alternative to the more formal Review Board processes At any time following the receipt of a citizen complaint, the complainant and the subject officer may choose to resolve the citizen complaint through mediation.</p>
<p><b>Goal/s of Mediation Program</b></p>	<p>Mediation allows both sides to be heard- the complainant talks to the officer about the behavior s/he felt was inappropriate, harmful, scary, or discourteous and helps the officer see the incident from his/her perspective. The mediator helps both sides to feel safe and comfortable in getting all of the issues out on the table and working through them.</p>	<p>Allow civilians to resolve their complaints "by means of informal conciliation," should they voluntarily choose to do so. Successful mediations do not just benefit the two parties; they can also benefit communities because a measure of trust and respect often develop between the parties. That in turn can lead to better police community relations.</p>	<p>The goal of the program is to bring together the involved parties in an effort to achieve mutual understanding.</p>	<ol style="list-style-type: none"> <li>1. Provide citizen opportunities to learn more about police procedure and perspectives.</li> <li>2. Sensitize officers to citizen perspectives and concerns.</li> <li>3. Provide feedback to officers regarding how their conduct appears to citizens.</li> </ol>	<p>Mediation pursuant to these Rules is an informal process held before a neutral third party, attended by the Complainant and the Subject Officer for the purpose of fully, thoroughly and frankly discussing the alleged Misconduct and attempting to arrive at a mutually agreeable resolution of the Citizen Complaint.</p>

<b>Consent</b>					
<i>Complainant</i>	Voluntary	Voluntary	Voluntary	Voluntary	Voluntary
<i>Police officer</i>	Voluntary	Voluntary	Voluntary	Voluntary	Voluntary
<b>Definition of Complaint</b>	Monitor has the power to review complaints regarding: Improper use of force Discrimination Retaliation Discourtesy Any other	Complaints are divided in these categories: Use Force Abuse of Authority (which includes racial profiling, unauthorized searches and seizures, inappropriate entry onto property, etc.). Abuse of Authority (but no damage to property) such as threat of arrest/summons, threat of force or property damage, stop and frisk, vehicle or premises searched, refusal to provide shield number and refusal to process civilian complaint. Discourtesy (using foul language, acting in a rude and unprofessional manner, flashing rude and offensive gestures, etc). Offensive Language, which is more specific than Discourtesy, and includes racial slurs,	A complaint should be filed when a member of the San Francisco Police Department has acted improperly in the course of their work. The complaint can be related to discourteous treatment, failure to take action, inaccurate report writing, an unjustified arrest, unnecessary force or any other police action that the complainant feels is wrong.	A complaint by a citizen of alleged member misconduct.	"Citizen Complaint" means a complaint, signed under penalty of perjury, received from any person alleging any Misconduct with respect to a City of Pittsburgh Police Officer acting in the performance of his or her official duties or in the exercise of peace officer authority.

		ethnic slurs, sexist slurs, homophobic slurs and comments of that nature.			
<b>Parameters</b>					
<i>Inclusion Criteria</i>	Use-of-force cases included (but complainants reluctant to mediate)	Officers allegedly: Used mild physical force Made threats Refused to identify themselves Stopped and questioned Used discourteous or offensive language	Complaints of a relatively simple nature , because of citizen-police misunderstandings, and where it would benefit the parties to have a face-to-face encounter	If the Independent Police Review + Police Bureau believe mediation is likely to improve: 1. Complainant satisfaction; 2. Officer conduct; and/or 3. Contribution to community policing goals of improved citizen-police relations.	Cases by case evaluation
<i>Exclusion Criteria</i>	Complaint involves an allegation of criminal conduct against an officer, or if sustained could result in the termination or demotion of the subject officer	- Officer named in 3 complaints in past 12 months. -Allegedly injured someone or damaged property. -Allegations stem directly from an arrest.	-Substantial injury to either of the parties. -Allegations of sexual slurs. - Allegations racial slurs. -Use of force. -Questions of law  Sustained case within the past year, (2) a prior mediation within the past six months, or (3) three mediations within the past two years . An officer who is not eligible due to any of these bases will again become eligible after one year of not having a sustained complaint	Chronic or serious misconduct issues. -If allegation were sustained, it would result in criminal charges against, or dismissal of, the officer (e.g. allegations of criminal conduct or excessive force). -Categorically excluded: involving allegations of police corruption, those with evidence of criminal conduct on the part of an involved officer, or where an officer is a witness against a	

				complainant in a pending criminal case	
<b>Entry Process</b>	The Monitor + Internal Affairs Bureau Command approve cases for potential mediation	The CCRB's investigative staff is responsible for offering mediation to complainants	Cases are reviewed during the Intake Process for potential mediation, usually by a Senior Investigator	Director, Independent Police Review + Community Relations Coordinator + Captain, Internal Affairs	The Review Board shall meet monthly to receive, review and evaluate Citizen Complaints.
<b>Timelines</b>	Complaint to closure- 30 days (and not more than 60 days) Mediator conducts mediation after accepting case- 2 weeks	Under New York State Civil Service Law, officers who are subjects of substantiated CCRB investigations must be disciplined or served with disciplinary charges within 18 months of the date of the incident.	No established timelines but: In 2008, mediation cases were open a median of 67 days and an average of 86 days,	Complaint to closure- 45 days	Notification of receipt of complaint- 10 days. From the date the Review Board receives notice of all parties' willingness to participate in mediation- 30 days.
<b>Mediator Location</b>	Mediation vendor: Non Profit (Denver Mediation Services) serves as the provider of mediation services.  All mediations must be conducted within the city limits of Denver, unless express consent is obtained from the involved officer(s) and the complainant. No mediation shall take place in a law enforcement facility except upon the express request of the complainant.	At the NYC Civilian Complaint Review Board Office in Manhattan.	No information	All mediations must be conducted within the city limits of Portland, unless express consent is otherwise received from the involved officer(s) and the complainant. No mediation shall take place in a Police Bureau facility without the express consent of the complainant.	Mediation shall include mediation sessions with the subject officer and the complainant at times and places agreed upon by the parties.

<b>Mediator Qualifications</b>	No information	Trained, neutral mediator.	The mediation coordinator will provide the parties with two mediators selected from a database of pro bono certified mediators. Each party has the opportunity to veto one mediator for any reason. -Mediation will be conducted by Two certified mediators- one is an attorney and one is not).	IPR-hired mediator: Mediators are expected to adhere to standards of ethical practice that are embodied in the Oregon Mediation Association's "standards of mediation practice	No information
<b>Outcome of Mediation</b>	Internal Affairs Bureau Command categorizes the complaint as "IAB Decline- Mediation" and the case is closed.	Content is confidential and cannot be used in any future judicial proceeding. If mediation is successful, the allegation is moved from the officer's record and replaced with "mediated".	Case file is sealed with a finding of "mediation" and the matter is considered resolved with no further investigation made. Both parties will receive a letter stating a mediation had been held and the issue fully resolved . No other investigation will occur involving those events covered by the mediation .	Case closed and cannot be appealed. The Independent Police Review keeps a copy. No Internal Affairs investigation, no further disciplinary action, no recording on officer's record.	No recordings of proceedings. If successful, a copy of the mediation agreement is placed in the Review Board file and not circulated no further. The contents of the agreement are not disclosed by the Review Board to the Police or the Mayor, nor is it subject to public discovery.
<b>Enforcement</b>	Failure to appear by the involved officer(s) may result in the return of the complaint to IAB to be processed as per normal policies and procedure. The Monitor's Office may forward a letter of recognition to the appropriate supervisor for any officer who voluntarily participates in the Monitor's	After a successful mediation, a complaint is closed as "mediated" – meaning that there will be no further investigation and the officer will not be further disciplined.	If the resolution was not accepted by both parties, or if the mandates of the resolution are not carried out within the specified time for fulfillment, the case will be handled as outlined in section 600. Section 600: Cases which are sent to mediation will be handled exclusively through this process. No other investigation will occur, and	If any party fails to participate in a scheduled mediation in good faith, the case will be returned to the IPR Director for further action in accordance with IPR's Case Handling Guidelines.	The Review Board, or its designated agent, shall monitor the mediation process and the implementation of a mediation agreement. If one party fails to abide by any agreement, the Citizen Complaint shall be returned to the Review Board for further action in accordance with these Rules.

	mediation program with respect to a complaint which would otherwise have been an IAB dismissal or who performs above and beyond expectations during the course of a mediation as identified by the mediation vendor.		all parties are required to abide by these rules.		
<b>Data Collection &amp; Analysis</b>	Outcome surveys are given to all mediation session participants, including the mediators at the conclusion of the mediation.	Since June of 2009, the CCRB has been giving a "customer satisfaction" survey to civilians and officers who participate in mediations.	Anonymous and voluntary exit surveys.	-The CRC shall periodically appoint a workgroup to review a sample of closed mediations. The workgroup will report its findings to the CRC in a public meeting. The CRC may adopt the workgroup's report and make recommendations to the IPR for improving the mediation process. - Outcome surveys will be given to all mediation session participants (voluntary), including the mediators at the conclusion of the mediation. -Mediator must submit a report of mediation outcome.	General Annual Complaint Reports from the Review Board

<b>Evaluation</b>					
<i>Process</i>	No information	Interviewed civilian/officer reason for to agree or not agree to mediation (Bartels & Silverman, 2005)	No information	Observe a sample of mediation processes and report re improvements.	No information
<i>Outcome</i>	Citizen-officer satisfaction ratings (Proctor, 2009)	Mediation outcomes (Bartels & Silverman, 2005)	2 Q- "how did the mediation go"? and "how can we improve it?"	Yes- citizen/officer satisfaction ratings	See Stern (2005) but did not separate out mediation