

Medical College of Wisconsin Office of the Ombuds

Annual Report to Faculty and Staff

January 1 to December 31, 2016

The Ombuds Office
414-266-8776 (Confidential line)
mcw.edu/Ombuds



Message from the Ombuds

It is a pleasure to share the fifth Annual Report from the Medical College of Wisconsin (MCW) Ombuds Office. The fifth year of operations was an important transitional year for the Office as founding Ombuds Peter Layde, MD, retired in July 2016. Peter's thoughtful and seasoned approach to developing the Ombuds Office established it as a trusted resource for MCW staff, faculty and postdoctoral fellows. We are proud to continue advancing this meaningful work.

We are honored to serve as MCW Ombuds and to provide a confidential resource for employee and organizational concerns. We are grateful to the individuals who place their trust in our Office, to those who voluntarily contact the Office, and to the individuals and groups who willingly participate in efforts to address the often challenging issues brought to our attention. Our annual feedback to the MCW community is

intended to inform you about the various concerns and priorities that staff, faculty, and postdoctoral fellows have discussed with us in the past year. The Annual Report also may help potential visitors become familiar with the diverse issues that colleagues share *in confidence* with the Ombuds Office.

We welcome comments and suggestions for improving the Annual Report and for ensuring that the services of the Ombuds Office are as beneficial as possible to MCW staff, faculty, and postdoctoral fellows. In this spirit, we are implementing an [Ombuds Office Visitor Experience Survey](#), accessible through our website. Individual survey responses are anonymous and confidential. We look forward to sharing the collective feedback gathered by the survey in our 2017 Annual Report.

Sincerely,



Natalie C. Fleury, JD
Ombuds



Michelle Shasha, PhD
Ombuds



Katie Geis
Assistant to the Ombuds

The Ombuds Office was established in the fall of 2011 by John R. Raymond, Sr., MD, MCW's President and CEO, as a resource for faculty, staff and postdoctoral fellows who wish to discuss concerns, conflicts or grievances in a confidential space. This fifth Annual Report of the Ombuds Office provides data on the volume and characteristics of the visitors who have utilized the Office, as well as detailed information on the types of issues raised by those visitors. The issues are categorized according to the International Ombudsman Association's standard reporting practices.

This Report also describes systemic issues and patterns which were shared by multiple visitors to the Ombuds Office in calendar year 2016, and includes a comparison chart and a trend overview for the years 2011-2016.

Our Core Principles:

We are confidential

We will not identify you or discuss your concerns with anyone without your permission. The only exceptions to this pledge of confidentiality are when the Ombuds determines that there is an imminent threat of harm or in the rare instance the Ombuds is legally compelled to report the situation.

We are independent

We report directly to the President and Chief Executive Officer of MCW. We are independent of central administrative offices and are not aligned with any campus department or group.

We are informal

Any communication with us is "off the record"; the Ombuds Office is not authorized to be an agent of notice for MCW.

We are neutral

We do not take sides. We consider the rights and interests of all parties. We are advocates for good communication and fair process.

The Ombuds Office DOES:

- Listen and discuss workplace questions, concerns and complaints
- Offer a **SAFE** place to discuss your concerns
- Informally investigate complaints
- Explain MCW policies and procedures
- Facilitate communication between people
- Advise individuals about steps to resolve problems informally
- Assist with problems that have not been resolved by other offices
- Make appropriate referrals when informal options don't work

The Ombuds Office DOES NOT:

- Participate in formal grievance processes
- Conduct formal investigations
- Make administrative decisions for MCW
- Determine "guilt" or "innocence" of those accused of wrong-doing
- Assign sanctions to individuals
- Serve as a witness in administrative or legal proceedings, unless compelled to do so
- Receive official "notice" for MCW
- Maintain records that identify visitors to the office

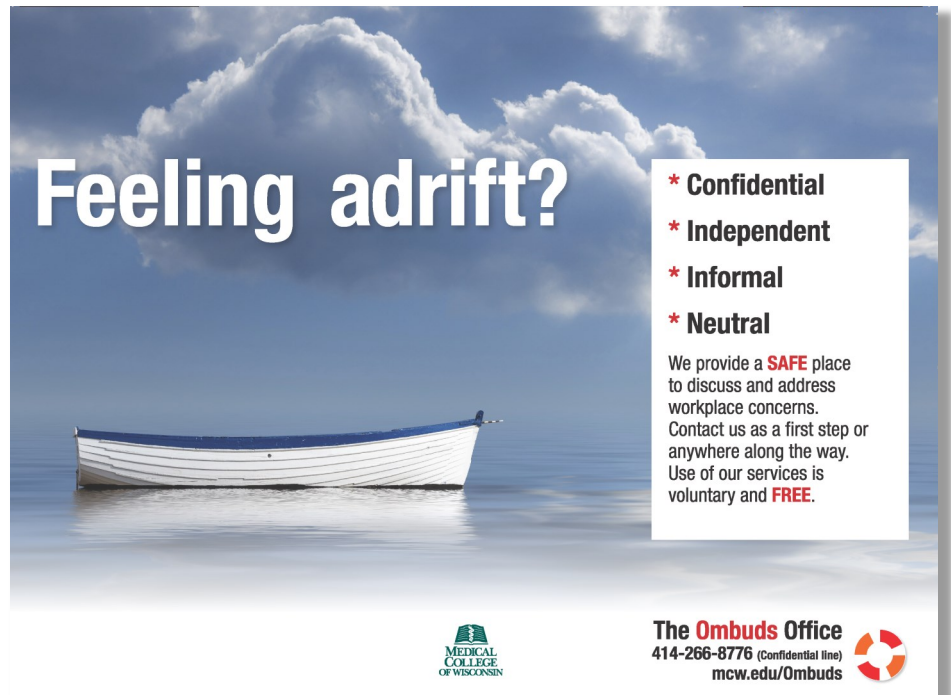
Consulting the Ombuds

Individual MCW faculty, staff members, postdoctoral fellows or groups of employees wishing to consult the Ombuds typically contact the Office by confidential telephone line (414-266-8776) or by email (ombuds@mcw.edu) to schedule an in-person visit. While in-person meetings are preferred, on occasion – particularly for straightforward factual questions – a phone consultation with the Ombuds can be arranged.

Visitors to the Ombuds Office usually raise one or more issues or concerns, some of which can be resolved quickly during a single session. Visitors often raise more complicated issues which then prompt the Ombuds to seek additional information while also protecting the confidentiality of the individual or group.

Before others are contacted during any informal “fact-finding,” the Ombuds and visitor always agree upon exactly what information will be discussed and with whom. For example, determining how a specific policy is interpreted might require contact with the Offices of Human Resources, Faculty Affairs, General Counsel or Corporate Compliance.



Accordingly, the Ombuds and visitor would agree at the initial session which Offices would be consulted and whether information such as the relevant department or name of the visitor would be shared. In most cases, these types of inquiries would not require any reference to the visitor or his/her department, so preserving anonymity is relatively straightforward.



Feeling adrift?

- * Confidential
- * Independent
- * Informal
- * Neutral

We provide a **SAFE** place to discuss and address workplace concerns. Contact us as a first step or anywhere along the way. Use of our services is voluntary and **FREE**.

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Ombuds Offices at institutions across the country utilize varying methods to report activities. These may include the total number of visitors to a particular Office, the number of groups of visitors to the Office, or the total number of individuals with whom the Office has had contact (including both visitors to the Office and individuals contacted to seek additional information or guidance).

The [International Ombudsman Association](#) (IOA) recommends tracking and reporting the number of issues discussed with the Ombuds rather than the number of visitors, groups of visitors or total individuals contacted, citing greater reliability in categorizing and reporting issues. To that end, this Annual Report provides a detailed tally of the issues discussed with the MCW Ombuds Office according to the recommended reporting categories established by the IOA.

The Annual Report in Context

As described in MCW Corporate Policy, the Ombuds Office serves as an information and communication resource, consultant, and catalyst for institutional change for MCW. The Office provides feedback to MCW when trends, patterns, policies or procedures of the organization generate concerns or conflicts. As an informal and confidential resource, the Ombuds Office may become aware of concerns that would not otherwise surface elsewhere; these issues often involve conflict in some form and are usually many-sided. It is with this in mind that we emphasize that the trends identified in the Annual Report are not intended to represent whole truths about complex issues within MCW, nor are they raised to criticize or assign fault. This Report is intended to inform the organization, as the concerns raised through the Ombuds Office may provide additional points of view for institutional review, learning, and action.

Visitor Information

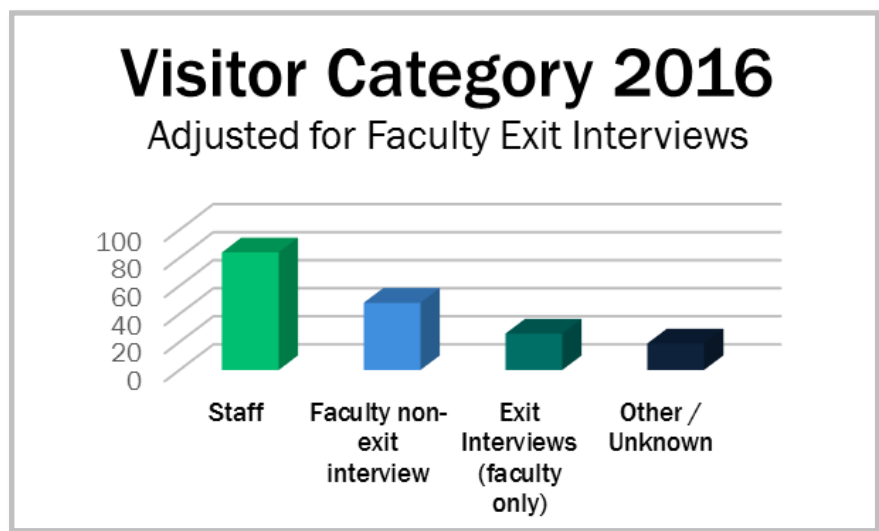
From January 1 to December 31, 2016, MCW’s Ombuds Office logged 177 initial visits by single individuals or groups of individuals. Repeat visits by individuals/groups for the same issues are not counted in the number reported above, and the numbers do not include individuals or offices consulted by the Ombuds as a result of discussions with visitors to the Office.

Of the 177 initial visits in 2016, 84 (47%) were by staff, 74 (42%) were by faculty, and 19 (11%) were by postdoctoral fellows, “other” or unknown visitors. Visitors/visitor groups to the Ombuds were employed in MCW clinical departments (56.5%), administrative units (16.9%), centers/institutes (11.9%) and basic science departments (2.3%). In addition, 12.4% of visitors worked in “other” or unknown departments.

The visits noted above also included 26 exit interviews with faculty. Exit interviews

are offered to faculty who are retiring, have elected to leave for career advancement or personal reasons, or have not had their MCW contracts extended. In 2016, exit interviews comprised 35% of the visits by faculty and 14.7% of total visits to the Ombuds Office.

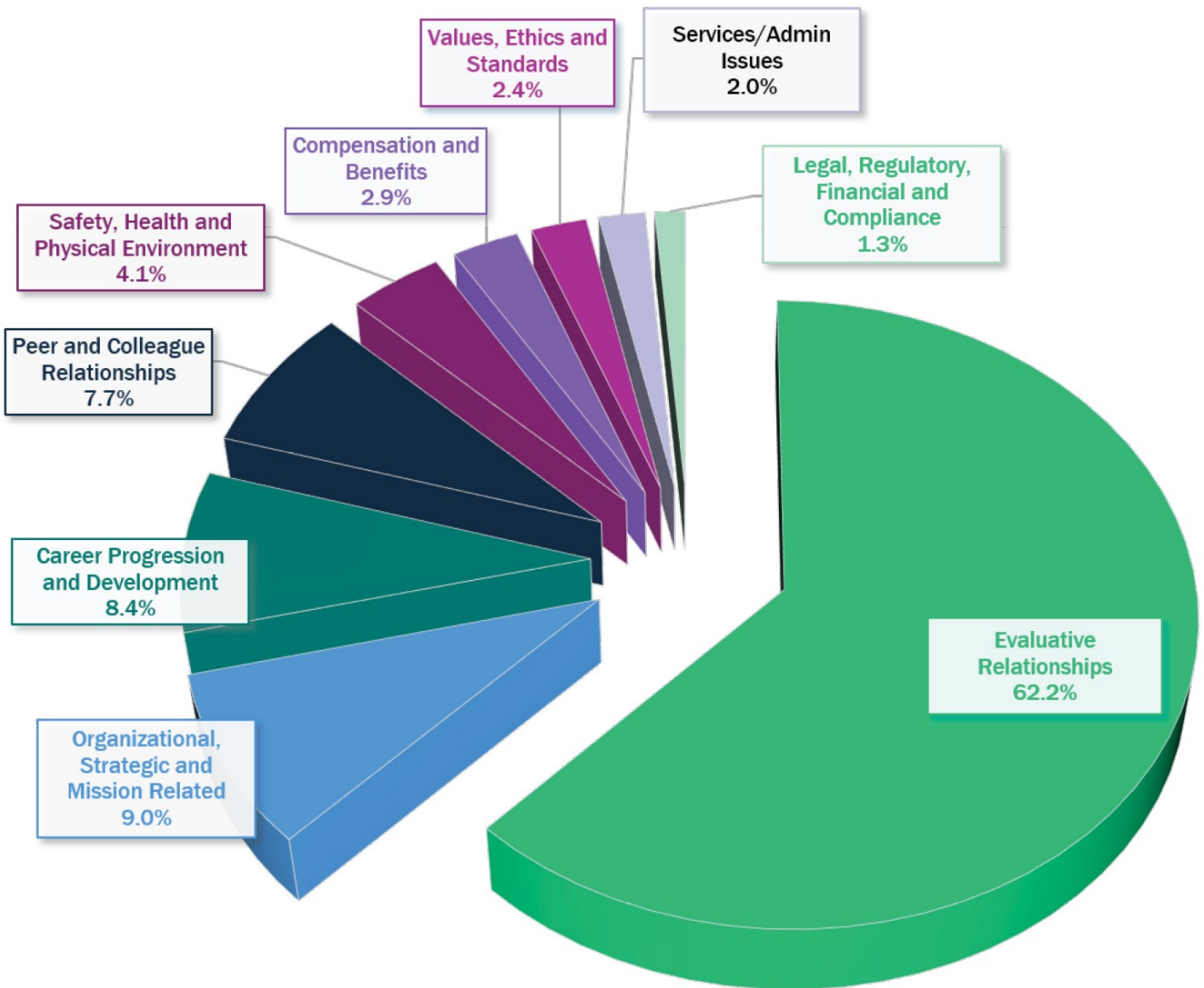
The issues and/or concerns raised by visitors to the MCW Ombuds Office in 2016 are detailed in Chart 1 on page six and in the International Ombudsman Association Category Table included in the Appendix. The most common concerns individuals presented to the Office were related to their “evaluative relationships” – that is, relationships with either supervisors or supervisees. The second-most common category of issues was “organizational, strategic and mission-related” concerns. As in 2015, the majority of such concerns in 2016 related to organizational climate and to leadership decision-making; these concerns have surfaced in the context of recent organizational expansion, continued external pressures on funding, and a continually evolving healthcare landscape. A third area of concern for visitors involved “career progression and development,” which includes issues regarding employee advancement, termination, nonrenewal and resignation. Since 2014, however, this category of concern has decreased among visitors to the Ombuds Office (see Five-Year Trends on page nine).



The MCW Ombuds Office plays an important role in identifying patterns, trends or systemic issues. These are issues of concern, usually raised by multiple visitors on multiple occasions, which could influence the institutional environment for staff and/or faculty. On pages seven and eight, we provide a brief description of these systemic issues which have been, or will be, addressed

with MCW leadership. In addition to the issues described here, as in past years, the MCW Ombuds have discussed a number of department-specific issues with MCW leadership, while preserving the confidentiality required by our Office.

Chart 1
Issues/Concerns Raised by Ombuds Visitors
 (By Category and Percentage)
 January 1 to December 31, 2016



Systemic Issues and Concerns Identified by Visitors to the MCW Ombuds Office

January 1 to December 31, 2016

Workplace Culture

- Evaluative relationships remain the most frequent visitor concern to the MCW Ombuds Office. This trend is consistent with that of most organizational Ombuds Offices, as any relationship that involves a power difference can be stressful and may lead to conflict.
- Communication, respect, trust, and retaliation concerns are the most common issues raised with the Ombuds Office, and most often arise between employees and their leaders. A number of factors appear to contribute to this trend, including:
 - communication limitations (listening and expression) of one or both parties
 - actual or perceived overwork and burnout of one or both parties that leads to impatience, irritability and conflict
 - power differences that are, or are perceived to be, misused
 - actual or perceived “upward” disrespect, directed from an employee to her/his supervisor or leader, which may prompt or reinforce unprofessional behavior

- Bystanders to disrespectful treatment suffer in morale, productivity, and engagement with their work if they believe the treatment is not being meaningfully addressed by leadership in their respective departments.
- Departments and divisions maintain unique workplace cultures that vary widely across the institution, which may influence whether or how workplace concerns are addressed.
- Visitors to the Ombuds Office often express their pride in working for MCW and express concerns about how to handle experiences that are not consistent with their positive view of the institution and its missions.

Change Management

- The organization is perceived to be adopting an increasingly “corporate culture” in which decision making is centralized.
- Financial pressures, along with associated administrative and clinical changes, can negatively affect employees’ natural motivations for clinical service, education, research and community engagement.
- A lack of transparency about how and why decisions are made at departmental or working group levels can contribute to misunderstandings and lead to mistaken assumptions by employees – ultimately impacting engagement and morale.

Not sure where to go next?

- * Confidential
- * Independent
- * Informal
- * Neutral

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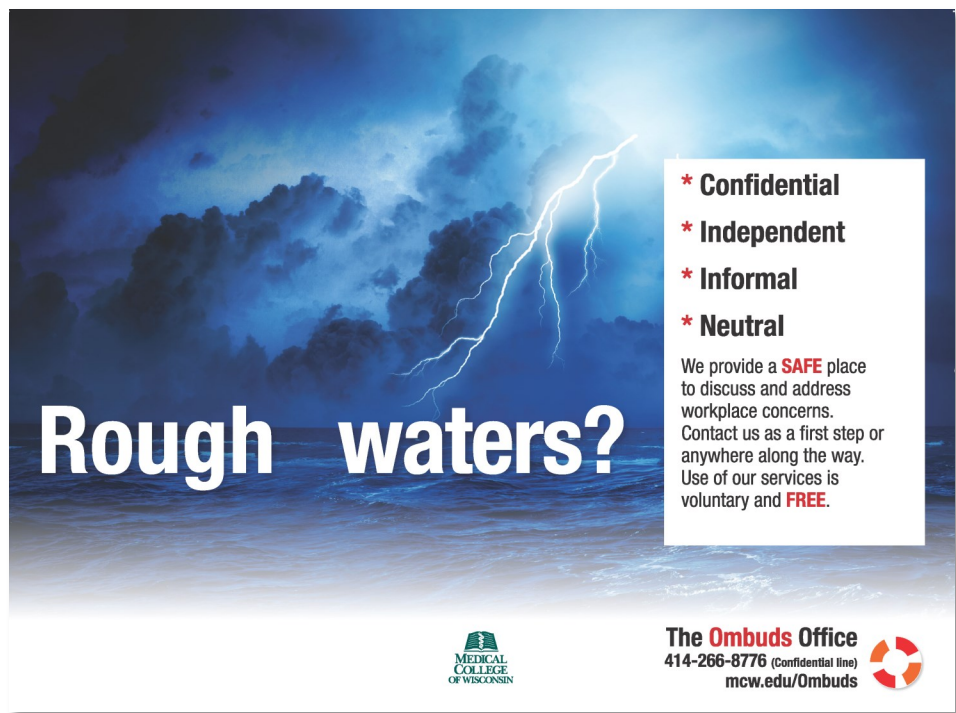
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Administration

- Limited opportunities for staff and faculty to provide feedback regarding the performance of their supervisors and leaders, without fear of retaliation, may allow negative behaviors to continue unaddressed.
- Some visitors perceive that information related to departmental and central leadership decision-making may be communicated in an incomplete or biased manner so as to favor a desired outcome. This pattern has raised concerns that leaders may make decisions with incomplete or one-sided, rather than objective, information.
- Training for role-specific duties and communication regarding position expectations varies widely across positions, supervisors and working groups. Incomplete training and onboarding regarding position-specific roles and responsibilities impacts employee engagement as well as both voluntary and involuntary turnover.

Feedback from Exit Interviews

- Retirees would like a more comprehensive “off-boarding” process, including more information regarding Medicare, Social Security, MCW computer access, opportunities to stay connected with MCW, and personal counseling with the retirement planning service provider.



Rough waters?

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MEDICAL COLLEGE OF WISCONSIN

- Retirees, particularly those with long tenures at MCW, often feel undervalued at the point of retirement.
- Early succession planning does not occur with consistency across the institution, whether the result of retirement or planned departures.
- Organizational partnerships with other institutions can create confusion for employees about their reporting structure and appropriate avenues for raising concerns.
- Promotion of leaders without previous leadership experience and/or training greatly impacts morale in various departments.
- Visitors shared concerns that clinical practice is of greater priority than research in some departments and that clinical productivity pressures contribute to burnout among faculty clinical providers.

Five-Year Trends: November 2011 - December 31, 2016

The five-year anniversary for the Ombuds Office affords us the opportunity to review the concerns raised by our visitors across each of the International Ombudsman Association categories presented to the Office over this extended period. This section is not intended to be an exhaustive analysis of the trends over the past five years; instead, it is included in this Report to highlight the evolution of certain issues over time. Charts 2 and 3 on page 11 graph the concerns over time.

Number of Visitors

Ombuds Offices typically serve between one and five percent of their constituents. Our Office has held steadily in this range over these last five years, meeting with between 2.4% and 3.4% of faculty, staff and postdoctoral fellows each year. Chart 4 on page 12 illustrates the number of visitors from each category during this time.

Compensation and Benefits

Compensation and benefits concerns among visitors to the Ombuds Office tend to mirror organizational changes and initiatives influenced by institutional financial pressures, legal requirements, and leadership decisions.

Evaluative Relationships

Concerns relating to evaluative relationships represent an increasing majority of issues raised with the Ombuds Office. It is unclear whether this increase indicates that troubles in evaluative relationships are increasing organizationally and/or whether individuals are increasingly aware of the Ombuds Office as a potential resource for these concerns. Most often, concerns with evaluative relationships center around communication, respect, trust and fears about retaliation. Importantly, this issue is not

unique to MCW; surveys and recent studies indicate increased reports of disrespectful behavior in the workplace nationwide¹. MCW has taken steps to address concerns regarding respect, civility and communication in the workplace, including increased recognition and rewards for employees, convening a Professionalism Enrichment Task Force and establishing a Professionalism Conduct Policy that applies uniformly to all employees.

Assignment and schedule concerns have increased over time. This shift may be further reflected in increased concerns among employees about work related stress and burnout.

Concerns regarding departmental climate have decreased over time, possibly reflecting increased resources being devoted to developing leaders across the institution.

Peer and Colleague Relationships

The frequency and nature of concerns in this category has remained relatively steady over time.

Career Progression and Development

Concerns regarding job application, selection, and recruitment processes have increased slightly over time. These concerns relate to various issues and do not center on a single theme.

Concerns regarding career progression and career development decreased between 2014 and 2016. EMERGE, a formal performance evaluation and goal setting system, and the Career Lattice, a career development tool, are MCW resources related to this category.

See Who strikes back? A daily investigation of when and why incivility begets incivility. Rosen, Christopher C.; Koopman, Joel; Gabriel, Allison S.; Johnson, Russell E. *Journal of Applied Psychology*, Vol 101(11), Nov 2016, 1620-1634., "No Time to Be Nice at Work," *New York Times*, 21 June 2015, http://www.nytimes.com/2015/06/21/opinion/sunday/is-your-boss-mean.html?_r=0, The Cost of Bad Behavior—How Incivility Damages Your Business And What You Can Do about It by Christine Pearson and Christine Porath (Penguin: Portfolio, 2009).

Legal, Regulatory, Financial and Compliance

In general, there has been a decline in this category as a percentage of total concerns presented to the Ombuds Office; however, the number of discrimination concerns increased from two in 2012 to six in 2015, and then to seven in 2016.

Safety, Health and Physical Environment

While reports of concerns in this overall category have been low, concerns about workplace stress and work/life balance have increased steadily since 2013, with another increase between 2015 and 2016. In 2016, 23% of the visitors to the Ombuds Office, including staff, faculty and postdoctoral fellows, identified concerns related to workplace stress and work/life balance.

Services/Administrative Issues

No identified trends in this category.

Organizational, Strategic and Mission-Related

The 2015 increase in concerns related to leadership and management decisions, as well as to organizational climate, held steady in 2016. These concerns arose in the contexts of continued external pressures on funding, a continually evolving healthcare landscape and organizational expansion, including the Regional Campus expansion and the establishment of the School of Pharmacy.

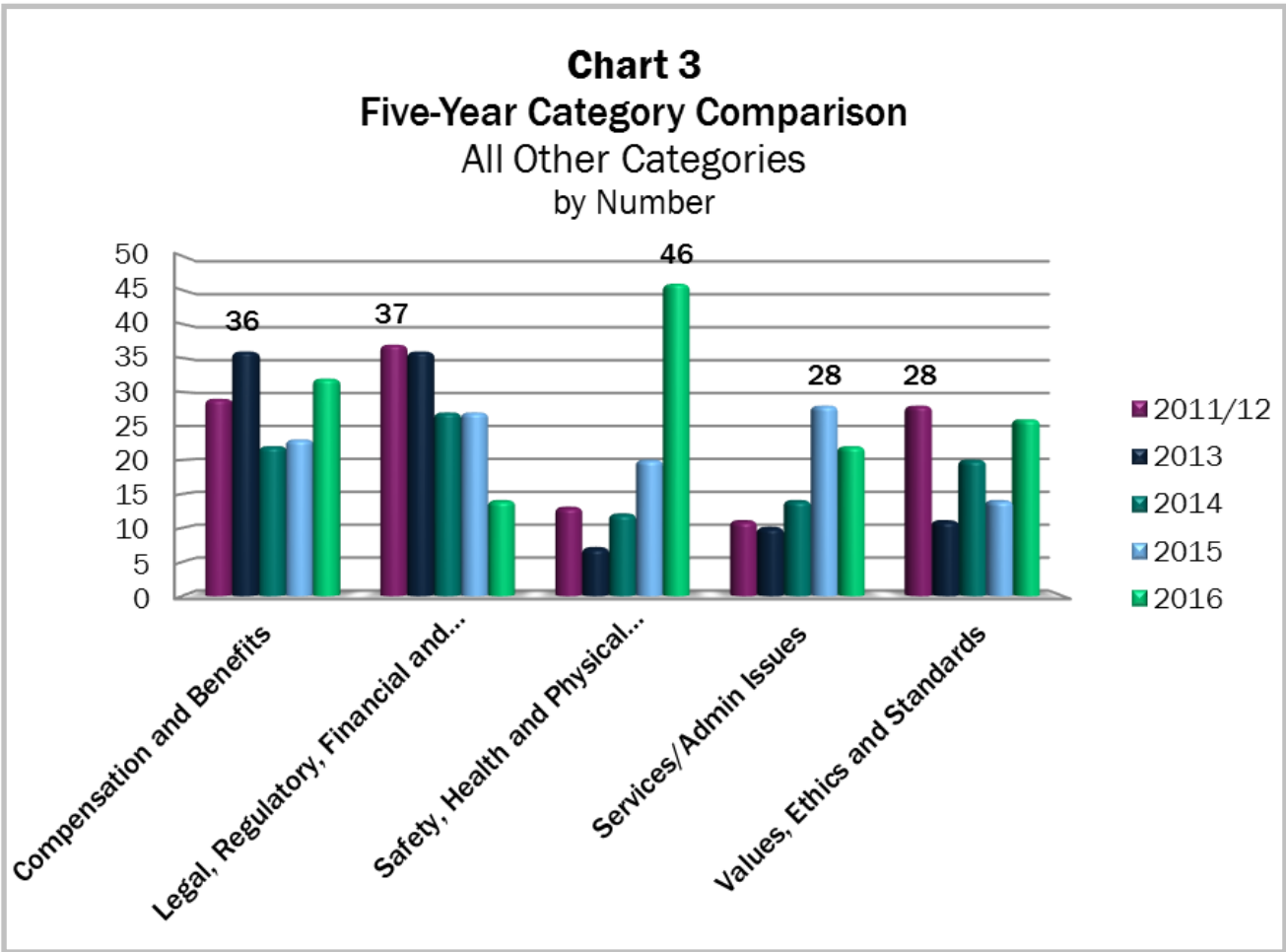
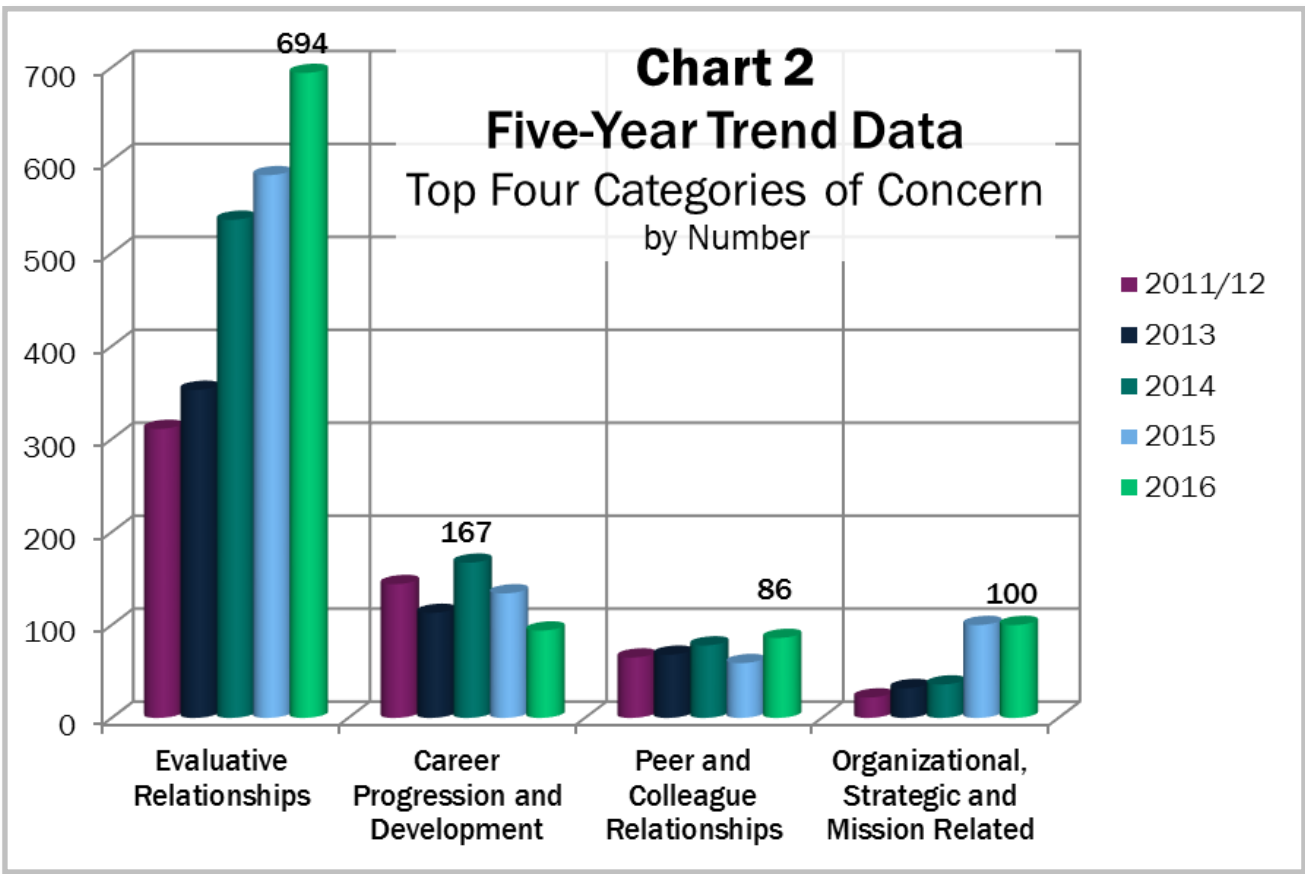
Values, Ethics and Standards

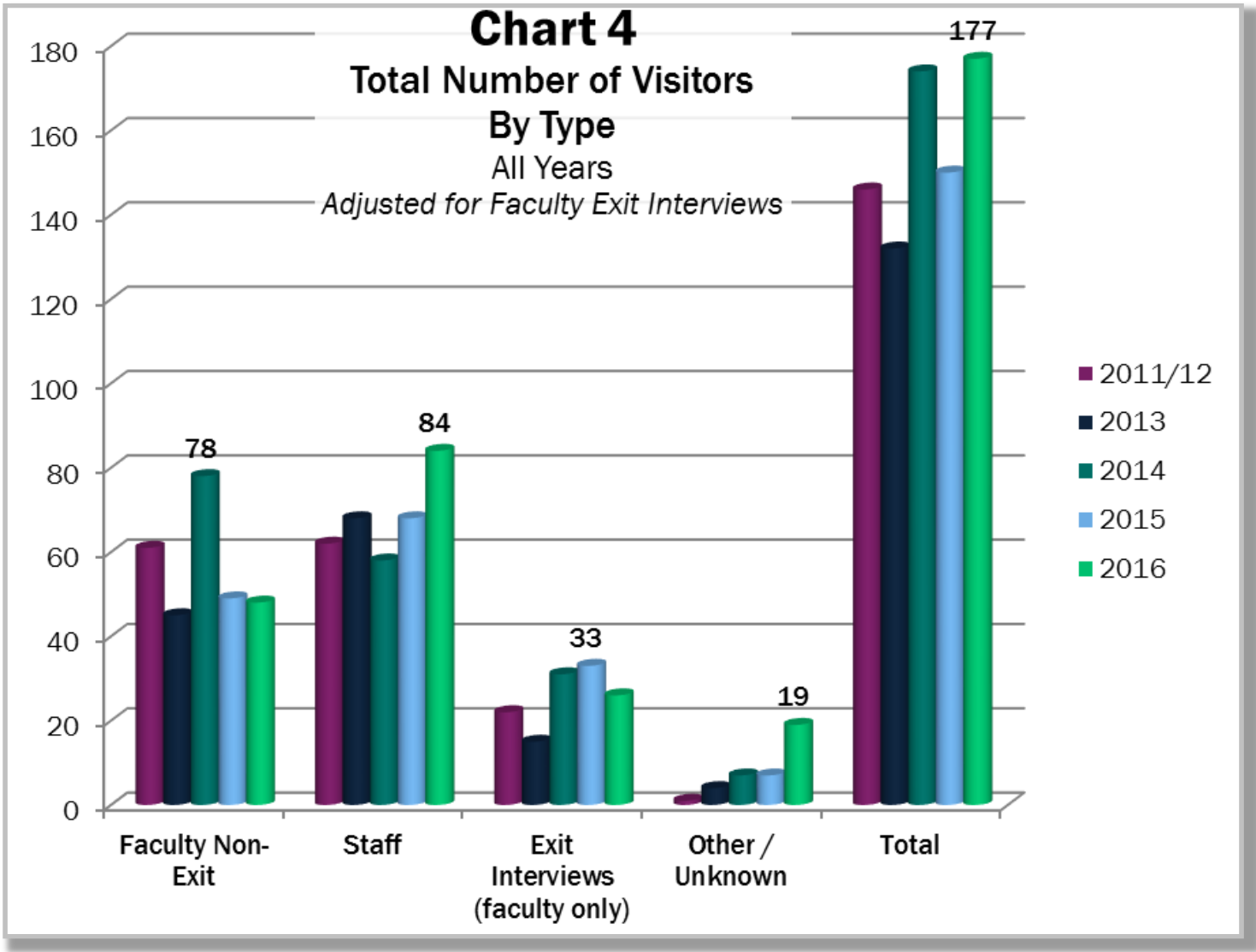
No identified trends in this category.

Enduring Trends

Some systemic issues have been recurrent themes throughout the past five years. The following items were reported as systemic issues in three or more Annual Reports between the calendar years 2012-2016:

- wide variation in morale between departments and wide variation across departments in their approach to communication about MCW and departmental issues and changes.
- concerns regarding disrespect, intimidation and hostility.
- concerns regarding performance evaluation issues, particularly the use of EMERGE and perceived inconsistencies with processes related to performance improvement.
- concerns regarding the emphasis on clinical productivity at the expense of other institutional missions.
- fear of retaliation for raising concerns within a department, to leadership, or for visiting the Ombuds Office.
- retiring faculty and staff requesting a more formal “off-boarding” process, including a checklist of what needs to be done for Medicare, Social Security, MCW account access, data files, etc.
- retirees, particularly those with a long relationship with MCW, report feeling undervalued and would like more information about how to stay connected with MCW.





In addition to the data presented in this Report and the following appendix, Five-Year Comparison Data is available on the MCW Ombuds Office website.

Appendix
INTERNATIONAL OMBUDSMAN ASSOCIATION
Reporting Categories
2016

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

Category	Number of Questions, Concerns, Issues or Inquiries	Percent
1 Compensation & Benefits Questions, concerns, issues or inquiries about the equity, appropriateness and competitiveness of employee compensation, benefits and other benefit programs.	32	2.9%
Sub-total	32	2.9%
1.a Compensation (rate of pay, salary amount, job salary classification/level)	10	31%
1.b Payroll (administration of pay, check wrong or delayed)	1	3%
1.c Benefits (decisions related to medical, dental, life, vacation/sick leave, education, worker's compensation insurance, etc.)	16	50%
1.d Retirement, Pension (eligibility, calculation of amount, retirement pension benefits)	3	9%
1.e Other (any other employee compensation or benefit not described by the above categories) Please specify below: Other 1: not defined Other 2: Other 3:(add additional rows, if necessary)	2	6%
2 Evaluative Relationships Questions, concerns, issues or inquiries arising between people in evaluative relationships (i.e. supervisor-employee, faculty-student.)	694	62.2%
Sub-total	694	62.2%
2.a Priorities, Values, Beliefs (differences about what should be considered important - or most important – often rooted in ethical or moral beliefs)	18	3%
2.b Respect, Treatment (demonstrations of inappropriate behavior, disregard for people, rudeness, crudeness, etc.)	95	14%
2.c Trust, Integrity (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)	80	12%
2.d Reputation (possible impact of rumors and/or gossip about professional or personal matters)	26	4%

2.e	Communication (quality and/or quantity of communication)	96	14%
2.f	Bullying, Mobbing (abusive, threatening, and/or coercive behaviors)	17	2%
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)	9	1%
2.h	Retaliation (punitive behaviors for previous actions or comments, whistleblower)	50	7%
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)	52	7%
2.k	Feedback (feedback or recognition given, or responses to feedback received)	29	4%
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)	6	1%
2.m	Performance Appraisal/Grading (job/academic performance in formal or informal evaluation)	25	4%
2.n	Departmental Climate (prevailing behaviors, norms, or attitudes within a department for which supervisors or faculty have responsibility)	83	12%
2.o	Supervisory Effectiveness (management of department or classroom, failure to address issues)	60	9%
2.p	Insubordination (refusal to do what is asked)	0	0%
2.q	Discipline (appropriateness, timeliness, requirements, alternatives, or options for responding)	12	2%
2.r	Equity of Treatment (favoritism, one or more individuals receive preferential treatment)	33	5%
2.s	Other (any other evaluative relationship not described by the above categories) Please specify below:	3	0%
	Other 1: lying	2	
	Other 2: not defined	1	
	Other 3:(add additional rows, if necessary)		

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

86

7.7%

3.a	Priorities, Values, Beliefs (differences about what should be considered important - or most important – often rooted in ethical or moral beliefs)	5	6%
3.b	Respect, Treatment (demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.)	21	24%
3.c	Trust, Integrity (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)	14	16%
3.d	Reputation (possible impact of rumors and/or gossip about professional or personal matters)	8	9%
3.e	Communication (quality and/or quantity of communication)	13	15%
3.f	Bullying, Mobbing (abusive, threatening, and/or coercive behaviors)	8	9%
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)	3	3%
3.h	Retaliation (punitive behaviors for previous actions or comments, whistleblower)	9	10%
3.i	Physical Violence (actual or threats of bodily harm to another)	1	1%
3.j	Other (any peer or colleague relationship not described by the above categories) Please specify below: Other 1: not defined Other 2: Other 3:(add additional rows, if necessary)	4	5%

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	94	8.4%
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)	11	12%	
4.b	Job Classification and Description (changes or disagreements over requirements of assignment, appropriate tasks)	10	11%	
4.c	Involuntary Transfer, Change of Assignment (notice, selection and special dislocation rights/benefits, removal from prior duties, unrequested change of work tasks)	1	1%	
4.d	Tenure-Position Security, Ambiguity (security of position or contract, provision of secure contractual categories), Career Progression (Promotion, Reappointment, or Tenure)	2	2%	
4.e	Career Progression (promotion, reappointment, or tenure)	26	28%	
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 places/duties/roles)	4	4%	
4.g	Resignation (concerns about whether or how to voluntarily terminate employment or how such a decision might be communicated appropriately)	2	2%	
4.h	Termination/Non-Renewal (end of contract, non-renewal of contract, disputed permanent separation from organization)	6	6%	
4.i	Re-employment of Former or Retired Staff (loss of competitive advantages associated with re-hiring retired staff, favoritism)	3	3%	
4.j	Position Elimination (elimination or abolition of an individual's position)	2	2%	
4.k	Career Development/Coaching/Mentoring (classroom, on-the-job, and varied assignments as training and developmental opportunities)	21	22%	
4.l	Other (any other issues linked to recruitment, assignment, job security or separation not described by the above categories) Please specify below:	6	6%	
	Other 1: short staffed	1		
	Other 2: not defined	4		
	Other 3: onboarding/training	1		

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.

Sub-total **14** **1.3%**

5.a	Criminal Activity (threats or crimes planned, observed, or experienced, fraud)	1	7%
5.b	Business and Financial Practices (inappropriate actions that abuse or waste organizational finances, facilities or equipment)	2	14%
5.c	Harassment (unwelcome physical, verbal, written, e-mail, audio, video, psychological or sexual conduct that creates a hostile or intimidating environment)	1	7%
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.]	7	50%
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)	0	0%
5.f	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)	2	14%
5.i	5.i. Property Damage (personal property damage, liabilities)	0	
5.j	Other (any other legal, financial and compliance issue not described by the above categories) Please specify below: Other 1: not defined Other 2: Other 3:(add additional rows, if necessary)	1	7%
		1	

6 Safety, Health, and Physical Environment Questions, concerns, issues or inquiries about Safety, Health and Infrastructure-related issues.

Sub-total **46** **4.1%**

6.a	Safety (physical safety, injury, medical evacuation, meeting federal and state requirements for safety training and equipment)	0	0%
6.b	Physical Working/Living Conditions (temperature, odors, noise, available space, lighting, etc)	1	2%
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 or natural emergency)	0	0%
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)	41	89%
6.j	Other (any safety, health, or physical environment issue not described by the above categories) Please specify below: Other 1: Patient care concerns Other 2: not defined Other 3:(add additional rows, if necessary)	4	9%
		3	
		1	

7 Services/Administrative Issues Questions, concerns, issues or inquiries about services or administrative offices including from external parties.

Sub-total

22

2.0%

7.a	Quality of Services (how well services were provided, accuracy or thoroughness of information, competence, etc.)	2	9%
7.b	Responsiveness, Timeliness (time involved in getting a response or return call or about the time for a complete response to be provided)	5	23%
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.)	9	41%
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)	5	23%
7.e	Other (any services or administrative issue not described by the above categories) Please specify below: Other 1: not defined Other 2: Other 3:(add additional rows, if necessary)	1	5%
		1	

8 Organizational, Strategic, and Mission Related Questions, concerns, issues or inquiries that relate to the whole or some part of an organization.

	Sub-total	100	9.0%
8.a Strategic and Mission-Related, Strategic and Technical Management (principles, decisions and actions related to where and how the organization is moving)		5	5%
8.b Leadership and Management (quality/capacity of management and/or management/leadership decisions, suggested training, reassignments and reorganizations)		19	19%
8.c Use of Positional Power, Authority (lack or abuse of power provided by individual's position)		13	13%
8.d Communication (content, style, timing, effects and amount of organizational and leader's communication, quality of communication about strategic issues)		8	8%
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)		2	2%
8.f Organizational Climate (issues related to organizational morale and/or capacity for functioning)		22	22%
8.g Change Management (making, responding or adapting to organizational changes, quality of leadership in facilitating organizational change)		8	8%
8.h Priority Setting and/or Funding (disputes about setting organizational/departmental priorities and/or allocation of funding within programs)		13	13%
8.i Data, Methodology, Interpretation of Results (scientific disputes about the conduct, outcomes and interpretation of studies and resulting data for policy)		0	0%
8.j Interdepartment, Interorganization Work, Territory (disputes about which department/organization should be doing what/taking the lead)		8	8%
8.k Other (any organizational issue not described by the above categories) Please specify below:		2	2%
Other 1: Limited research infrastructure		1	
Other 2: not defined		1	
Other 3:(add additional rows, if necessary)			

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	27	2.4%
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)		11	41%

9.b	Values and Culture (questions, concerns or issues about the values or culture of the organization)	10	37%
9.c	Scientific Conduct, Integrity (scientific or research misconduct or misdemeanors, e.g., authorship; falsification of results)	3	11%
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)	1	
9.e	Other (Other policy, procedure, ethics or standards issues not described in the above categories) Please specify below: Other 1: Not following procedures and timelines Other 2: not defined Other 3:(add additional rows, if necessary)	2	7%
		1	
		1	
TOTAL		1115	

Location and Directions to the Ombuds Office

Curative Care Network, Room 2512
1000 N. 92nd Street
Milwaukee, WI 53226

The MCW Ombuds Office is located on the second floor of Curative Care Network.

We recommend parking in the West Visitor Parking Lot and entering via the West (Main) Entrance.

- Take the right set of elevators to the 2nd floor and turn left upon exiting
- Turn right, past the Injury Research Center, then turn left and proceed down the hallway
- The Ombuds Office (Room 2512) is on your right

The Ombuds Office
414-266-8776 (Confidential line)
mcw.edu/Ombuds

