

Office of the **Ombuds**

2018 Annual Report



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




**MEDICAL
COLLEGE
OF WISCONSIN**

Message from the Ombuds

It is a pleasure to share the seventh 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 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 allows potential visitors

to become familiar with the diverse issues that colleagues share *in confidence* with the Ombuds. This year's report includes a summary of the data collected through the Ombuds Office Experience Survey as well as information on outreach efforts.

We welcome comments and suggestions for improving the Annual Report and for ensuring that the services of the Ombuds are as beneficial as possible to MCW staff, faculty and post-doctoral 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 seventh Annual Report of the Ombuds Office provides data on the number and characteristics of 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 2018 calendar year. Past annual reports are available through the [MCW Ombuds Office Webpage](#).

The Annual Report in Context

As described in MCW Corporate Policy [AD.CC.070](#), 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 may become aware of concerns that would not otherwise surface elsewhere. These issues are usually many-sided. Therefore, trends identified in the Annual Report are not intended to represent whole truths about complex issues within MCW, or 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.

Our Core Principles:

We are confidential

We do not identify our visitors or discuss their concerns with anyone without their 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* that 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 can:

- Listen and discuss workplace questions, concerns and complaints
- Offer a SAFE place to discuss workplace concerns
- Open channels of workplace communication
- Informally investigate complaints
- Help evaluate various options to address workplace concerns
- Answer questions concerning appropriate channels
- Explain MCW policies and procedures
- Facilitate communication between people
- Advise individuals about steps to resolve problems informally
- Advise individuals about formal and administrative options
- Make appropriate referrals when informal options don't work
- Discuss patterns and trends of concern with MCW leadership
- Provide feedback regarding MCW policies

The Ombuds cannot:

- 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 witnesses in administrative or legal proceedings
- Receive official “notice” for MCW
- Maintain records that identify visitors

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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The Ombuds may:

- Work with a visitor to develop and evaluate options or courses of action and help visitors determine the best way to pursue an option
- Help to clarify and address a workplace conflict
- Coach visitors about how an issue or concern may be approached more effectively
- Help to convey information when people are afraid to come forward
- Look into a problem informally (with visitor permission) and, when appropriate, present options to the visitor or others about how to address the concern(s)
- Identify dispute resolution alternatives and refer individuals to appropriate services
- Bring parties together for a facilitated conversation to help people discuss concerns, communicate more effectively and address conflict
- Recommend systems change to appropriate individuals

A Visitor Concern and the Ombuds Process

No issue is too big, or too small, and it is never too soon to bring a concern to the Ombuds. Here is an example of a common issue raised by visitors to the Office and how that issue might be handled.

The Visit Opens

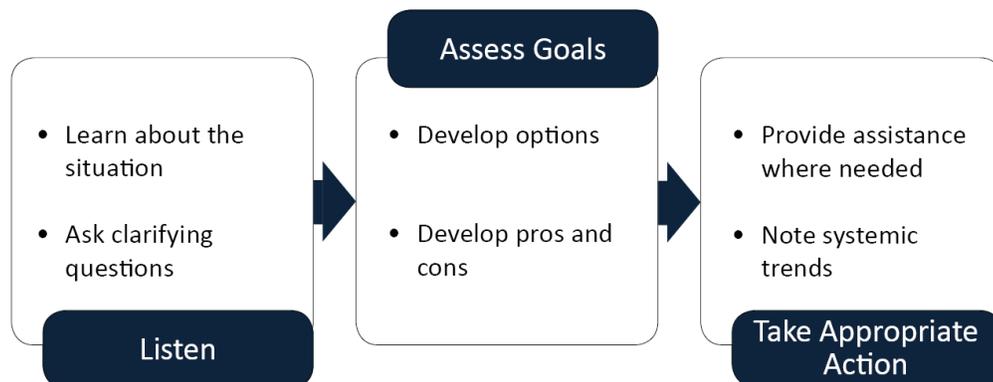
Every visit starts with a brief overview of the role of the Ombuds as summarized on page 3 of this report. The visitor and the Ombuds then discuss the concern that led the visitor to contact the Office.

Pat's Concerns

The visitor, "Pat", says that they are coming on their own behalf, though others in their department have voiced similar concerns privately to Pat. Pat explains:

"I have worked for MCW for many years with the same leader. Last year, this leader retired, and a new person was hired. At first, we worked together collaboratively and got along very well. After a few months, this person started showing their true colors. First, I overheard the leader gossiping about other employees with my colleagues, commenting that some employees never complete work on time and that there are always missing details. It made me wonder what the leader might say about me behind my back. Then, we were in a research team meeting last week, and I told my leader that I disagree with how research data had been written up. The leader told me, in front of everyone, that I am out of my league and that I should stay in my lane. The room was totally quiet – I think that everyone was as shocked as I was about the tone and the comment. I can't work with this person – I don't

Ombuds Process



trust them, and I think that there is an issue with misrepresenting data. I'm not the only one that feels this way, but other people are too afraid to speak up."

The Ombuds Learns More

The Ombuds may ask some clarifying questions so that the concern and its context are understood in greater detail and depth. Each visitor brings unique circumstances to discuss and there are many different approaches available; here is an example of how the Ombuds may explore the issues Pat raised:

- **Additional historical context:** Who, if anyone, has Pat approached regarding the issues? Are there internal or external pressures? What might be going on that isn't readily apparent?
- **Identification of goals:** What are the best and worst possible outcomes in Pat's view? What big picture goal would Pat like to see happen? What are realistic goals?
- **Perspective taking:** What further history and context might be contributing to this situation? What might the leader's view of the situation be?
- **Confidentiality discussion:** Is Pat concerned with being identified or about retaliation if identified as a voice for these concerns? Do other people know Pat was planning to talk with the Ombuds?

Identifying Options

After carefully listening to the circumstances and discussing the situation in more detail, the Ombuds and visitor consider next steps for handling the concerns, as well as the pros and cons of each approach. No action is taken without the permission of the visitor¹. Some possible options in this case might include:

- **Private conversation with the leader:**
Preparation and discussion as to how Pat might raise these issues so they can be addressed in a way that supports productive discussion.
- **Private conversation with the leader's leader:**
Discussion of the pros and cons of Pat raising the issue directly with the leader's leader and, again, how this might be approached to support a productive discussion.
- **Discussion of Human Resources options:**
General overview of how Pat's concerns may be raised through informal consultation or as a formal, on-the-record report through Human Resources, and the difference between informal and formal reporting.
- **Discussion of Corporate Compliance Reporting:** This would be an option for anonymous or identified reporting about the potential misrepresentation of research data, either using the Compliance Hotline or contacting MCW Corporate Compliance directly. Corporate Compliance may then make further inquiries about the concern.
- **Ombuds Inquiry:** With Pat's permission, an anonymous and confidential inquiry by the Ombuds Office could involve contact with the leader, the leader's leader, Corporate Compliance, and/or Human Resources.

In most situations, the Ombuds would inquire generally about departmental and historical context that may be related to the concerns at hand. In this scenario, and only with Pat's permission, the Ombuds may inform those involved of the possibility of communication and trust concerns and of concerns regarding research misconduct. As with all such calls, the Ombuds will not reveal that Pat raised the concern without Pat's express permission.

- **Facilitated Conversation:** If both Pat and Pat's leader agree, the Ombuds may facilitate a conversation between the two of them, exploring shared interests, clarifying concerns, improving communication, resolving conflict and rebuilding trust.

Of course, these are not the only options available. This scenario is intended to illustrate the more common ways the Ombuds can be of service. Talking through the issues with a confidential resource can build understanding of a complex situation and of organizational policies and procedures, organizational culture, and interpersonal dynamics – all of which empower visitors to choose their next steps in a thoughtful and informed way. Visitors who raise concerns also provide the Ombuds with information about broad thematic or systemic issues of concern that the Ombuds may share with MCW leadership while maintaining visitor confidentiality and anonymity. Services of the Ombuds supplement, but do not replace, other more formal processes available to the MCW community.

¹ There are very limited circumstances, such as in the case of imminent harm, where an Ombuds may need to take action. Such situations are extraordinarily rare.

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 according to the recommended reporting categories established by the IOA. A full list of the IOA categories and data for 2018 is included in Appendix A.

Visitor Information

From January 1 to December 31, 2018, MCW's Ombuds Office logged 169 initial visits by individuals or groups of individuals. Repeat visits by individuals/groups for the same issues are not counted in that number.

Of the 169 initial visits in 2018, 102 (60.4%) were by staff, 60 (35.5%) were by faculty, and 7 (4.1%) were by postdoctoral fellows, "other" or unknown visitors. Visitors/visitor groups to the Ombuds were employed in MCW clinical departments (57.4%), administrative units (21.9%), centers/institutes (9.5%) and basic science departments (7.7%). In addition, 3.6% of visitors worked in "other" or unknown departments.

The visits noted above also included 14 exit interviews with faculty and three 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 2018, exit interviews comprised 23% of the visits by faculty, 1.7% of the visits by staff and 10% of total visits to the Ombuds Office.

Overview of Concerns

During the 2018 calendar year, 1,122 concerns were raised by visitors to the Ombuds Office based on the categories outlined by the IOA. These issues and/or concerns are detailed in Figure 2 on page 8 and in the IOA Category Table included in Appendix A. Figures reflecting 2011-2018 historical trends of the IOA categories of concern are available on the [Ombuds Office website](#).

As in past years, "Evaluative Relationship" concerns were the most common issue presenting to the Office, comprising 57% of all issues reported in 2018. This category reflects concern regarding relationships with either supervisors or supervisees. This trend is consistent with other organizational ombuds offices, as the power differences in these relationships can be stressful and may lead to conflict.

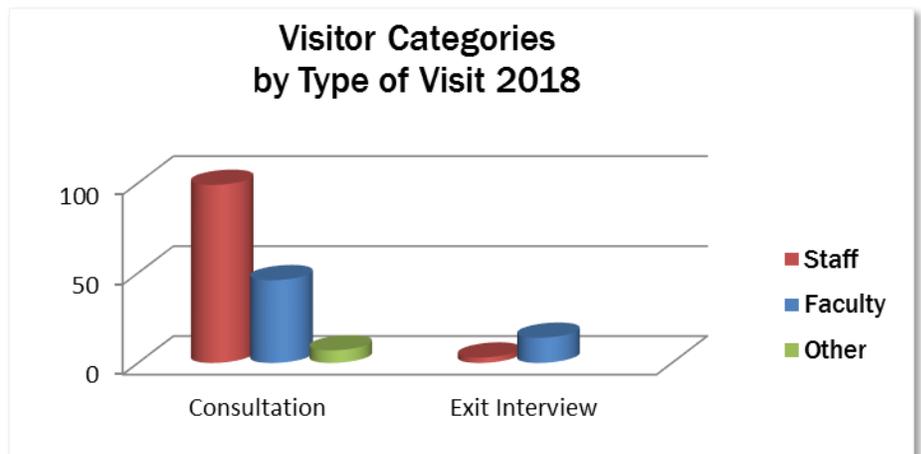


Figure 1



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

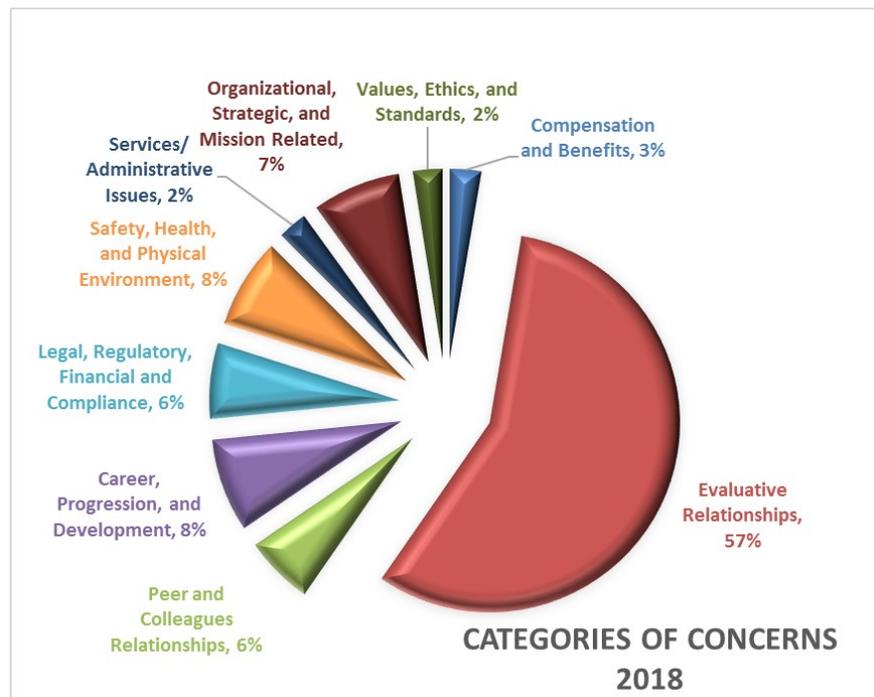
January 1 to December 31, 2018

Themes emerge over time through the issues brought to the attention of the Ombuds. 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 Ombuds have discussed a number of department-specific issues with MCW leadership while preserving the confidentiality required by the Ombuds Office. As stated above, issues such as those listed below are often multi-faceted; the information provided here is intended to highlight broad themes of concerns raised by visitors and does not necessarily provide the whole picture regarding specific comments or concerns.

Workplace Culture

- Many visitors express pride in working for MCW, finding great meaning in and commitment to its missions. These individuals meet with the Ombuds to discuss concerns which they perceive to be inconsistent with the values of MCW.
- Department chairs, administrators, and other institutional leaders naturally bring unique differences in their communication skill and

Figure 2



style. These differences significantly impact climate and morale in their respective groups.

- While some groups are utilizing a ‘360-degree feedback’ model, some visitors to the Ombuds Office described a perceived reluctance among their leaders to acknowledge and investigate ‘bottom-up’ feedback from concerned employees. Some leaders are perceived to be skeptical or dismissive of the feedback from their direct report(s) while showing implicit trust in the perspectives of their leader-peers. This dynamic may discourage employees from communicating concerns directly to those with the authority to address them.



Workplace Culture (cont.)

- Visitors have noticed increased institutional attention and resources directed toward professionalism and diversity concerns. Of note, IOA subcategories related to equity, harassment, discrimination and disability accommodation concerns show increases over prior years. It is unclear whether these trends reflect increased occurrence of these issues or increased willingness to raise these concerns.
- Communication, trust, respect, departmental climate and retaliation concerns are common themes raised by visitors who bring concerns about their evaluative relationships to the Ombuds. Several institutional dynamics and processes may be relevant to these concerns:
 - Concerns have been raised regarding equitable application of the [Professionalism Policy](#) (AD.CC.060). Some assume that organizational financial interests (e.g., research funding, clinical revenue) and status interests (e.g., protecting individual reputations) interfere with the uniform application of the MCW Professionalism Policy.
 - There is limited information in the Faculty Handbook regarding the process for providing formal corrective feedback, short of nonrenewal, suspension or termination, to faculty or for faculty appeal of such feedback. Ambiguity about this process may inadvertently escalate conflict and worry if a faculty member is hesitant to raise concerns through formal organizational channels.
 - Some department and division administrators are responsible for evaluating and providing feedback to employees with whom they may have little direct interaction and/or about whose day-to-day responsibilities they lack familiarity. This disconnect can contribute to misunderstandings, communication challenges

and increased tensions, particularly when engaging in potentially difficult conversations (e.g., EMERGE, performance improvement needs or corrective action).

- With the relatively new addition of the option of working from home in some settings, tensions can emerge between leaders and employees while they seek to establish trust, communication and role expectations for a remote working arrangement.

Change Management

- Some visitors come to the Ombuds with a concern that relates to their role, responsibilities, or work space. Some of these concerns may be rooted in broader issues related to institutional expansion and inter-organization work. Issues raised include:
 - Integrated, cross departmental, communication about space utilization
 - Collaboration tensions with regional campuses
 - Confusion about roles and scope of responsibilities for some new/changing positions and roles in evolving departments and centers.
- A lack of clarity about position-specific roles, responsibilities and expectations can result in increased friction between leaders and their direct reports, particularly in the context of leader transitions and in the context of institutional expansion.
- The evolution of MCW's marketing strategy featuring patient stories has led to conversations about the ethical use of patient testimonials for business purposes.

Employee Well-Being

- Visitors often describe work related stress (noted by 36% of visitors). While many are aware of Faculty Affairs' attention toward faculty well-being, there is some perception that there is more limited overt institutional focus on the staff experience of stressors related to patient care, student needs, grant and research cycles, and conflict at work. Wellness resources for staff, post-doctoral fellows and faculty are available through the [MCW Wellness webpage](#).
- Clinician burnout continues to be a concern among visitors to the Ombuds Office. The perceived causes include productivity pressures, EMR demands, the 'corporatization' of health care, and decreased autonomy in scheduling.



Not sure where to go next?

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- Early and mid-level clinicians may be particularly vulnerable to clinical burnout, as they are most likely to be overextended in their efforts to meet the multiple, at times competing, demands required for academic and professional advancement

Ombuds Office Visitor Experience Survey

The Ombuds invite members of the MCW community to provide feedback about the services of the Ombuds Office via an anonymous visitor experience survey. The survey link is available on the Ombuds Office website and accompanies the email signature of all outgoing messages sent from Ombuds Office staff. Hard copies are 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 August 2018.

During the 2018 calendar year, the Ombuds Office received 88 survey responses. Forty-eight

were from visitors to the Ombuds Office since its inception in 2011, 13 were from concerned employees who had not had direct contact with the Ombuds Office, 13 were from people who had participated in or listened to an Ombuds presentation, six were from participants in a facilitated conversation, two were from employees who had contact with an Ombuds at an employee event (e.g., New Employee Welcome Session), and eight 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 from 2018 is presented below.

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 (44/67).	97.73	94.03
I was able to speak with an Ombuds in a reasonable amount of time (48/60).	97.92	95.00
I felt comfortable discussing my issues with the Ombuds (48/62).	95.84	90.32
There was enough time to discuss my situation (48/57).	97.91	96.49
The Ombuds Office is a safe, informal and confidential resource (48/73).	85.42	76.71
The Ombuds was fair and neutral (48/63).	85.42	76.19
I was given adequate, relevant and accurate information which helped me to understand and evaluate the options available to me to address my concerns (48/58).	79.16	79.31
Through my interactions with the Ombuds Office, I developed skills or learned approaches that might help me resolve future problems (44/61).	63.63	67.21
Overall, I am satisfied with the assistance I received from the Ombuds Office (47/67).	74.47	71.64
I would refer others to the Ombuds Office (48/77).	81.25	71.42

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

- Ombuds Website 18.60%
- Co-worker 30.23%
- Manager/Supervisor 6.98%
- Poster, Video Display, Table Tent 9.30%
- Other (e.g., Ombuds Office email, Faculty Council meeting) 34.88%

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

	% Visitors Only	% All Respondents
Left the organization	21.25	18.64
Not talked with anyone about the issue	17.50	16.95
Talked with my supervisor about the issue	7.50	9.32
Brought the issue to a formal channel	12.50	10.17
Not brought the issue up as quickly	16.25	12.71
Changed positions within the organization	8.75	11.02
Other (e.g., consult HR, seek legal action, ask a coworker for advice)	16.25	21.19

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 below with the intent of providing information for those who may have similar questions about the work of the Ombuds Office.

Confidentiality

Several survey comments doubted the confidentiality of the Ombuds Office, expecting

that the Ombuds share the details about their visits or visitors without their permission:

“I wish the Ombuds Office could be trusted to be confidential.”

Confidentiality is a foundational principle in the work of the Ombuds Office. The Ombuds do not share information about visitors or their concerns without express permission.

There are possible circumstances which may lead to misperceptions about the confidentiality of the Ombuds Office:

- Though the Ombuds Office may raise a visitor’s concerns without any identifying information, others may think through their view of a situation and come to an unconfirmed conclusion about who the visitor(s) may have been.

- Other confidentiality concerns may emerge after visitors discuss an Ombuds Office meeting with their colleagues and friends, who then may share this information with others. If a visitor talks with friends or colleagues about a visit with the Ombuds, that discussion may compromise the privacy a visitor ultimately experiences or expects about their concern if the friends or colleagues share the information with others. Only the Ombuds and the Ombuds Office Assistant are bound by the confidentiality requirements.

Authority

While many visitors to the Ombuds Office appreciate the opportunity to think through their concerns and understand their options for handling those concerns, some visitors are frustrated by what appears to be limited or no institutional change following their visit to the Ombuds Office.

“My colleagues and I discussed our concerns with the Ombuds and nothing changed.”

“The Ombuds are just a sounding board.”

As a neutral resource, the Ombuds Office does not have the authority to investigate, determine guilt or innocence, or create accountability regarding concerns raised by visitors. The Ombuds Office does not determine ‘truth’ in a situation and cannot advocate for a particular outcome. As discussed on page 4, there are many different steps the Ombuds can take that may help a visitor address concerns.

Efforts to communicate, collaborate, and resolve conflict can reach an apparent impasse for many reasons. Situations are often complex, institutional responses may be underway but not obvious, and organizations and people change slowly. Constructive conversation or obvious change may evolve from such efforts, and information about the interests and capabilities of the individuals and circumstances involved

is often gained in the process. When concerns are consistently approached with curiosity, a willingness to learn, patience and respect, important change may unfold over time.

Ombuds Outreach

The Ombuds work to build broad awareness, understanding, and trust in its mission and principles of practice so that the Ombuds Office will be considered a ready resource for all faculty, staff and postdoctoral fellows. Outreach efforts in 2018 (and ongoing) include:

- Participation in New Employee Welcome Sessions, New Leader Orientations, and in New Faculty Orientations.
- Quarterly email communication to faculty, staff and postdocs 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. Frequently requested presentations include:
 - Building Group Emotional Intelligence (60 minutes)
 - Ombuds Office Annual Report (20 minutes)
 - Promoting Respectful Communication: Beyond Policy (60 minutes)
 - What Does the Ombuds Office Do? (20 minutes)
 - Thanks for the Feedback (60-90 minutes)
 - Benevolent Sexism (60 minutes)
- Participation in Professionalism Week events and in the Wellness Fair.
- Introductory and leader rounding meetings with leaders across the institution.

Appendix A

Category	Number	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	30		2.7%
1.a Compensation (rate of pay, salary amount, job salary classification/level)	19	63%	
1.b Payroll (administration of pay, check wrong or delayed)		0%	
1.c Benefits (decisions related to medical, dental, life, vacation/sick leave, education, worker's compensation insurance, etc.)	10	33%	
1.d Retirement, Pension (eligibility, calculation of amount, retirement pension benefits)	1	3%	
1.e Other (any other employee compensation or benefit not described by the above categories) Please specify below: Other 1: Bonus structure Other 2: Other 3:(add additional rows, if necessary)	0	0%	
2 Evaluative Relationships Questions, concerns, issues or inquiries arising between people in evaluative relationships (i.e. supervisor-employee, faculty-student.)			
Sub-total	639		57.0%
2.a Priorities, Values, Beliefs (differences about what should be considered important - or most important –often rooted in ethical or moral beliefs)	8	1%	
2.b Respect, Treatment (demonstrations of inappropriate behavior, disregard for people, rudeness, crudeness, etc.)	78	12%	
2.c Trust, Integrity (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)	75	12%	
2.d Reputation (possible impact of rumors and/or gossip about professional or personal matters)	21	3%	
2.e Communication (quality and/or quantity of communication)	95	15%	
2.f Bullying, Mobbing (abusive, threatening, and/or coercive behaviors)	18	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)	8	1%	
2.h Retaliation (punitive behaviors for previous actions or comments, whistleblower)	46	7%	
2.i Physical Violence (actual or threats of bodily harm to another)	1	0%	
2.j Assignments, Schedules (appropriateness or fairness of tasks, expected volume of work)	62	10%	
2.k Feedback (feedback or recognition given, or responses to feedback received)	7	1%	
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)	15	2%	
2.n Departmental Climate (prevailing behaviors, norms, or attitudes within a department for which supervisors or faculty have responsibility)	80	13%	
2.o Supervisory Effectiveness (management of department or classroom, failure to address issues)	60	9%	
2.p Insubordination (refusal to do what is asked)	1	0%	
2.q Discipline (appropriateness, timeliness, requirements, alternatives, or options for responding)	8	1%	
2.r Equity of Treatment (favoritism, one or more individuals receive preferential treatment)	50	8%	
2.s Other (any other evaluative relationship not described by the above categories) Please specify below:	0	0%	

Category	Number	Percent	Comments
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	66	5.9%	
3.a Priorities, Values, Beliefs (differences about what should be considered important - or most important –often rooted in ethical or moral beliefs)	1	2%	
3.b Respect, Treatment (demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.)	16	24%	
3.c Trust, Integrity (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)	15	23%	
3.d Reputation (possible impact of rumors and/or gossip about professional or personal matters)	3	5%	
3.e Communication (quality and/or quantity of communication)	17	26%	
3.f Bullying, Mobbing (abusive, threatening, and/or coercive behaviors)	4	6%	
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)	1	2%	
3.h Retaliation (punitive behaviors for previous actions or comments, whistleblower)	7	11%	
3.i Physical Violence (actual or threats of bodily harm to another)	1	2%	
3.j Other (any peer or colleague relationship not described by the above categories) Please specify below: unategorized	1	2%	

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	89	7.9%	
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)	6	7%	
4.b Job Classification and Description (changes or disagreements over requirements of assignment, appropriate tasks)	17	19%	
4.c Involuntary Transfer, Change of Assignment (notice, selection and special dislocation rights/benefits, removal from prior duties, unrequested change of work tasks)	4	4%	
4.d Tenure-Position Security, Ambiguity (security of position or contract, provision of secure contractual categories), Career Progression (Promotion, Reappointment, or Tenure)	1	1%	
4.e Career Progression (promotion, reappointment, or tenure)	28	31%	
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)	0	0%	
4.h Termination/Non-Renewal (end of contract, non-renewal of contract, disputed permanent separation from organization)	9	10%	
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)	1	1%	
4.k Career Development/Coaching/Mentoring (classroom, on-the-job, and varied assignments as training and developmental opportunities)	18	20%	
4.l Other	4	4%	
Other 1: Early Retirement	1		
Other 2: Training	3		
Other 3:			
Other 4:			
Other 5:			

Category	Number	Percent	Comments
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	72	6.4%	
5.a Criminal Activity (threats or crimes planned, observed, or experienced, fraud)	2	3%	
5.b Business and Financial Practices (inappropriate actions that abuse or waste organizational finances, facilities or equipment)	6	8%	
5.c Harassment (unwelcome physical, verbal, written, e-mail, audio, video, psychological or sexual conduct that creates a hostile or intimidating environment)	16	22%	
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.]	20	28%	
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)	14	19%	
5.f Accessibility (removal of physical barriers, providing ramps, elevators, etc.)	1	1%	
5.g Intellectual Property Rights (e.g., copyright and patent infringement)	2	3%	
5.h Privacy and Security of Information (release or access to individual or organizational private or confidential information)	2	3%	
5.i 5.i. Property Damage (personal property damage, liabilities)			
5.j Other (any other legal, financial and compliance issue not described by the above categories) Please specify below:	9	13%	
Other 1: Hourly employee unpaid	1		
Other 2: Training materials	1		
Other 3: Title IX	1		
Other 4: FMLA	3		
Other 5: IRB	1		
Other 6: Nepotism	1		
Other 7: Procurement card individual liability	1		

6 Safety, Health, and Physical Environment Questions, concerns, issues or inquiries about Safety, Health and Infrastructure-related issues.			
Sub-total	86	7.7%	
6.a Safety (physical safety, injury, medical evacuation, meeting federal and state requirements for safety training and equipment)	9	10%	
6.b Physical Working/Living Conditions (temperature, odors, noise, available space, lighting, etc)	7	8%	
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)	2	2%	
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)	3	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)	62	72%	
6.j Other (any safety, health, or physical environment issue not described by the above categories) Please specify below:	3	3%	
Other 1: Patient safety/care	1		
Other 2: Animal policy	1		
Other 3: Space for religious observation	1		

Category	Number	Percent	Comments
7 Services/Administrative Issues Questions, concerns, issues or inquiries about services or administrative offices including from			
	Sub-total	28	2.5%
7.a Quality of Services (how well services were provided, accuracy or thoroughness of information, competence, etc.)	5	18%	
7.b Responsiveness, Timeliness (time involved in getting a response or return call or about the time for a complete response to be provided)	10	36%	
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	32%	
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)	4	14%	
7.e Other (any services or administrative issue not described by the above categories) Please specify below:	0	0%	
Other 1:			
Other 2:			
Other 3:			
Other 4:			
8 Organizational, Strategic, and Mission Related Questions, concerns, issues or inquiries that relate to the whole or some part of an organization.			
	Sub-total	84	7.5%
8.a Strategic and Mission-Related, Strategic and Technical Management (principles, decisions and actions related to where and how the organization is moving)	1	1%	
8.b Leadership and Management (quality/capacity of management and/or management/leadership decisions, suggested training, reassignments and reorganizations)	11	13%	
8.c Use of Positional Power, Authority (lack or abuse of power provided by individual's position)	11	13%	
8.d Communication (content, style, timing, effects and amount of organizational and leader's communication, quality of communication about strategic issues)	4	5%	
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)	1	1%	
8.f Organizational Climate (issues related to organizational morale and/or capacity for functioning)	8	10%	
8.g Change Management (making, responding or adapting to organizational changes, quality of leadership in facilitating organizational change)	6	7%	
8.h Priority Setting and/or Funding (disputes about setting organizational/departmental priorities and/or allocation of funding within programs)	8	10%	
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)	30	36%	
8.k Other (any organizational issue not described by the above categories) Please specify below:	3	4%	
Other 1: Uncategorized	1		
Other 2: Exit interview process	1		
Other 3: Positive feedback re: central admin leadership	1		

Category	Number	Percent	Comments
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	28	2.5%	
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)	6	21%	
9.b Values and Culture (questions, concerns or issues about the values or culture of the organization)	7	25%	
9.c Scientific Conduct, Integrity (scientific or research misconduct or misdemeanors, e.g., authorship, falsification of results)	7	25%	
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)	6		
9.e Other (Other policy, procedure, ethics or standards issues not described in the above categories) Please specify below:	2	7%	
Other 1: Code of Conduct Consultation	1		
Other 2: Difficulty locating MCW policies	1		
TOTAL	1122		

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

