

DRAFT  
January 8, 1974

NATIONAL NEUTRAL TRAINING PROGRAM

I. THE NEED FOR A PROGRAM

There has been much debate over the question of whether or not there is, or will be, a shortage of neutrals, not merely labor-management arbitrators, but mediators, fact-finders and community dispute resolvers of various types.

Cursory reading of the daily press shows that new arenas of conflict are at hand--prisons, landlord-tenant relations, education, public sector employment, Indian affairs, ecology, energy conservation, consumerism, etc.--and that existing legal procedures, as well as neutral personnel, are inadequately prepared and insufficient in number to guide the adversaries in these areas to peaceful conflict resolution. Too much has occurred in these areas to date, and too much looms on the horizon to conclude that the demand will, of itself, generate a competent supply of neutrals. In the narrow confines of private sector labor-management arbitration it may be possible to anticipate that the present supply of neutrals may be adequate to meet the foreseeable demand for the future. But that ignores the existing and future need for labor-management mediators and fact-finders, the opening of dispute resolution machinery in other areas, and the drain on the labor-management field, as established neutrals answer the call for expertise in various types of community disputes. It is misleading to look to the recent past in private sector labor-management to learn of the needs for all varieties of neutrals in the future. The empirical evidence signals the prospect of ever broadening uses of dispute settlement machinery and most significantly a burgeoning need for the neutrals (mediators, fact-finders, and arbitrators) who make such machinery work.

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#### A. Private Sector Needs

Those familiar with the history of private sector grievance arbitration are no doubt aware of the dependence of the parties upon the "alumni" of the War Labor Board, who early populated the ranks of arbitrators. Even now they constitute the backbone of the cadre of professional arbitrators in the United States, despite the deaths and retirement of many of their number, as the demands for private sector arbitration continue to expand. The Federal Mediation and Conciliation Service reported that from 1962 to 1971 the requests for FMCS arbitration panels rose from 3,100 to 12,000. However, \_\_\_\_\_% of the neutrals on the FMCS panel in \_\_\_\_\_ heard one or more cases.<sup>1</sup>

In 1971, 532 arbitrators decided the 3,712 cases reaching decision under the auspices of the American Arbitration Association. Some 63% of the decisions were rendered by the 57.7% of the arbitrators who were 55 years of age or older. Only 38 arbitrators (7.2%) were under 40, rendering 148 decisions, or 4% of the total.<sup>2</sup>

A survey of the National Academy of Arbitrators (NAA), the professional society of grievance arbitrators, conducted in 1957, discloses that the average age of Academy members which was then 51, had risen to 59 by 1969.<sup>3</sup> Only one percent are women and another one percent are from minority groups.

The evidence clearly shows that in the practice of grievance arbitration the parties have continued to concentrate on using older, more established neutrals, despite the fact that many qualified, although

1. W. J. Usery, "Some Attempts to Reduce Arbitration Costs and Delays," Monthly Labor Review, November 1972, pp. 4.
2. Joseph Murphy, Arbitration News, No. 7, October 1972.
3. J. T. McKelvey and Derek L. Rogers, "Survey of the Arbitration Profession in 1969," Arbitration and the Public Interest, 24th Annual Meeting Proceedings of the National Academy of Arbitrators, Bureau of National Affairs, Inc., 1971, p. 275.

untried names appear on the FMCS, National Mediation Board (NMB), and AAA rosters. In 1970, 458 persons out of 1,475 names carried on the AAA panels were responsible for all awards issued that year. Out of that number only 167 issued over five awards during the year.<sup>4</sup> Although the number of younger arbitrators has increased in recent years, they still constitute a small percentage of the AAA and FMCS rosters. According to Joe Murphy, in 1972 only 46 arbitrators under 40 heard AAA cases compared to 27 in 1967.<sup>5</sup> This is a particular handicap in light of the ongoing disenchantment and increasing conflict potential among the young in industry, government and the community. Only a handful of arbitrators are women despite the large number of women in the ranks of labor and even management. The evidence suggests a far more extensive change in the personnel performing grievance arbitration in the next decade than in the past decades, the need to provide qualified and acceptable replacements, and, above all, the need to increase the acceptability of the qualified, but unused arbitrators presently on the rosters. Several local, and often sporadic, efforts toward this objective have been carried out by the AAA, FMCS, NAA, Department of Labor and various universities, with mixed results. Yet even the arbitrators themselves proclaim critical shortages and a tight supply of arbitrators in New York City, the Southeast, the Southwest, the Ohio/Illinois/Michigan area, and northern California.<sup>6</sup> Any success with the current experiments in private sector arbitration of new

4. Patrick Westerkamp and Allan K. Miller, "The Acceptability of Inexperienced Arbitrators: An Experiment," Labor Law Journal, December 1971, Vol.22, No. 12, p. 765.
5. Letter from Joseph Murphy, Vice President AAA, March 8, 1973 to Thomas McDermott, Chairman NAA Committee on Development of New Arbitrators.
6. McDermott, "Progress Report: Program Directed at Development of New Arbitrators," NAA Committee on Development of New Arbitrators, 1973.

contract terms is bound to expand even further the need for competent, acceptable, private sector arbitrators. To this must be added the need for additional qualified mediators for service with state mediation agencies to meet increasing demands for service, while replacing retiring personnel.

#### B. Public Sector Needs

The demand for new arbitrators and mediators to handle private sector disputes is now intensified by the rapid expansion of contract impasses and grievance arbitration in the public sector, as more and more collective bargaining agreements are signed with provisions for rights dispute resolution. Arbitrators are being called upon to enlarge and their skills by performing mediation<sup>and</sup> fact-finding functions in interest disputes involving new contract terms. Sometimes the call extends to binding arbitration of new contract terms. Mediators are being utilized more and on a full-time or ad hoc basis by state dispute settlement agencies. The FMCS has frequently made available its services in several states to help meet the need.

Much of the demand to date for service in public sector interest and rights disputes has been concentrated in the industrialized areas of the nation--and the several states where the majority of private sector grievance arbitrators reside and work. The prospect of legislated procedures for public sector collective bargaining and impasse resolution in the larger number of states which do not now have it, the multitudinous political subdivisions within those states where it is to be practiced, and the relatively rural character of those areas which are often far removed from the present centers of arbitrator concentration,

together with the additional prospect of expanding dispute settlement activity in the federal sector, all point to a dramatic need to select and prepare competent individuals to serve as neutrals--mediators, fact-finders and/or arbitrators--in public sector labor-management disputes. Here even more obviously than in the private sector, the incidence of female employment cries out for a greater number of females to serve in the ranks of the dispute settlers. The same is true for members of minority groups.

Special mention must be made of the expanding demand for neutrals created by federal and state legislation which raises the likelihood of neutrals serving in a multitude of disputes, including those arising out of the Equal Employment Opportunity Act, the Occupational Safety and Health Act, as well as in representation disputes, pension disputes, health care disputes, and atomic energy disputes.

#### C. Community Dispute Settlement Needs

Yet the need is greater still. The demonstrated success of voluntary grievance arbitration in labor-management relations and the frustration of many with the prescribed legal remedies of our society have led to an expanding resort to voluntarism in resolving community disputes. In many cases the techniques of labor-management dispute settlement have been adapted for use in various types of community disputes. In many instances labor-management mediators and arbitrators have been called upon to serve in this new arena. In even more situations the problems of race and community have affected the traditional labor relations forum without neutrals with community backgrounds being available to resolve such conflicts. These factors highlight the need

for seeking out and training individuals, particularly women and those from minority groups, who will be qualified, and to stimulate their acceptability as neutrals for a whole range of community disputes as well as<sup>to</sup> make them available to meet the glaring need for representatives of minority groups to serve as neutrals in labor-management dispute resolution.

#### D. Summary of the Need

From the foregoing it is evident that the current need for younger, qualified and acceptable arbitrators in the aging labor arbitration profession, with more women and some from minority groups, which may of itself justify the establishment of a nationwide training effort with emphasis on increasing acceptability, is only a small portion of the future need for neutrals.

The experiments in private sector interest arbitration, the rapidly expanding resort to mediation, fact-finding, and/or arbitration in public sector interest disputes, particularly in those communities removed from ready access to the background experience found in industrialized communities, the uniform resort to grievance arbitration in the public sector once collective bargaining contracts are negotiated, and the almost untapped potential for neutrals to help the parties in resolving the whole myriad of conflicts under the heading of community disputes, provides ample proof that our current population of impartial is woefully inadequate, and that a comprehensive nationwide effort to identify, train and expose to the parties, a whole new generation of neutrals with a significant number of women and representatives of minority groups must be undertaken before the shortage overwhelms us and the procedures themselves begin to atrophy.

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Corrections List

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#### E. One Program for Multiple Needs

As has been noted, the needs are diverse. Procedurally, there is need for mediators, fact-finders, mediation-arbitration types, arbitrators of interest disputes, arbitrators of grievances. Each procedure requires a different approach, a different technique, different skills, and perhaps even different types of individuals. But despite the procedural dichotomies associated with each forum there is an underlying requirement of a neutral's orientation which has been demonstrated as transferable from one forum to another. The grievance arbitrators who have been called upon separately for mediation and fact-finding and arbitration of interest disputes in both the public and private sectors underscore the fact that the underlying skills are acceptable if not transferable when laboring in other vineyards or doing other chores. The importance and increasing prevalence of this skill mix is extensively described in a recent paper on the "Superneutral."<sup>7</sup>

Substantively there is need for familiarity with operations in private industry, labor-management, contract administration, public sector finance, all facets of public administration, civil service regulations, housing regulations, tenant unions, purchase and sales agreements, criminal complaints, etc. Each case to come before a neutral, regardless of the forum, concerns a unique issue, a unique set of facts and parameters, and a unique responsibility for the spokesmen of the parties to educate the neutral in the nature of the dispute he has been called in to resolve. Here too, as in the varying procedural arrangements, there is an underlying requirement that the neutral be

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7. Colosi, Lebowich, Davis, Potter, Sackman, "Conflict Resolution and the Superneutral," Government Employee Relations Report, RF 74, 10-1-73, 61:521



capable of extracting from the parties that substantive material by which he is to educate himself on the unique nature of that particular dispute so that he can effectively undertake to resolve it through one of the procedural devices listed above. The repeated use of generally private sector grievance arbitrators to handle public sector disputes, and the recall of labor-management neutrals who have ventured in to help resolve community disputes testify to the practicality of neutrals applying their unique and often varied, skills to conflicts of diffuse substantive content.

Despite the need for neutrals skilled in the use of all forums and adaptable to all types of substantive conflict, it is evident that a nationwide training program would function best by recognizing a basic dichotomy in the backgrounds and interests of those to be selected and trained. One group may be described as the traditional source of professional neutrals, generally with some background and interest in the labor-management scene. The other may be described as those from minority backgrounds who have demonstrated some acceptability to the various factions of the communities and who hold out promise of being able to function as effective neutrals.

Although it is administratively desirable and rational to develop a selection and training program which can be utilized uniformly throughout the country, the development of the specialized training for those from the two backgrounds can be implemented by varying the emphasis in the different local programs. Thus in an area where the greater need appears to be for training community leaders, the emphasis can be on the techniques of mediation, fact-finding and arbitration. In an area where the participants come from backgrounds showing interest in the

labor-management field, more attention could be devoted to familiarizing the participants with some of the practical problems confronted in community disputes. In an area where the participants have a strong legal training background, the focus could be on the techniques of mediation. Those already involved in dispute resolution in the various areas will help to determine the needs and emphasis in their respective communities. But in all areas where the program is placed into operation, the participants will be given the broadest access to those skills that are deemed most necessary to improve their proficiency and acceptability in the broad range of disputes and the broad range of skills used for their resolution.

## II. THE PROGRAM

A National Advisory Committee will be established consisting of two or three representatives from each of ten cities. At least one representative of the National Academy of Arbitrators and one university faculty member will be selected for each of these cities. The program will be initiated by holding a national conference of these 20 to 30 representatives. At the initial meeting of this committee discussion will focus on the two major components of the program: the availability and development potential of the academic courses and materials and the availability and interest of neutrals to serve as on-the-job trainers. In addition this initial conference will focus on the development of the membership of the local advisory committees. Following the meeting of the National Advisory Committee the actual training program will commence in each of the designated cities.

Two stages of selection and training are contemplated. The first, which will be larger in size and for a shorter period of time, will

serve as the screening effort for the second, which will be smaller in participation, longer in duration, and more intensive in effort. It will also focus more on the specialized training needs of the area involved.

A. Conference Stage

The nationwide training program is to be launched by a series of 2 1/2 day conferences in each of ten cities to bring together those qualified as neutrals to improve their skills and to increase awareness of their availability among the parties using the services of neutrals.

1. Format:

The initial training effort will consist of 2 1/2 days of training scheduled on a weekend, embracing up to 100 neutrals. The opening sessions will concentrate on the procedural aspects of dispute settlement--mediation, fact-finding, and arbitration. The succeeding sessions will emphasize some of the substantive problems associated with dispute settlement in labor-management and community conflicts, with participants being divided into smaller sessions. The size of the respective groups will depend upon the participation of individuals interested in the two fields. This in turn will depend on the need for neutrals in the two fields, as expressed by the parties, the designating agencies in the area, and the steering committee.

The training format will emphasize workshops, films, games, mock cases, bull sessions and the like, with minimal resort to lectures. The material used will be that most useful for objective measurement of the interest and ability of the participants for purposes of future selection.

The faculty for such effort will consist of local neutrals, the training program steering committee, and representatives of the parties (labor, management, community groups, the bar, etc.) to facilitate exposure of the neutrals to the potential market.

2. Location:

The training program steering committee has tentatively selected ten cities as locations for conferences. These cities are as follows:

Albany, New York  
Atlanta, Georgia  
Boston, Massachusetts  
Denver, Colorado  
Detroit, Michigan  
Indianapolis, Indiana  
New York, New York  
St. Louis/Kansas City, Missouri  
Seattle, Washington  
Washington, D.C.

Regions will be fashioned around these selected cities to encompass the entire nation and to provide at least initial training opportunities to all neutrals located within the various regions.

University affiliation will be designated in each region, and preferably in each selected city, to supplement FMCS and AAA staff, to partake in initial training to help carry out subsequent intensive training through established or specially tailored criteria, and to highlight and develop materials on the required labor-management or community needs of the area.

3. Participant Selection:

The participants in each of the initial training efforts will be selected from the rosters of the National Center for Dispute Settlement Community and Public Sector Panels, Society of Professionals in Dispute Resolution, the AAA labor-management panel, the NMB panel, and the FMCS

panel. The steering committee, together with local administrators, will establish an objective selection standard geared to the attainment of the attendance, offering the program to those with less than 3, 4, or 5 cases in the preceding year. The number of labor-management neutrals as distinguished from the community neutrals, will be based upon the requirements of the area and will be determined by the steering committee after consultation with local advisors. The numbers to be selected from each panel will be adjusted accordingly. Depending on the response, the total group may be adjusted to include more from one group or the other, or by offering financial reimbursement for expenses incurred, on a scholarship basis.

An excessive response to one such training effort can readily be managed by resuming the program at a later date, or by running two programs consecutively. An appeal procedure should be developed to be available to handle protests by those who claim they were discriminatorily excluded. A proposed letter of invitation is attached as Exhibit A.

#### 4. Costs:

In order to reduce the cost of operation and to encourage a measure of self selection and feeling of involvement, neutrals will be expected to pay a minimal registration fee and, to cover the costs of their transportation, lodging and meals. Since for many, success in employment as a neutral will reap substantial financial rewards, it is expected that the policy of charging will not deter participation. Nonetheless, scholarship subsidies should be made available for those coming from great distances <sup>for</sup> or those who are in need, particularly those involved in community dispute settlement.

Compensation will be paid to those participating as instructors in the training effort.

## B. Intensive Training

From among the most promising participants at the conferences it is expected that a smaller group will be selected for more intensive training. In the initial effort up to ten will be chosen from each area unless the facilities and supportive personnel justify the selection of more. Thereafter, if there is evidence of receptivity to the training effort, additional trainees, to be called "apprentice arbitrators," will be selected from those who participated in the initial conferences.

### 1. Format of Training:

The selected apprentices, with concentration in labor-management or community disputes as the requirements of the area dictate, will participate in a two-year training program. In both years the training will involve academic as well as practical experiences.

In the first year the apprentices will undertake courses at affiliated universities, which are geared to the problems they will face as neutrals. In particular, courses in negotiation, arbitration, report-writing, group dynamics will be provided. These courses will be offered at such times and locations as may be necessary to assure the best attendance for working participants.

In addition, the apprentices will be assigned to work with one or more neutrals in or near their home city. They will sit in on mediation, fact-finding and arbitration proceedings; they will write draft opinions and awards for review by the neutrals with whom they are

associated, and they will engage in detailed discussion and study of the case which they have observed.

In the second year, the academic emphasis will be upon the substantive problems which may confront them as neutrals. Thus an apprentice with a background in community disputes might opt to take a course in labor-management relations or government finance, while a person with a labor-management background or legal background might take a course in housing administration or prison reform. The contact with professional neutrals will be intensified during this same period, with greater emphasis on encouraging contact with potential clients.

Although selection of participants will be geared to the area's particular need for community and/or labor-management neutrals, it is anticipated that they will be given university training in both fields as well as practical exposure to a number of disputes in both fields. It is also necessary that they gain familiarity and, hopefully, an adequate measure of expertise in all forms of impasse resolution, regardless of their initial specialized interest.

## 2. Location:

The intensive training effort will take place in or near those communities where the affiliated university has facilities and where the cooperating neutrals are located. Most of the training effort will be confined to such communities, although on occasion the trainee may be required to travel to attend mediations or hearings with the neutral to whom he is assigned.

## 3. Selection:

The initial selection of participants from each area will be based, as nearly as possible, upon an objective index of achievement and

promise while participating in the initial conferences. Particular emphasis will be placed on selecting qualified women and representatives from minority groups who must comprise at least 50% of the group to be trained. Among the criteria to be used will be the following:

- a. Prior experience of the trainee.
- b. Test scores on tests administered at, or following the conclusion of, the initial conference.
- c. Availability for intensive training including attendance at university courses, mediations, and hearings, and ability to travel with the neutral.
- d. Availability of the neutrals in the community.
- e. Availability of subsidy for tuitions, travel, and compensation to the participating neutrals.
- f. Interest of the trainee.

Selection will be carried out by local advisory committees composed of representatives of labor, management, and community groups, the university and the neutral trainers.

A procedure of appeal to the national steering committee or national advisory body will be made available for use by those claiming that they have been discriminatorily excluded from the training effort, with appeals to be handled by the steering committee on previously established standards.

#### 4. Cost:

Although it is expected that the participants in this intensive level of training will have established means of support, it is recognized that the time demands of the program, though not full-time, will require flexibility and time availability. To mitigate the inconvenience, it is proposed that funds be made available for those who are unable to pay the cost associated with participation in the program.



In addition, it is proposed that compensation be provided to those self-employed neutrals who devote substantial time to the training program, particularly for time spent in discussing cases with apprentices and reviewing their awards.

Some funding will also be required for the offices in the AAA and the local universities which assume responsibility for this program.

The following is a tentative list of membership of the National Advisory Committee:

1. Atlanta

George Savage King, Professor of Law, Emory University  
Rev. William Morris, Martin Luther King Center

2. Indianapolis - La Fayette

3. Denver

John P. Linn, Professor of Law, University of Denver  
William E. Rentfro, Professor of Law, University of Colorado  
Warren Alexander, Deputy Director, Colorado Human Rights Commission

4. St. Louis - Kansas City

Jerry Cormick, Washington University  
Father Leo Brown, St. Louis University

5. Boston

Marcia Greenbaum, Arbitrator  
David Bloodsworth, University of Massachusetts

6. New York City

Julius Berry, ILR School, New York Metropolitan District  
Eva Robins, Arbitrator  
George Nicolau

7. Detroit

Harry Edwards, Professor of Law, University of Michigan  
Ronald Haughton, Wayne State University

8. Washington, D.C.

James Harkless, Arbitrator

9. Albany

Fred Denson, Member, New York PERB

Rodney Dennis, ILR School, Cornell University

Irving Shapiro, Arbitrator

10. Seattle

J. B. Gillingham, Professor of Economics, Univ. of Washington

Charles Smith, Associate Dean, University of Washington  
Law School

Preliminary Budget  
National Neutral Training Program

TRAINING PROGRAM STEERING COMMITTEE

PROPOSAL DEVELOPMENT

I. Personnel

7 professionals @ \$225/day \$ 1,575.00

Travel and Subsistence

A. Travel

Roundtrip Indianapolis-DCA \$ 97.00

3 roundtrips Ithaca-DCA @ \$74 222.00

Roundtrip Boston-DCA 84.00

5 ground transfers @ \$10 50.00 453.00

B. Subsistence

5 (rooms) @ \$25 \$ 125.00

5 (meals) @ \$15 75.00

\$ 200.00

ONE DAY TOTAL STEERING COMMITTEE UNIT COST

\$ 2,228.00

6 meetings @ \$2,228.00

\$13,368.00

II. Final Selection of Target Cities and Regional Definition

One meeting @ \$2228.00

\$ 2,228.00

III. National Advisory Committee Formation and Briefing

Pre-meeting planning and development

4 professionals @ \$225/day (2 days)	\$ 1,800.00
3 ground transfers @ \$10.00	30.00
3 RT's - Ithaca-Washington	148.00
1 RT - Boston-Washington	84.00

A. Subsistence

3 (rooms) @ \$25/day (2 days)	\$ 150.00
3 (meals) @ \$15/day (2 days)	90.00

\$ 2,302.00

PRE-MEETING UNIT COST

Personnel - Implementation (Actual Meeting)

7 professionals @ \$225/day (2 days)	\$ 3,150.00
30 professionals @ \$225/day (2 days)	\$ 13,500.00

Travel and Subsistence

A. Travel

33 professionals @ \$200/RTAVE (includes economy airfare and all ground transfers)	\$ 6,600.00
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B. Subsistence

33 professionals (rooms) @ \$25/day (2 days)	\$ 1,650.00
33 professionals @ \$15/day (food) (2 days)	\$ 990.00

Materials

Development and reproduction 38 sets @ \$15/set	\$ 570.00
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NAC FORMATION AND BRIEFING COST

\$ 28,762.00

IV. CONFERENCE STAGE

Personnel (Curriculum Development and Facility Coordination)

3 professionals @ \$225/day (6 days) \$ 4,050.00

Travel and Subsistence

A. Travel

3 round trips @ \$150.00 \$ 450.00

3 ground transfers @ \$10.00 30.00

B. Subsistence

3 (rooms) @ \$25/day (6 days) 450.00

3 (meals) @ \$15/day (6 days) 270.00

DEVELOPMENT UNIT COST \$ 5,250.00

INITIAL TRAINING EFFORT

Personnel (Implementation)

7 professionals @ \$225/day (2.5 days) \$ 3,938.00

3 resource staff @ \$225/day (2.5 days) \$ 1,688.00

4 resource staff @ \$225/day (1 day) \$ 900.00

Materials (Preparation and Reproduction)

100 sets @ \$20/set \$ 2,000.00

Travel and Subsistence

A. Travel

11 roundtrips @ \$200 \$ 2,200.00

B. Subsistence

11 staff @ \$25/day (rooms - 3 days) \$ 825.00

11 staff @ \$15/day (meals - 3 days) \$ 495.00

Scholarships to defray costs of initial 3-day meeting

A. Administrative Fee @ \$ 30.00

Transportation @ \$100.00

Subsistence @ \$40/day  
(25 days) \$100.00

Unit Scholarship \$230.00

Anticipated Scholarships/seminar = 35

35 scholarships/seminar x \$230/scholarship = \$ 8,050.00

\$ 8,050.00/seminar x 10 seminars = \$ 80,500.00

INITIAL TRAINING EFFORT IMPLEMENTATION TOTAL

(UNIT COST) \$ 12,046.00

10 conference TOTAL \$200,960.00

Administrative fee: 1000 partici-  
pants @ \$30

-30,000.00

NET

\$170,960.00

Participant Selection

2 steering committee meetings @ \$2,228.00

\$ 4,456.00

Local advisory committee meetings  
luncheon @ \$50 (10 meetings)

\$ 500.00

A. Travel

600 miles @ \$ .14/mile (10 meetings)

\$ 840.00

Participant selection Total Cost

\$ 5,796.00

V. Liaison between training program and cooperating universities

Survey of course availability

A. Preliminary organizational meetings

(1 steering committee member + 2 local advisory committee members + 2 university representatives)

1 professional per diem @ \$200	\$	225.00
1 professional travel unit @ \$200		200.00
1 subsistence unit @ \$40		40.00
1 luncheon unit @ \$50		<u>50.00</u>

UNIT COST OF PRE-LIM MEETING \$ 515.00

\$ 515/pre-lim meeting x 2 meetings x 10 sites = \$ 10,300.00

VI. Selection for Intensive Training

A. Local advisory committee meetings

(1 steering committee member and local advisory committee)

1 professional per diem @ \$225	\$	225.00
1 professional travel unit @ \$200		200.00
1 professional subsistence unit @ \$40		40.00
1 luncheon unit @ \$70		<u>70.00</u>

UNIT COST OF EACH SELECTION MEETING \$ 535.00

\$ 535/local selection meeting x 2 x 10 meetings = \$ 10,700.00



I. Regional Conferences during two-year intensive training

(3 steering committee members and two local committee members)

5 professional per diem @ \$225/day (2 days)	\$ 2,250.00
3 professional travel units @ \$200	600.00
1 professional travel unit @ \$100	100.00
4 professional subsistence units @ \$40 (2 days)	320.00
25 material sets @ \$15/set	<u>375.00</u>

NIT COST/REGIONAL CONFERENCE \$ 3,645.00

3,645.00/regional conference 2/year x 4 regions = \$29,160.00

VIII. First Year Academic and OJT Training

A. Tuition subsidy

50% of tuition not to exceed \$250/9  
credit hours x 100 trainees \$25,000.00

B. OJT Expense

6 consultations/trainee @ \$225 x 100 trainees \$135,000.00  
Travel expenses for 6 hearings x 100 trainees  
x \$50 30,000.00

TOTAL FIRST YEAR INTENSIVE @ 100 TRAINEES \$190,000.00

**END**