Office of the
Ombuds

2021 Annual Report

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

MEDICAL COLLEGE OF WISCONSIN

Medical College of Wisconsin
Office of the Ombuds

Annual Report

January 1 to December 31, 2021

Message from the Ombuds

It is a pleasure to share the tenth Annual Report from the Medical College of Wisconsin (MCW) Ombuds Office. We are honored to serve as a confidential resource for MCW staff, postdoctoral fellows, and faculty. We recognize that trust is an earned foundation for the Ombuds Office, and we are grateful to the individuals who place their confidence in our services. We also wish to express our appreciation to the individuals and groups throughout MCW who participate in efforts to address the issues brought to our attention.

Our annual feedback to the MCW community is intended to inform the organization about the various themes of concerns 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. The report includes a summary of the data collected through the Ombuds Office Experience Survey as well as information on outreach efforts.

We note the departure from the Ombuds Office this past year of the Assistant to the Ombuds, Katie Geis. Her warm and welcoming presence in the office is missed.

We appreciate 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

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 a confidential space.

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 Office provides feedback to MCW when trends, patterns, policies, or procedures of the organization generate concerns or conflicts.

The Ombuds Office operates in keeping with the Standards of Practice established by the International Ombuds Association (IOA). The Ombuds aim to serve as trusted navigators and to engage with the MCW community to inform critical decisions for a lasting and positive impact. We help to survey the organizational terrain, monitor trends, address challenges, assess risk, and advocate for fair processes.

As an informal, confidential, and impartial resource, the Ombuds may become aware of concerns that would not otherwise surface elsewhere. The issues presented are usually many-sided. Trends identified in the Annual Report are not intended to represent whole truths about complex issues or to criticize or assign fault. This Report is intended to inform the organization, as 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 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 impartial

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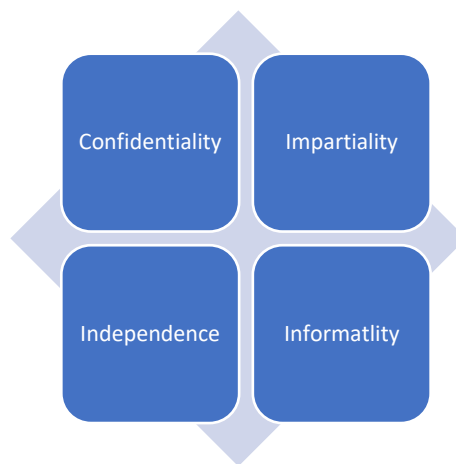
Visit Information

In keeping with MCW's remote work policy, all visits in 2021 were conducted by telephone or by Zoom. From January 1 to December 31, 2021, the MCW Ombuds Office logged 410 total visitor-related contacts with individuals or groups of individuals. Of these contacts, 214 were initial individual, group, or email visits and 117 were follow-up meetings.[1]

The total number of visitor-related contacts above includes 79 consultations. The Ombuds began tracking 'leader consultations and inquiries' in 2019: these contacts are initiated by the Ombuds *only* with visitor permission and are generally made to surface a concern anonymously or to inquire informally about a situation or

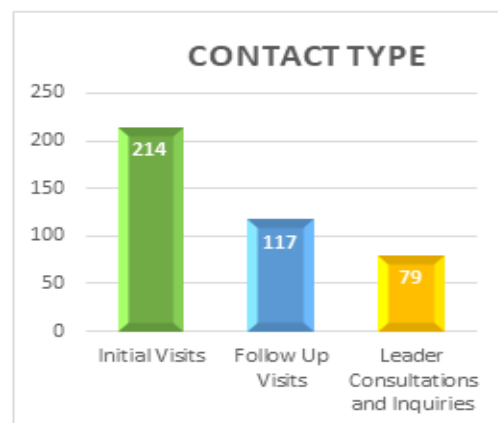*Figure 1*

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[1] **Detailed data regarding concerns are reported in the IOA Category Table included in Appendix A. Figures reflecting 2011-** 2021 historical trends of the IOA categories of concerns are available on the Ombuds Office website.

context. They might include discussions with the MCW Corporate Compliance Office, Office of Human Resources, or with departmental or other organizational leaders. (Figure 1).

Excluding leader consultations, of the remaining visits with the Ombuds, 117 (53%) involved staff, 83 (38%) involved faculty (MD or PhD), and 20 (9%) involved postdoctoral fellows, "other," or visitors who preferred to remain anonymous (Figures 2 & 3). Figure 3 illustrates historical data regarding visitor type.

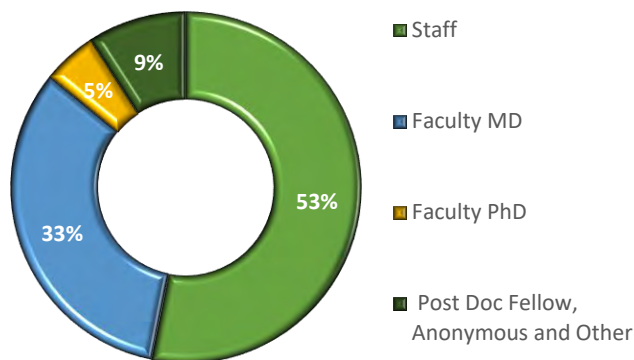## VISITOR TYPE BY PERCENTAGE
EXCLUDING LEADER CONSULTATIONS
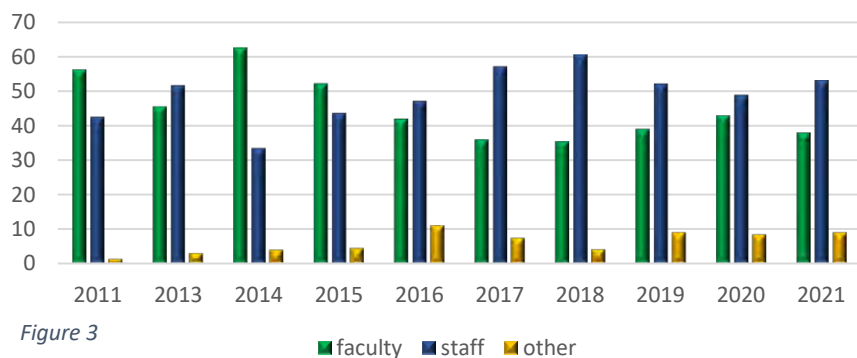
Figure 2

Figure 3

Visitors/visitor groups to the Ombuds were employed in MCW clinical departments (61%,) administrative units (9%), centers/institutes (7%), and basic science departments (7%). Sixteen percent of visitors worked in "other" or unknown departments

(Figure 4). Leadership consultations are not included in these numbers.

The total visit count also includes 44 exit interviews with faculty and 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 2021, exit interviews were 13% of total visits to the Ombuds Office.

Figure 4

Visitor Concerns

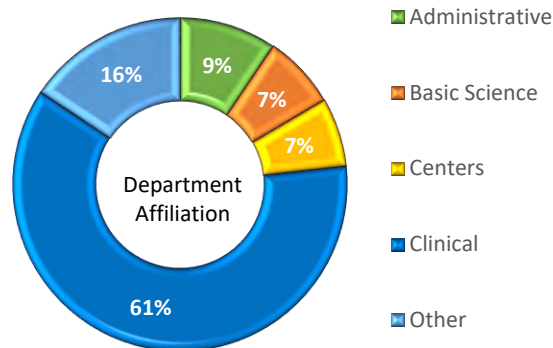During the 2021 calendar year, 1450 concerns were raised by visitors to the Ombuds Office. These issues and/or concerns are detailed in Figure 5 and in the IOA Category Table included in Appendix A. Figures reflecting 2011-2021 historical trends of the IOA categories of concerns are available on the Ombuds Office website.

As in past years, "Evaluative Relationship" concerns were the most common issue presenting to the Office, comprising 50% of all issues reported in 2021. This category reflects concerns regarding relationships with either supervisors or supervisees and is consistent with data reported by other organizational ombuds offices. Figure 6 illustrates 10-year Evaluative Relationship data.

PERCENTAGE

- 7. Services, Administrative Issues — 4%
- 8. Organizational, Strategic & Mission Related — 11%
- 9. Values, Ethics & Standards — 3%
- 1. Compensation and Benefits — 4%
- 2. Evaluative Relationships — 50%
- 6. Safety, Health & Physical Environment — 9%
- 5. Legal, Regulatory, Financial & Compliance — 5%
- 4. Career Progression & Development — 9%
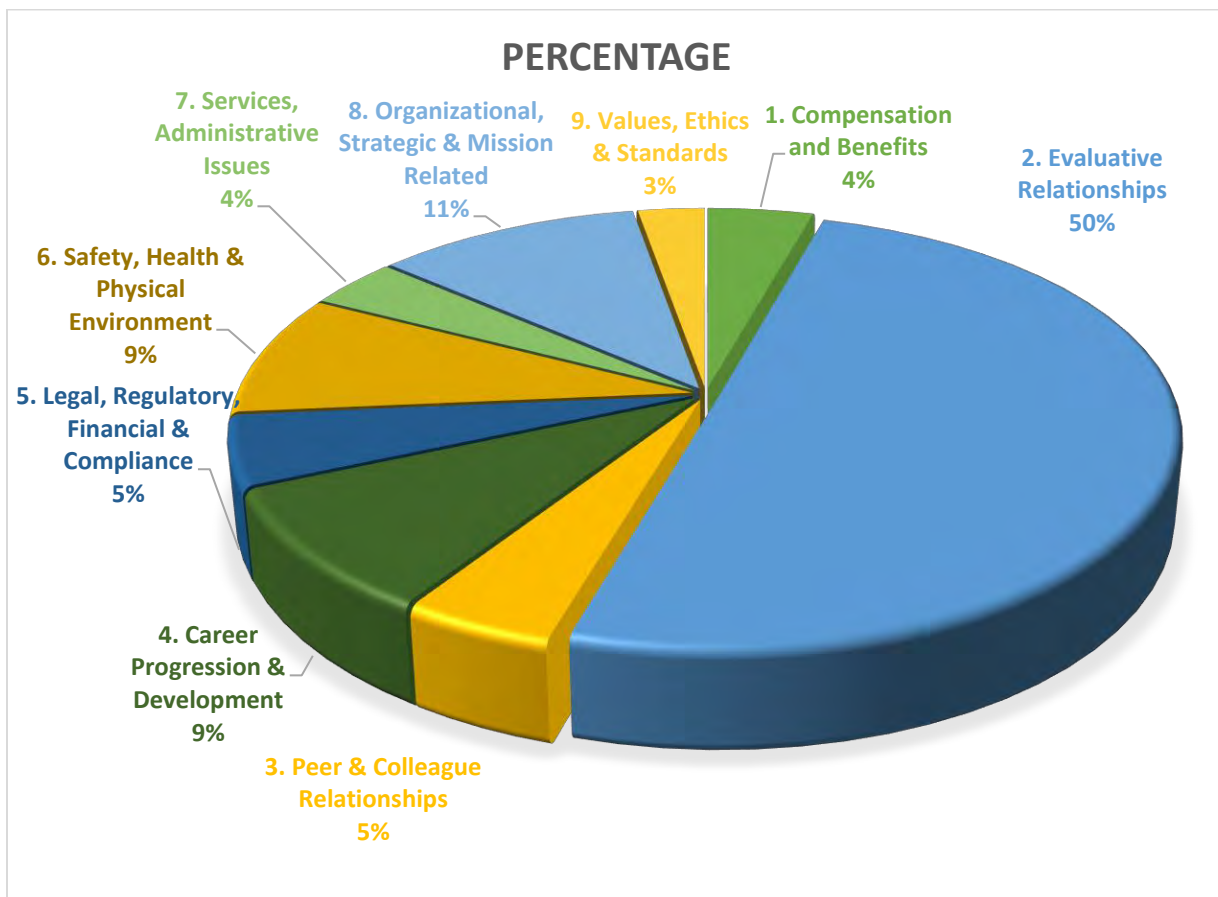- 3. Peer & Colleague Relationships — 5%

Figure 5

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

Themes emerge over time in the issues brought to the attention of the Ombuds. These concerns are usually raised by multiple visitors on multiple occasions. The themes described below have been, or will be, addressed with MCW leadership. In addition to the issues identified here, the Ombuds have discussed several department-specific issues with MCW leadership while preserving the confidentiality required by the International Ombuds Association (IOA) Standards of Practice and MCW Ombuds Office Policy.

Please note that culture, trust, and communication norms vary considerably across MCW. The issues described here do not apply to all campuses, departments, or subgroups, though they nonetheless merit broad institutional awareness.

Evaluative Relationships

As mentioned, and in keeping with past years, approximately half of the concerns presented to the Ombuds Office involved issues related to the 'evaluative relationship.' Again, this is a common category of concern raised through organizational ombuds offices, as distinctive power differences contribute to unique and

Figure 6

Evaluative Relationships as Percentage of Total Concerns 2011-2021

sometimes pronounced tensions. Institutional themes that may influence this issue include those related to **organizational structure, culture, and policies.**
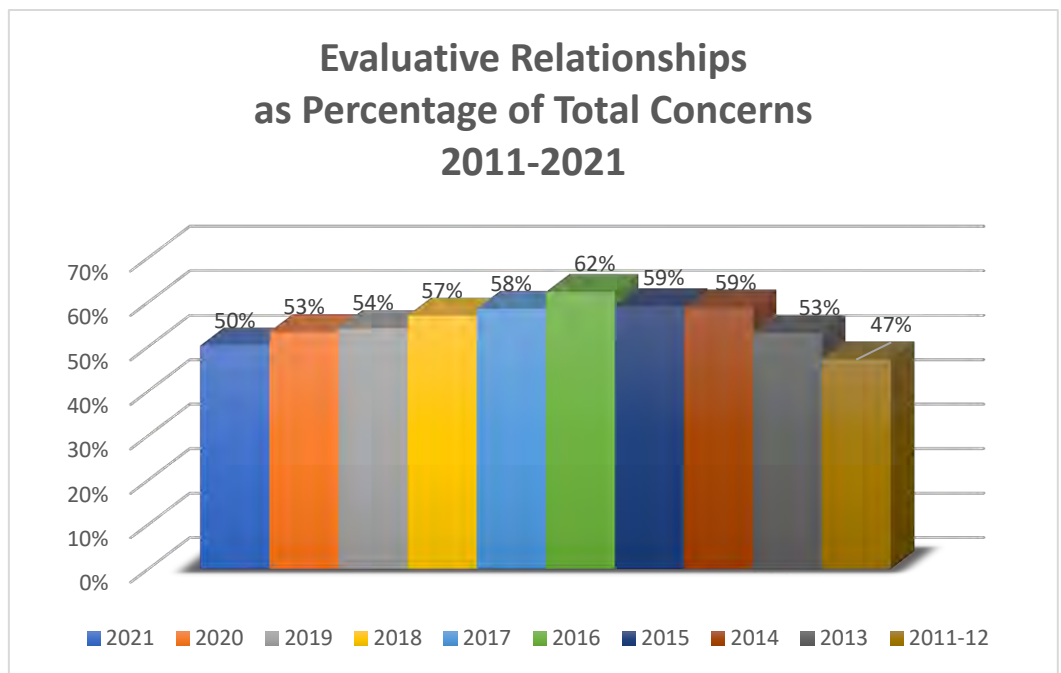
Organizational Structure

There is a perception that concerns regarding leader performance and professionalism are not prioritized or are addressed reluctantly. Factors related to MCW's hierarchical and siloed structure that may contribute to this impression include:

- Different levels of the institution, including staff, faculty, postdoctoral fellows, and executive offices, have different types of contact with and may hold distinctly different views about leader performance based upon access to information or experiences. Executive leadership is reviewing options for addressing this concern.

- Unclear lines of responsibility or authority for responding to leader performance concerns may also limit responsiveness. In some cases, multiple offices maintain consultative roles to department-level issues without clear authority to intervene. This contributes to a perception that consulting offices such as Human Resources, Faculty Affairs, and Corporate Compliance may be aligned with and/or protective of faculty and department or center level leadership. In 2021, MCW engaged Korn Ferry, an organizational design consulting firm, to assess executive leadership structure and governance.[2] Based on that assessment, some reporting structures have changed, and Human Resources is conducting a detailed analysis of other reporting lines.

Organizational Culture

- Some employees worry that consultation with an office outside of their immediate area about a leader will increase tension and/or result in repercussions. This includes consultation with Corporate Compliance, Faculty Affairs, Human Resources, and the Ombuds Office.

- Some employees report that disagreement with their leader(s) is unwelcome and/or perceived as confrontational or insubordinate, despite intentions to be constructive or collaborative in shared work or process improvements.

- Some leaders are perceived to show greater loyalty and latitude to faculty or those who were recruited under their authority, supporting a perceived culture of favoritism or cronyism. Professionalism standards are viewed as inconsistently applied in some situations, with some faculty granted greater latitude than rank and file staff.

Organizational Policies and Standards

- Staff have expressed confusion about the application of the Staff Conflict Resolution Policy beyond the appeal of a corrective action. For example, it is unclear whether this process can be engaged for conflicts or concerns related to work processes, assignments, or perceived fairness issues. This policy is currently under review (the existing policy remains in effect).

- Some staff have reported that their leader(s) may not consistently support their professional advancement within MCW, particularly if this advancement conflicts with the leader(s) interests. The Employee Transfer and Promotion Policy does not address the spirit with which leaders might best approach employees' interest in growing professionally within MCW. Also, the policy requires a 12-month wait period before applying for an internal position, a duration that is viewed as prohibitive by some in the organization. This policy is currently under review (existing policy remains in effect).

- The Faculty Handbook does not address a process for faculty who wish to raise formal concerns involving a leader other than matters related to discrimination.[3] Challenges for faculty include a lack of clarity regarding where they should take

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[2] See Letter from the President, August 2, 2021.
[3] See Faculty Handbook, page 31, Section 2.9.

these concerns, the process for formally surfacing concerns, and/or confusion or ambiguity about organizational lines of authority.

Advance Practice Providers

- Advance practice providers (APPs) encounter conflicts and misunderstandings related to inconsistencies in compensation standards within MCW and across affiliate organizations, changes in definitions of full-time work, and confusion or ambiguity regarding their contracts and work assignments.

- Some APPs report feeling undervalued for their contributions and discouraged from creative or innovative participation in their work groups. Some cite being excluded from meetings, email distribution lists, and discussions regarding key changes in department focus or leadership.

- Departments differ in their APP leadership structure, with some having established formal internal APP leaders while other departments do not have such a role. Some APPs who do not have an identified, internal APP leader report uncertainty about where to raise concerns.

Postdoctoral Fellows

- Some postdoctoral fellows are unclear as to whether, under what circumstances, and with what authority the Office of Postdoctoral Education might interface with Human Resources, a department chair, and/or the principal investigator regarding concerns related to their fellowship.

Diversity

- Some underrepresented minority faculty and staff contending with race concerns are fatigued by being asked to be the "spokesperson" or representative for these issues, by experiencing and responding to micro-aggressions, and/or by being one of the few clinicians or staff members of color in a particular department or division.

- Some visitors report concerns regarding the tone and intention of some departmental and organizational communications that address racial issues and local racial equality and activist movements. MCW has established a multidisciplinary, cross-departmental team to address internal and external communications related to social justice issues in the community.

- Some female faculty report repeatedly being overlooked for potential leadership opportunities. This experience influences faculty retention, leading some to leave the institution.

Pandemic and Remote Work

- Some new employees find onboarding to be difficult in a virtual environment. Communication and training gaps for new and transferring employees, exacerbated for some during remote work, can lead to performance concerns and increased conflict.

- Some visitors perceived that approval to work remotely during the pandemic was dictated less by roles and duties and instead influenced by favoritism in their department or division.

Work-Life Balance and Burnout

- Some staff experience overwhelming work-related stress as the number of faculty supported administratively in some groups has outpaced staffing or because of staff shortages caused by terminations or departures.

- Some faculty and staff have noted that differing priorities between MCW and Froedtert may slow responsiveness to workplace concerns, increase burnout, and decrease employee retention.

- Department and center leaders vary in their sensitivity and responsiveness to burnout concerns. Dismissiveness or minimization of these concerns impact morale and are experienced by some as resistance to addressing root causes of burnout.

- Some faculty have raised questions as to whether clinician-educators are valued across the institution. They mention that, while clinical service and revenue are foundational to MCW's financial sustainability, clinical care is perceived to be under-recognized in the promotion process.

Ombuds Office Visitor Experience Survey: 2017-2021

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 in the email signature of messages sent from the Ombuds. An email reminder with an embedded link to the survey was distributed to all faculty, staff, and postdoctoral fellows in December 2021.[4]

Most items on the survey were rated on a five-point scale, ranging from Strongly Agree to Strongly Disagree (Figure 7 and Figure 8).

What Would You Have Done if You Hadn't Visited the Ombuds Office?

Visitors Only

- 9%
- 11%
- 11%
- 14%
- 15%
- 18%
- 22%

- Talked with my supervisor about the issue
- Brought the issue to a formal channel
- Changed positions within the organization
- Not brought the issue up as quickly
- Other (eg consult with HR, seek legal action, ask a coworker for advice)
- Not talked with anyone about the issue
- Left the organization

Figure 7

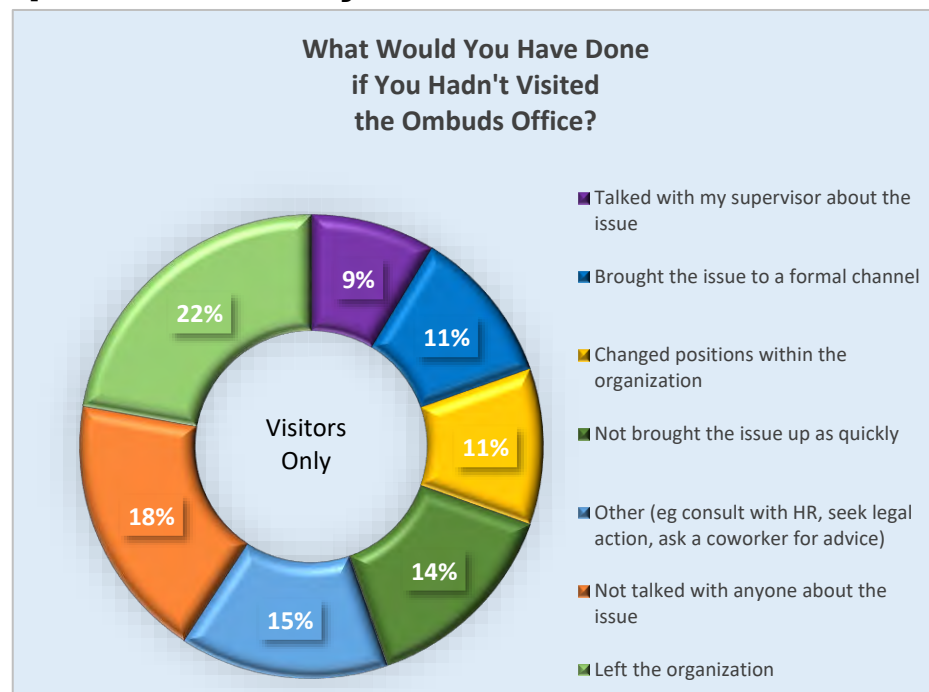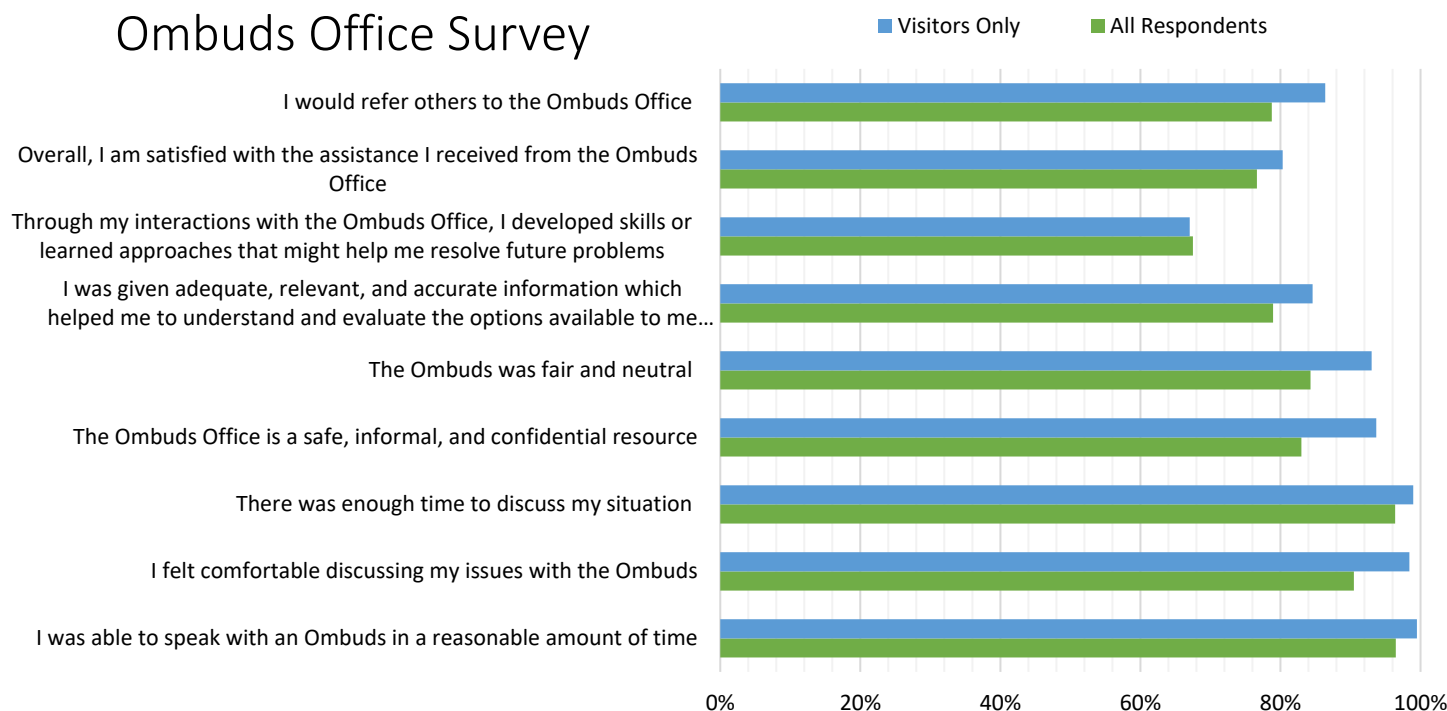[4] During the 2021 calendar year, the Ombuds Office received 54 survey responses, including 17 from visitors to the Office. This low visitor response was likely limited by the virtual meeting format and absence of paper surveys. Due to the small sample size, survey results for 2021 were combined with those from prior years (2017-2021).

Figure 8

Ombuds Office Survey

Visitors Only · **All Respondents**

- I would refer others to the Ombuds Office
- Overall, I am satisfied with the assistance I received from the Ombuds Office
- Through my interactions with the Ombuds Office, I developed skills or learned approaches that might help me resolve future problems
- I was given adequate, relevant, and accurate information which helped me to understand and evaluate the options available to me…
- The Ombuds was fair and neutral
- The Ombuds Office is a safe, informal, and confidential resource
- There was enough time to discuss my situation
- I felt comfortable discussing my issues with the Ombuds
- I was able to speak with an Ombuds in a reasonable amount of time

"The Ombuds Office is a wonderful resource here at MCW. Not only has it been very helpful for me, but it greatly assisted a fellow co-worker who I knew to have a complex issue and the Ombuds Office was extremely helpful. . ."

Ombuds Outreach

The Ombuds work to build broad awareness, understanding, and trust in its mission and principles of practice. Outreach efforts in 2021 (and ongoing) include:

Institutional Outreach

- Participation in New Employee Welcome Sessions and New Faculty Orientations in person or by video.
- 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.
- Introductory and follow-up meetings with leaders across the institution.
- Virtual brown bag discussions on topics related to communication and conflict resolution.

Presentations

The Ombuds Office is available for presentations to groups about matters related to the workplace, including:

- o Building Group Emotional Intelligence (60 minutes)
- o Ombuds Office Annual Report (20 minutes)
- o Promoting Respectful Communication: Beyond Policy (60 minutes)
- o What Does the Ombuds Office Do? (20 minutes)
- o Thanks for the Feedback (60-90 minutes)
- o Benevolent Sexism (60 minutes)
- o Dignity and Equity in a Hierarchy (60-90 minutes)
- o The Dynamics of the Leader-Follower Relationship (60 minutes)
- o The (Negative) Power of Assumptions (30-45 minutes)
- o Curiosity as a Tool for Complicated Conversations (45 minutes)
- o Insight: Using Self Awareness to Adapt and Evolve (60 minutes)
- o Disagreement in a Hierarchy: Challenges and Opportunities (45 minutes)

Ombuds Blog

Ombuds 2512, the MCW Ombuds Blog, provides tips for improving work relationships, handling conflict at work, and addressing other workplace issues. Access the blog at www.ombuds2512.blog.

Meeting with the Ombuds

The Ombuds are available for in-person, phone, or Zoom consultations. Contact us at 414-266-8776 to set up an appointment. You can also email us at ombuds@mcw.edu.[5]

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.

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[5] *Please note that confidentiality may not be assured when communicating via e-mail. Due to our confidential, neutral, informal and independent role, a consultation with the Ombuds office is not official notice to MCW and does not satisfy or trigger any deadlines used for more formal complaint mechanisms.*

INTERNATIONAL OMBUDSMAN ASSOCIATION
Reporting Categories

January 2021-December 2021

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	**63**	**4.3%**	
1.a *Compensation (rate of pay, salary amount, job salary classification/level)*	34	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.)*	16	25%	
1.d *Retirement, Pension (eligibility, calculation of amount, retirement pension benefits)*	3	5%	
1.e *Other (any other employee compensation or benefit not described by the above categories)*	10	16%	
2 Evaluative Relationships Questions, concerns, issues or inquiries arising between people in evaluative relationships (i.e. supervisor-employee, faculty-student.)			
Sub-total	**728**	**50.2%**	
2.a *Priorities, Values, Beliefs (differences about what should be considered important - or most important –often rooted in ethical or moral beliefs)*	21	3%	
2.b *Respect, Treatment (demonstrations of inappropriate behavior, disregard for people, rudeness, crudeness, etc.*	87	12%	
2.c *Trust, Integrity (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)*	46	6%	
2.d *Reputation (possible impact of rumors and/or gossip about professional or personal matters)*	25	3%	
2.e *Communication (quality and/or quantity of communication)*	97	13%	
2.f *Bullying, Mobbing (abusive, threatening, and/or coercive behaviors)*	15	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)*	22	3%	
2.h *Retaliation (punitive behaviors for previous actions or comments, whistleblower)*	49	7%	
2.i *Physical Violence (actual or threats of bodily harm to another)*	0	0%	
2.j *Assignments, Schedules (appropriateness or fairness of tasks, expected volume of work)*	65	9%	
2.k *Feedback (feedback or recognition given, or responses to feedback received)*	27	4%	
2.l *Consultation (requests for help in dealing with issues between two or more individuals they supervise/teach or with other unusual situations in evaluative relationships)*	0	0%	
2.m *Performance Appraisal/Grading (job/academic performance in formal or informal evaluation)*	23	3%	
2.n *Departmental Climate (prevailing behaviors, norms, or attitudes within a department for which supervisors or faculty have responsibility)*	79	11%	
2.o *Supervisory Effectiveness (management of department or classroom, failure to address issues)*	67	9%	
2.p *Insubordination (refusal to do what is asked)*	0	0%	
2.q *Discipline (appropriateness, timeliness, requirements, alternatives, or options for responding)*	13	2%	
2.r *Equity of Treatment (favoritism, one or more individuals receive preferential treatment)*	54	7%	
2.s *Other (any other evaluative relationship not described by the above categories)*	38	5%	

Category	Number of Questions, Concerns, Issues or Inquiries	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	**67**	**4.6%**	
3.a **Priorities, Values, Beliefs** *(differences about what should be considered important - or most important –often rooted in ethical or moral beliefs)*	2	3%	
3.b **Respect, Treatment** *(demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.*	18	27%	
3.c **Trust, Integrity** *(suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)*	8	12%	
3.d **Reputation** *(possible impact of rumors and/or gossip about professional or personal matters)*	4	6%	
3.e **Communication** *(quality and/or quantity of communication)*	16	24%	
3.f **Bullying, Mobbing** *(abusive, threatening, and/or coercive behaviors)*	7	10%	
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	6%	
3.h **Retaliation** *(punitive behaviors for previous actions or comments, whistleblower)*	4	6%	
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)*	4	6%	
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	**134**	**9.2%**	
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)*	16	12%	
4.b **Job Classification and Description** *(changes or disagreements over requirements of assignment, appropriate tasks)*	15	11%	
4.c **Involuntary Transfer, Change of Assignment** *(notice, selection and special dislocation rights/benefits, removal from prior duties, unrequested change of work tasks)*	10	7%	
4.d **Tenure-Position Security, Ambiguity** *(security of position or contract, provision of secure contractual categories), Career Progression (Promotion, Reappointment, or Tenure)*	11	8%	
4.e **Career Progression** *(promotion, reappointment, or tenure)*	20	15%	
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	4%	
4.h **Termination/Non-Renewal** *(end of contract, non-renewal of contract, disputed permanent separation from organization)*	3	2%	
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)*	2	1%	
4.k **Career Development/Coaching/Mentoring** *(classroom, on-the-job, and varied assignments as training and developmental opportunities)*	27	20%	
4.l **Other** *(any other career progression not described by the above categories)*	22	16%	

Category	Number of Questions, Concerns, Issues or Inquiries	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	**75**	**5.2%**	
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)*	7	9%	
5.c **Harassment** *(unwelcome physical, verbal, written, e-mail, audio, video, psychological or sexual conduct that creates a hostile or intimidating environment)*	9	12%	4 Race 5 Gender
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.])*	33	44%	16 Gender 12 Race 5 Age
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)*	0	0%	
5.h **Privacy and Security of Information** *(release or access to individual or organizational private or confidential information)*	4	5%	
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)*	13	17%	
6 Safety, Health, and Physical Environment Questions, concerns, issues or inquiries about Safety, Health and Infrastructure-related issues.			
Sub-total	**131**	**9.0%**	
6.a **Safety** *(physical safety, injury, medical evacuation, meeting federal and state requirements for safety training and equipment)*	16	12%	
6.b **Physical Working/Living Conditions** *(temperature, odors, noise, available space, lighting, etc)*	3	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)*	1	1%	
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)*	11	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%	
6.h **Environmental Policies** *(policies not being followed, being unfair ineffective, cumbersome)*	0	0%	
6.i **Work Related Stress and Work-Life Balance** *(Post-Traumatic Stress, Critical Incident Response, internal/external stress, e.g. divorce, shooting, caring for sick, injured)*	72	55%	
6.j **Other** *(any safety, health, or physical environment issue not described by the above categories)*	28	21%	

INTERNATIONAL OMBUDSMAN ASSOCIATION
Reporting Categories

January 2021-December 2021

Category	Number of Questions, Concerns, Issues or Inquiries	Percent	Comments
7 Services/Administrative Issues Questions, concerns, issues or inquiries about services or administrative offices including from			
Sub-total	**54**	**3.7%**	
7.a **Quality of Services** *(how well services were provided, accuracy or thoroughness of information, competence, etc.)*	2	4%	
7.b **Responsiveness, Timeliness** *(time involved in getting a response or return call or about the time for a complete response to be provided)*	11	20%	
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.)*	29	54%	
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)*	3	6%	
7.e **Other** *(any services or administrative issue not described by the above categories)*	9	17%	
8 Organizational, Strategic, and Mission Related Questions, concerns, issues or inquiries that relate to the whole or some part of an organization.			
Sub-total	**158**	**10.9%**	
8.a **Strategic and Mission-Related, Strategic and Technical Management** *(principles, decisions and actions related to where and how the organization is moving)*	3	2%	
8.b **Leadership and Management** *(quality/capacity of management and/or management/leadership decisions, suggested training, reassignments and reorganizations)*	15	9%	
8.c **Use of Positional Power, Authority** *(lack or abuse of power provided by individual's position)*	12	8%	
8.d **Communication** *(content, style, timing, effects and amount of organizational and leader's communication, quality of communication about strategic issues)*	11	7%	
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	3%	
8.f **Organizational Climate** *(issues related to organizational morale and/or capacity for functioning)*	18	11%	
8.g **Change Management** *(making, responding or adapting to organizational changes, quality of leadership in facilitating organizational change)*	9	6%	
8.h **Priority Setting and/or Funding** *(disputes about setting organizational/departmental priorities and/or allocation of funding within programs)*	15	9%	
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)*	51	32%	
8.k **Other** *(any organizational issue not described by the above categories)*	19	12%	

INTERNATIONAL OMBUDSMAN ASSOCIATION
Reporting Categories

January 2021-December 2021

Category	Number of Questions, Concerns, Issues or Inquiries	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	**40**	2.8%	
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)*	12	30%	
9.b **Values and Culture** *(questions, concerns or issues about the values or culture of the organization)*	12	30%	
9.c **Scientific Conduct, Integrity** *(scientific or research misconduct or misdemeanors, e.g., authorship; falsification of results)*	6	15%	
9.d **Policies and Procedures NOT Covered in Broad Categories 1 thru 8** *(fairness or lack of policy or the application of the policy, policy not followed, or needs revision, eg., appropriate dress, use of internet or cell phones)*	1		
9.e **Other** *(Other policy, procedure, ethics or standards issues not described in the above categories)*	9	23%	
TOTAL	**1450**		