



THE ALTERNATIVE  
DISPUTE RESOLUTION  
ACADEMY (ADRA)

# CERTIFICATE OF COMPLETION

Is presented to

Donna Flammang

Sep 17@10 am Communication, Conflict and the

Grievance Process (2CME/ 1DIV) Live Webinar

Guno Ritfeld, J.D.

September 17, 2019

Certificate:3656-7395-2536: