2 [International Ombudsman Association informational publications about...] 2001

The Ombudsman
ASSOCIATION

5521 Greenville Avenue, Suite 104-265, Dallas, Texas 75206
(214) 553-0043

OMBUDS TRAINING

Boston, Massachusetts

July 24-26, 2000 **OMBUDSMAN 101**

Ombudsman 101 is a basic ombudsman training program. This two-and-a-half-day program provides an introduction to the basic principles of organizational ombudsman practice with special emphasis on neutrality, confidentiality, listening as a neutral, conflict management, negotiation and setting up an office. This program is designed for anyone desiring to establish an ombudsman function, recently appointed ombuds, or anyone interested in becoming an ombudsman.

July 27, 2000 **COACHING VISITORS TO HELP THEMSELVES**

Every ombudsman has occasion to work with people who are in some way "stuck" or reluctant to take action toward resolution. Simply suggesting a range of options is sometimes not sufficient. As a designated neutral, the ombudsman cannot "own" the problem. This one-day course explores skills and techniques for moving resistant visitors to help themselves.

July 28, 2000 **DEALING WITH COMPLEX SITUATIONS**

This **new course** *will examine the ombuds role in disentangling very complex cases with a long history, multiple parties, highly sensitive issues, and other complicating factors. Cases to be analyzed will include parties with overt and covert agendas, underlying issues involving important relationships, micro-discrimination, safety concerns, and diversity of needs and interests. An intense day of memorable role-play and interaction.*

Baltimore, Maryland

October 2-4, 2000 **OMBUDSMAN 101**

October 4-6, 2000 **OMBUDSMAN 202**

Ombudsman 202 is a three-day program open only to practicing ombuds. Using video-taped scenarios, participants work in small groups to find an "elegant solution" to a complex case study. Set in today's corporate environment, participants deal with issues of discrimination, diversity, and threats to confidentiality. Role plays and analysis probe for underlying issues.

October 3, 2000 **FACILITATING WITH FINESSE**

The ombuds sometimes serves as classical mediator, but more often is a facilitator who uses skills of mediation and group leadership to help parties better understand each other. This **new course** *will cover recent research in the theory and practice of facilitating dialogues and difficult conversations. It will examine ombuds skills for bringing parties together to reduce tension and increase mutual respect. This one-day training will offer many opportunities for role plays to practice the skills of conciliation when working with more than one party, as well as tips on guiding successful meetings and group decision-making.*

San Francisco, California

February 5-7, 2001 **OMBUDSMAN 101**

February 8, 2001 **APOLOGIES AND RECONCILIATION**

This one-day workshop focuses on the power of an apology, and the ombuds roles in preparing people to request and receive apologies, and in facilitating a mutual exchange of apologies. We will also discuss the recent proliferation of research on forgiveness, and approaches to the restoration of trust. The course will include assessing elements of an effective apology, and the various formats for offering and receiving apologies. Role plays will emphasize skills for working with people who are deeply offended or very angry, and facilitating their movement toward reconciliation.

February 9, 2001 **COMMUNICATING ACROSS CULTURES**

In the global environment of 2000 and beyond, the challenge of managing a culturally diverse workforce is increasing. This one-day workshop explores underlying barriers to effective communication between people in different countries, communities or teams. Based on theoretical research, various dimensions which impact communications will be explored using case studies, role plays, film clips, lecture and interactive discussion.

2004 Professional Development Opportunities

Communication
Negotiation Support
Strategies
Concerns Resolution
Situations Neutrality
Issues Mediation
Confidentiality
Skills Reconciliation
Appeals

The Ombudsman ASSOCIATION

203 Towne Centre Drive • Hillsborough, NJ 08844
+1 (908) 359-1184 phone • +1 (908) 842-0376 fax
www.ombuds-toa.org

Whether you are a new Ombuds, someone interested in learning more about the profession, an experienced Ombuds, or a professional in a related field, there are offerings which will be of interest to you.

ABOUT THE OMBUDSMAN ASSOCIATION (TOA)

TOA is a tax-exempt professional association founded in 1982 by, and for, practicing organizational Ombudspeople who are designated neutrals. TOA provides a forum for the sharing of professional experiences and knowledge. Its purpose is to enhance the quality and value of the ombuds profession by establishing a Code of Ethics and Standards of Practice, developing guidelines for dealing with difficult issues, and providing continuing professional education. TOA supports the profession through research, regulatory activities, and support to organizations interested in creating an ombuds program.

One key objective of The Ombudsman Association (TOA) is to provide professional development opportunities for its members, prospective members and broader professional community.

Each year TOA assesses the needs of its various constituents and offers existing courses as well as develops new programs.

All programs are taught by experienced Ombuds or professionals from related fields. TOA strives to offer high quality training in each program. Feedback from participants consistently tells us that we have met or exceeded expectations of participants.

For information on upcoming programs, membership or faculty for TOA courses, visit our website at **www.ombuds-toa.org**

2004 Professional Development Opportunities

FEBRUARY 2004

San Diego Marriott La Jolla, La Jolla, CA USA

1. **Ombuds 101,** February 9-11, 2004
2. **101 PLUS,** February 11, 2004
3. **Intermediate Workshop: Skills for the Experienced Ombuds,** February 10-11, 2004
4. **Dealing With Difficult People,** February 12, 2004

MARCH 2004

The Marietta Conference Center and Resort, Atlanta, GA, USA

1. **Ombuds 101,** March 5-7, 2004

APRIL 2004

TOA/UCOA 2004 Joint Conference – Pre-Conference Courses
Marriott Tucson University Park Hotel, Tucson, AZ, USA
Sunday, April 18, 2004

1. **Social Psychological Factors in Conflicts and Conflict Resolution**
2. **Getting to Yes, Using An Innovative Software Tool**
3. **Legal Approach to Issues from the Edge**

JULY 2004

Hilton Toronto, Toronto, Ottawa, Canada

1. **Ombuds 101,** July 12-14, 2004
2. **101 PLUS,** July 14, 2004
3. **Advanced Series: Conflict Theory,** July 13-14, 2004
4. **Individual and Group Dynamics of Ombudsry,** July 15, 2004

SEPTEMBER 2004

Location to be determined, Geneva, Switzerland

1. **Ombuds 101,** September 20-22, 2004

OCTOBER 2004

Washington Court Hotel, Washington, DC, USA

1. **Ombuds 101,** October 12-14, 2004
2. **101 PLUS,** October 14, 2004
3. **Advanced Series: Conflict Theory,** October 13-14, 2004
4. **Helping People Come Forward,** October 15, 2004

Basic Information on Courses and Registration

Please note that these programs focus on the role of the organizational ombuds and may be less relevant to classical ombuds.

Prerequisites:

Each course will list the prerequisites for that course. The prerequisites have been determined by the instructors so that the majority of course attendees is on the same level of understanding and knowledge.

Maximum Attendance:

Each TOA courses lists the maximum number of attendees per course and will be adhered to. In order to present a quality training session the instructors have set the maximum number to ensure that you receive the full benefit of the materials. On-site registration is discouraged and on-site registrants may not be able to attend if the course has already reached maximum enrollment. TOA will maintain a 'Wait List' if a course reaches the maximum enrollment. 'Wait-List' registrants are admitted on a first-come-first-served basis and will be kept apprised of their status.

Dress Code:

Business or Business Casual

Subject to Change or Cancellation:

All TOA Courses are subject to change and or cancellation. We ask that you not make your hotel reservations or travel plans until you have received a confirmation from the office that you are registered for the course. If you do not receive a confirmation either in the mail or via email then contact the administrative office to check the status of your registration.

Course agendas are constantly being updated by the instructors to ensure that the most current materials are presented. If pre-registration attendance is below half of the maximum attendance, instructors may cancel the course.

Certificates of Completion:

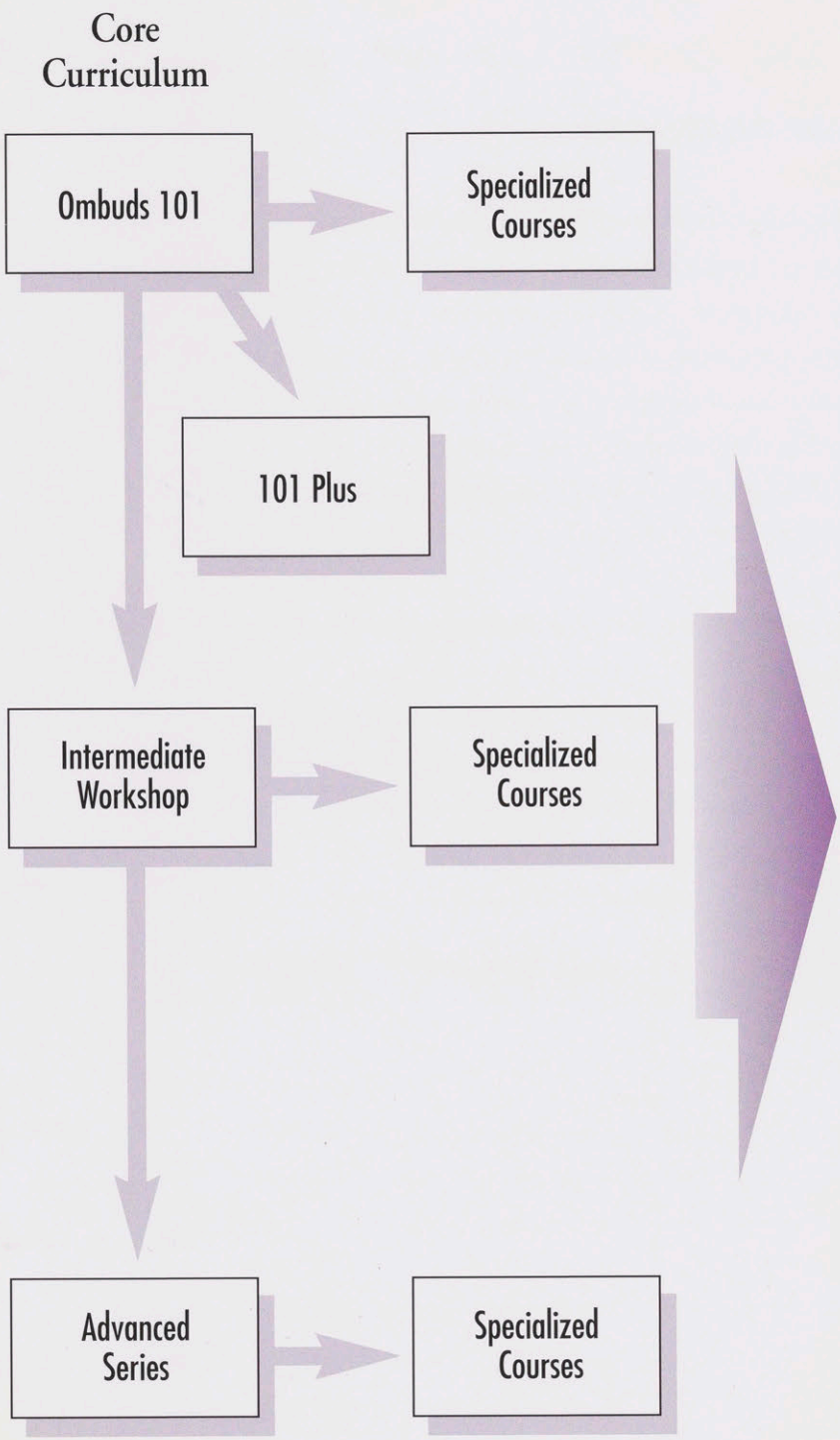
Any person who does not complete the entire training course will not be issued a certificate. You may request to make up the missed sections for 101, Advanced or Intermediate. A make-up course must be taken within one year of the original course. Specialized courses may not be made up since they are not repeated within the year and may change each time they are offered.

ALL MAKE-UP REQUESTS MUST BE SUBMITTED IN WRITING TO THE TOA ADMINISTRATIVE OFFICE AND MUST BE APPROVED BY THE INSTRUCTORS.

Make-Up Request Forms are supplied with the course materials on site. Please complete the request form and, if possible, have an instructor sign the form on site prior to leaving.

A mandatory $50 fee will be charged for processing the registration and cover cost of food and space in the class. A mandatory $20 fee will be charged for a new/revised binder and hand-out materials may vary depending on when the original course was taken and if there have been revisions since.

TOA Professional Development



Specialized

- Apologies and Reconciliation
- Coaching and Motivating Visitors to Help Themselves
- Coaching Strategies
- Communicating Across Cultures
- Dealing with Complex Situations
- Deposition Training
- Effective Ombudsing through Self-Knowledge: A Myers Briggs Type Indicator Workshop
- Facilitating with Finesse
- Legal Issues
- Ombuds and The Organization
- Ombuds Dealing with Difficult People
- Ombuds Dealing with Intellectual Property Concerns
- Ombuds Dealing with Reprisal
- Ombuds Skills for Working with Power Imbalances
- Ombudsing Under Stress
- Ombuds Working with People with Disabilities
- The Proactive Ombuds: Conflict Resolution Training for Your Organization
- Reconciling Differences Across Cultures
- Skills for the Ombuds Office: Support Role
- Strategies for Dealing with Stakeholders
- A Systems Approach to Sexual Harassment Concerns
- Tough Issues for the Ombuds
- Violence and Fear of Violence in the Organization

Specialized classes may have prerequisites.
All offered on a rotation basis.

All courses are taught in accordance with the TOA Code of Ethics and Standards of Practice.

CODE OF ETHICS

The ombudsman, as a designated neutral, has the responsibility to maintain strict confidentiality concerning matters that are brought to his/her attention unless given permission to do otherwise. The only exceptions, at the sole discretion of the ombudsman, are where there appears to be imminent risk of serious harm.

The ombudsman must take all reasonable steps to protect any records and files pertaining to confidential discussions from inspection by all other persons, including management.

The ombudsman should not testify in any formal judicial or administrative hearing about concerns brought to his/her attention.

When making recommendations, the ombudsman has the responsibility to suggest actions or policies that will be equitable to all parties.

STANDARDS OF PRACTICE

We adhere to The Ombudsman Association Code of Ethics. We base our practice on confidentiality.

We assert that there is a privilege with respect to communications with the ombudsman and we resist testifying in any formal process inside or outside the organization.

We exercise discretion whether to act upon a concern of an individual contacting the office. An ombudsman may initiate action on a problem he or she perceives directly.

We are designated neutrals and remain independent of ordinary line and staff structures. We serve no additional role (within an organization where we serve as ombudsman) which would compromise this neutrality.

We remain an informal and off-the-record resource. Formal investigations — for the purpose of adjudication — should be done by others. In the event that an ombudsman accepts a request to conduct a formal investigation, a memo should be written to file noting this action as an exception to the ombudsman role. Such investigations should not be considered privileged.

We foster communication about the philosophy and function of the ombudsman's office with the people we serve. We provide feedback on trends, issues, policies and practices without breaching confidentiality or anonymity. We identify new problems and we provide support for responsible systems change.

We keep professionally current and competent by pursuing continuing education and training relevant to the ombudsman profession. We will endeavor to be worthy of the trust placed in us.

Ombuds 101

is an introductory training program held over 2-1/2 days, and covers the basic functions and skills of ombudsmanry. The interactive format includes role play and encourages questions and discussion.

February 9-11, 2004	San Diego
March 5-7, 2004	Atlanta
July 12-14, 2004	Toronto
September 20-22, 2004	Geneva
October 12-14, 2004	Washington DC

Prerequisite: None
Maximum attendance: 50 students. *Please note that this class fills rapidly, so register early.*

AS A RESULT OF THIS PROGRAM YOU WILL LEARN:

- How the role, scope and duties of today's ombuds started, grew, and evolved
- The three basic principles of the organizational ombuds role: neutrality, independence, and confidentiality
- Why confidentiality is essential to the practice, how to maintain confidentiality, and the emerging area of ombuds privilege
- How to listen as a neutral, including effective techniques for interviewing and inquiring, reflective listening, reframing, identifying issues, and providing options
- How to manage conflict with a battery of skills including information gathering, coaching, and negotiation techniques
- How to decide when intervention is most effective and how to provide upward feedback to management
- How to set up and operate an ombuds office, including the fundamentals of how to log concerns, report to management, and design reports to track issues
- How to align the ombuds function with the mission, values, and culture of the organization
- How to market your role and your function, including how to gain and keep management support

WHO SHOULD ATTEND

As this course covers the fundamentals of the role of the organizational ombuds, recently-appointed ombuds, individuals interested in becoming an ombuds, or anyone desiring to establish an ombuds function in industry, government, higher education, public or private social services agencies will benefit.

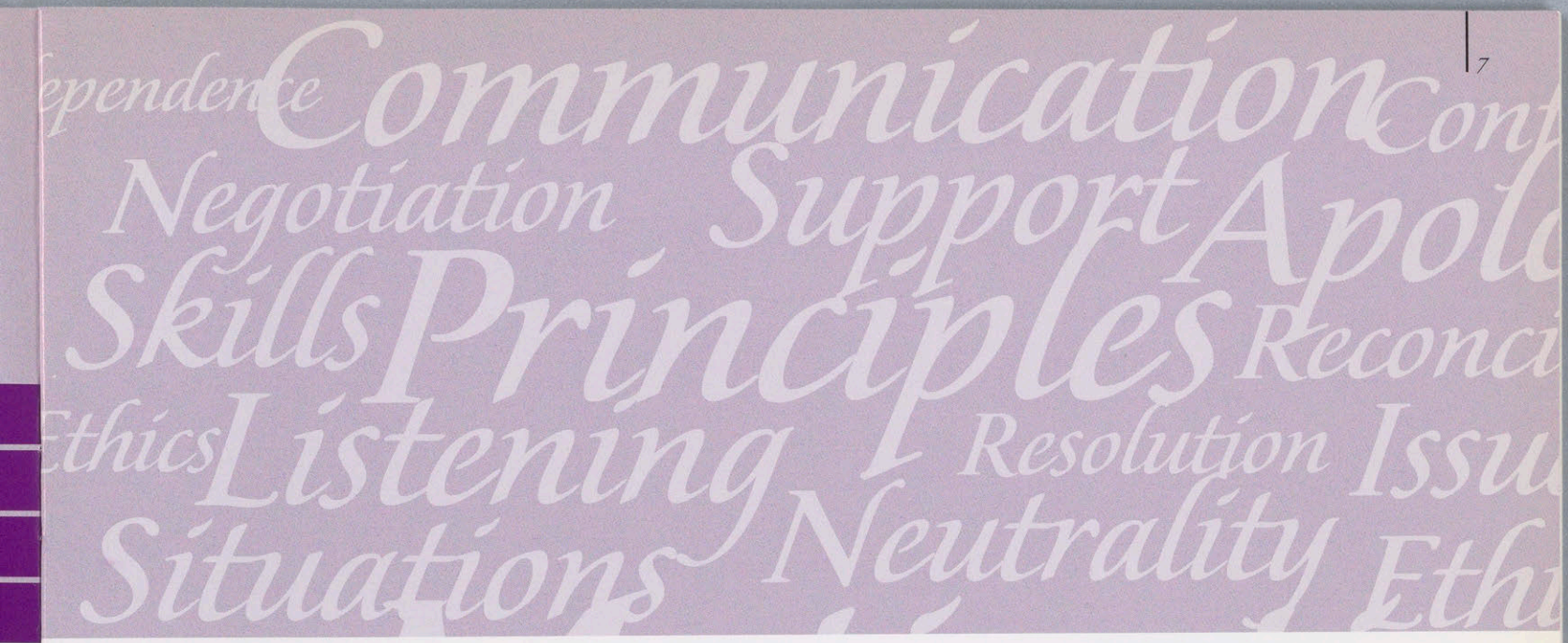
"February 16, 2001
Dear Trainers:
I just wanted to drop a note of appreciation for the wonderful training you delivered in San Francisco. You were all first class Lots of good advice and food for thought. Being new to this job, I benefited much from your experiences and views and am already practicing the lessons to improve my effectiveness as ombudsman here.
Thanks again. Alfonso Sanchez,
Ombudsman, World Bank"

FEES

$995 (USD) per person, includes 2-1/2 days of course instruction, all course materials, lunch on Monday and Tuesday, continental breakfast on Monday, Tuesday, and Wednesday, and all refreshment breaks. ***Attendance is limited and classes fill quickly, so register early!***

***$795 (USD) for March 5-7 session only**

*The March 5-7 session is being held in conjunction with Kennesaw State University and half the spots have been reserved for Kenesaw graduate students. The tuition has been adjusted for this session only.



SAMPLE AGENDA*

DAY ONE

7:30AM to 8:30AM
Registration and Continental Breakfast

8:30AM to 10:00AM
Introduction &,Overview
History of Ombudsry, scope and duties of today's organizational Ombuds, background on alternative dispute resolution, TOA's Code of Ethics and Standards of Practice.

10:15AM to 11:30AM
PRINCIPLES: Confidentiality
Establishing and maintaining the foundation of the Ombuds function; limits and duty to warn; organizational expectations around confidentiality; communicating with parties and observing confidentiality.

11:30AM to 12:30PM
PRINCIPLES: Independence
What is being independent within an organization; how independence is established; how independence is essential to the Ombuds function.

12:30PM to 1:30PM
Lunch

1:30PM to 2:30PM
PRINCIPLES: Neutrality
What is/isn't neutral; setting a neutral environment; the Ombuds role as a neutral; characteristics of neutral statements; self-test for neutrality.

2:30PM to 3:00PM
PRINCIPLES: Privilege
What is the importance of professional "privilege" to the principles and practices of Organizational Ombudsry; summary of recent legal and professional activity regarding "privilege" for Ombuds

3:15PM to 5:00PM
TOOLS: Skilled Listening As An Ombuds
Active listening as an Ombuds, behaviors and techniques that will demonstrate listening as a neutral so that all phases of the Ombuds work can be accomplished with the confidence of both visitor and respondent.

5:00PM
Adjournment / Evening open

DAY TWO

8:00AM to 8:30AM
Continental Breakfast

8:30AM to 8:45AM
Review of Day One

8:45AM to 9:30AM
TOOLS: Skilled Listening continued

9:30AM to 10:30AM
TOOLS: Negotiating As An Ombuds
Basic negotiation skills, theory of competitive and collaborative interactions, the Ombuds role and sources of power in negotiation.

10:45AM to 12:00PM
TOOLS: Negotiating As An Ombuds continued

12:00PM to 1:00PM
Lunch

1:00PM to 2:00PM
TOOLS: Information Gathering
Circumstances that might require information gathering/ informal investigation, how to organize a systematic inquiry, skills useful to the Ombuds in conducting such an inquiry.

2:00PM to 3:00PM
TOOLS: Upward Feedback
Beyond working with their visitors/callers, Ombuds can make a contribution to their organizations by facilitating communication, passing on "early warnings", reporting trends/patterns and making recommendations for change.

3:15PM to 5:00PM
TOOLS: Case Practice

5:00PM
Adjournment / Evening open

DAY THREE - ENDS AT NOON

8:00AM to 8:30AM
Continental Breakfast

8:30AM to 8:45AM
Review of Days One and Two

8:45AM to 10:00AM
APPLICATION: Setting Up An Ombuds Office
Physical issues (setting up an office location and personal safety), functional issues (job definition, publicity, record keeping, data collection and analysis, recording devices, 800 phone numbers) and organizational culture considerations.

10:15AM to 11:15AM
APPLICATION: Adding Value To The Ombuds Function
Maintaining awareness of your function to your visitors and others, identifying and reporting trends; gaining, keeping and communicating management's support.

11:15AM to 12:00PM
APPLICATION: Challenges To The Practice
A panel of instructors will discuss challenges to the Ombuds function — care and feeding, the toughest problems, frequent visitors, CEO change, the relationship with HR and Legal.

12:00PM to 12:30PM
Wrap-Up, Evaluations
Certificates

12:30PM
Adjournment of 101

1:30PM
101 PLUS Course begins
Separate registration is required for 101 PLUS. If you attended 101 and are staying for 101PLUS lunch is included and will be served from 12:30 – 1:15 pm.

**Subject to change*

Ombuds 101 PLUS

This course will concentrate on how to communicate the value and benefits of an Ombuds function internally to management who are considering starting an Ombuds Office, and from the outside if you are an entrepreneur.

February 11, 2004	**San Diego**
July 14, 2004	**Toronto**
October 14, 2004	**Washington DC**

Prerequisite: Completion of Ombuds 101.
Maximum attendance: 50 students. *Please note that this class fills rapidly, so register early.*

WHO SHOULD ATTEND

Managers, executives, organization thought leaders who are thinking about creating the ombuds function. Independent ombuds who want to establish ombuds contract services. Secondarily, aspiring Ombuds.

WHAT WILL BE COVERED IN 101 PLUS?

- How to sell the ombuds idea to the organization
- How to identify and involve the stakeholders
- How to design the ombuds function
- How to market the independent ombuds
- How to identify a good ombuds

FEES

$300 (USD) per person, includes 1/2 day program, all course materials, and lunch. *Attendance is limited and classes fill quickly, so register early!*

SAMPLE AGENDA*

12:30PM to 1:15PM
Lunch

1:15PM to 1:30PM
Registration

1:30PM to 2:00PM
Introductions, Purpose, Expectations

2:00PM to 2:15PM
Current Context

2:15PM to 2:30PM
Ombuds Program Characteristics

2:30PM to 2:45PM
Value Proposition

2:45PM to 3:00PM
Effectiveness

3:00PM to 3:15PM
Entrepreneurial Ombuds

3:15PM to 3:30PM
Refreshment Break

3:30PM to 4:00PM
Presentation Preparation

4:00PM to 5:00PM
Presentation and Discussion

5:00PM to 5:30PM
Wrap-Up / Evaluations / Certificates / Adjournment

**Subject to change*

The Intermediate Workshop: Skills for the Experienced Ombuds

February 10 -11, 2004 San Diego

Prerequisite: Completion of Ombuds 101 and 6 months of experience as a practicing organizational ombuds.
Maximum attendance: 20 participants.

The Intermediate Workshop is the second in the series of three courses (101, The Intermediate Workshop, The Advanced Series) designed to help the ombuds respond skillfully and masterfully to the challenges and opportunities presented to the organizational ombuds. Taking up where O101 left off, the Intermediate Workshop focuses on the issues encountered by ombuds new to and experienced in the function.

The Workshop is led by senior ombuds. It is divided into three sections to enhance one's knowledge of the principles, skills, and applications one needs to be an effective professional. In Section 1, the presentations and discussions will concentrate on topics such as using ombuds principles; establishing credibility; working with visitors; writing a letter; and using facilitation, mediation, and shuttle diplomacy as an ombuds. Section 2 will explore the ombuds role as it pertains to working with the organization. Topics include marketing; upward feedback; working with executive leadership; making allies; and working with human resources, legal and other stakeholders. The last section, a case study involving role play, presents the participants with an opportunity to apply what they have learned.

FEES

$700 (USD) per person TOA or UCOA member; $750 (USD) non-member, includes two days of course instruction, all course materials, lunch on Tuesday and Wednesday, continental breakfast on Tuesday and Wednesday and refreshment breaks.
Attendance is limited and classes fill quickly, so register early!

See SAMPLE AGENDA on next page

Sample Agenda for
The Intermediate Workshop: Skills for the Experienced Ombuds

SAMPLE AGENDA*

DAY ONE

Theme: Working with Visitors

7:30AM to 8:30AM
Registration and Continental Breakfast

8:30AM to 9:00AM
Introduction, Expectations

9:00AM to 10:00AM
TOA Standards of Practice and Code of Ethics
Purpose: To emphasize the importance of adherence to the Standards of Practice (SOP) and the Code of Ethics (COE).

10:15AM to 12:00PM
The Credibility Challenge
Purpose: The Ombuds Office must continually strive to achieve the fullest support and confidence of the community it serves. The purpose of this session is to define "credibility" and explore how to maintain and enhance it.

12:00PM to 1:00PM
Lunch

1:00PM to 2:00PM
Working with the Visitor/Complainant
Purpose: The Ombuds must establish an appropriate and effective relationship with the Visitor from the outset. Effective Listening is key to hearing and defining the issues and for de-escalating conflict.

2:00PM to 3:00PM
Working with Visitor/Respondent
Purpose: Working with the Visitor/Respondent has special challenges. The purpose of this section is to explore the issues and develop skills to meet and overcome these challenges.

3:15PM to 5:00PM
Ombuds as Facilitator, Mediator, Shuttle Diplomat
Purpose: The ombuds is often called upon to step beyond the one-on-one intervention that most often characterizes his/her work. Sometimes, the ombuds finds that he/she must help disputants gain greater understanding (facilitator), assist parties to develop their own solutions (informal mediator), or assist in problem-solving when the parties are unable or unwilling to meet together (shuttle diplomat).

5:00PM
Adjournment / Evening open

DAY TWO

Theme: Working with Organization

8:00AM to 8:30AM
Continental Breakfast

8:30AM to 10:00AM
Working with the Organization

1. Marketing
Purpose: The Ombuds must wage a sustained, continuous public relations campaign. The purpose of this session is to identify proactive methods that demonstrate how the "Standards of Practice" model of the Ombuds Office contributes to the effectiveness of the organization.

2. Upward Feedback
Purpose: To explore and discuss strategies for bringing information to people who have the power to make change.

3. The Letter
Purpose: To discuss a classic tool of the organizational ombuds

10:15AM to 12:00PM
Working with Executive Leadership, Making Allies
Purpose: A principal responsibility of the Ombuds is to provide impartial, informal, and confidential consultation to executive leadership to help identify and develop systemic conflict management strategies to address serious issues. The purpose of this session is to discuss effective methods for bringing such issues forward.

Working with HR, Legal, and Other Stakeholders
Purpose: To emphasize the importance of identifying all the stakeholders and to develop strategies which will include them to most effectively carry out the Ombuds function.

Panel of Instructors

12:00PM to 1:00PM
Lunch

1:00PM to 3:00PM
Case Study/Role Plays

3:15PM to 4:30PM
Case Study/Role Plays, cont.

4:30PM to 5:00PM
Wrap-Up, Conclusion, Certificate

**Subject to change*

The Advanced Series– Conflict Theory

July 13-14, 2004	Toronto
October 13-14, 2004	San Diego

Prerequisite: Completion of Ombuds 101 and 2 years of experience as a practicing organizational ombuds.
Maximum attendance: 20 participants.

The course will review major theories, concepts, and research in areas that bear on the dynamics and resolution of conflict. Specifically we will examine the topics of trust, power, and psychological barriers to conflict resolution. We will also review and compare three different models for the analysis of conflict. Throughout the workshop the concepts explored will be applied to case studies, exercises, and role plays.

WHO SHOULD ATTEND

The Advanced Series has been designed for experienced organizational ombuds who have completed Ombuds 101 and have been practicing in the ombuds field for at least two years. Facilitated by experienced and seasoned ombuds, the Workshop will provide an opportunity for individual and self-directed learning.

FEES

$700 (USD) per person TOA or UCOA member; $750 (USD) non-member, includes two days of course instruction, all course materials, lunch, continental breakfast and refreshment breaks.
Attendance is limited and classes fill quickly, so register early!

SAMPLE AGENDA*

DAY ONE

7:30AM to 8:30AM
Registration and Continental Breakfast

8:30AM
Program Begins

5:00PM
Adjournment

DAY TWO

8:00AM to 8:30AM
Continental Breakfast

8:30AM
Program Begins

5:00PM
Adjournment

**Subject to change*

Communication Support Principles Listening Neutrality Motivation

Ombuds Dealing With Difficult People

February 12, 2004 San Diego

Prerequisite: Ombuds 101 or one year of Ombuds experience.
Maximum attendance: 35 participants.

Ombuds typically coach visitors to "separate the person from the problem." This separation can be difficult when those who seek our services, or those they are in conflict with, come across as truly "difficult people": difficult for each other, and perhaps difficult for the Ombuds as well. This one-day workshop will begin by exploring what specific behaviors, perceptions, and circumstances lead to experience someone as "difficult." We will then use cognitive appraisal, systems theory, and other methods to develop and practice strategies for transforming difficult encounters into constructive interactions.

Topics include:

- What makes a person difficult for others to deal with?
- What types of persons are particularly difficult for me as Ombuds?
- How are common social-psychological facets of negotiation and conflict (including cognitive appraisal, cognitive styles, and conflict styles) often perceived as difficult?
- How do organizational and emotional systems enable or sustain "difficult" behavior and how can "difficult" people be better understood in their organizational context?
- How can treacherous situations (bullying, harassment, potential violence, mental health issues, times of substantial organizational stress) be optimally handled?
- How can we help people to see the ways in which they themselves may be difficult for others?
- What practical advice can the Ombuds give for assisting others in dealing with difficult people?
- and what are some effective strategies you can employ when dealing with people who are difficult for you as Ombuds?

WHO SHOULD ATTEND

Any Ombudsperson dealing with a variety of visitors to the ombuds office.

FEES

$400 (USD) per person TOA or UCOA member;
$450 (USD) non-member, includes full day program, all course materials, continental breakfast, lunch and refreshment breaks.

Attendance is limited and classes fill quickly, so register early!

SCHEDULE

Thursday, February 12, 2004

8:00 a.m.	Continental Breakfast and Registration
8:30 a.m.	Program Begins
5:00 p.m.	Adjournment

Individual and Group Dynamics In Conflict

July 15, 2004 **Toronto**

Prerequisite: Completion of Ombuds 101.
Maximum attendance: 35 participants.

A look at the different dynamics in conflict situations depending on the types and number of players in the conflict and the varying roles each play.

WHO SHOULD ATTEND

Ombuds whose practice includes working with individuals and groups in conflict resolution.

FEES

$400 (USD) per person TOA or UCOA member; $450 (USD) non-member, includes full day program, all course materials, continental breakfast, lunch and refreshment breaks.

Attendance is limited and classes fill quickly, so register early!

SCHEDULE

Thursday, July 15, 2004

8:00 a.m.	Continental Breakfast and Registration
8:30 a.m.	Program Begins
5:00 p.m.	Adjournment

Helping People Come Forward

October 15, 2004 Washington DC

Prerequisite: Completion of Ombudsman 101.
Maximum attendance: 35 participants.

A look at the varying reasons potential inquirers struggle with the decision to come forward and what the Ombuds office can do to increase their comfort level and understanding of the Ombuds process.

WHO SHOULD ATTEND

Any Ombuds who work to help individuals feel safe and be effective in escalating issues in their respective organization.

FEES

$400 (USD) per person TOA or UCOA member; $450 (USD) non-member, includes full day program, all course materials, continental breakfast, lunch and refreshment breaks.
Attendance is limited and classes fill quickly, so register early!

SCHEDULE

Friday, October 15, 2004

8:00 a.m.	Continental Breakfast and Registration
8:30 a.m.	Program Begins
5:00 p.m.	Adjournment

Hotel Accommodations

The Ombudsman Association encourages participants in the 2004 Training and Education Sessions to book their overnight accommodations at the meeting headquarters hotel. The Ombudsman Association makes every effort to secure the best possible rate for overnight accommodations. This rate for overnight accommodations is part of a negotiated overall conference package that incorporates meeting room rental, meals and breaks, as well as other services associated with providing the 2004 Training and Education Sessions.

If The Ombudsman Association does not achieve the minimum number of overnight accommodations required in the overall conference package, this affects the prices of other services associated with conducting the 2004 Training and Education Sessions. This in turn impacts on registration fees for future programs.

February 2004

Hotel: Marriott San Diego La Jolla, CA, USA
Course Dates: Monday, February 9 to Thursday, February 12, 2004

TOA has obtained a special discounted sleeping room rate of $169.00 per night, single or double occupancy, at the Marriott San Diego La Jolla Hotel for the February programs. To reserve your hotel room call +1 (800) 228-9290 or +1 (858) 587-1414 and identify yourself as being with The Ombudsman Association, to receive this rate. Reservations received after *Wednesday, January 7, 2004* will be on an "if available" basis and a higher rate may apply. *The group room rate will be extended two days prior and post training, subject to availability.*

March 2004

Hotel: The Marietta Conference Center and Resort/
Kennesaw State University, Atlanta, GA, USA
Course Dates: Friday, March 5, Saturday, March 6 and Sunday, March 7, 2004

TOA has obtained a special discounted sleeping room rate of $119.00 per night, single or double occupancy, at The Marietta Conference Center and Resort for participants in these programs. To reserve your hotel room call +1 (770) 427-2500 and identify yourself as being with The Ombudsman Association, to receive this rate. Reservations received after *February 2, 2004* will be on an "if available" basis and a higher rate may apply. *The group room rate will be extended two days prior and post training, subject to availability. – To Be Confirmed Still*

April 2004

TOA/UCOA Joint Conference
Hotel: The Tucson Marriot University Park Hotel, Tucson, AZ, USA
Course Dates: Sunday, April 18, to Wednesday, April 21, 2004

TOA has obtained a special discounted sleeping room rate Single / Double at $129.00 per night or a Suite at $154.00 per night, at the Tucson Marriott University Park Hotel for participants in these programs. To reserve your hotel room call +1 (520) 792-4100 and identify yourself as being with The Ombudsman Association, to receive this rate. Reservations received after *March 18, 2004* will be on an "if available" basis and a higher rate may apply. *The group room rate will be extended three days prior and post training, subject to availability.*

July 2004

Hotel: Hilton Toronto
Course Dates: Monday, July 12, to Thursday July 15, 2004

TOA has obtained a special discounted sleeping room rate of $209.00 CAD/aprox. $160.00 USD per night, single or double occupancy, at the Hilton Toronto Hotel for participants in these programs. To reserve your hotel room call +1 (800) 267-2281 or +1 (416) 869-3456 and identify yourself as being with The Ombudsman Association, to receive this rate. Reservations received after *June 11, 2004* will be on an "if available" basis and a higher rate may apply. *The group room rate will be extended three days prior and post training, subject to availability.*

September 2004

Hotel: Location to be determined
Geneva,Switzerland
Course Dates: Monday, September 20 to Wednesday, September 22, 2004

October 2004

Hotel: Washington Court Hotel
Course Dates: Tuesday, October 12, to Friday, October 15, 2004

TOA has obtained a special discounted sleeping room rate of $189.00 per night for single or $209.00 per night for double occupancy, at the Washington Court Hotel for participants in these programs. To reserve your hotel room call +1 (800) 321-3010 and identify yourself as being with The Ombudsman Association, to receive this rate. Reservations received after *September 9, 2004* will be on an "if available" basis and a higher rate may apply. *The group room rate will be extended two days prior and post training, subject to availability.*

International Members

VISA Information

We want to make you aware of important VISA Information that might impact your attendance at any of the 2004 Professional Development Opportunities.

If you are planning to attend and you require a visa for entrance into the United States, please be advised the processing time to secure a visa has substantially increased, due to security issues. Consulates in some countries are now taking several months to process visa applications. Please take this in consideration and allow enough time for visa processing.

Please see the notice below from the U.S. Department of State Bureau of Consular Affairs
http://travel.state.gov/specialnotice.html

"Visa applications are now subject to a greater degree of scrutiny than in the past. Applicants affected by these procedures are informed of the need for additional screening at the time they submit their applications and are being advised to expect delays. The time needed for adjudication of individual cases will continue to be difficult to predict. We recommend that individuals build in ample time before their planned travel date when seeking to obtain a visa."

"We recognize that these delays are having an impact on visa applicants, and we have already had success streamlining the process, consistent with our security and legal responsibilities. The State Department is working hard with other government agencies to rationalize clearance procedures in ways that continue to protect US borders, our first priority, while facilitating legitimate travel."

If you are planning to attend any of the 2004 Professional Development Opportunities, we urge you to apply for your visa immediately. If you require an invitation letter from the Association in order to obtain a visa, please send an email request to the TOA office at info@ombuds-toa.org

Hotel Accommodations

Hotels where the courses are being held will generally honor the group room rate a few days prior and post session. This benefit for international members will ease the need to arrive a few days prior to the conference or stay after. Please check the individual hotel listing for the specifics of that hotel, rooms are subject to availability.

Pre-Conference Courses

2004 TOA/UCOA Joint Conference

Tucson, AZ USA

Pre-Conference Courses offered prior to the General Conference. Registration for these Pre-Conference Courses is available only on the Joint Conference Registration Form, included in this catalog. For further information on the 2004 TOA/UCOA Joint Conference entitled *"The Ombuds Value in Meeting Challenges in a Changing World: Professional, Legal and Economic"* please visit the TOA web site and download the conference information.

SUNDAY, APRIL 18, 2004

A.M. Session:

Social Psychological Factors in Conflicts and Conflict Resolution

Prerequisite: None
Maximum Attendance: 40 students
Presented by: Kevin Jessar and Howard Gadlin, Ombuds, National Institutes of Health

This half-day program will focus on various social psychological facets of conflict and working with conflict. We will consider how to apply insights gained from recent social science research on psychological barriers to conflict resolution, as well as insights that can be gleaned from family systems theory and related approaches to question asking. We will briefly consider allied interests in the field of social anthropology, such as social construction theory and research on power dynamics.

A.M. Session:

Getting to Yes, Using An Innovative Software Tool

Prerequisite: None
Maximum Attendance: 40 students
Presented by: John Shulman, Alignor, LLC

Come experience a creative approach to using the "Getting to Yes" process. An innovative and robust software tool, Alignor, enables groups to effectively facilitate the process of "Getting to Yes". The Alignor software enables rigorous interest analysis, the capture and sorting of data, structured brainstorming for value creation and implementation planning, and a thorough risk analysis with calibrations of expectations (Fighting Alternatives). The Alignor Process was designed by Harvard Lawgraduates who were participants in the Harvard Negotiation Project and is used by Fortune 500 companies to manage high value, complex relationships. Participants will work an issue using the cutting-edge tool.

P.M. Session:

Legal Approach to Issues from the Edge

Prerequisite: None
Maximum Attendance: 40 students
Presented by: Chuck Howard and Vaughan Finn, Partners, Shipman & Goodwin, LLP

This half-day program will explore how to resolve some of the more difficult practice issues that Ombuds must face. Examples of the kinds of issues that will be addressed include how to give meaningful trend reports without disclosing confidential information and how to respond to a request for more specific information; what factors should an ombuds consider in deciding to break confidence based on a threat of violence; and whether an Ombuds responsibilities change in mediation. Participants should plan to come with their own issues from the edge and expect to participate in small group discussions to develop solutions to these problems.

FEES

Registration fee is $200 for one full-day **or** two half-day programs.
Registration fee is $125 for one half-day program.
The registration fee includes Continental Breakfast for Full Day and AM Program, Lunch for Full Day (Two Half Day) Programs, Refreshment Breaks, and Course Materials.

Note: Visit www.ombuds-toa.org for additional Pre-Conference courses available.

The Ombuds Value in Meeting Challenges in a Changing World: *Professional, Legal and Economic*

The University of Arizona
and the
Tucson Marriott University
Park Hotel
Tucson, Arizona
April 18 - 21, 2004

To Register

By mail The Ombudsman Association
Attn: Linda Mastellone
203 Towne Centre Drive
Hillsborough, NJ 08844

By fax +1 (908) 842-0376

By e-mail info@ombuds-toa.org

Questions? +1 (908) 359-1184

Registration Form

The Ombudsman Association

UCOA university and college ombuds association

JOINT CONFERENCE

Name _____

Title _____

Company _____

Address _____

City _____ Province/State _____ Zip _____

Country _____ E-mail _____

Phone _____ Fax _____

If you are a member of TOA or UCOA or a member of both, please check below:

☐ Just TOA member ☐ Just UCOA member ☐ Member of both Associations

☐ If you will need special accommodations to participate in this meeting, please check here.

REGISTRATION FEES

Pre-Conference Course Registration. Not included in the general conference registration. Please check below the specific course you wish to attend.

☐ Full Day New Ombuds Workshop	$ 200	_____
☐ Half Day AM 1 - **Workplace Bullying**	$ 125	_____
☐ Half Day AM 2 - **Social Psychological Factors in Conflicts and Conflict Resolution**	$ 125	_____
☐ Half Day AM 3 - **Getting to Yes, Using An Innovative Software Tool**	$ 125	_____
☐ Half Day PM 1 - **A Primer to Mediation Skills for Organizational Ombuds**	$ 125	_____
☐ Half Day PM 2 - **Legal Approach to Issues from the Edge**	$ 125	_____
☐ OR both AM and PM course together Half Day AM #_____ and Half Day PM #_____	$ 200	_____

Conference Course Registration

	EARLY BIRD RATES: register *before* Feb. 29, 2004	Registration *after* March 1, 2004	
☐ TOA / UCOA Member Three Day Registration	$ 350	$ 400	_____
☐ Non-Member Three Day Registration	$ 400	$ 450	_____
☐ One-Day Registration (Monday only)	$ 150	$ 175	_____
☐ One-Day Registration (Tuesday only)	$ 150	$ 175	_____
☐ One-Day Registration (Wednesday only)	$ 75	$ 100	_____

An additional on-site fee of $30 will be charged for any Pre-conference, Three-Day or One-Day Registration received after April 15 or received on site.

Total Fees _____

OPTIONAL OFF-SITE ACTIVITY

If you would like to participate in the optional trip arranged by TOA/UCOA on Monday, April 19th, please indicate below. Advance Reservations are required. Tickets may be purchased in advance through TOA/UCOA by February 28, 2004. Ticket orders received after February 28th will be filled on an "as available" basis. Tickets are non-refundable after Monday, April 5th. Cancellations must be received in writing via fax or email. Ticket prices are all inclusive. On site fee of $10 will be charged for dinner tickets purchased after April 15 or on site. Guests and families are welcome to attend the event.

☐ Please purchase _____ tickets at $50.00 each for the Arizona-Sonora Desert Museum on Monday, April 19, 2004 from 3:00pm - 9:00pm.

PAYMENT METHOD

☐ AmEx ☐ MasterCard ☐ Visa

☐ Check Enclosed (made payable to The Ombudsman Association)

TOA Federal ID #541785444 ☐ Please keep my credit card information on file.

Card Number _____ Expiration Date _____

Signature _____ Total Charged $ _____

REGISTRATION FORM

2004 Professional Development Opportunities

Please complete the registration form OR for your convenience copy your business card on the form. Please fax this form to the office at +1 (908) 842-0376 to register even if you will be mailing it in with a check. If additional Registration Forms are needed, copy this form or download and print PDF of Registration Form from the website.

The Ombudsman ASSOCIATION

Fax this form to +1 (908) 842-0376 to reserve your seat.

Name: _____

Title: _____ Organization: _____

Street: _____

City: _____ State/Province: _____ Zip Code: _____

Phone: _____ Fax: _____ E-mail: _____

FEBRUARY 2004

San Diego Marriott La Jolla, La Jolla, CA USA

☐ **Ombuds 101,** February 9-11, 2004, $995. (USD)

☐ **101 PLUS,** February 11, 2004, $300 (USD)

Intermediate Workshop: Skills for the Experienced Ombuds, February 10-11, 2004

☐ $700. (USD) per person TOA or UCOA member

☐ $750. (USD) per person non-member

Have you completed Ombuds 101? _____Yes _____ No

No. of years you have been a practicing organizational ombuds _____

Do you adhere to the TOA code of Ethics and Standards of Practice? _____Yes _____ No

Dealing With Difficult People, February 12, 2004

☐ $400. (USD) per person TOA or UCOA member

☐ $450. (USD) per person non-member

MARCH 2004

The Marietta Conference Center & Resort, Atlanta, GA, USA

☐ **Ombuds 101,** March 5 – 7, 2004, $795 (USD)

* Fee has been adjusted for this course only as it is being held in conjunction with Kennesaw State University Graduate Students.

JULY 2004

Hilton Toronto, Ontario, Canada

☐ **Ombuds 101,** July 12 – 14, 2004, $995 (USD)

☐ **101 PLUS,** July 14, 2004, $300 (USD)

Advanced Course, July 13 - 14, 2004

☐ $700. (USD) per person TOA or UCOA member

☐ $750. (USD) per person non-member

Have you completed Ombuds 101? _____Yes _____ No

No. of years you have been a practicing organizational ombuds _____

Do you adhere to the TOA code of Ethics and Standards of Practice? _____Yes _____ No

Individual and Group Dynamics of Ombudsry, July 15, 2004

☐ $400. (USD) per person TOA or UCOA member

☐ $450. (USD) per person non-member

SEPTEMBER 2004

Location to be determined, Geneva, Switzerland

☐ Ombuds 101, September 20 - 22, 2004, $995 (USD)

OCTOBER 12 – 14, 2004

Washington Court Hotel, Washington, DC, USA

☐ **Ombuds 101,** October 12 – 14, 2004, $995 (USD)

☐ **101 PLUS,** October 14, 2004, $300 (USD)

Advanced Series, October 13 – 14, 2004

☐ $700. (USD) per person TOA or UCOA member

☐ $750. (USD) per person non-member

Have you completed Ombuds 101? _____Yes _____ No

No. of years you have been a practicing organizational ombuds _____

Do you adhere to the TOA code of Ethics and Standards of Practice? _____Yes _____ No

Helping People Come Forward, October 15, 2004

☐ $400. (USD) per person TOA or UCOA member

☐ $450. (USD) per person non-member

METHOD OF PAYMENT

☐ Enclosed is our check for $_____

☐ Credit Card payment for $_____

☐ American Express ☐ Visa ☐ MasterCard

Account #: _____

Exp. Date: _____

Name of Cardholder:

_____

TOA Federal ID #541785444 ☐ Please keep my credit card information on file.

Special Needs:

_____

Return this form to:

Linda Mastellone
The Ombudsman Association
203 Towne Centre Drive
Hillsborough, NJ 08844
Phone: +1 (908) 359-1184
Fax: +1 (908) 842-0376
E-Mail: info@ombuds-toa.org

REGISTRATION FORM

2004 Professional Development Opportunities

Please complete the registration form OR for your convenience copy your business card on the form. Please fax this form to the office at +1 (908) 842-0376 to register even if you will be mailing it in with a check. If additional Registration Forms are needed, copy this form or download and print PDF of Registration Form from the website.

The Ombudsman ASSOCIATION

Fax this form to +1 (908) 842-0376 to reserve your seat.

Name: _____

Title: _____ Organization: _____

Street: _____

City: _____ State/Province: _____ Zip Code: _____

Phone: _____ Fax: _____ E-mail: _____

FEBRUARY 2004

San Diego Marriott La Jolla, La Jolla, CA USA

☐ **Ombuds 101,** February 9-11, 2004, $995. (USD)

☐ **101 PLUS,** February 11, 2004, $300 (USD)

Intermediate Workshop: Skills for the Experienced Ombuds, February 10-11, 2004

☐ $700. (USD) per person TOA or UCOA member

☐ $750. (USD) per person non-member

Have you completed Ombuds 101? _____Yes _____ No

No. of years you have been a practicing organizational ombuds _____

Do you adhere to the TOA code of Ethics and Standards of Practice? _____Yes _____ No

Dealing With Difficult People, February 12, 2004

☐ $400. (USD) per person TOA or UCOA member

☐ $450. (USD) per person non-member

MARCH 2004

The Marietta Conference Center & Resort, Atlanta, GA, USA

☐ **Ombuds 101,** March 5 – 7, 2004, $795 (USD)

* Fee has been adjusted for this course only as it is being held in conjunction with Kennesaw State University Graduate Students.

JULY 2004

Hilton Toronto, Ontario, Canada

☐ **Ombuds 101,** July 12 – 14, 2004, $995 (USD)

☐ **101 PLUS,** July 14, 2004, $300 (USD)

Advanced Course, July 13 - 14, 2004

☐ $700. (USD) per person TOA or UCOA member

☐ $750. (USD) per person non-member

Have you completed Ombuds 101? _____Yes _____ No

No. of years you have been a practicing organizational ombuds _____

Do you adhere to the TOA code of Ethics and Standards of Practice? _____Yes _____ No

Individual and Group Dynamics of Ombudsry, July 15, 2004

☐ $400. (USD) per person TOA or UCOA member

☐ $450. (USD) per person non-member

SEPTEMBER 2004

Location to be determined, Geneva, Switzerland

☐ Ombuds 101, September 20 - 22, 2004, $995 (USD)

OCTOBER 12 – 14, 2004

Washington Court Hotel, Washington, DC, USA

☐ **Ombuds 101,** October 12 – 14, 2004, $995 (USD)

☐ **101 PLUS,** October 14, 2004, $300 (USD)

Advanced Series, October 13 – 14, 2004

☐ $700. (USD) per person TOA or UCOA member

☐ $750. (USD) per person non-member

Have you completed Ombuds 101? _____Yes _____ No

No. of years you have been a practicing organizational ombuds _____

Do you adhere to the TOA code of Ethics and Standards of Practice? _____Yes _____ No

Helping People Come Forward, October 15, 2004

☐ $400. (USD) per person TOA or UCOA member

☐ $450. (USD) per person non-member

METHOD OF PAYMENT

☐ Enclosed is our check for $_____

☐ Credit Card payment for $_____

☐ American Express ☐ Visa ☐ MasterCard

Account #: _____

Exp. Date: _____

Name of Cardholder:

_____

TOA Federal ID #541785444 ☐ Please keep my credit card information on file.

Special Needs:

_____

Return this form to:

Linda Mastellone
The Ombudsman Association
203 Towne Centre Drive
Hillsborough, NJ 08844
Phone: +1 (908) 359-1184
Fax: +1 (908) 842-0376
E-Mail: info@ombuds-toa.org

REGISTRATION FORM

2004 Professional Development Opportunities

The Ombudsman ASSOCIATION

Please complete the registration form OR for your convenience copy your business card on the form. Please fax this form to the office at +1 (908) 842-0376 to register even if you will be mailing it in with a check. If additional Registration Forms are needed, copy this form or download and print PDF of Registration Form from the website.

Fax this form to +1 (908) 842-0376 to reserve your seat.

Name: _____

Title: _____ Organization: _____

Street: _____

City: _____ State/Province: _____ Zip Code: _____

Phone: _____ Fax: _____ E-mail: _____

FEBRUARY 2004

San Diego Marriott La Jolla, La Jolla, CA USA

☐ **Ombuds 101,** February 9-11, 2004, $995. (USD)

☐ **101 PLUS,** February 11, 2004, $300 (USD)

Intermediate Workshop: Skills for the Experienced Ombuds, February 10-11, 2004

☐ $700. (USD) per person TOA or UCOA member

☐ $750. (USD) per person non-member

Have you completed Ombuds 101? _____Yes _____ No

No. of years you have been a practicing organizational ombuds _____

Do you adhere to the TOA code of Ethics and Standards of Practice? _____Yes _____ No

Dealing With Difficult People, February 12, 2004

☐ $400. (USD) per person TOA or UCOA member

☐ $450. (USD) per person non-member

MARCH 2004

The Marietta Conference Center & Resort, Atlanta, GA, USA

☐ **Ombuds 101,** March 5 – 7, 2004, $795 (USD)

* Fee has been adjusted for this course only as it is being held in conjunction with Kennesaw State University Graduate Students.

JULY 2004

Hilton Toronto, Ontario, Canada

☐ **Ombuds 101,** July 12 – 14, 2004, $995 (USD)

☐ **101 PLUS,** July 14, 2004, $300 (USD)

Advanced Course, July 13 - 14, 2004

☐ $700. (USD) per person TOA or UCOA member

☐ $750. (USD) per person non-member

Have you completed Ombuds 101? _____Yes _____ No

No. of years you have been a practicing organizational ombuds _____

Do you adhere to the TOA code of Ethics and Standards of Practice? _____Yes _____ No

Individual and Group Dynamics of Ombudsry, July 15, 2004

☐ $400. (USD) per person TOA or UCOA member

☐ $450. (USD) per person non-member

SEPTEMBER 2004

Location to be determined, Geneva, Switzerland

☐ Ombuds 101, September 20 - 22, 2004, $995 (USD)

OCTOBER 12 – 14, 2004

Washington Court Hotel, Washington, DC, USA

☐ **Ombuds 101,** October 12 – 14, 2004, $995 (USD)

☐ **101 PLUS,** October 14, 2004, $300 (USD)

Advanced Series, October 13 – 14, 2004

☐ $700. (USD) per person TOA or UCOA member

☐ $750. (USD) per person non-member

Have you completed Ombuds 101? _____Yes _____ No

No. of years you have been a practicing organizational ombuds _____

Do you adhere to the TOA code of Ethics and Standards of Practice? _____Yes _____ No

Helping People Come Forward, October 15, 2004

☐ $400. (USD) per person TOA or UCOA member

☐ $450. (USD) per person non-member

METHOD OF PAYMENT

☐ Enclosed is our check for $_____

☐ Credit Card payment for $_____

☐ American Express ☐ Visa ☐ MasterCard

Account #: _____

Exp. Date: _____

Name of Cardholder:

_____

TOA Federal ID #541785444 ☐ Please keep my credit card information on file.

Special Needs:

_____

Return this form to:

Linda Mastellone
The Ombudsman Association
203 Towne Centre Drive
Hillsborough, NJ 08844
Phone: +1 (908) 359-1184
Fax: +1 (908) 842-0376
E-Mail: info@ombuds-toa.org

The Ombudsman
ASSOCIATION

203 Towne Centre Drive
Hillsborough, NJ 08844

+1 (908) 359-1184

Conference Agenda

Monday, May 21, 2001

7:30am to 5:00pm
PRE-CONFERENCE SPECIALIZED COURSES

- 7:30am to 8:30am
  Registration & Continental Breakfast
- 8:30am to 12:00pm
  Specialized Course A: *"Effective Ombudsing through Self-Knowledge: A Myers-Briggs Type Indicator (MBTI®) Workshop"*
  Specialized Course B: *"Legal Issues"*
- 12:00pm to 1:00pm
  Lunch
- 1:00pm to 5:00pm
  Specialized Courses continue

4:00pm to 6:00pm
ANNUAL CONFERENCE REGISTRATION

6:00pm to 8:00pm
WELCOME RECEPTION

7:00pm to 9:00pm
TOA EXECUTIVE BOARD MEETING

Tuesday, May 22, 2001

7:30am to 8:30am
REGISTRATION & CONTINENTAL BREAKFAST

8:30am to 9:30am
PLENARY SESSION
Opening of 17th Annual Conference
TOA President's Address

9:30am to 10:00am
REFRESHMENT BREAK

10:00am to 11:00am
PLENARY SESSION
"Dealing With Ombuds Stress,"
John Klein, PhD, Employee Assistance Advisor, Chevron USA

11:00am to 12:00pm
PLENARY SESSION
"Group Think: The Challenger Decision"

12:00pm to 1:30pm
LUNCHEON WITH TABLE TOPICS

1:30pm to 3:00pm
CONCURRENT BREAKOUT SESSIONS:

1. *"Using Organizational Values To Resolve Conflict"*
2. *"Data Collection: How We Sort It, How We Report It"*
3. *"New Horizons – International Negotiations?"*

3:00pm to 3:30pm
REFRESHMENT BREAK

3:30pm to 5:00pm
CONCURRENT BREAKOUT SESSIONS:

1. *"Resolving Widespread Conflict: An Organizational Approach"*
2. *"Ombuds Skills In Meeting With Respondents"*
3. *"Managing Conflict Via The Internet"*

EVENING
DISCOVER HOUSTON: THE ULTIMATE TRIPS

Pre-Conference Specialized Course A

Monday, May 21, 2001 8:00am to 5:00pm

Effective Ombudsing through Self-Knowledge: A Myers-Briggs Type Indicator (MBTI®) Workshop

Are you energized by an outer orientation toward action, people, or things or by an inner orientation toward ideas, concepts, and abstractions? How do you take in information? How do you make decisions and come to conclusions? What is your life style or work orientation? Your natural preference in these areas determines how effectively you communicate with visitors and colleagues. You will be able to identify these preferences and learn how to enrich your interactions with others. Myers-Briggs Type Indicator (MBTI®) is based on Carl Jung's theory of psychological types. Through facilitated discussions and exercises, participants will use their preferences to better understand their motivations, natural strengths, decision making style, preferred work environment, as well as areas for personal and professional growth.

OBJECTIVES:

1. Identify Type Preferences (using the new self-scoring instrument Form M)
2. Provide Interpretation of the Results to help develop:
   a. An awareness of own personality preferences and style of interacting
   b. An understanding of how differences in peoples' preferences can cause conflict and how awareness of such differences can be used to help people interact more effectively
   c. An objective framework for examining emotional issues
   d. A straightforward and affirmative path to self-understanding
   e. A way of managing stress
   f. Ways of applying this knowledge in our work with visitors to the ombuds office

FACULTY:

Linda Wilcox, Ombudsperson, Harvard Medical School
Thomas P. Zgambo, Ombudman, Massachusetts Institute of Technology
Mary G. Simon, Ombudsperson, Lucent Technologies, Inc.

REGISTRATION FEE:

Registration fee is $250 and includes continental breakfast, lunch, refreshment breaks, and all course materials. Class size is limited to 50 participants. Classes fill quickly, so register early!

CERTIFICATES OF COMPLETION:

Certificates of Completion will be awarded only to those who attend the full program. Please arrange your schedule accordingly.

CANCELLATION/REFUND POLICY:

Cancellations must be received in writing by May 11, 2001, to be eligible for a refund. Cancellations received by April 20, 2001, will be eligible for a full refund. Cancellations received between April 21, 2001, and May 11, 2001, will incur a 20% processing charge.

Pre-Conference Specialized Course B

Monday, May 21, 2001 8:00am to 5:00pm

Legal Issues

A practical guide for both new and experienced practitioners reviewing recent case law regarding ombuds as well as an overview of work done within the American Bar Association relative to Ombuds. An interactive experience of practical issues such as what legal aspects to consider in establishing an Ombuds office, how to handle subpoenas, and working within the legal structure of your entity.

PANEL MEMBERS INCLUDE:

Sharon Levine and *Chuck Howard*, Two Practicing Attorneys skilled in the representation of Ombuds Offices
Martha McKee and *Deborah Cardillo*, Practicing Ombuds from Stanford University School of Medicine and the Eastman Kodak Company.

REGISTRATION FEE:

Registration fee is $225 and includes continental breakfast, lunch, refreshment breaks, and all course materials. Class size is limited to 50 participants. Classes fill quickly, so register early!

CERTIFICATES OF COMPLETION:

Certificates of Completion will be awarded only to those who attend the full program. Please arrange your schedule accordingly.

CANCELLATION/REFUND POLICY:

Cancellations must be received in writing by May 11, 2001, to be eligible for a refund. Cancellations received by April 20, 2001, will be eligible for a full refund. Cancellations received between April 21, 2001, and May 11, 2001, will incur a 20% processing charge.

Ombuds Office
Columbia University

Dealing with Really Stressful or Unstable Workplace Situations

THE SHORT TERM: The Current Workplace

- Assert control over the aspects of your job you can control.
- Make plans to support reasonable productivity: identify ways to manage your time to balance various aspects of your responsibilities, define tasks in "bite-size" portions and accomplish something each day, keep a list of your accomplishments, reward yourself for meeting modest goals.
- Consider all possible options for improving the day-to-day work situation: enhance communication, build bridges, negotiate priorities in duties, explore possible changes to job description or reporting relationships
- Explore whatever complaint channels or grievance procedures may be available
- Consider time off, vacation days, a "cooling off period" or stress-relief holiday

THE LONG TERM: Career Planning

- Consider a wait-and-see approach to aspects of the work situation you cannot control. A focus on your values and future objectives can help to put present difficulties into perspective.
- Begin to plan for possible alternatives (even if you will not have to implement your back-up plans): revise your resume, line up positive references, check job postings, attend conferences, explore training programs, and network.
- Engage in self-exploration: what are your strengths and weaknesses? What parts of present and past jobs did you like most and least? What kinds of work are you best suited for? Where would you like to be 5 or 10 years from now? What steps might you take to achieve these long-term goals?
- Consider other aspects of your work-life balance: what activities or pastimes would you like to have more time for? What new challenges would you like to take on? What is the "silver lining" of change for you?
- Consider working with a career coach or joining a career-counseling program.

THE PERSONAL: Taking Care of Yourself

- When people are under stress, or feeling uncertain, or impacted by changes beyond their control, they need lots of support.
- Spend quality time with your family, phone an old friend who lives far away, arrange pleasant outings with people who care about you, ask for support, be open to receiving caring gestures from others.
- Consider seeing a psychotherapist, or talking confidentially with a clergy person.
- The pleasure principle: Get a massage, eat your favorite foods, take a weekend trip to a beautiful place, get some exercise you enjoy.
- There's more to life than your job: start a new hobby, register for a film series or go to a free concert, plant a garden or a window box, take a kid to the zoo, sign up for a community service project, plan a birthday party for a good friend, paint your bedroom a lovely color, adopt a pet, donate blood, sign up for a yoga class, plan a vacation trip, learn to cook ethnic food.
- Remember you are a person with many talents and strengths and much to give.

http://www.columbia.edu/cu/ombuds

Example of evaluation sheet

THANK YOU . . . . .

Would you be willing to spend a moment to respond to the following questions? Please circle the word that applies.

Did the Ombuds Office listen to your concerns in a prompt and respectful manner?

EXTREMELY VERY SOMEWHAT NOT VERY NOT AT ALL

Did you feel confident that confidentiality would be maintained, unless you gave permission for some action to be taken?

EXTREMELY VERY SOMEWHAT NOT VERY NOT AT ALL

Did you feel that the response to your concern has been fair and neutral?

EXTREMELY VERY SOMEWHAT NOT VERY NOT AT ALL

Was contact with the Ombuds Office helpful to you in developing or evaluating your options for seeking a resolution?

EXTREMELY VERY SOMEWHAT NOT VERY NOT AT ALL

Comments:

Please send this anonymous response form, by campus mail or U.S. Post Office, to:

Kate Schenck
Administrative Staff Assistant
Ombuds Office
Office of the President
Massachusetts Institute of Technology
Room 10-213
77 Massachusetts Avenue
Cambridge, MA 02139-4307

Kate Schenck
Administrative Staff Assistant
Ombuds Office
Office of the President
Massachusetts Institute of Technology
Room 10-213
77 Massachusetts Avenue
Cambridge, MA 02139-4307

The Ombudsman Association

Ombudsman 101

An introductory program for new ombuds or those seeking information about the organizational ombuds role

February 5 - 7, 2001
Sheraton Fisherman's Wharf Hotel
2500 Mason Street, San Francisco, California 94133
(415) 362-5500

Ombudsman 101 *is an introductory training program hel*
of ombudsmanry. The interactive forma

AS A RESULT OF THIS PROGRAM YOU WILL LEARN:

- How the role, scope and duties of today's ombudsman started, grew, and evolved
- How to set up and operate an ombuds office, including the fundamentals of how to log concerns, report to management, design reports to track issues
- How to listen as a neutral, including effective techniques for interviewing and inquiring, skills for reflective listening, and how to identify issues and provide options
- Why confidentiality is important and how to maintain confidentiality. You will also learn about emerging areas of ombuds privilege and key legislation affecting the ombuds role
- How to effectively manage conflict, identify the stages of conflict, and when intervention is most effective
- How to identify the sources of power, including the many roles of an ombudsman and how to effectively use negotiation techniques
- How to market your role and your function, including how to observe, track, and report trends to gain and keep management support

WHO SHOULD ATTEND

As this course covers the fundamentals of the role of the organizational ombudsman, recently-appointed ombuds, individuals interested in becoming an ombuds, or anyone desiring to establish an ombuds function in industry, government, higher education, public or private social services agencies will benefit. *Note: This program focuses on the role of the organizational ombudsman and may be less relevant to classical ombudspeople.*

FEES

$695.00 per person, includes 2-1/2 days of course instruction, all course materials, lunch on Monday and Tuesday, continental breakfast on Monday, Tuesday, and Wednesday, and daily refreshment breaks. Attendance is limited and classes fill quickly, so register early!

February 5-7, 2001 **Sheraton Fisher**

m held over 2-1/2 days, and covers the basic functions and skills
format includes role play and encourages questions and discussion.

SCHEDULE

Monday, February 5, 2001

8:00 a.m.	Continental Breakfast and Registration
8:30 a.m.	Program Begins
5:00 p.m.	Adjournment

Tuesday, February 6, 2001

8:00 a.m.	Continental Breakfast
8:30 a.m.	Program Begins
5:00 p.m.	Adjournment

Wednesday, February 7, 2001

7:30 a.m.	Continental Breakfast
8:00 a.m.	Program Begins
12:00 Noon	Adjournment

Certificates of Completion will be awarded to those completing the entire program.

HOTEL ACCOMMODATIONS

TOA has obtained a special discounted sleeping room rate of $145.00 per night, single or double occupancy, at the Sheraton Fisherman's Wharf for participants in this program. Call **1-800-325-3535** and identify yourself as being with The Ombudsman Association. Reservations received after January 5, 2001 will be on an "if available" basis.

ADDITIONAL WORKSHOPS

TOA will be conducting two intensive workshops during this week at the Sheraton Fisherman's Wharf Hotel: February 8, 2001 will feature *"Apologies and Reconciliation"* and on February 9, 2001 a full-day workshop on *"Communicating Across Cultures"*. Please visit our website at **www.toa.org** for complete information on these additional programs.

isherman's Wharf Hotel, 2500 Mason Street, San Francisco,

The Ombudsman ASSOCIATION

REGISTRATION FORM

Please print or attach your business card.

Ombudsman 101
February 5-7, 2001
San Francisco, California

Name: _____

Title: _____

Organization: _____

Street: _____

City: _____ State/Province: _____ Zip Code: _____

Phone: _____ Fax: _____

E-mail: _____

Fax this form to reserve your seat to 908-359-7619

Enclosed is:

☐ Check for $695.00 (payment in full)

☐ Check for $50 deposit (balance due by December 29, 2000)

☐ Credit Card payment for $695.00 (payment in full)

☐ American Express ☐ Visa ☐ MasterCard

Account #: _____

Expiration Date: _____

Signature: _____

TOA Federal ID #541785444

Special Needs: _____

Return this form to: Shawna Wilker, Administrator
The Ombudsman Association
203 Towne Centre Drive, Hillsborough, NJ 08876
Phone: (908) 359-1184 Fax: (908) 359-7619
E-Mail: info@ombuds-toa.org

isco, California 94133 (415) 362-5500

The Ombudsman
ASSOCIATION

ABOUT THE OMBUDSMAN ASSOCIATION (TOA)

TOA is a tax-exempt professional association founded in 1982 by, and for, practicing organizational Ombudspeople who are designated neutrals. TOA provides a forum for the sharing of professional experiences and knowledge. Its purpose is to enhance the quality and value of the ombudsman profession by establishing a Code of Ethics and Standards of Practice, developing guidelines for dealing with difficult issues, and providing continuing professional education. TOA supports the profession through research, regulatory activities, and support to organizations interested in creating an ombudsman program.

For information on upcoming programs, membership or faculty for TOA courses, visit our website at **www.ombuds-toa.org**

The Ombudsman
ASSOCIATION

203 Towne Centre Drive
Hillsborough, NJ 08876

908-359-1184

First-Class Prsrt
U.S. Postage
PAID
Permit No. 2066
Eau Claire, WI 54701

**********SINGLE-PIECE
SGL CTN 1 1

MARSHA WAGNER
COLUMBIA UNIVERSITY
MC 5558
660 SCHEMERHORN EXT
NEW YORK NY 10027

AUTUMN 2003

TRAINING AND EDUCATION OPPORTUNITIES

The Ombudsman ASSOCIATION

Ombudsman 101

October 14-16, (until 12:30pm), 2003

An introductory program for new ombuds or those seeking information about the organizational ombuds role

Ombudsman 101 PLUS

October 16, 2003 1:30-5:30pm

A special program for organizations and entrepreneurs who want to get started

The Intermediate Workshop

October 15-16, 2003

An intermediate program concentrating on issues encountered by newer ombuds

Interpersonal Peacemaking: Apologies, Reconciliation and Rebuilding Trust

October 17, 2003

An intensive full-day specialized course specifically designed for the organizational ombuds

The Washington Court Hotel
525 New Jersey Avenue, NW
Washington, DC 20001
+1 (202) 628-2100 • +1 (800) 321-3010

Ombudsman 101

October 14-16, 2003

is an introductory training program held over 2-1/2 days, and covers the basic functions and skills of ombudsmanry. The interactive format includes role play and encourages questions and discussion.

Prerequisite: None
Maximum attendance: 50 students. *Please note that this class fills rapidly, so register early.*

AS A RESULT OF THIS PROGRAM YOU WILL LEARN:

- How the role, scope and duties of today's ombudsman started, grew, and evolved
- The three basic principles of the organizational ombuds role: neutrality, independence, and confidentiality
- Why confidentiality is essential to the practice, how to maintain confidentiality, and the emerging area of ombuds privilege
- How to listen as a neutral, including effective techniques for interviewing and inquiring, reflective listening, reframing, identifying issues, and providing options
- How to manage conflict with a battery of skills including information gathering, coaching, and negotiation techniques
- How to decide when intervention is most effective and how to provide upward feedback to management
- How to set up and operate an ombuds office, including the fundamentals of how to log concerns, report to management, and design reports to track issues
- How to align the ombuds function with the mission, values, and culture of the organization
- How to market your role and your function, including how to gain and keep management support

WHO SHOULD ATTEND

As this course covers the fundamentals of the role of the organizational ombudsman, recently-appointed ombuds, individuals interested in becoming an ombuds, or anyone desiring to establish an ombuds function in industry, government, higher education, public or private social services agencies will benefit.

SCHEDULE

Tuesday, October 14, 2003

7:30 a.m.	Continental Breakfast and Registration
8:30 a.m.	Program Begins
5:00 p.m.	Adjournment

Wednesday, October 15, 2003

8:00 a.m.	Continental Breakfast
8:30 a.m.	Program Begins
5:00 p.m.	Adjournment

Thursday, October 16, 2003

8:00 a.m.	Continental Breakfast
8:30 a.m.	Program Begins
12:30 p.m.	Adjournment

"February 16, 2001

Dear Trainers:

I just wanted to drop a note of appreciation for the wonderful training you delivered in San Francisco. You were all first class Lots of good advice and food for thought. Being new to this job, I benefited much from your experiences and views and am already practicing the lessons to improve my effectiveness as ombudsman here.

Thanks again. Alfonso Sanchez,
Ombudsman, World Bank"

Certificates of Completion will be awarded to those completing the entire program.

Please note that these programs focus on the role of the organizational ombudsman and may be less relevant to classical ombuds.

TOA reserves the right to cancel any program for any reason.

Ombudsman 101 PLUS

October 16, 2003

This course will concentrate on how to communicate the value and benefits of an Ombuds function internally to management who are considering starting an Ombuds Office, and from the outside if you are an entreprenuer.

Prerequisite: Completion of Ombudsman 101.
Maximum attendance: 50 students.

WHO SHOULD ATTEND

Managers, executives, organization thought leaders who are thinking about creating the ombuds function. Independent ombuds who want to establish ombuds contract services. Secondarily, aspiring Ombuds.

WHAT WILL BE COVERED IN 101 PLUS?

- How to sell the ombuds idea to the organization
- How to identify and involve the stakeholders
- How to design the ombuds function
- How to market the independent ombuds
- How to identify a good ombuds

SCHEDULE

Thursday, October 16, 2003

12:30 p.m.	Lunch
1:30 p.m.	Program Begins
5:30 p.m.	Adjournment

Certificates of Completion will be awarded to those completing the entire program.

Please note that these programs focus on the role of the organizational ombudsman and may be less relevant to classical ombuds.

TOA reserves the right to cancel any program for any reason.

The Intermediate Workshop

October 15-16, 2003

Prerequisite: Completion of Ombudsman 101 and 6 months of experience as a practicing organizational ombudsman.
Maximum attendance: 25 participants.

The Intermediate Workshop is the second in the series of three courses (101, The Intermediate Workshop, The Advanced Series) designed to help the ombuds respond skillfully and masterfully to the challenges and opportunities presented to the organizational ombuds. Taking up where O101 left off, the Intermediate Workshop focuses on the issues encountered by all ombuds, but which may be especially puzzling to newer professionals.

The Workshop is led by senior ombuds. It is divided into three sections to enhance one's knowledge of the principles, skills, and applications one needs to be an effective professional. In Section 1, the presentations and discussions will concentrate on topics such as using ombuds principles; establishing credibility; working with visitors; writing a letter; and using facilitation, mediation, and shuttle diplomacy as an ombuds. Section 2 will explore the ombuds role as it pertains to working with the organization. Topics include marketing; upward feedback; working with executive leadership; making allies; and working with human resources, legal and other stakeholders. The last section, a case study involving role play, presents the participants with an opportunity to apply what they have learned.

continued on next page

The Intermediate Workshop

continued from previous page

SCHEDULE

Wednesday, October 15, 2003

8:00 a.m.	Continental Breakfast and Registration
8:30 a.m.	Program Begins
5:00 p.m.	Adjournment

Thursday, October 16, 2003

8:00 a.m.	Continental Breakfast
8:30 a.m.	Program Begins
5:00 p.m.	Adjournment

Certificates of Completion will be awarded to those completing the entire program. Please note that these programs focus on the role of the organizational ombudsman and may be less relevant to classical ombuds. TOA reserves the right to cancel any program for any reason.

October 17, 2003

Interpersonal Peacemaking: Apologies, Reconciliation and Rebuilding Trust

Note: This course is a revised, updated version of what was offered previously as Apologies. The course has been broadened to address these other elements, namely reconciliation and restoring trust.

Prerequisite: Completion of Ombudsman 101
Maximum attendance: 35 students.
Instructors: Kevin Jessar and Marsha Wagner

This full-day workshop will focus on ombuds skills for working with people who are deeply offended or very angry about past incidents or interactions. We will examine how ombuds may assist in interpersonal reconciliation by preparing people to request and receive apologies, and by facilitating a mutual exchange of apologies. We will explore the power of apologies, elements of an effective apology, and various formats for communicating apologies.

The workshop will also consider, in light of recent research on forgiveness and reconciliation, how ombuds can structure constructive peacemaking processes. We will examine how ombuds can help parties to rebuild working relationships and restore reputations while realistically engaging the broader emotional context of conflict, pain, disappointment, and distrust.

The course will employ a range of teaching techniques including role plays, videos, and interactive exercises.

SCHEDULE

Friday, October 17, 2003

7:30 a.m.	Continental Breakfast and Registration
8:30 a.m.	Program Begins
5:00 p.m.	Adjournment

Certificates of Completion will be awarded to those completing the entire program.

Please note that these programs focus on the role of the organizational ombudsman and may be less relevant to classical ombuds.

TOA reserves the right to cancel any program for any reason.

FEES

Ombudsman 101

October 14-16 (until 12:30pm), 2003

$995 (USD) per person, includes 2-1/2 days of course instruction, all course materials, lunch on Monday and Tuesday, continental breakfast on Monday, Tuesday, and Wednesday, and all refreshment breaks. *Attendance is limited and classes fill quickly, so register early!*

Ombudsman 101 PLUS

October 16, 2003 1:30-5:30pm

$275 (USD) per person, includes 1/2 day program, all course materials, and lunch. *Attendance is limited and classes fill quickly, so register early!*

The Intermediate Workshop

October 15-16, 2003

$650 (USD) per person TOA or UCOA member; $700 (USD) non-member, includes two days of course instruction, all course materials, lunch on Tuesday and Wednesday, continental breakfast on Tuesday and Wednesday and refreshment breaks.
Attendance is limited and classes fill quickly, so register early!

Interpersonal Peacemaking: Apologies, Reconciliation and Rebuilding Trust

October 17, 2003

$400 (USD) per person TOA or UCOA member; $450 (USD) non-member, includes full day program, all course materials, continental breakfast, lunch and refreshment breaks.
Attendance is limited and classes fill quickly, so register early!

TRAINING AND EDUCATION OPPORTUNITIES

HOTEL ACCOMMODATIONS

TOA has obtained a special discounted sleeping room rate of $179.00 per night, single or double occupancy, at The Washington Court Hotel for participants in these programs. Call +1 (800) 321-3010 and identify yourself as being with The Ombudsman Association, to receive this rate. Reservations received after September 11, 2003 will be on an "if available" basis and a higher rate may apply.

The Ombudsman Association encourages participants in the Autumn 2003 Training and Education Sessions to book their overnight accommodations at the meeting headquarters hotel, The Washington Court Hotel.

The Ombudsman Association makes every effort to secure the best possible rate for overnight accommodations. This rate for overnight accommodations is part of a negotiated overall conference package that incorporates meeting room rental, meals and breaks, as well as other services associated with providing the Autumn 2003 Training and Education Sessions.

If The Ombudsman Association does not achieve the minimum number of overnight accommodations required in the overall conference package, this affects the prices of other services associated with conducting the Autumn 2003 Training and Education Sessions. This in turn impacts on registration fees for future programs.

The Ombudsman ASSOCIATION

The Ombudsman ASSOCIATION

ABOUT THE OMBUDSMAN ASSOCIATION (TOA)

TOA is a tax-exempt professional association founded in 1982 by, and for, practicing organizational Ombudspeople who are designated neutrals. TOA provides a forum for the sharing of professional experiences and knowledge. Its purpose is to enhance the quality and value of the ombudsman profession by establishing a Code of Ethics and Standards of Practice, developing guidelines for dealing with difficult issues, and providing continuing professional education. TOA supports the profession through research, regulatory activities, and support to organizations interested in creating an ombudsman program.

For information on upcoming programs, membership or faculty for TOA courses, visit our website at **www.ombuds-toa.org**

REGISTRATION FORM

The Ombudsman ASSOCIATION

Please complete the registration form OR for your convenience copy your business card on the form. Please fax this form to the office at +1 (908) 842-0376 to register even if you will be mailing it in with a check.

Ombudsman 101
Ombudsman 101 PLUS
The Intermediate Workshop
Interpersonal Peacemaking

Name: _____

Title: _____

Organization: _____

Street: _____

City: _____ State/Province: _____ Zip Code: _____

Phone: _____ Fax: _____

E-mail: _____

Fax this form to +1 (908) 842-0376 to reserve your seat.

Please register me for:

☐ **Ombudsman 101**, October 14-16, 2003 @ $995. (USD) per person

☐ **Ombudsman 101 PLUS**, October 16, 2003, 1:30-5:30pm
@ $275. (USD) per person
Have you completed Ombuds 101? ☐ Yes ☐ No

☐ **The Intermediate Workshop,** October 15-16, 2003
☐ $650. (USD) per person TOA or UCOA member
☐ $700. (USD) per person non-member
Have you completed Ombuds 101? ☐ Yes ☐ No
Number of years you have been a practicing organizational ombuds _____

☐ **Interpersonal Peacemaking: Apologies, Reconciliation and Reguilding Trust,** October 17, 2003
☐ $400. (USD) per person TOA or UCOA member
☐ $450. (USD) per person non-member
Have you completed Ombuds 101? ☐ Yes ☐ No

☐ Enclosed is our check for $_____

☐ Credit Card payment for $_____

☐ American Express ☐ Visa ☐ MasterCard

Account #: _____ Exp. Date: _____

Name of Cardholder: _____

TOA Federal ID #541785444 ☐ Please keep my credit card information on file.

Special Needs: _____

Return this form to: Linda Mastellone
The Ombudsman Association
203 Towne Centre Drive, Hillsborough, NJ 08844
Phone: +1 (908) 359-1184 Fax: +1 (908) 842-0376
E-Mail: info@ombuds-toa.org

The Ombudsman
ASSOCIATION

203 Towne Centre Drive
Hillsborough, NJ 08844

+1 (908) 359-1184

First-Class Prsrt
U.S. Postage
PAID
Permit No. 2066
Eau Claire, WI 54701

**********AUTO**MIXED AADC 547

20183m1 T2 P1
Marsha Wagner
Ombuds Officer
Columbia University
660 Schemerhorn Extension - Mc 5558
1200 Amsterdam Ave
New York NY 10027-7003

MIT Libraries

Department of Distinctive Collections
Massachusetts Institute of Technology
77 Massachusetts Avenue
Cambridge, MA 02139-4307

libraries.mit.edu

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