

1st ANNUAL CONFERENCE

INTERNATIONAL
OMBUDSMAN
ASSOCIATION

The background of the cover is a golden-yellow map with a grid of latitude and longitude lines. A large, detailed compass rose is positioned in the lower right quadrant. In the upper right, there is a small, faint map of the state of California. In the lower left, a silhouette of a multi-masted sailing ship is visible.

Anchors Aweigh

*Charting a New Course
for Organizational Ombuds*

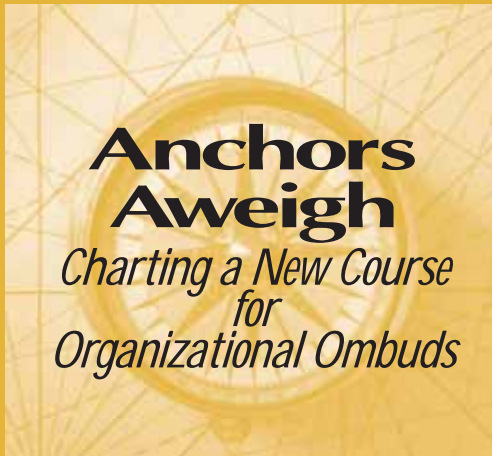
April 2 - 5, 2006

San Diego, California

The La Jolla Marriott and the University of California, San Diego

PROGRAM

1st ANNUAL CONFERENCE



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the University of California,
San Diego



IOA supports appropriate business etiquette. To enhance the value and enjoyment of the conference, please turn off cell phones and pagers when programs are in session.

All attendees are reminded that throughout the conference, the principle of confidentiality is in effect, and that discussions involving specific organizations and cases must remain within the session walls.

We wish to thank the following for their support and contributions toward making this Conference a great success.

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INTERNATIONAL OMBUDSMAN ASSOCIATION

Friends,

On behalf of the Board of Directors and myself, welcome to the International Ombudsman Association (IOA) inaugural conference!

The IOA Board is proud of its accomplishments in this year of transition. Throughout the many challenges we faced, we were mindful of our common goals and purpose: to serve the membership, our organization, and the Ombuds profession. Much thought, discussion and diligence have gone into the work of the Board this year, some visible, some not.

Our Conference co-chairs, Vicky Brown, John S. Carter and Don Noack and their conference committees have worked very hard with Joanne Cole and her team at PMA, to ensure that your experience in San Diego will be unforgettable. As an Association, we have benefited from the intellectual and soulful synergy that flows to and from academia, government, corporate and non-profit organizations. This diversity of thought and practice makes our conference experience rich. We have powerful and inspiring Keynote speakers, a history-making business meeting agenda, content-rich concurrent sessions, and refreshing social activities. Please join us in fully utilizing these conference learning and networking opportunities. We hope you leave here refreshed, inspired and energized.

We thank our guests and colleagues who are presenting and conducting workshops for this conference. We are also grateful to the various organizations that have consistently supported us through sponsorship dollars. Please don't hesitate to let me, the board, or the conference co-chairs know if there is anything we can do to enhance your conference experience. Please let us know your thoughts about the sessions you attend by completing the evaluations forms. In keeping with our long-standing tradition of respecting other's confidentiality, I ask that you respect those who share organization-specific case studies. What we talked about here in confidence stay here. It is encouraged that any discussion or comments using examples from your practice be phrased in such a way as to protect the identity of those utilizing your services.

Welcome to the 2006 Inaugural Conference!

Sincerely,

Judi Segall

IOA 2006 President
University Ombudsperson, Stony Brook University, Stony Brook, NY

**INTERNATIONAL
OMBUDSMAN
ASSOCIATION**

***Organizational ombudsmen
are mindful of the standard of practice,
and the element of UCOA and TOA Codes of Ethics
which states:***

2.1 An ombudsman should not use the names of individuals or mention their employers without express permission. The ombudsman, as a designated neutral, has the responsibility of maintaining strict confidentiality concerning matters that are brought to his/her attention unless given permission to do otherwise. The ombuds holds all communications with those seeking assistance in strict confidence except in the presence of an imminent threat of serious harm.

We hold these principles to be essential in all professional discussions including those at the Conference.

“Moderators of each session will be helping to match the number of attendees to the seating and space available for the presentation format. We apologize that these limitations may not allow everyone to attend every session they wish, however, we believe it facilitates a more effective presenting and learning environment. We appreciate your understanding and patience in honoring these limitations.”

INTERNATIONAL OMBUDSMAN ASSOCIATION

THANK YOU to our 2006 Conference Committee Members and Volunteers

Sean A. Banks, Director, Shell Resolve and Company Ombuds, Shell Oil Company
Thomas W. Barnette, Regional Ombudsperson, American Express Company
Carol L. Breslin, Manager, Ombuds, ChevronTexaco
Vicky Brown, University Ombuds Officer, University of Central Florida
Judy Bruner, Campus Ombudsperson, University of California, San Diego
John S. Carter, Ombudsperson, The Citadel
Mary Chavez Rudolph, Ombuds, University of Colorado At Denver
Melissa J. Connell, Director, Ombuds Office, University of Colorado Denver
Claudia D'albini, Ombuds Program Director, The University of Arizona
Joanne DeSiato, Ombudsperson for Graduate Students, University of Maryland
Nicholas Diehl, Associate Ombuds, Princeton University
Michael Eisner, Esq., Mediator, Michael Eisner Mediation Services
Wendy E. Friede, Ombudsperson, American Express Company
Eleanor N. Funk, Ph.D., University Ombuds, California State University At Monterey Bay
Dorothy Graham, University Ombuds and Professor of English, Kennesaw State University
Wilbur Hicks, Ombudsperson, International Monetary Fund
Cynthia Joyce, Ombudsman, University of Iowa
Sharon Lanier, RN, Ombudsman, Munroe Regional Medical Center
Alan J. Lincoln, University Ombuds, University of Massachusetts Lowell
Patricia J. Lynch, Corporate Ombudsman, United Technologies Corporation
Mari E. Marsh, Director of Library Personnel, University of North Carolina At Chapel Hill
Molly K. McAvoy, Ombudsperson, Hamline University
Sandy McDermott, Associate Ombuds, Portland State University
Carmen C. McKines, Staff Ombudsperson, University of California, Berkeley
Marvin Neal, Ombudsman, Coca-Cola Enterprises, Inc.
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Carolyn Noorbakhsh, Associate Director Ombuds Office, University of Colorado, Boulder
Amanda T. Pace, Ombuds Director, The Coca-Cola Company
Elizabeth Walsh Pino, Director of Ombuds Programs, McKinsey & Company
Kathryn H. Quilliam, Ombudsman, Texas Tech University
Trey Reckling, Ombudsman, Savannah College of Art and Design
William Rodriguez, Assistant Dean/Ombudsman, University of Illinois At Chicago
Janis Schonauer, Ombudsman, Alliance Bernstein
Thomas D. Sebok, Director, Ombuds Office, University of Colorado, Boulder
Mike Turpenoff, Ombudsman Operations Officer, Federal Student Aid U. S. Department of Education
Merle Waxman, Ombudsperson, Yale University School of Medicine
Margo Wesley, Ph.D, Director & Ombudsperson, University of California, Berkeley
Linda Wilcox, Ombudsperson, Harvard Medical School
Theodore R. Williamson, III, Ombuds, The Coca-Cola Company
Gary A. Yamashita, Manager, Global Office of Ombuds, Chevron Corporation

Anchors Aweigh

Charting a New Course for Organizational Ombuds

April 2 - 5, 2006 • San Diego, California • The La Jolla Marriott and the University of California, San Diego

AGENDA AT A GLANCE

SUNDAY, APRIL 2, 2006 PRE-CONFERENCE COURSES HELD AT THE MARRIOTT		Room
8:00 - 8:30am	Full Day Course and AM Course Registration and Continental Breakfast	Salons A - D
8:30 - 5:15pm	Full Day Course - A Primer to Ombudsing for New Organizational Ombuds	Salon E
8:30 - 12:15pm	AM Courses - 1. Working with High Conflict Personalities 2. The Legal Implications of an Everyday Ombuds Practice	Salons F - H Los Angeles/ Rancho Las Palmas
12:15 - 1:00pm	Lunch for participants taking a Full Day or an AM and a PM course	Salons A - D
1:00pm	PM Course Registration	
1:30 - 5:15pm	PM Courses - 1. A Field Guide to Good Decisions: Values in Action 2. Leadership from Where You're Anchored: Keeping the Promise of the Ombuds	Salons F - H Los Angeles/ Rancho Las Palmas
6:00 - 8:00pm	Conference Welcome Reception/ Talent Show	Salons A - D

MONDAY, APRIL 3, 2006 GENERAL CONFERENCE HELD AT THE MARRIOTT		Room
7:00 - 8:00am	Continental Breakfast	Salons A - D
8:00 - 12:00pm	Plenary Sessions	Salons E - H
12:00 - 1:30pm	Annual Business Meeting Luncheon for IOA Members	Salons A - D
12:00 - 1:30pm	Non-Member Luncheon	Characters Restaurant
1:30 - 3:00pm	Concurrent Breakout Sessions # 1 - 3 1. Town Hall Meeting #1 2. Academic Ombudsing and Institutional Governance: European Models, European Realities 3. Sailing in a New Direction: Plotting Your Course as a Private Provider Ombuds	Salons E - H Marina Del Rey Los Angeles/ Rancho Las Palmas
3:30 - 5:00pm	Concurrent Breakout Sessions # 4 - 9 4. The Role of the Advisor at University Tribunal Hearings: Ombudsman, Lawyer or Advocate? 5. What Have You Done For Justice Today: How Can Ombuds be More Effective Advocates for Justice? 6. Be Prepared: Workplace Safety for Ombuds Practice 7. International Approaches to Measurement 8. Dealing with the Fear of High Consequence Events 9. Navigating the Ombuds Role in the Field of Alternative Dispute Resolution in Organizations through Narrative	Salons F - H Salon E Santa Clara Irvine / Newport Los Angeles / Rancho Las Palmas Marina Del Rey
6:00pm - 9:00pm	Optional Off-Site Event to the Birch Aquarium	

TUESDAY, APRIL 4, 2006 HELD AT THE UNIVERSITY		Room
7:00am	Buses from the Marriott to the University	
7:30 - 8:30am	Continental Breakfast	<i>The Ballroom</i>
8:30 - 10:45pm	Plenary Sessions	<i>The Ballroom</i>
10:45 - 12:00pm	Concurrent Breakout Sessions # 10 - 13	
	10. Town Hall Meeting #2	<i>The Ballroom</i>
	11. Harnessing the Power of Neutral Language	<i>Gallery B</i>
	12. A New Ombuds Program - Successes and Challenges	<i>Gallery A</i>
	13. Things are Seldom What They Seem. Problems During the Supervising of Students Writing Their Final Thesis for the MA Degree	<i>Santa Barbara / Los Angeles Room</i>
12:00 - 1:30pm	Networking Luncheon	<i>The Ballroom</i>
1:30 - 3:00pm	Concurrent Breakout Sessions # 14 - 17	
	14. United States Legal and Legislative Update	<i>The Ballroom</i>
	15. No Way Out - How Can Ombuds Help Employees Trapped in a Bullying Situation?	<i>Santa Barbara / Los Angeles Room</i>
	16. Creating a Global Vision for the Development of Organizational Ombudsman Programs	<i>Gallery A</i>
	17. Nonviolent Communication (NVC) in Higher Ed	<i>Gallery B</i>
3:30 - 5:00pm	Concurrent Breakout Sessions # 18 - 23	
	18. Meeting the Help Line Challenge	<i>San Francisco / Santa Cruz Room</i>
	19. Creating an Ombuds Program - The Chapel Hill Experience	<i>Santa Barbara / Los Angeles Room</i>
	20. The Unholy Alliance? Ombuds Office & EO/AA Link and Survive	<i>Gallery B</i>
	21. Task Force on Data Categories Report	<i>Gallery A</i>
	22. Developing Future Leaders with Cultural Competency	<i>The Ballroom</i>
	23. Re-Visioning the Institution Using Systems Thinking	<i>Berkeley Room</i>
5:30pm	Buses back to the Marriott	
6:00pm	An Evening to Spend in La Jolla/San Diego	

WEDNESDAY, APRIL 5, 2006 HELD AT THE MARRIOTT		Room
7:00 - 8:00am	Continental Breakfast	<i>Salons A - D</i>
8:00 - 10:00am	Plenary Sessions	<i>Salons E - H</i>
10:00 - 10:15am	Closing Remarks	<i>Salons E - H</i>
10:15 - 10:45am	Break (extra time for check-out, etc.)	
10:45 - 12:00pm	Concurrent Breakout Sessions # 24 - 28	
	24. Casting Anchors: Ombuds Impressions in a Caribbean Setting After 15 Years of Service	<i>Marina Del Rey</i>
	25. Exploring the Underlying Causes of Conflict: Positions & Interest	<i>Irvine / Newport</i>
	26. Trust Me: I am a Communicator!	<i>Los Angeles / Rancho Las Palmas</i>
	27. The Ombuds' Key Role in an Integrated Conflict Management System	<i>Salons E - H</i>
	28. IOA Finances: What You Always Wanted to Know	<i>Santa Clara</i>
12:00pm	Adjourn	

Conference Agenda

PRE-CONFERENCE SPECIALIZED COURSES

Sunday, April 2, 2006 held at the Marriott

8:00am - 8:30am Full Day Course and AM Course Registration and Continental Breakfast
Salons A - D

8:30am - 5:15pm **Full Day Course**
Salon E

A Primer to Ombudsing for New Organizational Ombuds
Dolores Gomez-Moran, Ombudsman/Student Academic Affairs, George Mason University, Fairfax, VA
Tim D. Griffin, University Ombudsman, Northern Illinois University, DeKalb, IL
Toni P. Robinson, M.S., J.D., Ombudsperson, Massachusetts Institute of Technology, Cambridge, MA
David Talbot, Ombudsman, Coca-Cola Enterprises, Inc., Atlanta, GA

This highly interactive full-day course will introduce some of the basic skills and concepts that are sure to challenge new Ombuds and those interested in establishing an Ombuds office. This course is designed to provide awareness of the demands of the ombuds function. It will also help participants chart a strategic course for best utilizing the Standards of Practice and ethical principles that will be discussed extensively throughout the conference. The course will include interactive lectures, sector-specific role plays with small group discussion within each sector, and open exchanges with Ombuds who have considerable experience in the profession.

This course is not designed to replace Ombuds 101. It will, however, provide a highly effective, timely introduction for new Ombuds and others so they may maximize conference benefits and profit from the mentoring and networking provided by course instructors and other participants.

8:30am - 12:15pm **AM Half-Day Courses**

Salons F - H

AM1

Working with High Conflict Personalities

William A. Eddy, LCSW, Esq., Senior Family Mediator, National Conflict Resolution Center, San Diego, CA

This course is specifically designed for ombuds who must interact with high conflict personalities in the context of disputes within organizations. Understanding high conflict personalities will assist ombudsmen, inquirers and visitors, and organizations to resolve disputes more effectively, with less defensiveness, frustration and costs for all involved.

- How personality problems contribute to high conflict disputes;
- Thinking ahead when dealing with visitors and inquirers with high conflict personalities;
- Responding constructively without over-reacting; and
- Successfully collaborating with other professionals for long-term resolution of high conflict cases.

Los Angeles / Rancho Las Palmas

AM2

The Legal Implications of an Everyday Ombuds Practice

Judy Bruner, Campus Ombudsperson, University of California, San Diego

Kevin L. Jessar, J.D., Ph.D., Associate Ombudsman, Office of the Ombudsman, National Institutes of Health, Center for Cooperative Resolution

This interactive course will engage ombuds practitioners to examine everyday behaviors that may have serious implications to our practices and to the profession. We will review typical ombuds actions in case scenarios and discuss possible legal implications of those actions. We will provide a checklist of "things to think about" to help one critically analyze one's practice. Participants will leave this course with practical tips that can be applied to their own environments.

12:15pm - 1:00pm Lunch for participants taking a Full Day Course or an AM and a PM course
Salons A - D

1:00pm PM Course Registration

1:30pm - 5:15pm PM Half-Day Courses

Salons F - H

PM1

A Field Guide to Good Decisions: Values in Action

Mark Bennett, *President, Decision Resources, Inc., Santa Fe, NM*

Preventing unnecessary conflict and constructively managing conflict both begin with decisions based on important values. This half-day course offers a practical approach you can use to help those you serve increase the integrity of their decisions using organizational, professional, and personal values. It will assist you in navigating situations in which values are in dramatic tension, struggles are occurring between two or more "right" paths or the ombuds is asked to help decision makers face difficult, even painful choices that will negatively impact one or more stakeholders.

Los Angeles / Rancho Las Palmas

PM2

Leadership from Where You're Anchored: Keeping the Promise of the Ombuds

Martine Conway, *Ombudsperson, University of Victoria, B.C., Canada*

Gary Insley, *Ombudsman, Camosun College, B.C., Canada*

Susan Neff, *Assistant Ombudsman, The University of Washington, Seattle, WA*

Organizations learn and grow only if individuals within these organizations learn and lead from where they stand.*How ombuds learn and lead, both within their own practice setting and within the ombuds community, impacts the future of ombudsing. Informed by current developments in professional education and by their interest in ombuds models across sectors of practice, these facilitators will lead participants through a series of explorations and critical reflections on the ombuds role, the promise of an ombuds office, the diversity of ombuds practice, and challenges we face in shaping ombuds institutions. This course is interactive and invites participants to be actively curious about various forms of ombuds practice; to take a critical look at current trends; to reflect on their own ombuds practice; and to build an empowering framework for becoming agents in developing an inclusive community of reflective ombuds practices.

*Paraphrased from Senge, P. (1990). *The fifth discipline: The art & practice of the learning organization*. New York: Doubleday.

6:00pm - 8:00pm

Salons A - D

Conference Welcome Reception / Talent Show

We certainly hope to see all conference attendees at this gala affair when we can share food, fun, and entertainment together. Guests can network, catch-up with old friends, make new friends, and make plans for dinner or sightseeing in beautiful La Jolla and San Diego.

The Welcome Reception will feature a pasta station, vegetable trays, dessert assortments, and beverages. A cash bar will be available for beer and wine.

Of course, everyone knows that IOA is a group of talented and inspired people. So on this evening we offer an opportunity for you to show off some of those talents at an IOA Talent Show to be hosted during our evening reception.

Conference Agenda

Monday, April 3, 2006 held at the Marriott

7:00am - 8:00am Continental Breakfast

Salons A - D

8:00am - 8:15am **Opening Remarks:** *Judi Segall, IOA 2006 President and University, Ombudsperson, Stony Brook University, Stony Brook, NY*

Salons E - H

Welcome: *Dr. Marye Anne Fox, Chancellor, University of California, San Diego, La Jolla, CA*

8:15am - 9:15am **Keynote Speaker:** *Bernie Mayer, Partner, CDR Associates, Boulder, CO*

Salons E - H

Beyond Neutrality: New Roles and New Thinking for Conflict Professionals

The field of conflict resolution has come of age. As we appreciate what we have accomplished and how much public acceptance we have enjoyed, we should also ask how we can increase the impact and reach of our services. How can we understand and address the challenges and opportunities that face us as we seek to increase our ability to help people in conflict? The ombuds field can offer a model for a new and more creative role for conflict professionals, and it can also learn from the struggle of the conflict resolution field to expand and solidify its role in conflict. Expanding on the concepts in *Beyond Neutrality: Confronting the Crisis in Conflict Resolution* (Jossey-Bass/2004), Mayer will discuss the nature of what people want from conflict professionals, what we traditionally offer, and how we can expand our ability to help people in conflict.

9:15am - 10:00am **The Crystal Ball**

Salons E - H

Moderator: *Thomas D. Sebok, Director, Ombuds Office, University of Colorado, Boulder, Boulder, CO*

Participants:

John S. Barkat, University Ombuds, Pace University, Briarcliff Manor, NY

Brian Bloch, Ombudsman, ISKCONResolve, India

Carole Houk, Principal, Carole Houk International, LLC, Alexandria, VA

Wilbur Hicks, Ombudsperson, International Monetary Fund, Washington, DC

Janis Schonauer, Ombudsman, AllianceBernstein, New York, NY

Handouts by Mary P. Rowe, Ombudsperson, Massachusetts Institute of Technology, Cambridge, MA

Two important reasons to have an OO office are: early identification of "trends" - and still earlier identification of even one problem new to the organization. "Pre-trend" identification of new problems is difficult, so we asked OOs where they think new problems will arise. This year's panel will present a compilation of ideas submitted by many OOs about problems we may encounter during the next decade.

10:00am - 10:15am Break

10:15am - 12:00pm **Forum Discussion Groups**

These will be structured and facilitated opportunities to discuss issues of importance to ombuds, as well as begin mapping future plans and directions for the ombuds profession.

Salons E - H

Los Angeles / Rancho Las Palmas

Santa Clara

Irvine / Newport

Marina Del Rey

Academic Forum Discussion

Corporate Forum Discussion

Consultant Forum Discussion

Government Forum Discussion

Non-Profit Forum Discussion



12:00pm - 1:30pm Annual Business Meeting Luncheon for IOA Members
Salons A - D

12:00pm - 1:30pm Non-Member Luncheon
Characters Restaurant

1:30pm - 3:00pm Concurrent Sessions

Salons E - H

#1 Town Hall Meeting #1

As a newly formed organization IOA has experienced significant “growing pains” in this first year of operation. IOA is committed to maintaining continuous improvement and development. To this end we strive to work diligently toward innovative and creative solutions. The IOA Board of Directors invites attendees to participate in two Town Hall meetings at the 2006 Conference. Through facilitated dialogue, Town Hall Meeting #1 will encourage open and frank communications and questions from attendees about a range of IOA “emerging issues”. Time will be given for discussion of issues including membership categories, association name, certification program proposal, Standards of Practice, Code of Ethics, an association journal, database categories, research, and best practices. Desired outcomes of this session are to (a) provide attendees an opportunity for dialogue and discussion of important issues; and (b) better inform everyone about member, attendee, and Board of Director perspectives and concerns surrounding these important issues.

Marina Del Rey

#2 Academic Ombudsing and Institutional Governance: European Models, European Realities

Dolores Gomez-Moran, Ombudsman / Student Academic Affairs, George Mason University, Fairfax, VA
Josef Leidenfrost, Austrian Student Ombudsman, Vienna, Austria
Michael Reddy, LL.B, LL.M, MBA, MCI Arb, accredited mediator, Deputy Adjudicator and Chief Executive Officer, The Office of the Independent Adjudicator for Higher Education (“OIA”), U.K.

Several European nations are undergoing major university reforms due in large measure to the “Bologna Process”, e.g. harmonization of European higher education. Academic ombudsing is a major part of this effort which helps to safeguard quality and protect students’ rights. Either compulsory under the law or set up as volunteers, ombuds offices are working as watchdogs, and reporting to their institutions’ leaderships as well as to the general public. By doing so, ombuds are part of the change in management taking place currently in European universities.

Examples will be given from the U.K., the Netherlands and Austria on how ombudsing systems are designed and what daily “routines” look like. Examples of good practices will also be discussed.

Los Angeles / Rancho Las Palmas

#3 Sailing in a New Direction: Plotting Your Course as a Private Provider Ombuds

Dina Beach Lynch, Kisima Enterprises, Inc., Boston, MA

Organizational ombuds are beginning to examine new directions including roles with smaller companies that can benefit from having their own neutral. Interest in ombuds services among the private sector is growing, as evidenced by the Inc. magazine article that featured WorkWellTogether.com. Using a combination of lecture, small group discussion and individual work, this session will introduce the idea of private provider Ombuds services. Participants will learn about the practical aspects of building a private Ombuds practice as well as explore common questions as a group.

3:00pm - 3:30pm Break

Monday, April 3, 2006 held at the Marriott

3:30pm - 5:00pm Concurrent Sessions

Salons F - H

#4 The Role of the Advisor at University Tribunal Hearings: Ombudsman, Lawyer or Advocate?

Natalie Sharpe, Senior Advisor of the Student OmbudService, University Director, University of Alberta, Edmonton, Alberta, Canada

Should universities set parameters to the advisor's role at university tribunal hearings? Is there potential for hearings to become costly and adversarial? This session examines the role of advisors at university hearings and their effect on proceedings, real or perceived.

Salon E

#5 What Have You Done For Justice Today: How Can Ombuds Be More Effective Advocates for Justice?

Sean A. Banks, Director, Shell Resolve and Company Ombuds, Shell Oil Company, Houston, TX
Rev. Craig B. Mousin, University Ombudsperson, DePaul University, Chicago, IL
Judy Guillermo-Newton, Ombuds, University of California, Santa Barbara, Santa Barbara, CA
Kevin Jessar, J.D., Ph.D., National Institutes of Health, Bethesda, MD

This panel will examine what it means to be neutral, independent, confidential, and an advocate for justice. How do OOs define "justice" in our institutions, and how can OOs better utilize mission statements, policies, and procedures to become more effective advocates for justice?

Santa Clara

#6 Be Prepared: Workplace Safety for Ombuds Practice

Roxanne E. Schreiber, M. Ed., Associate Ombudsman, University of Idaho, Moscow, ID

While most ombuds practitioners and staff may never experience a critical safety challenge in their workplace, planning and preparing for potential personal safety issues is an essential part of responsible ombuds practice for constituents, staff, and ourselves. This session will examine various safety considerations that pertain to the ombuds function, both within and outside of the immediate ombuds office, explore individual reactions to and possible response options for potential safety situations, and address the importance and components of a safety plan.

Irvine / Newport

#7 International Approaches to Measurement

Dick Hermans, Student Ombudsman, Vrije Universiteit Amsterdam, Netherlands
Sue L. Morris, Staff Ombudsman, Scotiabank, Toronto, Ontario, Canada
John W. Zinsser, Principal, Pacifica Human Communications LLC., Washington, DC

What do we, as ombuds, do and how do we know this?

A standard question for any endeavor. Virtually every part of this question though relies on culturally specific value judgments.

As organizational ombuds proliferate internationally, and measurement takes place in a wider array of cultures and institutions than ever before, it is worthwhile to understand what others measure and why. Learning why certain elements are important in other cultures may help you determine what you should measure in your own cultural setting. Further, this exploration affords opportunities for cross-fertilization, potentially resulting in new measurement activities.

Three practicing ombuds from various points on the globe will describe their measurement activities making clear the impact of national and organizational culture on that effort. Intercultural communications consultant and ombuds measurement guru/junkie John Zinsser will then briefly interview each panelist. Questions for the panelists from attendees will complete this session.

additional concurrent sessions on next page

3:30pm - 5:00pm

Concurrent Sessions *continued*

*Los Angeles /
Rancho Las Palmas*

#8 Dealing with the Fear of High Consequence Events

John S. Barkat, *University Ombuds, Pace University, Briarcliff Manor, NY*
Howard Gadlin, *NIH Ombudsman, National Institutes of Health, Bethesda, MD*
Wendell B. Jones, *Laboratory Ombudsman, Sandia National Laboratories, Albuquerque, NM*
Mary P. Rowe, *Ombudsperson, Massachusetts Institute of Technology, Cambridge, MA*
Marsha L. Wagner, *University Ombuds Officer, Columbia University, New York, NY*
Linda Wilcox, *Ombudsperson, Harvard Medical School, Boston, MA*
Thomas P. Zgambo, *Ph.D., Ombudsman, Coca-Cola Enterprises, Inc., Atlanta, GA*

OOs may hear from people raising concerns about sabotage or a (possible?) catastrophic event (terrorism, avian flu, computer system destruction). People with such concerns may be part of our organization or outside it. Our organizations may be seen to be involved in activities related to these concerns. What can the OO do? How might we think about addressing such concerns? How can an OO “prepare” and what can an organization do to prepare for such concerns?

Marina Del Rey

#9 Navigating the Ombuds Role in the Field of Alternative Dispute Resolution in Organizations through Narrative

Elaine M. Lutkitz, *Ed.D., Ombudsman, Mill Valley, CA*

This presentation will discuss Dr. Lutkitz's dissertation research which focused on individual research conversations with 15 Ombudspersons in high-profile organizations who volunteered to be part of this study. The purpose of the study was to learn how organizations, through use of an Ombudsman as an off-the-record resource, are assisting visitors to that office in resolving on-the-job problems while, at the same time, enabling such visitors to maintain respect and dignity in the workplace.

6:00pm - 9:00pm

Optional Off-Site Event to Birch Aquarium. *Separate registration is required.*

The International Ombudsman Association will be “*Charting a New Course*” overlooking La Jolla Cove and the Scripps Pier on Monday evening at the Birch Aquarium at the Scripps Institute of Oceanography at UCSD. The Aquarium is a lovely venue for socializing and learning about science and oceanography, while enjoying dinner over the scenic views of La Jolla.

Conference Agenda

Tuesday, April 4, 2006 at the University

7:00am Buses from the Marriott to the University

7:30am - 8:30am Continental Breakfast
The Ballroom

8:30am - 9:30am **Keynote Speaker: Tony Williams, BSc, MSc, PhD, Professor, Royal Roads University, Victoria, B.C., Canada**

The Ballroom

Anchors Aweigh... Charting a New Course or Casting Adrift in a Sea of Professional Uncertainty

Modern professions are in crises. These have evolved from tall proud ships of professional service and duty to an armada of dispersed skiffs under the flag of the 'professionalization of everyone'. It is to the point where true professionals are having identity crises the extent of which has never before been experienced. Their role in society, society's expectations of them, and their relationships with each other and with other professions are causing such uncertainty that the whole notion of professionalism is in jeopardy. Their entry-to-practice training is also in crises as faculties try to determine 'the body of knowledge and skill' for practitioners. Their continuing professional development is an eclectic mix of the convenient and conventional.

In this session we will examine the evolution of professional practice in well established groups like physicians, nurses, police officers and lawyers and use these as examples upon which to build a modern, sustainable framework for professional Ombuds, and from that framework a set of guidelines for the credentialing of Ombuds and their continuing professional development.

9:30am - 10:30am **Panel Discussion of Organizational Ombuds Certification Program**

The Ballroom

Panelists:

Carolyn W. Noorbakhsh, *Ombuds Office, University of Colorado, Boulder, Boulder, CO*

Lewis A. Redding, *Ombudsperson, Jet Propulsion Laboratory, Pasadena, CA*

Marsha L. Wagner, *University Ombuds Officer, Columbia University, New York, NY*

This interactive session will present IOA's proposal for certification. Based on the Certification Committee's work of the past two years, presenters will explain the history of the certification recommendations, the alternatives explored, and the current proposal under consideration.

Panelists will indicate how other professions have approached certification, and respond to questions and comments from the audience on the likely impact, consequences, and significance of an ombuds certification program.

The proposed certification program is a form of recognition of those ombuds who have completed a set of requirements (including work experience, training, and examination) to demonstrate their knowledge and skills, and those organizations that establish ombuds offices that adhere to IOA standards of practice. (The proposal is not for a mechanism to license or restrict practitioners, or to guarantee or enforce competence or standards of practice.)

10:30am - 10:45am Break

10:45am - 12:00pm

Concurrent Sessions

The Ballroom

#10 Town Hall Meeting #2

As an organization in its first year of life, IOA has experienced "growing pains". In acknowledging that we have unfinished business and the need to work diligently toward elegant solutions, the IOA Board of Directors will host two town hall meetings at the 2006 Conference. Through facilitated dialogue, Town Hall Meeting #2 will explore action plans designed to support resolution of identified concerns and issues under discussion, which include membership categories, organizational name, certification program, Standards of Practice, Code of Ethics, an association journal, database categories, research, and best practices. Table facilitators and participants (including Board of Director members) will work in small groups. Desired outcomes of this session are to give attendees and the Board of Directors the chance to collaborate on developing reasonable solutions and constructing sound proposals to discuss and vote on during 2006-2007.

Gallery B

#11 Harnessing the Power of Neutral Language

Mary-Jane (M.J.) Gibson, *Private Consultant, San Diego, CA*

As ombuds and mediators, we are constantly reminded to refrain from showing any bias. Do you sometimes find that easier said than done? Join this interactive session to raise your awareness of Neutral Language and to learn how reframing techniques assist in maintaining an even keel with clients. Be ready to practice!

Gallery A

#12 A New Ombuds Program - Successes and Challenges

Laura Bradbury, *Commissioner, Fair Practices Commission, Toronto, ON Canada*

Thomas Irvine, *Fair Practices Specialist, Fair Practices Commission, Toronto, ON Canada*

The Fair Practices Commission is the new organizational Ombudsman for the Workplace Safety and Insurance Board (workers compensation) in Ontario. It was established by the Board of Directors as the first independent, neutral and confidential complaint resolution function within the WSIB. The Commission helps resolve individual complaints from workers and employers about unfair treatment. It also identifies systemic issues and makes recommendations for service delivery improvements.

The Commission began to take complaints 2 years ago. When the office was established, the Commissioner needed to develop a business plan and a budget, conduct outreach and hire staff. Once the Commission began to take shape, it needed to develop complaint resolution procedures and protocols, reporting needs and communication materials.

This session will review the Commission's experience as a new organizational Ombudsman. It will examine what has worked and what have been the challenges for both the Commission and the organization.

*Santa Barbara /
Los Angeles Room*

#13 Things are Seldom What They Seem. Problems During the Supervising of Students Writing Their Final Thesis for the MA Degree

Dick Hermans, *Vrije Universiteit Amsterdam, Amsterdam, The Netherlands*

Two case studies will be discussed with participants. The first case concerns a student with dyslexia who met with successive supervisors. The second case is a story of a student who received less supervisory feedback than was expected. Each case study will be analyzed in parts followed by participant discussion questions. Two different regulations at Vrije Universiteit about obligations of staff as to supervising students with the thesis writing process will be used to evaluate behavior of people involved in these two cases.

12:00pm - 1:30pm

Networking Luncheon

The Ballroom

Tuesday, April 4, 2006 at the University

1:30pm - 3:00pm

Concurrent Sessions

The Ballroom

#14 United States Legal and Legislative Update

Sean A. Banks, Director of Shell RESOLVE and Company Ombuds, Shell Oil Company, Houston, TX
Judith C. Bruner, Campus Ombudsperson, University of California, San Diego, La Jolla, CA
Chuck L. Howard, Attorney, Partner, Shipman & Goodwin LLP, Hartford, CT
Kevin L. Jessar, J.D., Ph.D., Associate Ombudsman, National Institutes of Health/NIH, Bethesda, MD
Marsha L. Wagner, University Ombuds Officer, Columbia University, New York, NY

This year Chuck Howard will be joined by members of IOA's newly formed Legal and Legislative Affairs Committee (LALAC) to present an update of legal and legislative developments and activities related to the practice of Ombudsmanship in the United States. Topics to be presented will include:
1) Recent Case Law Update; 2) IOA's response to the ABA Standards on Ombuds Practice;
3) Relevant Federal and/or State legislative activity; and 4) Recommendations for best practices surrounding Ombuds legal issues.

*Santa Barbara /
Los Angeles Room*

#15 No Way Out – How Can Ombuds Help Employees Trapped in a Bullying Situation?

Camilo Azcarate, University Ombuds Officer, Princeton University, Princeton, NJ
Nicholas Diehl, Associate Ombuds, Princeton University, Princeton, NJ
Howard Gadlin, Ombudsman, National Institutes of Health/NIH, Bethesda, MD
Patricia J. Lynch, Corporate Ombudsman, United Technologies Corporation, Hartford, CT

A panel of ombuds will discuss the impact of bullying in the workplace. Discussion will focus on three elements:

1. Signs and symptoms of bullying and how it is different from "tough" management
2. Reasons for bullying being accepted/ encouraged or addressed/discouraged in organizations
3. How ombuds have approached bullying situations either successfully or unsuccessfully.

The goal of this session is to raise awareness of workplace bullying and to share ideas about how an ombuds can play a role in counteracting the negative impact of bullies.

Gallery A

#16 Creating a Global Vision for the Development of Organizational Ombudsman Programs

Facilitator: **John S. Barkat**, University Ombuds, Pace University, Briarcliff Manor, NY

Panelists:

Karen Campbell, Regional Ombudsperson, American Express, United Kingdom
Steven Cordery, Corporate Ombudsman, United Technologies Corp., United Kingdom
Danielle Fischer-Lebailly, European Ombudsman, Masterfoods, France
Nora Galer, Director, Ombudsmen's Office, United Nations, New York, NY
James A. Lee, Ph.D., Ombudsperson, United Nations, New York, NY
James Nabina, Ombudsman, African Development Bank, Tunisia

This session is designed to be a working session with Ombudsmen who work, or have an interest in the development of the profession, outside of North America. With a minimum of presentations, the session will begin with a facilitated interview of key practitioners and then move to a discussion with all participants.

The session will identify the needs, obstacles and opportunities for the profession and attempt to begin the process of articulating short and long-term action steps to supporting the development of ombudsman programs around the world.

Gallery B

#17 Nonviolent Communication (NVC) in Higher Ed

Laurie McCann, Campus Ombuds, University of California, Santa Cruz, Santa Cruz, CA

The study and practice of NVC can support the success of the new IOA with the potential to initiate a shift in how members of a campus community relate to each other and resolve their conflicts. The NVC model, created by Marshall Rosenberg, PhD, is uncomplicated yet very powerful. A core strategy of NVC is to create an environment where it is possible for everyone's needs to be met by facilitating skillful speaking and listening, taking the blame out of our thoughts and words, and negotiating agreements by making requests rather than demands. This introductory session will include an overview of the principles and practices of NVC, interactive exercises and real time problem-solving if appropriate.

3:00pm - 3:30pm

Break

3:30pm - 5:00pm

Concurrent Sessions

*San Francisco /
Santa Cruz Room*

#18 Meeting the Help Line Challenge

Chuck L. Howard, Attorney, Partner, Shipman & Goodwin LLP, Hartford, CT
Arlene M. Redmond, Managing Director, Redmond, Williams & Associates, LLC, Warwick, RI
Randy Williams, Managing Director, Redmond, Williams & Associates, LLC, Morristown, NJ

Since the passage of Sarbanes-Oxley, the creation of "Help Lines" have proliferated in organizations throughout the USA. This growth has challenged the establishment and continuance of Ombuds programs because of the belief that "Help Lines" provide a confidential and anonymous channel where employees will report unethical behavior and are low cost and easy to implement. In this session, Ombuds will brainstorm and receive tools so that they can understand and articulate:

1) Differences between "Help Lines" and Ombuds programs and 2) Why an organization needs an Ombuds even if it has a "Help Line" .

*Santa Barbara /
Los Angeles Room*

#19 Creating an Ombuds Program - The Chapel Hill Experience

Wayne Blair, University Ombuds, University of North Carolina at Chapel Hill, Chapel Hill, NC
Laurie Mesibov, University Ombuds, University of North Carolina at Chapel Hill, Chapel Hill, NC

The University of North Carolina at Chapel Hill recently made a decision to create an Ombuds program to serve all faculty, staff, and administrators. This decision and the University's commitment to implementing a program that adheres to the four principles of organizational ombudsmanship (confidentiality, independence, neutrality and informality), demonstrate a significant 'leap of faith' because the concept and work of an Ombuds is completely new to Carolina's culture. This presentation will open with a synopsis of some of the dynamics that led to creation of the program. We will discuss the importance of on-going discussions with various sectors of the ombuds field as the process moved from conceptualization to implementation. This presentation will highlight the importance of physical space, particularly as it relates to visitor comfort and safety and security issues; research and development of a database and case tracking system along with relevant technologies; and hiring, training and development of administrative staff. After nearly a year of seeing visitors, we are still working on our protocols and developing our systems while we continue to reconcile the expectations of various constituents, the university administration, North Carolina state law, and the Ombudsman Code of Ethics and Standards of Practice. We hope others will learn from our experiences, successes, and mistakes.

Gallery B

#20 The Unholy Alliance? Ombuds Office & EO/AA Link and Survive

Janet Park Balanoff, Director, Equal Opportunity and Affirmative Action Programs, University of Central Florida, Orlando FL

Vicky Brown, Ombuds Officer, University of Central Florida, Orlando FL

An Ombuds Office and an Equal Opportunity and Affirmative Action Programs Office each operate independently and within certain boundaries. But while the Ombuds office practices confidentiality and informally, those are diametric opposites of the EO/AA office's mission.

Networking with colleagues in each field reveals how rarely this type of alliance exists. Why weigh your office effectiveness down with anchors of distrust, competition, or uneasiness? Enlist your EO/AA officer as a valuable resource. Clarify how your roles differ and set sail on a productive working relationship. This alliance truly represents a new course to be charted by organizational Ombuds.

Case studies will demonstrate how different the offices are at the University of Central Florida. The presenters will discuss how they have worked together: they link, they separate, their anchor chains tangle, but finally they resolve and accomplish their offices' missions. They will also share survival skills for nurturing this "Unholy Alliance."

additional concurrent sessions on next page

Conference Agenda

Tuesday, April 4, 2006 at the University

3:30pm - 5:00pm Concurrent Sessions *continued*

Gallery A

#21 Task Force on Data Categories Report

Joseph Ganci, Ombudsman, U.S. Department of Labor, Washington, DC

David Miller, Ombudsman, World Health Organization, Geneva, Switzerland

Thomas D. Sebok, Director, Ombuds Office, University of Colorado, Boulder, Boulder, CO

The IOA Reporting Database Categories Task Force was charged with making recommendations on developing a common set of database categories and definitions to track case information across organizations and sectors. Three Task Force members will update those in attendance on a Task Force's work, including the recent pilot study involving feedback from numerous colleagues from four major ombuds sectors (higher education, corporate, government, and international agency). This interactive session will include lecture/AV, discussion of the potential value for such tracking, ideas about how such a system might be used, challenges in establishing common categories, considerations in defining terms, and options for further development of common categories.

The Ballroom

#22 Developing Future Leaders with Cultural Competency

Dolores H. Fridge, Chief Resolution Officer, Medtronic, Inc., Minneapolis, MN

To create ombuds who will be equipped to move between and across cultures, there needs to be both a recognition of and impact on this profession and its alignment with organizations which are working toward true "inclusion" both at home and abroad. This presentation addresses one of the important "soft skills" Ombuds need to hone in order to complement the diversity/inclusion initiatives, programs and change efforts underway in organizations so our environments are truly a place where all talented personnel can thrive, grow and become leaders.

Berkeley Room

#23 Re-Visioning the Institution Using Systems Thinking

Wendell B. Jones, Laboratory Ombudsman, Sandia National Laboratories, Albuquerque, NM

Methods to envision the institution as an organism and its environment as an ecology will be discussed and demonstrated. Insights and tools useful to ombuds in helping their institutions comprehend the environment within which conflicts occur will be promoted.

The ombuds can potentially add great value to all those within an institution and those associated with it by helping these parties situate their differences in the context of a highly interconnected environment. A new goal and potential opportunity for ombuds can be toward being an effective agent in seeing the institutional world as an organic whole and translating that to increased effectiveness developing successful collaboration and creative competition.

5:00pm Buses back to the Marriott

6:00pm An Evening to Spend in La Jolla/San Diego



Wednesday, April 5, 2006 held at the Marriott

7:00am - 8:00am

Salons A - D

Continental Breakfast

8:00am - 9:00am

Salons E - H

Keynote Speaker: Kenneth Cloke, Mediator, Arbitrator, Center for Dispute Resolution, Santa Monica, CA

The Art of Waking People Up: How to Understand, Resolve, and Prevent Chronic Organizational Conflicts

Every organization generates chronic conflicts, yet few have examined their "conflict cultures" to see how these are generated and reinforced; conducted "conflict audits" to discover where these are born; or designed complex, multi-layered, self-correcting systems to improve their capacity for conflict prevention, management and resolution.

Organizational systems and structures have the ability to wake people up or put them to sleep; to aggravate conflicts or prevent and resolve them. It is important for organizations to learn what their conflicts are trying to teach them. This session, based on "conflict resolution systems design," will identify ways of using organizational conflicts as opportunities for transformation and learning. It will consider the art of waking people up, and transforming the organizational conditions under which they interact and resolve their conflicts.

9:00am - 10:00am

Salons E - H

Tipping the Ombuds: Applying Social Epidemiology to Your Program and the Field

John W. Zinsser, Principal, Pacifica Human Communications LLC., Washington, DC

Ombuds create value and make a difference. We know that. Why then, while the number of ombuds programs has grown some, have ethics and compliance programs increased at a much faster rate? Why are they perceived as essential and we "nice-to?" Simply, they tipped. We didn't.

Malcom Gladwell's The Tipping Point, explains how concepts become contagious. As a single person can start an epidemic, certain people and actions launch trends – for example, skyrocketing the popularity of a product, creating an enormous reduction in a city's crime rate, or ...propelling the ombuds idea to ubiquity?

Introducing social epidemiology and its essential components, this presenter will ask us to examine what we can do, on both individual programmatic and field levels, to create an organizational ombuds epidemic. Applying Gladwell's principles could lead to a future of many more ombuds, who are better understood, utilized, valued, and even considered essential.

10:00am - 10:15am

Salons E - H

Closing Remarks:

Judi Segall, IOA 2006 President and University Ombudsperson, Stony Brook University, Stony Brook, NY

10:15am - 10:45am

Break (extra time for check-out, etc)

Wednesday, April 5, 2006 held at the Marriott

10:45am - 12:00pm Concurrent Sessions

Marina Del Rey

#24 Casting Anchors: Ombuds Impressions in a Caribbean Setting After 15 Years of Service

Virginia Santiago-Tosado, JDr, MEd, CHES, CM, Student Ombudsperson, Medical Sciences Campus, University of Puerto Rico, University of Puerto Rico, San Juan, Puerto Rico

The University of Puerto Rico is a leading public university in the Caribbean. Over the past 15 years, Student Ombuds Services has experienced some degree of instability in the cornerstones of an ombuds office. Organizational ombuds worked hard, they cast the anchor. How did they do it? What scope and meaning does the role of the ombuds have in the university? How did they get credibility in the community? What were their feelings about being an ombuds in times of intense difficulties in the initial stages? How did they achieve such good standing in their respective academic communities over the island? Were their impressions about the ombuds role in a political and socio-cultural context very different compared to other countries?

These and other questions will be discussed as the Puerto Rico ombuds experience is shared in a study case using the Wolcott and NVIVO models.

Irvine / Newport

#25 Exploring the Underlying Causes of Conflict: Positions & Interest

Mary-Jane (M.J.) Gibson, Private Consultant, San Diego, CA

Sailors, regardless of their skill level, need to be able to tie a good knot. Ombuds and mediators, regardless of their levels of expertise, strive to help others unravel knots of conflict.

In this session, we'll explore Underlying Causes of Conflict to gain a better understanding of what puts the wind in people's sails in the first place! We'll also take a look at the "icebergs" of conflict resolution: Positions and Interests.

Los Angeles /
Rancho Las Palmas

#26 Trust Me: I am a Communicator!

Pierre Niedlispacher, Ombudsman, Coca-Cola Enterprises, Inc., Longueuil, PQ Canada

At a time when our association has officially become international, and our personal and professional credibility is paramount, every Ombudsman should be able to master the essentials of strategic communications planning. We should also be comfortable with some of the most commonly used tools in our trade. Granted, if we want to keep playing our role in the best possible way, it is important to communicate efficiently with past, present and future users of our services, while respecting the strict confidentiality criterion that characterizes our profession. It is also vital for us to make sure that our contribution to the organization is recognized at all levels, particularly in the stratosphere of power.

After a short review of some basic communication principles applied to the ombudsman world, participants will be encouraged to react to a series of concrete examples of strategies and tools which have worked (and failed!) in the past.

Salons E - H

#27 The Ombuds' Key Role in an Integrated Conflict Management System

Brian Bloch, Ombudsman, ISKCON-Vrindavan Institute For Higher Education, Raman Reti, Vrindavan, India

Rev. Craig B. Mousin, University Ombudsperson, DePaul University, Chicago, IL

An exploration of the significant role that an OO has in the midst of a greater Integrated Conflict Management System (ICMS). This session will include an explanation of the basic components of an ICMS; a discussion on how these components relate to each other, e.g. how the system works; a look at the special role of the OO in such a system; and discussion of skills necessary for the OO to play such a role.

Santa Clara

#28 IOA Finances: What You Always Wanted to Know

Sandy McDermott, IOA 2006 Treasurer and Associate Ombuds, Portland State University, Portland, OR

Lisa Nevares, Analyst, Global Office of Ombuds, Chevron Corporation, San Ramon, CA

Gary A. Yamashita, IOA 2006 Treasurer and Manager, Global Office of Ombuds, Chevron Corporation, San Ramon, CA

Every member should have a basic understanding of the finances of our new organization. The goal of this presentation is to effectively teach attendees what IOA's sources and uses of funds are. Review of actual financials will be accomplished.

12:00pm Adjourn

Keynote Speaker Bios

*Note: Bios for pre-conference and general conference speakers may be found on the IOA website.



Kenneth Cloke, JD, PhD, LLM

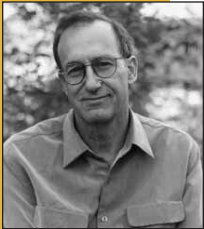
Kenneth Cloke, JD, PhD, LLM, is a mediator, arbitrator, consultant and trainer, specializing in resolving complex multi-party conflicts. He is author of *Mediation: Revenge and the Magic of Forgiveness*; *Mediating Dangerously: Thank God It's Monday!*; *Resolving Conflicts at Work*; *Resolving Personal and Organizational Conflict: Stories of Transformation and Forgiveness*; *The End of Management and the Rise of Organizational Democracy*; *The Art of Waking People Up*; and *Into the Heart of Conflict* (2006).



Marye Anne Fox, PhD

Dr. Fox was born in Canton, Ohio in 1947 and received her B.S. from Notre Dame College and Ph.D. from Dartmouth College, both in chemistry. She held a postdoctoral appointment at the University of Maryland from 1974 to 1976. She joined the faculty of the University of Texas at Austin, and in 1994 she became vice president of research.

In 1998 Fox became Chancellor of North Carolina State University, the first woman to hold the institution's top post. Her tenure saw a doubling of the number of buildings on Centennial Campus, an expansion of fund-raising activities, development of new multidisciplinary programs, and a dramatic increase in patents held by the university. Under her guidance, the university became a national pacesetter in biotechnology, nanotechnology, genomics, bioinformatics, and nonwoven textiles. Fox left NCSU in 2004 to become Chancellor of the University of California, San Diego.



Bernard Mayer, PhD

Bernard Mayer, PhD is a Professor at the Werner Institute of Negotiation and Dispute Resolution at Creighton University in Omaha, Nebraska. He is also a partner at CDR Associates in Boulder, Colorado. Since the late 1970s, Bernie has worked as a mediator, facilitator, trainer, researcher, and dispute systems designer. He has mediated or facilitated resolution of labor management, public policy, ethnic, business, family, community, and intergovernmental conflicts. Bernie has worked with many international and non-governmental organizations and corporations as well as federal and local government entities in Europe, North America, and Asia. He is the author of several works on conflict resolution, including *The Dynamics of Conflict Resolution: A Practitioners Guide* (Jossey-Bass, 2000) and *Beyond Neutrality: Confronting the Crisis in Conflict Resolution* (Jossey-Bass, 2004).



Tony Williams, BSc, MSc, PhD

Over the past twenty years, **Tony Williams** has developed an international reputation as a medical educator and leader in the fields of health and human services. As a founding director of the Paramedic Academy at the Justice Institute of British Columbia, Dr. Williams provided leadership in the development of emergency medical systems (EMS) on four continents

Dr. Williams' focus was on initial training, and ongoing maintenance of competence of practitioners in the health, justice, and public safety sectors. His doctoral dissertation and much of his subsequent work focused on maintenance of professional competence and use of digital telecommunications to assist rural and remote health care personnel stay current.

In 1997, he launched an ambitious project to convert traditional training within the British Columbia Ambulance Service to a problem-based, distributed learning system that uses a blended model of face-to-face and e-learning technologies and reaches health care workers in over 200 sites throughout BC.

Consequently, several countries have asked Dr. Williams to help optimize training and operational systems for their Emergency Medical Services. He has an extensive client base in S.E. Asia, and has worked with these clients for over ten years. He understands many of the complexities and challenges associated with building emergency services in these countries.

Most recently, Dr. Williams accepted a position as professor and academic program director for the health and public safety specialties in the Organizational Leadership and Learning Division of Royal Roads University. He also teaches the leadership stream in the MBA program. Dr. Williams's research interests include study of professional competence, and study of dispersed leadership in large-scale public safety incidents.



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- Spend less time on data management—more on program awareness and facilitating issue resolution and prevention
- Create professional-looking, timely and flexible reporting
- Query data to instantaneously answer such questions as:

How many cases are from each department?

What are the types of issues?

Who (demographically) brought these issues?

What are the emerging and continuing trends?

What percentage of surfaced issues led to change?

If you would like to have more information, please contact us.

Arlene and Randy

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INTERNATIONAL OMBUDSMAN ASSOCIATION

IOA CODE OF ETHICS

PREAMBLE

The IOA is dedicated to excellence in the practice of Ombuds work. The IOA Code of Ethics provides a common set of professional ethical principles to which members adhere in their organizational Ombuds practice.

Based on the traditions and values of Ombuds practice, the Code of Ethics reflects a commitment to promote ethical conduct in the performance of the Ombuds role and to maintain the integrity of the Ombuds profession.

The Ombuds shall be truthful and act with integrity, shall foster respect for all members of the organization he or she serves, and shall promote procedural fairness in the content and administration of those organizations' practices, processes, and policies.

ETHICAL PRINCIPLES

INDEPENDENCE

The Ombuds is independent in structure, function, and appearance to the highest degree possible within the organization.

NEUTRALITY AND IMPARTIALITY

The Ombuds, as a designated neutral, remains unaligned and impartial. The Ombuds does not engage in any situation which could create a conflict of interest.

CONFIDENTIALITY

The Ombuds holds all communications with those seeking assistance in strict confidence, and does not disclose confidential communications unless given permission to do so. The only exception to this privilege of confidentiality is where there appears to be imminent risk of serious harm.

INFORMALITY

The Ombuds, as an informal resource, does not participate in any formal adjudicative or administrative procedure related to concerns brought to his/her attention.

INTERNATIONAL OMBUDSMAN ASSOCIATION

IOA STANDARDS OF PRACTICE

PREAMBLE

The IOA Standards of Practice are based upon and derived from the ethical principles stated in the IOA Code of Ethics.

Each Ombuds office should have an organizational Charter or Terms of Reference, approved by senior management, articulating the principles of the Ombuds function in that organization and their consistency with the IOA Standards of Practice.

STANDARDS OF PRACTICE

INDEPENDENCE

- 1.1 The Ombuds Office and the Ombuds are independent from other organizational entities.
- 1.2 The Ombuds holds no other position within the organization which might compromise independence.
- 1.3 The Ombuds exercises sole discretion over whether or how to act regarding an individual's concern, a trend or concerns of multiple individuals over time. The Ombuds may also initiate action on a concern identified through the Ombuds' direct observation.
- 1.4 The Ombuds has access to all information and all individuals in the organization, as permitted by law.
- 1.5 The Ombuds has authority to select Ombuds Office staff and manage Ombuds Office budget and operations.

NEUTRALITY AND IMPARTIALITY

- 2.1 The Ombuds is neutral, impartial, and unaligned.
- 2.2 The Ombuds strives for impartiality, fairness and objectivity in the treatment of people and the consideration of issues. The Ombuds advocates for fair and equitably administered processes and does not advocate on behalf of any individual within the organization.
- 2.3 The Ombuds is a designated neutral reporting to the highest possible level of the organization and operating independent of ordinary line and staff structures. The Ombuds should not report to nor be structurally affiliated with any compliance function of the organization.
- 2.4 The Ombuds serves in no additional role within the organization which would compromise the Ombuds' neutrality. The Ombuds should not be aligned with any formal or informal associations within the organization in a way that might create actual or perceived conflicts of interest for the Ombuds. The Ombuds should have no personal interest or stake in, and incur no gain or loss from, the outcome of an issue.
- 2.5 The Ombuds has a responsibility to consider the legitimate concerns and interests of all individuals affected by the matter under consideration.
- 2.6 The Ombuds helps develop a range of responsible options to resolve problems and facilitate discussion to identify the best options.

CONFIDENTIALITY

- 3.1 The Ombuds holds all communications with those seeking assistance in strict confidence and takes all reasonable steps to safeguard confidentiality, including the following:
The Ombuds does not disclose confidential communications unless given permission to do so in the course of informal discussions with the Ombuds, and even then at the sole discretion of the Ombuds; the Ombuds does not reveal, and must not be required to reveal, the identity of any individual contacting the Ombuds Office, nor does the Ombuds reveal information provided in confidence that could lead to the identification of any individual contacting the Ombuds Office, without that individual's express permission; the Ombuds takes specific action related to an individual's issue only with the individual's express permission and only to the extent permitted, unless such action can be taken in a way that safeguards the identity of the individual contacting the Ombuds Office. The only exception to this privilege of confidentiality is where there appears to be imminent risk of serious harm, and where there is no other reasonable option. Whether this risk exists is a determination to be made by the Ombuds.
- 3.2 Communications between the Ombuds and others (made while the Ombuds is serving in that capacity) are considered privileged. The privilege belongs to the Ombuds and the Ombuds Office, rather than to any party to an issue. Others cannot waive this privilege.
- 3.3 The Ombuds does not testify in any formal process inside the organization and resists testifying in any formal process outside of the organization, even if given permission or requested to do so.
- 3.4 If the Ombuds pursues an issue systemically (e.g., provides feedback on trends, issues, policies and practices) the Ombuds does so in a way that safeguards the identity of individuals.
- 3.5 The Ombuds keeps no records containing identifying information on behalf of the organization.
- 3.6 The Ombuds maintains information (e.g., notes, phone messages, appointment calendars) in a secure location and manner, protected from inspection by others (including management), and has a consistent and standard practice for the destruction of such information.
- 3.7 The Ombuds prepares any data and/or reports in a manner that protects confidentiality.
- 3.8 Communications made to the Ombuds are not notice to the organization. The Ombuds neither acts as agent for, nor accepts notice on behalf of, the organization. However, the Ombuds may refer individuals to the appropriate place where formal notice can be made.

INFORMALITY AND OTHER STANDARDS

- 4.1 The Ombuds functions on an informal basis by such means as: listening, providing and receiving information, identifying and reframing issues, developing a range of responsible options, and – with permission and at Ombuds discretion – engaging in informal third-party intervention. When possible, the Ombuds helps people develop new ways to solve problems themselves.
- 4.2 The Ombuds as an informal and off-the-record resource pursues resolution of concerns and looks into procedural irregularities and/or broader systemic problems when appropriate.
- 4.3 The Ombuds does not make binding decisions, mandate policies, or formally adjudicate issues for the organization.
- 4.4 The Ombuds supplements, but does not replace, any formal channels. Use of the Ombuds Office is voluntary, and is not a required step in any grievance process or organizational policy.
- 4.5 The Ombuds does not participate in any formal investigative or adjudicative procedures. Formal investigations should be conducted by others. When a formal investigation is requested, the Ombuds refers individuals to the appropriate offices or individual.
- 4.6 The Ombuds identifies trends, issues and concerns about policies and procedures, including potential future issues and concerns, without breaching confidentiality or anonymity, and provides recommendations for responsibly addressing them.
- 4.7 The Ombuds acts in accordance with the IOA Code of Ethics and Standards of Practice, keeps professionally current by pursuing continuing education, and provides opportunities for staff to pursue professional training.
- 4.8 The Ombuds endeavors to be worthy of the trust placed in the Ombuds Office.

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INTERNATIONAL OMBUDSMAN ASSOCIATION

Training

IOA has developed a highly successful format of education, skill building, and theory that combine to provide both the new and experienced organizational Ombuds practitioner with a practical approach to addressing problems in his/her respective environments. Each training program focuses on the needs of the organizational ombudsman at a particular experience level, and provides demonstrations or role play, theory, and education appropriate for that level. Video segments are used to enhance the case studies and Ombuds situations.

A training manual designed for use with each program serves as a continuing source of reference. Completion Certificates are provided for those who complete each program. Early-registration discounts are offered for each course. IOA members receive a discounted registration rate.

All of IOA's trainers, while volunteers, are experienced organizational Ombuds. The use of a team approach in all their training provides participants with a variety of dispute resolution styles and techniques.

2006 Educational Opportunities

July in Montreal, Canada

Ombudsman 101 - an introductory program for new ombuds or those seeking information about the organizational ombuds role (2-1/2 days)

Ombudsman 101 Plus - a special program for organizations and entrepreneurs who want to get started (half day)

Specialized Course: Dealing with Stakeholders - a full-day program to teach you how to develop and maintain positive relationships with stakeholders in your organization

Negotiation and the Ombuds Process - a full day course to help new and experienced ombuds to negotiate parties' work relationships with one another

October in Arlington, VA

Ombudsman 101 - an introductory program for new ombuds or those seeking information about the organizational ombuds role (2-1/2 days)

Ombudsman 101 Plus - a special program for organizations and entrepreneurs who want to get started (half day)

The Intermediate Workshop: Skills for the Experienced Ombuds - the Intermediate Workshop is the second in the series of three courses designed to help the Ombuds respond masterfully to the challenges and opportunities presented to the organizational Ombuds.

Specialized Course: Drawing from Psychology: Theory and Interventions for Ombuds Practice - this full-day program will provide tools for dealing with people whose psychological issues complicate their experiences in the workplace.

Best wishes for a successful conference.

What you do makes a difference.



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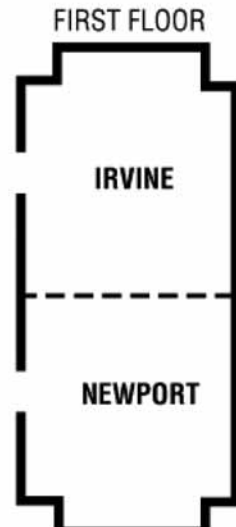
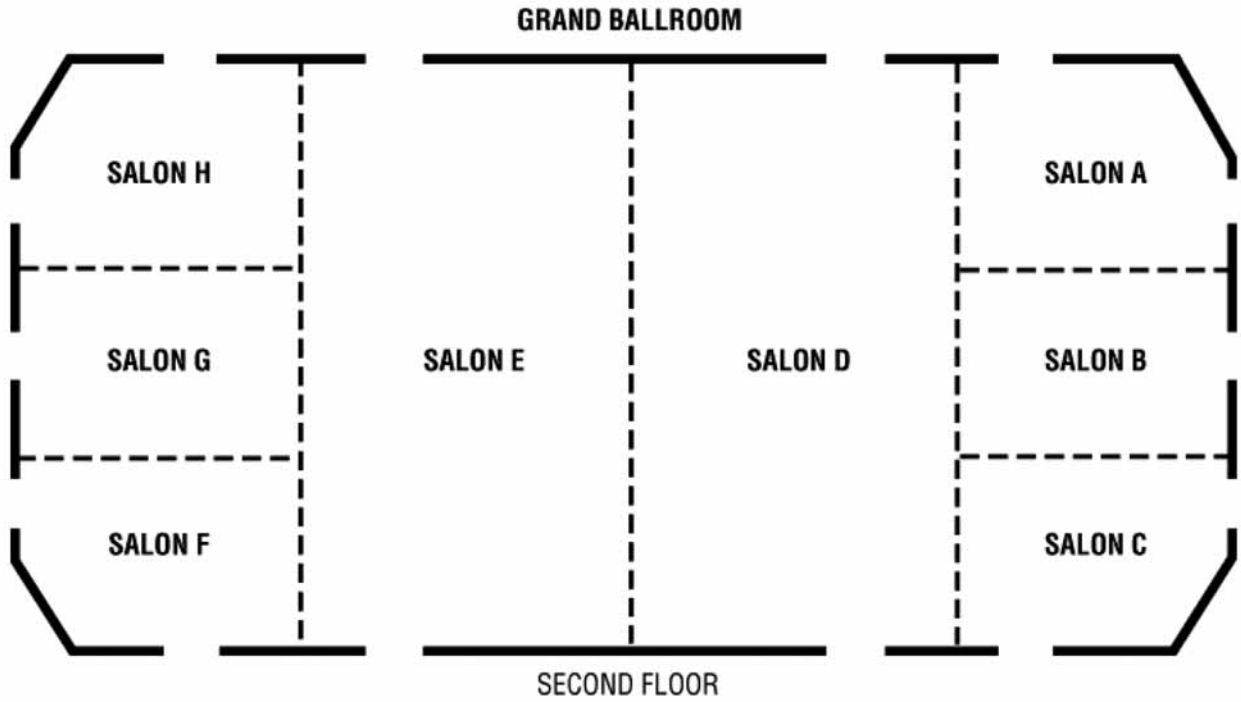
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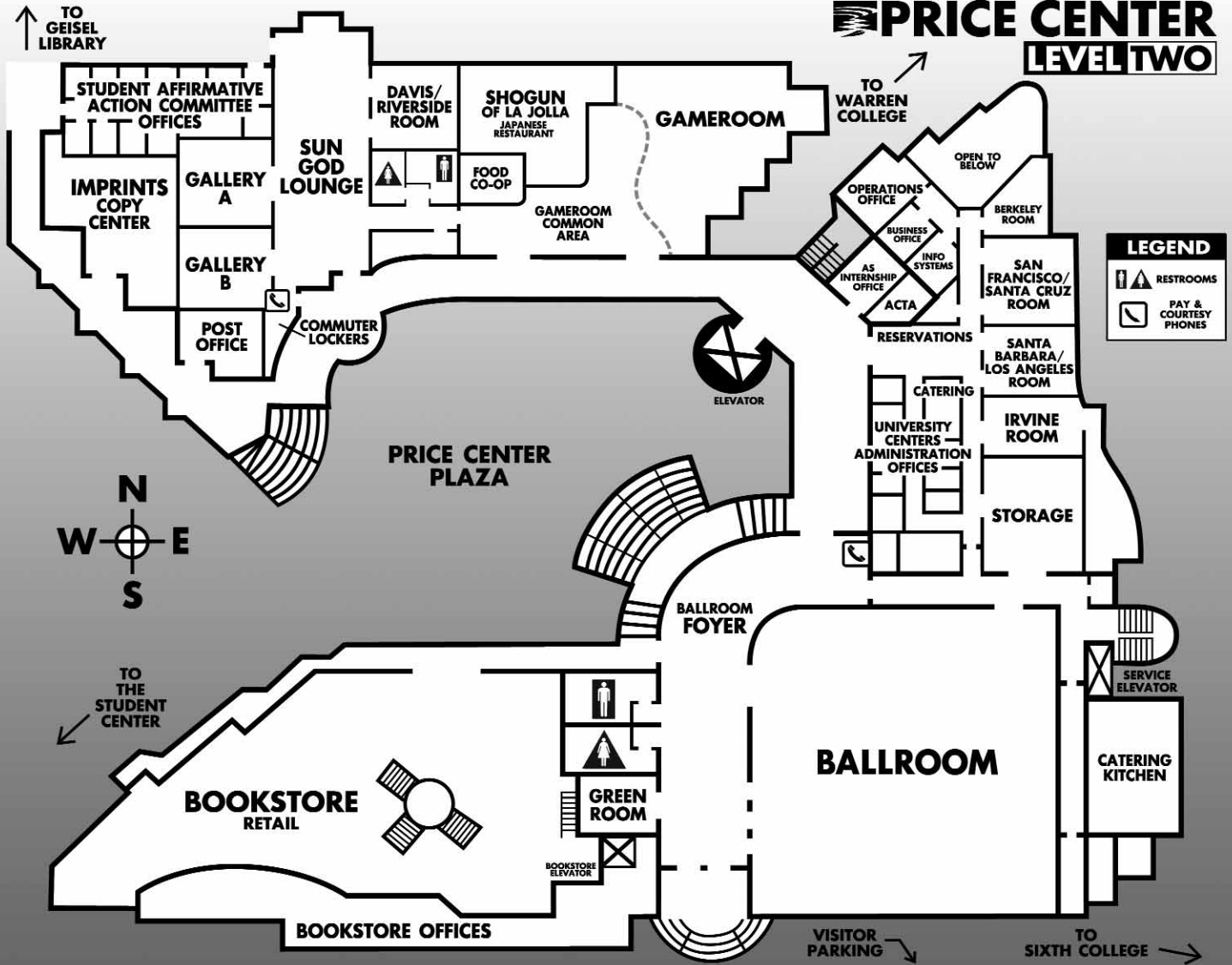
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