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# ANALYZING your complaint system

2014



# ANALYZING YOUR CONFLICT MANAGEMENT SYSTEM

## Some Conflict Management Options

|  | Interest-based   |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 | Rights-and power-based           |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
|--|------------------|-----------------------|-----------------------------------|--|--------------------------------------|---------------------------------------|--|----------------------------|-----------------------------------|---------------------------------|----------------------------------|--|----------------------------|--------------------------------|---------------------------------------|---------------------------------|-------------------------------|--------------------------------|---|--|--------------------------------|-----------------------------|
|  | active listening | providing information | receiving information, one-on-one | reframing issues, illuminating context | helping develop and evaluate options | offering referrals to other resources | coaching, helping people help themselves | offering shuttle diplomacy | looking into a problem informally | facilitating a generic approach | communicating a generic approach | conflict management/representing another | working for systems change | following up with stakeholders | informal conflict system coordination | accompanying/bystander training | acting as advocate or witness | pursuing formal investigations | keeping case records/compliance reports | formal decision-making, adjudication/arbitration | enforcing managerial decisions | dealing with formal appeals |
| Affirmative Action   |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Affinity Groups/Networks   |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Audit  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Conflict Coaches/ Counselors   |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Conflict Management System Office/<br>Coordinator/Steering Committee |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Disabilities   |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Disciplinary Office/Internal Affairs                                 |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Email/Online Harassment Officers                                     |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Employee Assistance/Social Workers                                   |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Employee Appeals Board   |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Environmental Hazards/Waste Hazards                                  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Equal Opportunity  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Ethics/Compliance  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Executive Panels   |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Graduate Students Deans/Advisors                                     |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Hot Lines/Advice Lines/Idea Lines                                    |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Human Resources/Human Capital  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Human Rights/Civil Rights  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Human Subjects/ Animal Care  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Inspection/Inspectors General  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| I.P./Patents/Copyrights  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Legal Counsel/General Counsel  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| <b>Line Management relevant to issue</b>                             |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Mediation Program  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Medical /Nursing/ Fitness for Duty                                   |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Mentors/Peer Advisors  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Model Workplace  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Mortality/Morbidity  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| <b>Ombudsman Office</b>  | x                | x                     | x                                 | x                                      | x                                    | x                                     | x  | x                          | x                                 | x                               | x                                | x  | x                          | x                              | x                                     | x                               | x                             | x                              | x                                       | x  | x                              | x                           |
| Patient Ombudsman/Advocate   |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Quality Assurance Circles/Monitors                                   |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Race Relations/ Cultural Relations                                   |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Religious Counselors/ Chaplains                                      |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Residence Advisors/Managers  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Risk Management  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Safety/ EH&S Working Groups  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Security/Campus Police   |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Sexual/Racial Harassment Advisors                                    |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Staff Associations   |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Undergraduate Dean/Advisors/Council                                  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Unions, Stewards, Union Officials                                    |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Work/Family/Personal Life Programs                                   |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |
| Working Groups/Councils  |                  |                       |                                   |  |                                      |                                       |  |                            |                                   |                                 |                                  |  |                            |                                |                                       |                                 |                               |                                |   |  |                                |                             |

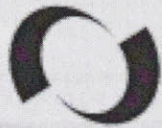
Adapted and revised from a chart by Mary Rowe and Brian Bech 14 Harv. Negot. L. Rev. 289 (Winter 2009)

**This graph appears as Figure 1:** The Ombuds Office in a Conflict Management System, in "Organizational Ombudsman," by Mary Rowe and Randy Williams, *Cutting Edge Advances in Resolving Workplace Disputes*, The International Institute for Conflict Prevention and Resolution, NY, NY, 2014, pp 100-101.









INTERNATIONAL  
**OMBUDSMAN**  
ASSOCIATION

## **11th Annual Conference**

### **Plenary Sessions**

#### **General Conference – I**

**9:30 a.m. – 10:30 a.m.**

***Grand Ballroom 1 & 2, GL, 4th***

#### **Over Fifty Years of Fairness: A**

**Presenters:** Andrew Larratt-Smith, C  
Shirley Nakata, *Ombuds*  
Nora Farrell, *Ombudspei*  
Tim Denison, *Associator*  
Mary McFadyen, *Ombud*

What does it mean for ombuds to “strive  
SOP 2.2) Fairness has been a central theme  
back to the birth of the modern ombudsman  
will discuss a range of topics relating to

**11:00 a.m. – Noon**

***Grand Ballroom 1 & 2, GL, 4th***