

**NDSU**

NORTH DAKOTA STATE UNIVERSITY

# NDSU OFFICE OF THE OMBUDS

## ANNUAL REPORT: 2014-2015

North Dakota State University - Office of the Ombud  
1201 Albrecht Blvd – P.O. Box 6050  
Kristine.Paranica@ndsu.edu 701.231.5114

TABLE OF CONTENTS	Page
Introduction	3
Overview of the Office	3
Standards of Practice and Code of Ethics	4
Authority and Limits of the Office	5
Support for the Office	6
Services Provided	7
Goals and Accomplishments	9
Visitor Statistics	10
Concerns & Risks	14
Satisfaction Survey	17
Observations	19
Recommendations	20
Conclusions	21
Appendices	22

## I. INTRODUCTION

The Office of the NDSU Ombudsperson<sup>1</sup> was established through the office of the Vice President of Academic Affairs in 2013. **The Mission of the NDSU Ombud's Office** is to provide a safe environment where members of the NDSU Community may explore their concerns, consider the impact of all options, receive information and referrals, and design their best course of action in addressing their concerns. The vision for the office is to serve Academic Affairs and, if successful, expand to serve students and/or staff as well.

This newly-formed, benefited position was filled by Kristine Paranica who began May 30, 2014, serving as an independent, impartial, and informal resource for NDSU faculty with a focus on early-stage, informal dispute resolution. The ombudsperson is not an advocate for individuals or the university but rather a facilitator of fairness.

The charge of the ombudsperson is to: 1) help establish and then maintain the ombud's office, 2) assist with the resolution of conflicts and concerns, 3) serve as a resource of information and referral, 4) provide advice and guidance on policies and procedures, 5) conduct periodic faculty training and outreach, 6) prepare annual and other reports, 7) identify problem areas within the university, 8) recommend areas for improvement to university policies and procedures, 9) follow IOA standards and best practices, and 10) develop professional skills through IOA membership and regular training.

The Ombud reports to the Provost and is evaluated by the Provost as well as by an Ad-Hoc Committee of the Special Affairs Committee of the Faculty Senate.

## II. OVERVIEW OF THE OFFICE OF THE OMBUD

### A. Purpose & Scope of Services

The Office provides early-stage, informal dispute resolution services for NDSU faculty (including instructors and other academic appointments, academic staff, and graduate students upon faculty referral). The Office receives informal complaints, concerns, or questions about alleged acts, omissions, improprieties, and/or broader systemic problems. The response of the Office is tailored to the dynamics of the situation and the visitor's concerns.

The Ombud helps individuals by:

- Listening to and clarifying issues and concerns;
- Making informal inquiries and otherwise reviewing matters received;
- Exploring options and resources, including referrals to other campus resources;
- Providing consultation, individual coaching, and mediating disputes;

Services of the Office supplement, but do not replace, other processes (formal or informal) available to the University community.

---

<sup>1</sup> The name "ombudsman" (om budz man) comes from Swedish and literally means "representative." At the most fundamental level, an ombudsman is one who assists individuals and groups in the resolution of conflicts or concerns. There are a number of different titles or names for this position: "ombudsman," "ombudsperson" or "ombuds" among others. (For the purpose of this document, the term "ombud" will be used.). Source: International Ombudsmen Association.

The Ombud serves as an information and communication resource, facilitator, dispute resolution expert, and source of recommendations for institutional change for the University. The Ombud also provides workshops and training related to conflict resolution. The Ombud provides feedback to the University when trends, patterns, policies, or procedures of the University generate concerns or conflicts.

## **B. Standards Of Practice & Code Of Ethics**

The NDSU Ombud's Office practices under the International Ombudsman Association (IOA) Standards of Practice and Code of Ethics, and this Charter adopts and incorporates by reference the IOA Standards of Practice, IOA Code of Ethics, and IOA Best Practices. The Ombud is a member of IOA, and attends IOA conferences and trainings as they are available. The IOA Standards, Code, and Best Practices are minimum standards, and the Office will also strive to operate to best practices in a way that serves the interests of the University community.

The Office functions independently of other university offices and functions. Conversations with the Ombud endeavor to be confidential by agreement and the Ombud works as an impartial neutral. The primary scope of services is limited to informal means of dispute resolution. The Office will publicize the confidential, independent, neutral, and informal nature of its services and will explain these ethical standards to each visitor.

### **1. Independence**

The Office is and must appear to be free from interference in the performance of its duties. This independence is effected primarily through organizational recognition, reporting structure, and neutrality. The Ombud will exercise sole discretion over whether and how to act regarding individual matters or systemic concerns.

To fulfill its functions, the Office has a specific allocated budget, adequate space, and sufficient resources to meet operating needs and pursue continuing professional development. The Ombud may manage the budget and operations of the Office and reports to the Office of the Provost regarding administrative and budgetary matters.

### **2. Confidentiality**

The Office endeavors to keep all visits confidential, and will not disclose any information unless required by law, nor without the party' express permission and, even with that permission, any communication will be at the sole discretion of the Office. Confidentiality will be respected even if disclosure may prevent resolution of a problem. The Office may, however, disclose confidential information if and when there is an imminent risk of physical harm, a violation of Title IX, or when North Dakota's Open Records Laws require disclosure.

The Office offers mediation services and follows ND State law and policy governing the confidentiality of the mediation process. Mediated agreements or other documents otherwise discoverable are not considered confidential whether or not they were created as part of the mediation process.

The Office will not keep record of the identity of visitors. The Office is not part of any formal investigation or process inside or outside the University. Visitors shall be put on notice that the use of email is a public activity and any email or other formal correspondence sent to the Ombud will be not be considered confidential.

### **3. Neutrality**

The Office is neutral in its activities, and will not take sides in any conflict, dispute, or issue. The Ombud will impartially consider the interests and concerns of all parties involved in a situation with the aim of facilitating communication and assisting the parties in reaching mutually acceptable agreements that are fair, equitable, and consistent with the mission and policies of the University.

The Office will avoid involvement in matters where there may be a conflict of interest. (A conflict of interest occurs when the Ombud's private interests, real or perceived, supersede or compete with their dedication to the neutral and independent role of the Office.) When a conflict of interest exists, the Ombud will take all steps necessary to disclose and/or avoid the conflict.

### **4. Informality**

The Office is a resource for *informal* dispute resolution. The Office does not formally investigate, arbitrate, adjudicate or in any other way participate in any internal or external formal process or action. Use of the Office is voluntary and not a required step in any grievance process or University policy, with the exception of mediation services which may be required by University policy.

## **C. Authority & Limits Of The Office**

The authority of the Office derives from the University Administration as manifest by the endorsement of the NDSU Provost and Faculty Senate.

### **1. Initiating Informal Inquiries**

The Office may inquire informally about any issue concerning the University that come to its attention after having received a specific complaint from an affected member of the University community. The purpose of such inquiry is in the spirit of resolving disputes, gathering relevant information, providing guidance to the visitor, and/or making recommendations to the University.

### **2. Access to Information**

The Office may request access to information related to visitors' concerns from files and offices of the University. Campus individuals who are contacted by the Office with requests for information are expected to cooperate and, as much as possible, to provide appropriate information as requested. The Office will not request a department or individual to breach confidentiality. University departments are expected to respond with reasonable promptness to requests made by the Office.

### **3. Ending Involvement in Matters**

The Office may discontinue providing service and disassociate from a matter at any time.

### **4. Discussions with Visitors and Others**

The Office has the authority to discuss a range of options available to its visitors, including both informal and formal processes. The Office may make any recommendations it deems appropriate with regard to resolving problems or improving policies, rules, or procedures.

However, the Office has no actual authority to impose remedies or sanctions or to enforce or change any policy, rule, or procedure.

### **Limitations on the Authority of the Office**

#### **1. Receiving Notice for the University**

Communication that alleges violations of laws, regulations, or policies, such as sexual harassment, issues covered by whistleblower policy, or incidents are subject to reporting under the Clery Act. Although the Office may receive such allegations, it is not a "campus security authority" as defined in the Clery Act. If a visitor discloses such allegations and expresses a desire to make a formal report, the Office will refer the visitor to the appropriate office(s) for administrative or formal grievance processes. \*Acts of violence, child abuse, sexual assault, harassment, discrimination, or misconduct, and other matters addressed in Title IX, must be reported as required by University Policy and State and Federal Law.

#### **2. Formal Processes and Investigations**

The Office will not conduct formal investigations on behalf of the University or anyone else. It will only participate in the substance of any formal dispute processes, outside agency complaints or lawsuits, either on behalf of a visitor to the Office or on behalf of the University, if required by law.

#### **3. Record Keeping**

The Office will not create or maintain documents or records for the University about a visitor's name or other identifying information. Notes and any other materials related to a matter will be maintained in a secure location and manner, and will be destroyed as soon as possible and in accordance with applicable records retention policies.

#### **5. Advocacy for Parties**

The Office will not act as an advocate for any party in a dispute, nor will it represent administration, employees, or visitors to the office.

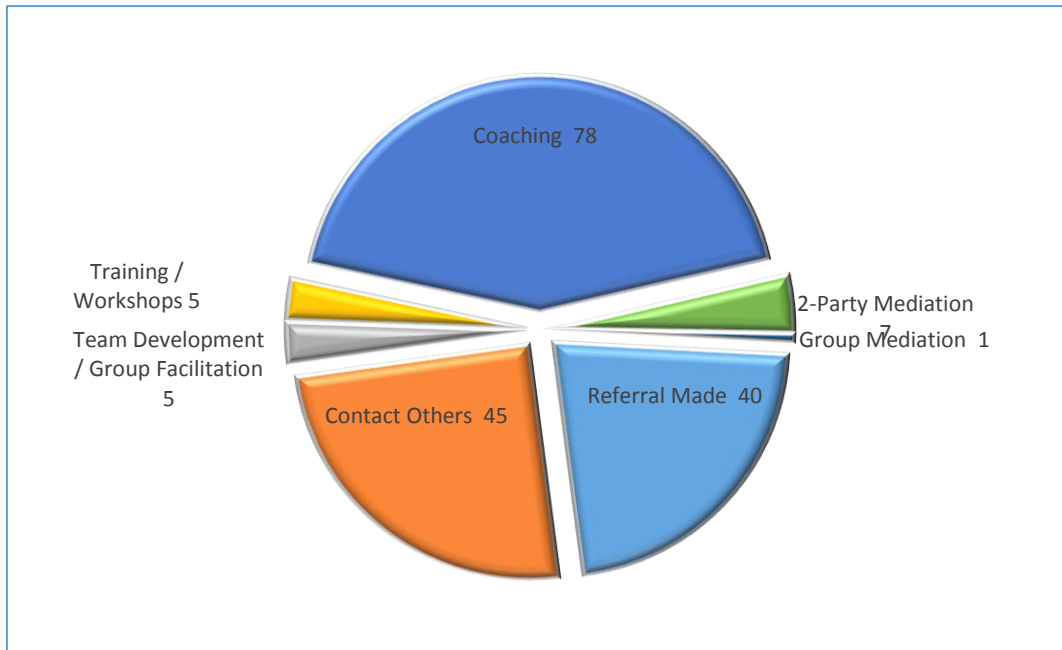
#### **6. Adjudication of Issues**

The Office will not have authority to adjudicate, impose remedies or sanctions, or to enforce or change University policies or rules.

### **D. Support For Using The Office Of The Ombud**

The University and its agents will not retaliate against individuals for the sole reason of consulting with the Office. The University community respects the mission of the Office, its ethics and responsibilities, and encourages the use of the services provided.

## E. Services Provided To NDSU



1. Consultation & Coaching: Every visitor begins with **consultation**, and so that category is service is not included here. After that, the most predominant service is coaching. **Coaching** involves listening to the concerns, helping to think through options, identifying strategies, researching policies and developing an understanding of these policies or procedures, as well as a more formal skill or leadership based relationship.

In a number of cases, the Ombud is asked to **contact others** in pursuit of resolution of matters, as well as referrals made to other offices on campus.

2. Mediation: Mediation between two or more parties is also offered on a voluntary basis and allows for parties to resolve conflicts with the support of a neutral mediator. The Ombud is a professional mediator with 17 years of experience as a qualified neutral. Mediation begins with individual intake interviews of each participant, followed by one or more 2-3 hour sessions. Group mediation is offered for conflict management, with services designed to meet the needs of that particular group. The mediation process can be sequenced to begin with initial intakes followed by coaching sessions to get parties ready for a successful mediation, culminating with the mediation meeting (or series of meetings).
  - *Mediation is voluntary, as success depends on both parties' good faith participation.*
  - *Confidentiality is specifically protected by North Dakota state law.*
  - *Mediation is facilitated by (an) impartial mediator.*

Mediation was used by a smaller number of people, with 7 two-party mediation sessions, and one multiple party mediation sessions. In mediation, the issues typically were relational in nature, vs. transactional, and involved issues of miscommunication, lack of respect, trust, and power struggles. Therefore, results are varied. In most cases, the goal of

feeling heard and understood was met, although the goal of “persuading” the other to see the situation differently or to act differently as met in 6 of 8 cases. In the other two cases, after having the conversation, the parties decided to employ another strategy (e.g., going to EEO or to their direct supervisor). Also, the Ombud rarely hears what happens following mediation, and so lasting results are difficult to assess.

3. Group Facilitation and Training/Workshops: These services involve larger numbers of people and a much longer time frame. Under Group Facilitation services, there were a few groups who needed assistance with strategic planning and visioning, which is typically a service provided over a significant period of time (3-9 months). There is often a great amount of preparation such as meetings with all participants, developing surveys, and facilitating live sessions, as well as follow-up and reporting. Another type of facilitation service is to provide *departmental climate surveys* and facilitating a process to help departments identify strengths, challenges, and strategies to improve perceptions of departmental climate.

With training and workshops, the Ombud was invited to speak on a number of topics to groups across campus. The groups included department chairs, individual departments, college retreats, student groups, and other small groups.

Topics included:

- Introduction to the Ombud’s Office
- Conflict Management
- Civility
- Skills for Difficult Conversations
- Effective Meetings
- Other in-depth facilitated training aimed at skill building

4. Referrals: The Ombud may refer to other resources on campus following the initial consultation, although the Ombud may continue to offer her services at the same time.

5. Outreach and Leadership

Office of the Ombud services are publicized through focused outreach meetings with leadership in Provost’s Office, Deans’ Offices, The NDSU Extension Service, Human Resources, Equity and Diversity, Advance FORWARD, and other organizational units; participation at campus events such as New Faculty Welcome and Departmental Faculty Development events. The Ombud’s also provides monthly workshops for Chairs and Administrators in Academic Affairs, and send a monthly email with tips related to conflict management. A website and office literature have been developed for marketing the Office as a resource. The Office has developed a flyer that was distributed to all faculty, as well as at various events, trainings and workshops, and in new faculty packets. The Office provides consultation to outside organizations, collaborates on developing conflict management competency within NDSU, and assists committees where issues directly relevant to the mission of the Office are addressed.



### III. GOALS & ACCOMPLISHMENTS FOR THE 2014-15 ACADEMIC YEAR

#### A. Goals for the 1<sup>st</sup> Year:

1. Establish the office and provide a physical environment to welcome visitors.
  - i. The Office was initially set up in Old Main in May 2014 due a lack of other available space on campus at that time.
  - ii. The Office was moved to the Library, Room 20C, in October 2014 following renovations and remodeling. The office has an office desk with two visitor chairs; a round table that can seat up to 6 people; a white board; a water dispenser and other amenities.
  - iii. Education and training were important components of establishing the office within the standards set by the International Ombudsmen Association (IOA) as well as Association for Conflict Resolution. Some of the objectives that have been accomplished include:
    - New membership with the IOA
    - Webinars on IOA compliance with Title IX, Standards of Practice, Record keeping, Reporting, etc.
    - Attendance at the IOA Conference in 2015 including Foundations of Organizational Ombuds' Practice (3 days), and attendance at several conference sessions
    - Making use of the mentorship program for new ombuds and making connections with other University Ombuds
2. Set up and maintain record-keeping for the office in compliance with IOA standards.
  - i. With the assistance of staff in the Provost's office, a record keeping system was established by the end of June 2014.
3. Create the Charter (standards and ethics) for the office and make them known to visitors in person and through the website.
  - i. The Charter (standards and ethics) was written and revised in consultation with General Counsel and the Provost.
4. Create policies and procedures for the office.
  - i. The Ombud created and vetted office policies and procedures with the Provost and also the Faculty Senate Executive Committee.
  - ii. The policies were published on the Ombud's website in August, 2014.
5. Market the office through presentations, web presence, individual meetings, email, and other means available on campus.
  - i. The Ombud has strategically marketed the office through all of the means listed above and including the mailing of a flyer to all faculty. Marketing is an ongoing process.
  - ii. The Ombud created the website in July and August 2014 and is updated regularly.
6. Ensure that Administrators, Deans, Directors, Chairs and others know the Ombud personally, and make use of the Office directly and through referrals.

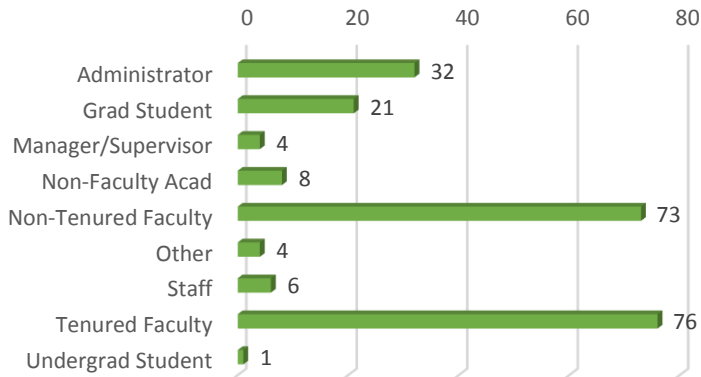
- i. The Ombud has met personally with Deans, as well as other Administrators, Directors and Chairs to ensure that the Office's purpose and practices and understood and utilized.
- 7. Learn the policies and procedures related to faculty and academic affairs; meet with offices with responsibilities for administering policies to ensure accuracy in my understanding of how the policies work, their intent, and the accompanying procedures.
  - i. The Ombud has met with a variety of offices and others to continue learning the policies, procedures and operations of the University.
- 8. Maintain office hours and availability that meet the needs of the faculty, including meetings in person, via phone or skype, and at locations on and off campus when requested.
  - i. The Ombud has seen visitors in person, by phone or skype, and at a number of locations at the preference of the visitor. Her office location, phone number and other information is made available on the website as well.
- 9. Experience and increase in the number visitors.
  - i. Numbers of visitors rose following the summer months, and the highest number of visitors were in December and February, and the Spring Semester was higher in number than the Fall.
- 10. Work with others to create a process for evaluating the Ombuds Office.
  - i. The Ombud worked in collaboration with Prof. Roger Green (Senate Exec. Comm.) and the Provost, to draft policies and procedures for evaluating the office.
- 11. Provide a complete report at the end of the year (consistent with IOA standards) that demonstrates the value of the Ombud's Office in several ways; and provides guidance and suggestions for changes for the University.
  - i. Completed November, 2015.

## B. Accomplishments Through Visitor Statistics

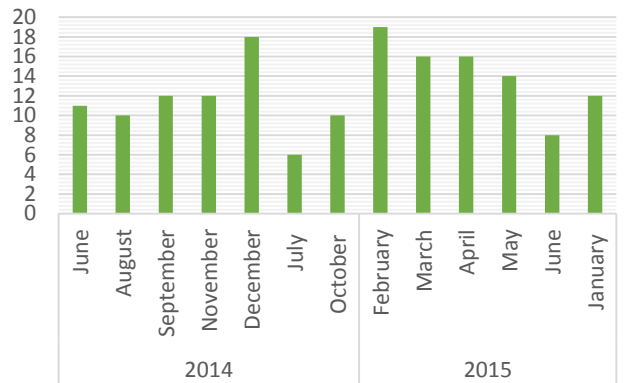
### 1. Number of Visits

164 Separate Visits	185+ visitors	272 hours in initial visits
157 Faculty (742tal = 21%)	32 Administrators (Approx. 75 total=42%)	21 Graduate Students (2,386 total=0.8%)

Number of Visits by Status



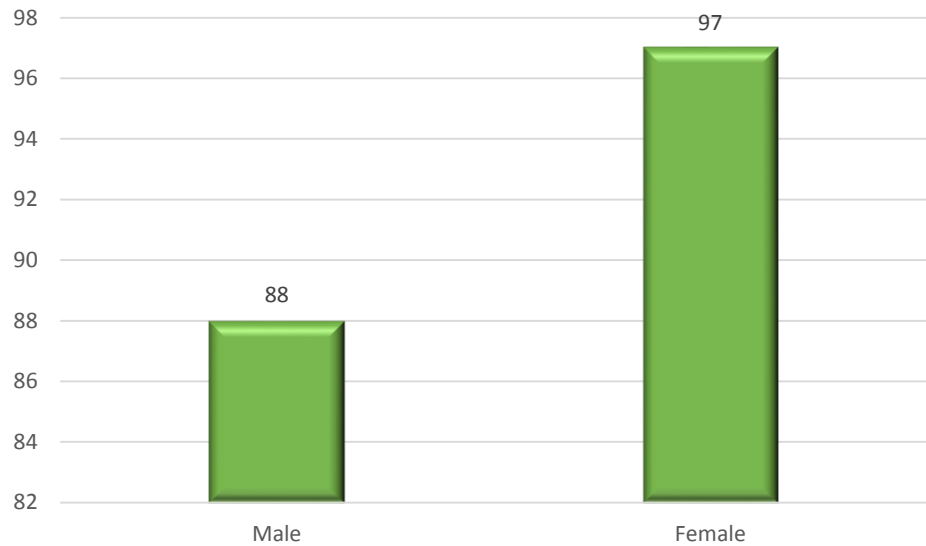
Total by Month



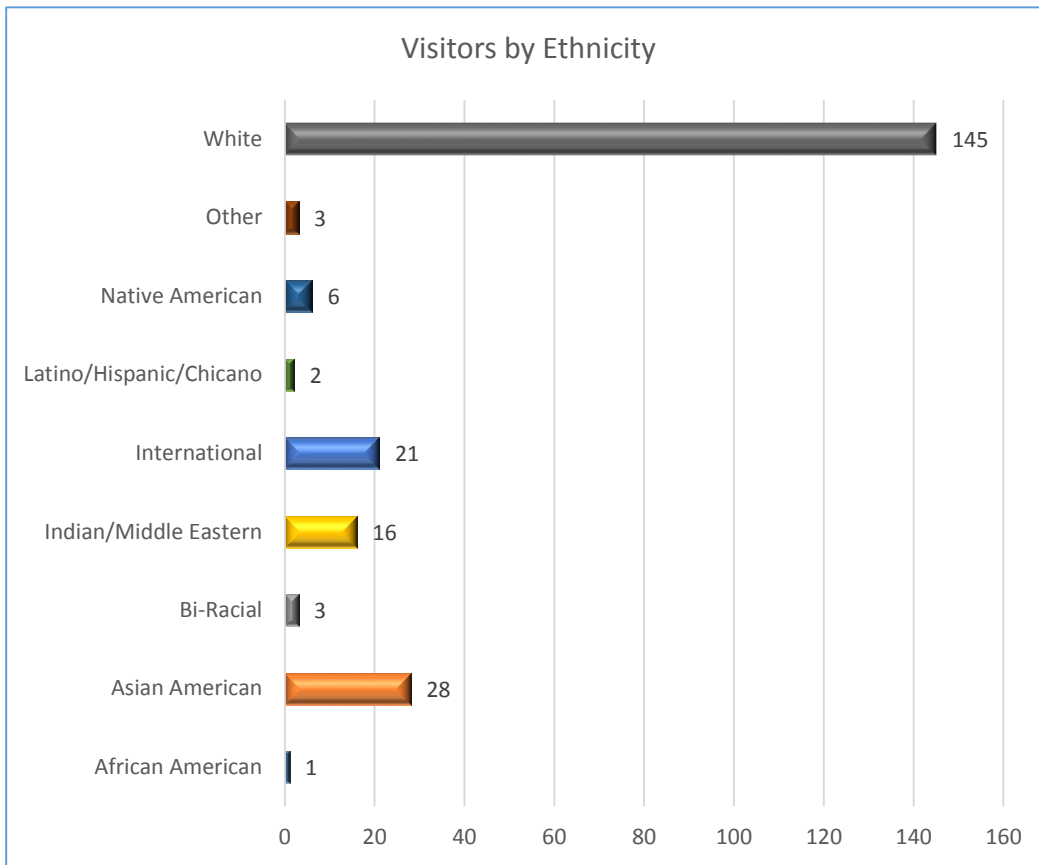
2. Visits by Gender

52% Female  
48% Male

By total of faculty at NDSU, 33% of Female Faculty visited, and just under 20% of Male Faculty visited the office.



### 3. Visitors by Ethnicity



65% White (82+% of all NDSU Faculty are White)

12.6% Asian (12% of NDSU Faculty are Asian)

9.5% International

7% East Indian

\*Based on the number of women and also the number of those who identify as non-white at NDSU at large, the number of visitors who fit in these categories are significantly higher by percentage than those who are white or male. There are a few reasons that more women and people of color visit the Ombud's Office in higher number. Based on their concerns, many described feeling marginalized, misunderstood, treated unfairly due to their gender or cultural background, voiceless, uncertain about the majority culture's norms and communication styles, and/or anxious about the effect of their gender or culture on their process for tenure and promotion. It should also be noted that the IOA categories under ethnicity includes "International" but doesn't allow tracking of a specific ethnicity in addition.

\*\*There are factors that are not captured by the Ombud's Office to avoid revealing the identity of visitors. These factors include names, departments, colleges, titles, singular incidents or experiences.

#### 4. Primary Purpose for Visiting the Ombud:



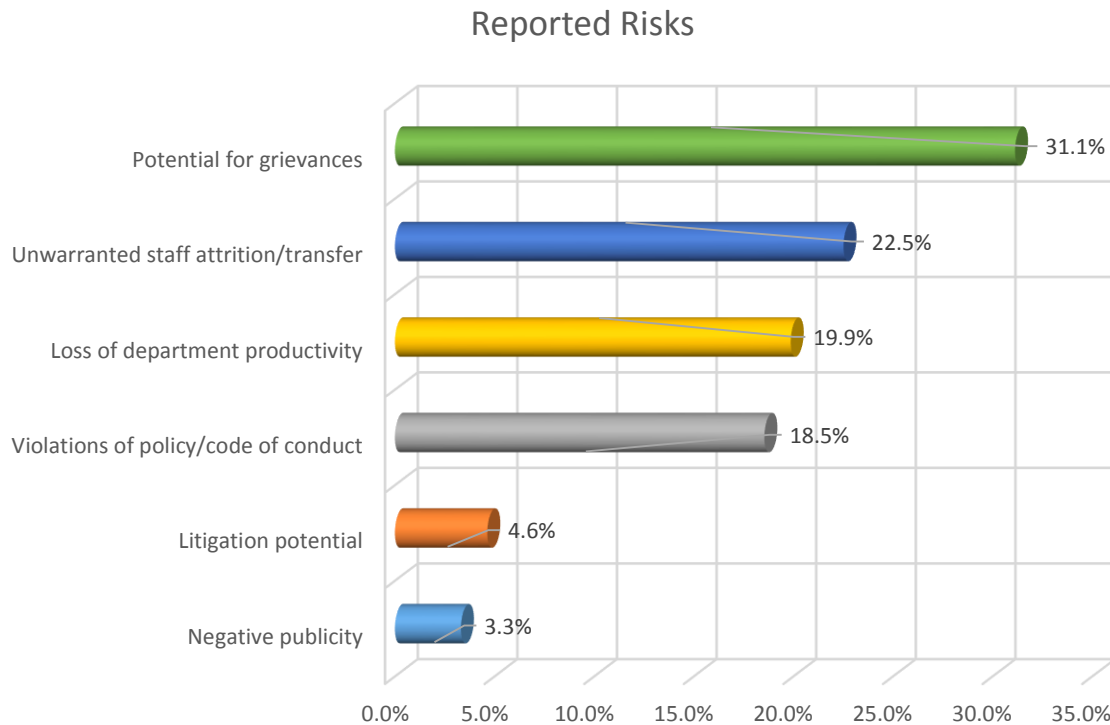
Every visitor's concerns are entered into the spreadsheet as primary, secondary and tertiary concerns. Most visitors come with 2-3 concerns, and a few only have one concern that fits in the categories. The sum total each concern is what you see in the chart, above. For example, the category of "supervisory relationships" show up 48 times as either a primary, secondary or tertiary concern.

### C. Accomplishments Related to the Reported Risks:

This is a type of tracking suggested by the IOA in order to determine the level of risk related to the concerns brought to the organizational ombudsperson. These risks are voiced by the visitor based on what action they are considering at the time of the visit. This is under the category of accomplishments because of the return on investment in the Office of the Ombud in terms of cost savings through frequent use of informal strategies to remedy concerns when appropriate.

#### 1. Risk-Related Numbers:

As the chart indicates, about 1/3 of all visitors are considering the **filing of a grievance**. Approximately 1/5 visitors are considering leaving the University; are finding that they (and others involved) are **less productive** due to the strain and stress of the situation; and also, that they are concerned with what are **likely violations of policy or codes of conduct** that put them, their colleagues, and the University at risk.



#### 2. Risk Minimization:

- i. The Office of the Ombud can help minimize the risks by helping each visitor:
  - consider their best course of action in addressing their concerns (including formal action)
  - discuss strategies for managing conflicts at their lowest level
  - weigh the costs and benefits of their options
  - refer to other offices and services on campus that can address their concerns
  - use the services of the Ombud's Office to address the concerns
  - learn skills to manage their situation more effectively

- ii. In the annual electronic survey conducted in May, 2015, visitors who participated in the survey (137 responded) stated that as a result of their visit to the Ombud's Office:
  - 26% said no other action was required
  - 18% took action and resolved the issue
  - 9% said the Ombud took action and it was resolved
  - 9% chose not to take any action
  - 26% took action but the issue remains unresolved
  - 28% said the Ombud took action and the issue remains unresolved
- iii. In terms of other possible actions that the visitors considered taking had they not used the office of the Ombud:
  - 28% would have done nothing
  - 30% would have used formal resources at NDSU
  - 21% would have used resources off campus
  - 12% would have left NDSU
  - 7% would have taking legal action
  - 31% would have relied on colleagues for advice
  - 79% would or have referred others to the Ombud's Office

### 3. Costs of Associated Risks:

The Ombud's Office is an important part of a University's conflict management system aimed at providing to their community neutral and private services for intervening in conflict at the every stage, thereby reducing some of the risks mentioned here. Each of these risks have an associated cost to the visitor and to the University.

- i. Time Waste: There are several factors to consider related to cost to the organization when conflict arises. It is estimated that wasted employee time due to workplace conflict is 3 hours per week, and often more for managers.
- ii. Stress: The stress of interpersonal conflict takes its toll mentally, emotionally and often physically. For example, the cost to the workplace of an unhappy employee who is engaged in conflict has been quantified in two studies:
- iii. Productivity: "Parties in conflict suffer a 5-20% loss in productivity." Harris (2008, p. 97)
- iv. Effects of Incivility: "Workplace incivility has the following effect on the victim:"
  - 48% decreased their work effort
  - 47% decreased their time at work
  - 38% decreased their work quality
  - 66% said their performance declined
  - 80% lost work time worrying about the situation
  - 63% lost time avoiding others involved
  - 78% said their commitment to the organization declined
 Porath & Pearson (2009, p.24) U.S. sample survey of more than 1000 responses.
- v. Time Waste: Two other studies quantified time waste due to time spent in conflict management activities and concluded that 20-42% is spent on conflict. Murtha (2005, p. 42); (Thomas & Schmidt, 1976, p. 315).

- A recent study interviewed higher level managers and found that 3-4 hours per day or 38% of their time was spent on conflict. (Katz & Flynn 2013, p. 403).
  - Furthermore, a study of over 5,000 full-time employees in 9 countries, including the US, found that 2.8 hours per week was spent on conflict (\$359 billion in salaries); and
  - 51% of Human Resource staff spent 1-5 hours on conflict. (CPP, 2008, p. 2, p. 5).
- vi. Turnover obviously has a detrimental cost to any organization, and has been quantified in several studies.
- Should an employee leave, 50-120% of the annual salary is used to calculate the loss, and subsequent hiring and training of a new employee (depending on type and level of position).
  - Also interesting, is that in a study done in 2005, 85% of departing employees cited internal conflicts as their reason for leaving their position. (Murtha, 2005, p. 42).
- vii. Grievances and Litigation: The cost of conflict that are not resolved in informal dispute resolution are higher and often easier to quantify.
- Internal grievances take a toll on the bottom line with two studies indicating that 10-14 days are spent by management, HR staff, in-house counsel, and others preparing for, holding hearings, and deliberating and deciding grievances. Multiplying these hours by the salary dollars results in high costs.
  - External actions, e.g., litigation, can cost the organization close to \$100,000 in legal fees for an employment dispute case, not including costs associated with losing in litigation. (Murtha, 2005, p. 42).
  - The costs of negative publicity to the organization is also considered with public grievances and litigation.

#### 4. Actions taken by the Ombud related to Primary Concerns & Risks:

- i. Changes and increase in leadership training for supervisors (Chairs, Deans, Directors, etc.) in areas such as conflict management, civility/respect, diversity, evaluation/feedback, etc. (Ombud's and Provost's Office)
- ii. Institution of monthly "tips" on topics related to visitor concerns for Chairs/Deans.
- iii. Changes and increase in training available to new faculty on topics such as communication, managing expectations, setting boundaries, and other topics. (Ombud's and Provost's Office).
- iv. Policy input by Ombud:
  - a. Policy 353: Faculty Grievance Procedures (with Faculty Senate)
  - b. Bullying Policies and Procedures (with Advance Forward)
  - c. Input for various colleges' and departments' policies and procedures (with Chairs/Deans)
- v. Annual reporting to notify the campus as to themes affected overall campus climate.



#### D. Results of The Satisfaction Survey (Administered Electronically - May 2015)

1. Response Rate: The survey went to administrators, faculty, staff and graduate students. 228 of 466 or 49% responded.
  - i. Breakdown:
    - 43 Administrators
    - 70 Tenured
    - 40 Tenure track
    - 14 Professors of Practice
    - 20 Adjunct/Lecturers
    - 41 Academic Staff
    - 124 Non-academic staff
    - 114 Graduate Students
2. Specific Responses to Questions:
  - i. Are you aware of the office? 62% answered yes.
  - ii. For those answering no, 21% would have used the office had they known or had access to the office (ex: not all staff and students who answered are in the Ombud's target market at this time, such as non-academic staff and a large percentage of graduate students).
  - iii. If you haven't used the office, why not?
    - Most didn't have a need, didn't understand how the Ombud could help, or didn't know about the office at all
    - The rest listed they were fearful to speak to anyone, they used another campus resource, or "other" reasons.
  - iv. Marketing: How did you hear of the office?
    - Most learned of the office through either NDSU Campus Announcements, Email, or by attending a presentation.
    - Other sources: Website, Provost's office, from their Chair or Dean, or from a colleague who referred them.
  - v. Understanding the multiple roles of the Ombud:
    - The highest number of respondents identify these roles as ones that they expect the Ombud to offer: Impartial listener (74%); rings clarity to issues (63%), Makes recommendations to formal resources to help resolve issues (60%).
    - 40-50% of responders understand that the Ombud: Makes referrals, Raises concerns that may not otherwise be raised.
    - Approximately 1/3 believe that the Ombud identifies system-wide trends, influences change in the organization, and can coach or advise management in implementing change or new policies.
  - vi. Access & Quality of Service.
    - Visitors experience was that the office was accessible, flexible and welcoming.
    - They also found that the Ombud was easy to understand, knowledgeable, supportive, flexible, private/confidential, and resourceful.
    - The average value from 1-10 for all responses were between 7.88 ad 8.96.
  - vii. The results of the visit to the Ombud's Office:

- 46% received information or coaching, and no other action was required
  - In 28%, the Ombud took action, yet the issues were not resolved
  - In 26%, the visitor chose to take action, and the issues is not resolved
  - In 18%, the visitor decided to take action and the issues were resolved
  - In 9%, the Ombud took action and resolved the issues
  - IN 9%, the visitor chose not to take any further action
- viii. “If I had not gone to the Ombud’s Office, I would have:
- Gone to colleagues for advice (31%)
  - Gone to formal resources (30%)
  - Done nothing (28%)
  - Used external (off-campus) resources (21%)
  - Left the University (8%)
  - Other (10%)
  - Taken legal action (7%)
- ix. Referrals:
- 79% would refer others to the Ombud
  - 21% would not refer others to the Office
- x. A Few Positive Comments:
- I have recommended or used the offices' service so much I hesitate to ask you to communicate those services more . . . what an incredible resource.
  - I found her very respectful, attentive and understood my position.
  - Really appreciate the professional development emails to the chairs listserv. Thanks and keep up the good work.
  - So thankful that NDSU invested in the Ombud's Office. It should be targeted for growth; including more personnel.
- xi. There were also Concerns and Suggestions in these areas:
- The office lacks power.
  - The office is not directive or forceful enough.
  - Other concerns including getting more information to the campus, expanding its services to include all graduate students, and to consider the fear of retaliation and sense of vulnerability of visitors.

Overall, satisfaction rates are high. Most of the marketing and communication about the office went to faculty as well as administrators, including regular email and a flyer in every faculty mailbox. Response rates also make conclusions difficult given that 144 faculty (broadly defined) answered the survey, 43 administrators, 41 academic staff, and the bulk of responses were non-academic staff who are not in the target market, as well as graduate students, who are only conditionally in the target market.

Rankings indicate high satisfaction in the way the visitors were treated by the Ombud, as well as the level of service and knowledge. Most were happy with the outcome whether they were looking to take action or not. There are many reasons why issues are not resolved, including a decision not to act by the visitor or the others involved, as well as actions desired may not be possible due to resources, policy, or law. One important aspect to mention is that several respondents find it difficult that the Ombud is powerless to require action or change,

signifying a misunderstanding of the very nature of the role as well as the ethics. As one visitor put it, “*the last thing we need on campus is another person to tell us what to do or act as a decision-maker.*”

## Observations

In reviewing the data describing the concerns or complaints brought to the Office of the Ombud in 2014-2015, the following themes were identified. In describing these themes, the Office hopes to bring the University’s attention to areas for focus in the coming year.

### Ineffective Communication:

Communication is a common theme in the vast majority of visits. Visitors struggle in communications with peers, supervisors and students. Difficulties ranged from communication that is harsh or demeaning to communication that is insufficient, confusing or absent. Within the diverse NDSU community, various communication styles sometime lead to parties misinterpreting each other’s intentions.

Without effective communication skills, perceptions of unfair treatment or inaccurate evaluation can arise. Additionally, lack of clear information from the institution about policies, directives, initiatives, or change can contribute to uncertainty and interpersonal conflict. A few specific areas include:

- Lack of adequate feedback, including positive feedback and recognition, as well as a lack of constructive criticism regularly related to both job performance and behavioral concerns.
- Passive communication leads to a poor climate due to high levels of silence and passive aggression, as well as a higher-than-average fear and intolerance for disagreement and displays of emotion. This concern often points to cultural differences, intolerance, and misunderstanding.
- The impact of these communication misunderstandings and misperceptions is that employees may feel ashamed and afraid to speak about their concerns or bring their concerns to those in positions of power – especially if it is a criticism of a supervisor or colleague in a superior position. When members are afraid to voice concerns, it creates a threat to a healthy climate and culture at any university or college.

### Supervisory Relationships:

A high number of visitors reported issues with their direct supervisor. A fairly high number of concerns were related to:

- Potential or perceived retaliation
- Ignoring conflicts of interest resulting in lack of objectivity and fairness (e.g., Chair and Faculty X writing grants together, and then favoring Faculty X over others in a variety of situations)
- Disrespect by their supervisor related to:
  - cultural differences, gender, work experience/age
  - failure to adequately communicate with faculty (lack of transparency)
- There are concerns by both supervisors and staff/faculty related to the appropriate and effective evaluation of performance, communication about both strong and inadequate performance, and failure to take action where performance is lacking.

### Workplace Climate:

Visitors identify generalized lack of respect; incivility; presence of bullying behaviors that exist as part of the culture of a department, unit, or team. Visitors express reluctance to address the issues directly, citing fear of retaliation and a lack of security with their employment or roles. Environments that discourage addressing conflict directly can lead to a lack of engagement or demoralized and unproductive staff.

A recurrent concern also presented is that there was either a lack of policies that would prevent some of these issues in certain departments, or that the policies in place were vague or simply not followed. Additionally, there is a high rate of frustration by supervisors with the amount of time spent dealing with unnecessary interpersonal conflict between faculty, and between faculty and staff.

## Recommendations

A key role of the Office of the Ombud is to serve as an information and communication resource, consultant, dispute resolution expert and catalyst for institutional change. The following recommendations are based on my experience in providing services to the NDSU community under our IOA-based charter.

1. Increase learning and development offerings in the areas of:
  - a. Communication styles (clarity, tone, consistency, overall effectiveness)
  - b. Leadership/management/supervision
  - c. Managing organizational change
  - d. Conflict management in the workplace
  - e. Bullying behaviors
  - f. Developing effective teams
  - g. Diversity; cultural humility; unconscious bias

While there are many trainings offered on these topics, the size and diversity of the University requires multiple portals for accessing the content. Despite the multiple providers who address these topics, easy access is not yet available or always encouraged. Additionally, tailored trainings, which may be more effective for a unit, would benefit from more support. We recommend a combination of on-line, in-person, standardized, tailored, no or low-cost trainings to allow for increased access to the skills described.

2. Consider development of campus initiatives to reward progress in the above areas. Initiatives, such as the development of principles of community, can help support civility, respectful communication, equitable treatment, and effective teams.

3. Emphasize communication, conflict management, and supervision as skills that are prioritized for new managers. Utilize these criteria in hiring people into supervisory positions. Provide mentors for managers on these critical supervision and team-building skills.

## Conclusion/Summary

The Office of the Ombud is in evolutionary development at NDSU, and the focused efforts over the last year have led to greater than average usage in the inaugural year of the Office, according to IOA statistics. Furthermore, the Office has offered a greater number of services at the outset, including the services of mediation, group facilitation and training. The need for the services of a confidential, neutral, independent, informal problem resolution resource is especially important in an ever-changing, diverse community.

Without the key principles that exist within the Office of the Ombud, a person involved in a conflict, contemplating a grievance, experiencing harassment or discrimination, or concerned about another issue within the institution might not choose to raise the concern in a timely or appropriate way to address the concern. Consequently, he or she may believe there are fewer options and may choose to file a grievance, complaint, or take legal action; may not raise a concern directly, but suffer “silently;” or possibly leave the institution. Services can be accessed by many members of the NDSU community, from leadership to faculty, staff, and students. As a “resource of first resort” the Office is positioned to help visitors explore their options and address problems at the lowest, most informal level.

A goal and intention of the Ombud’s Office is to increase the culture of conflict competence across campus and provide a productive, effective way for people to focus on their research, teaching, learning, and working in community with one another. The office endeavors to promote an environment of fairness, equity, and respect.

## Appendices

NDSU Office of the Ombud Charter

IOA Code of Ethics

IOA Standards of Practice

IOA Uniform Reporting Categories

NDSU Office of the Ombud's Satisfaction Survey Results

---

### **Charter of the NDSU Office of Ombudsperson**

#### **I. INTRODUCTION**

The Office of the NDSU Ombudsperson was established through the office of the Vice President of Academic Affairs in 2013. The vision for the office is to serve Academic Affairs in the first year, and, if successful, may be expanded to serve staff and/or students as well. The position description states:

This is a newly-formed, full-time, benefitted position serving as an independent, impartial, and informal resource for NDSU faculty with a focus on early-stage, informal dispute resolution. The ombudsperson is not an advocate for individuals or the university but rather a facilitator of fairness. The ombudsperson shall 1) help establish and maintain the ombuds office, 2) assist with the resolution of the conflicts and concerns, 3) serve as a resource of information and referral, 4) provide advice and guidance on policies and procedures, 5) conduct periodic faculty training and outreach, 6) prepare annual and other reports, 7) identify problem areas within the university, 8) recommend areas for improvement to university policies and procedures, 9) follow IOA standards and best practices, and 10) develop professional skills through IOA membership and training through IOA and other professional groups. The ombudsperson will be evaluated by the Office of the Provost with input from the Faculty Affairs Committee under the direction of the Faculty Senate Executive Committee. The evaluation shall be comprised of self-assessment, client evaluation, using both quantitative and qualitative measures.

#### **II. PURPOSE AND SCOPE OF SERVICES**

The Office provides early-stage, informal dispute resolution services for NDSU faculty who have a concern. Members of the University community can seek guidance regarding disputes or concerns at no cost.

The Office receive informal complaints, concerns, or questions about alleged acts, omissions, improprieties, and/or broader systemic problems. The response of the Office is tailored to the dynamics of the situation and the visitor's concerns. The Ombud listens,

makes informal inquiries or otherwise reviews matters received, offers resolution options, makes referrals, and mediates disputes independently and impartially. Services of the Office supplement, but do not replace, other processes (formal or informal) available to the University community.

The Ombud serves as an information and communication resource, consultant, conflict coach, mediator, dispute resolution expert, and source of recommendations for institutional change for the University. The Ombud also provides workshops and training related to conflict resolution. The Ombud provides feedback to the University when trends, patterns, policies, or procedures of the University generate concerns or conflicts.

### **III. STANDARDS OF PRACTICE AND CODE OF ETHICS**

The Office practices under the International Ombudsman Association (IOA) Standards of Practice and Code of Ethics, and this Charter adopts and incorporates by reference the IOA Standards of Practice, IOA Code of Ethics, and IOA Best Practices. The Office functions independently of other university offices and functions. Conversations with the Ombud are confidential by agreement and the Ombud works as an impartial neutral. The scope of services is limited to informal means of dispute resolution. The Ombud is a member of IOA, and will attend IOA conferences and trainings as they are available. The IOA Standards, Code, and Best Practices are minimum standards, and the Office will also strive to operate to best practices in a way that serves the interests of the University community.

The Office will publicize the confidential, independent, neutral, and informal nature of its services and will explain these ethical standards to each visitor.

#### **A. Independence**

The Office is and must appear to be free from interference in the performance of its duties. This independence is effected primarily through organizational recognition, reporting structure, and neutrality. The Ombud will exercise sole discretion over whether and how to act regarding individual matters or systemic concerns. Evaluation of the office will be conducted by the Office of the Provost with input from the Faculty Affairs Committee under the direction of the Faculty Senate Executive Committee.

To fulfill its functions, the Office has a specific allocated budget, adequate space, and sufficient resources to meet operating needs and pursue continuing professional development. The Ombud has the authority to manage the budget and operations of the Office and reports to the Office of the Provost regarding administrative and budgetary matters.

#### **B. Confidentiality**

The Office endeavors to keep all visits confidential, and will not disclose any confidential information unless required by law, nor without the party's express permission and, even with that permission, any communication will be at the sole discretion of the Office. Confidentiality will be respected even if disclosure may prevent resolution of a problem.

The Office may, however, disclose confidential information if and when there is an imminent risk of physical harm, a violation of Title IX, or when North Dakota's Open Records Laws require disclosure.

The Office offers mediation services and follows ND State law and policy governing the confidentiality of the mediation process. Mediated agreements or other documents otherwise discoverable are not considered confidential whether or not they were created as part of the mediation process.

The Office will not keep record of the identity of visitors. The Office is not part of any formal investigation or process inside or outside the University. Visitors shall be put on notice that the use of email is a public activity and any email or other formal correspondence sent to the Ombud will be not be considered confidential.

### **C. Neutrality**

The Office is neutral in its activities, and will not take sides in any conflict, dispute, or issue. The Ombud will impartially consider the interests and concerns of all parties involved in a situation with the aim of facilitating communication and assisting the parties in reaching mutually acceptable agreements that are fair, equitable, and consistent with the mission and policies of the University.

The Office will avoid involvement in matters where there may be a conflict of interest. (A conflict of interest occurs when the Ombud's private interests, real or perceived, supersede or compete with their dedication to the neutral and independent role of the Office.) When a conflict of interest exists, the Ombud will take all steps necessary to disclose and/or avoid the conflict.

### **D. Informality**

The Office is a resource for *informal* dispute resolution. The Office does not formally investigate, arbitrate, adjudicate or in any other way participate in any internal or external formal process or action. Use of the Office is voluntary and not a required step in any grievance process or University policy, with the exception of mediation services which may be required by University policy.

## **IV. AUTHORITY AND LIMITS OF THE OFFICE OF THE OMBUD**

The authority of the Office derives from the University administration as manifest by the endorsement of the NDSU Provost.

### **A. Authority of the Office**

#### **1. Initiating Informal Inquiries**

The Office may inquire informally about any issue concerning the University that come to its attention after having received a specific complaint from an affected member of the University community. The purpose of such inquiry is in the spirit of resolving disputes, gathering relevant information, providing guidance to the visitor, and/or making recommendations to the University.



## 2. Access to Information

The Office may request access to information related to visitors' concerns from files and offices of the University. Campus individuals who are contacted by the Office with requests for information are expected to cooperate and, as much as possible, to provide appropriate information as requested. The Office will not request a department or individual to breach confidentiality. University departments are expected to respond with reasonable promptness to requests made by the Office.

## 3. Ending Involvement in Matters

The Office may discontinue providing service and disassociate from a matter at any time.

## 4. Discussions with Visitors and Others

The Office has the authority to discuss a range of options available to its visitors, including both informal and formal processes. The Office may make any recommendations it deems appropriate with regard to resolving problems or improving policies, rules, or procedures. However, the Office has no actual authority to impose remedies or sanctions or to enforce or change any policy, rule, or procedure.

## **B. Limitations on the Authority of the Office**

### 1. Receiving Notice for the University

Communication that alleges violations of laws, regulations, or policies, such as sexual harassment, issues covered by whistleblower policy, or incidents are subject to reporting under the Clery Act. Although the Office may receive such allegations, it is not a "campus security authority" as defined in the Clery Act. If a visitor discloses such allegations and expresses a desire to make a formal report, the Office will refer the visitor to the appropriate office(s) for administrative or formal grievance processes. Acts of violence, child abuse, sexual assault, harassment, discrimination, or misconduct, and other matters addressed in Title IX, must be reported as required by University Policy and State and Federal Law.

### 2. Formal Processes and Investigations

The Office will not conduct formal investigations on behalf of the University or anyone else. It will not participate willingly in the substance of any formal dispute processes, outside agency complaints or lawsuits, either on behalf of a visitor to the Office or on behalf of the University, unless required by law.

### 3. Record Keeping

The Office will not create or maintain documents or records for the University about a visitor's name or other identifying information. Notes and any other materials related to a matter will be maintained in a secure location and manner, and will be destroyed as soon as possible and in accordance with applicable records retention policies.

#### 4. Advocacy for Parties

The Office will not act as an advocate for any party in a dispute, nor will it represent administration, employees, or visitors to the office.

#### 5. Adjudication of Issues

The Office does not have authority to adjudicate, impose remedies or sanctions, or to enforce or change University policies or rules.

### **V. SUPPORT FOR USING THE OFFICE OF THE OMBUDS**

The University and its agents will not retaliate against individuals for the sole reason of consulting with the Office. The University community respects the mission of the Office, its ethics and responsibilities, and encourages the use of the services provided.

---

## *Code of Ethics of the IOA*

### ***PREAMBLE***

The IOA is dedicated to excellence in the practice of Ombudsman work. The IOA Code of Ethics provides a common set of professional ethical principles to which members adhere in their organizational Ombudsman practice.

Based on the traditions and values of Ombudsman practice, the Code of Ethics reflects a commitment to promote ethical conduct in the performance of the Ombudsman role and to maintain the integrity of the Ombudsman profession.

The Ombudsman shall be truthful and act with integrity, shall foster respect for all members of the organization he or she serves, and shall promote procedural fairness in the content and administration of those organizations' practices, processes, and policies.

### ***ETHICAL PRINCIPLES***

#### *Independence*

The Ombudsman is independent in structure, function, and appearance to the highest degree possible within the organization.

### *Neutrality and Impartiality*

The Ombudsman, as a designated neutral, remains unaligned and impartial. The Ombudsman does not engage in any situation which could create a conflict of interest.

### *Confidentiality*

The Ombudsman holds all communications with those seeking assistance in strict confidence, and does not disclose confidential communications unless given permission to do so. The only exception to this privilege of confidentiality is where there appears to be imminent risk of serious harm.

### *Informality*

The Ombudsman, as an informal resource, does not participate in any formal adjudicative or administrative procedure related to concerns brought to his/her attention.

*Rev. 1/07*

---

## **IOA STANDARDS OF PRACTICE**

### **PREAMBLE**

The IOA Standards of Practice are based upon and derived from the ethical principles stated in the IOA Code of Ethics.

Each Ombudsman office should have an organizational Charter or Terms of Reference, approved by senior management, articulating the principles of the Ombudsman function in that organization and their consistency with the IOA Standards of Practice.

### **STANDARDS OF PRACTICE**

#### **INDEPENDENCE**

**1.1** The Ombudsman Office and the Ombudsman are independent from other organizational entities.

**1.2** The Ombudsman holds no other position within the organization which might compromise independence.

**1.3** The Ombudsman exercises sole discretion over whether or how to act regarding an individual's concern, a trend or concerns of multiple individuals over time. The Ombudsman may also initiate action on a concern identified through the Ombudsman's direct observation.

**1.4** The Ombudsman has access to all information and all individuals in the organization, as permitted by law.

**1.5** The Ombudsman has authority to select Ombudsman Office staff and manage Ombudsman Office budget and operations.

## **NEUTRALITY AND IMPARTIALITY**

**2.1** The Ombudsman is neutral, impartial, and unaligned.

**2.2** The Ombudsman strives for impartiality, fairness and objectivity in the treatment of people and the consideration of issues. The Ombudsman advocates for fair and equitably administered processes and does not advocate on behalf of any individual within the organization.

**2.3** The Ombudsman is a designated neutral reporting to the highest possible level of the organization and operating independent of ordinary line and staff structures. The Ombudsman should not report to nor be structurally affiliated with any compliance function of the organization.

**2.4** The Ombudsman serves in no additional role within the organization which would compromise the Ombudsman's neutrality. The Ombudsman should not be aligned with any formal or informal associations within the organization in a way that might create actual or perceived conflicts of interest for the Ombudsman. The Ombudsman should have no personal interest or stake in, and incur no gain or loss from, the outcome of an issue.

**2.5** The Ombudsman has a responsibility to consider the legitimate concerns and interests of all individuals affected by the matter under consideration.

**2.6** The Ombudsman helps develop a range of responsible options to resolve problems and facilitate discussion to identify the best options.

## **CONFIDENTIALITY**

**3.1** The Ombudsman holds all communications with those seeking assistance in strict confidence and takes all reasonable steps to safeguard confidentiality, including the following:

The Ombudsman does not reveal, and must not be required to reveal, the identity of any individual contacting the Ombudsman Office, nor does the Ombudsman reveal information provided in confidence that could lead to the identification of any individual contacting the Ombudsman Office, without that individual's express permission, given in the course of informal discussions with the Ombudsman; the Ombudsman takes specific action related to an individual's issue only with the individual's express permission and only to the extent permitted, and even then at the sole discretion of the Ombudsman, unless such action can be taken in a way that safeguards the identity of the individual contacting the Ombudsman Office. The only exception to this privilege of confidentiality is where there appears to be imminent risk of serious harm, and where there is no other reasonable option. Whether this risk exists is a determination to be made by the Ombudsman.

**3.2** Communications between the Ombudsman and others (made while the Ombudsman is serving in that capacity) are considered privileged. The privilege belongs to the Ombudsman and the Ombudsman Office, rather than to any party to an issue. Others cannot waive this privilege.

**3.3** The Ombudsman does not testify in any formal process inside the organization and resists testifying in any formal process outside of the organization regarding a visitor's contact with the Ombudsman or confidential information communicated to the Ombudsman, even if given permission or requested to do so. The Ombudsman may,

however, provide general, non-confidential information about the Ombudsman Office or the Ombudsman profession.

**3.4** If the Ombudsman pursues an issue systemically (e.g., provides feedback on trends, issues, policies and practices) the Ombudsman does so in a way that safeguards the identity of individuals.

**3.5** The Ombudsman keeps no records containing identifying information on behalf of the organization.

**3.6** The Ombudsman maintains information (e.g., notes, phone messages, appointment calendars) in a secure location and manner, protected from inspection by others (including management), and has a consistent and standard practice for the destruction of such information.

**3.7** The Ombudsman prepares any data and/or reports in a manner that protects confidentiality.

**3.8** Communications made to the ombudsman are not notice to the organization. The ombudsman neither acts as agent for, nor accepts notice on behalf of, the organization and shall not serve in a position or role that is designated by the organization as a place to receive notice on behalf of the organization. However, the ombudsman may refer individuals to the appropriate place where formal notice can be made.

#### **INFORMALITY AND OTHER STANDARDS**

**4.1** The Ombudsman functions on an informal basis by such means as: listening, providing and receiving information, identifying and reframing issues, developing a range of responsible options, and – with permission and at Ombudsman discretion – engaging in informal third-party intervention. When possible, the Ombudsman helps people develop new ways to solve problems themselves.

**4.2** The Ombudsman as an informal and off-the-record resource pursues resolution of concerns and looks into procedural irregularities and/or broader systemic problems when appropriate.

**4.3** The Ombudsman does not make binding decisions, mandate policies, or formally adjudicate issues for the organization.

**4.4** The Ombudsman supplements, but does not replace, any formal channels. Use of the Ombudsman Office is voluntary, and is not a required step in any grievance process or organizational policy.

**4.5** The Ombudsman does not participate in any formal investigative or adjudicative procedures. Formal investigations should be conducted by others. When a formal investigation is requested, the Ombudsman refers individuals to the appropriate offices or individual.

**4.6** The Ombudsman identifies trends, issues and concerns about policies and procedures, including potential future issues and concerns, without breaching confidentiality or anonymity, and provides recommendations for responsibly addressing them.

**4.7** The Ombudsman acts in accordance with the IOA Code of Ethics and Standards of Practice, keeps professionally current by pursuing continuing education, and provides opportunities for staff to pursue professional training.

**4.8** The Ombudsman endeavors to be worthy of the trust placed in the Ombudsman Office.

### 1. Compensation & Benefits

Questions, concerns, issues or inquiries about the equity, appropriateness and competitiveness of employee compensation, benefits and other benefit programs.

- 1.a **Compensation** (rate of pay, salary amount, job salary classification/level)
- 1.b **Payroll** (administration of pay, check wrong or delayed)
- 1.c **Benefits** (decisions related to medical, dental, life, vacation/sick leave, education, worker's compensation insurance, etc.)
- 1.d **Retirement, Pension** (eligibility, calculation of amount, retirement pension benefits)
- 1.e **Other** (any other employee compensation or benefit not described by the above sub-categories)

### 2. Evaluative Relationships

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

- 2.a **Priorities, Values, Beliefs** (differences about what should be considered important – or most important – often rooted in ethical or moral beliefs)
- 2.b **Respect/Treatment** (demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.)
- 2.c **Trust/Integrity** (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)
- 2.d **Reputation** (possible impact of rumors and/or gossip about professional or personal matters)
- 2.e **Communication** (quality and/or quantity of communication)
- 2.f **Bullying, Mobbing** (abusive, threatening, and/or coercive behaviors)
- 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)
- 2.h **Retaliation** (punitive behaviors for previous actions or comments, whistleblower)
- 2.i **Physical Violence** (actual or threats of bodily harm to another)
- 2.j **Assignments/Schedules** (appropriateness or fairness of tasks, expected volume of work)
- 2.k **Feedback** (feedback or recognition given, or responses to feedback received)
- 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)

### 2.m Performance Appraisal/Grading

(job/academic performance in formal or informal evaluation)

- 2.n **Departmental Climate** (prevailing behaviors, norms, or attitudes within a department for which supervisors or faculty have responsibility.)
- 2.o **Supervisory Effectiveness** (management of department or classroom, failure to address issues)
- 2.p **Insubordination** (refusal to do what is asked)
- 2.q **Discipline** (appropriateness, timeliness, requirements, alternatives, or options for responding)
- 2.r **Equity of Treatment** (favoritism, one or more individuals receive preferential treatment)
- 2.s **Other** (any other evaluative relationship not described by the above sub-categories)

### 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.)

- 3.a **Priorities, Values, Beliefs** (differences about what should be considered important – or most important – often rooted in ethical or moral beliefs)
- 3.b **Respect/Treatment** (demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.)
- 3.c **Trust/Integrity** (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)
- 3.d **Reputation** (possible impact of rumors and/or gossip about professional or personal matters)
- 3.e **Communication** (quality and/or quantity of communication)
- 3.f **Bullying, Mobbing** (abusive, threatening, and/or coercive behaviors)
- 3.g **Diversity-Related** (comments or behaviors perceived to be insensitive, offensive, or intolerant on the basis of an identity-related difference such as race, gender, nationality, sexual orientation)
- 3.h **Retaliation** (punitive behaviors for previous actions or comments, whistleblower)
- 3.i **Physical Violence** (actual or threats of bodily harm to another)
- 3.j **Other** (any peer or colleague relationship not described by the above sub-categories)

### 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.)

- 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)
- 4.b **Job Classification and Description** (changes or disagreements over requirements of assignment, appropriate tasks)
- 4.c **Involuntary Transfer/Change of Assignment** (notice, selection and special dislocation rights/benefits, removal from prior duties, unrequested change of work tasks)
- 4.d **Tenure/Position Security/Ambiguity** (security of position or contract, provision of secure contractual categories)
- 4.e **Career Progression** (promotion, reappointment, or tenure)
- 4.f **Rotation and Duration of Assignment** (non-completion or over-extension of assignments in specific settings/countries, lack of access or involuntary transfer to specific roles/assignments, requests for transfer to other places/duties/roles)
- 4.g **Resignation** (concerns about whether or how to voluntarily terminate employment or how such a decision might be communicated appropriately)
- 4.h **Termination/Non-Renewal** (end of contract, non-renewal of contract, disputed permanent separation from organization)
- 4.i **Re-employment of Former or Retired Staff** (loss of competitive advantages associated with re-hiring retired staff, favoritism)
- 4.j **Position Elimination** (elimination or abolition of an individual's position)
- 4.k **Career Development, Coaching, Mentoring** (classroom, on-the-job, and varied assignments as training and developmental opportunities)
- 4.l **Other** (any other issues linked to recruitment, assignment, job security or separation not described by the above sub-categories)

## 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.

- 5.a **Criminal Activity** (threats or crimes planned, observed, or experienced, fraud)
- 5.b **Business and Financial Practices** (inappropriate actions that abuse or waste organizational finances, facilities or equipment)
- 5.c **Harassment** (unwelcome physical, verbal, written, e-mail, audio, video psychological or sexual conduct that creates a hostile or intimidating environment)
- 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.] )
- 5.e **Disability, Temporary or Permanent, Reasonable Accommodation** (extra time on exams, provision of assistive technology, interpreters, or Braille materials including questions on policies, etc. for people with disabilities)
- 5.f **Accessibility** (removal of physical barriers, providing ramps, elevators, etc.)
- 5.g **Intellectual Property Rights** (e.g., copyright and patent infringement)
- 5.h **Privacy and Security of Information** (release or access to individual or organizational private or confidential information)
- 5.i **Property Damage** (personal property damage, liabilities)
- 5.j **Other** (any other legal, financial and compliance issue not described by the above sub-categories)

## 6. Safety, Health, and Physical Environment

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

- 6.a **Safety** (physical safety, injury, medical evacuation, meeting federal and state requirements for training and equipment)
- 6.b **Physical Working/Living Conditions** (temperature, odors, noise, available space, lighting, etc)
- 6.c **Ergonomics** (proper set-up of workstation affecting physical functioning)
- 6.d **Cleanliness** (sanitary conditions and facilities to prevent the spread of disease)
- 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)

- 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)
- 6.g **Safety Equipment** (access to/use of safety equipment as well as access to or use of safety equipment, e.g., fire extinguisher)
- 6.h **Environmental Policies** (policies not being followed, being unfair ineffective, cumbersome)
- 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)
- 6.j **Other** (any safety, health, or physical environment issue not described by the above sub-categories)

## 7. Services/Administrative Issues

Questions, concerns, issues or inquiries about services or administrative offices including from external parties.

- 7.a **Quality of Services** (how well services were provided, accuracy or thoroughness of information, competence, etc.)
- 7.b **Responsiveness/Timeliness** (time involved in getting a response or return call or about the time for a complete response to be provided)
- 7.c **Administrative Decisions and Interpretation/Application of Rules** (impact of non-disciplinary decisions, decisions about requests for administrative and academic services, e.g., exceptions to policy deadlines or limits, refund requests, appeals of library or parking fines, application for financial aid, etc.)
- 7.d **Behavior of Service Provider(s)** (how an administrator or staff member spoke to or dealt with a constituent, customer, or client, e.g., rude, inattentive, or impatient)
- 7.e **Other** (any services or administrative issue not described by the above sub-categories)

## 8. Organizational, Strategic, and Mission Related

Questions, concerns, issues or inquiries that relate to the whole or some part of an organization.

- 8.a **Strategic and Mission-Related/ Strategic and Technical Management** (principles, decisions and actions related to where and how the organization is moving)
- 8.b **Leadership and Management** (quality/capacity of management and/or management/leadership decisions, suggested training, reassignments and reorganizations)

- 8.c **Use of Positional Power/Authority** (lack or abuse of power provided by individual's position)
- 8.d **Communication** (content, style, timing, effects and amount of organizational and leader's communication, quality of communication about strategic issues)
- 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, e.g. downsizing, off shoring, outsourcing)
- 8.f **Organizational Climate** (issues related to organizational morale and/or capacity for functioning)
- 8.g **Change Management** (making, responding or adapting to organizational changes, quality of leadership in facilitating organizational change)
- 8.h **Priority Setting and/or Funding** (disputes about setting organizational/departmental priorities and/or allocation of funding within programs)
- 8.i **Data, Methodology, Interpretation of Results** (scientific disputes about the conduct, outcomes and interpretation of studies and resulting data for policy)
- 8.j **Interdepartment/Interorganization Work/Territory** (disputes about which department/organization should be doing what/taking the lead)
- 8.k **Other** (any organizational issue not described by the above sub-categories)

## 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.

- 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)
- 9.b **Values and Culture** (questions, concerns or issues about the values or culture of the organization)
- 9.c **Scientific Conduct/Integrity** (scientific or research misconduct or misdemeanors, e.g., authorship; falsification of results)
- 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, e.g., appropriate dress, use of internet or cell phones)
- 9.e **Other** (Other policy, procedure, ethics or standards issues not described in the above sub-categories)

**1. Please provide your current employment or academic status:**

#	Answer	Response	%
1	Administrator	43	9%
2	Tenured Faculty	70	15%
3	Tenure Track Faculty (untenured)	40	9%
4	Professor of Practice	14	3%
5	Adjunct or Lecturer	20	4%
6	Academic Staff	41	9%
7	Non-academic Staff	124	27%
8	Graduate Student	114	24%
	Total	466	100%

Statistic	Value
Min Value	1
Max Value	8
Mean	5.33
Variance	6.46
Standard Deviation	2.54
Total Responses	466

**2. Have you heard of / are you aware of the NDSU Ombud's Office?**

#	Answer	Response	%
1	Yes	293	62%
2	No	176	38%
	Total	469	100%



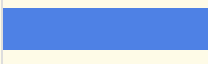
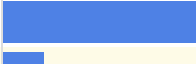











Statistic	Value
Min Value	1
Max Value	2
Mean	1.38
Variance	0.23
Standard Deviation	0.48
Total Responses	469

**3. If you answered "No" above, please answer this question: \*Had I known of the office, I would...**

#	Answer	Response	%
1	Have used the office in the past 9 months	43	21%
2	Not have used the office in the past 9 months	161	79%
Total		204	100%

Statistic	Value
Min Value	1
Max Value	2
Mean	1.79
Variance	0.17
Standard Deviation	0.41
Total Responses	204

**5. If you have heard of the office, please indicate how you came to learn of the existence of the office. Check all that apply.**

#	Answer		Response	%
1	NDSU Campus Announcement		134	43%
2	Email		125	40%
3	Website		27	9%
4	Brochure or Flyer		16	5%
5	Notice from the Provost		32	10%
6	Attended a presentation		80	25%
7	From my Dean		27	9%
8	From my Chair		33	11%
9	From my Supervisor		14	4%
10	From a colleague		36	11%
11	From Human Resources		12	4%
12	From Equity and Diversity Office		9	3%
13	Other - Please List		61	19%

Statistic	Value
Min Value	1
Max Value	13
Total Responses	314

## 6. Which Roles do you think apply to the Ombuds?

#	Answer	Response	%
1	Early warning to the Institution	124	32%
2	Coach	99	25%
3	Impartial Listener	291	74%
4	Brings clarity to an issue	248	63%
5	Referral Source	184	47%
6	Escalator of concerns that may not get raised otherwise	161	41%
7	Identifier of system-wide trends	106	27%
8	Influencer of change in the organization	119	30%
9	Coach or advisor to management as they prepare to implement change or new policies	132	34%
10	Makes recommendations to formal resources to help resolve issues	236	60%

Statistic	Value
Min Value	1
Max Value	10
Total Responses	391



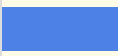



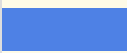
**7. As someone who has contacted the Ombudsperson, please rank the following questions based on your experience, with 0 as the "Difficult" and 10 as "with ease".**

#	Answer	Min Value	Max Value	Average Value	Standard Deviation	Responses
1	Ability to find the physical Office	0.00	10.00	5.66	3.39	64
2	Ability to get in contact with the Ombud	0.00	10.00	8.78	2.04	64
3	Ability to find a suitable time to meet with the Ombud	0.00	10.00	8.37	2.23	65
4	Opportunity to understand the purpose and function of the office	0.00	10.00	7.58	3.01	66
5	To understand the ethics of the office (confidentiality, neutrality, independence, informality)	0.00	10.00	8.33	2.48	63







**8. I found the Ombud to be.... (with 0 as "not at all" and 10 as "completely")**

#	Answer	Min Value	Max Value	Average Value	Standard Deviation	Responses
1	Accessible	0.00	10.00	8.51	2.31	68
2	Easy to understand	0.00	10.00	8.40	2.19	70
3	Friendly and welcoming	2.00	10.00	8.96	1.71	69
4	Knowledgable	0.00	10.00	8.20	2.56	69
5	Helpful	0.00	10.00	7.88	3.00	69
6	Supportive	1.00	10.00	8.35	2.34	68
7	Flexible	0.00	10.00	8.43	2.37	69
8	Private / Confidential	0.00	10.00	8.78	2.10	65
9	Resourceful	0.00	10.00	8.03	2.74	69

## 9. Please list the services you have used from the Ombud's Office:

#	Answer		Response	%
1	Consultation		34	50%
2	Coaching/Advising		14	21%
3	Information Gathering		17	25%
4	Mediation		25	37%
5	Departmental Climate Survey/Services		18	26%
6	Visioning/Planning		11	16%
7	Presentation or Training		18	26%

## 10. If you used the Office, what was the result?

#	Answer		Response	%
1	I received information/coaching and no other action was required from the Ombuds		26	46%
2	I took action and my issue was resolved		10	18%
3	The Ombuds took action and my issue was resolved		5	9%
4	I chose to take no action		5	9%
5	I took action and the issue is not yet resolved		15	26%
6	The Ombuds took action and the issue is not resolved		16	28%

## 11. If the Ombuds Office didn't exist, what would you have done regarding your issue?

#	Answer	Response	%
1	Nothing	19	28%
2	Gone to formal resources for help	20	30%
3	Used external resources	14	21%
4	Left the university	8	12%
5	Taken legal action	5	7%
6	Gone to colleagues for advice	21	31%
7	Other:	7	10%

## 12. I have referred or would refer others to the Ombuds Office.

#	Answer	Response	%
1	Yes	62	79%
2	No	16	21%
	Total	78	100%