

# CAROLE SCHNEIDER HOUK

*Carole Houk International, LLC*

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## **PROFESSIONAL EXPERIENCE**

**CAROLE HOUK INTERNATIONAL, LLC**, Chapel, Hill, NC and Alexandria, VA 5/2003 – present, dba **chiResolutions, LLC**

*CEO*. Incorporated conflict management firm specializing in the Medical Ombudsman/Mediator Program, integrated conflict management systems design, implementation and evaluation, and training to support client initiatives. Formerly incorporated as Resolve Advisors LLC.

**CAROLE HOUK ASSOCIATES**, Alexandria, VA. 4/2002 – 4/2003

*CEO*. Created conflict management firm specializing in commercial and government contracts dispute avoidance and resolution, integrated conflict management systems design, and innovative healthcare solutions.

**GEORGETOWN UNIVERSITY LAW CENTER**, Washington, D.C. 1/2002 – 5/2005

*Adjunct Professor*. Taught the Alternative Dispute Resolution Seminar, the law school's ADR survey course offered each spring semester.

**ADR VANTAGE, INC.**, Washington, D.C. 9/2001- 4/2002

*Principal*. Full service Alternative Dispute Resolution firm specializing in workplace, health care, commercial and environmental dispute resolution, public policy collaboration, conflict management and mediation training, and integrated ADR systems design for organizations.

**U.S. DEPARTMENT OF JUSTICE**, Washington, D.C. 2/2001 – 7/2001

*Associate Deputy Counsel, Office of Dispute Resolution*. Six-month detail to conduct in-depth evaluation of federal workplace, procurement, and civil enforcement ADR programs, supervising researchers from Indiana University School of Public Health and Environmental Affairs' Conflict Resolution Institute.

**U.S. DEPARTMENT OF THE NAVY**, Washington, D.C. 1982 - 2001

### **Office of General Counsel**

*ADR Counsel*. Designed and managed a comprehensive federal ADR 1997 - 2001

program covering workplace, environmental, procurement, and tort disputes.

Worked with top decision-makers in the government to use ADR processes for all types of disputes, from sensitive environmental negotiations to convening a mediation in the largest government contracts case ever filed. Designed and delivered curricula in a range of ADR topics for attorneys, contracting personnel and internal mediators.

*Assistant to the General Counsel*. Senior legal advisor to the Deputy General Counsel. 1996 - 1997

*Command Labor Relations Counsel*. Provided legal advice to Commander, Naval Sea 1994 - 1996

Systems Command.

Leave of absence, 1985 – 1993, full-time parent.

*Assistant Counsel*, Naval Sea Systems Command. 1982 – 1985

**U.S. DEPARTMENT OF LABOR**, Washington, D.C. and Boston, MA 1979 – 1982  
*Staff Attorney*, Office of the Solicitor, Office of the Administrative Law Judges,  
Benefits Review Board.

#### **AWARDS AND HONORS**

*Reviewer, Panel of Experts*, GAO Report on Human Capital, The Role of  
Ombudsmen in Dispute Resolution, January 2001

*Recipient*, Department of the Navy Meritorious Civilian Service Award for  
Drafting the ADR Process Agreement for the A-12 Mediation October 2000

*Recipient*, U.S. Department of Justice Office of the Attorney General,  
Certificate of Appreciation for Contributions to the Success of the  
Interagency Working Group on Dispute Resolution January 2000

#### **PROFESSIONAL ACTIVITIES**

##### **AMERICAN BAR ASSOCIATION**

*Chair*, Section of Dispute Resolution Public Contracts Committee, 2002 – 2003  
*Member*, Sections of Dispute Resolution, Health Law and Public Contract Law. 1998 – Present

##### **ASSOCIATION FOR CONFLICT RESOLUTION**

Co-chair, Organizational Conflict Management Section, 2003-06 2000 – 2010  
*Member*, Organizational Conflict Management, Health Care  
and Workplace Sections.

##### **SOCIETY OF PROFESSIONALS IN DISPUTE RESOLUTION**

*Member*, ADR in the Workplace Initiative Committee Member. 1996 - 2000

##### **FEDERAL INTERAGENCY ADR STEERING COMMITTEE**

*Founding member* 1998 - 2001

##### **DEPARTMENT OF THE NAVY ADR WORKING GROUP**

*Member and Chair* 1996 - 2001

##### **DEPARTMENT OF DEFENSE ADR COORDINATING COMMITTEE**

*Navy Representative* 1997 - 2001

##### **STATE BAR MEMBERSHIP**

Michigan (1979).

##### **ADMISSION**

U.S. District Court for the Eastern District of Michigan (1979).

## PUBLICATIONS

"To effectively address sexual harassment in the workplace, we need to lower the cost of speaking up", by Carole Houk and Lauren Marx. ABA Just Resolutions ENewsletter, February 2018.

"Federal Ombuds Report", by Carole Houk and Lauren Marx, Mediate.com May 2017. Published online at <https://www.mediate.com/articles/OmbudsAcus.cfm>

A Reappraisal: The Nature and Value of Ombudsmen in Federal Agencies, Houk, Rowe, Katz et al, Recommendation adopted December 14, 2016 (81 Fed. Reg. 94,316, Dec. 23, 2016). Published online at: <https://www.acus.gov/research-projects/use-ombuds-federal-agencies>

"A Practical Guide to Comprehensive Conflict Management Systems" by Carole Houk and Deborah Katz, Mediate.com, March 2014. Published online at <http://www.mediate.com/articles/HoukC2.cfm#>

"Beyond Apology to Early Non-Judicial Resolution: The MedicOm Program as a Patient Safety Focused Alternative to Malpractice Litigation" by Carole S. Houk & Lauren M. Edelstein, 29 (2) HAMLINE JOURNAL OF LAW AND PUBLIC POLICY, Fall 2007 Symposium on Advanced Issues in Dispute Resolution 411-422 (2008).

"Apology and Disclosure: How a Medical Ombuds Can Bring a Policy to Life" by Carole S. Houk, Leigh Ana Amerson, Lauren M. Edelstein, *Patient Safety and Quality Healthcare*, May/June 2008.

"Conflict Management from the Heart: A Day in the Life of a Medical Ombuds/Mediator" by Carole S. Houk, Leigh Ana Amerson, *Patient Safety and Quality Healthcare*, March/April 2008.

"Into the Wild Blue Yonder" by Deborah Katz and Carole Houk, *ACResolution*, Volume 6, Issue 4, Fall/Winter 2007.

"Communicating About Episodes of Harm to Patients", with Moidel, B, Bonacum, D, and Haas, D, in *Achieving Safe and Reliable Healthcare*, Leonard, M., Frankel, A., Simmonds, T. Health Administration Press 2004.

"Integrated Conflict Management Systems in Health Care: A Practical Innovation Whose Time Has Come" by Carole Schneider Houk and Barbara I. Moidel, *ACResolution*, Volume 2, Issue 3, Spring 2003.

"The Internal Neutral: Why Doesn't Your Hospital Have One?", Mediate.com, August 2002. Published online at [www.mediate.com/articles/houk.cfm](http://www.mediate.com/articles/houk.cfm).

"Designing Integrated Conflict Management Systems: Guidelines for Practitioners and Decision Makers in Organizations", A Report Prepared by the Society of Professionals in Dispute Resolution ADR in the Workplace Initiative, *Cornell Studies in Conflict and Dispute Resolution*, No. 4, 2001.

"Training a Fleet of Neutrals", *Consensus*, No. 44, October 1999.

"Federal Collaboration: Can An Old Dog Really Learn New Tricks?" *National Institute for Dispute Resolution News*, Vol. 3, No. 5, September/October 1996.

**EDUCATION**

**GEORGETOWN UNIVERSITY LAW CENTER**

LLM. Labor, 1986

**WAYNE STATE UNIVERSITY LAW SCHOOL**

J.D., 1979

**MICHIGAN STATE UNIVERSITY**

B.A., Urban Development, 1975

**CONFLICT MANAGEMENT TRAINING**

- **Department of Veterans Affairs**, CREW Training (Civility, Respect, and Engagement in the Workplace) May 21-22, 2013
- **TalentSmart**, Discovering Emotional Intelligence, Train the Trainer, October 2007
- **Stanford Hospital and Clinics Center for Education**, Curing Conflict: Mediation Techniques for the Healthcare Professional, 40 hours, April-May 2003
- **ADR Education, Ltd.**, Salt Spring Summer Session Advanced Practicum, 32 hours, August 2001
- **The Ombudsman Association**, Ombudsman 101 & 202, 48 hours, February 2000 and November 2000
- **Department of the Navy**, Environmental Negotiation, 24 hours, April 2000
- **Department of the Navy**, Risk Communication, 24 hours, February 2000
- **San Diego Mediation Center**, Advanced Mediation Skills, 24 hours, September 1999
- **San Diego Mediation Center**, Mediator Credentialing, 36 hours, September 1999
- **Department of Justice**, Negotiation for Agency Counsel, 16 hours, May 1998
- **Harvard Program on Negotiation**, Advanced Negotiation Skills and Dealing with Difficult People, 24 hours, 1997
- **Justice Center of Atlanta**, Mediation Skills, 24 hours, April 1997
- Numerous advanced mediation, negotiation, systems design and facilitation workshops since 1996