

TAP Programme

| Schedule | Activity | Description | Trainer/s |
|--------------------------|---|--|---------------------------------|
| June 12 th | | | |
| Introductory Work | | | |
| 9am | Welcoming and Registration - Green auditorium, room n? 141 | | |
| 9:30am | Opening Remarks | Jorge, Josef and Jean | |
| 9:50am | Exploring the landscape | In this session we will explore the work done by ourselves and other participants, the challenges and opportunities presented by the structures within which each of us works, and the skills (and knowledge gaps) we are individually deploying at present. | Jean Grier |
| 11am | Coffee Break | | |
| 11:20am | Policies and structures – designing ‘the perfect ombudsperson office’ | In the first part of this session, we discuss the variety of models within which we are working. Are there any ‘must have’ policies for all of us? | Jean Grier Josef Leidenfrost |
| 12:30pm | Unpacking the toolbox | A short wrap-up session looking ahead to the three main ‘tools’ we will be sharpening this afternoon and tomorrow – mediation skills, complaint handling, and conflict resolution. | Jean Grier |
| 12:45pm | Lunch | | |
| Mediation | | | |
| 1:45pm | Mediation skills and the ombudsperson | Mediation truths and myths - what is mediation, and when might it be appropriate? In this introduction to mediation, we look at the benefits of using a trained mediator in certain situations, and consider whether institutions should develop a formal ‘mediation service’ for students and/or staff. | Dana Potočková |
| 2:45pm | Mediation in action | Becoming a mediator requires many hours of | Dana Potočková Jean Grier |

| | | | |
|---|---|--|------------------------------|
| | | training, but there are some 'mediation-type' skills we can all learn. We will use the rest of the afternoon to explore these through some 'typical' higher education scenarios. | |
| 3:30pm | Coffee Break | | |
| 3:45pm | Mediation in action (Continuation) | | Dana Potočková Jean Grier |
| 5:15pm | Wrap-up and Closing Remarks from the 1 st Day | Space and time for questions/comments | Ryan and Thomas |
| 5:30pm | Finger food and wine gathering | | |
| <h3 style="text-align:center">June 13th</h3> | | | |
| Complaint Handling | | | |
| 9:30am | Introductory remarks | Gizem and Michaela | |
| 9:40am | Defining 'complaints' and identifying principles | What is a complaint, and why do complaints matter? What is 'good' or 'bad' complaint handling? | Jean Grier |
| 10:30am | Handling complaints – early resolution | Sorting out the 'small problem' before it becomes a 'big problem' is always a good idea. | |
| 11am | Coffee Break | | |
| 11:20am | Investigating complex complaints | Some complaints are too complex for 'early resolution'. How do we set about resolving complex complaints? | Jean Grier |
| 12:30pm | Lunch | | |
| Conflict Resolution | | | |
| 1:30pm | Intake and Building Rapport | Getting the intake process right. Explaining your role during first contact. Note taking. Avoiding pitfalls. | Brent Epperson |
| 2pm | Understanding conflicts and developing effective dialogues. | What is conflict? Active Listening, non-violent communication, using DESC and "I" statements. | |
| 2:50pm | Coffee Break | | |
| 3:10pm | Communicating with High-conflict People | Lincoln letters and the "BIFF" method. Conflict coaching methods. | Brent Epperson |
| 4pm | Strategic management for Ombudsperson | Understanding power and influence in the organisation. Navigating policy networks. Mapping your organisation: making power vs interest matrix. | |

| | | | |
|---------------|---|---|--------------------|
| 5:15pm | Wrap-up from the 2 nd Day | Space and time for questions/comments | Gizem and Michaela |
| 5:45pm | Closing Remarks and Outlook on future TAP | Jorge, Josef and Jean | |
| 6:45pm | Tour of saint Wenceslas rotunda on Malostranské náměstí | Malostranské náměstí 25, Praha 1. Close to metro station Malostranská (line A) or tram station Malostranské náměstí (tram n. 1, 12, 15, 20, 22, 23, 25) | |

Venue: Charles University, Street Celetná 20, Prague1, Czech Republic (Green auditorium, room n? 141) | [Google maps](#)

Trainers

Brent Epperson



Dr. Brent Epperson is an Assistant Professor of Conflict Studies at Saint Paul University (Ottawa, Ontario, Canada) and serves as Ombudsman (part-time) at the University of Luxembourg. He has practiced as an ombuds and is active in ombuds associations in Europe, Canada, and the United States. His research interests involve three central topics: ombudsman practice and the growth of the ombuds profession, public sector governance and the development of administratively fair and equitable policies and procedures, and issue representation and (re)framing in public policy debates—in particular, debates on health care, higher education, and minority rights (ethnic, gender/LGBTQ+, and linguistic minorities). He is passionate about the ombuds profession and the development of effective systems to mitigate conflict. He is currently working on a university-funded project to advance best practices in organisational conflict management and to provide ongoing training and support for early-career ombuds and other conflict resolution practitioners. Brent is a member of the European Network of Ombuds in Higher Education (ENOHE), the Association of Canadian College and University Ombuds (ACCUO), the International Ombuds Association (IOA), and the California Caucus of College and University Ombuds (CCCUO).

Dana Potočková



PhDr. Dana Potočková, M.A., MDR is a mediator and a dispute resolution expert with 22 years of experience in mediating and facilitating employment, community and commercial cases. She has mediated several hundred cases across four continents with a high rate of settlement. As a conflict management consultant, she runs strategic workshops and conflict resolution sessions around the world; from communities to big corporations and international organizations, such as Radio Free Europe, USAI, Council of Europe, European Global Navigation Satellite Systems Agency. Dana is an active educator regularly conducting mediation training programs and courses both domestic and international. As an adjunct professor, she taught courses in mediation, dispute resolutions and negotiation at Charles University, Anglo-American University in Prague, the Baden-Wuerttemberg Cooperative State University (Ravensburg) and Benjamin N. Cardozo School of Law (NYC). Dana is a co-author of the Czech Mediation Act and the Chair of the Mediators' Accreditation Committee at the Czech Ministry of Justice. She is the co-founder of the Czech Association of

Mediators and the director of Conflict Management International, Ltd., one of the leading Czech organizations in the field of mediation.

Jean Grier



Jean Grier has worked in Higher Education in the UK for almost 40 years, spending much of her career at the University of Edinburgh, including 10 years as Investigations Manager and Head of Student Casework. Following retirement from Edinburgh in 2021, Jean continues her involvement in higher education, assisting a number of institutions with policy development and casework handling. She also holds several complementary posts in the public sector. Jean has worked as a trainer for over 20 years, running sessions across the UK and Ireland, and at conferences in Europe and the United States. Jean has been a member of ENOHE since 2014, hosted the ENOHE Conference in Edinburgh in 2018, and has been Vice President of ENOHE since 2019.

Josef Leidenfrost



Dr. Josef Leidenfrost, MA (Mediation) had joined the Austrian Ministry of Higher Education in 1988; he had served as adviser to three ministers in the 1990s and early 2000s on such issues as academic internationalization, higher education, national and European scholarship programs, and students' rights and duties. He

became the Head of the Office of the Austrian Student Ombudsperson since 2001, in April 2022 he was retired. Josef had started his professional career as a television journalist in the early 1980s, doing in-depth research on Austrian contemporary history and publications on post-war relations. He was awarded a doctorate by the University of Vienna in 1986. In 2012 he completed his MA in mediation. Beginning in 2001 he had played a pivotal role in setting up a complaint and acceptance management system for Austrian higher education institutions and a central agency for students' complaints at the Ministry. He is a co-founder of the European Network of Ombudsperson in Higher Education (ENOHE) and its current president. He is the editor of ENOHE's occasional papers and of the ENOHE News newsletter.

TAP Working Group

Gizem Güray, ENOHE Member

Jean Grier, ENOHE Vice-President

Jorge A. Ribeiro Pereira, ENOHE Board Member (TAP Coordinator)

Josef Leidenfrost, ENOHE President

Michaela Antonín Malaníková, ENOHE Board Member

Ryan Smith, ENOHE Member

Thomas Rypka, ENOHE Member