The Aircraft Mechanics Fraternal Association
Professional Standards Committee

HANDBOOK

Safety in the Air Begins with Quality Maintenance on the Ground

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1. Purpose of the Committee

The purpose of the AMFA Professional Standards Committee is to promote and maintain the highest degree of professional conduct and standards among Association members, officers, and representatives. A successful Professional Standards Committee (PSC) will enhance the Association's ability to maintain Safety and Standards at all AMFA carriers. The PSC will protect and enhance the standing of our craft.

A. The Professional Standards Committee will:

1. Address problems of a professional or ethical nature involving Association Officers, Representatives, and Mechanics.

2. Resolve cases of misconduct by any Association member that effect the safety of any Association member or our craft.

3. Resolve conflicts between Locals within the Association, with a member of another employee group, or with another Association member that might affect the safety and standards of our Association and craft.

4. Resolve conflicts arising out of conduct perceived as reflecting unfavorably upon our profession.

5. Promote the highest standards of professional conduct through regular communication within the Association.

Examples of situations that would be handled by the Professional Standards Committee include:

a. Personality conflict
b. Non-adherence to standard operating procedures
c. The use of profanity/vulgar language in public speaking and written communications
d. Verbal/written attacks on the character/good reputa tion of other members

Examples of situations that are NOT handled by the Professional Standards Committee include:

a. Grievance matters
b. Substance abuse problems
c. Medical related issues
d. Legal issues

B. Standards

The standards for professional conduct for all Association members can be found in the AMFA Constitution, Article II Section 4.

C. Policy

It shall be the policy of AMFA, that all Association members can bring their concerns about the professional conduct of a fellow member Officer, Representative, or any other employee to the Professional Standards Committee. This can be done by reporting to the LEC or the Local Professional Standards Committee.

The Professional Standards Committee will investigate cases brought by any member or other credible source. If the facts in the case war rant professional standards action, the Professional Standards Committee will follow these guidelines. If the facts in the case indicate that other resources or remedies are needed beyond the Professional Standards Committee, the case will be refereed back to the Local and the individual(s).

The Professional Standards Committee will approach each case and individual in a non-judgmental, non-accusatory, and non-confronta tional manner. Association members will be treated with respect and as professionals. The emphasis will be on correcting possible differences, resolving interpersonal disputes, and enhancing professional skills. By virtue of this conflict resolution, it is hoped that a mutually agreeable outcome will develop. The Professional Standards Committee may recommend the use of the carriers Employee Assistance Program (EAP) if needed. They may also recommend carrier specific training.

D. Confidentiality

Confidentiality is integral to the Professional Standards process. For the Professional Standards Committee to function properly it must be able to maintain strict confidentiality. When the Professional Standards Committee is contacted for assistance, the procedure calls for it to "go confidential" assuring the individual that anything said will be held in the strictest of confidence. We should keep in mind that the individual(s) should adhere to this confidentiality as well. Once the Committee and the individual(s) filling the complaint agree to this process, then the need to know rule must apply. This means the case must not be discussed with anyone unless they have a need to know of the situation.

The Professional Standards Committee will keep the names of the individual(s) reporting possible cases to the Professional Standards Committee confidential if the reporter requests anonymity. However, it must be recognized that the circumstances of some cases may make anonymity difficult. The Professional Standards Committee may provide the submitter with acknowledgment that the case is being handled according to NEC policy. However, no other details or actions should normally be revealed except in cases where it is necessary to bring the reporter and the other party together for resolution.

Considering the circumstances of the case, confidentiality for the Association member referred to the Professional Standards Committee will also be honored to the maximum extent possible. Only those Committee members needed to resolve the case will be privy to the names and details. "Need to know" will be the test when deciding who to consult.

Maintaining strict confidentiality promotes acceptance of and participation in the Professional Standards process by all Association members.

E. Written Records

Professional Standards is NOT allowed to generate or maintain written records of any Committee activity. Professional Standards Committee members are encouraged to use the **Case Receipt Checklist**. This form must then be destroyed as soon as the case is cleared, **but never more than 90 days from its initial utilization**. If Professional Standards has interaction with other entities, such as another union on the property that desires to maintain any type of written contact with involved parties (e.g. writing letters to the involved individual(s)) Professional Standards must not participate in that activity.

Other than the Case Receipt Checklist, NO documentation con cerning any Professional Standards activity may be generated by any entity. As written documents can be subject to subpoena, there can be no deviation from this policy.

F. Summary

The role of Professional Standards Committee members can be summed up as follows:

a. Gather facts accurately and confidentially
b. Remain neutral and non-judgmental, always remember that there are two sides to every story
c. Facilitate problem recognition and acceptance of individual responsibility
d. Establish good communications and coordination between the parties
e. Seek a mutually acceptable resolution

2. NEC and LEC Professional Standards Chairmen: Duties and Responsibilities

The National Professional Standards Chairman should be thought of as a facilitator, mediator, and liaison. The Chairman does not normally deal with individual cases. The Chairman directs and oversees Committee members to adequately deal with particular events.

In turn, the Local Professional Standards Chairman should be familiar with the strengths and weaknesses of each Committee member and make assignments accordingly. The LEC Professional Standards Chairman is normally much more familiar with individual members and is, in most cases, better suited for this task than the NEC Professional Standards Chairman. Close coordination between the NEC and the LEC Professional Standards Chairman can maximize the effectiveness of the Professional Standards program.

The NEC Professional Standards Chairman should pay particular attention to promoting Professional Standards throughout the Association. Regular dialog between the chairman and the Local Professional Standards Chairmen is very important. Similarly, the LEC Professional Standards Chairman should promote Professional Standards at the Local level.

Communication is a critical, ongoing responsibility of the NEC and LEC Professional Standards Chairmen. Days, or even weeks, may pass without any Professional Standards activity. If no intra-committee communication occurs, members may feel that their services to the Committee and to the Association are not needed or important. Therefore, it is crucial that both the NEC and LEC Professional Standards Chairman maintain regular contact with volunteers (members) even if only to tell them business is slow.

It is also important to communicate with the Association membership. Such communication is typically in the form of written articles in the union publication. The NEC Professional Standards Chairman must also ensure that the Association membership has an adequate means of contacting the Professional Standards Committee, and that all incoming communication is handled expeditiously.

Professional Standards member will hear anything and everything ranging from the mundane to the completely bizarre, and members must thus be chosen for their ability to maintain discretion and confidentiality regardless of circumstances. Association members who have reputations for maturity, tact, and strict adherence to standard operating procedure tend to make a good Professional Standards member.

Choosing members to serve on the Professional Standards Committee can be a very challenging task. The AMFA National Safety and Standards Director selects, with the approval of the NEC, the NEC Professional Standards Chairman; in a similar fashion, the Local President or Safety and Standards Chairman selects the Local Professional Standards Chairman. In turn, the Local Professional Standards Chairman chooses Association members to serve on the Committee. Professional Standards members must be trained prior to handling cases.

It is absolutely essential that the Committee members have rapid communications capability with the LEC Professional Standards Committee Chairman, and in turn the LEC Professional Standards Committee Chairman must have rapid communications capability with the NEC Professional Standards Committee Chairman as cases tend to develop quickly.

Caution: If the Committee decides to utilize email for communication, be advised that even deleted email may be retrieved. In theory, retrieved email could be subject to subpoena. Never send any details whatsoever of any Professional Standards case via email to anyone. Never utilize email to discuss a case with an Association member that you are attempting to counsel. Do not use email to alert a Association member that you, as a Professional Standards member, need to speak with them unless the content of the email is of the vaguest possible nature, such as "Steve, please call me as soon as possible. Mike"

A good recommendation is to develop an organizational flow chart detailing the Committee members and listing a telephone contact for each member. Be sure to obtain permission from each Committee member prior to publishing their telephone number. This flow chart can be posted in the Local Committee offices.

Selection Process

The Local Professional Standards Committee Chairman will be selected by the following process:

- **The LEC will post notice of intent to establish a Professional Standards Committee Chairman**
- **The Locals will establish the Committee and select the Chairman in accordance with Local Bylaws or Local policy**
- **The Local Professional Standards Committee Chairman will report to the Local Safety and Standards Chairman**
- **The Local Professional Standards Committee Chairman will establish a Committee based on Local Bylaws or Local policy**

3. Procedures for Handling Cases

This section is presented as a procedures guide for Committee members in their handling of Professional Standards cases.

A. Receiving the Report

When receiving a report either by phone or in person, be sure to record all pertinent information on the Professional Standards Committee Case Receipt Checklist. It is strongly recommended that Professional Standards members utilize this form until they have gained significant experience in handling cases. Be sure to tell the submitter that the information on the form will used only be by the Professional Standards Committee and those Association representatives with a need to know.

The Case Receipt Checklist and all other notes regarding the case is to be destroyed upon resolution of the incident.

First, ask the submitter if he/she has tried to resolve the issue with the other party. Encourage "one-on-one" resolution before Professional Standards Committee involvement, especially in conflict type cases. If this has been tried or is not relevant in the situation, it is appropriate for the Professional Standards Committee to become involved.

Also, determine if the submitter has approached management about the situation. If management has been approached, it will then be the responsibility of the Professional Standards Committee member to determine if management intends to stay involved or is willing to hand the case over to the Professional Standards Committee.

If management is to stay involved, then Professional Standards is officially out of the picture. However, if your Committee has an exceptional working relationship with your management team, man agement may be willing to turn the case(s) over to Professional Standards.

When you listen to the description of the incident, be observant of clues, ask non-leading questions as the story unfolds, and take notes so that you can later compare these with the versions of the other parties involved. Be receptive but non-judgmental. Always advise all involved parties that Professional Standards maintains complete neutrality; we do not take sides in any cases. Invariably, your role is that of a mediator and there are always two sides in any story. Never take either side- it is very appropriate for the Professional Standards Committee member to be sympathetic yet remain neutral towards the particulars in a given case.

Tell the submitter that you will investigate the incident, including discussing it with the other parties involved. Inform the reporter that the Professional Standards Committee will guard the confidentiality of the reporter and the other parties involved to the highest extent feasible. Ask that the submitter maintain confidentiality until Professional Standards has had a chance to work on the problem.

Be sure to tell the submitter what to expect, such as the sequence of events. Let the reporter know that he/she may be contacted directly again if he/she is needed to participate in resolution of the case.

Advise the submitter that investigating these situations takes time (one or two weeks), and that you will do your best to handle the case as rapidly as practical. On that note, obtain a commitment from the submitter to give you a chance to do your job before the reporter takes further action. Promise to contact the submitter after conduct ing your investigation. As a matter of policy, the Professional Standards member should make every effort to handle cases as expeditiously as possible.

And, **always** thank the submitter for coming to Professional Standards. In many instances, filing a report with Professional Standards takes a great deal of courage and is not done without some agonizing on the part of the submitter.

B. The Importance of De-Identification

Occasionally a case will occur where one or more individuals do not wish to have their identity made known to the party against whom the complaint is levied. In this situation, the particulars of the case must be altered slightly to protect the identities of the people that have come forward. The number of particulars that must be altered is up to the judgment of the Professional Standards member handling the case, but enough of the facts must be changed so the accused would not be able to identify who submitted the complaint.

This process is called "de-identification". While some might argue that this is deceptive or dishonest, without this process many who are having problems would not come forward and voice their concerns. And in the end, what Professional Standards is trying to accomplish is the modification of conduct or demeanor of an individual whose behavior makes his or her fellow Association members uncomfortable.

Example: A mechanic approaches Professional Standards about a fellow mechanic with concerns regarding Aircraft Towing. His concern is that every time mechanic X is Towing, he is exceeding Safe Towing speeds. The submitting mechanic does not want the other mechanic to know it was him. Professional Standards can approach the mechanic in question and mention that complaints have come in regarding his possibly exceeding the Safe Tow speeds. The mechanic may want to consider reading the carriers MOP for Safe Tow speeds.

In the majority of these de-identified cases, the person being complained about wants to know who made the complaint. In this situation explain that everything you're saying to the mechanic is confidential, just as everything that anyone else says to Professional Standards is also confidential; therefore, identities cannot be divulged. Then, get back to the subject at hand.

C. Coordinating with the NEC Professional Standards Committee Chairman

As soon as possible, call the NEC Professional Standards Committee Chairman to coordinate each case, as the other party may have reported the same incident to another member of Professional Standards. If you cannot contact him/her directly, leave a phone message. Your NEC Professional Standards Committee Chairman can help you decide what your next step is in the more serious and com plicated cases.

It is the responsibility of the NEC Professional Standards Committee Chairman to advise the LEC Chairman (or the NEC, as appropriate) in difficult or sensitive cases that touch upon possible grievance action or matters involving possible violations of laws or regulations. This step is crucial in order to develop the most appropriate course of action and so that legal advice may be obtained, if necessary, to ensure proper handling of the matter. Be advised that this sharing of crucial information between union officers is not considered a violation of confidentiality.

D. Gathering Information

Talk with all parties involved. Be objective, discrete, thorough, neutral, and above all be *confidential*. Be sure to solicit a guarantee of confidentiality with any and all involved parties prior to discussing any part of a case with any other party. Respect the rights and dignity of all parties with an attitude of caring and concern for the individuals as well as for *safety* and *professionalism*.

If you must confer with other Association members who may not be directly involved with a particular situation but may have witnessed the situation, do not ask them for specifics regarding the problem. A more appropriate approach would be to ask, "Did you work on Aircraft xxxx on this [visit]? Did you happen to notice anything unusual during the visit?" If something atypical did occur, the witness will probably mention it.

Consult with AMFA National, as well as AMFA Legal as required. They may have information that could be of use in resolving the case. Remember, names are used only on a "need to know" basis.

E. Case Resolution- General Rules of Communication

Under most circumstances, cases can be resolved via telephone. Face to face meetings can be extremely arduous to arrange. A series of telephone contacts with the involved parties is usually the fastest and most efficient means of clearing a case.

Following are some general rules of communication that cover all situations and that should be adhered to no matter what type of conversation is being pursued:

RULE #1 - Never threaten someone's sense of dignity or self-esteem. Do not say, "What you are doing is really stupid and I can't imagine anyone wanting to do it that way". This is a great example of how NOT to counsel a fellow Association member. Instead, consider this statement, "Well, that may be a way to do that procedure, but SOP mandates that we're supposed to perform that procedure in this manner."

RULE #2 - To go along with Rule #1, a statement of advice or instruction should always be preceded by a statement of understanding: "I understand that it's a lot easier to do that the way you are doing it, and sometimes I'm tempted to do it that way myself, but I think that as professionals we should do it as prescribed in the SOP."

RULE #3 - Never threaten someone's sense of security. Again, as a Professional Standards Committee member, you may hear that someone has said the following: "If you keep doing that, I'm going to have to go to the Company or to the Feds about you." This is a direct threat to an Association member's livelihood and in a sense of obligation to the corporation.

Managements come and go during a member's career, however, the profession and its duties remain. Basing conduct on obligation to the profession, rather than obligation to the corporation, will ensure that highest standards are maintained regardless of the corporate atmosphere at any given time.

4. Clearing the Case

The following is a general guideline for clearing a case, whether by phone or by utilizing a face-to-face meeting.

If the case involves a conflict between two or more Members, Officers and Representatives, Locals, or Association Members the following is suggested:

After talking with all parties involved, offer suggested solutions which might aid in reaching an agreement. Stress the role of communication with each individual involved. Stress to all involved in setting the tone of communication and their responsibility to "rise above" the situation and to exercise control.

Ask them to reflect on their own possible contributions to the problem before discussing the situation with the other party. Ask them to consider what they might have done differently using hindsight, and ask them what they might say to the other party to rectify the situation.

Be a good listener; be attentive and non-judgmental. Offer possible solutions to the problem in a non-confrontational manner. For example, you might say something in the order of, "I understand how you feel and why you approached the problem in that manner. Have you considered approaching the problem this way [offer an alterative]?".

Always ask the parties to discuss the situation among themselves in a setting away from the work environment. Remind them of the importance of listening to each others point of view and trying to understand where the other person is coming from. A little sympathy usually goes a long way in resolving these cases.

In some cases, a phone meeting/conference call with a member of the Professional Standards Committee as a moderator can be advantageous. Ask the parties to reflect on their own possible contributions to the problem. Ask them to listen to the other person and avoid making accusatory statements. As previously mentioned, ask them to consider what they might have done differently using hindsight, and ask them to tell the other person what that would be.

After you have opened the lines of communication between the involved parties, let them discuss the matter privately in a forthright and reasoned manner in an attempt to resolve their dispute. Remind all parties, the complainer and the complained, that confidentiality is of the utmost importance and that they must keep the situation confidential. Also remind them that all parties must notify the Professional Standards Committee that a satisfactory resolution has been reached. The PSC will remain involved until all parties declare to the PSC that the issue has been resolved.

The case can be considered closed when all involved parties can give a genuine commitment that they are willing to work together in a normal professional manner. The parties certainly do not have to like each, other or even agree with each other, as long as they are willing to work together to ensure an appropriate level of *safety* and *professionalism* in the discourse of their duties.

If management has brought the case to the attention of the Professional Standards Committee, the only information to be given to management about the case will be one of two statements: the case was resolved or the case was not resolved. In this instance, it is the responsibility of the Professional Standards Committee to inform management of the result, one way or the other, without including details or any other information whatsoever. Simply state that, "The case was successfully resolved," or, "The Professional Standards Committee will be of no further assistance in this matter." Management can at that point take any steps that they feel are appropriate.

Ensure that all written notes pertaining to a case are destroyed at the final resolution of that case. This will prevent confidential Professional Standards information from being sought pursuant to a subpoena.

A. Dealing with the Tough Customer

Diplomacy, described previously, is usually the best way to start. In most cases diplomacy and tact go a long way in dealing with this individual. Often Association members simply need someone to vent to, and listening is a hallmark for Professional Standards. By listening to the individual you give him/her an outlet, and when they have finished speaking you can turn the conversation around so they can see where they have gone off the track.

Unfortunately on occasion we do run across those who are stuck on transmit. These people do not listen to reason; they often don't listen at all. These are the people with whom you must be very firm. Don't be afraid to get tough with an individual if diplomacy does not work.

B. When All Efforts Fail

Bear in mind that in some cases even your best efforts will not be able to resolve a case. If this happens, do not be discouraged - you can't win them all! Simply notify the parties involved that, "The Professional Standards Committee can be of no further assistance in this particular matter." The parties are at that point free to do whatever they wish with the situation as they see fit.

5. Sexual Harassment Cases

Sexual harassment cases are among the most delicate situations that a Professional Standards Committee volunteer (member) will deal with. These cases can be emotionally charged and can explode on a moments notice, and must be dealt with as expeditiously as possible.

Due to potential legal liabilities of a sexual harassment complaint, it is advisable to have only the LEC, or more preferably, the NEC Professional Standards Committee Chairman handles the case. It is strongly recommended to have AMFA Legal involved.

When a sexual harassment case is received, act very quickly. Obtain the facts and contact the accused party as soon as possible. In the vast majority of cases, the accused party has absolutely no idea that his / her behavior has been offensive. This behavior may not have been intentional and is usually met with complete horror by the accused.

Only cases that have been brought to Professional Standards by those directly involved should be handled. If management is involved, it is no longer a Professional Standards matter. Under the law if an agent of the company (a supervisor) has knowledge of a potential sexual harassment case, the company is required to conduct an investigation. How the company has the knowledge is irrelevant; a report does not have to be in writing for the company to act. Management has no choice in the matter as the company must launch an investigation as soon as any agent of the company is made aware that a sexual harassment complaint may exist. If the company is aware of a sexual harassment complaint and commences a formal investigation, the accused doesn't need Professional Standards; the accused needs a lawyer. Therefore, determine if the victim has discussed the situation with anyone from management. If this is the case, Professional Standards cannot, and must not, get involved.

6. Conducting Meetings Between The Parties

If a series of telephone contacts fails or is not used, set up and conduct a face to face meeting of the involved parties as follows:

A. Meeting set up - Committee Chairman Responsibilities:
Assign one committee member for each participant. Determine which committee member will assist each party.
Assign one committee member to moderate the meeting and to coordinate the meeting time and place.

B. Meeting Moderator Responsibilities:
Prepare an outline for discussion based on elements of the conflict. In a face to face meeting it is of vital importance that the Professional Standards Committee member who is moderating the meeting takes full and complete control of the meeting. The moderator must be prepared to squelch any attempt by another party to take control of the meeting.

Set out ground rules in advance that you will use to establish and maintain control of the meeting. Coordinate these rules with other committee members who will attend prior to the meeting.

Make certain that all persons have committed to attending the meet ing at the appointed time and place. If one or more of the parties involved refuses to attend and/or participate, notify the NEC or LEC Professional Standards Committee Chairman. They will take the appropriate steps to encourage participation.

Show up at the meeting place early to ensure that the facilities are ready for use, and take the necessary steps so that there will be no interruptions.

C. Meeting Conduct - Moderator Responsibilities
Seat each party beside his/her committee representative so that they face the other party allowing each to see the feelings expressed by the other during discussions.

Open the meeting as follows:

a. State that this is a meeting of the NEC or LEC Professional Standards Committee and introduce yourself as the moderator. Emphasize that we are all professionals.

b. Set forth the ground rules of the meeting, including require ments for reason, decorum, and professional courtesy. This is a crucial step. You may have to repeat these ground rules during the meeting as Professional Standards situations tend to get emotional for the involved parties.

c. Review the purpose of the meeting and remind the participants that the AMFA Constitution and the AMFA Professional Standards Code of Ethics is the standard by which we must operate.

1. Open the discussion by asking the original reporter to state his/her perception of the conflict, <u>without interruption.</u>

2. When the first party is finished, ask the other party (or parties) to state his/her response, <u>without interruption.</u>

3. Committee members should then control the dis cussion with questions for each party that encourage recognition of individual contribution to the problem.

4. Solicit from each party what he/she might have done differently to have avoided the problem or resolved it at the time.

5. Obtain from each a verbal commitment that they feel the problem has been resolved and that they believe that working with the other person will result in a normal level of professionalism and operational safety.

The Aircraft Mechanics Fraternal Association Professional Standards Code of Ethics

The tenets of this Code of Ethics shall apply to all members without regard to gender per Article III, Section 6 of the AMFA Constitution.

1. An Association member will keep uppermost in his mind that the safety and well-being of his fellow Association members and the passengers who entrust their lives to him are his first and greatest responsibility. Reference Article II, Section I of the AMFA Constitution.
   a. He will never permit external pressures or personal desires to influence his judgment, nor will he knowingly do anything that could jeopardize Flight Safety or another Association member.
   b. He will remember that an act of omission can be as haz ardous as a deliberate act of commission, and he will not neglect any detail that contributes to the Safety of Flight, or perform any operation in a negligent or careless manner.

2. An Association member will faithfully discharge the responsibility and SOP to the airline which employs him.
   a. He will do all within his powers to work efficiently, safely, and in a responsible manner that will not cause damage or unnecessary maintenance.
   b. He will faithfully follow all lawful directives given by his supervisors, but will insist and if necessary, refuse to follow any directives which, in his considered judgment, are not law ful or will adversely affect another Association member or Flight Safety. He will remember that in the final analysis, the responsibility for safe completion of the task rests on his shoulders.
   c. He will not knowingly falsify any log or record, nor will he condone such action by other Association members.
   d. He will realize that he represents the Association and the air line to all whom meet him at work, and will at all times keep his personal appearance and conduct above reproach.

3. An Association member will conduct his affairs with other members of the profession and with the Association in such a manner as to bring credit to the profession and AMFA as well as to himself.

a. He will not falsely or maliciously injure the professional rep utation or job security of another Association member. Yet, if he knows of professional incompetence or conduct that is detrimental to the profession or to AMFA, he should reveal this to the proper authorities within AMFA.

b. He will conduct his affairs with AMFA and its members in accordance with the rules laid down in the AMFA Constitution and Local by-laws and the policies and interpretations of them.

c. An Association member, if he is called upon to represent AMFA in any dispute, will do so to the best of his ability, fairly and confidently, relying on the influence and power of AMFA to protect him.

d. He will regard himself as a debtor to his profession, and will dedicate himself to its advancement. He will cooperate in the upholding of the profession by exchanging information and experience with his fellow Association members.

e. He will remember that to his neighbors, friends, and acquaintances he represents both the profession and AMFA, and that his actions represent to them the conduct and character of all members of the profession and AMFA.

f. He will realize that nothing more certainly fosters prejudices against and deprives the profession of its high public esteem and confidence than do breaches in the use of alcohol or drugs while performing his duties or in uniform.

g. He will not publish articles, give interviews, or permit his name to be used in any manner likely to bring discredit to another Association member, the profession, or to AMFA.

h. He will continue to keep abreast of aviation developments so that his skill and judgment, which heavily depend on such knowledge, may be of the highest order.

Having endeavored to his utmost to faithfully fulfill the obligations of the AMFA Code of Ethics, an Association member may consider himself worthy to be called an "AMFA Member."

Addendum A
Conflict Resolution/Problem Solving

1. Conflict Resolution

a. View conflict as natural and positive
b. Establish an effective atmosphere
c. Separate the person from the problem
d. Clarify perceptions
e. Acknowledge needs/not wants
f. Develop positive partnership
g. Focus on the future and learn from the past
h. Seek options for mutual gain
i. Develop an action plan
j. Make mutual benefit agreement

2. Communication/Problem Solving

Effective Listening: Effective listening encourages people to talk about their challenges. Here are a few ways of listening to others:

a. Stop talking. You can not listen if you are talking.
b. Try to put yourself in the others place. Try to recall how you may have felt in similar circumstances. Don't, however, assume that the person's responses are or should be the same.
c. Show you are paying attention.
d. Relax physically; feel the presence of the chair as you are sit ting on it. Let your posture be comfortable and your move ments natural.
e. Initiate and maintain eye contact with the person. A varied use of eye contact is most effective; staring fixedly or with undue intensity usually makes the person uneasy.
f. Take your cues for response or action from what the person is saying. Don't jump from subject to subject or interrupt. If you can't think of anything to say, go back to something the person said earlier in the conversation and ask a question about it. There is no need to talk about yourself or your opinions.

g. To help the person begin, use "door openers"- open-ended questions that allow the person to go into the subject at length, such as, "Tell me about it," "Would you like to talk about it?" "Let's discuss it," "I'm listening," or "This really seems important to you".

h. Ask questions and listen to the answers. Especially try to find out how the person feels.

i. Don't guess what the person is going to say and answer with out really listening.

j. Try to avoid judging the person. This can stop communication.

3. Don't Give the Troubled Person False Assurance

People in trouble usually want to be reassured, and all our feelings urge us to give that reassurance. But, the "there, there, everything will be alright" approach is not a help. It may actually be a disservice as everything may not be alright. The kind of reassurance that people in difficulty need is not meaningless comfort that the problem will take care of itself, but rather our statement of faith that they will be strong enough to work it out even if it is not all right. Let them know that you are available and would work with them in finding something that can help.

4. Don't Encourage Blaming Others

Research has shown that people who do not cope very successfully with their problems have an overwhelming tendency to dwell on the people or things they imagined were responsible for their trouble. Blaming is a way of avoiding the truth, of looking at what might have been instead of looking at the problem at hand.

Don't encourage people in trouble to speculate on the villains in the case with the idea that they will feel better if they can place blame on someone for the trouble. Blaming may make it harder and less likely that they will come out of the problem strengthened.

5. Encourage the Person to Focus on the Practical Future

Some steps in this process probably include the following:

a. Encourage them to plan just how they will begin doing what they have decided to do; the plan needs to be realistic, with achievable goals.

b. Point out that as they begin to do something, however small, about the situation they'll probably start to feel better - less depressed, more hopeful.

c. Have them phone you to let you know how the action plan worked or make a date to see them again soon.

d. In subsequent contact have them describe what happened, affirm them for successes in implementing the action plan (however small these successes), help them rethink their action goals (what's the next step?), and repeat those parts which are necessary to help them continue coping.

6. Respect Privacy

When persons are upset they may tell intimate secrets. Later they may be sorry they talked so freely. Do not try to lead a person into revealing information he/she may later regret.

Resist any temptation to pass on confidences that have come from intimate conversations. Persons who confide in you can be comfortable with aid received only if they feel sure their privacy will be respected. If you violate this confidence, they are most certain to eventually learn of it, and any trust that has developed will be lost. Similarly, sharing with them conversations others have confided in you will suggest that you will do the same with their confidences.

7. Know Your Limitations

Serious problems need professional and experienced help. Individual counseling by a psychiatrist, family service agency, mental health or human development center, clinical psychologist, or accredited marriage counselor can often supply the help needed. Group help from psychotherapy groups or Alcoholics Anonymous also meet the needs of many. If you become involved with someone who you think may need more help than you can provide, you will probably want to look around for possible referrals, or your AMFA Employee Assistance Program.

If enough of us are aware of these ways in which we can help each other in times of trouble, more and more people can and will be assisted in working through the inevitable life hazards that confront us all.

8. Constructive Conflict Resolution

a. How do you define the problem between yourself and the other person?
b. How does the other person define the problem?
c. What behaviors (of yourself) contribute to the problem?
d. What behaviors (of the other person) contribute to the problem?
e. What is the simplest way to define the problem?
f. What are the areas of difference between both of you?
g. What are the areas of agreement or commonality?
h. State the other person's behaviors that you find unacceptable.
i. State your behaviors that the other person finds unaccept able.
j. What are things you need to do to resolve the conflict?
k. What are things the other person needs to do to resolve the conflict?
l What possible mutually desired goals, which both of you would cooperate in achieving, could be created to resolve the conflict?
m. What are your strengths that you could utilize to resolve the conflict?
n. What are the other person's strengths that he or she could utilize to resolve the conflict?
o. How will both of you know if the conflict has been resolved?

9. Problem Solving Method

a. Define the problem. What is the problem? Are we dealing with the symptoms of the problem or the problem itself?
b. What potential solutions are there to the identified problem?
c. What are the strengths and weaknesses of each solution? Determine the best solution.
d. How will the solution be implemented? Is the solution clear, scheduled, measurable, and does it have its intended results specified?
e. How will the solution be evaluated? Who will evaluate the effectiveness of the solution?

AMFA Professional Standards Case Receipt Checklist

Confidential Document

This form must be destroyed within 90 days or when the case is resolved, whichever occurs first.

Name of the Committee member receiving the report_____

Date/Time/How report was received_____

Name of person filling the report_____

Position_____Base_____Line_____Other_____Contact number_____

Date and time of incident_____

At this point go **Confidential**. Get a Two way agreement of **Confidentiality** before proceeding.

==========

Name of person(s) being reported_____

Position_____Base_____Line_____Other_____Contact number_____

Date and time of incident_____

Get the facts: Who, What, Where, etc. (use additional paper as required)

_____

_____

_____

_____

_____

_____

_____

Did the reporter try talking with the other party about the problem? Yes/No_____ If so, what was the response? _____

_____

_____

Is management involved in the problem? Yes/No_____ If so, to what extent? _____

_____

_____

_____

Determine urgency:

Is this an imminent problem? Yes/No_____
Are the involved individuals scheduled to work together in the immediate future? _____
_____
_____

Is this a personality conflict situation? Yes/No_____
Is this a substance abuse problem? (drugs, alcohol)? _____
Is this a possible emotional/psychological problem? _____

Is the assistance of the Local AMFA EAP Representative or AMFA NEC Professional Standards needed? _____

Advise the person filing out the report of your probable course of action and time frame for resolution.
_____
_____

Consult with the Local Professional Standards Committee Chairman for Committee coordination, determine which professional Standards Committee member will handle the different aspects of the case. _____
_____
_____

Initiate the case investigation. Determine the other individual's interpretation of the events.
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Proposed case resolution suggestions for the involved parties: _____
_____
_____
_____
_____
_____
_____
_____
_____

Coordinate communication between the parties as appropriate utilizing methods outlined in the Professional Standards Committee Manual. _____

Is a face to face meeting required? Yes/No _____
If yes, take steps to establish and conduct the meeting following established protocol outlined in the Professional Standards Committee Manual. _____
_____
_____

Are all parties satisfied with the proposed case resolution? _____

If not, contact the NEC Professional Standards Committee Chairman for assistance. _____
_____

Were all involved parties notified of case resolution? _____
Date of final case resolution. _____

*** ***Destroy this document and all related case notes within Ninety days or as soon as the case is resolved, whichever occurs first.***

Oath of the Professional Standards Committeeman and Chairman

I, ___"state your name"___ , pledge on my honor to administer the position of Professional Standards Committeeman/Chairman, based on the rules, duties and responsibilities set forth in the Professional Standards Procedures. When an issue is brought forth I will be professional and proceed with caution, and shall listen and be receptive but non-judgmental. I will strive to be observant, non-leading, objective, discrete, thorough, neutral, and confidential. In working toward the best outcome, I will perform faithfully, speak cleanly and respectfully, recognizing the need for a professional attitude by all.