

Office of the **Ombuds**

2019 Annual Report



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




**MEDICAL
COLLEGE
OF WISCONSIN**



Standards of Practice

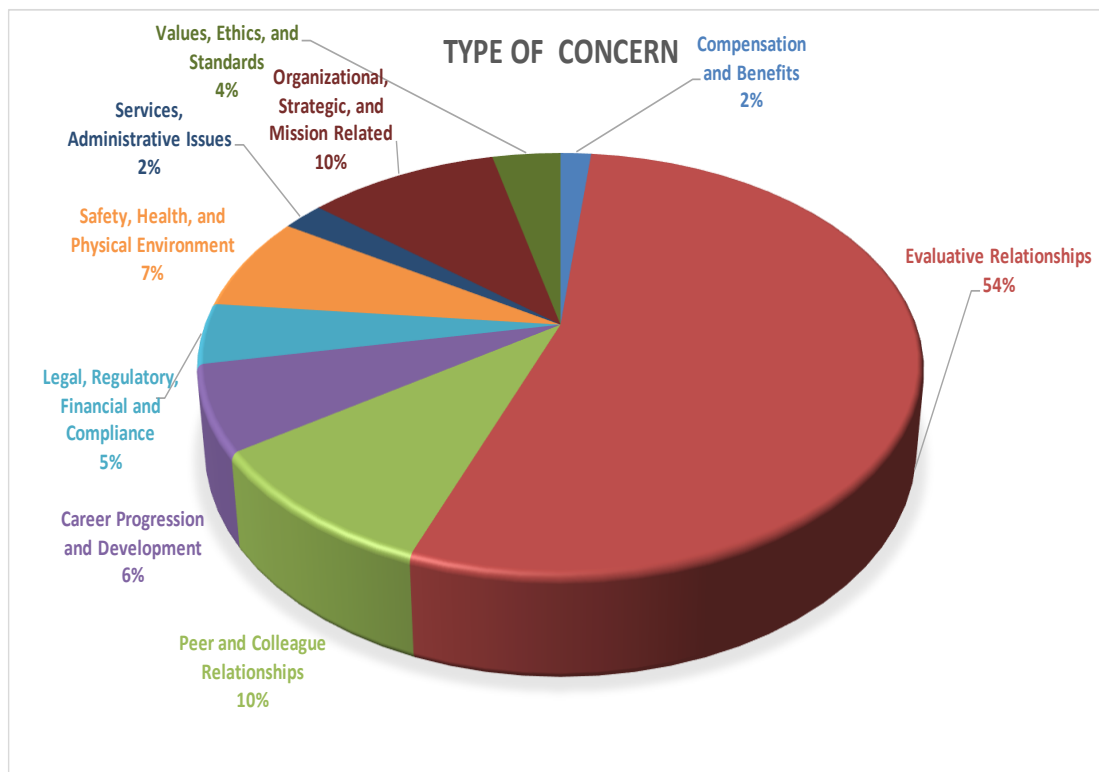
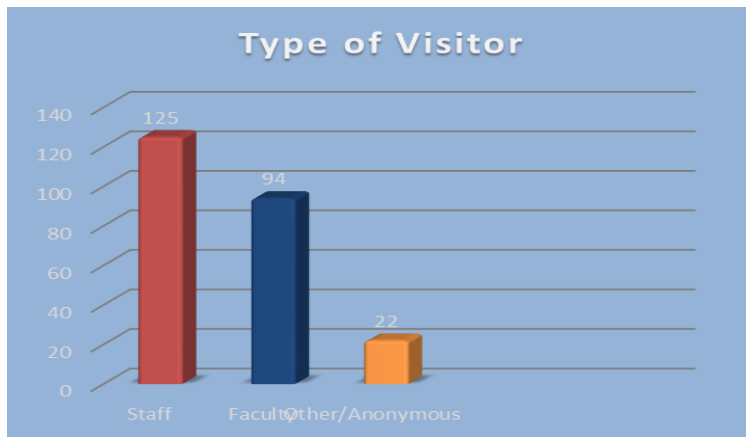
- ◆ Confidential
- ◆ Neutral
- ◆ Informal
- ◆ Independent



Overall Satisfaction Rate
84%

Total Visitors
241

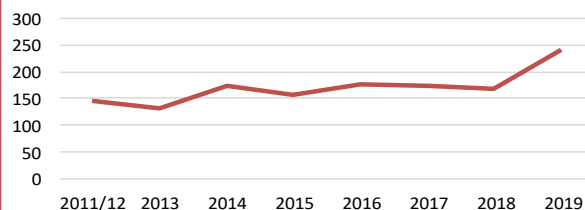
Total Concerns
1590



Services Provided

- ⇒ Consultations
- ⇒ Facilitations
- ⇒ Exit Interviews
- ⇒ Presentations

Number of Visitors
2011-2019





Medical College of Wisconsin Office of the Ombuds

Annual Report to Faculty and Staff *January 1 to December 31, 2019*

Dear Colleague,

It is a pleasure to share the 2019 Annual Report from the Medical College of Wisconsin (MCW) Ombuds Office. 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 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.



Natalie C. Fleury, JD
Ombuds



Michelle Shasha, PhD
Ombuds



Katie Geis, BFA
Assistant to the
Ombuds

The Annual Report in Context

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 confidence.

As described in MCW Corporate Policy [AD.CC.070](#), the Ombuds Office also serves as an information and communication resource, consultant and catalyst for institutional change for MCW. The Ombuds provide feedback to MCW when trends, patterns, policies or procedures of the organization generate concerns or conflicts.

As an informal, confidential and impartial 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, nor are they intended to criticize or assign fault.

This Report is intended to provide information to the organization, as the concerns raised through the Ombuds Office may provide additional points of view for institutional review, learning and action. Prior year reports are available through the [MCW Ombuds Office webpage](#).

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 serious 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 for legal issues.

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.

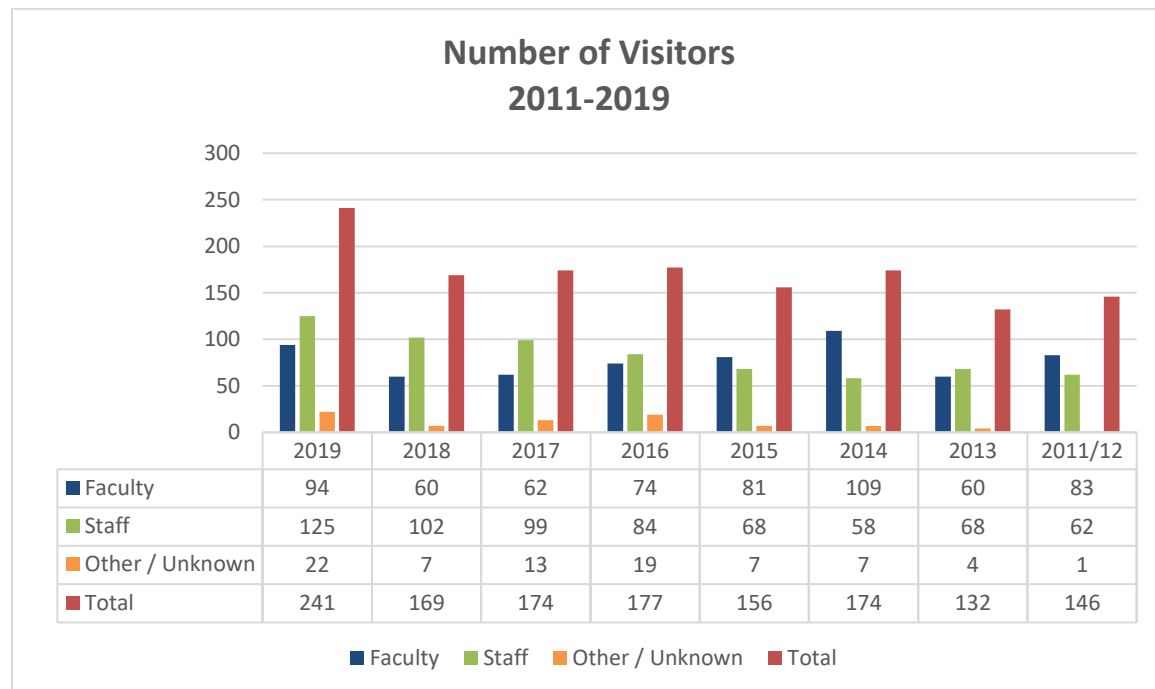
Visitor Information

From January 1 to December 31, 2019, there were 241 initial visits by individuals or groups of individuals. Some visitors may return to the Ombuds Office to discuss developments or to further consult about their concern. These repeat visits are not included in the initial visit number. Taking return visits into account, the Ombuds Office logged 259 visits in 2019.

Of the 241 initial visits to the Ombuds Office, 125 (52%) were staff, 94 (39%) were faculty, and 22 (9%) were postdoctoral fellows, “other,” or unknown visitors. Visitors/visitor groups to the Ombuds were employed in MCW clinical departments (47%), administrative units (24%), centers/institutes (13%) and basic science departments (5%). In addition, 11% of visitors worked in “other” or unknown departments.

The visits noted above include 24 exit interviews with faculty and six 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 2019, exit interviews comprised 25% of the visits by faculty, 5% of the visits by staff, and 12% of total visits to the Ombuds Office.

This past calendar year brought more than a 30% increase in visitors to the Ombuds Office over previous years. This increase is likely due to broadened awareness of and familiarity with the services of the Ombuds Office.

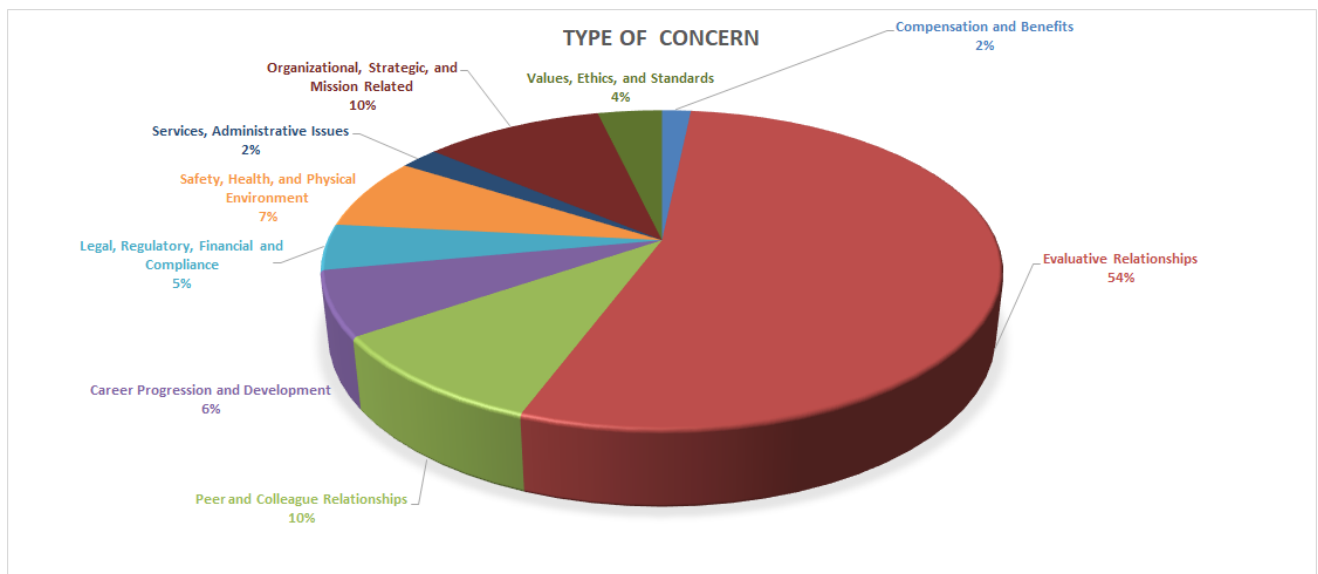


Overview of Concerns

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 in accordance with the recommended reporting categories established by the IOA. A full list of the IOA categories and data for 2019 is included in Appendix A

During the 2019 calendar year, 1,590 concerns were raised by visitors to the Ombuds Office. Thematic issues and/or concerns are described below and detailed in the IOA Category Table included in Appendix A. Figures reflecting 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 raised by visitors, comprising 54% of all issues reported in 2019. This category reflects concern regarding relationships with either supervisors or supervisees and is consistent with data reported by other organizational ombuds offices, as the power differences in such relationships can be stressful and may lead to conflict. Of note, the frequency with which this concern presented in 2019 reflects a slight decrease over recent years.



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

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. 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 several 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 raised by visitors and does not necessarily reflect the whole picture regarding specific comments or concerns.

Workplace Culture

- Most visitors to the Ombuds Office express **pride in working for MCW**. Concerns are often raised with the broader intention of supporting the integrity of MCW and its missions.
- Leaders have the potential to significantly affect **morale, culture, productivity, and loyalty** in their work groups. High turnover, enduring conflict, gossip, work cliques, and/or perceived favoritism within a work group may be a call to 'dig deeper' to better understand and address the concerns underlying these dynamics.
- Faculty and staff describe concerns related to **gender equity**, including the application of different performance standards for women and men, inappropriate comments by leaders and peers, and disparities in the distribution of resources, including protected time.
- While most visitors recognize that academic health care organizations must prioritize financial concerns alongside their multiple missions, some clinicians believe the **focus on finances** dehumanizes clinicians and patients.
- Visitors consistently report **concerns about retaliation or reprisal** should they surface or address their concerns directly. In departments or groups with smaller numbers of employees, including the Green Bay and Wausau campuses, faculty and staff may be reluctant to raise concerns for fear of being readily identified.

Administrative

- There is a persistent perception of **inequity** in the timeliness, tone, process, and content of administrative responses to unprofessional behavior and work performance. Some visitors observe that individuals without organizational power, such as staff or non-leader employees, are subject to swifter and more severe consequences than those with organizational power, such as faculty members or leaders.
- **Inter-organizational and inter-departmental concerns** presenting to the Ombuds Office have increased more than six-fold since 2016. The challenges of working across campuses and clinical systems were noted to negatively impact productivity, collaboration, and conflict resolution. These difficulties were often thought to be a result of differences in policy, culture, and leadership across organizations.

- **Postdocs**, especially those of foreign national status, experience unique and significant vulnerabilities regarding their employment, supervisory relationships, and immigration status. These vulnerabilities are often compounded by deep fear that raising concerns could impact their work, their mentorship relationship, their visa status, and their careers.
- Some faculty raise concerns that **productivity benchmarks** that set unreasonable expectations might be inequitably applied in effort to indirectly push faculty away from clinical practice or out of the organization all together.
- Increased inquiries were made this year regarding **student and resident access to Ombuds Office** services. These inquiries were typically prompted by interest in identifying a confidential or anonymous channel through which concerns could be raised or addressed.
- Faculty and staff who are primarily based apart from the Milwaukee campus, including outside hospital locations, experience a lack of **recognition by and disconnection** from MCW.

Employee Well-Being

- Concerns with **work-related stress and work-life balance** were noted by **38.5% of visitors to the Ombuds Office**. Conflicts with leaders, departmental climate, and workload demands significantly impact wellness.
- Faculty and staff express skepticism about **institutional wellness initiatives**, particularly because they are perceived to focus on individual rather than organizational contributors to burnout.
- Visitors to the Ombuds Office frequently express **burnout** in the context of a perceived 'corporatization' of health care. While recognized to be a national phenomenon, productivity demands are felt to limit clinicians' ability to attend to the non-billable missions that attracted them to an academic health care organization, particularly teaching and research.
- Clinicians express concerns regarding newly enforced **scheduling requirements** and limitations (e.g., 60-day bump rate; 4-hour block scheduling), with recognition that, when rigidly applied, these expectations may not be practical across clinical settings, may interfere with MCW's non-clinical missions, and may increase clinician burnout.

Employee Development

Staff

- Several staff development concerns were raised in the context of the **staff corrective action** process:
 - Some employees have described limited training and ambiguity regarding expectations during their 6-month trial period. These circumstances may lead to discipline or termination rather than additional training or support.
 - In some situations, the corrective action policy and accompanying staff conflict resolution process are viewed to be imbalanced, as the leader requesting the corrective action is perceived to be in a position of greater influence than the recipient of the corrective action.
 - In some situations, performance improvement plans and corrective actions are perceived to be administered without impartial oversight.

Faculty

- Full professional effort and clinically based faculty may find the requirements for **academic promotion** challenging to meet. Some have felt they were misled about the quantity and practicality of their protected academic, administrative, or research time
- Faculty express confusion and significant concern when they receive **written corrective feedback** from their leader (short of non-renewal or termination), as the process and implications for such feedback are not outlined in the Faculty Handbook.

Leader

- **Leader onboarding** is perceived to be inconsistent and, in some situations, limited, particularly with regards to a shared philosophy that might shape the attitude and priorities of a leader, the role of the Office of Human Resources in relation to the leader's work, and application of MCW policies.
- **Department and Center administrators** have significant impact on institutional climate. Concerns have been raised regarding the perceived obstacles for sharing upward feedback regarding administrator performance. Visitors have reported a fear of repercussion for sharing unfavorable feedback about administrators and other administrative leaders, despite recognition that such feedback may be constructive for the individual leader and for the workgroup.

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 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 to all staff, postdoctoral fellows and faculty in December 2019.

During the 2019 calendar year, the Ombuds Office received 100 survey responses. Sixty-four responses were from visitors to the Ombuds Office. Most individual items on the survey were rated on a five-point scale, ranging from Strongly Agree to Strongly Disagree.

Among the 64 visitor respondents to the survey:

- 98% agreed that the Ombuds Office is a safe, informal, and confidential resource.
- 96% reported that the Ombuds Office was fair and neutral,
- 92% indicated they received information which helped them address their concerns.
- 84% were satisfied overall with the services of the Ombuds Office.
- 20% may have left the organization if they had not met with the Ombuds Office.

The complete results of the 2019 Visitor Satisfaction Survey are available on the Ombuds Office website in the Annual Report section.

The Visitor Experience Survey also invited open-ended feedback regarding the Ombuds Office. This feedback was largely positive, with respondents expressing appreciation that MCW provides a confidential and informal resource for addressing their workplace concerns.

A theme emerged through some of the open-ended comments regarding dissatisfaction with the role and authority of the Ombuds. We elaborate on this theme here, providing additional information regarding the scope of the Ombuds' role at MCW.

Ombuds' Organizational Role

"I was hoping for more of an advocate who could resolve my issues."¹

"I don't think my colleagues fully understand your role."

As stated in the Ombuds Office Policy, "The Ombuds Office is a confidential, informal, alternate place to raise concerns and address conflicts for MCW faculty, staff and postdoctoral fellows." As a neutral resource, we do not act as advocates for any individual, nor do we advocate for MCW. Instead, we are advocates for fair and equitably administered processes and good communication. We will listen to concerns, talk through options, and help identify appropriate resources and potential courses of action.

While many visitors to the Ombuds Office appreciate the opportunity to think through their concerns and discuss the 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.

"The Ombuds Office is powerless and does not really offer an employee help in the situation where there are serious workplace concerns."

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. We do not determine 'truth' in a situation and cannot advocate for a particular outcome. As discussed in detail on pages 4-6 of the [2018 Annual Report](#), there are a broad range of steps the Ombuds can take that may assist a visitor in confidentially assessing, better understanding, and navigating their concerns. Moreover, as trends emerge, they can be aggregated and raised anonymously, much like the information presented in this and previous annual reports. The annual summary of trends reported by the Ombuds Office may allow for organizational reflection, learning, accountability and growth.

¹ Where necessary, quotes have been edited to protect confidentiality.

Ombuds Outreach

The Ombuds work to build broad awareness, understanding, and trust in their services. Outreach efforts in 2019 (and ongoing) include:

- Participation in New Employee Welcome Sessions, New Leader Orientations, and New Faculty Orientations.
- 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.
- Participation in Professionalism Week events and the Wellness Fair.
- Meetings with leaders across the institution.
- Presentations to groups to provide education about matters of concern to their workplace, including:
 - 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)
 - Dignity and Equity in a Hierarchy (60-90 minutes)



Contact Us

Office Location: MCW Office of the Ombuds
Curative Care Network, Room 2512
1000 N. 92nd Street
Milwaukee, WI 53226

Office Website

Confidential Phone Line: 414-266-8776

Email: ombuds@mcw.edu

**APPENDIX A: INTERNATIONAL OMBUDSMAN ASSOCIATION
Reporting Categories**

**January 2019-December 2019
Questions, Concerns, Issues or Inquiries
where Information or Options are Explored**

Category	of	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	26	1.6%	
1.a Compensation (rate of pay, salary amount, job salary classification/level)	14	54%	
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.)	8	31%	
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:	4	15%	
2 Evaluative Relationships Questions, concerns, issues or inquiries arising between people in evaluative relationships (i.e. supervisor-employee, faculty-student.)			
Sub-total	860	54.1%	
2.a Priorities, Values, Beliefs (differences about what should be considered important - or most important –often rooted in ethical or moral beliefs)	17	2%	
2.b Respect, Treatment (demonstrations of inappropriate behavior, disregard for people, rudeness, crudeness, etc.)	109	13%	
2.c Trust, Integrity (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)	86	10%	
2.d Reputation (possible impact of rumors and/or gossip about professional or personal matters)	29	3%	
2.e Communication (quality and/or quantity of communication)	137	16%	
2.f Bullying, Mobbing (abusive, threatening, and/or coercive behaviors)	18	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)	8	1%	
2.h Retaliation (punitive behaviors for previous actions or comments, whistleblower)	46	5%	
2.i Physical Violence (actual or threats of bodily harm to another)	0	0%	
2.j Assignments, Schedules (appropriateness or fairness of tasks, expected volume of work)	69	8%	
2.k Feedback (feedback or recognition given, or responses to feedback received)	22	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)	1	0%	
2.m Performance Appraisal/Grading (job/academic performance in formal or informal evaluation)	33	4%	
2.n Departmental Climate (prevailing behaviors, norms, or attitudes within a department for which supervisors or faculty have responsibility)	110	13%	
2.o Supervisory Effectiveness (management of department or classroom, failure to address issues)	97	11%	
2.p Insubordination (refusal to do what is asked)	3	0%	
2.q Discipline (appropriateness, timeliness, requirements, alternatives, or options for responding)	19	2%	
2.r Equity of Treatment (favoritism, one or more individuals receive preferential treatment)	50	6%	
2.s Other (any other evaluative relationship not described by the above categories) Please specify below:	6	1%	

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Category	of	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	155	9.7%	
3.a Priorities, Values, Beliefs (differences about what should be considered important - or most important –often rooted in ethical or moral beliefs)	10	6%	
3.b Respect, Treatment (demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.)	41	26%	
3.c Trust, Integrity (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)	23	15%	
3.d Reputation (possible impact of rumors and/or gossip about professional or personal matters)	19	12%	
3.e Communication (quality and/or quantity of communication)	37	24%	
3.f Bullying, Mobbing (abusive, threatening, and/or coercive behaviors)	11	7%	
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)	4	3%	
3.h Retaliation (punitive behaviors for previous actions or comments, whistleblower)	8	5%	
3.i Physical Violence (actual or threats of bodily harm to another)	0	0%	
3.j Other (any peer or colleague relationship not described by the above categories) Please specify below: uncategorized	2	1%	
4 Career Progression and Development Questions, concerns, issues or inquiries about administrative processes and decisions regarding entering and leaving a job, what it entails, (i.e., recruitment, nature and place of assignment, job security, and separation.)			
Sub-total	104	6.5%	
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	6%	
4.b Job Classification and Description (changes or disagreements over requirements of assignment, appropriate tasks)	10	10%	
4.c Involuntary Transfer, Change of Assignment (notice, selection and special dislocation rights/benefits, removal from prior duties, unrequested change of work tasks)	8	8%	
4.d Tenure-Position Security, Ambiguity (security of position or contract, provision of secure contractual categories), Career Progression (Promotion, Reappointment, or Tenure)	4	4%	
4.e Career Progression (promotion, reappointment, or tenure)	23	22%	
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)	0	0%	
4.g Resignation (concerns about whether or how to voluntarily terminate employment or how such a decision might be communicated appropriately)	7	7%	
4.h Termination/Non-Renewal (end of contract, non-renewal of contract, disputed permanent separation from organization)	5	5%	
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)	4	4%	

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Category	of	Percent	Comments
4.k Career Development/Coaching/Mentoring (classroom, on-the-job, and varied assignments as training and developmental opportunities)	32	31%	
4.l Other	4	4%	

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	74	4.7%	
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)	8	11%		
5.c Harassment (unwelcome physical, verbal, written, e-mail, audio, video, psychological or sexual conduct that creates a hostile or intimidating environment)	17	23%		
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.]	29	39%		16 Gender 16 Race
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)	7	9%		
5.f Accessibility (removal of physical barriers, providing ramps, elevators, etc.)	0	0%		
5.g Intellectual Property Rights (e.g., copyright and patent infringement)	1	1%		
5.h Privacy and Security of Information (release or access to individual or organizational private or confidential information)	7	9%		
5.i 5.i. Property Damage (personal property damage, liabilities)	1			
5.j Other (any other legal, financial and compliance issue not described by the above categories) Please specify below:	4	5%		

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

	Sub-total	116	7.3%	
6.a Safety (physical safety, injury, medical evacuation, meeting federal and state requirements for safety training and equipment)	4	3%		
6.b Physical Working/Living Conditions (temperature, odors, noise, available space, lighting, etc)	2	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)	9	8%		
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%		

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Category	of	Percent	Comments
6.h Environmental Policies (policies not being followed, being unfair ineffective, cumbersome)	2	2%	
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)	93	80%	
6.j Other (any safety, health, or physical environment issue not described by the above categories) Please specify below:	6	5%	
7 Services/Administrative Issues Questions, concerns, issues or inquiries about services or administrative offices including from			
Sub-total	35	2.2%	
7.a Quality of Services (how well services were provided, accuracy or thoroughness of information, competence, etc.)	3	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)	2	6%	
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.)	21	60%	
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)	8	23%	
7.e Other (any services or administrative issue not described by the above categories) Please specify below:	1	3%	
8 Organizational, Strategic, and Mission Related Questions, concerns, issues or inquiries that relate to the whole or some part of an organization.			
Sub-total	162	10.2%	
8.a Strategic and Mission-Related, Strategic and Technical Management (principles, decisions and actions related to where and how the organization is moving)	7	4%	
8.b Leadership and Management (quality/capacity of management and/or management/leadership decisions, suggested training, reassignments and reorganizations)	20	12%	
8.c Use of Positional Power, Authority (lack or abuse of power provided by individual's position)	20	12%	
8.d Communication (content, style, timing, effects and amount of organizational and leader's communication, quality of communication about strategic issues)	4	2%	
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)	4	2%	
8.f Organizational Climate (issues related to organizational morale and/or capacity for functioning)	17	10%	
8.g Change Management (making, responding or adapting to organizational changes, quality of leadership in facilitating organizational change)	8	5%	
8.h Priority Setting and/or Funding (disputes about setting organizational/departmental priorities and/or allocation of funding within programs)	19	12%	
8.i Data, Methodology, Interpretation of Results (scientific disputes about the conduct, outcomes and interpretation of studies and resulting data for policy)	3	2%	
8.j Interdepartment, Interorganization Work, Territory (disputes about which department/organization should be doing what/taking the lead)	53	33%	
8.k Other (any organizational issue not described by the above categories) Please specify below:	7	4%	

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Category	of	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	58	3.6%	
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)	20	34%	
9.b Values and Culture (questions, concerns or issues about the values or culture of the organization)	17	29%	
9.c Scientific Conduct, Integrity (scientific or research misconduct or misdemeanors, e.g., authorship; falsification of results)	18	31%	
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)	3		
9.e Other (Other policy, procedure, ethics or standards issues not described in the above categories) Please specify below:	0	0%	
TOTAL		1590	