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Corporate Ombudsman Association conference, St. Louis

1985 -
1986

Corporate Ombudsman

C O N F E R E N C E

mPR
I erased
May 7, 8, & 9
& put these
dates on your
calendar.
CT

September 20, 1985

Dear Ombudsman Colleague:

This letter comes, as promised at the Dallas Conference, to announce the dates of our 1986 Conference in St. Louis, hosted by Anheuser-Busch, Contel, General Dynamics, and McDonnell Aircraft Company.

The Conference will be at the new Adams Mark hotel directly across from the Arch on May 14, 15 and 16, 1986. Please hold these dates. The costs will be comparable to the 1985 Dallas Conference.

The preliminary agenda includes a number of compelling issues:

- * Ethics (standards of professional conduct, difficulties in dealing with confidentiality, a whistle-blowing case, and more);
- * Dealing with difficult new issues like AIDS (right to know vs. privacy rights) and difficult old issues like mentally ill employees;
- * Dealing with differences; groups with different cultural values like young engineers, older conservative workers, traditional managers;
- * A skill-building session, an optional film on the GE peer review structure, discussion about dealing with bargaining unit employees and research reports. There will also be time during meals to share problems and best practice.

A more specific agenda along with complete financial details will soon follow. We also hope to have a Corporate Ombudsman Association pamphlet and the first copy of our newsletter. Two of our hosts, Anheuser-Busch and McDonnell Aircraft Company will also offer May 14 tours of their ombuds programs. Those who visited the Southland Liaison Program felt this was a highlight of the Dallas Conference. Let me commend our St. Louis hosts for the opportunity to visit their operations.

Our research subgroup has been asked to query each of us on the general outlines of what we do, in order to gather consolidated data for the packet you will be given at the door in St. Louis. You may expect a phone call asking you for information you'd be willing to share. As always, no company or personal

Corporate Ombudsman

C O N F E R E N C E

September 20, 1985

Page 2

identification will be made without specific permission; data will be presented in consolidated form.

Please feel free to call Bob Race 314-968-8253 or me 617-253-5921 if you have questions. Please tell any ombudsman colleague about us, and please hold these dates: May 14, 15, 16, 1986.

With warmest regards,

Mary Rowe /jb

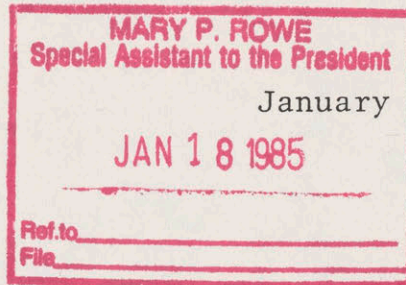
Mary Rowe

/jb

from the desk of the

Ombudsperson

Martha Maselko ~~XXXXXXXXXX~~ 201-576-3830
AT&T Information Systems
307 Middletown-Lincroft Rd.
Lincroft, NJ 07738



Ann Bensinger:
Jim Lakis:
Chris McEachern:
Lee Pledger:
Mary Rowe: ✓
Carole Trocchio:

This is to confirm the meeting of the Ombudsman Association Committee on Thursday, January 24, 1985. The meeting will be held at the AT&T Information Systems Lincroft facility and will begin at 9:30 a.m. in Conference Room 1M-306.

The agenda will be as follows:

- 9:30 - 2:00 p.m. - Discussion of critical issues in becoming an Association
- 2:00 - dinner - Planning agenda for 1985 Dallas conference

Data seems to indicate that people would like to have an association separate from any existing organization. I think it would be helpful if each of you came prepared with a tentative mission statement of the Association as well as any critical action items to be discussed in order to set up an Association. I have also attached some material supplied by Ann Bensinger for your review before the meeting.

When you arrive at the Lincroft facility, please call Pat Torky on 576-3831 and she will escort you to the conference room. Also, if you require assistance with travel arrangements or directions, Pat will be happy to help.

I look forward to seeing you!

Sincerely,

Martha
Martha Maselko/pat

Att.

from the desk of the

Ombudsperson

Martha Maselko

MARY ROWE
Special Assistant to the President

JUL 2 1985

Ref. to _____
 File _____

CT Here's the list to track the 12.

June 26, 1985

Yes Kay Buckler: ①
 Yes Mick Eaton: 2
 Mary Kocman: 3
 Yes Jim Lakis: 4
 Chris McEachern: 5

[Signature]
 Lee Pledger:
 Yes Bob Race:
 Yes Mary Rowe: ✓
 Warren Snover:
 Yes Carole Trocchio:
 Yes *[Signature]*
 Yes *[Signature]*

6
 7
 8
 9
 10
 11
 12

Our planning meeting to discuss the 1986 Corporate Ombudsman Conference as well as our new Association has been scheduled for July 15 from 9:00 to 2:00 pm. Mary Rowe has offered to host it at MIT in Room 10-213.

Agenda items will be:

- to select dates, place and agenda items for 1986 conference in St. Louis.
- to select a format for a newsletter to be published in September. Please come prepared with any articles or information you think should be included in the first issue.
- to select a logo for the Association.
- to discuss Carole's suggestion that we put together a public relations pamphlet with regard to the Association. Please bring any ideas you have on this.

I look forward to our meeting on the 15th. If for any reason you are unable to attend, please contact me on 201-576-3830 or Mary Rowe on 617-253-5921.

MM/pat

Warren Snover

Sincerely,

Martha
Martha Maselko

*@ Hyatt Regency
Conference Room*

Card

MARY W. HOWE
Special Assistant to the President
JUL 3 1944
Name _____
City _____

MEETING NOTES
1986 Corporate Ombudsman Conference
Planning Committee Meeting
July 15, 1985
MIT, Cambridge

ATTENDEES:

Kay Buckler	Martha Maselko
Mick Eaton	Bob Race
Diane Harrison	Lewis Redding
Mary Kocman	Mary Rowe ✓
Jim Lakis	Pat Torky
Verge Marti	Carole Trocchio

COPY TO:

Pat Alperti
Chris McEachern
Lee Pledger
Warren Snover

1986 CORPORATE OMBUDSMAN CONFERENCE

The conference is tentatively scheduled for May 7-9, 1986 at the Breckenridge Hotel & Conference Center, St. Louis, MO. Transportation to and from airport arranged.

Cost of \$175/person/day includes lunch on 5/7 through lunch on 5/9, hotel room, breaks, etc.

Check-in time is 4:00 p.m. - Bob Race will inquire about early check-in.

Brochures were distributed at the meeting describing the hotel and facilities. Outside pool will be closed but inside pool available as well as fitness and massage center. Hospitality room also included.

Half-day, pre-conference tour (to be advertised as part of conference program) at one or two of the following companies: Anheuser-Busch, Contel, General Dynamics, McDonnell-Douglas. Transportation to and from facilities will be made available by hosting organization(s). Hotel costs for evening of 5/6 and breakfast on 5/7 at individual's expense.

Evening of 5/6 planning committee members will meet to discuss final details.

Official receipt book should be used for those registering at conference to avoid problems with vouchering.

Conference invitation should include notation that although conference begins earlier, check-in time is 4:00 p.m. (baggage may be checked at registration desk).

It was decided that agenda will include skill-building workshops, lectures and case studies to provide a good balance.

Robbins/Siegenfuss research information will be distributed to attendees in Conference Opening Packet at registration.

Final agenda should include descriptive statement on content of each agenda item.

Return postcard should include following:

- indication of interest in tours
- list of Option Workshops - Bargaining Unit Employees
Film: Peer Review
Startup of Ombuds. Position
Suggestions for other workshops

Conference Opening Packet should include following:

- Welcome letter (including statement on confidentiality)
- Pamphlet
- Long Agenda (room/time/description/leader)
- Name badges
- Case Studies
- Ethics statement
- Research summaries
- Articles of interest (anyone interested in including articles of interest should make 100 copies of each)

(Please note: Attached is a tentative agenda as well as the timeline established at the meeting. If you are responsible for leading one of the topics, please send your descriptive statement re the topic to Bob Race by 7/22.

LOGO

The members agreed the name of the Association will be Corporate Ombudsman Association. Samples of possible logos were distributed with no complete agreement on any design. Mary Kocman and Carole Trocchio (and anyone else interested) will contact their art department to have new samples made. The following list of words will be used to assist in creating the logo:

Advocate	Conscience
Reconciliation	Listening
Objectivity	Options - Vision
Trust	Soul
Fairness	Guard - Protector
Credibility	

The committee agreed a public relations pamphlet was necessary to advertise the Association. Carole Trocchio will put together a draft of the pamphlet and distribute to all committee members. It will include the following:

- Purpose of the Association
- Mission Statement
- For Whom
- How to Contact Association
- Officers
- Partial list of Association member companies
- Activities: Professional Conference
Committees
Newsletter
- Registration application (last page tearoff)

NEWSLETTER

Martha Maselko will edit the first edition of the Corporate Ombudsman Newsletter published by the Association. Committee members should send articles for which they are responsible to Martha Maselko by August 9, 1985.

TARGET AUDIENCE: Conference Attendees
Association Members
Interested Parties

FORMAT: Committee agreed on using format of internal AT&T newsletter currently being published by Martha Maselko. This can be changed in future if necessary.

ISSUES: 2 issues per year - January and July
This year there will be an initial issue in September.

CONTENT: (first issue)
Note on 1984 conference and history (short)
Summary of 1985 conference
Tentative Agenda for 1986 conference
Ombudsperson Association
Ethics article - Carole Trocchio
Disclaimer
Quotable Quotes
Research Column (Lee Robbins - first issue)
Case Studies
Cartoons

TENTATIVE AGENDA
 1986 CORPORATE OMBUDSMAN CONFERENCE
 St. Louis, Missouri

<u>DATE/TIME</u>	<u>ITEM</u>	<u>LEADER (S)</u>
<u>Wednesday, May 7</u>		
8:30 - 12:00	Company Tours	Host Organization
12:00 - 2:00	Lunch & Conference/Hotel Registration	Race/Alperti
2:00 - 2:30	Welcome	Rowe
2:30 - 5:30	Ethics	Trocchio/ McEachern
Evening	Dinner, etc.	Race/Alperti
<u>Thursday, May 8</u>		
7:00 - 8:00	Breakfast	
8:30 - 10:00	What are differences in corporate culture and how do we deal with them?	Lakis
10:00 - 10:30	Break	
10:30 - 12:00	Practical Considerations Where do we report in corp. structure? What is our role? Job responsibility? Research group	M. Maselko Lakis Trocchio
12:00 - 1:00	Lunch	
1:00 - 4:00	Mediation Skills	J. Maselko
4:00 - 4:30	Break	
4:30 - 5:30	Options	
Evening	Dinner, etc.	Race/Alperti
<u>Friday, May 9</u>		
7:00 - 8:00	Breakfast	
8:30 - 10:30	Panel (AIDS/Psychosis & Role of Ombudsman)	Lakis or Maselko (medical) Rowe (legal)
10:30 - 11:00	Break	
11:00 - 12:00	What's Next?	Rowe
12:00 - 1:00	Lunch	

TIMELINE

<u>Item</u>	<u>Due Date</u>
Description statement of agenda item from leader to Bob Race	7/22
Proposed agenda from Bob Race to Mary Rowe (by 7/26), Martha Maselko, Mary Kocman, Carole Trocchio	7/29
Preliminary letter and agenda to Association members from Mary Rowe	Early September 1985
Newsletter and invite package (pamphlet, postcard, demographics request) to Association	Oct./November 1985
Finalization meeting of planning committee and final agenda schedule	Jan./February 1986

Additional items where no due date was set, but "soon" is implied:

Postcard format and demographics request form for invitation package from Martha Maselko to Bob Race

Mary Rowe will contact research group regarding demographics study to be conducted for conference.

PLEASE NOTE: In trying to expedite these notes, there was little time for double checking the information included. If there are any errors, please contact Pat Torky on 201-576-3832.

Thank you.

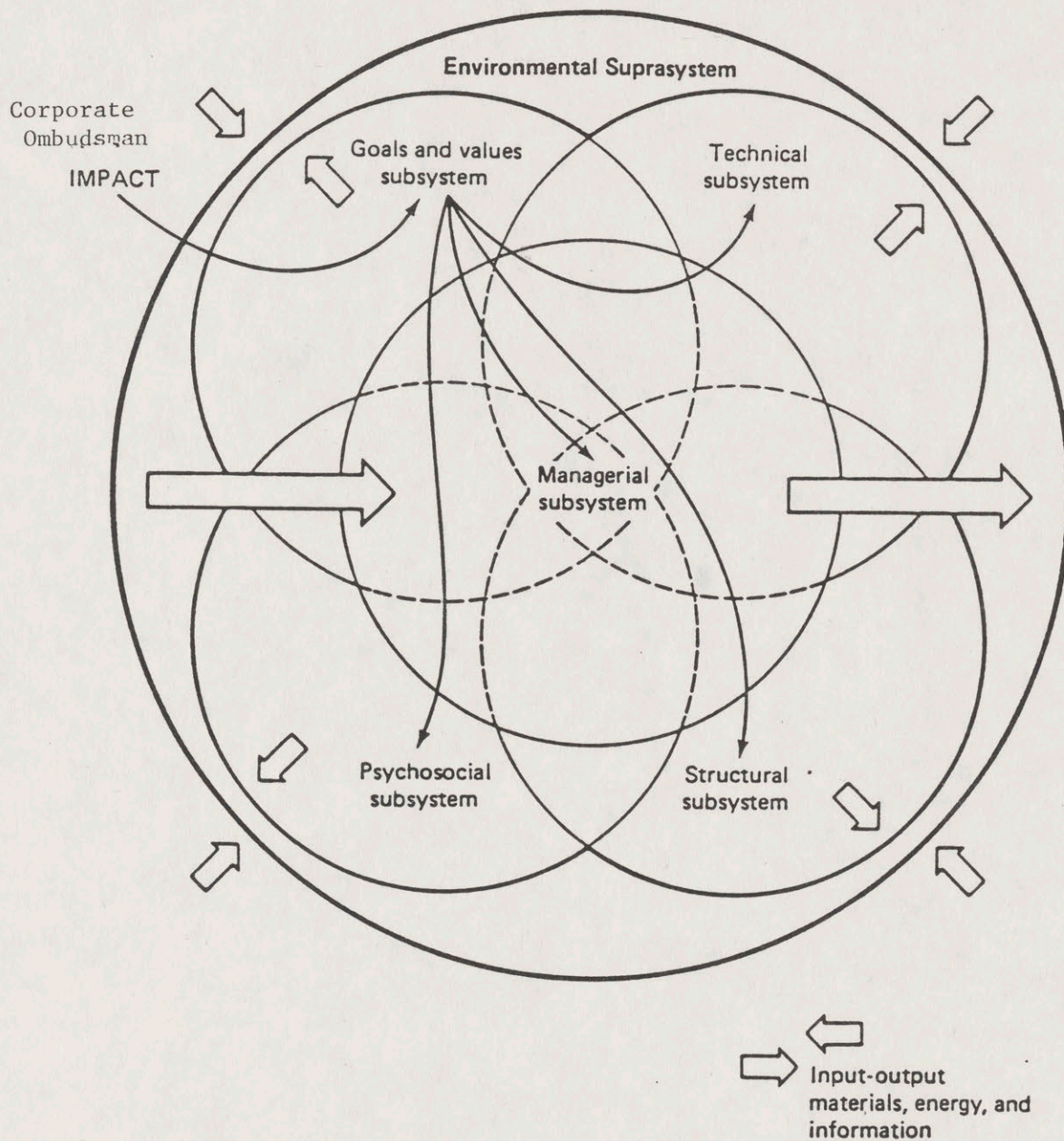
Identifying Outcomes of Corporate Ombudsman Work:

An Organizational Systems View

James T. Ziegenfuss, Jr., Ph.D.
Assistant Professor of Health Care
Management
Associate Director of the Center for
the Quality of Working Life
Graduate Program Public Administration
Pennsylvania State University at
Harrisburg
Middletown, Pennsylvania 17057

Fig 1

Organizational Systems View *



*adapted from J.T. Ziegenfuss DRGs and Hospital Impact: An Organizational Systems Model. New York: McGraw Hill Book Co. 1985.

TABLE 1

Ombudsman Impacts - An Organizational Systems View *

A. Goals - Values - Culture Subsystem

- demonstrates belief in/value of corporate listening
- demonstrates value of communication
- creates a ritual related to problem solving

B. Technical Subsystem

- mechanism for confronting/solving technical problems/conflicts
- increases technical quality assurance

C. Structural Subsystem

- legitimate authority for complaint response
- provide mechanism for handling organizational complexity
- increases professionalism

D. Psychosocial Subsystem

- increases quality of working life including: morale, sense of control; commitment; loyalty
- decreases personality conflict blockages to productivity

E. Managerial Sybsystem

- planned approach to problem solving
- develops problem solving abilities of management
- reduces turnover

*adapted from J.T. Ziegenfuss. Patient-Client-Employee Complaint Programs An Organizational Systems Model. Springfield, Illinois: Charles C. Thomas Publishers, 1985.

AGENDA

Ballroom B

1986 CORPORATE OMBUDSMAN CONFERENCE
St. Louis, Missouri

<u>DATE/TIME</u>	<u>TOPIC</u>	<u>LEADER(S)</u>
<u>Wednesday, May 14</u>		
8:30 - 12:00	Company Tours	Host Organization
12:00 - 2:00	Lunch & Conference/Hotel Registration	Pat Alperti
2:00 - 2:30	Welcome	Mary Rowe
2:30 - 5:30	Ethics (with case studies)	Carol Trocchio
Evening	Dinner, etc. <i>T97</i>	Pat Alperti
<u>Thursday, May 15</u>		
7:00 - 8:00	Breakfast	
8:30 - 10:00	Dealing with Cultural Differences (with case study)	Mary Rowe Lee Pledger
10:00 - 10:30	Break	
10:30 - 12:00	Practical Considerations Where do we report in corp. structure? What is our role? Job responsibility?	Martha Maselko Lee Robbins Jim Ziegenfuss
12:00 - 1:00	Lunch <i>Ballroom A</i>	
1:00 - 4:00	Mediation Skills	Jim Maselko
4:00 - 4:30	Break	
4:30 - 5:30	Starting a New Ombuds office and Options	Virg Marti
Evening	Dinner, etc. <i>5:30-6- Rm 797</i>	Pat Alperti
<u>Friday, May 16</u>		
7:00 - 8:00	Breakfast	
8:30 - 10:30	Dealing with Difficult People	Mary Rowe Jim Simon Jerry Weinstein
10:30 - 11:00	Break	
11:00 - 12:00	What's Next?	Board of Directors
12:00 - 1:00	Lunch	

6:30 4th floor - Rose Garden - 6:45

Ballroom A

Huck Finn 6-6:30 9:30

Ballroom A

Don - Kickbacks Plant Mgr

Harry Jones - operations mgr - Silvia a priority
Others left out -

Harry to Silvia realizes
Kickbacks

"Do the right thing" - $\frac{1}{2}$ Don's profit

Don's secty is Suluian
married to Controller's son

Ambassador upset
doesn't know how Suluians do business

Are there any other alternatives? lay out
OPTIONS

What are the interests here?

1. Confidentiality problem
2. Facts - where does the company stand?

ROLE PLAYING INSTRUCTIONS AND
CHECKLIST FOR THE REAL WORLD

- Why is your character willing to negotiate? (How willing do you think your character is, to negotiate?)
- What are your character's real interests here? What would you most like to have happen for him or her?
- What position has your character taken, (if any?) Is this consonant with his or her real interests?
- What are all the unconstructive options open to your character? Be imaginatively realistic. (Please write a list.)
- What are all the constructive options? (List)
- In the real world what is the most likely option for your person to choose? (Star one or two on the list(s) above.)
- What is the least (the worst outcome) you feel you could possibly find acceptable for your character?
- What criteria would you personally use, to choose an option? On what principles would you argue your case?
- You and your group should choose your best option; lay a plan. Try to figure out what the other two may do, and discuss some tactics.

(Keep your own personal notes; you may wish to refer to them as you read the assignments of the next several weeks.)

CORPORATE OMBUDSMAN ASSOCIATION

COMMITTEES 1985

Steering Committee

This Committee works toward developing the membership criteria, fees, by-laws, newsletter, pamphlets and other activities relevant to the perpetuation of the Corporate Ombudsman Association.

Members include the Board of Directors of the Corporate Ombudsman Association and other invited Association members.

Planning Committee

This committee works at planning the annual Corporate Ombudsman Conference, scheduling, developing agenda, presentations and related materials.

Members include the Board of Directors of the Corporate Ombudsman Association, the conference host and other invited association members.

Research Committee

This Committee will continually work toward identifying characteristics of the ombudsman function in relation to client demographics, cost effectiveness, compensation, caseload, etc.

Members include: Mary Rowe, Chairperson, Lee Robbins, Wharton School of Finance and Commerce, James Ziegenfuss, Jr. Graduate Program Penn State University, Michael Baker, Educational Fund for Individual Rights, Beth Lewis, Control Data Corporation, Christopher Hamilton, John Hancock Mutual Life Insurance Co., and Berdine Fischer.

Ethics Committee

Members include: Carole Trocchio, Chairperson, Norman Lisy, AT&T, James Hendry, World Bank, Kay Buckler, General Electric Co., Dr. Mark Roy, UN Staff Council, Jim Simon, Attorney.

Clearinghouse

Jack Benbrook - McDonnell Douglas Technical Services Co. and Janice Fyock, McDonnell Douglas Astronautics, Co.

CORPORATE OMBUDSMAN ASSOCIATION

1985

BY-LAWS

STATEMENT OF PURPOSE - to enhance the quality and value of the ombudsman function to business and industry.

GOALS - Establish and communicate appropriate standards of excellence for the profession; develop and disseminate ethical guidelines for the profession; establish methods to assess the development of the ombudsman function; develop a framework of job responsibilities; develop a network of communication to share common interests and strengthen skills.

FEES

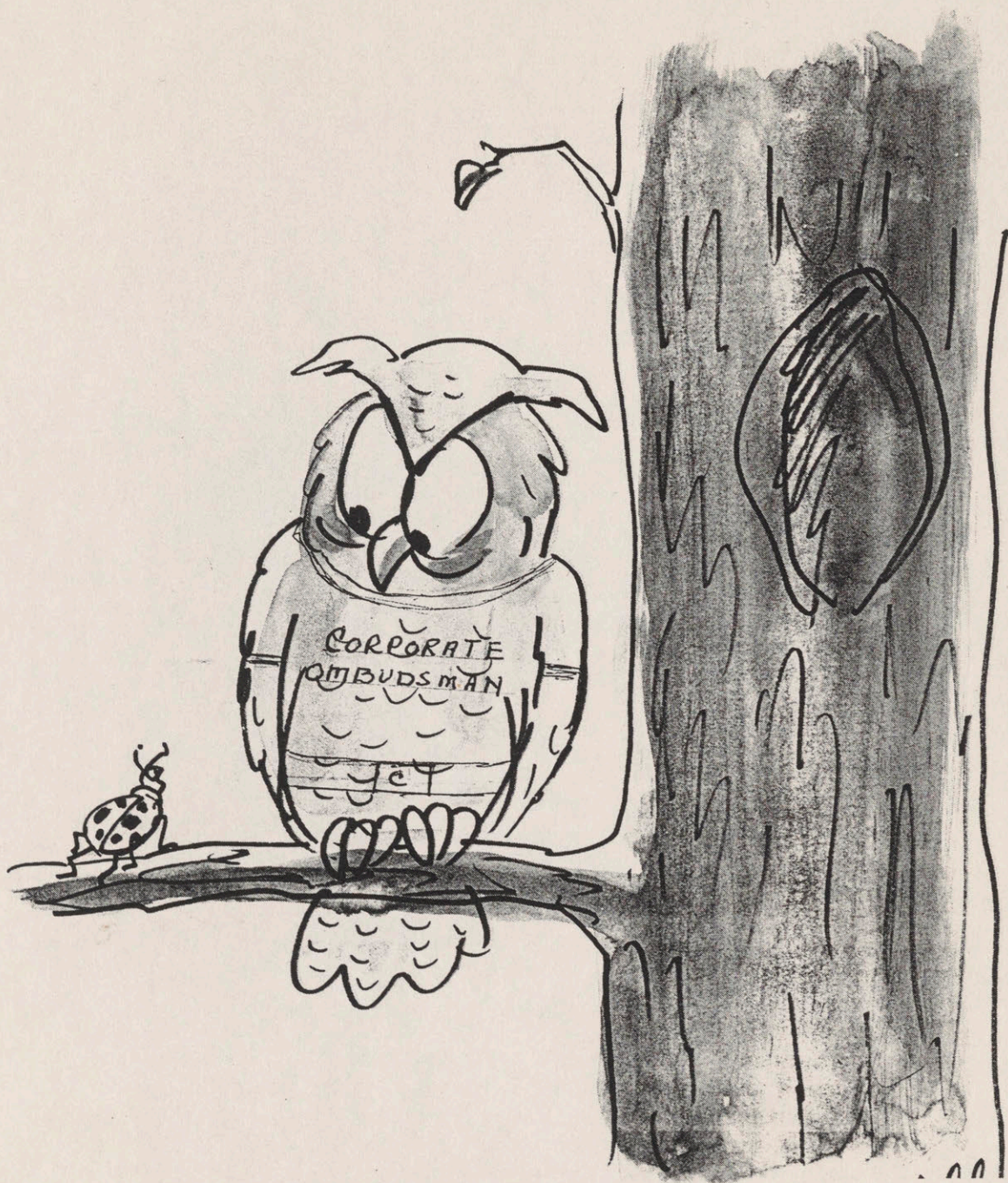
FOUNDING MEMBER.....	\$75.00
intra-corporate practitioner	
FOUNDING ASSOCIATION MEMBER.....	60.00
research people; external consultants, etc.	
STUDENT MEMBER.....	15.00
non-practitioners, full time students	
CONFERENCE FEE.....	\$ 75.00
founding members	
CONFERENCE FEE.....	\$100.00
non-members	

BOARD OF DIRECTORS - Mary Rowe, President, Martha Maselko, V.P., Chris McEachern, V.P. Board Members - Jim Lakis, Lee Pledger, Carole Trocchio.

CORPORATE OMBUDSMAN ASSOCIATION

1986

1. List of paid members of the Corporate Ombudsman Association.
Are all officers and committee members dues paying members of the COA?
2. List of all conference attendees
Who attends the conference but does not join the association?
Does anyone join the association but not attend the conference?
3. List of those who do not attend the conference nor join the association.
How long have they been on the list?
How many new names do we have (last 6-12 months)?
Need a drive to add minimum number of new names per year.
4. Are we legally incorporated - as of what date?
5. Difficult to have Committee Meetings when people can't travel. Any ideas other than conference calls? Anyone have a format than can be done by mail? How many times should a Committee meet? Criteria? Agenda? Is the chairperson expected to give report to body at some point? Need to make sure Board meets annually as in by-laws. Minutes?



OUT ON A LIMB? · NEED HELP IN ADDRESSING A WORK-RELATED PROBLEM?
CONTACT YOUR CORPORATE OMBUDSMAN!!

CORPORATE OMBUDSMAN CONFERENCE - May, 1986

Drug And Alcohol Problems In The Workplace

By

Jerome N. Weinstein, Esquire

Mintz, Levin, Ferris, Cohn, Ferris & Glovsky, P.C.

A. Impact of drug and alcohol usage on job performance; pressures on employers to deal with the problem

B. Legal issues

1. Extent to which drug dependency, alcoholism is a protected handicap

2. "Constitutional" rights protecting against unreasonable searches and tests; public vs. private sector employers

a) State civil rights laws

b) Public policy cases

3. Privacy rights

4. Defamation

5. Other tort liabilities

C. Legislative trends

6308W

• testing
• searching
Q are rights being violated?
A. Not if by private sector
Q. But shouldn't this be curtailed for

- Being put in a false light

what is an "unreasonable search" - Eas with - public policy

Body search is an infringement

Weekend activities - it depends on what the employer does -

Criterion: The trouble impacts negatively on the company

(Easw longer-term employees may become more protected by courts)

Employer must show a need which outweighs privacy rights - humanity +
Presently - some latitude for Eers
workplace

May 16/86

1986
CORPORATE OMBUDSMAN CONFERENCE

DEALING WITH MENTAL ILLNESS

James Simon
Mintz, Levin, Cohn, Ferris, Glovsky and Popeo
Boston, Mass

- I. Defining Mental Illness
- II. Determining Whether Employee Is Mentally Ill
 - A. Can you insist on a psychiatric exam?
 - B. Communicating with employee's doctor/psychiatrist.
 - C. The problem of conflicting medical opinions.
 - D. Minimizing risks of defamation, invasion of privacy.
- III. Focussing on the Effects, Not the Cause
 - A. Impact on performance of employee's own job duties.
 - B. Disruption of workplace.
 - C. Safety risk to other employees, company property.
- IV. Duty to Accommodate
 - A. Even-handedness vs. special treatment: How much is enough?
- V. Duty to Provide Opportunity for Treatment
 - A. Is there a duty?
 - B. Who foots the bill?
 - C. Passing on the problem: Some philosophical issues.
 - D. How to handle the returning employee.

May award

Consistency!
Not the disorder but
"qualification for
doing the job"

Obligation to warn new employer

SOME CURRENT ISSUES

- . Uniform application of discipline - confident
- . Child Care Issues
- . Dealing with harassment
- . Whistleblowing - Ethics
- . Retirement Laws & Declining Ability
- . Psychosis/AIDS - Panel
- . _____ Picture - Dealing with differences

PACKET

- . Welcome letter & confidentiality

PAMPHLET

- . A long agenda - rooms & times
- . Hotel stuff - check in & other hosp. info., suite #
- . Name badge
- . Case studies
- . Ethics statement
- . Researchers' summaries
- . Articles (100 xeroxes)
- . Info. on films/other materials

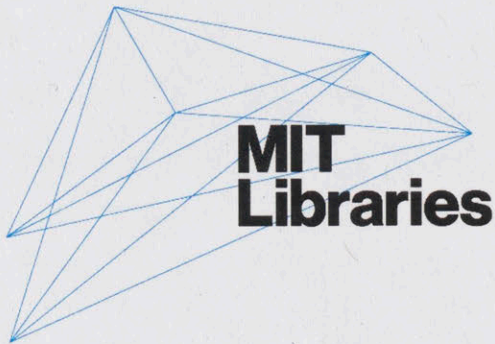
OMBUDS CORRELATES

- . Advocate for process
- . Reconciliation
- . Objectivity
- . Trust
- . Fairness
- . Credibility
- . Conscience
- . Listening
- . Options - Vision

- . Soul
- . Guard (protection)

- Conference (84/85/86) 2x/yr.
- History Agenda & feedback Oct.
- Next Conf. Jan.
- Who - Conference attendees July
- Association members
- Others

- Quotes, Cartoons
- Ethics
- Association - officers
- Disclaimer
- Research - Robbins
- Brief case studies
- Standard address & contact #'s



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The remaining contents of this folder have been redacted.

If you would like to see the full folder, please email the

Department of Distinctive Collections at

distinctive-collections@mit.edu