

Operating Principles for CPR Dispute Resolution Services

CPR DISPUTE RESOLUTION

Established in 1977, the International Institute for Conflict Prevention and Resolution (CPR) is an independent nonprofit organization that helps prevent and resolve legal conflict more effectively and efficiently. Its mission is to manage conflict to enable purpose.

CPR is comprised of two distinct parts: the CPR Institute and CPR Dispute Resolution. The **CPR Institute** drives a global prevention and dispute resolution culture through the **thought leadership** of its diverse membership of top companies, law firms, lawyers, academics, and leading mediators and arbitrators around the world. The Institute **convenes** best practice and industry-oriented committees and **hosts** global and regional meetings to **share** practices and **develop** innovative tools and resources. The Institute offers **training** on dispute prevention and resolution, **publishes** a monthly journal on related topics, and **advocates** for supporting and expanding the capacity for dispute prevention and resolution globally.

CPR Dispute Resolution (DRS) harnesses the thought leadership and output of the Institute while providing independent **ADR services** – mediation, arbitration, early neutral evaluation, dispute resolution boards and others – through **innovative and practical rules and procedures** and through **CPR’s Panel of Distinguished Neutrals (Panel)**. **DRS** is responsible for the management of dispute resolution matters submitted to, or filed with, DRS; for the maintenance and growth of CPR’s Panel; and for promoting, training and educating with respect to its services and dispute prevention and resolution more generally.

CPR is funded through donations, registrations and sponsorships from its membership and others as well as through fees charged for dispute resolution services.

In an effort to best ensure the quality, independence and integrity of its dispute resolution services, the Principles below shall govern the operations of DRS. (References to “staff” throughout the document refer to those employees of CPR who work on management of DRS matters or the selection of CPR’s Panel of Distinguished Neutrals.)

I. **Fundamental Fairness**

DRS has an obligation to take all reasonable steps to ensure the fundamental process fairness of its services. To satisfy this principle, DRS shall seek to ensure:

1. the availability of competent, experienced, and impartial neutrals;

2. rosters of neutrals that are representative of the community of users;
3. party-guided and impartial selection of neutrals for particular matters;
4. the opportunity for parties to be represented adequately;
5. reasonable access to information for all parties;
6. a transparent cost structure for its services and the opportunity for reasonable cost allocation;
7. reasonable time limits for ADR procedures; and
8. fair and balanced rules, protocols and procedures.

II. **Independence and Impartiality**

DRS has an obligation to ensure that ADR processes provided under its auspices are conducted in an independent and impartial manner. To satisfy this principle:

1. DRS's management of its Panel shall be:
 - a. guided in its selection of neutrals to participate on the Panel of Distinguished Neutrals only by the merits of the applications submitted to DRS and the need to continue to develop greater diversity of talent to handle ADR matters;
 - b. guided in its nomination of slates of candidates for managing particular ADR matters, or any appointment of neutrals for such matters, only by the instructions of the parties and the experience of the neutrals on the Panel; and
 - c. not influenced by the membership status or financial support in the CPR Institute of the parties, counsel or neutrals for CPR.
2. DRS's management of ADR matters shall be:
 - a. subject to a transparent set of rules, procedures and protocols;
 - b. subject to the principle of fundamental process fairness set forth in Principle I, above;
 - c. guided by the merits of the matter and the need to facilitate efficient dispute resolution; and
 - d. not influenced by the membership status or financial support in the CPR Institute of the parties, counsel or neutrals for CPR.
3. The DRS staff shall not be engaged in the solicitation of members or donations for the CPR Institute. They may promote more generally the activities and work product of the CPR Institute.
4. Oversight for the work of DRS will be provided by the Board of Directors of CPR and its executive management (i.e., President & CEO, CFO and Bookkeeper); however, this oversight shall not extend into management of particular case matters. In addition,

while employees of CPR and the CPR Institute may promote the work of DRS and its Panel, they too shall not be engaged in the management of case matters.

IV. Disclosure of Organizational Conflicts of Interest

DRS has an obligation to disclose the existence of any interests or relationships which are reasonably likely to affect the impartiality or independence of DRS or which might reasonably create the appearance that DRS is biased against a party or favorable to another. To satisfy this principle:

1. DRS should disclose:
 - a. any financial or other interest of DRS, or its staff, in the outcome;
 - b. any significant financial, business, organizational, professional or other relationship that DRS, or its staff, has with any of the parties or their counsel, including a contractual commitment of referrals or a funding relationship between a party and DRS; and
 - c. any other potential source of bias or prejudice concerning DRS which is reasonably likely to affect impartiality or might reasonably create an appearance of partiality or bias.

2. If the conflict arises because of a staff member's interest or relationship with respect to a party or counsel, the staff member shall be recused from the matter and no confidential information regarding the matter shall be shared with the staff member. If the conflict arises because of CPR's interest or relationship with respect to a party or counsel, CPR shall decline to provide its services unless all parties choose to proceed following the disclosures, except in circumstances where contract or applicable law requires otherwise.

V. Quality and Competence of Services

DRS has an obligation to take reasonable steps to maximize the quality and competence of its own services, and to maximize the likelihood that (i) neutrals who provide services under its auspices are competent to conduct the processes and handle the kind of matters which DRS will generally refer to them; and (ii) the neutral to whom a matter is referred is competent to handle the specific matter referred. To satisfy this principle:

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1. DRS shall hire and train internal staff to be able to provide the services of DRS in an effective and efficient fashion and consistent with these principles.
2. DRS shall select and maintain neutrals for its Panel in accordance with the following:
 - a. Each applicant to a CPR Panel shall be reviewed by staff to ascertain the applicant's ADR experience, including training, work responsibilities and references;
 - b. To the extent necessary to establish an applicant's experience in a particular field, an application may be referred to one of CPR's Neutral Review Committees;
 - c. On a periodic basis each admitted Neutral shall be required to keep DRS updated on further ADR training and experience. From time to time, DRS may make available to its Neutrals training and other support to facilitate their ability to handle ADR matters; and
 - d. DRS shall evaluate the performance of its neutrals in a particular matter by seeking confidential evaluations and non-confidential ratings from parties and counsel following the matter. Upon request, and where available, DRS may make these ratings available (without revealing the persons who provided the ratings or the matters in which they were provided) to counsel and parties in future matters who are considering such neutrals for a matter.

Notwithstanding any of the above, DRS's obligations regarding neutral selection for a particular matter shall be governed by and subject to the guidance and instructions of the parties in the neutral selection process.

VI. **Confidentiality**

DRS shall have an obligation to take all reasonable steps to protect the level of confidentiality agreed to by the parties, established by the organization or neutral, or set by applicable law or contract. To satisfy this principle:

1. DRS should establish its policies relating to the confidentiality of its services and the processes offered consistent with the laws of applicable jurisdictions.
2. DRS should ensure that its policies regarding confidentiality are communicated to its Panel and staff.

3. DRS should ensure that its policies regarding confidentiality are communicated to the participants in its DRS services.

VII. Information Regarding Services and Operations

DRS shall have an obligation to take reasonable steps to provide clear, accurate and understandable information about its services and operations. To satisfy this principle, DRS shall maintain on the CPR website:

1. Information regarding the services it offers; the rules, procedures and protocols that will govern those services; the individuals exercising DRS case management functions; and the fees to be paid to DRS for its services;
2. The relevant economic, legal, professional or other relationships between DRS and its affiliated neutrals;
3. DRS's policies relating to confidentiality, organizational and individual conflicts of interests, and ethical standards for neutrals and DRS;
4. Training and other requirements for neutrals affiliated with DRS, as well as other selection criteria for affiliation; and
5. The method by which neutrals are selected for service in particular matters or in administrative capacities, such as the Challenge Review Committee.

VIII. False or Misleading Communications

DRS shall have an obligation not to knowingly make false or misleading communications about its services. To satisfy this principle, DRS shall seek to ensure that all communications about its services, processes or outcomes are clear, accurate, understandable and properly contextualized.

IX. Accessibility of Services

DRS shall have an obligation to take reasonable steps, appropriate to its size, nature and resources, to provide access to its services at reasonable cost to low-income parties.

X. **Complaint and Grievance Mechanisms**

DRS shall have an obligation to provide mechanisms for addressing grievances about DRS, and its administration or the neutral services offered, and should disclose the nature and availability of the mechanisms to the parties in a clear, accurate and understandable manner. These mechanisms are not intended to provide an appeals process about the results or outcomes of ADR matters, but are instead intended to address complaints about the conduct of the neutral or deficiencies in the process and procedures used. Complaint and grievance mechanisms should also provide a fair and impartial process for the affected neutral or other individual against whom a grievance has been made.

XI. **Ethical Guidelines**

DRS shall require its Panel to adhere to the CPR-Georgetown Model Rule for the Lawyer as a Third Party Neutral, the ABA/AAA Code of Ethics for Arbitrators in Commercial Disputes and/or the IBA Guidelines on Conflicts of Interest in International Commercial Arbitration, as applicable, absent or in addition to a controlling statutory or professional code of ethics.

DRS also has an obligation to conduct itself with integrity and evenhandedness in the management of its own disputes, finances, and other administrative matters. To satisfy this principle:

1. DRS shall ensure that its staff:
 - a. is competent and well-trained to discharge their responsibilities;
 - b. conducts itself at all times in a neutral and impartial fashion with respect to the matters and parties before it;
 - c. respects and maintains the privacy and confidentiality of the parties and the matters appearing before it unless and until required by law or agreement of the parties to disclose such information or until the information has otherwise become public;
 - d. does not buy or sell securities in an entity when they have material non-public information relating to the entity nor share such information with third parties. For an illustration of the meaning of “material nonpublic information,” click [HERE](#).



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[\(https://corporatefinanceinstitute.com/resources/knowledge/finance/material-non-public-information/\)](https://corporatefinanceinstitute.com/resources/knowledge/finance/material-non-public-information/).

- e. does not accept any gifts or enter into any financial, business or professional relationships with the parties appearing before DRS at the time they are appearing before DRS and for six months thereafter;
- f. to the extent any existing or pre-existing financial, business, professional, social or personal relationships exists with any of the parties, or where any other circumstances might give rise to actual bias or prejudice, or the appearance thereof, provide proper disclosure and, subject to the direction of management of DRS, recuse themselves from the matter (in which case no confidential information regarding the matter shall be shared with them); and
- g. shall otherwise abide by the Principles set forth above.

If you have any questions regarding any aspect of this policy, please direct them to the leader of DRS or the President & CEO of CPR.