



---

# Mediation Training Programs

---

*Mediation Unit of the Office of the  
Ombudsman for United Nations  
Funds and Programmes*

**HOW TO:**

**WORK,  
COLLABORATE &  
MEDIATE IN THE  
UNITED NATIONS  
WORKPLACE**

© Office of the Ombudsman for United Nations Funds and Programmes

The Office of the Ombudsman for United Nations Funds and Programmes (the “Office”) is a confidential, neutral, independent, and informal resource for all members of the UNDP, UNFPA, UNICEF, UNOPS and UN Women workforce. The Office helps to prevent and resolve workplace disputes regardless of the type of contract or position (including managers, other staff members, and consultants).

Please feel free to reach out to the Mediation Unit if you have any questions about mediation services and training programs it offers:

- **Mushegh Manukyan**, Mediation Specialist and Manager of the Mediation Unit, [mmanukyan@unicef.org](mailto:mmanukyan@unicef.org)
- **Maria Migoya Fernandez**, Mediation and Conflict Resolution Officer, [mmigoyafernandez@unicef.org](mailto:mmigoyafernandez@unicef.org)

Mediation Unit of the Office of the Ombudsman for United Nations Funds and Programmes

304 East 45th Street

6th Floor, Room FF-671

New York, NY 10017

USA

Telephone: +1 646 781 4083

Fax: +1 212 906 6281

Email: [mediation@fpombudsman.org](mailto:mediation@fpombudsman.org)

## Program 1

# Mediation - A Practical Introduction: *Why you will see more of it, and why that is good news*

---

**A**lthough conflict in the workplace is inevitable, with a proper understanding of the conflict resolution principles and skills, it can be managed, and often resolved, more effectively.

This one-hour foundational training program on mediation provides an opportunity to staff, non-staff personnel, and management to have a basic understanding about mediation, its principles, and rules. The objective of this training is to raise the awareness about the usefulness of mediation in the United Nations workplace so that staff and non-staff personnel can use it more frequently.

This training is typically offered in the form of an inter-agency global webinar or as a standalone program to the headquarters and country offices.

Please visit our website to check the dates of the forthcoming inter-agency global webinars or reach out to the Mediation Unit to request more information.

## Program 2

# Mediation for Human Resources Professionals

---

**T**his program is a 3.5-hour intensive learning course on mediation through direct experience, observation, enhanced practice, and reflection. The program consists of a general session (2.5 hours) and practicum (1 hour).

In the general session, the program will first demonstrate why mediation continues to grow in popularity as a means to address workplace conflicts, as well as discuss the rules and principles of mediation. The practicum of the program allows participants to apply professional mediation techniques in a simulated scenario, in which the participants will have an opportunity to serve as a mediator and as a party. The practicum allows them to reflect on how to incorporate these techniques into their daily work of an HR professional.

The course is recommended for human resources and other people-oriented professionals who want to learn and practice how to become more effective in dealing with all sorts of conflicts and how to identify the level of escalation of the dispute so that proper referral techniques can be applied.

One of the goals of the program is to ensure that the participants are able to effectively refer cases to the Office of the Ombudsman, where necessary.

## Program 3

# Conflict Management & Mediation For Supervisors

---

**T**his one-hour program is specifically designed for managers and supervisors with the goal to equip them with much needed skills on conflict management and conflict resolution in the United Nations workplace.

The program focuses on the main responsibilities of the supervisors stemming from the key United Nations documents in this regard, such as the Secretary General Bulletin of 10 September 2019. The program also provides tips and recommendations on how to address conflicts in teams, including through referring conflicts to the Office of the Ombudsman for mediation.

Although there is no formal prerequisite to this program, it is highly encouraged that the participants take the “Mediation - A Practical Introduction: *Why you will see more of it, and why that is good news*” or the general session of the “Mediation for HR Professionals” program, as the case may be, prior to this course.

Please reach out to the mediation unit to request more information.

# Training Team

---



**Mushegh Manukyan** is a mediation specialist and manages the Mediation Unit. Mushegh is an international attorney, mediation pioneer, and arbitration counsel with over 15 years of experience. Mushegh holds BA, MA, and Ph.D. in law, and an LL.M. from Harvard Law, where he initiated a project “[16](#)

[Minutes of ADR](#)” and the Harvard Arbitration Discussion Series. More about Mushegh can be found on [our website](#).



**Maria Migoya Fernandez** is a mediation and conflict resolution officer and coordinates and manages day-to-day office operations and plays a role in supporting mediation and conflict-resolution activities. Maria has a degree in law and an LLM on International and European Law from the University of

Brussels. More about Maria can be found on [our website](#).



**Tamar Gur** is a consultant at the Office of the Ombudsman and has been with the Office for over two years, working on cases, supporting the Respectful Workplace Facilitator pilot initiative, and coordinating the office’s training programmes. She holds a Masters in Dispute Resolution from Pepperdine

Law and a B.A. in English Language Literature from the University of California at Santa Cruz. More about Tamar can be found on [our website](#).