

Medical College of Wisconsin Office of the Ombuds

Annual Report to Faculty and Staff

January 1 to December 31, 2017

The **Ombuds** Office

414-266-8776 (Confidential line)

mcw.edu/Ombuds



Message from the Ombuds

It is a pleasure to share the sixth Annual Report from the Medical College of Wisconsin (MCW) Ombuds Office. It is an honor 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 and recognize that our effectiveness is due largely to those who voluntarily contact the Office, as well as to the individuals and groups who willingly participate in efforts to address the 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. This year's report includes a summary of the data collected through the Ombuds Office Visitor Survey as well as information on outreach efforts by the 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. You may share your feedback by contacting us directly or by completing our anonymous [Ombuds Office Experience Survey](#). Thank you for the opportunity to serve the MCW community.

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 sixth 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 the 2017 calendar year, and includes a comparison chart and a trend overview for the years 2011-2017. Past annual reports are available through the [MCW Ombuds Office webpage](#).

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 if 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 receive official 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 witnesses in administrative or legal proceedings
- 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 straight-forward 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. More complicated issues 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.

The Ombuds work with visitors to identify goals, develop options and discuss pros and cons. The Ombuds may provide information regarding policies and procedures, coaching or other interventions as deemed appropriate in any given circumstance. The Ombuds Office also is charged

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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with identifying and reporting trends and emerging issues to MCW leadership, while maintaining the confidentiality of individual visitors.

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 at 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. The concerns raised through the Ombuds Office may provide additional points of view for institutional review, learning and action.

Ombuds Office Reporting

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. A full list of the IOA categories and data for 2017 is included in Appendix 1.

Visitor Information

From January 1 to December 31, 2017, MCW’s Ombuds Office logged 174 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 174 initial visits in 2017, 99 (56.9%) were by staff, 62 (35.6%) were by faculty, and 13 (7.5%) were by post-doctoral fellows, “other” or unknown visitors. Visitors/visitor groups to the Ombuds were employed in MCW clinical departments (59.2%), administrative units (16%), centers/institutes (13.2%) and basic science departments (5.8%). In addition, 5.8% of visitors worked in “other” or unknown departments.

These visits also included 18 exit interviews with faculty and four exit interviews with staff. 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. Staff exit interviews are conducted at the request of the departing staff member. In 2017, exit interviews comprised 10.3% of the visits by faculty, 2.3% of the visits by staff and 12.6% of total visits to the Ombuds Office.

Overview of Concerns

During the 2017 calendar year, 1,142 concerns were raised by visitors to the Ombuds Office, as categorized by the IOA. These issues and/or concerns are detailed in Figure 1 on page six and in the International Ombudsman Association Category Table included in Appendix 1. Figures reflecting 2011-2017 historical trends of the IOA categories of concern are included in Appendix 2.

As in past years, “Evaluative Relationship” concerns were the most common issues presented to the Office, comprising more than 58% of all issues reported in 2017. This category reflects concern regarding relationships with either supervisors or supervisees. Within this category, issues related to communication, respect, departmental climate and trust were most often

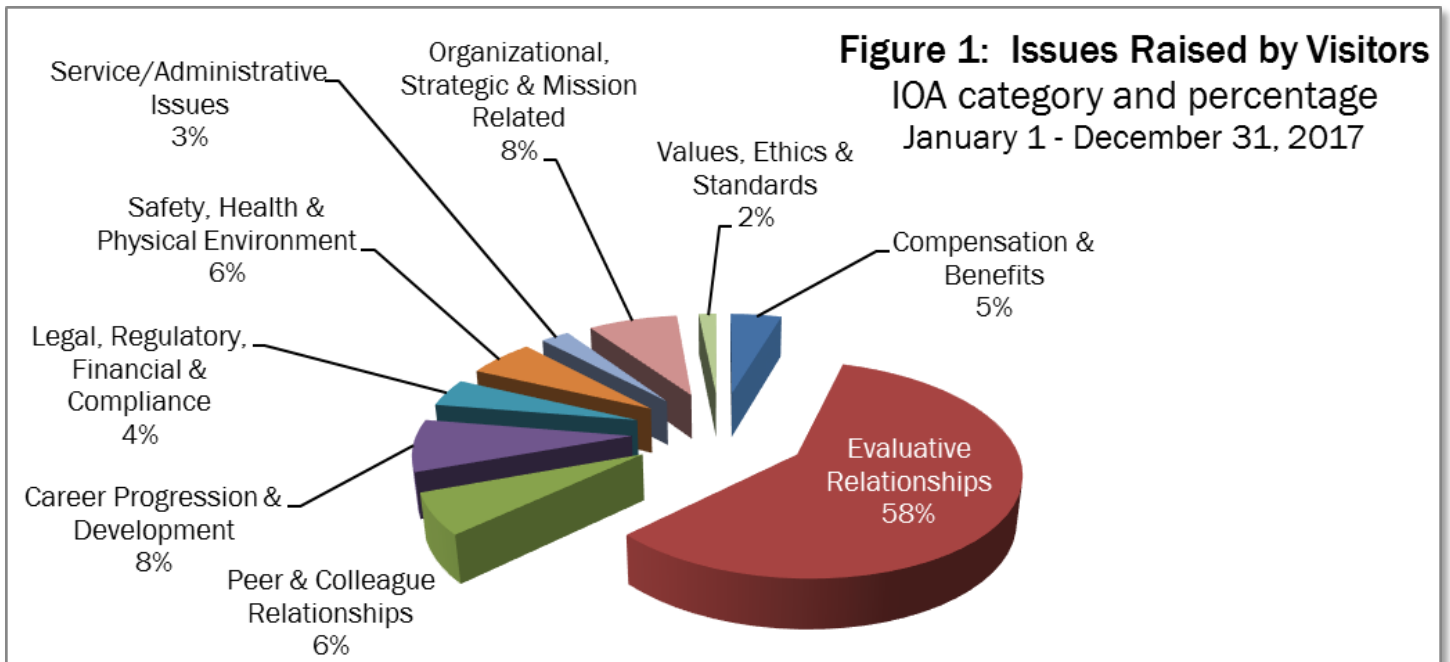


cited. There was a slight increase in the number of reported evaluative relationship concerns related to diversity issues compared with 2016 and 2015, though the number is lower than what was reported in 2013 and 2014. There were more substantial increases in the number of concerns regarding discipline and equity of treatment. Though only slightly higher than 2016, concerns regarding communication and fear of retaliation were at the highest levels reported in those sub-categories since the Ombuds Office was established.

The second-most common category of issues raised was “Career Progression and Development” (representing 8.14% of total concerns), the majority of which related to promotion, reappointment or tenure, and to career development, coaching and mentoring. The “Organizational, Strategic, and Mission Related” category represented 7.79% of total concerns. Of note in this category, organizational climate and leadership concerns decreased when compared with 2015 and 2016, while concerns

related to inter-department and inter-organization work increased to the highest levels reported in the six-year history of the Ombuds Office. Concerns in this area relate to work across departmental and/or organizational boundaries, potentially reflecting differences in organizational culture, policy and practice. Strategic and mission-related concerns also increased somewhat over the previous year, back to 2015 levels.

Several other categories are worth noting. Reports of work related stress and work life balance issues under the “Safety, Health and Physical Safety” category are at the highest levels reported in the history of the Ombuds Office. This is the fourth most frequent concern reported, with 31.6% of visitors to the Office describing concerns in this area. Also of note, reported concerns with discrimination increased from seven in 2016 (0.6% of total visitors) to 17 in 2017 (1.5% of total visitors). "Legal, Regulatory, Financial and Compliance" concerns are 4% of the total concerns raised through the Ombuds Office.



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

January 1 to December 31, 2017

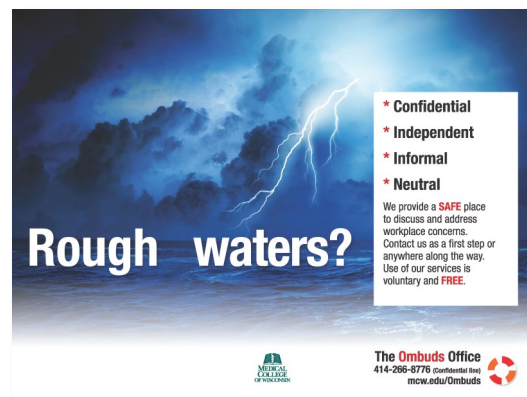
In addition to the categories of concern outlined above, themes emerge over time among the issues raised with the Ombuds Office. These are matters of concern, usually raised by multiple visitors on multiple occasions, which may reflect trends in the institutional environment. The following information provides a brief description of the themes 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.

Workplace Culture

- Many visitors to the Ombuds Office express pride in working for MCW, finding great meaning in and commitment to its missions. These individuals meet with the Ombuds Office to provide feedback to the institution about matters they perceive to be inconsistent with the values of an academic health care organization.
- Evaluative relationships remain the most frequent visitor concern to the MCW Ombuds Office. This trend is consistent with most other organizational ombuds offices, as any relationship that involves a power imbalance 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:

- The approach to the staff corrective action process varies significantly across departments, supervisors, and positions. As would be expected, supervisors and leaders show a natural variation in their style of coaching and correcting employee performance concerns. The attitude and intent with which coaching and corrective action are applied can significantly impact morale and engagement.
- Incomplete training in role specific duties may lessen employee performance, morale, and retention. While centralized MCW onboarding processes orient employees to the institution, the depth and breadth of role specific training varies significantly across departments, supervisors, and positions.
- Visitors who present with concerns about communication and respect in the workplace are often not aware of the [MCW Professional Conduct Policy \(AD.CC.060\)](#). Some visitors have expressed concerns regarding the uniform application of professional conduct standards, particularly as related to status and role in the institution.
- Employees, supervisors and leaders vary in their knowledge about their responsibilities and limitations in relation to the [Family Medical Leave Act \(FMLA\)](#).



Administration

- Visitors to the Ombuds Office continue to raise concerns regarding a lack of opportunity to provide meaningful, anonymous feedback about their supervisor or leader's work without fear of repercussions. Employees who have provided feedback in relation to leaders with perceived, significant institutional authority or value are often doubtful that their feedback has had any effect.



Not sure where to go next?

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- Visitors express concern that, in the absence of surrounding checks and balances on leader authority, troubling behaviors may continue unchallenged.
- Visitors are often uncertain about the authority and role of Human Resources regarding employee relations concerns.
- Departments vary in their process regarding the faculty and staff exit process. Departing (non-retiring) faculty are at times unsure about their off-boarding responsibilities as they leave the institution.
- Departments vary widely in their application of the EMERGE process to employee development, feedback, and performance improvement.
 - Some perceive that EMERGE is better suited for goal setting and evaluation of roles in a clinical setting than for roles that are non-clinical in nature.
 - While some departments offer the opportunity for employees to provide leader feedback via EMERGE, some visitors report a fear of repercussions for providing honest responses.

Change Management

- Open communication about the rationale for change and its process, along with responsive listening to feedback about its effects varies between departments and can significantly influence morale and engagement during times of change.
- Regional campuses are developing processes and cultures that are different from the Milwaukee campus, and some policies and procedures that work in the larger institution are less effective on the regional campus level. Grassroots development in a smaller scale setting may contribute to these differences.

Ombuds Office Visitor Experience Survey

In January 2017, the Ombuds Office launched its first Visitor Experience Survey. The anonymous survey was announced via email to all MCW faculty, staff and postdoctoral fellows. The survey link also was added to the Ombuds Office website and accompanied the email signature of all outgoing messages sent from Ombuds Office staff. Hard copies were provided to visitors who were seen in the Ombuds Office, with stamped self-addressed envelopes for anonymous return. An email reminder with an embedded link to the survey was distributed in November 2017.

During the 2017 calendar year, 112 responses to the survey were received. Fifty-eight were from individuals who had been visitors to the Ombuds

Office since its inception in 2011, 22 were from concerned employees who have not had contact with the Ombuds Office, seven were from participants/listeners in Ombuds presentations, six were from participants in facilitated conversations, four were from employees who had contact with an Ombuds at an employee event (e.g., New Employee Welcome Session), and 15 were from “other.”

Most individual items on the survey were rated on a five-point scale, ranging from "Strongly Agree" to "Strongly Disagree." A summary of survey items and response data is follows:

Question (# Visitors Only / # All Respondents)	% Strongly Agree or Agree Visitors Only	% Strongly Agree or Agree All Respondents
The Assistant to the Ombuds was professional, courteous and respectful (60/78).	98.33	97.44
I was able to speak with an Ombuds in a reasonable amount of time (63/81).	100.00	98.76
I felt comfortable discussing my issues with the Ombuds (64/86).	96.87	90.69
There was enough time to discuss my situation (64/81).	98.44	97.53
The Ombuds Office is a safe, informal and confidential resource (64/95).	92.19	83.16
The Ombuds was fair and neutral (62/84).	93.54	89.29
I was given adequate, relevant and accurate information which helped me to understand and evaluate the options available to me to address my concerns (64/83).	79.69	77.11
Through my interactions with the Ombuds Office, I developed skills or learned approaches that might help me resolve future problems (60/77).	60.00	62.34
Overall, I am satisfied with the assistance I received from the Ombuds Office (63/84).	77.77	76.19
I would refer others to the Ombuds Office (64/97).	89.06	84.53

How did you find out about the Ombuds Office? (112 respondents)

- Ombuds Website 31.25%
- Co-worker 18.92%
- Manager/Supervisor 6.31%
- Poster, Video Display, Table Tent 7.21%
- Other (e.g., exit interview invitation, Ombuds presentation) 36.04%

If you had not used the Ombuds Office, what would you have done? (check all that apply)

	% Visitors Only	% All Respondents
Left the organization	26.83	23.70
Not talked with anyone about the issue	17.07	14.81
Talked with my supervisor about the issue	12.20	14.81
Brought the issue to a formal channel	12.20	9.63
Not brought the issue up as quickly	10.98	10.37
Changed positions within the organization	7.32	7.41
Other (e.g., consult HR, seek legal action, ask a coworker for advice)	13.41	19.26

The survey also invited open-ended feedback regarding the services of the Ombuds Office. These responses provide valuable information about employee perspectives of the Office. This feedback was largely positive, with respondents expressing appreciation that MCW provides a confidential and informal resource for addressing their workplace concerns.

Additionally, some important themes emerged from this feedback that will inform and influence the work of the Ombuds Office going forward. These themes are described in the following section with the intent of providing information for those who may have similar questions about the work of the Ombuds Office.

Employees think very carefully before raising a concern through the Ombuds Office. Some do not visit the Office for fear that their concerns will not be kept confidential.

The credibility of the Ombuds Office hinges on people trusting in its confidentiality. While the Ombuds Office does not share any information about its visitors without their express permission, it is possible that others may ‘connect the dots’ that a visit to the Ombuds Office occurred based upon information they receive from other sources. It also may be that a visitor shared her/his conversation with the Ombuds Office with another person, and it may be this other person that shares information about the visit.

Ombuds Office staff takes confidentiality very seriously and views it as an essential foundation for the Office. However, visitors themselves are not obligated to maintain this confidentiality, and may share information regarding their visit with others, creating uncertainty about Ombuds Office standards which is not related to the operation of the Office. In no uncertain terms, the Ombuds Office itself is confidential.

“Can the Ombuds do anything about a concern?” Employees may visit with the Ombuds Office hoping for an advocate for their concern or to impact change for their immediate situation.

This feedback reflects an area in need of important outreach and education by the Ombuds Office. The Ombuds are available to listen, ask questions, identify options and surface organizational concerns. In keeping with the International Ombudsman Association (IOA) Standards of Practice, the MCW Ombuds do not advocate for any individual in the organization or for any particular outcome; rather they are advocates for good communication and fair processes. “The Ombudsman strives for impartiality, fairness and objectivity in the treatment of people and the consideration of issues.”¹

Moreover, it is beyond the scope of the Ombuds Office to determine guilt or innocence of individuals or to impose remedies or sanctions. The Ombuds do not have decision-making authority at MCW. The Ombuds must have a visitor’s permission to surface issues confidentially and anonymously so that those with the appropriate authority may investigate and take proper action. In some circumstances, maintaining confidentiality and anonymity may make it difficult to create accountability for issues of concern because detailed information about a particular event cannot be shared. In these situations, to protect confidentiality and anonymity, the Ombuds may address general themes and issues presented to the Office with the intent of informing leaders at different levels and influencing organizational learning and development over time.

Ombuds Office Outreach

The Ombuds Office works to build broad awareness, understanding and trust in its mission and principles of practice so that the Office will be considered a ready resource for all faculty, staff and postdoctoral fellows. Outreach efforts in 2017 (and ongoing) include:

- Participation in New Employee Welcome Sessions, New Leader Orientations and in New Faculty Orientations.
- Quarterly email communication to faculty, staff and postdoctoral fellows about the Ombuds Office and its missions.
- Presentations to groups to provide information regarding the role of the Ombuds Office.
- Presentations to groups to provide education about matters of concern to their workplace (e.g., respectful communication, group emotional intelligence, conflict styles).
- Participation in Professionalism Week events and in the Wellness Fair.
- Introductory and leader rounding meetings with leaders across the institution.

**The Ombuds Office
works to build broad
awareness, understanding
and trust in its mission
and principles of practice...**

1. International Ombudsman Association Standards of Practice Section 2.2

Appendix 1:

INTERNATIONAL OMBUDSMAN ASSOCIATION Reporting Categories

January 1, 2017 - December 31, 2017
Questions, Concerns, Issues or Inquiries where
Information or Options are Explored

Category	Number of Questions, Concerns, Issues or Inquiries	Percent	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	52	4.6%	
1.a Compensation (rate of pay, salary amount, job salary classification/level)	23	44%	
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, worker's compensation insurance, etc.)	26	50%	
1.d Retirement, Pension (eligibility, calculation of amount, retirement pension benefits)	0	0%	
1.e Other (any other employee compensation or benefit not described by the above categories) Please specify below:	3	6%	
Other 1: Bonus Structure	2		
Other 2: Transparency	1		

2 Evaluative Relationships Questions, concerns, issues or inquiries arising between people in evaluative relationships (i.e. supervisor-employee, faculty-student.)

	Sub-total	668	58.5%	
2.a	Priorities, Values, Beliefs <i>(differences about what should be considered important - or most important –often rooted in ethical or moral beliefs)</i>	15	2%	
2.b	Respect, Treatment <i>(demonstrations of inappropriate behavior, disregard for people, rudeness, crudeness, etc.)</i>	87	13%	
2.c	Trust, Integrity <i>(suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)</i>	61	9%	
2.d	Reputation <i>(possible impact of rumors and/or gossip about professional or personal matters)</i>	30	4%	
2.e	Communication <i>(quality and/or quantity of communication)</i>	98	15%	
2.f	Bullying, Mobbing <i>(abusive, threatening, and/or coercive behaviors)</i>	16	2%	
2.g	Diversity-Related <i>(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>	13	2%	
2.h	Retaliation <i>(punitive behaviors for previous actions or comments, whistleblower)</i>	51	8%	
2.i	Physical Violence <i>(actual or threats of bodily harm to another)</i>	0	0%	
2.j	Assignments, Schedules <i>(appropriateness or fairness of tasks, expected volume of work)</i>	51	8%	
2.k	Feedback <i>(feedback or recognition given, or responses to feedback received)</i>	19	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)	8	1%	
2.m	Performance Appraisal/Grading (job/academic performance in formal or informal evaluation)	30	4%	
2.n	Departmental Climate (prevailing behaviors, norms, or attitudes within a department for which supervisors or faculty have responsibility)	68	10%	
2.o	Supervisory Effectiveness (management of department or classroom, failure to address issues)	50	7%	
2.p	Insubordination (refusal to do what is asked)	3	0%	
2.q	Discipline (appropriateness, timeliness, requirements, alternatives, or options for responding)	20	3%	
2.r	Equity of Treatment (favoritism, one or more individuals receive preferential treatment)	44	7%	
2.s	Other (any other evaluative relationship not described by the above categories) Please specify below:	4	1%	
	Other 1: Nepotism	1		
	Other 2: Turnover	1		
	Other 3: Explosive behavior	1		
	Other 4: Recognition	1		

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	73	6.4%	
3.a	Priorities, Values, Beliefs <i>(differences about what should be considered important - or most important –often rooted in ethical or moral beliefs)</i>	3	4%	
3.b	Respect, Treatment <i>(demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.)</i>	22	30%	
3.c	Trust, Integrity <i>(suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)</i>	13	18%	
3.d	Reputation <i>(possible impact of rumors and/or gossip about professional or personal matters)</i>	6	8%	
3.e	Communication <i>(quality and/or quantity of communication)</i>	20	27%	
3.f	Bullying, Mobbing <i>(abusive, threatening, and/or coercive behaviors)</i>	1	1%	
3.g	Diversity-Related <i>(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>	4	5%	
3.h	Retaliation <i>(punitive behaviors for previous actions or comments, whistleblower)</i>	4	5%	
3.i	Physical Violence <i>(actual or threats of bodily harm to another)</i>	0	0%	
3.j	Other <i>(any peer or colleague relationship not described by the above categories)</i>	0	0%	

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	93	8.1%	
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)	8	9%		
4.b	Job Classification and Description (changes or disagreements over requirements of assignment, appropriate tasks)	11	12%		
4.c	Involuntary Transfer, Change of Assignment (notice, selection and special dislocation rights/benefits, removal from prior duties, unrequested change of work tasks)	6	6%		
4.d	Tenure-Position Security, Ambiguity (security of position or contract, provision of secure contractual categories), Career Progression (Promotion, Reappointment, or Tenure)	3	3%		
4.e	Career Progression (promotion, reappointment, or tenure)	23	25%		
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)	1	1%		
4.g	Resignation (concerns about whether or how to voluntarily terminate employment or how such a decision might be communicated appropriately)	6	6%		

4.h	Termination/Non-Renewal (end of contract, non-renewal of contract, disputed permanent separation from organization)	4	4%	
4.i	Re-employment of Former or Retired Staff (loss of competitive advantages associated with re-hiring retired staff, favoritism)	1	1%	
4.j	Position Elimination (elimination or abolition of an individual's position)	0	0%	
4.k	Career Development/ Coaching/Mentoring (classroom, on-the-job, and varied assignments as training and developmental opportunities)	21	23%	
4.l	Other (other issues linked to recruitment, assignment, job security or separation not described by the above categories) Please specify below:	9	10%	
	Other 1: Training	3		
	Other 2: Succession Planning	1		
	Other 3: Workload	1		
	Other 4: Transitions/ Voluntary Departures/ Internal Transfer	3		
	Other 5: Uncategorized	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	50	4.4%	
5.a	Criminal Activity (threats or crimes planned, observed, or experienced, fraud)	0	0%	
5.b	Business and Financial Practices (inappropriate actions that abuse or waste organizational finances, facilities or equipment)	6	12%	
5.c	Harassment (unwelcome physical, verbal, written, e-mail, audio, video, psychological or sexual conduct creating a hostile or intimidating environment)	8	16%	

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.]	17	34%
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)	5	10%
5.f	Accessibility (removal of physical barriers, providing ramps, elevators, etc.)	0	0%
5.g	Intellectual Property Rights (e.g., copyright and patent infringement)	2	4%
5.h	Privacy and Security of Information (release or access to individual or organizational private or confidential information)	5	10%
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:	7	14%
	Other 1: Licensing	2	
	Other 2: FMLA	1	
	Other 3: Nepotism policy	1	
	Other 4: Political statements	1	
	Other 5: Email access	1	
	Other 6: Conflict of Interest	1	

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

	Sub-total	68	6.0%	
6.a	Safety (physical safety, injury, medical evacuation, meeting federal and state requirements for safety training and equipment)	1	1%	
6.b	Physical Working/Living Conditions (temperature, odors, noise, available space, lighting, etc)		0%	
6.c	Ergonomics (proper set-up of workstation affecting physical functioning)		0%	
6.d	Cleanliness (sanitary conditions and facilities to prevent the spread of disease)		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)	1	1%	
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)	2	3%	
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%	
6.h	Environmental Policies (policies not being followed, being unfair ineffective, cumbersome)		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)	55	81%	

6.j	Other (any safety, health, or physical environment issue not described by the above categories) Please specify below:			
	Other 1: Patient care	8		General, not patient specific
	Other 2: Uncategorized	1		
		9	13%	

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

	Sub-total	29	2.5%	
7.a	Quality of Services (how well services were provided, accuracy or thoroughness of information, competence, etc.)	1	3%	
7.b	Responsiveness, Timeliness (time involved in getting a response or return call or for a complete response to be provided)	3	10%	
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.)	15	52%	
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	17%	
7.e	Other (any services or administrative issue not described by the above categories) Please specify below:	5	17%	
	Other 1: IT support	1		
	Other 2: Information provided for voluntary transition/"off-boarding"	2		
	Other 3: Services of Ombuds Office	1		
	Other 4: Detailed department level Engagement Survey data release	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	91	8.0%	
8.a	Strategic and Mission-Related, Strategic and Technical Management <i>(principles, decisions and actions related to where and how the organization is moving)</i>	11	12%	
8.b	Leadership and Management <i>(quality/capacity of management and/or management/leadership decisions, suggested training, reassignments and reorganizations)</i>	11	12%	
8.c	Use of Positional Power, Authority <i>(lack or abuse of power provided by individual's position)</i>	9	10%	
8.d	Communication <i>(content, style, timing, effects and amount of organizational and leader's communication, quality of communication about strategic issues)</i>	7	8%	
8.e	Restructuring and Relocation <i>(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)</i>	4	4%	
8.f	Organizational Climate <i>(issues related to organizational morale and/or capacity for functioning)</i>	5	5%	
8.g	Change Management <i>(making, responding or adapting to organizational changes, quality of leadership in facilitating organizational change)</i>	7	8%	
8.h	Priority Setting and/or Funding <i>(disputes about setting organizational/departmental priorities and/or allocation of funding within programs)</i>	7	8%	

8.i	Data, Methodology, Interpretation of Results (scientific disputes about the conduct, outcomes and interpretation of studies and resulting data for policy)	1	1%	
8.j	Interdepartment, Interorganization Work, Territory (disputes about which department/organization should be doing what/taking the lead)	23	25%	
8.k	Other (any organizational issue not described by the above categories) Please specify below:	6	7%	
	Other 1: Partnerships/Fragmentation	3		
	Other 2: Curriculum Development	1		
	Other 3: Leadership coaching	1		
	Other 4: Limiting of Unfunded Research	1		

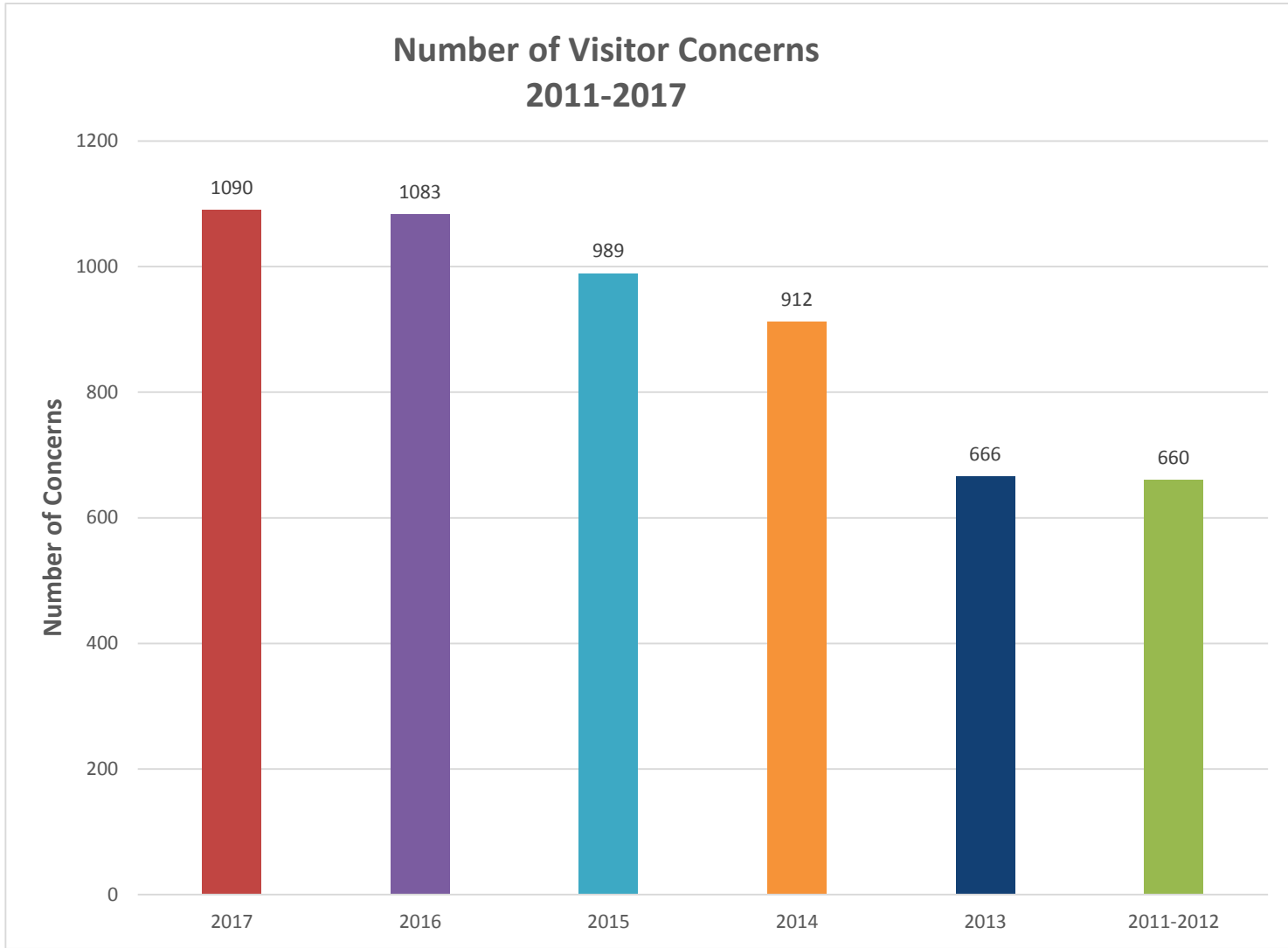
9 Values, Ethics, and Standards Questions, concerns, issues or inquiries about the fairness of organizational values, ethics, and/or standards, the application of related policies and/or procedures, or the need for creation or revision of policies, and/or standards.

	Sub-total	18	1.6%	
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)	3	17%	
9.b	Values and Culture (questions, concerns or issues about the values or culture of the organization)	4	22%	
9.c	Scientific Conduct, Integrity (scientific or research misconduct or misdemeanors, e.g., authorship; falsification of results)	8	44%	

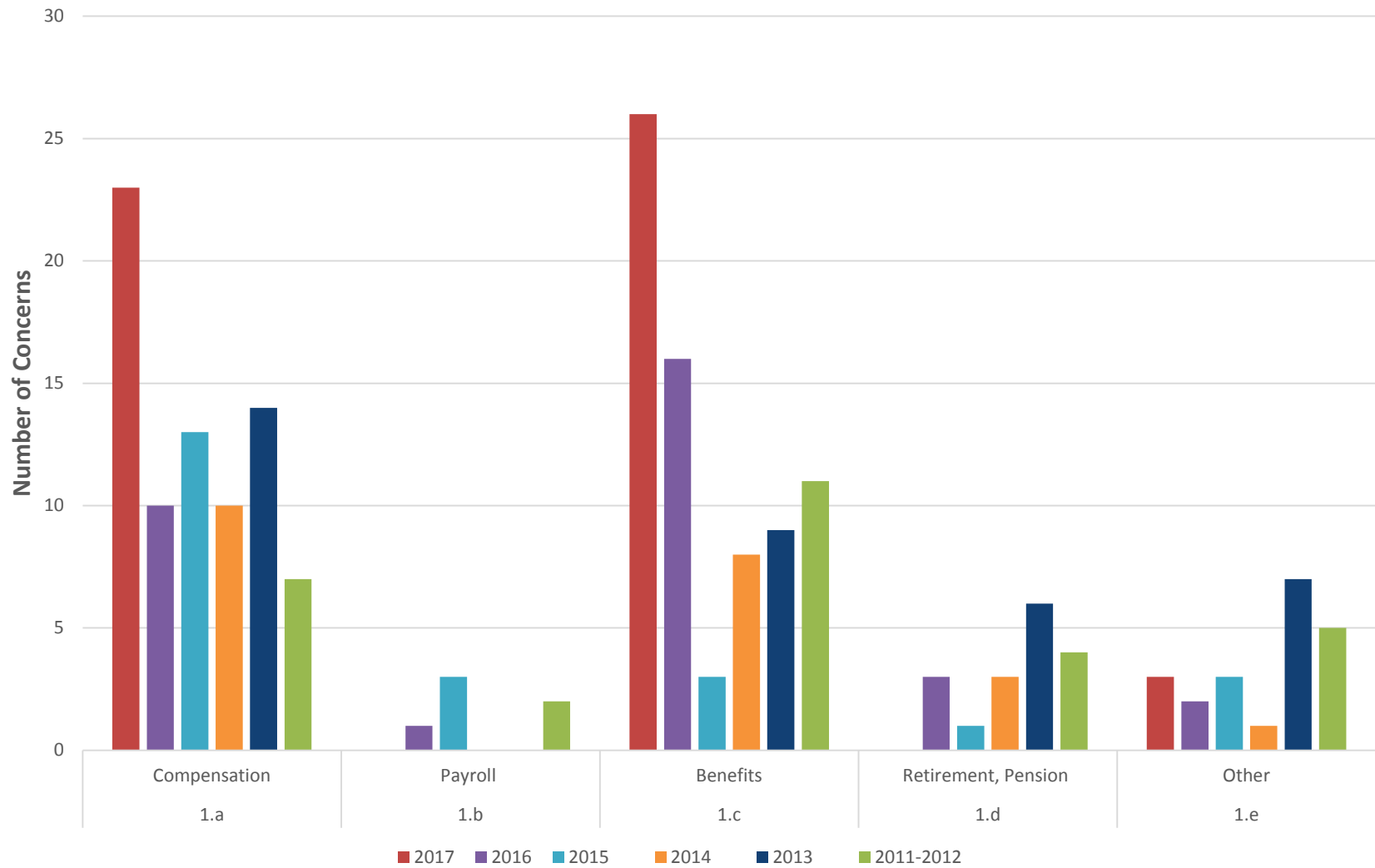
<p>9.d Policies and Procedures NOT Covered in Broad Categories 1 thru 8 <i>(fairness or lack of policy or the application of the policy, policy not followed, or needs revision, eg., appropriate dress, use of internet or cell phones)</i></p>	2			
<p>9.e Other <i>(Other policy, procedure, ethics or standards issues not described in the above categories) Please specify below:</i> <i>Other 1: IRB Review Board</i></p>	1	6%		
	1			
TOTAL		1142		

Ombuds Office 2017 Annual Report
Appendix 2: Historical Trends
 For additional historical detail, see 2016 Annual Report

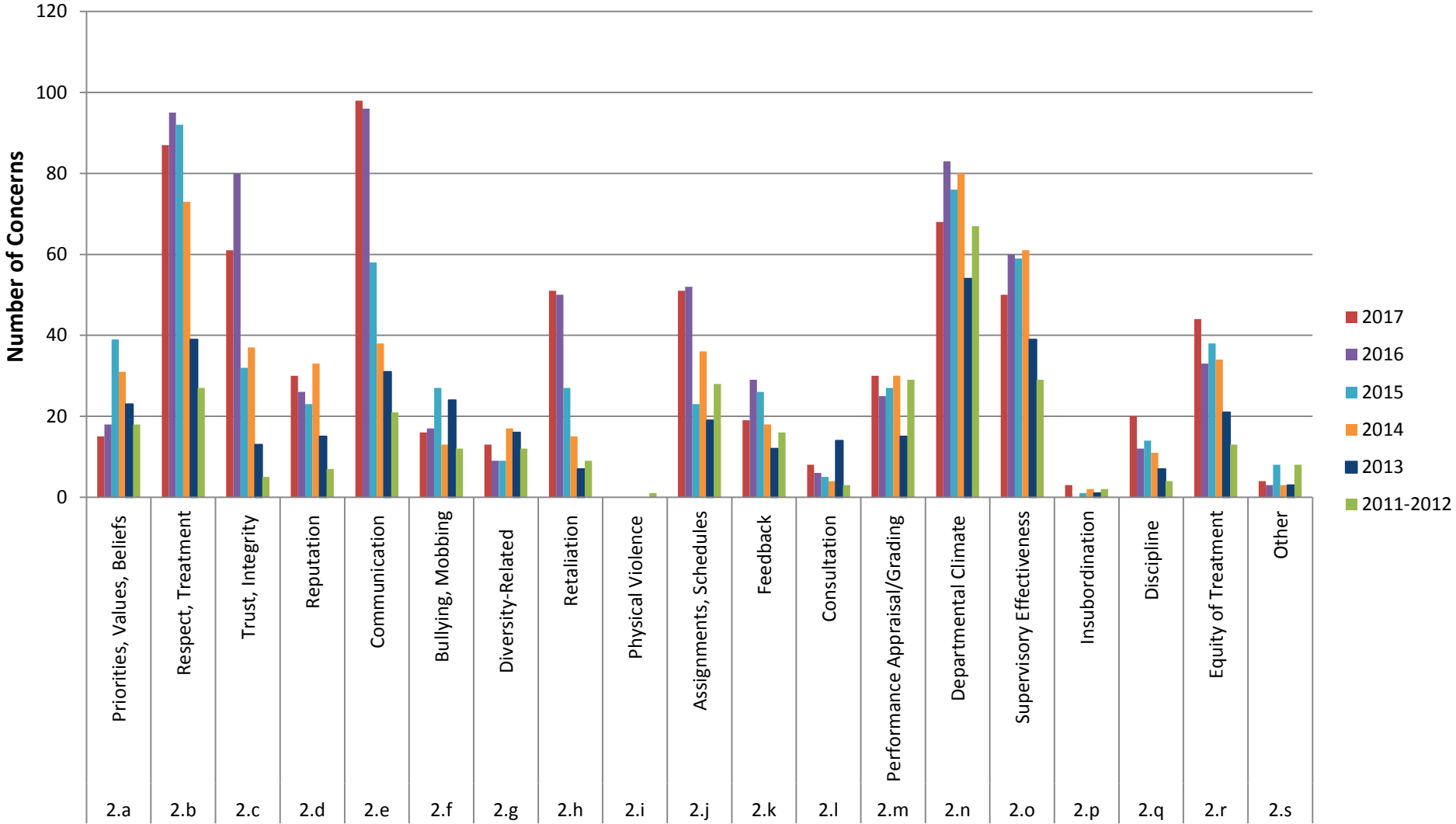




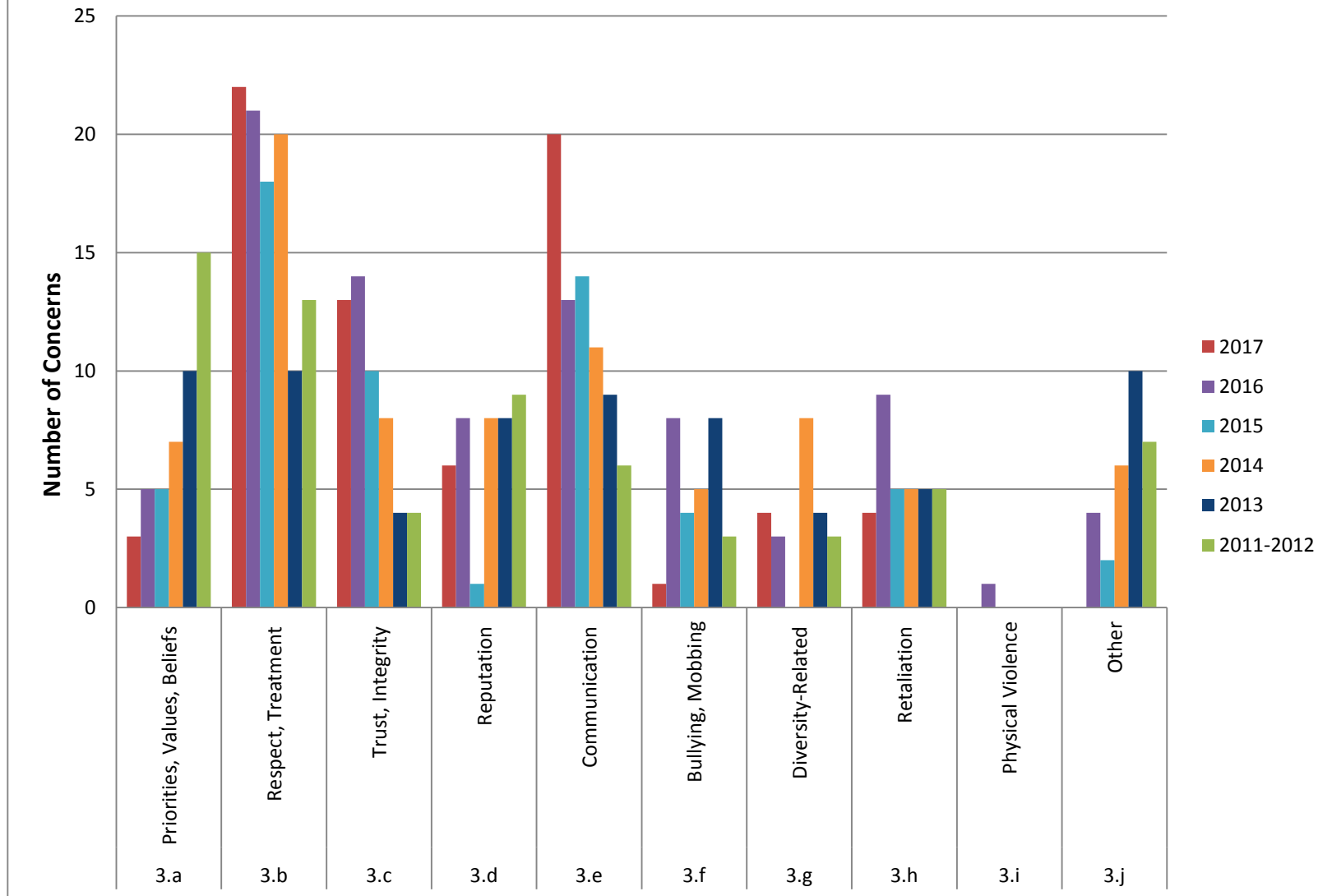
Compensation and Benefits 2011-2017



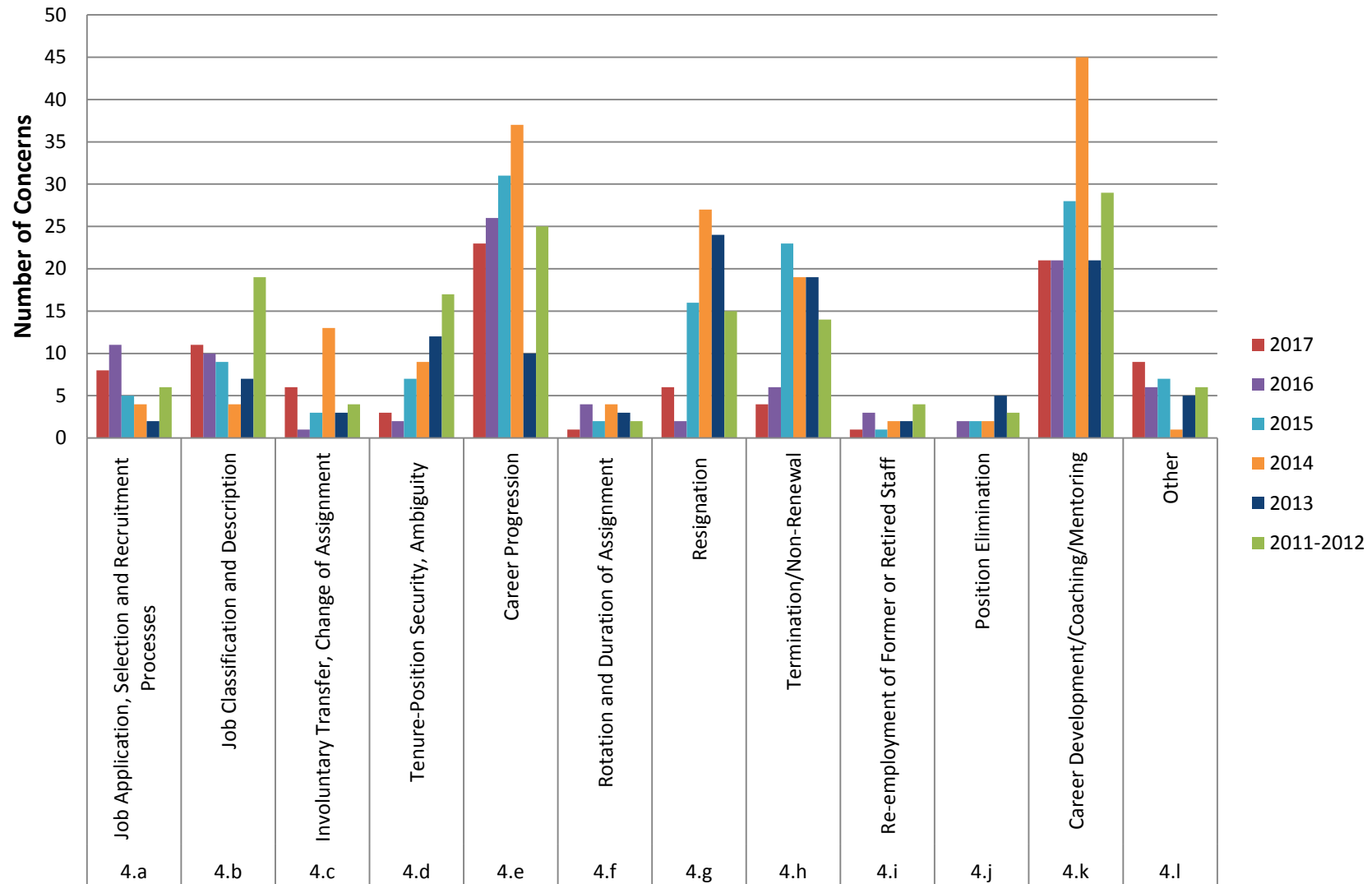
Evaluative Relationships 2011-2017



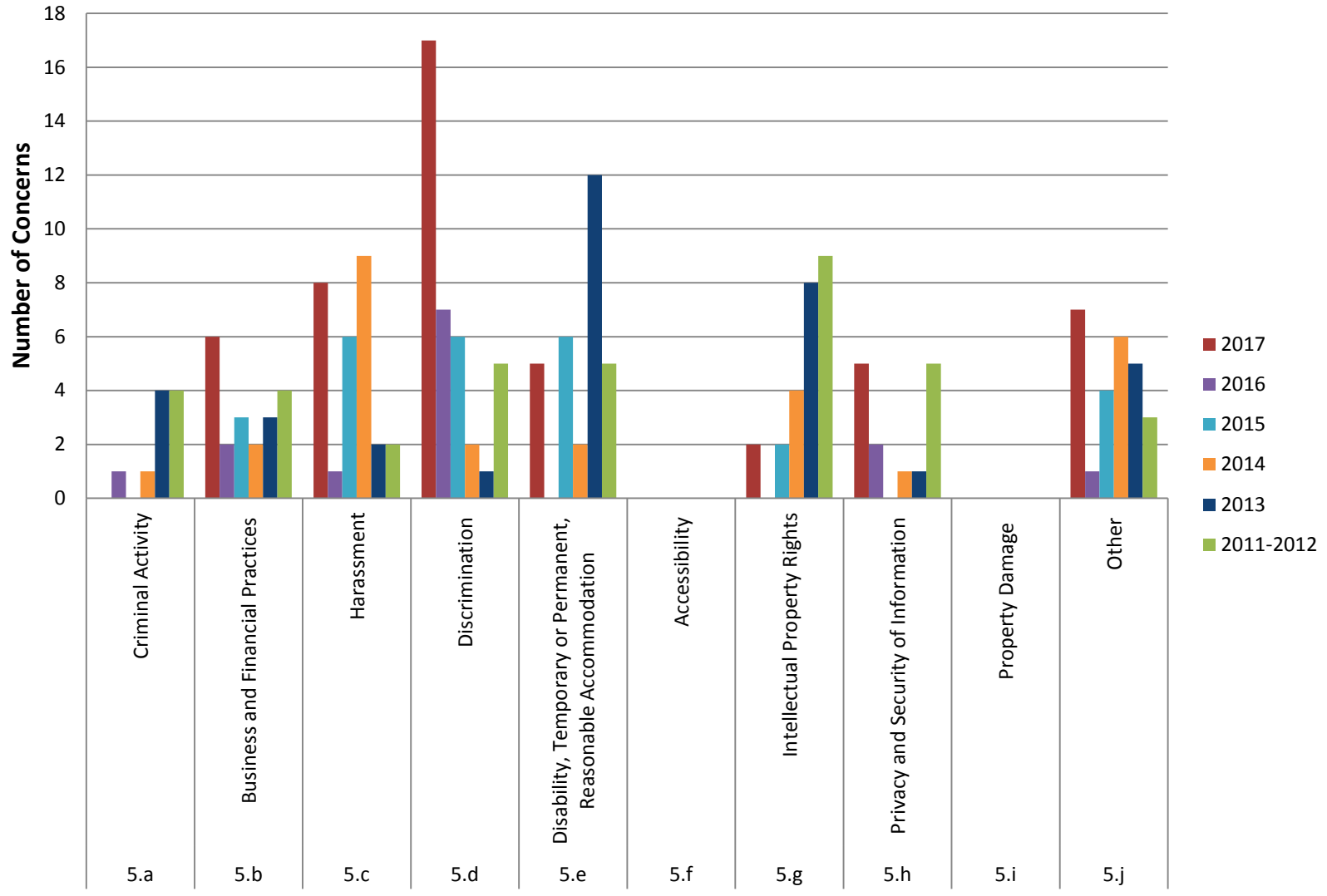
Peer and Colleague Relationships 2011-2017



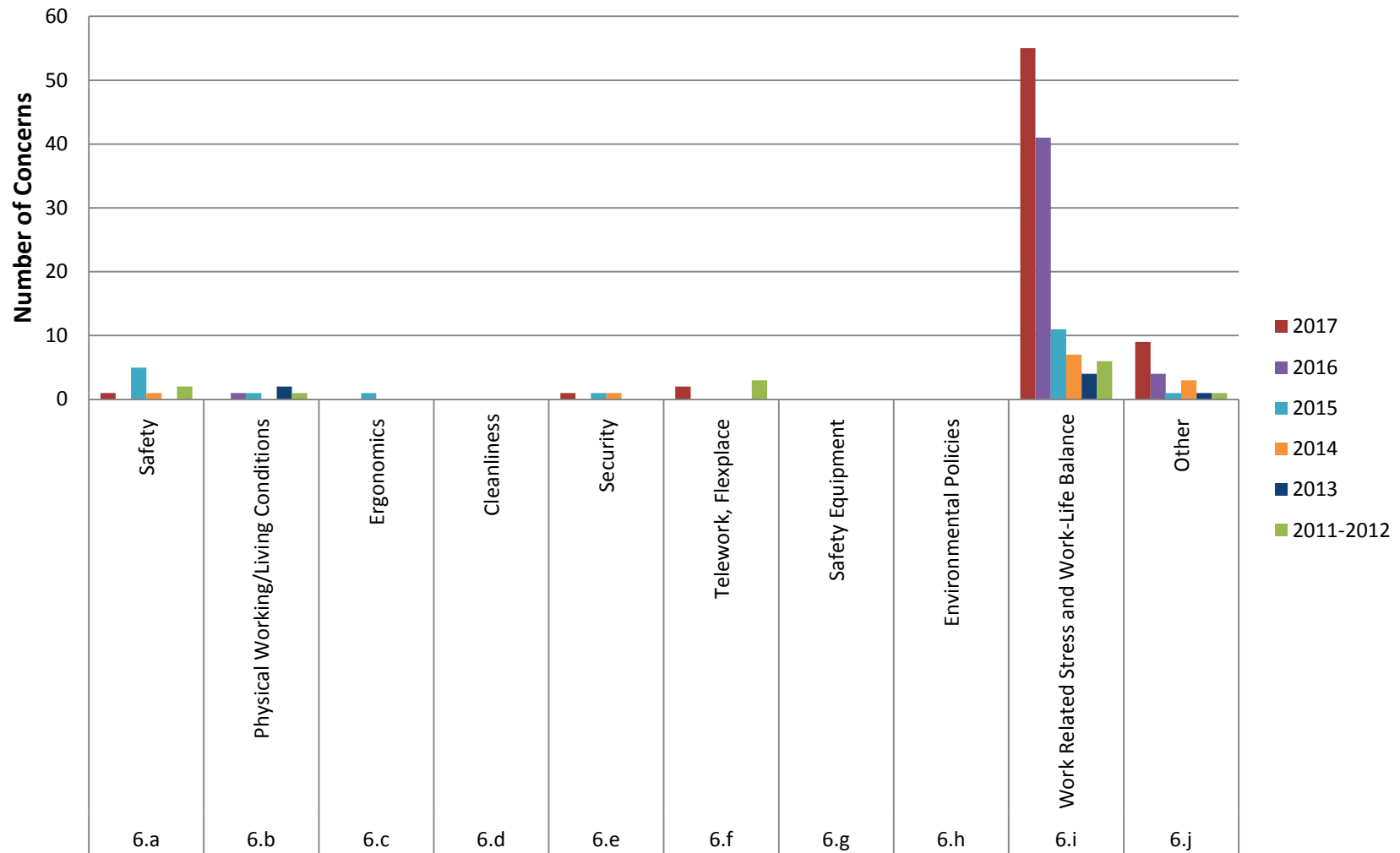
Career Progression and Development 2011-2017



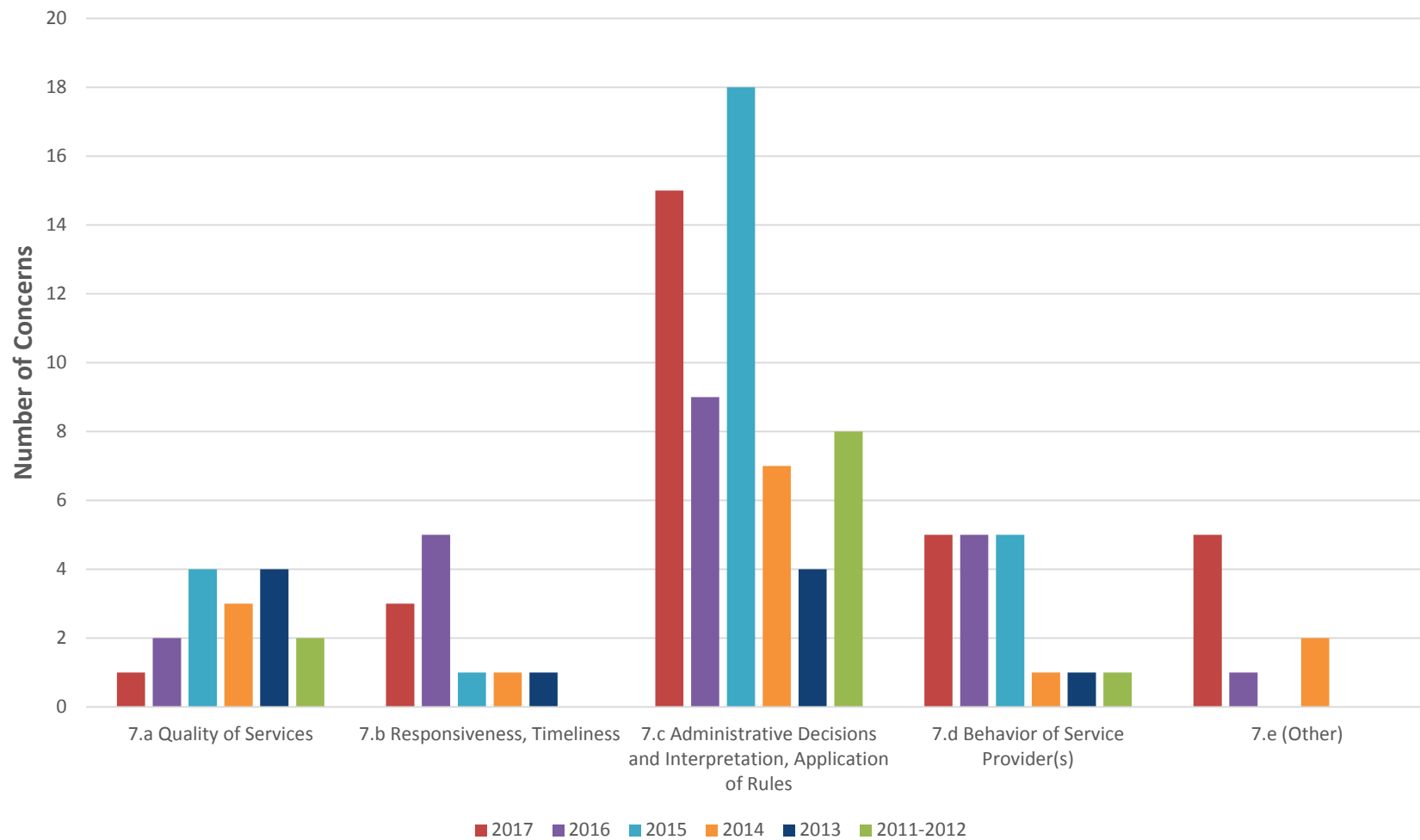
Legal, Regulatory, Financial and Compliance 2011-2017



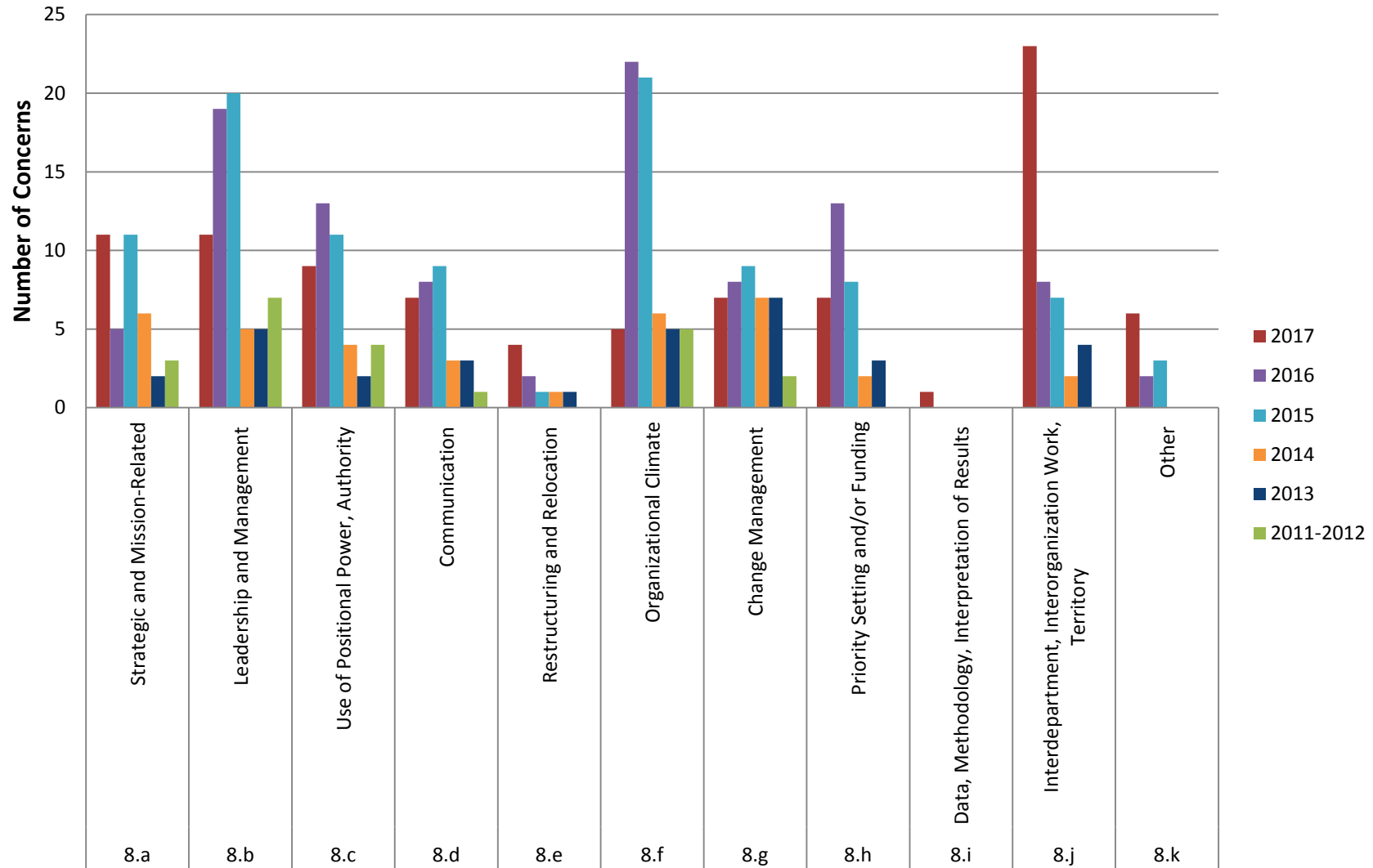
Safety, Health, and Physical Environment 2011-2017



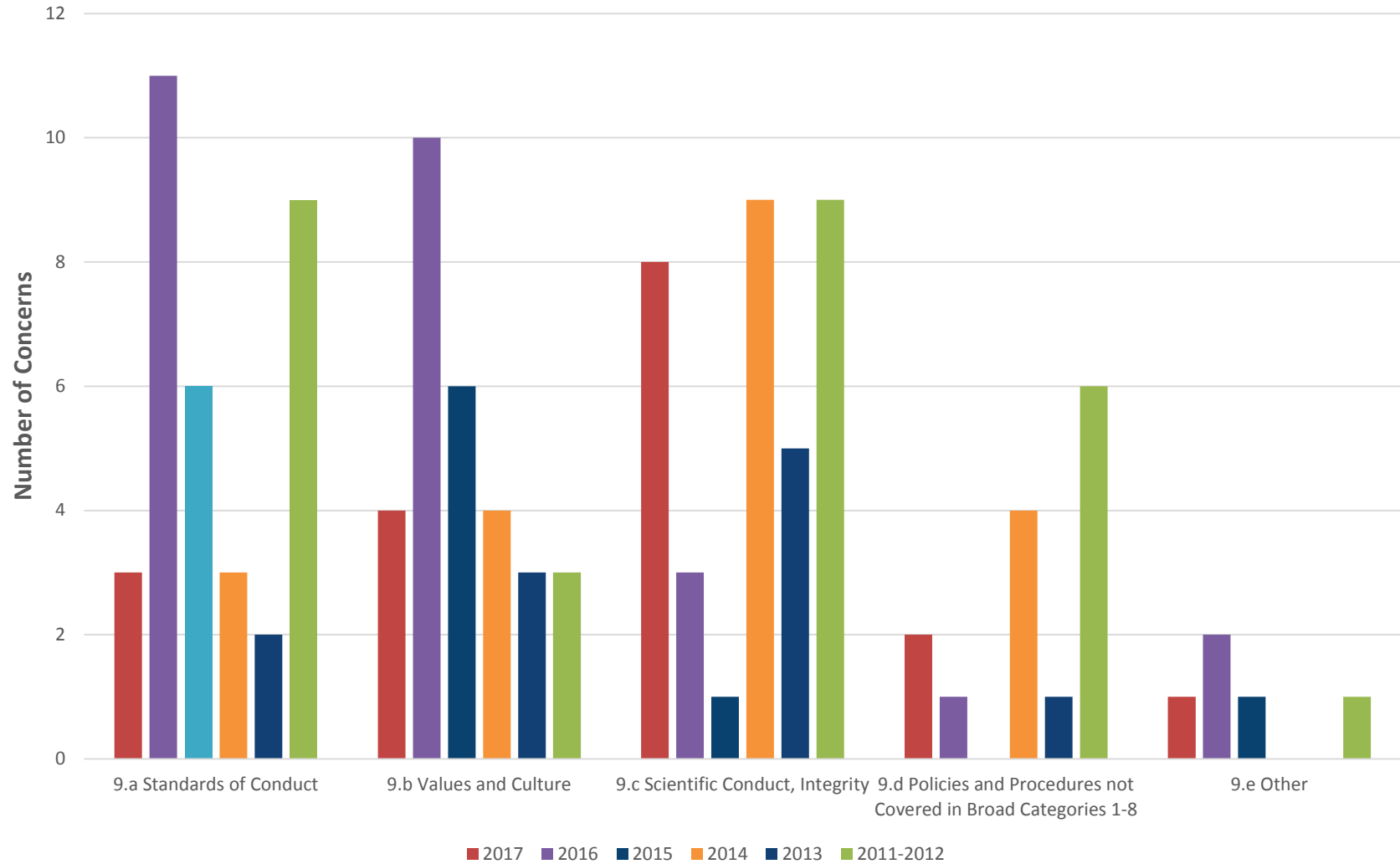
Services and Administrative Issues 2011-2017



Organizational, Strategic, and Mission Related 2011-2017



Values, Ethics and Standards 2011-2017



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

