2. *Measuring Fairness in Complaint Resolution*, Ombudsmen: The Nature of our Profession, United States Ombudsman Association, Spokane WA, October 2012 (Oral)

3. *Measuring Fairness,* Biennial Conference, Forum of Canadian Ombudsman and Association of Canadian College and University Ombudspersons, Vancouver BC, June 2011 (Oral)

4. *Essential Skills Series*, Canadian Evaluation Society June - December 2000 (Oral)

5. *Excelebration: How Great Workplaces Build Results and Community in a World of Challenge and Change,* Quality Council, Victoria BC, 1999, 2000, 2001 (Oral)

6. *Effective Evaluation in Today's Performance Measurement Environment*, Utilizing Evaluation, Canadian Evaluation Society, Victoria BC, 1999 (Oral)

Publications

1. Dolan, N., Burnett, M. McAdams, L. (1993). Measuring Effectiveness in a Small Community Based Organization. *Victoria Forum*, No.12, May. Institute of Public Administration of Canada.
2. Bragg, D., Marson, D.B., Woodhouse, S., Schmidt, F., Dolan, N., Edwards, H., Creighton, S., (1993) Quality management: An introduction. Province of British Columbia.
3. Dolan, N. (1989) Child sexual abuse: Policies and procedures in community social service agencies. Health and Welfare, Ottawa.
4. Martin, R., Anglin, J. P., Hills, M., Balmer, C., Dolan, N.J., Ricks, F., Denholm, C., (1987) Fundamentals of change in child care practice. University of Victoria, Victoria.

PROGRAMME

The Final Oral Examination
for the Degree of

DOCTOR OF PHILOSOPHY
School of Public Administration

Norman Dolan

| 1990 | University of Victoria | MPA |
| 1971 | University of New Brunswick | BA |

"Settling Differences: New Approaches to Conflict Resolution in High-Security Organizations"

Monday, August 11, 2014
10:00 AM
DTB A144

Supervisory Committee:
Dr. Evert A. Lindquist, Supervisor, School of Public Administration, University of Victoria
Dr. James C. McDavid, Departmental Member, School of Public Administration, UVic
Dr. Michael J. Prince, Non-Unit Member, Department of Political Science, UVic

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Dr. Debra Gilin Oore, Saint Mary's University, Department of Psychology & CN Centre for Occupational Health and Safety

Chair of Oral Examination:
Dr. Wanda Boyer, Department of Educational Psychology and Leadership Studies, UVic

Abstract

This study examined the application of conflict resolution programs in three high security organizations. In contrast to most civilian institutions high security organizations such as the Canadian Forces, are characterized by strong organizational cultures, with firmly embedded behavioural repertoires designed to manage complex, tightly coupled, functions in situations of imminent danger. Conflict resolution as practiced by the Alternate Dispute Resolution (ADR) program in the Department of National Defence and the Canadian Forces (DND/CF) has proven successful in many civilian settings, however no significant literature examines its effectiveness in a military environment. The nature of military service suggests it may not always be the optimal approach in a military environment that depends heavily on relationships capable of reliably sustaining significant pressure. In order to determine how institutionalizing this function in non-military cultures affected their operations the study compared those results with the introduction of conflict resolution in the Office of the Veterans Ombudsman, and the Office of the Correctional Investigator.

The DND/CF conflict management program demonstrated that parties were highly satisfied with the overall outcome of mediation, its fairness and the amount of control they exercised over the outcome. The parties would recommend it to others and would use the program again. The DGADR conflict management program demonstrates successful outcomes, is clearly accepted and strongly endorsed by participants, and is likely to engender ongoing support for organizational mandate and objectives.

All three case study organizations encountered normative embeddedness, which tended to resist efforts to introduce new information and adjust behavioural repertoires. Resistance to change and the forces of institutionalization appeared with challenges to the legitimacy and credibility of these new approaches. Each had to remain vigilant in protecting their mandate against erosion or constraint, and in the absence of legitimacy clearly defined by statutory authority they had to rely on the active support of senior leaders.

Although the data generated by this study provided insight into a number of new research areas the analysis also identified limitations related to the impact of mediation outcomes and skills training on participants' future behaviour, potential effects of mediation style on outcome and the application of organizational justice beyond the conflict management program to investigations conducted in ombudsman settings.

The results of this study indicate that it is possible to integrate conflict resolution into high security organizations, and that organizational justice constructs can accurately describe and serve as the basis for measuring the intervention process and related outcomes. This research approach has the potential to serve as a model in a broader range of settings such as provincial and organizational ombudsman offices, police and fire departments and emergency health organizations.

Awards, Scholarships, Fellowships

2010 – Doctoral Fellowship, *Social Sciences and Humanities Research Council*
2010 – President's Research Scholarship, *University of Victoria,*

Presentations

1. *Settling Differences: New Approaches to Measuring Fairness in High Security Organizations,* The Ombuds Office in Canada Today: Learning and Working Together, Biennial Conference, Forum of Canadian Ombudsman and Association of Canadian College and University Ombudspersons, Halifax NS, June 2013 (Oral)