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## DESCRIPTION

This one day workshop is designed to engage participants in intermediate to advanced discussions about a topic of national importance to tribunals and decision makers.

Canadians are diverse in their racial, ethnic, religious and linguistic backgrounds, representing over 200 ethnic groups. A tribunal's success is influenced by its ability to work effectively in this environment. Decision makers and staff need the appropriate skills and tools to be proactive.

Culture competence affects fairness, ethical conduct, and fact-based decision making. This workshop will help you understand more about the meaning and relevance of "cultural competence" and more about the nature of culture and its potential impact on behaviour. Tribunals and restorative justice groups can become more competent and aware of how to resolve conflicts between diverse and Aboriginal cultures.

Attendees will examine the possible effect of cultural differences on judging witnesses, assessing evidence, conducting a fair proceeding, decision making and decision writing. Participants will have an opportunity to identify best practices in dealing with issues of diversity in a tribunal's handling of its hearings, mediations and other proceedings.

## OBJECTIVES

- To understand what we mean by "diversity" and "cultural sensitivity"
- To develop an understanding of the dimensions of culture and how they influence behaviour
- To understand how assumptions can be helpful, or create barriers
- To reflect on who we are, and how we present to others (intentionally or accidentally)
- To develop a strong understanding of its impact on the administrative justice community
- To develop skills to be more respectful in working together
- To apply the principles and competencies to scenarios affecting administrative decision makers and tribunals.

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## AGENDA

**8:30 am** Introductions, Overview and Objectives

**8:45 am** 1. Strengthening Cultural Intelligence

- i. Two Truths and a Lie
- ii. Sociometry – Understanding Unconscious Bias
- iii. Understanding the Dimensions of Culture – Iceberg
- iv. Intention and Impact

### Mid morning Break

- v. Exclusion and Inclusion – Developing Skills for Inclusive Communication
- vi. The Consciousness Continuum
- vii. Low Context / High Context
- viii. Shifting Paradigms
- ix. Making Commitments: Red, Amber, Green

### 12:00 – 1 pm Lunch

**1:00 pm** 2. Application of Cultural Intelligence and Competencies - scenario based round table discussions.

### Mid afternoon Break

**4:00 pm** Wrap up and Certificates

Facilitators: Teresa Woo Paw  
Narmin Ismail-Teja  
Deborah Howes  
Anne Wallace

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### **FACILITATORS**

#### **Teresa Woo-Paw**

Ms. Woo-Paw holds a Bachelor of Arts degree in social work from the University of Calgary and has dedicated her career to promoting active civic engagement and volunteerism, social inclusion, cross-cultural understanding and antidiscrimination awareness.

Ms. Woo-Paw worked as a private consultant providing diversity training and program facilitation and instruction. She has worked for the Cultural Diversity Institute, the Calgary health region, United Way of Calgary, the Red Cross, Calgary board of education, the Calgary Immigrant Women's Association and the Calgary Immigrant Aid Society. Additionally, Ms. Woo-Paw served as the trustee and chair of the Calgary board of education from 1995 to 1999 and a Member of the Legislative Assembly of Alberta and Associate Minister from 2008-2015. An active part of her community for over 30 years, Ms. Woo-Paw founded the Asian Heritage Foundation, the Ethno-Cultural Council of Calgary and the Calgary Chinese Community Services Association as well as served on over 30 committees and boards.

Her community service has earned Ms. Woo-Paw an Immigrant of Distinction Award, YWCA's Woman of Distinction Award, the Queen's Jubilee Award for Multiculturalism and Community Services and the Canada 125th Commemorative Award for Community Services.

#### **Narmin Ismail-Teja**

Narmin is a Director with WMC, and principal in impact@work inc. Consulting, training and facilitating since 1992, she brings a solid package of commitment, motivation and skills in creating highly effective training and consulting with a depth of experience working across the three sectors.

Her creative style and commitment to working in learner-centered facilitation creates an inclusive, challenging learning environment where participants engage in discussions that utilize the whole brain and lead to transformative learning.

Robert Hayles was an early influence on Narmin's work. Narmin brings Hayles' "head, heart, hands" approach to learning environments, whether the topic is strategy, valuing difference,

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creating efficiency or building trust in work groups and in mentoring relationships. This approach to training ensures participants take their knowledge and commitment and transform these into practical strategies in work practice.

Narmin is a Level II Certified Facilitator for Personality Dimensions, True Colors and DiSC. She also delivers sessions using Career Anchors.

Narmin is an active member of the community. She currently serves as the Chair of the Board of YMCA Calgary, as a member on the FOCUS Humanitarian Canada Board, and is a member of the Ismaili National Social Welfare Board. In addition, her past work has included working with the Aga Khan Agency for Microfinance in Switzerland, Famous 5 Foundation, Vertigo Theatre, The Calgary Girls School and a number of other Calgary based organizations.

### **Deborah M. Howes**

Deborah M. Howes is a Chartered Arbitrator and Chartered Mediator and an IMI Certified Mediator. She is the President of High Clouds Incorporated, a Canadian company providing seminars and dispute resolution services.

In addition to her Bachelor of Laws and Bachelor of Arts degrees, Ms. Howes holds Certificates in Arbitration and Conflict Management from the ADR Institute of Alberta and a Certificate in Tribunal Administrative Justice™ from the Foundation of Administrative Justice.

In 1998, Ms. Howes co- founded the Foundation of Administrative Justice (FOAJ), a non-profit society dedicated to training for members and staff of administrative tribunals, and offering the only Certificate in Tribunal Administrative Justice™ for Canadian tribunals. Until December 31, 2014 Ms. Howes was the Executive Director of the Foundation of Administrative Justice. From January 1, 2015 she continues as the curriculum development coordinator.

Ms. Howes is an active facilitator, arbitrator, mediator, investigator and trainer, with over 30 years' experience in all aspects of dispute resolution, labour relations, condominium and administrative law. She practices in the areas of condominium, commercial, construction, consumer, municipal, workplace and labour relations. In addition, she consults with and trains administrative tribunals on best practices and governance. She speaks on a variety of topics at local, provincial, national and international events.

Ms. Howes has been appointed by the Alberta courts as arbitrator and investigator. From 2007

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to 2014 Ms. Howes served as a part-time member of the Public Service Labour Relations Board. Between 1991 and 2002, she was a Vice Chair with the Alberta Labour Relations Board. Prior to her appointment to the ALRB, Ms. Howes practiced law with the Edmonton firm of Duncan & Craig.

She is the co-author and editor of Labour Relations Legislation: Practitioner's Manual and Condominium Management 100 - 300. Ms. Howes was an advisor for Alberta Human Resources and Employment on Let's Talk – a workplace guide to resolving disputes using an interest based model. She has written a number of publications, training programs and articles.

Deborah Howes instructs for many organizations, including High Clouds and the Foundation of Administrative Justice. She is a past member of the Advisory Board to the University of Calgary Arbitration and Policy Conference, and has presented at the Conference as workshop instructor and conference panelist. She was a sessional instructor for the University of Lethbridge and a faculty member the ADR Institute Alberta (formerly the Alberta Arbitration and Mediation Society - AAMS) and the Canadian Condominium Institute (CCI). Deborah is a past national director for the Council of Canadian Administrative Tribunals and served as the National Training Committee chair. She developed and delivered arbitration and mediation training for the Siksika Nation for the nation's Aiskapimohkiiks Tribunal (administrative tribunal).

Ms. Howes or HCI holds memberships in the Law Society of Alberta; International Mediation Institute, British Columbia International Commercial Arbitration Centre; ADR Institute of Alberta; ADR Institute of Canada Inc.; American Arbitration Association, Canadian Industrial Relations Association (North and South Alberta), Council of Canadian Administrative Tribunals; Foundation of Administrative Justice, Canadian Bar Association, Canadian Condominium Institute and Edmonton Chamber of Commerce.

### **Anne M. Wallace, Q.C.**

Anne M. Wallace, Q.C. is a lawyer who since 2007 works exclusively as a dispute resolution neutral, instructor and trainer. Wallace is an arbitrator, mediator, adjudicator, investigator and conciliator. She holds both the Chartered Arbitrator and Chartered Mediator designations conferred by the ADR Institute of Canada. In April 2010, she became one of the first seven people (the first in Saskatchewan) to achieve the CTAJ™ (Certificate in Tribunal Administrative Justice™) earned through the Foundation of Administrative Justice. She is an IMI (International Mediation Institute) Certified Mediator.

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Wallace's work includes arbitration, mediation, conciliation and investigations in labour and employment. It also includes Indian residential schools adjudication, personal injury mediation, domain name dispute arbitration, and commercial mediation and arbitration. Wallace is an instructor with the Foundation of Administrative Justice, teaching various topics in the Foundation's training programs for members and staff of administrative tribunals and for those who appear before tribunals, including labour arbitration boards. Wallace's past law practice with Wallace Meschishnick Clackson Zawada included administrative law, industrial relations, employment law, human rights, and civil litigation, including commercial litigation cases.

Wallace is Past President of the ADR Institute of Saskatchewan Inc. and a past Regional Representative on the Board of the ADR Institute of Canada Inc. She is currently a member at large on the National Board. Wallace has been actively involved in the Canadian Bar Association throughout all her years of practice. She was President of the Saskatchewan Branch in 2004-2005. She was a member of the National International Development Committee for many years. She is past Chair of the Canadian Legal Conference Steering Committee. Wallace has also been Chair of the National Continuing Legal Education Committee (1999-2001) and Chair of National Sections Council (1996-97). She was an original member of the Administrative and Labour Law Section (Saskatchewan) in 1984, was Chair of that Section for three years and was Chair of the National Administrative Law Section (1994-95). She has spent many years as a member of Provincial and/or National Council.

Wallace holds an LL.B. with Great Distinction (University of Saskatchewan 1983) and was the gold medalist in her law class. Wallace was appointed Queen's Counsel in 1999. In 2003, she was awarded the Queen's Golden Jubilee Medal for her contribution to the legal community, the development of the law and the administration of justice in Canada. In 2004, Saskatchewan Business Magazine named Wallace one of Saskatchewan's Women of Influence. In February 2006, she was awarded the Canadian Bar Association's National Douglas Miller Award for outstanding dedication and team spirit.