

MCW Ombuds Office

2025 Activity Report

A Note From the Ombuds

We are pleased to provide this 14th annual summary of the activities of the MCW Ombuds Office. The data and themes presented here demonstrate the authenticity, challenge and dedication expressed through hundreds of conversations with the ombuds during a period of significant institutional challenge and change.

Ombuds help organizations and stakeholders by identifying patterns and trends so that institutions can address and manage systemic concerns. The Ombuds Office Activity Report is intended to synthesize the concerns shared with the Ombuds Office and to serve as a reference for leaders at all levels of the organization.

We appreciate comments and suggestions for improving the report and for ensuring that the services of the Ombuds Office meet the needs of MCW staff, faculty and postdoctoral fellows. Please share feedback by contacting us directly or by completing the anonymous [Ombuds Office Experience Survey](#).

It is an honor and a privilege to serve as the MCW Ombuds.

Natalie C. Fleury, JD Michelle Shasha, PhD

Photos in the report are Courtesy of [Good Free Photos: Wisconsin Photos](#)



Standards of Practice



CONFIDENTIAL

We will not identify you or discuss your concerns with anyone without your permission. The rare exceptions to this pledge of confidentiality occur if we determine that there is an imminent threat of significant harm or if we are legally compelled to disclose information about our services.



IMPARTIAL

We do not take sides. We consider the rights and interests of all parties. We are advocates for good communication and fair process. We facilitate dialogue and collaborative problem-solving by identifying a range of reasonable options to surface or resolve concerns.



INFORMAL

Any communication with us is “off the record.” We do not formally investigate, arbitrate, adjudicate, or participate in any internal or external formal process or actions. The Ombuds Office is not authorized to receive official notice for MCW, and speaking with the Ombuds Office does not satisfy or trigger any deadlines used for more formal complaint mechanisms.



INDEPENDENT

The Ombuds Office is independent in appearance, purpose, practice and decision-making. The office is also independent of central administration and is not aligned with any campus department or group.

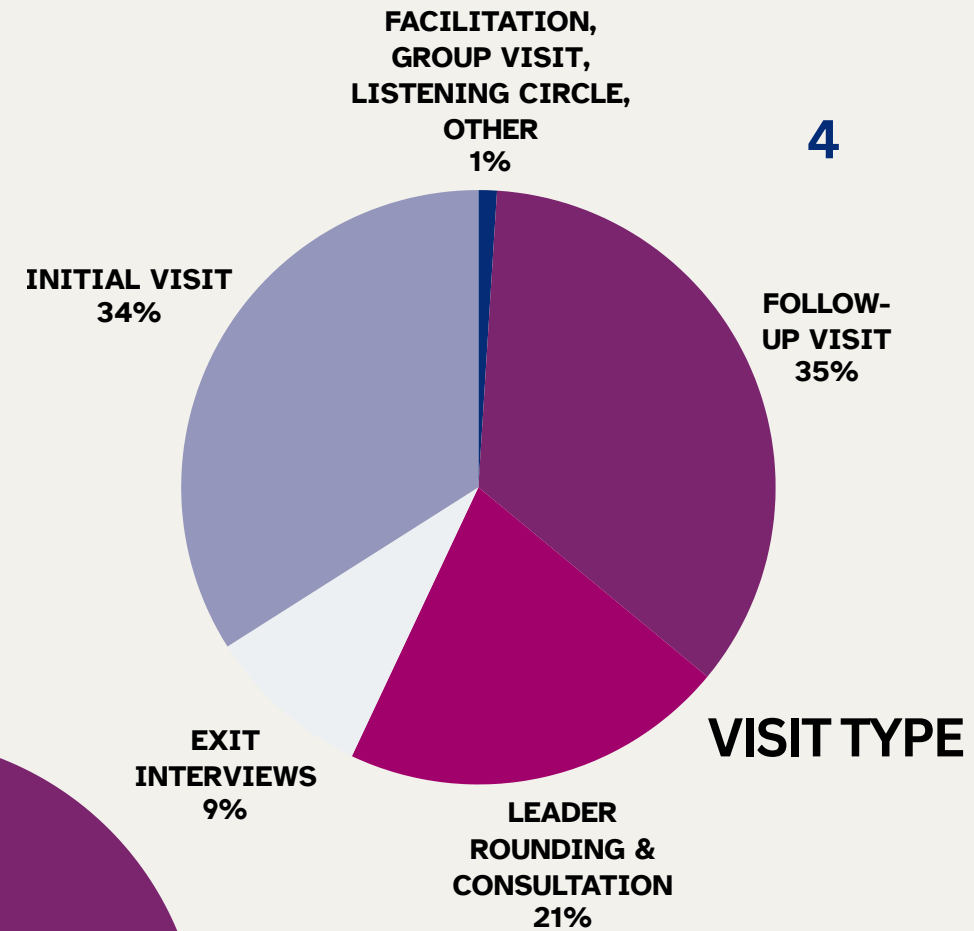
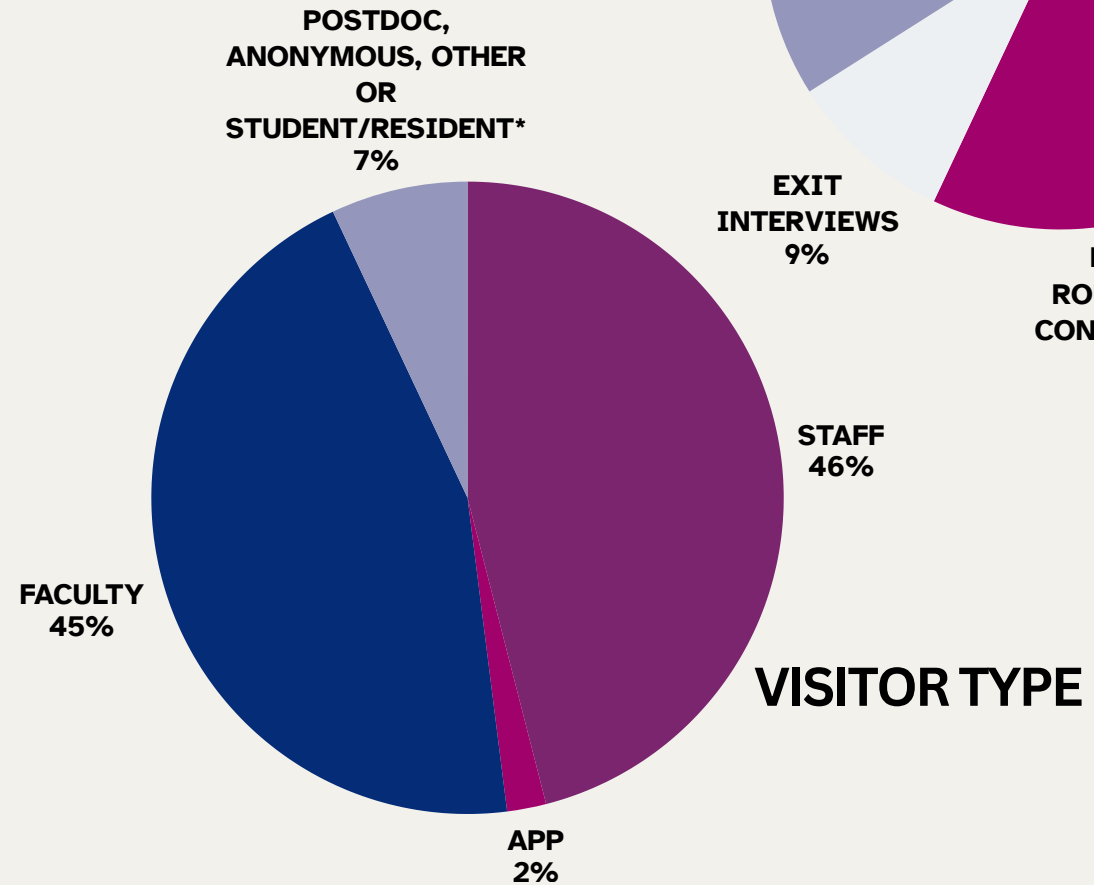


Employee Voices

The Activity Report is an invitation to the MCW community to reflect on the collective voices of employees who engaged with the Ombuds Office.

As an informal, confidential and impartial resource, the ombuds may become aware of concerns that would not otherwise surface. The issues presented are usually complex and many-sided.

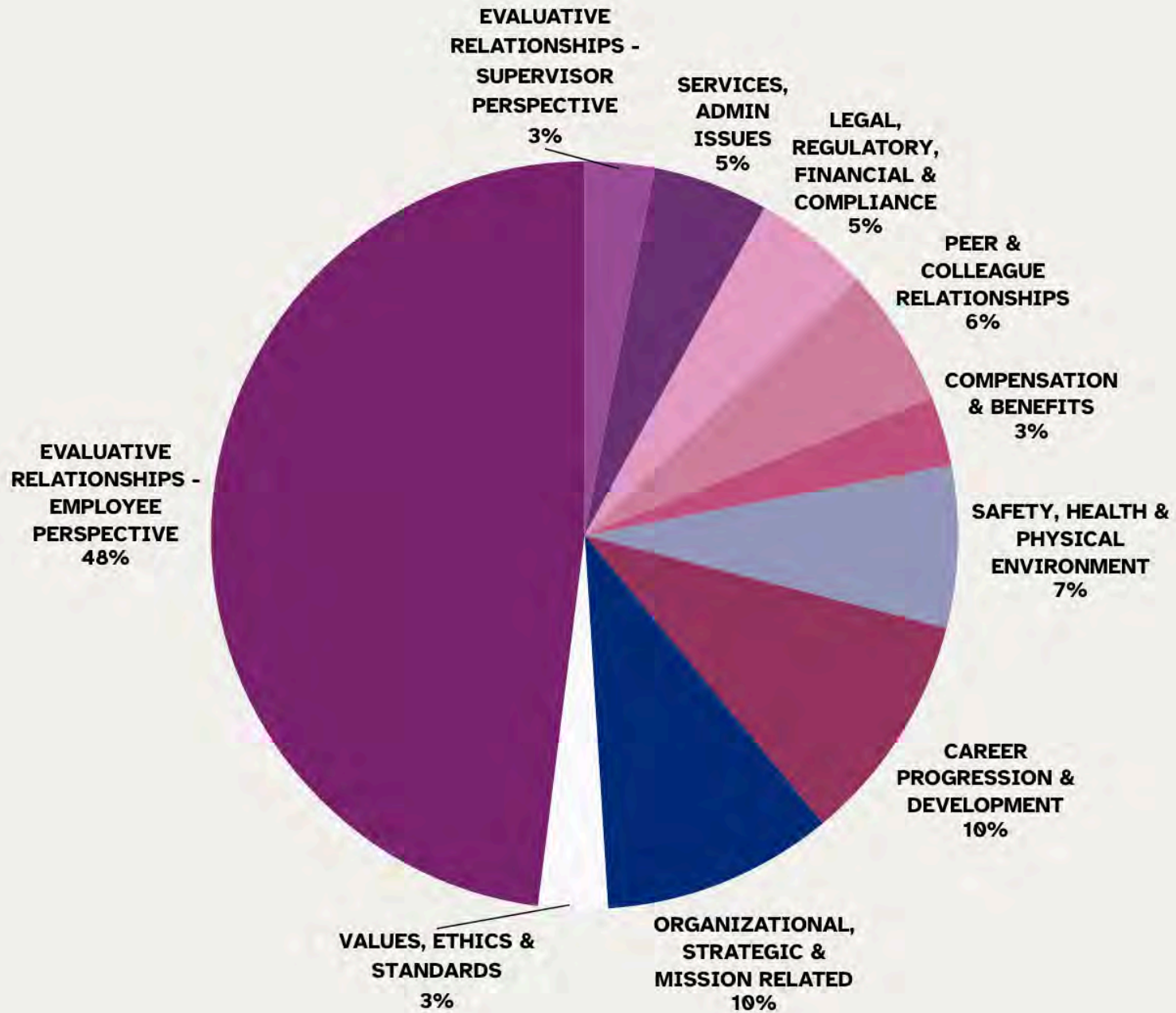
Openness to and thoughtful consideration of this information honors the courage and commitment of those who shared their perspective with the Ombuds over the past year.



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*Students and residents are referred to other institutional resources





Broad Categories of Concern

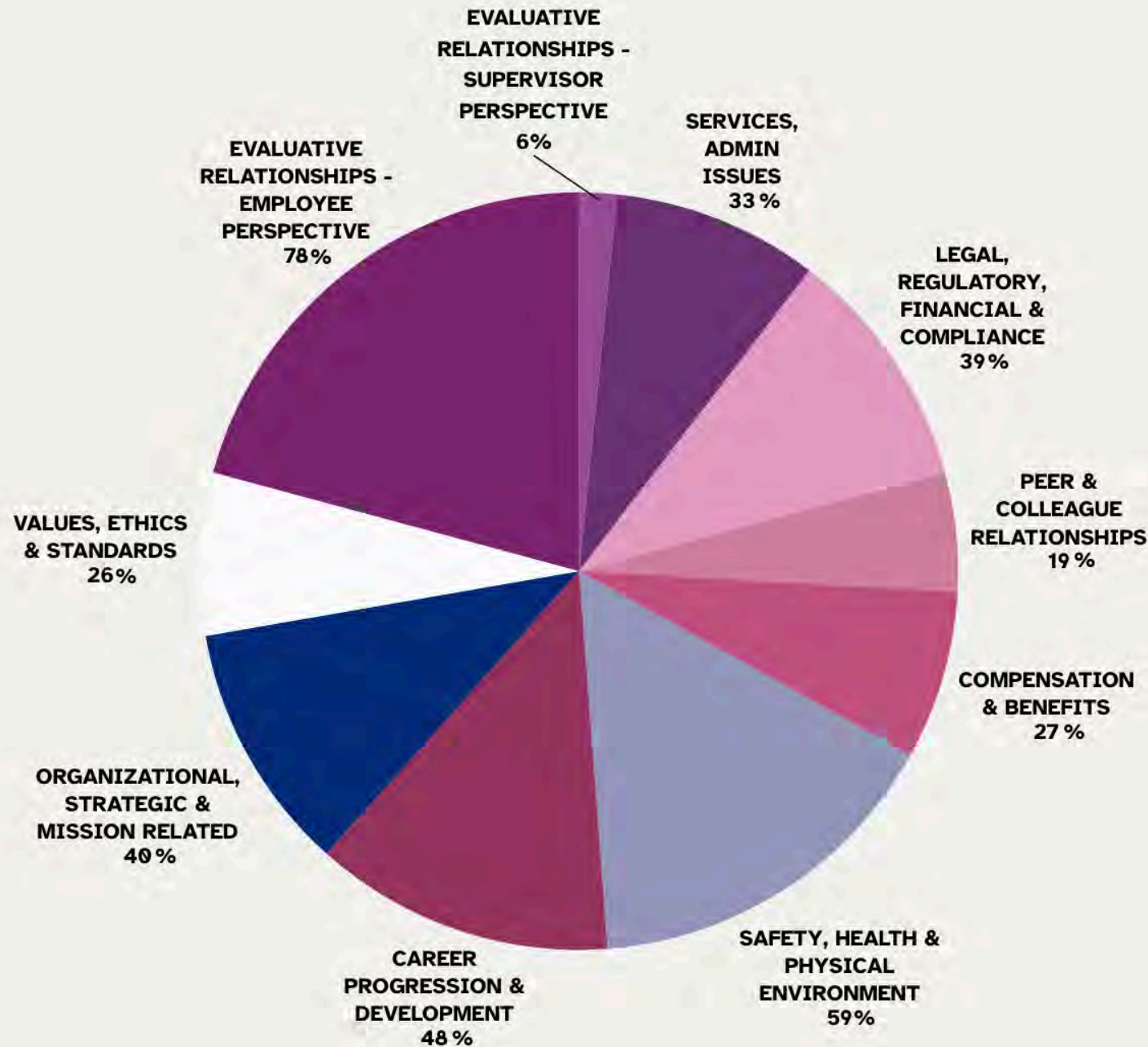
By percentage of total concerns

Descriptions of categories and detailed statistics are provided in the Appendix.



Broad Categories of Concern

By percentage of visitors reporting



Descriptions of categories and detailed statistics are provided in the Appendix.



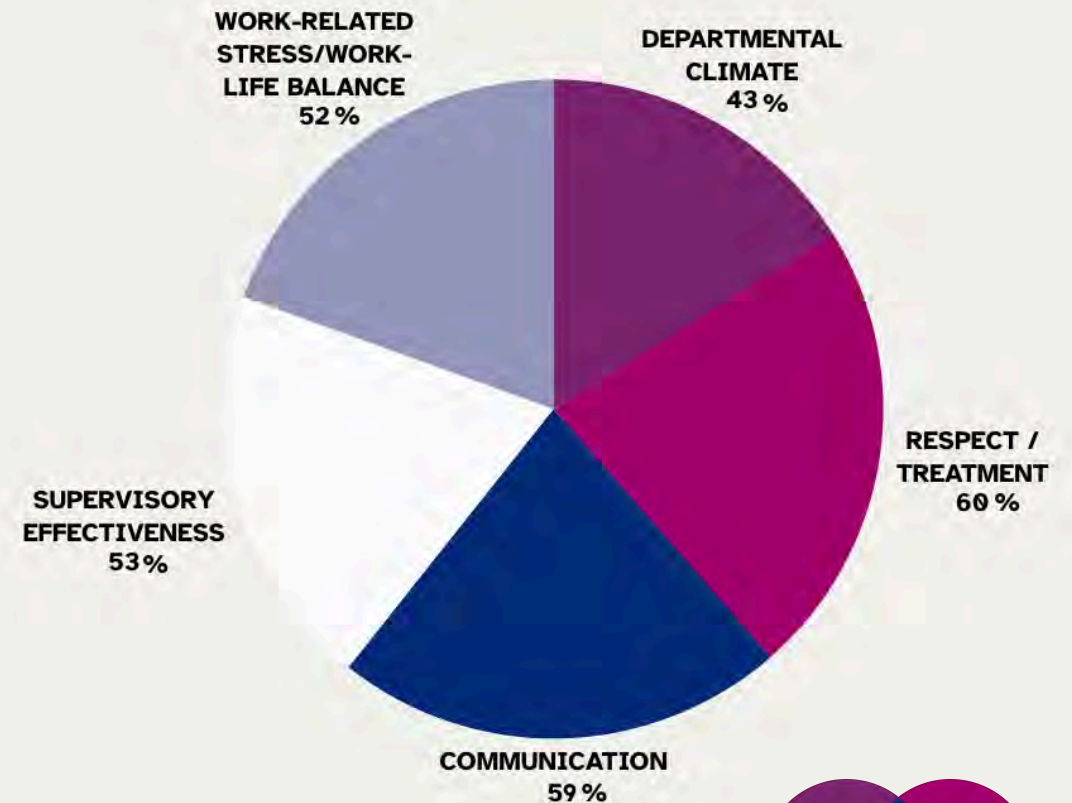
Themes

To identify themes for annual activity reports, we review data, patterns and qualitative insights gained through meetings and discussions. The themes generally meet one or more of these criteria:

- The theme repeats across multiple visitors, roles and settings.
- The theme reflects an issue that institutional offices and leaders have identified as a concern.
- The theme captures challenges that may not have surfaced elsewhere, might not be widely recognized or have not yet been effectively addressed.
- The theme has the potential for significant institutional impact.

With this framework in mind, this year's themes highlight underlying factors that contribute to many of the visits to the Ombuds Office. These themes and the representative impact areas have been discussed with leaders across the institution.

Top 5 Subcategories of Concern by Percentage of Visitors Reporting



Candor and Its Barriers

Individuals who seek ombuds' services often face both real and perceived obstacles to addressing their concerns: they may be uncertain about how or where to raise matters, are unsure about whom to trust and are unclear about what might happen if they raise issues, and are sometimes fearful of potential repercussions if they speak out. Often visitors are motivated by a situation that they believe to be at odds with the organization's missions or values.

Many visitors are not confident that their perspective is recognized or valued as a form of institutional knowledge. Some raise concerns that their role, work relationships and status will be jeopardized should they ask questions or respectfully challenge authority and norms, whether within their work unit or across the organization at large.

As expressed in MCW's Freedom of Expression Principles, inquiry and debate are essential for the open-minded pursuit of truth. Many of the concerns voiced by those who consult with the ombuds reflect the challenges encountered when engaging in differences of opinion, perspectives and values. **Authentic, honest and direct discussion of differences can be uncomfortable, not just at MCW.** This is especially true when there are power differentials, professional relationships and as is often the case, pride, vulnerability and status involved.

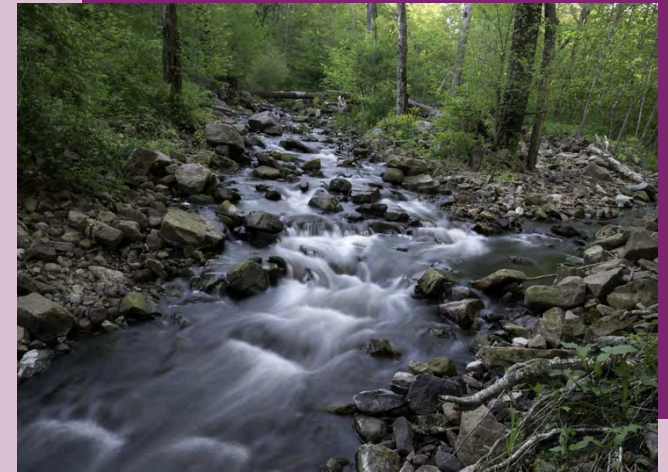


Aligning Candor and Institutional Ideals

Balancing respect with candor can be difficult and, not surprisingly, is a persistent institutional challenge.

Those who seek ombuds' services are cautious in their communications and often question whether their efforts to represent MCW's ideals, as articulated in the Values, Code of Conduct and Professional Conduct Policy, will be reliably reciprocated. Trust in one's leaders to enact these ideals informs whether and how followers engage. If communications, behaviors and decisions are not aligned with values and guidelines, individuals become disillusioned and are less likely to talk openly.

Tensions between candor and institutional values of caring, respect and curiosity are particularly thorny when performance concerns, heavy workloads, or limited resources are involved.



29% of visitors raised concerns about the application of MCW values by supervisors, peers, or in the institution generally.

Accountability

A Catalyst for Candor

The thorough adoption of free expression and institutional values depends upon sustained efforts at all levels of MCW.

Visitors to the Ombuds Office notice when these principles are not consistently endorsed in their workspace or when accountability to the ideals varies according to role and status. **Those hoping to address concerns look for indications that their colleagues and leaders will be held to the same standards, expressing concern that decisions will favor those with institutional power.**

Active and transparent checks and balances, fair processes and consistent adherence to policies temper these accountability concerns and cultivate the trust necessary to support open dialogue.

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54% of visitors
raised concerns related to
trust in their colleagues or
leaders.

Representative Impact Areas

Real and perceived limitations in open and honest expression, dialogue and accountability impact whether and how concerns are directly elevated and addressed. The impact areas below represent themes raised by visitors in this context:

Feedback Patterns

- Limited standardized pathways for providing constructive, meaningful, timely and detailed feedback about leader performance.
- A perceived tendency to protect those with institutional power.
- Inconsistencies in patterns of accountability across work groups, leaders and departments.
- Patterns of delaying and avoiding difficult conversations (bottom-up and top-down).
- Fears of repercussion and scapegoating for speaking out.

Decision-Making Challenges

- Blind spots about potential conflicts of interest for those with decision-making authority.
- Limited understanding of the Board of Trustees' authority and decision-making processes.
- Mixed messaging about MCW's stability; reassurances of institutional strength alongside uncertainty about external influences and significant changes in executive leadership.
- Tensions at the intersection of MCW and partner institutions as to commitments to academic time, resources and missions.

People-System Concerns

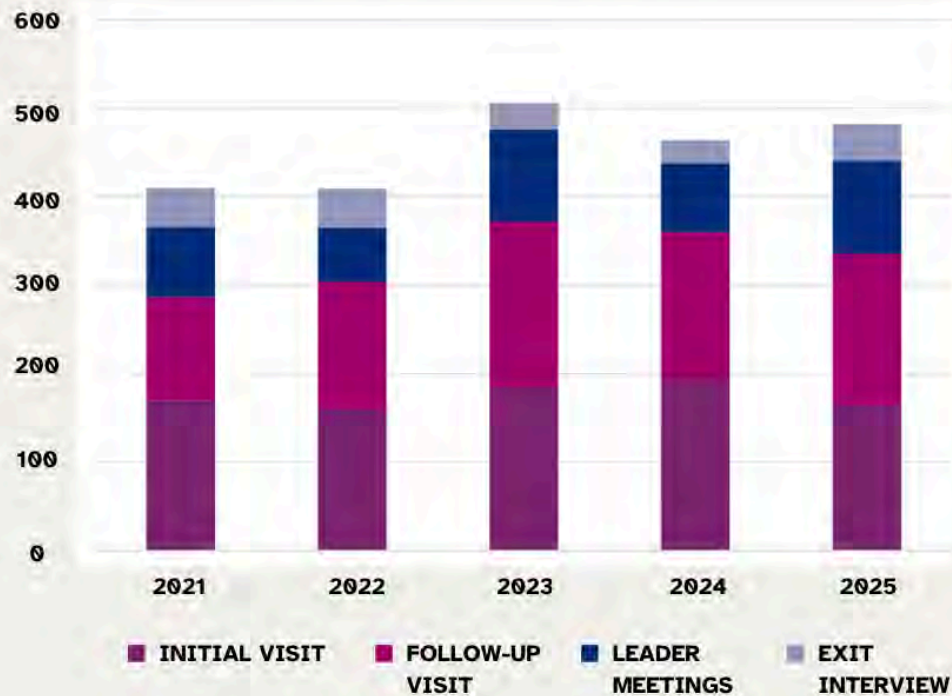
- Occasional skepticism about Human Resources and the Office of Faculty Affairs and Leadership Development as objective and fair resources for staff and faculty.
- Perceptions of gender, age and race inequities.
- Persistent concerns related to fair treatment while on non-maternity, medical leaves of absence.
- Elevated workload challenges, often related to coverage during extended periods of reduced staffing.



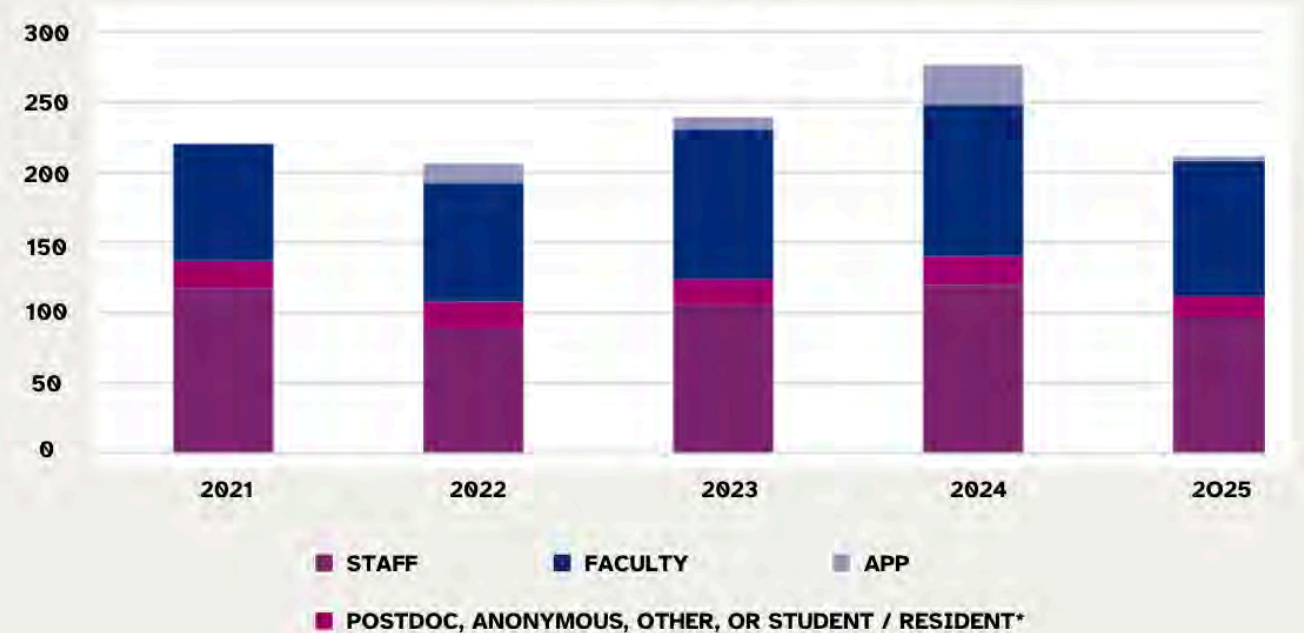
5-Year Retrospective

Select Trends 2021-2025

Type of Contact



Visitor by Type



*Advanced Practice Provider (APP) tracked as a separate category as of 2022. Students and residents are referred to other resources.

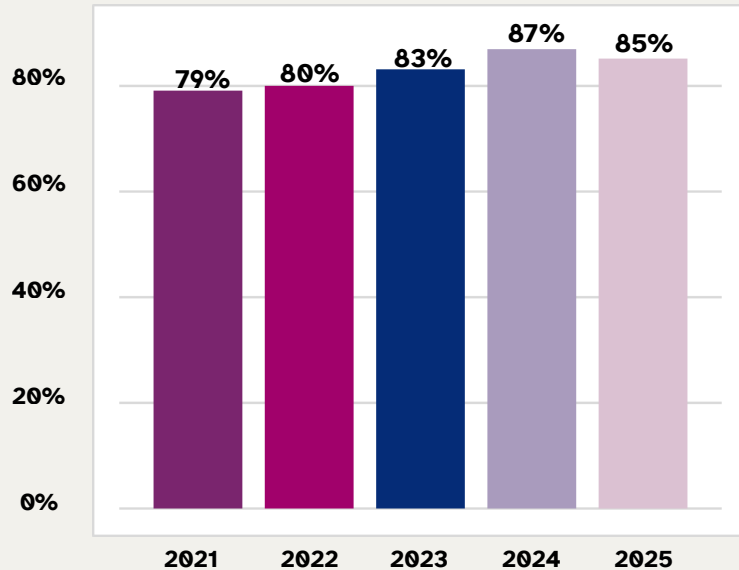


Descriptions of categories and detailed statistics are provided in the Appendix.

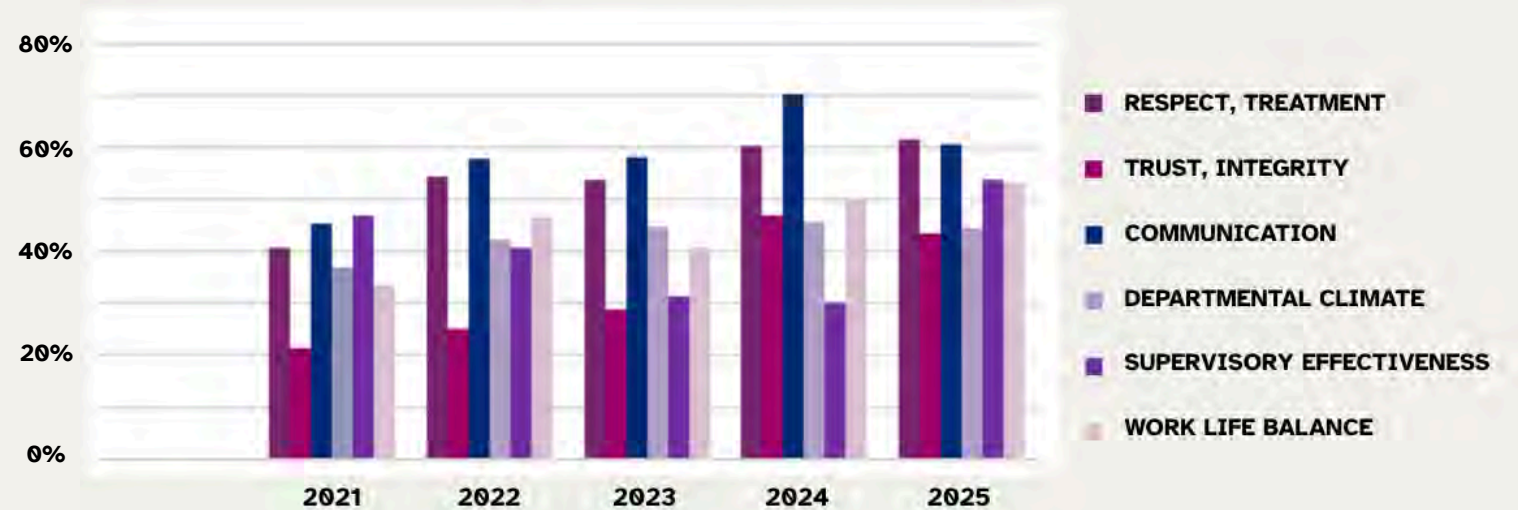
5-Year Retrospective

Select Trends 2021-2025

Percentage of Visitors Reporting Evaluative Relationship Concerns



Trends in Subcategories of Concerns by Percentage of Visitors Reporting



Four of these subcategories fall within Evaluative Relationship Concerns. Work Life Balance is a subcategory of Safety, Health and Physical Environment.

Descriptions of categories and detailed statistics are provided in the Appendix.



Institutional Interventions

Institutional resources and activities related to themes in this report include:

The [Freedom of Expression Principles](#) describe ideals for creating “a culture in which all members of the community feel free to question ideas, voice a diversity of personal opinions and engage in discourse.”

The [MCW Values webpage](#) highlights behaviors that demonstrate respect and “bring the values to life.”

In addition to the Ombuds Office, pathways for sharing feedback and surfacing and addressing concerns include: [EthicsPoint](#), [Faculty Relations Consultations](#), [Office of Equal Access](#), and the Employee Relations [Staff Concern Form](#). The [Concern Reporting and Confidential Conversations Tool](#) is a resource for identifying information and pathways for addressing concerns.

Faculty representatives to the [Board of Trustees](#) report to the [Executive Council of the Faculty \(ECF\)](#), and the Interim President of the Board of Trustees held an initial meeting with the ECF.

[LinkedIn Learning](#) is an educational, career-development platform available to all employees and includes modules on communication, conflict resolution, and leadership.

The [FMLA Infoscope page](#), including the Leader Guide, addresses common FMLA-related concerns and questions.



Ombuds Activities

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Select Presentations

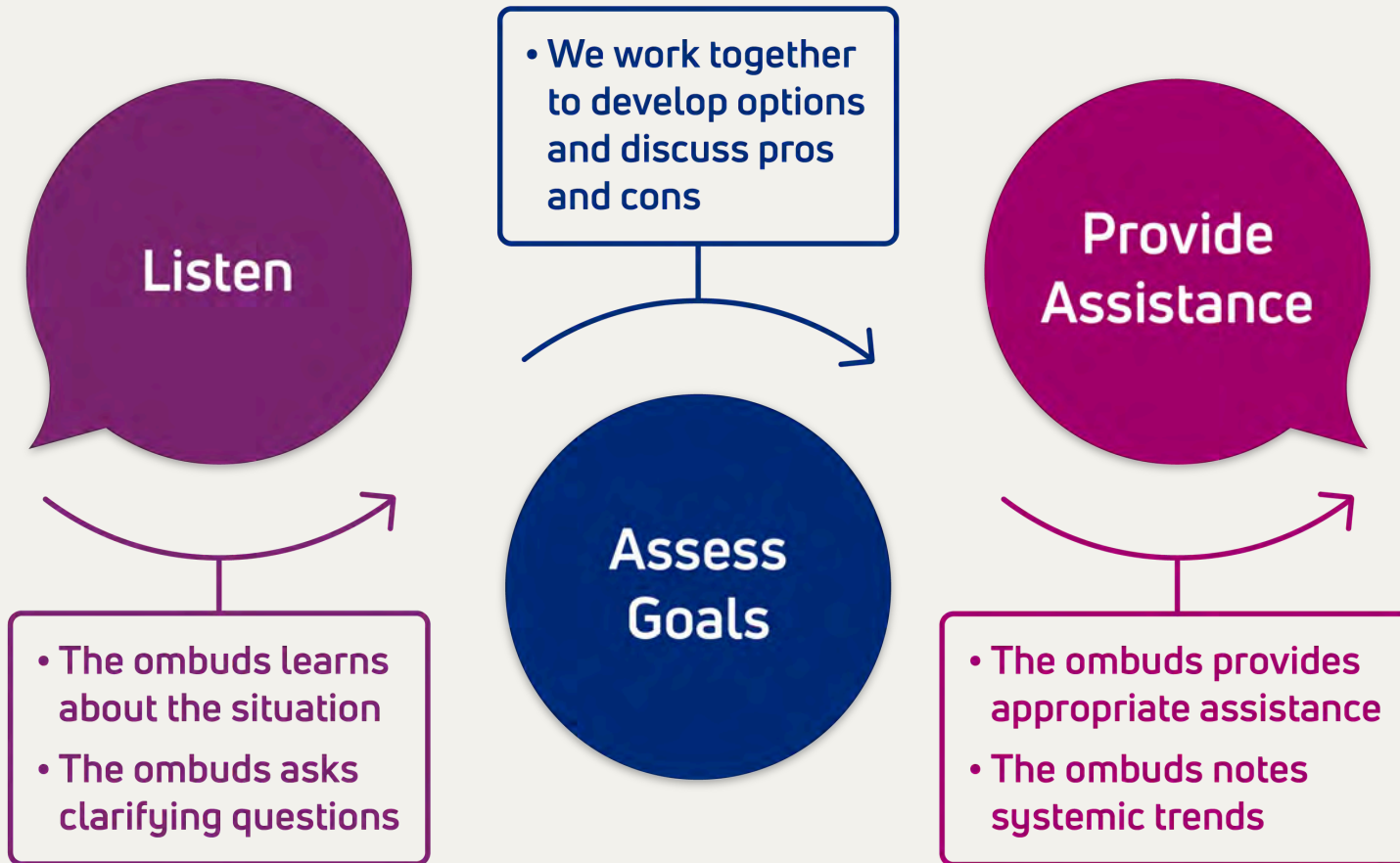
- Ombuds Office: An Introduction & Overview
- Caring Under Stress: Leadership, Compassion, and Hard Decisions
- Resolving Conflict Through Curiosity
- Dignity and Equity in a Hierarchy
- Cultivating a Culture of Collaboration
- Insight: Using Self-Awareness to Adapt & Evolve
- Conflict 101: The Basics of Navigating Conflict
- Basic Conflict Navigation: A Primer for Leaders
- Dignity & Teamwork in a Hierarchy
- The Dynamics of the Leader-Follower Relationship
- Disagreement in a Hierarchy: Challenges and Opportunity

Ex-Officio Committee Participation

- Administrative Leadership Group
- Executive Committee of the Faculty
- Faculty Council
- Professionalism Enrichment Committee
- University Advisory Council
- Freedom of Expression Committee

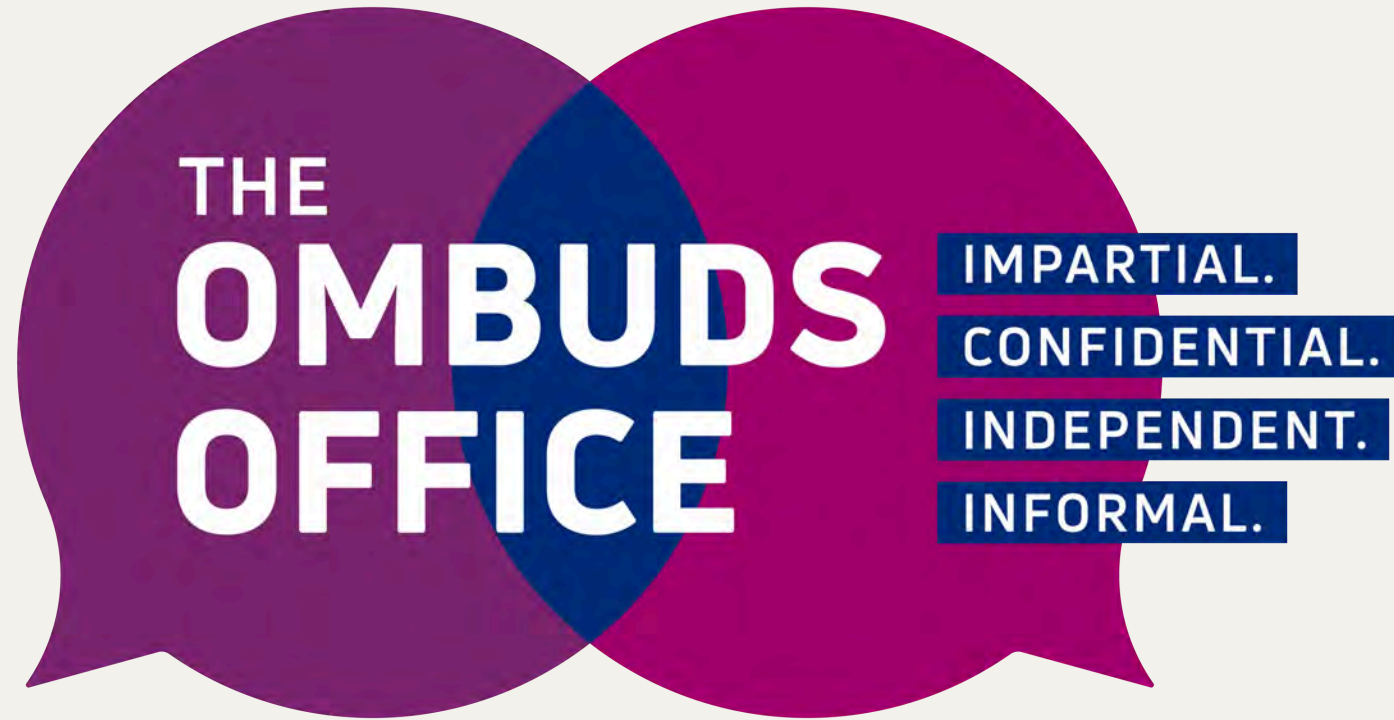


A Visit with the Ombuds



The ombuds are available for in-person, phone, or Zoom consultations.

Contact us at **414-266-8776** to set up an appointment. You may also email us at **ombuds@mcw.edu**.



MCW Ombuds
Office Website



MCW Ombuds
Office Visitor Survey



Ombuds2512
Blog

Appendix

International Ombuds Association Reporting Categories Data 2025

Count and Percentage of Total Concerns

International Ombuds Association Reporting Categories Data 2021-2025

Count and Percentage of Visitors Reporting

Previous Ombuds Office Activity Reports are available at
<https://www.mcw.edu/departments/ombuds-office/resources>



INTERNATIONAL OMBUDS ASSOCIATION
Reporting Categories

January 2025-December 2025

Questions, Concerns, Issues or Inquiries where Information or Options are Explored

| Category | of | % Total Concerns | Comments |
|--|--|------------------|----------|
| 1 Compensation & Benefits Questions, concerns, issues or inquiries about the equity, appropriateness and competitiveness of employee compensation, benefits and other benefit programs. | | | |
| Sub-total | | 73 | 3.5% |
| 1.a | Compensation (rate of pay, salary amount, job salary classification/level) | 36 | 49% |
| 1.b | Payroll (administration of pay, check wrong or delayed) | 0 | 0% |
| 1.c | Benefits (decisions related to medical, dental, life, vacation/sick leave, education, workers compensation insurance, etc.) | 17 | 23% |
| 1.d | Retirement, Pension (eligibility, calculation of amount, retirement pension benefits) | 2 | 3% |
| 1.e | Other (any other employee compensation or benefit not described by the above categories) Please specify below: | 8 | 11% |
| 1.1 | Bonuses/Incentive Payments | 10 | 28% |
| New Category 2025 1.1 | | | |
| 2 Evaluative Relationships - Employee Perspective Questions, concerns, issues or inquiries arising between people in evaluative relationships (i.e. supervisor-employee, faculty-student.) | | | |
| Sub-total | | 999 | 48.0% |
| 2.a | Priorities, Values, Beliefs (differences about what should be considered important - or most important - often rooted in ethical or moral beliefs) | 17 | 2% |
| 2.b | Respect, Treatment (demonstrations of inappropriate behavior, disregard for people, rudeness, crudeness, etc.) | 119 | 12% |
| 2.c | Trust, Integrity (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.) | 83 | 8% |
| 2.d | Reputation (possible impact of rumors and/or gossip about professional or personal matters) | 40 | 4% |
| 2.e | Communication (quality and/or quantity of communication) | 115 | 12% |
| 2.f | Bullying, Mobbing (abusive, threatening, and/or coercive behaviors) | 26 | 3% |
| 2.g | Diversity-Related (comments or behaviors perceived to be insensitive, offensive, or intolerant on the basis of an identity-related difference such as race, gender, nationality, sexual orientation) | 25 | 3% |
| 2.h | Retaliation (punitive behaviors for previous actions or comments, whistleblower) | 48 | 5% |
| 2.i | Physical Violence (actual or threats of bodily harm to another) | 0 | 0% |
| 2.j | Assignments, Schedules (appropriateness or fairness of tasks, expected volume of work) | 86 | 9% |
| 2.k | Feedback (feedback or recognition given, or responses to feedback received) | 29 | 3% |
| 2.l | Consultation (requests for help in dealing with issues between two or more individuals they supervise/teach or with other unusual situations in evaluative relationships) | 0 | 0% |
| 2.m | Performance Appraisal/Grading (job/academic performance in formal or informal evaluation) | 25 | 3% |
| 2.n | Departmental Climate (prevailing behaviors, norms, or attitudes within a department for which supervisors or faculty have responsibility) | 84 | 8% |
| 2.o | Supervisory Effectiveness (management of department or classroom, failure to address issues) | 104 | 10% |
| 2.p | Insubordination (refusal to do what is asked) | 1 | 0% |
| 2.q | Discipline (appropriateness, timeliness, requirements, alternatives, or options for responding) | 13 | 1% |
| 2.r | Equity of Treatment (favoritism, one or more individuals receive preferential treatment) | 55 | 6% |
| 2.s | Other (any other evaluative relationship not described by the above categories): | 5 | 1% |
| 2.1 | Manager doesn't understand day-to-day workflow | 20 | 2% |
| 2.2 | Succession Planning | 13 | 1% |
| 2.3 | Turnover Concerns | 13 | 1% |
| 2.4 | Micromanagement | 21 | 2% |
| 2.5 | Lack of Transparency | 15 | 2% |
| 2.6 | PIP/Corrective Action Process | 12 | 1% |
| 2.7 | Application of MCW Values | 28 | 3% |
| 2.8 | Freedom of Expression - Managerial Approach | 0 | 0% |
| New Categories 2025 2.1-2.8 | | | |
| 2s Evaluative Relationships - Supervisor Perspective Questions, concerns, issues or inquiries arising between people in evaluative relationships (i.e. supervisor-employee, faculty-student.) | | | |
| Sub-total | | 63 | 3.0% |
| 2.s.a | Priorities, Values, Beliefs (differences about what should be considered important - or most important - often rooted in ethical or moral beliefs) | 3 | 5% |
| 2.s.b | Respect, Treatment (demonstrations of inappropriate behavior, disregard for people, rudeness, crudeness, etc.) | 6 | 10% |

INTERNATIONAL OMBUDS ASSOCIATION
Reporting Categories

January 2025-December 2025

Questions, Concerns, Issues or Inquiries where Information or Options are Explored

| Category | of | % Total Concerns | Comments |
|---|--|------------------|----------|
| 2.c.s | Trust, Integrity (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.) | 5 | 8% |
| 2.c.b | Reputation (possible impact of rumors and/or gossip about professional or personal matters) | 1 | 2% |
| 2.c.e | Communication (quality and/or quantity of communication) | 6 | 13% |
| 2.f.s | Bullying, Mobbing (abusive, threatening, and/or coercive behaviors) | 1 | 2% |
| 2.g.s | Diversity-Related (comments or behaviors perceived to be insensitive, offensive, or intolerant on the basis of an identity-related difference such as race, gender, nationality, sexual orientation) | 2 | 3% |
| 2.h.s | Retaliation (punitive behaviors for previous actions or comments, whistleblower) | 2 | 3% |
| 2.i.s | Physical Violence (actual or threats of bodily harm to another) | 0 | 0% |
| 2.j.s | Assignments, Schedules (appropriateness or fairness of tasks, expected volume of work) | 4 | 6% |
| 2.k.s | Feedback (feedback or recognition given, or responses to feedback received) | 3 | 5% |
| 2.l.s | Consultation (requests for help in dealing with issues between two or more individuals they supervise/teach or with other unusual situations in evaluative relationships) | 0 | 0% |
| 2.m.s | Performance Appraisal/Grading (job/academic performance in formal or informal evaluation) | 2 | 3% |
| 2.n.s | Departmental Climate (prevailing behaviors, norms, or attitudes within a department for which supervisors or faculty have responsibility) | 6 | 10% |
| 2.o.s | Supervisory Effectiveness (management of department or classroom, failure to address issues) | 5 | 8% |
| 2.p.s | Insubordination (refusal to do what is asked) | 1 | 2% |
| 2.q.s | Discipline (appropriateness, timeliness, requirements, alternatives, or options for responding) | 1 | 2% |
| 2.r.s | Equity of Treatment (favoritism, one or more individuals receive preferential treatment) | 3 | 5% |
| 2.s.s | Other (any other evaluative relationship not described by the above categories): | 0 | 0% |
| 2.1.s | Manager doesn't understand day-to-day workflow | 2 | 3% |
| 2.2.s | Succession Planning | 1 | 2% |
| 2.3.s | Turnover Concerns | 1 | 2% |
| 2.4.s | Micromanagement | 2 | 3% |
| 2.5.s | Lack of Transparency | 1 | 2% |
| 2.6.s | PIP/Corrective Action Process | 2 | 3% |
| 2.7.s | Application of MCW Values | 1 | 2% |
| 2.8.s | Freedom of Expression - Managerial Approach | 0 | 0% |
| New Categories 2025 2.1-2.8 | | | |
| 3 Peer and Colleague Relationships Questions, concerns, issues or inquiries involving peers or colleagues who do not have a supervisory-employee or student-professor relationship (e.g., two staff members within the same department or conflict involving members of a student organization). | | | |
| Sub-total | | 127 | 6.1% |
| 3.a | Priorities, Values, Beliefs (differences about what should be considered important - or most important - often rooted in ethical or moral beliefs) | 5 | 4% |
| 3.b | Respect, Treatment (demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.) | 33 | 26% |
| 3.c | Trust, Integrity (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.) | 24 | 19% |
| 3.d | Reputation (possible impact of rumors and/or gossip about professional or personal matters) | 8 | 6% |
| 3.e | Communication (quality and/or quantity of communication) | 25 | 20% |
| 3.f | Bullying, Mobbing (abusive, threatening, and/or coercive behaviors) | 6 | 5% |
| 3.g | Diversity-Related (comments or behaviors perceived to be insensitive, offensive, or intolerant on the basis of an identity-related difference such as race, gender, nationality, sexual orientation) | 5 | 4% |
| 3.h | Retaliation (punitive behaviors for previous actions or comments, whistleblower) | 6 | 5% |
| 3.i | Physical Violence (actual or threats of bodily harm to another) | 1 | 1% |

INTERNATIONAL OMBUDS ASSOCIATION
Reporting Categories

January 2025-December 2025
Questions, Concerns, Issues or Inquiries where Information or Options are Explored

| Category | of | % Total Concerns | Comments |
|---|------------|------------------|------------------------------------|
| 3.] Other (any peer or colleague relationship not described by the above categories) | 0 | 0% | |
| 3.1 MCW Values | 9 | 7% | <i>New Categories 2025 3.1-3.2</i> |
| 3.2 Freedom of Expression - Peer to Peer | 1 | 1% | |
| 4 Career Progression and Development Questions, concerns, issues or inquiries about administrative processes and decisions regarding entering and leaving a job, what it entails, (i.e., recruitment, nature and place of assignment, job security, and separation.) | | | |
| Sub-total | 200 | 9.6% | |
| 4.a Job Application, Selection and Recruitment Processes (recruitment and selection processes, facilitation of job applications, short-listing and criteria for selection, disputed decisions linked to recruitment and selection) | 20 | 10% | |
| 4.b Job Classification and Description (changes or disagreements over requirements of assignment, appropriate tasks) | 10 | 5% | |
| 4.c Involuntary Transfer, Change of Assignment (notice, selection and special dislocation rights/benefits, removal from prior duties, unrequested change of work tasks) | 12 | 6% | |
| 4.d Tenure-Position Security, Ambiguity (security of position or contract, provision of secure contractual categories), Career Progression (Promotion, Reappointment, or Tenure) | 13 | 7% | |
| 4.e Career Progression (promotion, reappointment, or tenure) | 33 | 17% | |
| 4.f Rotation and Duration of Assignment (non-completion or over-extension of assignments in specific settings/countries, lack of access or involuntary transfer to specific roles/assignments, requests for transfer to other sites/institutions) | 3 | 2% | |
| 4.g Resignation (concerns about whether or how to voluntarily terminate employment or how such a decision might be communicated appropriately) | 12 | 6% | |
| 4.h Termination/Non-Renewal (end of contract, non-renewal of contract, disputed permanent separation from organization) | 5 | 3% | |
| 4.i Re-employment of Former or Retired Staff (loss of competitive advantages associated with re-hiring retired staff, favoritism) | 0 | 0% | |
| 4.j Position Elimination (elimination or abolition of an individual's position) | 3 | 2% | |
| 4.k Career Development/Coaching/Mentoring (classroom, on-the-job, and varied assignments as training and developmental opportunities) | 22 | 11% | |
| 4.l Other (any other career progression not described by the above categories): | 12 | 6% | |
| 4.1 Lack of Training | 15 | 8% | <i>New Categories 2025 4.1-4.5</i> |
| 4.2 Extension of Trial Period | 2 | 1% | |
| 4.3 Lack of Leadership Development Opportunities | 10 | 5% | |
| 4.4 Lack of Recognition for Contributions to Academic Mission | 23 | 12% | |
| 4.5 Restrictive Covenants/Non-Compete Clause | 5 | 3% | |
| 5 Legal, Regulatory, Financial and Compliance Questions, concerns, issues or inquiries that may create a legal risk (financial, sanction etc.) for the organization or its members if not addressed, including issues related to waste, fraud or abuse. | | | |
| 5.a Criminal Activity (threats or crimes planned, observed, or experienced, fraud) | 3 | 3% | |
| 5.b Business and Financial Practices (inappropriate actions that abuse or waste organizational finances, facilities or equipment) | 22 | 21% | |
| 5.c Harassment (unwelcome physical, verbal, written, e-mail, audio, video, psychological or sexual conduct that creates a hostile or intimidating environment) | 18 | 17% | Race 7 Gender 8 QPC 3 Other 0 |
| 5.d Discrimination (different treatment compared with others or exclusion from some benefit on the basis of, for example, gender, race, age, national origin, religion, etc./being part of an Equal Employment Opportunity protected category - applies in the U.S.) | 18 | 17% | Race 5 Gender 6 QPC 4 Other 0 |
| 5.e Disability, Temporary or Permanent, Reasonable Accommodation (extra time on exams, provision of assistive technology, interpreters, or Braille materials including questions on policies, etc. for people with disabilities) | 12 | 11% | |

INTERNATIONAL OMBUDS ASSOCIATION
Reporting Categories

January 2025-December 2025
Questions, Concerns, Issues or Inquiries where Information or Options are Explored

| Category | of | % Total Concerns | Comments |
|--|------------|------------------|------------------------------|
| 5.i Accessibility (removal of physical barriers, providing ramps, elevators, etc.) | 0 | 0% | |
| 5.g Intellectual Property Rights (e.g., copyright and patent infringement) | 0 | 0% | |
| 5.h Privacy and Security of Information (release or access to individual or organizational private or confidential information) | 9 | 9% | |
| 5.l Property Damage (personal property damage, isobites) | 0 | | |
| 5.j Other (any other legal, financial and compliance issue not described by the above categories): | 6 | 6% | |
| 5.1 FMLA (application process, tracking, fear of retaliation) | 17 | 16% | <i>New Category 2025 5.1</i> |
| 6 Safety, Health, and Physical Environment Questions, concerns, issues or inquiries about Safety, Health and Infrastructure-related issues. | | | |
| Sub-total | 144 | 6.9% | |
| 6.a Safety (physical safety, injury, medical evacuation, meeting federal and state requirements for safety training and equipment) | 5 | 3% | |
| 6.b Physical Working/Living Conditions (temperature, odors, noise, available space, lighting, etc.) | 7 | 5% | |
| 6.c Ergonomics (proper set-up of workstation affecting physical functioning) | 0 | 0% | |
| 6.d Cleanliness (sanitary conditions and facilities to prevent the spread of disease) | 0 | 0% | |
| 6.e Security (adequate lighting in parking lots, metal detectors, guards, limited access to building by outsiders, anti-terrorists measures (not for classifying "compromise of classified or top secret" information) | 0 | 0% | |
| 6.f Telework, Flexplace (ability to work from home or other location because of business or personal need, e.g., in case of man-made) | 9 | 6% | |
| 6.g Safety Equipment (access to use of safety equipment as well as access to or use of safety equipment, e.g., fire extinguisher) | 0 | 0% | |
| 6.h Environmental Policies (policies not being followed, being unfair ineffective, cumbersome) | 0 | 0% | |
| 6.i Work Related Stress and Work-Life Balance (Post-Traumatic Stress, Critical Incident Response, Internal/external stress, e.g. divorce, shooting, caring for sick, injured) | 108 | 75% | |
| 6.j Other (any safety, health, or physical environment issue not described by the above categories): | 4 | 3% | |
| 6.1 Patient Safety Concerns | 11 | 8% | <i>New Category 2025 6.1</i> |
| 7 Services/Administrative Issues Questions, concerns, issues or inquiries about services or administrative offices including from external parties. | | | |
| Sub-total | 100 | 4.8% | |
| 7.a Quality of Services (how well services were provided, accuracy or thoroughness of information, competence, etc.) | 12 | 12% | |
| 7.b Responsiveness, Timeliness (time involved in getting a response or return call or about the time for a complete response to be provided) | 14 | 14% | |
| 7.c Administrative Decisions and Interpretation, Application of Rules (decisions about requests for academic or administrative services, e.g., exceptions to policy deadlines or limits, refund requests, appeals of library or parking fines, application for financial aid, etc.) | 59 | 59% | |
| 7.d Behavior of Service Provider(s) (how an administrator or staff member spoke to or dealt with a constituent, customer, or client, eg., rude, inattentive, or impatient) | 9 | 9% | |
| 7.e Other (any services or administrative issue not described by the above categories): | 6 | 6% | |

INTERNATIONAL OMBUDS ASSOCIATION
Reporting Categories

January 2025-December 2025
Questions, Concerns, Issues or Inquiries where Information or Options are Explored

| Category | of | % Total Concerns | Comments |
|---|----|------------------|-------------------------------------|
| 8 Organizational, Strategic, and Mission Related Questions, concerns, issues or inquiries that relate to the whole or some part of an organization. | | | |
| Sub-total | | 206 | 9.9% |
| 8.a Strategic and Mission-Related, Strategic and Technical Management (principles, decisions and actions related to where and how the organization is moving) | 13 | 6% | |
| 8.b Leadership and Management (quality/capacity of management and/or management/leadership decisions, suggested training, reassignments and reorganizations) | 31 | 15% | |
| 8.c Use of Positional Power, Authority (lack or abuse of power provided by individual's position) | 23 | 11% | |
| 8.d Communication (content, style, timing, effects and amount of organizational and leader's communication, quality of communication about strategic issues) | 12 | 6% | |
| 8.e Restructuring and Relocation (issues related to broad scope planned or actual restructuring and/or relocation affecting the whole or major divisions of an organization, eg. downsizing, offshoring, outsourcing) | 7 | 3% | |
| 8.f Organizational Climate (issues related to organizational morale and/or capacity for functioning) | 17 | 8% | |
| 8.g Change Management (making, responding or adapting to organizational changes, quality of leadership in facilitating organizational change) | 18 | 9% | |
| 8.h Priority Setting and/or Funding (disputes about setting organizational/departmental priorities and/or allocation of funding within programs) | 21 | 10% | |
| 8.i Data, Methodology, Interpretation of Results (scientific disputes about the conduct, outcomes and interpretation of studies and resulting data for policy) | 3 | 1% | |
| 8.j Interdepartment, Interorganization Work, Territory (disputes about which department/organization should be doing what/taking the lead) | 49 | 24% | |
| 8.k Other (any organizational issue not described by the above categories): | 6 | 3% | |
| 8.l Freedom of Expression - Institutional Approach | 6 | 3% | |
| 9 Values, Ethics, and Standards Questions, concerns, issues or inquiries about the fairness of organizational values, ethics, and/or standards, the application of related policies and/or procedures, or the need for creation or revision of policies, and/or standards. | | | |
| Sub-total | | 66 | 3.2% |
| 9.a Standards of Conduct (fairness, applicability or lack of behavioral guidelines and/or Codes of Conduct, e.g., Academic Honesty, plagiarism, Code of Conduct, conflict of interest) | 28 | 42% | |
| 9.b Values and Culture (questions, concerns or issues about the values or culture of the organization) | 21 | 32% | |
| 9.c Scientific Conduct, Integrity (scientific or research misconduct or misdemeanors, e.g., authorship, falsification of results) | 6 | 9% | |
| 9.d Policies and Procedures NOT Covered in Broad Categories 1 thru 8 (fairness or lack of policy or the application of the policy, policy not followed, or needs revision, eg., appropriate dress, use of internet or cell phones) | 4 | 6% | |
| 9.e Other (Other policy, procedure, ethics or standards issues not described in the above categories): | 4 | 6% | |
| 9.f Generational Differences (4th Quarter) | 3 | 5% | New Category 2025 (4th quarter) 9.2 |
| TOTAL | | 2083 | |

International Ombuds Association Reporting Categories

Percent of Visitors Reporting

January 2021 - December 2025

| | A | B | C | D | E | F | G | H | I | J | K | L |
|----|---------|--|-----------|---------------------|-----------|---------------------|-----------|----------------------|-----------|----------------------|-----------|----------------------|
| 1 | Column1 | 1. Compensation & Benefits Questions, concerns, issues or inquiries about | 2025 | Percent of Visitors | 2024 | Percent of Visitors | 2023 | Percent of Visitors2 | 2022 | Percent of Visitors3 | 2021 | Percent of Visitors4 |
| 2 | | Category as Percent of Annual Total | 3.5% | | 3.1% | | 5.1% | | 3.5% | | 4.3% | |
| 3 | 1.a | Compensation | 36 | 17% | 39 | 17% | 31 | 14% | 26 | 13% | 34 | 16% |
| | | 1.b Payroll | 0 | 0% | 0 | 0% | 1 | 0% | 0 | 0% | 0 | 0% |
| 4 | | | | | | | | | | | | |
| 5 | 1.c | Benefits | 17 | 8% | 15 | 7% | 20 | 9% | 15 | 7% | 16 | 7% |
| 6 | 1.d | Retirement, Pension | 1 | 1% | 3 | 1% | 0 | 0% | 0 | 0% | 3 | 1% |
| 7 | 1.e | Other | 8 | 4% | 10 | 4% | 6 | 3% | 20 | 10% | 10 | 5% |
| 8 | 1.1 | Bonus/Incentive Payments (New Category 2025 (NC 2025)) | 10 | 5% | | | | | | | | |
| 9 | | Subtotal | 73 | | 67 | | 58 | | 61 | | 63 | |
| 10 | | | | | | | | | | | | |
| 11 | | 2. Evaluative Relationships Questions, concerns, issues or inquiries arising between people in evaluative relationships (i.e. supervisor-employee, faculty-student.) (In 2025 adjusted to capture employee perspective separate from supervisor perspective) | 2025 | Percent of Visitors | 2024 | Percent of Visitors | 2023 | Percent of Visitors | 2022 | Percent of Visitors | 2021 | Percent of Visitors |
| 12 | | Category as Percent of Annual Total | 48.0% | | 52.3% | | 76.9% | | 50.1% | | 50.2% | |
| 13 | 2.a | Priorities, Values, Beliefs | 17 | 8% | 44 | 19% | 25 | 12% | 31 | 15% | 21 | 10% |
| | | 2.b Respect, Treatment | 119 | 57% | 136 | 60% | 115 | 54% | 111 | 54% | 87 | 41% |
| 14 | | | | | | | | | | | | |
| 15 | 2.c | Trust, Integrity | 83 | 40% | 106 | 47% | 62 | 29% | 51 | 25% | 46 | 21% |
| 16 | 2.d | Reputation | 40 | 19% | 54 | 24% | 39 | 18% | 40 | 20% | 25 | 12% |
| 17 | 2.e | Communication | 115 | 56% | 159 | 70% | 124 | 58% | 118 | 58% | 97 | 45% |
| 18 | 2.f | Bullying, Mobbing | 26 | 13% | 25 | 11% | 16 | 7% | 15 | 7% | 15 | 7% |
| 19 | 2.g | Diversity-Related | 25 | 12% | 36 | 16% | 29 | 14% | 25 | 12% | 22 | 10% |
| 20 | 2.h | Retaliation | 48 | 23% | 52 | 23% | 42 | 20% | 43 | 21% | 49 | 23% |
| 21 | 2.i | Physical Violence | 0 | 0% | 0 | 0% | 2 | 1% | 0 | 0% | 0 | 0% |
| 22 | 2.j | Assignments, Schedules | 86 | 42% | 81 | 40% | 73 | 34% | 67 | 33% | 65 | 30% |
| 23 | 2.k | Feedback | 29 | 14% | 50 | 22% | 35 | 16% | 40 | 20% | 27 | 13% |
| 24 | 2.l | Consultation | 0 | 0% | 0 | 0% | 2 | 1% | 0 | 0% | 0 | 0% |
| 25 | 2.m | Performance Appraisal/Grading | 25 | 12% | 47 | 21% | 31 | 14% | 16 | 8% | 23 | 11% |
| 26 | 2.n | Departmental Climate | 84 | 41% | 103 | 46% | 96 | 45% | 86 | 42% | 79 | 37% |
| 27 | 2.o | Supervisory Effectiveness | 104 | 50% | 102 | 45% | 100 | 47% | 83 | 41% | 67 | 31% |
| 28 | 2.p | Insubordination | 1 | 0% | 4 | 2% | 1 | 0% | 3 | 1% | 0 | 0% |
| 29 | 2.q | Discipline | 13 | 6% | 26 | 12% | 19 | 9% | 11 | 5% | 13 | 6% |
| 30 | 2.r | Equity of Treatment | 55 | 27% | 71 | 31% | 68 | 32% | 68 | 33% | 54 | 25% |
| 31 | 2.s | Other | 5 | 2% | 18 | 8% | 4 | 2% | 53 | 6% | 38 | 18% |
| 32 | 2.1 | Manager doesn't understand day-to-day workflow (New Category 2025) | 20 | 10% | | | | | | | | |
| 33 | 2.2 | Succession Planning (NC 2025) | 13 | 6% | | | | | | | | |
| 34 | 2.3 | Turnover Concerns (NC 2025) | 13 | 6% | | | | | | | | |
| 35 | 2.4 | Micromanagement (NC 2025) | 21 | 10% | | | | | | | | |
| 36 | 2.5 | Lack of Transparency (NC 2025) | 15 | 7% | | | | | | | | |
| 37 | 2.6 | PIP/Corrective Action Process (NC 2025) | 14 | 7% | | | | | | | | |
| 38 | 2.7 | Application of MCW Values (NC 2025) | 28 | 14% | | | | | | | | |
| 39 | 2.8 | Freedom of Expression - Managerial Approach (NC 2025) | 0 | 0% | | | | | | | | |

International Ombuds Association Reporting Categories

Percent of Visitors Reporting

January 2021 - December 2025

| | A | B | C | D | E | F | G | H | I | J | K | L |
|----|------|---|-------------|--------------------------------|-------------|---|------------|---|------------|---|------------|---|
| 40 | | Subtotal | 999 | | 1134 | | 883 | | 861 | | 728 | |
| 41 | | | | | | | | | | | | |
| 42 | | 2s. Evaluative Relationships - Supervisor Perspective (N C 2025) | 2025 | <i>Percent of Visitors</i> | | | | | | | | |
| 43 | | <i>Category as Percent of Annual Total</i> | <i>3.0%</i> | | | | | | | | | |
| 44 | 2.as | <i>Priorities, Values, Beliefs (differences about what should be considered important - or most important –often rooted in ethical or moral beliefs)</i> | 3 | 1% | | | | | | | | |
| 45 | 2.bs | <i>Respect, Treatment (demonstrations of inappropriate behavior, disregard for people, rudeness, crudeness, etc.)</i> | 6 | 3% | | | | | | | | |
| 46 | 2.cs | <i>Trust, Integrity (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)</i> | 5 | 2% | | | | | | | | |
| 47 | 2.ds | <i>Reputation (possible impact of rumors and/or gossip about professional or personal matters)</i> | 1 | 0% | | | | | | | | |
| 48 | 2.es | <i>Communication (quality and/or quantity of communication)</i> | 8 | 4% | | | | | | | | |
| 49 | 2.fs | <i>Bullying, Mobbing (abusive, threatening, and/or coercive behaviors)</i> | 1 | 0% | | | | | | | | |
| 50 | 2.gs | <i>Diversity-Related (comments or behaviors perceived to be insensitive, offensive, or intolerant on the basis of an identity-related difference such as race, gender, nationality, sexual orientation)</i> | 2 | 1% | | | | | | | | |
| 51 | 2.hs | <i>Retaliation (punitive behaviors for previous actions or comments, whistleblower)</i> | 2 | 1% | | | | | | | | |
| 52 | 2.is | <i>Physical Violence (actual or threats of bodily harm to another)</i> | 0 | 0% | | | | | | | | |
| 53 | 2.js | <i>Assignments, Schedules (appropriateness or fairness of tasks, expected volume of work)</i> | 4 | 2% | | | | | | | | |
| 54 | 2.ks | <i>Feedback (feedback or recognition given, or responses to feedback received)</i> | 3 | 1% | | | | | | | | |
| 55 | 2.lj | <i>Consultation (requests for help in dealing with issues between two or more individuals they supervise/teach or with other unusual situations in evaluative relationships)</i> | 0 | 0% | | | | | | | | |
| 56 | 2.ms | <i>Performance Appraisal/Grading (job/academic performance in formal or informal evaluation)</i> | 2 | 1% | | | | | | | | |
| 57 | 2.ns | <i>Departmental Climate (prevailing behaviors, norms, or attitudes within a department for which supervisors or faculty have responsibility)</i> | 6 | 3% | | | | | | | | |
| 58 | 2.os | <i>Supervisory Effectiveness (management of department or classroom, failure to address issues)</i> | 5 | 2% | | | | | | | | |
| 59 | 2.ps | <i>Insubordination (refusal to do what is asked)</i> | 1 | 0% | | | | | | | | |
| 60 | 2.qs | <i>Discipline (appropriateness, timeliness, requirements, alternatives, or options for responding)</i> | 1 | 0% | | | | | | | | |
| 61 | 2.rs | <i>Equity of Treatment (favoritism, one or more individuals receive preferential treatment)</i> | 3 | 1% | | | | | | | | |
| 62 | 2.ss | <i>Other (any other evaluative relationship not described by the above categories):</i> | 0 | 0% | | | | | | | | |
| 63 | 2.1s | <i>Manager doesn't understand day-to-day workflow</i> | 2 | 1% | | | | | | | | |
| 64 | 2.2s | <i>Succession planning</i> | 1 | 0% | | | | | | | | |
| 65 | 2.3s | <i>Turnover Concerns</i> | 1 | 0% | | | | | | | | |
| 66 | 2.4s | <i>Micromanagement</i> | 2 | 1% | | | | | | | | |
| 67 | 2.5s | <i>Lack of Transparency</i> | 1 | 0% | | | | | | | | |
| 68 | 2.6s | <i>PIP/Corrective Action Process</i> | 2 | 1% | | | | | | | | |
| 69 | 2.7s | <i>Application of MCW Values</i> | 1 | 0% | | | | | | | | |
| 70 | 2.8s | <i>Freedom of Expression - Managerial Approach</i> | 0 | 0% | | | | | | | | |
| 71 | | Subtotal | 63 | | | | | | | | | |
| 72 | | | | | | | | | | | | |

International Ombuds Association Reporting Categories

Percent of Visitors Reporting

January 2021 - December 2025

| | A | B | C | D | E | F | G | H | I | J | K | L |
|-----|-----|--|------------|---------------------|------------|---------------------|------------|---------------------|------------|---------------------|------------|---------------------|
| 73 | | 3. Peer and Colleague Relationships Questions, concerns, issues or inquiries involving peers or colleagues who do not have a supervisory-employee or student-professor relationship (e.g., two staff members within the same department or conflict involving members of a student organization). | 2025 | Percent of Visitors | 2024 | Percent of Visitors | 2023 | Percent of Visitors | 2022 | Percent of Visitors | 2021 | Percent of Visitors |
| 74 | | <i>Category as Percent of Annual Total</i> | 6.1% | | 8% | | 15.2% | | 8.1% | | 4.6% | |
| 75 | 3.a | Priorities, Values, Beliefs | 5 | 2% | 17 | 8% | 8 | 4% | 9 | 4% | 2 | 1% |
| 76 | 3.b | Respect, Treatment | 33 | 16% | 38 | 17% | 52 | 24% | 39 | 19% | 18 | 8% |
| 77 | 3.c | Trust, Integrity | 24 | 12% | 29 | 13% | 26 | 12% | 15 | 7% | 8 | 4% |
| 78 | 3.d | Reputation | 8 | 4% | 12 | 5% | 15 | 7% | 12 | 6% | 4 | 2% |
| 79 | 3.e | Communication | 25 | 12% | 42 | 19% | 46 | 21% | 34 | 17% | 16 | 7% |
| 80 | 3.f | Bullying, Mobbing | 8 | 4% | 7 | 3% | 11 | 5% | 6 | 3% | 7 | 3% |
| 81 | 3.g | Diversity-Related | 5 | 2% | 6 | 3% | 6 | 3% | 6 | 3% | 4 | 2% |
| 82 | 3.h | Retaliation | 8 | 4% | 11 | 5% | 8 | 4% | 4 | 2% | 4 | 2% |
| 83 | 3.i | Physical Violence | 1 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| 84 | 3.j | Other | 0 | 0% | 2 | 1% | 3 | 1% | 14 | 7% | 4 | 2% |
| 85 | 3.1 | MCW Values (NC 2025) | 9 | 4% | | | | | | | | |
| 86 | 3.2 | Freedom of Expression - Peer to Peer (NC 2025) | 1 | 0% | | | | | | | | |
| 87 | | Subtotal | 127 | | 164 | | 175 | | 139 | | 67 | |
| 88 | | | | | | | | | | | | |
| 89 | | 4. Career Progression and Development Questions, concerns, issues or inquiries about administrative processes and decisions regarding entering and leaving a job, what it entails, (i.e., recruitment, nature and place of assignment, job security, and separation.) | 2025 | Percent of Visitors | 2024 | Percent of Visitors | 2023 | Percent of Visitors | 2022 | Percent of Visitors | 2021 | Percent of Visitors |
| 90 | | <i>Category as Percent of Annual Total</i> | 9.6% | | 7.1% | | 186.4% | | 9.1% | | 9.2% | |
| 91 | 4.a | Application, Selection and Recruitment Processes | 20 | 10% | 15 | 7% | 16 | 7% | 17 | 8% | 16 | 7% |
| 92 | 4.b | Job Classification and Description | 10 | 5% | 11 | 5% | 13 | 6% | 8 | 4% | 15 | 7% |
| 93 | 4.c | Involuntary Transfer, Change of Assignment | 12 | 6% | 9 | 4% | 11 | 5% | 7 | 3% | 10 | 5% |
| 94 | 4.d | Tenure-Position Security, Ambiguity | 13 | 6% | 23 | 10% | 17 | 8% | 11 | 5% | 11 | 5% |
| 95 | 4.e | Career Progression | 33 | 16% | 36 | 16% | 47 | 22% | 34 | 17% | 20 | 9% |
| 96 | 4.f | Rotation and Duration of Assignment | 3 | 1% | 5 | 2% | 2 | 1% | 4 | 2% | 1 | 0% |
| 97 | 4.g | Resignation | 12 | 6% | 12 | 5% | 7 | 3% | 12 | 6% | 6 | 3% |
| 98 | 4.h | Termination/Non-Renewal | 5 | 2% | 16 | 7% | 1 | 0% | 7 | 3% | 3 | 1% |
| 99 | 4.i | Re-employment of Former or Retired Staff | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 0% |
| 100 | 4.j | Position Elimination | 3 | 1% | 2 | 1% | 0 | 0% | 0 | 0% | 2 | 1% |
| 101 | 4.k | Career Development/Coaching/Mentoring | 22 | 11% | 18 | 8% | 27 | 13% | 23 | 11% | 27 | 13% |
| 102 | 4.l | Other | 12 | 6% | 7 | 3% | 3 | 1% | 34 | 17% | 22 | 10% |
| 103 | 4.1 | Lack of Training (NC 2025) | 15 | 7% | | | | | | | | |
| 104 | 4.2 | Extension of Trial Period (NC 2025) | 2 | 1% | | | | | | | | |
| 105 | 4.3 | Lack of Leadership Development Opportunities (NC 2025) | 10 | 5% | | | | | | | | |
| 106 | 4.4 | Lack of Recognition for Contribution to Academic Mission (NC 2025) | 23 | 11% | | | | | | | | |
| 107 | 4.5 | Restrictive Covenant/Non-Compete Clause (NC 2025) | 5 | 2% | | | | | | | | |
| 108 | | Subtotal | 200 | | 154 | | 144 | | 157 | | 134 | |
| 109 | | | | | | | | | | | | |
| 110 | | 5. Legal, Regulatory, Financial and Compliance Questions, concerns, issues or inquiries that may create a legal risk (financial, sanction etc.) for the organization or its members if not addressed, including issues related to waste, fraud or abuse. | 2025 | Percent of Visitors | 2024 | Percent of Visitors | 2023 | Percent of Visitors | 2022 | Percent of Visitors | 2021 | Percent of Visitors |
| 111 | | <i>Category as Percent of Annual Total</i> | 5.0% | | 4.5% | | 8.3% | | 5.1% | | 5.2% | |
| 112 | 5.a | Criminal Activity | 3 | 1% | 0 | 0% | 2 | 1% | 0 | 0% | 2 | 3% |
| 113 | 5.b | Business and Financial Practices | 22 | 11% | 24 | 11% | 11 | 5% | 9 | 4% | 7 | 3% |
| 114 | 5.c | Harassment | 18 | 9% | 14 | 6% | 18 | 8% | 15 | 7% | 9 | 4% |
| 115 | 5.d | Discrimination | 18 | 9% | 29 | 13% | 34 | 16% | 31 | 15% | 33 | 15% |
| 116 | 5.e | Disability, Temporary or Permanent, Reasonable Accommodation | 12 | 6% | 12 | 5% | 14 | 7% | 6 | 3% | 7 | 3% |

International Ombuds Association Reporting Categories

Percent of Visitors Reporting

January 2021 - December 2025

| | A | B | C | D | E | F | G | H | I | J | K | L |
|-----|-----|---|-------------|----------------------------|-------------|----------------------------|--------------|----------------------------|--------------|----------------------------|--------------|----------------------------|
| 117 | 5.j | Accessibility | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| 118 | 5.g | Intellectual Property Rights | 0 | 0% | 2 | 1% | 2 | 1% | 1 | 0% | 0 | 0% |
| 119 | 5.h | Privacy and Security of Information | 9 | 4% | 5 | 2% | 3 | 1% | 5 | 2% | 4 | 2% |
| 120 | 5.i | Property Damaged/damage, liabilities) | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| 121 | 5.j | Other | 6 | 3% | 12 | 5% | 11 | 5% | 21 | 10% | 13 | 6% |
| 122 | 5.1 | <i>FMLA (application process, tracking, fear of retaliation) (NC 2025)</i> | 17 | 8% | | | | | | | | |
| 123 | | Subtotal | 105 | | 98 | | 95 | | 88 | | 75 | |
| 124 | | | | | | | | | | | | |
| 125 | | 6. Safety, Health, and Physical Environment Questions, concerns, issues or inquiries about Safety, Health and Infrastructure-related issues, | 2025 | Percent of Visitors | 2024 | Percent of Visitors | 2023 | Percent of Visitors | 2022 | Percent of Visitors | 2021 | Percent of Visitors |
| 126 | | <i>Category as Percent of Annual Total</i> | <i>6.9%</i> | | <i>6.5%</i> | | <i>10.5%</i> | | <i>7.4%</i> | | <i>9.0%</i> | |
| 127 | 6.a | Safety | 5 | 2% | 6 | 3% | 9 | 4% | 8 | 4% | 16 | 7% |
| 128 | 6.b | Physical Working/Living Conditions | 7 | 3% | 1 | 0% | 3 | 1% | 1 | 0% | 3 | 1% |
| 129 | 6.c | Ergonomics | 0 | 0% | 0 | 0% | 1 | 0% | 0 | 0% | 0 | 0% |
| 130 | 6.d | Cleanliness | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 1 | 0% |
| 131 | 6.e | Security | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| 132 | 6.f | Telework, Flexplace | 9 | 4% | 9 | 4% | 13 | 6% | 5 | 2% | 11 | 5% |
| 133 | 6.g | Safety Equipment | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| 134 | 6.h | Environmental Policies | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| 135 | 6.i | Work Related Stress and Work-Life Balance | 108 | 52% | 113 | 50% | 87 | 41% | 95 | 47% | 72 | 34% |
| 136 | 6.j | Other | 4 | 2% | 12 | 5% | 7 | 3% | 19 | 9% | 28 | 13% |
| 137 | 6.1 | <i>Patient Safety Concerns (NC 2025)</i> | 11 | 5% | | | | | | | | |
| 138 | | Subtotal | 144 | | 141 | | 120 | | 128 | | 131 | |
| 139 | | | | | | | | | | | | |
| 140 | | 7. Services/Administrative Issues Questions, concerns, issues or inquiries about services or administrative offices including from external parties. | 2025 | Percent of Visitors | 2024 | Percent of Visitors | 2023 | Percent of Visitors | 2022 | Percent of Visitors | 2021 | Percent of Visitors |
| 141 | | <i>Category as Percent of Annual Total</i> | <i>4.8%</i> | | <i>5.4%</i> | | <i>7.6%</i> | | <i>4.0%</i> | | <i>3.7%</i> | |
| 142 | 7.a | Quality of Services | 12 | 6% | 11 | 5% | 7 | 3% | 9 | 4% | 2 | 1% |
| 143 | 7.b | Responsiveness, Timeliness | 14 | 7% | 28 | 12% | 19 | 9% | 11 | 5% | 11 | 5% |
| 144 | 7.c | Administrative Decisions and Interpretation, Application of Rules | 59 | 29% | 70 | 31% | 49 | 23% | 28 | 14% | 29 | 14% |
| 145 | 7.d | Behavior of Service Provider(s) | 9 | 4% | 5 | 2% | 8 | 4% | 8 | 4% | 3 | 1% |
| 146 | 7.e | Other | 6 | 3% | 4 | 2% | 4 | 2% | 12 | 6% | 9 | 4% |
| 147 | | Subtotal | 100 | | 118 | | 87 | | 68 | | 54 | |
| 148 | | | | | | | | | | | | |
| 149 | | 8. Organizational, Strategic, and Mission Related Questions, concerns, issues or inquiries that relate to the whole or some part of an organization. | 2025 | Percent of Visitors | 2024 | Percent of Visitors | 2023 | Percent of Visitors | 2022 | Percent of Visitors | 2021 | Percent of Visitors |
| 150 | | <i>Category as Percent of Annual Total</i> | <i>9.9%</i> | | <i>8.7%</i> | | <i>16.8%</i> | | <i>10.3%</i> | | <i>10.9%</i> | |
| 151 | 8.a | Strategic and Mission-Related | 13 | 6% | 12 | 5% | 8 | 4% | 10 | 5% | 3 | 1% |
| 152 | 8.b | Leadership and Management | 31 | 15% | 27 | 12% | 22 | 10% | 22 | 11% | 15 | 7% |
| 153 | 8.c | Use of Positional Power | 23 | 11% | 17 | 8% | 16 | 7% | 25 | 12% | 12 | 6% |
| 154 | 8.d | Communication | 12 | 6% | 6 | 3% | 12 | 6% | 12 | 6% | 11 | 5% |
| 155 | 8.e | Restructuring and Relocation | 7 | 3% | 6 | 3% | 1 | 0% | 3 | 1% | 4 | 2% |
| 156 | 8.f | Organizational Climate | 17 | 8% | 19 | 8% | 23 | 11% | 13 | 6% | 18 | 8% |
| 157 | 8.g | Change Management | 18 | 9% | 11 | 5% | 6 | 3% | 7 | 3% | 9 | 4% |
| 158 | 8.h | Priority Setting and/or Funding | 21 | 10% | 19 | 8% | 20 | 9% | 13 | 6% | 15 | 7% |
| 159 | 8.i | Data, Methodology, Interpretation of Results | 3 | 1% | 6 | 3% | 4 | 2% | 3 | 1% | 1 | 0% |
| 160 | 8.j | Interdepartment, Interorganization Work, Territory | 49 | 24% | 63 | 28% | 78 | 36% | 62 | 30% | 51 | 24% |
| 161 | 8.k | Other | 6 | 3% | 2 | 1% | 3 | 1% | 7 | 3% | 19 | 9% |
| 162 | 8.1 | <i>Freedom of Expression - Institutional Approach (NC 2025)</i> | 6 | 3% | | | | | | | | |
| 163 | | Subtotal | 206 | | 188 | | 193 | | 177 | | 158 | |
| 164 | | | | | | | | | | | | |

International Ombuds Association Reporting Categories

Percent of Visitors Reporting

January 2021 - December 2025

| | A | B | C | D | E | F | G | H | I | J | K | L |
|-----|-----|--|-------------|---------------------|-------------|---------------------|-------------|---------------------|-------------|---------------------|-------------|---------------------|
| | | 9. Values, Ethics, and Standards Questions, concerns, issues or inquiries about the fairness of organizational values, ethics, and/or standards, the application of related policies and/or procedures, or the need for creation or revision of policies, and/or standards. | 2025 | Percent of Visitors | 2024 | Percent of Visitors | 2023 | Percent of Visitors | 2022 | Percent of Visitors | 2016 | Percent of Visitors |
| 165 | | | | | | | | | | | | |
| 166 | | <i>Category as Percent of Annual Total</i> | 3.2% | | 4.8% | | 5.4% | | 2.3% | | 2.8% | |
| 167 | 28 | Standards of Conduct | 28 | 14% | 37 | 16% | 15 | 7% | 16 | 8% | 12 | 6% |
| 168 | 9.b | MCW Values and Culture | 21 | 10% | 49 | 22% | 25 | 12% | 12 | 6% | 12 | 6% |
| 169 | 9.c | Scientific Conduct, Integrity | 6 | 3% | 14 | 6% | 12 | 6% | 4 | 2% | 6 | 3% |
| 170 | 9.d | Policies and Procedures NOT Covered in Broad Categories 1 thru 8 | 4 | 2% | 4 | 2% | 5 | 2% | 3 | 1% | 1 | 0% |
| 171 | 9.e | Other | 4 | 2% | 0 | 0% | 5 | 2% | 5 | 2% | 9 | 4% |
| 172 | 9.i | <i>Generational Differences (NC 4th quarter 2025)</i> | 3 | 1% | | | | | | | | |
| 173 | | Subtotal | 66 | | 104 | | 62 | | 40 | | 40 | |
| 174 | | Total unique visitors by year (Initial visit, exit interview, facilitation prep) | | 207 | | 226 | | 214 | | 204 | | 214 |
| 175 | | Total Concerns by Year | 2083 | | 2168 | | 1148 | | 1719 | | 1450 | |