

MC-709

Corporate Ombudsman Association -- 1990 conference planning

1989-1990

Box 36

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DRAFT 3 - '89

CORPORATE OMBUDSMAN ASSOCIATION
CONFIDENTIAL QUESTIONNAIRE

INSTRUCTIONS: Please complete and mail in enclosed envelope to: Professor James Ziegenfuss, Corporate Ombudsman Research Coordinator, Penn State University at Harrisburg, Graduate Program Public Administration-W164, Middletown, Pennsylvania 17057.

Note: Sign and mail the post card separately to inform us you have completed your questionnaire. All company-specific information derived from personal, phone and mail surveys is confidential. No identified information will be shared in any way beyond the four members of the Corporate Ombudsman research committee. Aggregate information will be shared with your colleagues at the Corporate Ombudsman conference and in research publications.

In describing cases/incidents, change the particulars in whatever fashion you feel necessary to avoid identifying the individuals or company involved.

1. What is your title? _____

2. What is the approximate total number of employees in the division(s) of the company served by the ombuds office? _____

3. ~~Importance is a relative concept.~~ The importance of problems brought to the ombuds office by clients can differ according to the perspectives of different parties. In your opinion, what are the two most important problems handled by your office? Please answer from the perspectives of: (1) the ombudsman; 2) clients; and (3) management.

TWO MOST IMPORTANT PROBLEMS, FROM PERSPECTIVE OF:

- (1) OMBUDSMAN: _____ and _____
- (2) CLIENT: _____ and _____
- (3) COMPANY: _____ and _____

4. Many Ombudsman network members have expressed an interest in hearing about unusual or innovative techniques that their colleagues use to handle cases and publicize their functions. Briefly describe below any particularly effective approach or technique you use. _____

5. Please make rough estimates of the numbers of contacts and cases you see in a year.

Contacts _____ per year.

Cases _____ per year.

5. How frequently do certain kinds of cases/contacts occur, and how are they typically handled by the ombuds function in your organization? Below is a list of issue areas that ombudsmen have identified as occurring in their organizations. For each incidence type, please indicate (1) the **APPROXIMATE** number of contacts/cases in this area that your office handled last year; and (2) the **TYPICAL** manner in which your office responds. The list is long, but the information will be valuable for developing an overall "snapshot" of ombudsman activities. We will be happy with reasonable approximations rather than precise figures.

Leave an item blank if you had no contacts/cases in that area last year.

	<u>INCIDENCE</u>		<u>TYPICAL DISPOSITION (CHECK ONE)</u>		
	Approximate		<u>Handle Alone</u>	<u>Work With</u>	<u>Refer</u>
	<u>No. Last Year</u>				
	<u>Contacts</u>	<u>Cases</u>			
Terminations	—	—	—	—	—
Sexual harassment					
Racial harassment					
Sex discrimination					
Racial discrimination					
Reverse discrimination					
Other EEO/AA (e.g. Handicapped, etc.)					
Hours of work					
Location of work					
Transfers					
Work assignments					
Promotion/job posting					
Performance evaluation					
Salaries/benefits					
Deliberately unfair/illegal allocation of benefits					
Deliberately unfair/illegal denial of benefits					

Safety problems

Health (Not drug/alcohol-related)

AIDS concerns

Drug problems

Alcohol problems

Smoking problems

Privacy problems

Drug Testing

Tension between supervisor
and subordinate

Serious emotional disturbance

Meanness or cruel behavior

Nepotism or favoritism on a
personal/sexual basis

Environmental hazards

Waste of public funds

Theft/misappropriation of
property

Client/Customer/Vendor
complimentary benefits

Financial wrongdoings -- favoritism,
bribery, kick-backs, insider trading

Fraud, misrepresentation of products
or results

Leak, sale or theft of proprietary
ideas, design equipment, etc.

Product substitution, or other
failures to meet contract specs

False time cards or false record
keeping

Misuse of company/government property

Shoddy quality/performance

Suggestions for change in company
policy

Other _____

6. Below is a list of approaches and techniques that ombudsmen use when working with clients and dealing with issues. Please indicate by Number how frequently you use each of these approaches or techniques. Use the following scale:

About
Never Occasionally Half The Time Usually Always

1 2 3 4 5 Please mark the appropriate scale value next to each item.

- Valuing and
a. Dealing with feelings -- (e.g.) Defusing rage, providing sympathy.
(aa.) (Giving a hearing to feelings -- (e.g.) rage, sympathy.)
b. Active listening -- listening to the client's concerns and assisting the client to formulate the problem clearly.
c. Describing options to the client, or helping develop options.
d. Giving advice about the general approach the client should take to solve the problem.
e. Immediate Referral to other offices/people/helping resources.
f. Coaching -- training in the use of company rules or procedures and/or role playing a situation with the client.
g. Shuttle Diplomacy -- working back and forth between clients or groups.
h. Mediation -- seeing disputants together in your office.
i. Investigation to determine the facts of the case.
j. Making recommendations to management for resolution.
k. Turning the case over to others at a later stage.
l. Arbitration/adjudication -- making a decision about a dispute which is binding on the parties concerned.
m. Generic intervention -- working towards a general solution rather than raising a particular incident in order to deal with a specific incident.
n. Upward feedback regarding general policy problems or systems change.
o. Other technique/action _____

7. About what proportions of your working time are devoted to each of the following activities?

- a. ___% Complaint Handling -- Processing complaints identification, investigation, and resolution.
 - b. ___% Advising and Consulting -- Providing upward feedback about issues which may lead to policy and/or structural changes in the organization.
 - c. ___% Education -- Helping to train managers, supervisors and others.
 - d. ___% Marketing-Promotion -- Making contacts/attending functions to publicize the services available from your unit.
 - e. ___% Administration -- Budgeting, general management, writing articles for company newsletters or similar media.
 - f. ___% Other _____
- _____
- 100%

X8. What is the source of your power to resolve problems (e.g., personal ability, personal power, links to CEO, organizational position etc.)?

9. Please indicate the size and estimate the annual budget of your Ombudsman office.

Number of Ombudsman _____ Total Budget _____

10. How many years have you served in the ombuds position in this company? _____ Years.

11. Number of years worked at your company? _____ Years.

12. What is your educational background? Please check degrees obtained and indicate fields(s) of study.

___ Bachelors (Major) _____
___ Masters (Area of Study) _____
___ Doctorate (Area of Study) _____

13. Please estimate your salary within one of the following ranges:

___ \$25 - \$35,000	___ \$65 - \$75,000
___ \$35 - \$45,000	___ \$75 - \$85,000
___ \$45 - \$55,000	___ \$85 - \$100,000
___ \$55 - \$65,000	___ \$100 - \$125,000
	___ Over \$125,000

14. The real value of this Network is as a source of information exchange and mutual help among its members. To this end, please briefly describe one successful and one unsuccessful case that you have handled.

Rewrite

A. Successful _____

B. Unsuccessful _____

COA Budget 1990

	A	B	C	D
1	COA Budget for 1990, as revised and approved at			
2	Board Meeting of January 25, 1990			
3				
4	REVENUES		Estimated	Actual YTD
5				
6	Membership fees		\$10,200.00	
7	120 @ \$85			
8	Conference fees		\$10,500.00	
9	75 @ \$150			
10	Sale of Handbooks		\$750.00	
11	6 @ \$125			
12	Interest		\$1,000.00	
13				
14	Total Revenues		\$22,450.00	
15				
16	EXPENSES			
17				
18	COA Contribution to 1990		\$9,600.00	
19	Conferences, including			
20	Speaker/Guest expense			
21	Development of Profession		\$1,000.00	
22	Executive Office expenses		\$2,500.00	
23	Office Equipment		\$500.00	
24	Professional fees		\$500.00	
25	Research		\$8,200.00	
26	Annual reporting fees		\$40.00	
27				
28	Total Expenses		\$22,340.00	
29				
30	Revenues less Expenses		\$110.00	

COA FINANCIAL STATEMENT
Statement Covers Period January 1, 1989 - December 31, 1989

REVENUES

Membership dues	\$8,585.00
Conference fees (net)	\$10,875.00
Sale of Handbooks	\$613.63
Interest	\$1,361.75
Total	<u>\$21,435.38</u>

EXPENSES

Handbook expenses	\$0.00
Executive Office	\$1,844.30
Office Equipment	\$0.00
Professional fees	\$7,090.59
Research Expenses	\$3,000.00
Annual Report fees	\$40.00
Conference expenses	\$9,373.95
Total	<u>\$21,348.84</u>

Total Revenues YTD	\$21,435.38
Total Expenses YTD	\$21,348.84
Excess Revenue or (Loss)	\$86.54
Balance at Year Beginning	\$18,870.15
Current Balance	<u>\$18,956.69</u>

COA BALANCE SHEET (as of December 31, 1989)

ASSETS

Cash: Interest bearing account	\$18,956.69
Total Assets	<u>\$18,956.69</u>

LIABILITIES

Accounts Payable	\$0.00
Grants, etc. Payable	\$8,200.00
Total Liabilities	<u>\$8,200.00</u>

NET WORTH	\$10,756.69
TOTAL LIAB. & NET WORTH	<u>\$18,956.69</u>

5/19/90

1990 COA MEMBERSHIP, BY AFFILIATION

As of the above date, the COA membership came from 63 different organizations. The breakdown below shows the membership under ten different types of organization.

<u>Type of Organization</u>	<u>Organizations</u>		<u>Members</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Manufacturing	11	18	12	10
Utilities	10	16	12	10
Defense-related	8	13	41	34
Health-related	7	11	9	7
Hi-Tech	4	6	17	14
Public Service	4	6	4	3
University	4	6	6	5
School Districts	3	5	3	3
Insurance	2	3	3	3
Other	<u>10</u>	<u>16</u>	<u>13</u>	<u>11</u>
Totals	63	100	120	100

5/19/90

1990 COA MEMBERSHIP, BY REGION

As of the above date, the COA membership consisted of 120 members and came from four regions of North America as shown below:

<u>EAST</u>	<u>(number)</u>	<u>MIDWEST</u>	<u>(number)</u>	<u>SOUTH</u>	<u>(number)</u>	<u>WEST</u>	<u>(number)</u>	<u>Totals</u>
CAN	3	IL	5	AL	2	CA	13	
CT	9	IN	1	FL	7	WA	3	
DC	6	KY	2	LA	1			
MA	6	MI	3	OK	1			
MD	4	MN	2	SC	4			
NJ	8	MO	15	TN	2			
NY	10	OH	3	TX	2			
PA	5	WI	1					
VA	2		—		—		—	—
Totals	53		32		19		16	120
Percent	44		27		16		13	100

COA 1990 MEMBERSHIP, BY YEAR OF INITIAL MEMBERSHIP

The year 1986 was selected as the initial year of the COA because that is the year when the Association became incorporated; prior to that year the COA cannot be said to have legal existence, although conferences were held in 1984 and 1985. The 1990 COA membership, as of the above date and distributed according to the year in which the first membership is recorded, is as follows:

<u>Year of Initial Membership</u>	<u>Number of Members</u>	<u>Percent</u>
1986	27	23
1987	7	6
1988	24	20
1989	23	19
1990	<u>39</u>	<u>32</u>
Totals	120	100

COA MEMBERSHIP

1982 - 7
1984 - 35
1985 - 50

<u>YEAR</u>	<u>MEMBERS</u>	<u>ASSOCIATES</u>
1986	43	7
1987	53	6
1988	93	-
1989	110	-
1990	120*	-

* As of 5/20/90

CORPORATE OMBUDSMAN ASSOCIATION CONFERENCE

OMBUDSMANRY IN THE 1990's

HERSHEY, PA

MAY 22-24, 1990

USAIR

TUESDAY, MAY 22

**1:00 P.M.-2:00 P.M.
GOLD ROOM**

NEW MEMBER ORIENTATION

**Speaker: Mr. Virgil Marti, Ombudsman,
McDonnell Aircraft Company
COA President**

**Where did this new profession come from? Where is it
going? What is the Corporate Ombudsman Association?
We will also discuss what it means to be a neutral
and other related questions.**

**2:00 P.M.-6:00 P.M.
WEST GARDEN TERRACE**

OMBUDSMAN TRAINING

**Speakers: Professor Mary Rowe, Special Assistant to the
President, Massachusetts Institute of Technology and
Adjunct Professor at the Sloan School of Management**

**Ms. Mary Simon, Ombudsperson, AT&T Bell Laboratories,
COA President-Elect**

James Simon, Esquire, Nutter, McClennen & Fish

Jerome Weinstein, Esquire, Palmer & Dodge

**This is a very hardworking session on "Fair, Prompt
and Thorough Investigations: When, By Whom, Why and How,"
using the example of a sexual harassment complaint. The
workshop leaders are two ombudspeople and two lawyers.**

**6:30 P.M.
CASTILIAN ROOM**

RECEPTION - Hosted by Pennsylvania Blue Shield

**7:00 P.M.
CASTILIAN ROOM**

DINNER - Hosted by Pennsylvania Blue Shield

WEDNESDAY, MAY 23

**8:30 A.M.-9:00 A.M.
WEST GARDEN TERRACE**

OPENING REMARKS

**Pennsylvania Blue Shield Welcome
Speaker: Mr. Thomas C. Sommers, Senior Vice President,
Human Resources Pennsylvania Blue Shield.**

COA President Welcome - Mr. Virgil Marti

**9:00 A.M.-10:15 A.M.
WEST GARDEN TERRACE**

ETHICS CASES - "WHAT ARE THE ESSENTIAL QUESTIONS?"

**Moderator: Ms. Alma Montgomery, Associate Ombudsman,
McDonnell Douglas Missile System.**

**What is ethical behavior? What are employees'
expectations for ethical behavior? Using case
studies, these and other questions about ethics
will be examined from the ombudsman's point of
view.**

10:15 A.M. - 10:30 A.M.

BREAK

**10:30 A.M. - 12:00 Noon
WEST GARDEN TERRACE**

**MENTAL ILLNESS AND VIOLENCE: "WHAT THE OMBUDSMAN
NEEDS TO KNOW"**

**Speaker: Dr. Robert Fein, Assistant Commissioner of Forensic
Mental Health, Commonwealth of Massachusetts.**

**What is mental illness? Is there a relationship between
mental illness and violence? What do we know about
dealing with very angry people?**

**12:00 P.M.-1:00 P.M.
CIRCULAR DINING ROOM**

LUNCH

**1:15 P.M.-3:15 P.M.
WEST GARDEN TERRACE**

**DRUGS, INCLUDING ALCOHOL - "HOW TO IDENTIFY AND
DEAL WITH AFFECTED EMPLOYEES"**

**Speakers: Mr. David Robinson, Director, Employee Advisory
Resource (EAR), Control Data Corporation**

**Mr. C. Robert Jones, Corporate Ombudsman, Control Data
Corporation**

**Ms. Jeanne Scott, Manager, Employee Relations, Pennsylvania
Blue Shield**

**An intense training session to help ombudsmen identify when an
employee may be impaired by alcohol or other drugs.**

3:15 P.M.-3:45 P.M.

BREAK

**3:45 P.M.-4:30 P.M.
WEST GARDEN TERRACE**

**WASTE, FRAUD AND ABUSE - "THE CORPORATE HOTLINE:
SUCCESS THROUGH DEVELOPMENT OF A POSITIVE IMAGE"**

**Speaker: Mr. Ben Simon, Director, Department of Defense
Inspector General Fraud, Waste and Abuse Hotline since 1981.**

**Communications programs such as "Hotlines" can be
an effective tool for management if they are
presented in proper perspective to employees, and
if the information acquired is acted upon properly
and in a timely manner. The view is one as seen
from the Department of Defense by the person who
serves as Director of its own hotline program.**

**4:45 P.M.-5:30 P.M.
WEST GARDEN TERRACE**

**ANNUAL COA MEETING: Service to Members
(Nonmembers welcome)**

**This will be a short meeting to include all COA members
in discussions about board membership, committee activities,
future conferences, research needs, and other topics of
interest to members.**

**6:30 P.M.
WEST GARDEN TERRACE**

DINNER

THURSDAY, MAY 24

**8:00 A.M.-11:45 P.M.
(INCLUDES BREAK)
WEST GARDEN TERRACE**

**DIVERSITY - "DEALING WITH THE CHANGING FACES OF
THE CORPORATE WORKFORCE"**

**Dr. Bailey Jackson, President, New Perspectives; Professor,
University of Massachusetts**

**Corporations are facing significant changes in the diversity
of the labor force of the 1990's. It is essential that
corporations prepare to deal effectively with these changes.
The Ombudsman plays a vital role in facilitating the
corporation's increased awareness and adaptation.**

**11:45 P.M.-12:15 P.M.
WEST GARDEN TERRACE**

**MARY ROWE'S CRYSTAL BALL - Issues for the Ombudsman
in the 1990's**

**12:15 P.M.- 12:30 P.M.
WEST GARDEN TERRACE**

**CLOSING REMARKS - Ms. Mary Simon, Incoming COA
President**

**12:30 P.M.
CIRCULAR DINING ROOM**

LUNCH

USAIR ^{Express} 3606

9:05 - 10:40

23

6:40 - 8:20
3757

5. If you drive to the Conference, the hotel provides complimentary parking for its guests on the hotel grounds.

6. If you have not yet paid your membership dues for 1989, please do so as soon as possible by sending me a check for \$85, made out to the Corporate Ombudsman Association, and the membership application form which you should have received some time ago. If you have not been a member before, and are eligible for membership, please write or call me (at 301-229-5110) and I will send you an application form. Non-members are eligible to attend the Conference, however, by paying the non-member fee.

7. An Orientation Meeting for new members of the Association will be held at 1:00 p.m. on May 22nd, prior to the Workshop described below. At the Orientation, new members will have an opportunity to meet members of the Board and ask questions about the Association, its activities, and the Conference itself.

8. In response to many requests, a new feature at this year's Conference will be presentation of a Workshop on Ombudsman Training. The Workshop will be offered from 2:00 p.m. to 6:00 p.m. on May 22nd, before the Conference itself gets underway. The Workshop is open to anyone wishing to attend, but to insure that adequate space is available please indicate on the enclosed Registration Form whether you plan to attend this session.

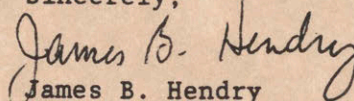
9. The agenda for the Conference is also enclosed. As you will note there, the Conference is scheduled to end in time for lunch on the 24th to enable those returning home on that day to make connecting flights. Attendees are encouraged to wear casual attire for the working sessions; the meetings themselves will be informal, and we would like everyone to be comfortable. Tables will be provided at the back of the conference room to display printed materials of interest to those attending. If you have such materials (case studies, articles, statistics of your office, brochures, announcements), please bring them or send them to the hotel to be held for your arrival.

10. We are most grateful to Mr. Thomas C. Sommers, Senior Vice President for Human Resources Administration, Pennsylvania Blue Shield, for the generous hospitality being provided for this year's Conference. Blue Shield will be our host at a reception and dinner on Tuesday evening, May 22nd, at the start of the Conference. Staff members from this organization will be on hand also to help us with registration and other meeting details.

11. The Hotel Hershey, the town of Hershey, and the area around it are widely known for the many opportunities they afford for sightseeing and recreation. An enclosed brochure describes these for those who may wish to explore some of them, or will be bringing a guest.

I look forward to hearing from you soon, and to seeing you at the Conference.

Sincerely,


James B. Hendry
Executive Officer

Enclosures

EAR

BEHAVIORS WHICH AN OMBUDSMAN MIGHT ENCOUNTER

1. OVERREACTION TO CRITICISM
2. INAPPROPRIATE EMOTIONAL OUTBURSTS
3. PROJECTING BLAME
4. COMPLAINTS FROM CO-WORKERS & ASSOCIATES
5. ISOLATION FROM CO-WORKERS
6. RECURRING CONFLICTS WITH OTHERS
7. INSUBORDINATION
8. SEXUAL HARASSMENT
9. FINANCIAL PROBLEMS
10. LEGAL PROBLEMS
11. DETERIORATING PERFORMANCE
12. ATTENDANCE PROBLEMS
13. CHANGES IN ATTITUDE
14. CHANGES IN PHYSICAL APPEARANCE

**CORPORATE OMBUDSMAN ASSOCIATION
CONFERENCE**

"OMBUDSMANRY IN THE 1990's"

Hosted By

PENNSYLVANIA BLUE SHIELD

with special acknowledgment to

PENN STATE UNIVERSITY

Biographical Sketches

**May 22-24, 1990
Hershey, PA**

Ann Bensinger, United Technologies Corporation, ms 522, 1 Financial Plaza, Hartford, CT 06101

Ann Bensinger has worked for United Technologies Corporation in the Office of the Ombudsman since its inception in 1986. She is a founding member of the Corporate Ombudsman Association and currently serves as secretary on the COA board and as chairman of the Shield Law Committee.

Catherine I. Buckler, Ombudsperson, GE, Aircraft Engines, 1 Neumann Way, Mail Drop N-19, Cincinnati, OH 45215

Mrs. Buckler has been with GE, Aircraft Engines since 1969. She assumed her present position as Ombudsman in 1983. Mrs. Buckler became a member of the Corporate Ombudsman Association in 1984 and held the position of Membership Chairman for two years. Currently she serves on the Nominating Committee headed by Lewis Redding.

Dawn L. Duquet, Ombudsman, Human Rights & MBTI Counselor, 118 Bathurst, Pointe Claire, Quebec, Canada H9S 4Z8

Ms. Duquet was Manager, Employee Appeals for Air Canada for seven years until her retirement in March 1990, after 23 years with the airline. As an Ombudsman, she continues to work as an independent neutral, specializing in cross-cultural conflict and human rights issues. She conducts seminars on eliminating discrimination in the workplace. She is a member of the Association for Psychological Type (Gainesville, Florida) and qualified to use the Myers-Briggs Type Indicator for the constructive use of personality differences in the workplace. She counsels in both English and French. She is a member of the Graduate Society of McGill University. Ms. Duquet is a member of the COA Nominating Committee.

Dr. Robert Fein, Assistant Commissioner for Forensic Mental Health, Department of Mental Health, Commonwealth of Massachusetts, 24 Farnsworth Street, Boston, MA 02210

Dr. Fein is a forensic psychologist who has worked with mentally ill, violent offenders. He has trained corporate and government managers about issues of mental illness and violence and is a frequent consultant about threatening behavior.

Brian F. Gimlett, Special Assistant to the Director, U. S. Secret Service, Office of the Director, 1800 G Street, N.W., Washington, DC 20223

Mr. Gimlett is the coordinator of the Secret Service Ombudsman Program. He has been a Special Agent with the Secret Service for the past 14 years and has been a member of COA since 1988.

James B. Hendry, COA Executive Officer and Assistant Treasurer, P. O. Box 638, Glen Echo, MD 20812

Mr. Hendry is Executive Officer of the Corporate Ombudsman Association. Prior to his retirement in 1986, he served as Ombudsman at The World Bank. Mr. Hendry is the author of "The Ombudsman Handbook," which is furnished to all members of the Association.

Professor Bailey W. Jackson, University of Massachusetts Amherst, Hills House South, Graduate School of Education, Room 468, Amherst, MA 01003

Dr. Jackson, President and Co-Founder of New Perspectives, Inc., is also the Associate Dean in the School of Education, University of Massachusetts, and a Professor in the School's Organization Development Program. Dr. Jackson is the co-founder and faculty sponsor of the School's Social Issues Training Project. Dr. Jackson is also recognized nationally and internationally as one of the leading theorists in the area of Racial Identity Development. His models have been used as the basis for understanding the identity development issues facing members of the various racial groups in the United States.

C. Robert Jones, Corporate Ombudsman, HQW03P, Control Data Corporation, P. O. Box 0, Minneapolis, MN 55440-4700

Mr. Jones has over 26 years' experience in Human Resource management, and was one of the early developers of the broad-brush employee assistance concept. He holds a Bachelor of Science degree from Macalester College, St. Paul, MN, and a Master of Arts degree in Industrial Relations from the University of Minnesota, with additional postgraduate work in counseling psychology. He is the ombudsman for Control Data and has extensive experience in substance abuse counseling.

H. H. Luetjen, Ombudsman, McDonnell Douglas Missile Systems Company, 701 Columbia Boulevard, M/S 28, Titusville, FL 32780

Mr. Luetjen has been a Senior Director-Ombudsman for McDonnell Douglas since 1986 after serving in various space and missile-related management positions during his nearly 40 years with the company. In addition to serving on the COA Board of Directors since 1988, he is a member of several technical and professional societies and on the boards of numerous charitable organizations.

Virgil M. Marti, President COA, 39 Club Grounds North Drive, Florissant, MO 63033

Mr. Marti was Ombudsman for McDonnell Aircraft Company for four years until his retirement in 1989. His first 39 years with McDonnell were in engineering. Virg has been a member of the Corporate Ombudsman Association since 1985, serving as the Association's President for two terms (1988-1990).

Alma Montgomery, Associate Ombudsman, McDonnell Douglas Missile System Company, P. O. Box 516, mc 1064184, St. Louis, MO 63166

Ms. Montgomery has worked for McDonnell Douglas Corporation as a union employee for 23 years. She was selected as an Ombudsman in 1986 and has completed extensive training in problem solving and mediation. She has also been a member of the Corporate Ombudsman Association for 4 years.

John D. Murphy, Corporate Employee Relations Consultant, Digital Equipment Corporation, 150 Coulter Drive (CF02-3/C19), Concord, MA 01742

Mr. Murphy conducts independent reviews of employee issues and in particular issues that employees want to escalate to the president of the corporation. He has been doing this work for approximately ten years and has been a member of the Corporate Ombudsman Association since 1986.

Anthony J. Perneski, Alternative Communication Channel, AT&T Bell Laboratories, 600 Mountain Avenue, Room 6D421, Murray Hill, NJ 07974

Tony joined AT&T Bell Laboratories as a Member of Technical Staff in 1961. After 23 years as a Technical Staff Member and Technical Supervisor, he accepted his present position of Alternative Communication Channel (ombudsman) for the Bell Labs Electronic Technology Area. Tony has a BS in Engineering Science from Penn State and an MSEE from NYU. He has been granted 10 technical patents and has spent 4 years as a professional baseball player. He is a charter member of the Corporate Ombudsman Association.

Gregg Raudabaugh, Liaison Manager, The Southland Corporation, 2711 North Haskell Avenue, Dallas, TX 75204

Employed by The Southland Corporation for the last fourteen years, Gregg Raudabaugh has worked in his Employee Liaison position since 1981. Having been a member of the Corporate Ombudsman Association since 1984, Gregg is currently completing a three-year term on the group's Board of Directors. Gregg is a graduate of Northern Illinois University and also a member of the Society of Professionals in Dispute Resolution (SPIDR).

Lewis A. Redding, Assistant Personnel Manager, Labor Relations, MIT/Lincoln Laboratory A-120, 224 Wood Street, Lexington, MA 02173

Mr. Redding has been Assistant Personnel Manager/Labor Relations at the Massachusetts Institute of Technology's Lincoln Laboratory since 1983 and has also served as the Laboratory's primary formal complaint handler and investigator of situations involving human meanness. Lewis has been a member of the Corporate Ombudsman Association since 1985 and a member of the Board of Directors since 1986. He is currently Chairperson of the Board's Nominating Committee. Lewis is trained in mediation through the Center for Dispute Resolution in Boulder, CO.

Vincent J. Riley, Ombudsman, The World Bank, 1818 H Street, N.W., Washington, DC 20433

Mr. Riley has been the Ombudsman of the World Bank since 1986. Prior to his appointment as Ombudsman, Mr. Riley, whose background is in law and economics, has been on the World Bank staff for 25 years. He is a member of the Virginia and American Bar Associations, a member of SPIDR and the Professional Bankers' Association and is an Associate of the Environmental Law Institute. He has been a member of the Corporate Ombudsman Association since 1987.

David G. Robinson, General Manager, Employee Advisory Resource (EAR), HQW03P, Control Data Corporation, P. O. Box 0, Minneapolis, MN 55440-4700

Mr. Robinson is General Manager of Employee Advisory Resources for Control Data Corporation, which provides EAP (Employee Assistance Programs) for other corporations. Ten years ago Dave helped set up Control Data's ombudsmen function and now Control Data's ombudsman reports to Dave. Dave is active on the COA's Shield Law Committee.

Mary P. Rowe, Special Assistant to the President and Adjunct Professor, Massachusetts Institute of Technology, 77 Massachusetts Avenue, Room 10-213, Cambridge, MA 02139

Mary Rowe has been an MIT ombudsman since 1973 and an adjunct professor at MIT's Sloan School of Management since 1985. She cofounded the Corporate Ombudsman Association in 1982. Mary is Past President of the Corporate Ombudsman Association and currently heads the Association's Research Committee. Mary also chairs the Ombudsman Committee of the Society of Professionals in Dispute Resolution (SPIDR) and serves on the editorial/advisory boards of *Negotiation Journal* and the *Alternative Dispute Resolution Report* of the Bureau of National Affairs.

Jeanne M. Scott, Manager, Employee Relations, Pennsylvania Blue Shield, 1800 Center Street, Camp Hill, PA 17011

Ms. Scott has been employed at Pennsylvania Blue Shield for 21 years. She is currently Manager, Employee Relations Department, and administers the Corporate Employee Assistance Program. She has been a member of the Corporate Ombudsman Association since 1984.

Benjamin J. Simon, Director, Inspector General, Department of Defense, 400 Army Navy Drive, Arlington, VA 22202-2884

Mr. Simon was employed by the Defense Investigative Service (DIS) from January 1975 to December 1980 as a field investigator and operations officer. He assumed his present position, Director, Department of Defense Inspector General Fraud, Waste and Abuse Hotline in 1981.

James Simon, Esquire, Nutter, McClennen & Fish, One International Place, Boston, MA 02110

Mr. Simon is a Partner in the law firm of Nutter, McClennen & Fish where he specializes in labor and employment matters. Jim is a member of the Massachusetts, Washington, and American Bar Associations. Jim has generously contributed his time and talents to the Corporate Ombudsman Association since its inception, providing support and legal counsel toward its development and growth.

Mary G. Simon, Ombudsperson, AT&T Bell Laboratories, 1600 Osgood Street, Room 3S-5, North Andover, MA 01845

Ms. Simon has been an ombudsperson for AT&T Bell Laboratories since 1984. She started with AT&T Bell Laboratories in 1976. She trained in mediation with the Center for Dispute Resolution in Denver, CO. She is a founding member of the Corporate Ombudsman Association, currently serving as Vice President and President-Elect. She is a member of SPIDR and the Engineering and Management Society of the Institute of Electrical and Electronics Engineers (IEEE).

Thomas C. Sommers, Senior Vice President, Human Resources Administration, Pennsylvania Blue Shield, 1800 Center Street, Camp Hill, PA 17011

Mr. Sommers is Senior Vice President of Human Resources Administration at Pennsylvania Blue Shield. He is responsible for Personnel Administration, Organizational Development, Labor and Employee Relations, Corporate Data Processing Training, Employee Services and Building Security activities for approximately 5,700 employees working throughout Blue Shield and its affiliates.

Carole M. Trocchio, Franchise Liaison Manager, The Southland Corporation, 2711 North Haskell Avenue, Dallas, TX 75204

Ms. Trocchio is currently the Franchise Liaison Manager for The Southland Corporation and has held this position for the last ten of her twenty years with the company. Carole is a professionally trained and experienced mediator, and for the past three years has offered mediation to the franchise population, as an alternate dispute resolution process. Carole is Past President of the Corporate Ombudsman Association and has been a member of the Society of Professionals in Dispute Resolution since 1984.

Jerome Weinstein, Esquire, Palmer & Dodge, 1 Beacon Street, Boston, MA 02108

Mr. Weinstein is a Partner in the Boston Law Firm of Palmer & Dodge, where he specializes in labor relations and equal employment matters. Jerry is former attorney for the National Labor Relations Board's Litigation Division, a member of the ABA's Litigation Section and its Section on Labor and Employment Law. Jerry has generously contributed his time and talents to the Corporate Ombudsman Association since its beginnings, providing support and legal counsel toward its development and growth.

Corporate Ombudsman

A S S O C I A T I O N

JUN 21 1990

Minutes - Annual Meeting
May 23, 1990
Hershey, PA

The meeting was called to order at 17:06 by Virg Marti.

Marti invited the participation of the membership.

Nominating Committee

This report was made by Luege Luetjen for Lewis Redding. There will be five vacancies on the board, four board terms have expired and Lewis Redding is resigning.

The nominating committee recommends the following slate to the membership:

Election to the Board of Directors: Tom Bolden, Dawn Duquet, Brian Gimlett, Jan Newcomb and Vince Riley.

Election as Board Members-Elect: Jane Denbow, Lou Garcia and Bob Morrissey

Motion: To accept the slate as presented. Second. Carried.

Luetjen also advised the membership that the Nominating Committee will be placing the following slate of officers to the board of directors for the 1990-91 term.

President - Mary Simon
President Elect - Vince Riley
Treasurer - Mary Rowe
Executive Officer - Jim Hendry
Secretary - Jan Newcomb
Clerk - Jerry Weinstein

Membership Report

Jim Hendry advised the members that there are now 120 COA members.

There were 110 members in '89, 93 in '88, 53 in '87, and 33 in '86.

~~The membership agreed that phone numbers could be added to the address list.~~ The list should include a reminder to all members not to give this list out to anyone. If anyone does not want their number to appear on this list, they are asked to advise Jim Hendry.

Treasurer's Report

Mary Rowe thanked Jim Hendry for his work in maintaining and preparing the financial statements and accounts.

Balance as of 12/31/89

Revenues	\$21,435.38
Expenses	21,348.84
Cash	\$18,956.69
Liability	8,200.00
Net Worth	\$10,756.69

Balance as of 05/17/90 \$40,831.83, with most of this amount going to pay conference bills.

The Liability is the amount promised to the research committee.

Motion to accept the financial report. Second. Accepted.

Research Committee

\$20,000 to 30,000 in overhead costs have been absorbed by Penn State and MIT. Rowe also recognized the various companies that have contributed to COA research.

Shield Law Committee

Ann Bensinger presented the definition, proposed statute and exceptions and requested help from members interested in pursuing a shield law in their states.

Other Business

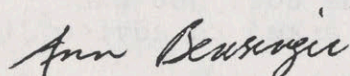
A new means of printing the COA newsletter is still needed. McDonnell Douglas has printed the newsletter.

Virg Marti gave his farewell address and then passed the president's gavel to Mary Simon.

Control Data has offered to host the 1991 Conference in Minneapolis.

Members were asked to begin searching for a 1992 location and sponsor(s).

The Annual Meeting was adjourned by Mary Simon at 18:02.



Ann Bensinger, Secretary

JUL 18 1990

EXECUTIVE OFFICER, CORPORATE OMBUDSMAN ASSOCIATION

Job Description

General. The Executive Officer (EO) of the Corporate Ombudsman Association (COA) has the following responsibilities: compile and maintain the membership and financial records; prepare an annual budget for the COA; conduct the annual membership drive; supervise arrangements for the annual Conference, issue the announcements for it, register the attendees, and collect the registration fees; provide a ready point of contact from which to respond to questions about the COA and send information about it to prospective members; answer questions about the Ombudsman Handbook and arrange for the sale of Handbooks; attend Board meetings as an ex officio member and make regular reports to the Board on matters for which the EO is responsible; represent the COA at professional meetings and arrange for the distribution of COA materials at such meetings. Each of these is discussed in greater detail below.

Record-keeping.

(a) The EO maintains a list of all COA members, by year of membership, and distributes membership information to members and to the Board in accordance with instructions from the Board. All membership applications are sent to the EO, and from these a master list of members is prepared. Upon request from the Board, membership may be sorted according to organizational affiliations, location, year of initial membership, title, or any other category covered in the application form.

(b) The EO maintains a record of all receipts of funds from any source (e.g., membership fees, conference registration fees, Handbook sales, interest) and all expenditures (e.g., conference expenditures, professional fees, EO office expenditures, research expenditures).

(c) The EO completes annual reports to the Attorney General and the Secretary of State of the Commonwealth of Massachusetts, and prepares an annual return to the Internal Revenue Service.

(d) The EO maintains the COA bank account, and deposits all receipts therein.

Annual Budget.

(a) At the beginning of each calendar year, the EO prepares a budget for the year ahead which is presented to the Board for approval. At subsequent Board meetings throughout the year the EO presents up-dated comparisons of actual and estimated revenues and expenditures. After the end of a calendar year the EO provides the Board with a final report on the actual year's situation compared to the approved budget.

Membership Activities.

(a) The annual membership drive usually takes place in November, at which time the EO sends out membership application forms to all current members. The forms are those approved by the Board for the year ahead. The covering letter, inviting recipients to apply for membership, is prepared by the EO.

(b) The EO maintains a list of people who have expressed interest in the COA, compiled from leads furnished by other members or from names of people who have contacted the EO directly. People on this list are sent invitations to join the COA at the time of the annual membership drive.

(c) As membership applications come in they are recorded on a master list of members. If the applications, or the fee payments, are incomplete or not in order, the EO follows up to sort out problems.

(d) The EO sends a letter to each new member. This letter welcomes the new member to the COA and states that he or she will receive a membership certificate, the COA Code of Ethics, future issues of the Newsletter, and the Ombudsman Handbook. Since these items are currently sent from different locations, the EO sends a copy of each welcoming letter to the persons responsible for sending out the various materials so that they may follow up appropriately.

Annual Conference.

(a) In recent years the EO has, together with other COA members, met with representatives of the hotel where a conference is to be held, inspected the facilities, and worked out details of the arrangements for the meeting (e.g., services to be provided, layout of meeting rooms, costs to be incurred). From the time of signing the conference agreements with the hotel, the EO is the point of contact for the hotel if problems or questions arise, and is also responsible for monitoring that arrangements are proceeding as planned. There has usually been a host organization at each conference to provide certain services (e.g., registration, name tags, a package of conference materials) and arrange for certain functions (e.g., reception, dinner). The EO is responsible for seeing that these are coordinated smoothly with the other conference activities.

(b) When details as^{to} meeting place have been worked out, the EO prepares a conference budget which is submitted to the Board, along with a recommendation on the amount to be charged as a registration fee. This budget also takes into account the estimated expenses of outside speakers who will participate.

(c) The EO prepares a conference announcement that is sent to all current members and any others who may have an interest in attending as a non-member. Suggestions for this latter category either come from COA members or they may be people who have contacted the EO directly. The announcement includes a tentative agenda, information on hotel accommodations, a registration form, and any other information useful to those wishing to attend.

(d) As registration forms for the conference are received, the EO maintains a list of those who register and deposits their conference fees in the COA account. Registrations must be checked with the current membership list to make certain the proper registration fee is paid. The EO prepares a list of conference attendees for distribution at the conference to all those attending.

(e) During the conference, the EO is the point of contact for hotel staff if some problem arises, and in turn the EO is the contact for those attending if something goes wrong. The EO is responsible for seeing that the conference arrangements are as agreed with the hotel, arranges to deliver messages to attendees, and generally acts to ensure the conference proceeds smoothly.

(f) The EO contacts all outside speakers in advance to indicate how they will be reimbursed for their expenses. When the conference is over, the EO is responsible for the speedy settlement of accounts with the hotel and the outside speakers.

Point of Contact.

(a) The EO is point of contact to which members may refer others to obtain information about the COA and the ombudsman function in general. This requires establishment of a mailing address and a telephone number which can be used in brochures, the Newsletter, professional association registers and other means by which the public will know where to contact the COA. It also requires that the EO be available to respond to calls or letters, or to make arrangements to have someone else fill this role if the EO is away for some prolonged period of time.

(b) The EO maintains a selection of article reprints, descriptive circulars, brochures and other materials that will provide information about the COA and the ombudsman function to those who may request it, and is responsible for sending such information in a timely manner.

Handbook Sales.

(a) The EO is available to answer questions about the Ombudsman Handbook and conditions under which it may be purchased. When checks are received from purchasers, the EO records the transactions in the financial records, deposits the checks in the COA bank account, and arranges for the shipments to the purchasers.

Board Attendance.

(a) The EO is an ex officio member of the Board and attends all Board meetings. The main function of the EO is to provide the Board with up-to-date information about the state of the COA finances and the COA membership, and to make any recommendations appropriate to these matters. The information is provided in a Statement of Revenues and Expenditures, a Balance Sheet, and an estimated and actual Budget Statement.

(b) The EO participates fully in the Board's deliberations on all matters. From time to time the Board may request the EO to carry out a special assignment (e.g., a survey of reasons for non attendance at the annual conference), or report on a topic of interest to the Board (e.g., the geographical distribution of the membership).

Attendance at Professional Meetings.

(a) The Board has asked the EO at various times to attend professional meetings of relevance to the COA (e.g., SPIDR), to distribute COA informational materials to others attending the meetings, and generally be available to answer questions about the COA and its requirements for membership.

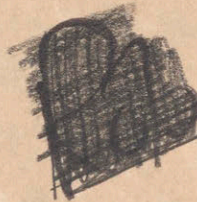
(b) In the future, assuming that the COA continues to grow in numbers and influence, it is likely that the EO will have to become more active in the public relations area. This could mean being available to give talks to interested groups, actively representing the COA at professional meetings through the presentation of papers and participation in panels, writing (or commissioning) articles about the COA to be published in professional journals or other publications, and being prepared to travel extensively if opportunities to speak arise.

Cost of Executive Office.

(a) The EO does not receive any compensation for services rendered. The EO is reimbursed, however, for any expenditures made in the course of carrying out the responsibilities described above. These include, for example, expenditures on postage, stamps, printing and copying, telephone, office supplies and office equipment, professional meeting fees, and travel on COA business. Normal practice has been to submit an itemized account of EO expenses for a specified period (typically this has been six months) to the COA President for approval, and upon receipt of the approval to draw a check on the COA account for the amount to be reimbursed.

Corporate Ombudsman

A S S O C I A T I O N



See yr evals

June 12, 1990

To All Corporate Ombudsman Association Board Members:

Post-conference greetings! My secretary has been working away at the conference evaluations and the COA survey. I have attached to this letter the summaries of the evaluations (plus a 1989 page for comparison), the surveys, and a new board of directors listing.

We received 52 evaluation sheets this year, up from 36 last year. I think mental illness and diversity received some of the highest ratings yet at around 70% excellent and 15% good. The overall conference ratings were also very strong at 50% and 30% (although similar to last year's numbers). However, the comments on the conference as a whole were very positive.

I think we're on the right track. The mix of COA and non-COA presenters seemed to work well. Please start thinking of ideas for outside speakers for next year.

Since the board decided prior to the 1990 conference to establish a conference committee and free the board of planning the details of the 1991 conference, I have followed through by asking Vince to chair this committee. Vince will work with Jim Hendry, and Bob Jones on the logistical arrangements and with Brian Gimlett, Tom Bolden, Ella Thurman, Tom Flood, Lewis Ashley, and other board members to develop the outline for the conference.

Please contact Vince if you would like to work with him, or if you have ideas or suggestions to pass on to him. I look forward to seeing a draft agenda from Vince at the next board meeting. Remember to reserve September 20 & 21 for the meeting.

Sincerely,

Mary G. Simon

Atts.
As Noted

**Mental Illness and Violence:
What the Ombuds Needs to Know
COA Conference: 23 May 1990**

Goals of Talk

- To talk about emotional disorder, mental illness, and individual violent behavior;
- To discuss handling difficult people;
- To be responsive to any questions and/or concerns you have.

What is mental illness?

- Normal: appropriate worry
- Neurotic: too much worry
- Character Disorder: not enough worry
- Psychotic: out of touch with reality

Psychotic Disorders

- Thought Disorders:
 - Schizophrenia
 - Paranoia
- Mood Disorders:
 - Manic-Depressive Illness
 - Psychotic Depression

The Prediction of Violent Behavior: the person, the situation, the setting

- ◆ Personality:
 - coping with *unbearable stress*
- ◆ Situation:
 - what circumstances lead to *unbearable stress*?
- ◆ Setting:
 - what cues and supports exist in the environment that favor non-violent or violent problem-solving and dispute resolution?

**The Prediction of Violent Behavior:
The Person**

- The Person:**
Dealing with *unbearable stress*; one can
1. become physically ill;
 2. become psychotic;
 3. become violent to oneself;
 4. become violent toward others.

**The Prediction of Violent Behavior:
The Situation**

- The Situation:**
What events, situations, changes lead a person to experience life as *unbearably stressful*?
- a. family
 - b. loss of job
 - c. leaving an institution
 - d. feeling like a nobody: humiliation
 - e. use of drugs
 - f. rejection, failure
 - g. success, promotion, doing too well

**Mental Illness and Violence:
What the Ombuds Needs to Know
COA Conference: 23 May 1990**

**The Prediction of Violent Behavior:
The Setting**

The Setting:

What are the social messages about how to behave?

- a. copycat phenomenon
- b. attitudes toward gun use
- c. definitions of male and female roles
- d. norms re dealing with frustration
- e. attitudes toward alcohol and substance use: inhibiting or releasing
- f. attitudes toward dispute resolution

**The Prediction of Violent Behavior:
The Predictive Question**

How likely is it that a person with a history of responding to *unbearable* stress with violence will again be in a situation that he/she will experience as *unbearably* stressful, and, if so, what is the setting around the person that might support or stop violent behavior?

Which emotionally disturbed and mentally ill persons present greater risks of acting violently?

- ◆ Most emotionally disturbed and mentally ill persons do not act violently.
- ◆ Most persons who act violently are not mentally ill.
- ◆ The importance of appraisals and expectations

Appraisals and Expectations

Appraisals:

How does the employee perceive what is going on around him/her?

Expectations:

What does the employee think is going to happen to him/her?

(We take action based on how we perceive the world around us and what we expect will happen after we act.)

The importance of perceived FAIRNESS

Which emotionally disturbed and mentally ill persons present greater risks of acting violently?

- ◆ Desperation → fear → violence
- ◆ Persons at risk:
 - ✓ paranoid
 - ✓ narcissistic with loss
 - ✓ psychotically depressed/suicidal
 - ✓ command hallucinations or delusions
 - ✓ manic
 - ✓ delusional or semi-delusional

Dealing with Emotionally Disturbed and Mentally Ill People in the Workplace

- ⇒ The workplace is not a "therapeutic" setting;
- ⇒ The importance of the perception of fairness;
- ⇒ Norms about acceptable behavior, even when things are difficult;
- ⇒ Responding to signals:
 1. threats
 2. suicide
 3. relationship between suicide and homicide

**Mental Illness and Violence:
What the Ombuds Needs to Know
COA Conference: 23 May 1990**

**Coping with potential violence
by emotionally disturbed and mentally ill persons**

- ◆ Create conditions for safety
- ◆ Treat with respect
- ◆ Listen to the story
- ◆ Don't promise what you can't deliver
- ◆ If you're concerned, let the person know
- ◆ "Experienced" gut feeling
- ◆ Making agreements about safety
- ◆ Seek consultation
- ◆ Know your forensic mental health system

**Diffident Suggestions for
the Prudent Ombudperson: 1**

Generic Suggestions

- 1) Know your organization's policies and procedures (if they are not up-to-date, get them changed???)
- 2) Develop comprehensive dispute resolution systems.
- 3) Consider which parts of the organization might be involved in a difficult employee situation: personnel, EAP, security, line management, other ombudspersons, etc.
- 4) Build relationships with these key components of the organization during less stressful times.
- 5) Plan collectively how your organization or group might deal with difficult employee situations.

**Diffident Suggestions for
the Prudent Ombudperson: 2**

In an individual case:

- 1) Evaluate degree of desperation: (how much time do you have?);

For all but emergencies:

- 2) Do as complete an assessment as possible;
- 3) Seek competent consultation;
- 4) Develop a plan, involving appropriate units of the organization;
- 5) Implement the plan;
- 6) Monitor implementation, making necessary changes;
- 7) At the conclusion, bring everyone together and debrief.

Corporate Ombudsman
A S S O C I A T I O N

SEP 12 1990

To: Members of the EO Search Committee (Luzie, K, Dawn) and
Mary Simon ✓

Enclosed please find the c.v. and covering note
from Gene Herbert, Int'l Monetary Fund Ombudsman,
who is interested in the COP Executive Officer position.
Luzie will be contacting you before the September
Board meeting to prepare a recommendation.
All the best,

Joni Andrey

Corporate Ombudsman Association
1990 Conference Evaluation

Comments

1. NEW MEMBER ORIENTATION

- I missed most of the session, but it seemed to be a very good ice breaker.
 - Good topic to cover!
 - Please continue.
 - Good concept. Needs improvement in specific investigative techniques.
 - Needs to be more structured. Introductions of board members and key members needed.
 - Brief and informative--told us what was important.
 - Ms. Rowe provided an excellent historical perspective of the COA. Suggestion: new members should be given a "New Members Information Packet."
 - I would like to have attended but couldn't, due to travel arrangements.
 - More on COA--save other issues for "training" session.
 - Sorry, missed most of it due to late arrival.
 - Give handouts of organization creation, officers, goals, mission, with explanation at this time.
 - I think it is important to have each new member give a short verbal "bio" at this meeting--even if it means extending it.
 - Okay start to conference, but should have more value in some sense.
 - The history of the Association is very important to hear, which was done well; however, more time should be spent with Q & A's.
 - Enjoyed Mary's comments.
 - Not enough info was really provided for one who only learned about Association recently.
- (NOTE: 13 people put down "did not attend" or "n/a." I didn't include those.)

2. OMBUDS TRAINING

- It was effective and perhaps groups with easels and report out would be more effective. Lawyer input was excellent.
- Excellent material and presentation with opportunity for us to all learn something new.
- Too long with too few breaks.
- Needs improvement. Attorneys need to clarify their statements.
- Needed more break time.
- Group was too large--unfair to trainers.

MAY 1990

- Did not participate. Heard good comments from many who did.
- Never seems to be enough time, but what was covered was very good.
- Would have been helpful to hear more of what ombudsmen *do* with situation; i.e., "How to's."
- Possibly some introductory "lecture" type material would help new people get their arms around such things as job description, normal reporting relationship, etc. (Possibly demonstrated proficiencies of a good ombudsman candidate.)
- Needs focus. Needs useful handouts.
- Very good session, gave all a chance to hear alternate ways of handling a situation as well as a process we should follow or consider in doing an investigation.
- Wrong place in program. A bit dry for a "starter." Better to have tables for materials (hard to balance on lap).
- I don't think this is limited to *new* ombudspeople; feel it is one of the most valuable parts of the conference for *all*. Liked the level of interaction.
- Not present--but overheard several highly favorable comments from those who did attend.
- Actual cases presented were informative, helpful and quite useful. The second half of the workshop was not presented particularly in the most informative manner. The discussion was somewhat disjointed.
- Group was too large to draw everyone into the discussions. Suggest Breakout Groups to facilitate greater interaction; each group provide summary and then whole group ranks the issues for consensus.
- Very positive way to get idea across.
- Make standard for annual meeting. Focus on *new* members.
- Great presenters/facilitators!! Basically a good design, but group was "coming from" too many places and the process began to drag; felt unfinished. Like case approach and questions.
- Consider focusing on skills needed by practitioners such as listening, recording info, investigative planning, etc.
- Group participation important and welcomed.
- Had too much to cover in a short time period--cut off useful discussions.
- Ombudsmen are trained to ask questions and analyze and are diverse in job duties. Increased opportunity to discuss points of lecture.
- I would not be the person, as Ombuds, to compel an employee to speak up. I would transfer that responsibility to line management.
- I learned a great deal, especially from comments made by the audience.
- Two cases were discussed. The first case was rather lengthy and drawn out. The second case (money in the desk) was too short and much more interesting.
- The identifying of interests got very lengthy, but it was helpful to hear how different people handle things. Maybe you could just talk about what you saw as the interests in the cases. Then we could discuss more cases, which is very helpful.
- The case studies provided most stimulating interaction among staff.

- A bit lengthy, great opportunity for discussion--leading to learning.
- Too much time on who's interest, etc. of first case, dry, not dynamic.
- Would have liked to have seen entire film with discussion.
- Did drag a bit on the first case--too much detail.
- Good format.

3. ETHICS

- Problem with seating arrangement, but was still a good session.
- More effective if all groups would use easels and then report out. However, this kind of involvement is a good energy raiser for the group. Alma was warm and likable. She, I think, would even be more effective with more organization, structure and clarity.
- Ethics is a big complicated area and we could have gained by either examining some difficult case studies or having a speaker bring us some significant new knowledge.
- Alma did a very good job.
- A good idea to collect data from group and compile it.
- Presentation could have been tightened up. Good subject to start with!
- Got people communicating and exchanging ideas.
- Good group work.
- Need to do this *again and again*.
- Some good discussion, but had hoped to use some actual case histories to exemplify ethical responses in some situations (what actually works).
- I don't think there is any value in Alma reproducing and binding the comments from today's session. Enjoyed the group interaction, though.
- Interesting to hear how ethics is defined to different people.
- It "stretched" our thinking and the questions were well constructed.
- Too short a time to cover basic philosophical underpinnings to job of ombudsman--good for what it *did* achieve.
- Interactive format was a good educational method.
- Time frame too short.
- It was a good idea to have this information pulled together and sent out.
- More on ethics issues, efforts currently in progress.
- Would have appreciated more clear outline of ethical dilemmas, more cases. Otherwise, ethics subject gets mushy and unfocused.
- Participation excellent for creative learning.
- Need to find a way to bring ethics and ombudsman positions together where they are different organizations in a business.
- Short lecture, group discussion *very* helpful--sharing of ideas great opportunity for education.

- Difficult subject because of variables in definitions, however, discussions were useful in gathering data and exploring lots of options to think about.
- Needs expanding to share experiences with dilemmas and potential resolutions--simple--complex range of issues.
- Not organized well enough. Tried to cover too much in too short a time.
- No conclusion--no closure--process was good--interaction was excellent--just needed closure.
- "Clusters" format calls on moderator to contribute little and exposes participants to all sorts of bad information; indifference, etc.
- Would have been better if longer discussions in smaller groups.
- Wealth of information shared.
- Tried to do too much in allotted time. Would like to see something further on this.
- Writing comments on board did nothing for me. Dialogue amongst entire group would have been better or even a speaker. Left us hanging. I was left with feeling of "what was that all about?"
- Would liked to have seen results, but will wait. Should be interesting.
- Bravo Alma. Good workshop.

4. REVENGE RETALIATION & VIOLENCE

- Enjoyed Bob Fein. Content was also good.
- Excellent. Learned a lot, which I believe is one of the reasons our companies pay our way to these conferences.
- Excellent presentation on the subject of dealing with individual who may be suffering from a personality disorder/character disorder/mental illness.
- Good information.
- Superb!!
- Excellent speaker. Learned a lot.
- Good topic. Need more examples and how to's.
- Very applicable, practical, down-to-earth interesting speaker (Dr. Fein).
- Content was extremely good and very informative. Most important to me was don't diagnose.
- Dr. Fein did an excellent job. He is knowledgeable, interesting and funny. Really enjoyed the presentation. He needs to stop insisting Mary tests his sour milk, tho.
- Great help in understanding and recognizing possible violent behavior.
- Dr. Fein has remarkable ability to communicate highly technical material in a way that is readily understandable by lay persons.
- He was SUPER. I learned a great deal and he did a great job of bringing his material to lay terms and relating it to our profession.
- Good speaker and useful material.
- Dr. Fein's presentation was informative and interesting.

- Speaker was well versed on the subject and the content/delivery were top-shelf.
- Good content and overview relative to ombuds role.
- Good presenter, and especially admired his accessibility.
- My opinion is that the ombudsman should not try to diagnose people's situation, but rather ensure the appropriate experts are contacted to resolve the client's problem--medical, financial, etc.
- Could easily be all-day lecture. However, need 10-15- minute break for group discussion.
- Very pleased with the presentation and all the examples to illustrate points. I really got a lot of useful information from this session--hope to use this in case very soon.
- Very sound exposure to complex issue. Good framework for exploration.
- Very good information.
- Dr. Robert Fein is an excellent and entertaining speaker. I learned a great deal.
- Good background information, but lacked "how to" use info in ombuds role.
- Very informative; well organized and presented.
- A Hi-Light.
- Difficult subject--clearly explained.
- Competent, credible and balanced.
- I hope this type of subject matter is presented at each conference!!
- Outstanding!
- Very knowledgeable. Good job.
- Very reliant.
- Good examples--Fein is Fine!
- Dr. Fein was an excellent presenter.

5. DRUGS/ALCOHOL

- Very good program. Again learned much.
- Too long and detailed, but good speaker.
- Bob Jones did a very good job.
- Good presentation by Bob Jones. Not sure what Jeanne Scott's role was--she just rambled.
- Found it worthwhile, particularly found comments from audience added to value of talk.
- Good consciousness raising; how the ombuds "work" the issue is complex, and needs some time on future.
- Very well presented.
- More on co-dependents.

- How can he say he hopes Marion Barry will be re-elected? What a joke! It would be different if Marion had the integrity to admit he's guilty and say he's sorry. But he's saying he was innocent of coke use and is insulting the entire intelligence of America.
- It was too "canned"--not very much to learn. She could have helped if they'd done it "together" and not just sequential talks. Case examples could have been better used.
- Not designed for this audience which is already familiar with problem. Speakers *not* intellectually stimulating.
- This issue will be discussed for sometime to come. What's needed is to get at the programmatic/root cause for this key topic, which presents a CATCH-22.
- More on ombuds role/behavior.
- An important topic that I was glad to see included.
- Too long.
- Important and useful information.
- Could use small group discussion.
- I expected to get more information about how I could recognize how to deal with people having problems. The list of famous people, as examples of drug users, was very poor for this conference.
- Did not feel the advance preparations were in line with quality of the rest of the conference.
- Very knowledgeable presentation.
- Good background info--Jeanne was terrific--dynamite with a short fuse.
- Bob Jones' presentation was excellent.
- He needed to give us more ways to identify users/abusers. More work-related situations.
- Jones: Too long; too unfocused; marginal relevance to ombuds; a lot of information most of us have heard before.
Jeanne Scott: Very animated, energetic presentation.
- Too long!
- Did not attend as I have been to this type of session twice before.
- Jeanne Scott: Excellent. Bob Jones: Poor.
Jeanne Scott should have gone on first. Her content and presentation were excellent!! Bob Jones' content and presentation were a *waste!!*
- Enjoyed it very much. Very important topic.
- Needed more explanation for rationale behind comments.
- Bob Jones' presentation too long. *Good* if we wanted an education on what types of chemicals are abused. Identification and dealing with affected employees still not addressed one hour into presentation. Jeanne Scott held my attention much better. Should have done the whole presentation.

6. WASTE, FRAUD & ABUSE

- Does not apply to my organization, so I was not as interested as some others may have been.
- Very objective presentation.
- Excellent with applications to ombudsman program beyond hotline for us with early limited ombudsman program.
- Mr. Simon may have been "too military" for some of the group. Some of his words "girls, gals" were offensive to a number of the members.
- Presentation was slow and time-consuming.
- Useful to understand DOD perspective.
- Anyone who equates the Department of Defense to a typical corporation lacks credibility!! No new info in presentation--too basic.
- Speaker's attitude towards audience poor.
- Speaker was pompous, condescending and rigid.
- Speaker needs to watch gender-based references--always said "he" when referring to Generals, Admirals as well as complaints/callers.
- Sexist.
- Very sharp presentation skills. Mr. Simon made a somewhat dull subject come alive. He's impressive.
- Very elementary--he talked "down" to the audience. Too statistical and boring. *Very simplistic.*
- A little too long. Informative, but not quite worth the time expended.
- Speaker well versed on the subject and content and delivery was excellent.
- Speaker seemed out of touch with audience and their job. Didn't "hear" questions (some), hence answers weren't relevant. Limited value, *at best!!*
- Sorry, I needed a time-out and missed this one.
- Needed more time.
- Informative.
- A lot of information on a process common to all--gave a good basis for comparison with our own function.
- Topic good, but talk missed the point. We don't want statistics on a procedure, we want intelligent content.
- The speaker was obnoxious, condescending, sexist and obviously didn't know his audience.
- He got too "long winded."
- Interesting fact-filled presentation. Striking similarities of hot-line dialogue/strategy and that of ombudsman.
- Needed something--don't know what! Informative.
- Very disappointing. Not sure how much higher level you could have tapped as a speaker. Needed more history and more application to us.

- Not much that was relevant to me.
- I felt that Ben's presentation was not in touch with ombudsman issues. We need waste, fraud and abuse geared toward real world ombudsman issues.
- Gave us info we had *better* already have, even if we are *not* Government contractors. Nothing new. Too much "venacular".

7. DIVERSITY/CORPORATE WORKFORCE

- Would like to have him back or maybe keep us updated, enlightened, etc.--through the newsletter?
- Outstanding presentation--excellent material--excellent for audience participation--important subject.
- Outstanding.
- Very good vision and thought-provoking.
- Dr. Jackson did a very good job on a difficult subject.
- Presenter presents information in a fun way.
- Dr. Jackson does not always "walk the talk" during his own presentation. He should consider that too many generalizations about white males may hinder the delivery of his good message. Otherwise, a wonderful session!!
- Great speaker: informative, insightful, entertaining. This was the most useful session. Bring this speaker back!
- Well done. Need to continue. Bailey Jackson is a good presenter.
- Dr. Jackson is a dynamic speaker! He brought up and explored some very genuine meaty issues. This was the best part of the conference! Let's not be afraid of controversy.
- Wonderful!!
- He was fabulous!
- Excellent speaker, thought-provoking.
- Entertaining presenter.
- Very dynamic presenter. He is extremely good at getting the audience involved. Good materials (handout). Could have spent the whole *day* on this!!
- Good, dynamic speaker--but with an orientation which inhibited white males from expressing realities--and encouraged those with private agenda. White, male, gentile, able-bodied, heterosexuals are defined by speaker as the dominant privileged class who alone commit the sin of discrimination and whose establishment must be--will be--broken down by social diversification. This thesis is acceptable to much of the growing majority of non-members of the class, but I find it to be highly offensive as reeking of prejudice *and* anti-meritocratic. A disaster recipe for America.
- Mr. Jackson's workshop should have been scheduled earlier in the conference; perhaps on the second day!
- A little more focus and discussion as to the ombuds role in diversity and how to effect change at the top.

- More of this.
- I've recently had two other training experiences on this topic, so I'm a bit saturated. But the framework was new and the presenter entertaining. Now I need more specific cultural info to use in my work interactions.
- Too long.
- Involvement, layman's terms, excellent speaker to motivate recalibration of thinking.
- Excellent presenter and materials.
- Good mix of lecture and group discussion.
- Only attended half. Felt at times the speaker was going around in circles and I was losing the message he was delivering. However, by the break, I felt he pulled it all together for me.
- A lot to think about--good focus on necessity of focus on reality--showed me a need for clearer vision of company direction/goals.
- Stuff here that I definitely can use.
- Excellent speaker and lecturer. Should have heard his presentation the 1st or 2nd day.
- Good info--sense of direction.
- Three stars!
- Very beneficial information to take back to the workplace. He's worth hearing again!!
- Forceful, dynamic, informative. A superb ending to the program.
- Increase of awareness of diversity issues. I felt at times Dr. Bailey preaching to the choir. People policies by companies will help. Would have liked more handouts from Bailey to help my CEO. Did we get answers or help in increasing our skills here.
- A very convincing session. I was stimulated and challenged.
- Dr. Jackson's presentation leaves me with the feeling that his vision of a diverse workplace would not include white males.
- Bring Dr. Bailey Jackson back *again!!* He more than made up for a poor presentation by Bob Jones and an uninteresting presentation by Ben Simon.
- This is such a critical topic--should have been first topic covered on first day when everyone was in attendance. People who had early flights missed it.
- Will take back this info for education. Super.
- As always Bailey is outstanding. Anecdotal experiences are right on the mark! A tough issue we will have difficulty getting our corporations to understand and address.
- Dr. Jackson was an excellent presenter. His style made discussing a difficult topic comfortable to deal with.

8. MARY ROWE'S CRYSTAL BALL

- Very good.
- Had to leave early. I am so sorry I missed this!! Have heard it is always a real highlight of the conference.
- This is always one of my favorites.
- Inspiring--the right note on which to end.
- Always fun to hear Mary talk.
- Excellent closing remarks.
- Reasons for concern--as well as hope. Perhaps this could be incorporated as State of the Union/Crystal Ball kick off of conference rather than squeezed at the end.
- Always a highlight.
- Too short!!
- Very helpful and uplifting!!
- As always--a challenging, stimulating send-off.
- A must each year.
- Timing may have been a factor. Has been better.

9. CONFERENCE OVERALL

- Maybe need to consider keeping the room rates within a certain range so that more people can attend or continue to attend.
- Bit too long.
- Very good--sessions, contacts, available literature.
- I think the conference provided valuable information to all ombudsmen. Attending the conference was beneficial to me personally and will help me in my role as an Ombudsman.
- I shall return!!
- I really enjoyed the conference. It was thought-provoking.
- My first conference and it was a wonderful experience!
- As a new member, I got a lot out of the conference. I especially appreciated all of the handouts. They will be very beneficial back in the plant. Professor Mary Rowe and Jim Hendry certainly provides excellent leadership for the Association & Conference. I enjoyed the interchange with the many interesting people who attended.
- The best professional organization I belong to.
- A little "breathing" space or networking time would be great--if business is a super hassle to leave, how about setting the conference to begin on Sunday afternoon or evening instead of mid-week?
- Keeping the subjects topical was good and should be continued.
- Well done.

- Need more sensitivity to cost effective; i.e., less expensive places, which support networking; i.e., all in same hotel.
 - I'd have attended an evening session in exchange for more free time during the afternoons--to play, to network, to digest, to space out. Breaks and lunch seemed too short, too. The overall effect was a form of burnout. I'd like to try to get as much info across without back-to-back, backside breaking sessions. Facility and food were FIRST CLASS! Thanks!
 - One-hour limit on discussions from any one speaker--maybe multiple speakers on a single subject--more audience interaction.
 - Enjoyed overall, participation, exchange info.
 - Good conference. All of us have valuable experiences. I'm partial to learning through dialogue in small groups--sharing of stories and approaches.
 - Great. Keep having these. I missed my Polaroid--sorry. Not sure if they have lasting value for same event. I'd be glad to send you a photo.
 - This was time well spent for me. We are discussing the issues for success of the corporations--perhaps the country.
 - Let's try to have a look at the content of presenter's talk so we don't get stuck with statistics alone, like the Waste, Fraud & Abuse talk.
 - The location was excellent.
 - Best ever.
 - A number of issues still preaching to choir. We still need more training in handling conflicts/resolution. Appreciate issues raised (there are so many more nonminorities). Where is emphasis for future--Published vision?
 - Wow - I loved it. How about a "fun" evening activity as a mixer; i.e., maybe riverboat ride in New Orleans.
 - Trying to cram too much into too short a period of time. How about extending to two full days plus training? *Always* reserve block of rooms for night before conference begins!
 - More time for networking would have been helpful to me as a new member and new ombuds.
 - Primarily for speakers and especially interaction with other participants.
 - This year's conference is the best yet. Not that the others were not good!! The quality of content and level of discussion shows a greater level of expertise.
 - Very valuation information and excellent forum for networking.
10. DO YOU FEEL NEW MEMBER ORIENTATION SHOULD BE CONTINUED? WHY?
- Yes. As a new member last year, this made me feel welcome and defined the organization's goals.
 - Yes. Role is an unusual one which most people don't know much about.
 - Yes.
 - Yes. It is a beginning orientation. Perhaps distributing company ombudspersons list here would be worthwhile.

- Yes.
- Yes. Found it useful when I started.
- Yes. May need additional time allotted for basics about ombudsmanry.
- Yes.
- Yes. More time needed if there is a large number of new members.
- Yes. Gives them a sense of who we are and what we do.
- Yes. New ombuds are often overwhelmed by their new responsibilities and work alone. Good to hear that others are experiencing the same thing.
- Yes. With 39 new members this year, there is an obvious need.
- Yes.
- Yes. I think new members should attend a brief overview on the role of the ombudsperson. Previous members can choose to attend or not.
- Yes, to make new members feel welcome.
- Yes. Good opportunity for new people to ask questions that older members have heard before and may not want to spend time on.
- Yes, but don't limit to new members. I like this kind of session/workshop. How about smaller groups with a couple of new Ombuddies and several experienced ones and do a couple of "cases?" Or several concurrent "workshops?"
- Yes. The orientation session provides a good introduction to the organization for new members.
- Yes. Dynamic and expanding ombudsmanry orientation is an organizational requisite.
- Yes. However, more time is needed to cover the Association's goals and objectives, and what members get; i.e., benefits of being a member.
- Yes. Allows new people to better understand what the COA is all about and allows time to get to know the other members.
- Yes. Do more about organization. Call for ideas.
- The profession is so diverse; orientation serves to "ceremoniously" welcome, but also should bring new members into the fold of common issues.
- Yes. History and background gives some identity to the group.
- No. Not with present for most. However, refer to comments on #1 to make it informative and the new members will feel ownership. (Give handouts...)
- Yes, important to help new people to assimilate. Always make it first or last on agenda so members can choose to attend or not.
- Yes. Feel those who are new to Association/profession need to be brought up to speed--made to feel they're not "alone."
- As long as there is a sense that the COA is growing by 10-20% year.
- It's important that you have a good speaker to welcome the group; e.g., Mary Rowe is an excellent speaker and credible.
- Yes. It's a good refresher for us "old" ombuddies and it's a good way to meet the new members.

- Yes. But keep it brief.
- Yes. Need introductions.
- To let new members know they're valued.
- Yes! Nice welcome and good intro.
- Yes. As a new member, I felt it was helpful to see "who's who," than have to figure it all out on my own.
- Uncertain?? When I went to the one in Raleigh, I felt singled out or different because I was new to the COA!!
- Yes.
- Yes. So everyone is operating from same base.
- If you want it to continue to grow and get new members involved, you make an assumption that new members are familiar.
- Yes. It provides a good overview of the organization. Also provides an opportunity to meet the board of directors.

11. DO YOU FEEL NEW MEMBER ORIENTATION WAS WORTHWHILE? IF ANY, WHAT OTHER TOPICS DO YOU FEEL SHOULD BE COVERED?

- Yes.
- Yes.
- Yes. Basics about being an ombudsman.
- Yes.
- Yes. Just keep to introducing them to COA.
- Yes.
- I have no suggestions for improvement.
- Yes.
- Yes.
- Somewhat--committees and history.
- Because of time limitations, a more general approach, which featured the broad range of experiences of seasoned members would be more effective than focusing on one issue.
- Yes. Heard someone mention a history was being completed. Would be interesting to hand out.
- Yes. How to manage one's self in the job; avoid pitfalls of experienced ombuds; helpful hints.
- In part it was done too casually--Virg/Mary's part was most helpful--continue. I think some more "formal" talks by the conferees needs condensation.
- Allow more question and answer period.
- Yes.
- Okay as is.

- Yes. Might be helpful to know what new members hope to gain from COA.
- You've asked the same question a different way.
- Yes. More time about opportunities or survey.
- Worthwhile.

12. WAS THE OMBUDSMAN TRAINING SESSION HELPFUL? DO YOU FEEL IT SHOULD BE CONTINUED? EXPLAIN.

- Yes. Please continue. Gives us an idea on how to solve cases and allows new people to see exactly how an ombuds operates.
- Yes. New problems, legislation, changes in society and corporate culture require new exchanges.
- Yes. It introduces elements of effective implementation in an interactive way.
- Yes. Very good.
- Yes.
- It should be continued, but better orchestrated.
- Yes. Smaller groups.
- Did not attend. I do not think it should be continued.
- It was weak. I'd like more details on various laws and how they impact on us.
- Yes. Yes. New ombuds need to clarify their positions and functions.
- More "How to's."
- Yes.
- Yes. I'm much clearer on the legal aspects now.
- Yes.
- Yes. Good exchange of ideas and way people handle problems.
- Yes, but restructured--later in program.
- Yes. I feel it should be continued. The case method of interaction with practical examples proved very helpful.
- Yes. How often is there such a collegial opportunity available to the "Lone Ranger."
- Yes. Yes. Because the critical issues of conduct and legality are ever-changing and updates/training are key to COA's success at the practitioner levels.
- Yes. It is a good way to get everyone focus.
- Yes. More basic--assume less experience.
- Perhaps a needs assessment during the year could identify a few "hot trends" or new issues. Concurrent training sessions of 2-1/2-3 hours could be offered during "training" period.
- Yes.
- Yes. Using case study and group involvement is stimulative for creative thinking and feel easier participating in later sessions.

- Outline of various functions of ombudsman job description--discussion of each of our major job roles.
- Somewhat--too much in short period. I think more options and time to discuss how to work one problem would be helpful--grueling for experienced people.
- Needs to be expanded--"nonanswers" from attorneys are understandable in this complex field, but not very helpful.
- No.
- Yes. It was helpful to hear different perspectives and get new ideas.
- Yes, definitely.
- Same stuff we heard.
- Yes. Can lead to development of standards for ombuds and possible future accreditation.
- Yes. Most useful concept--consider each party's interest.
- Helpful--not a lot of new stuff, but helped to know what I do is on track.
- Like the idea but need a more dynamic approach to ensure conference *starts* on high note.
- Yes. Best way to get message across.
- Yes. Although it was at a level which was "ordinary," it was useful. More complex issues should be presented with difficult or less obvious solutions.
- Yes. It is good to "walk through" typical cases.
- Yes. How as an ombudsman, to deal effectively with multicultures within the workplace.

13. DO YOU FEEL TRAINING SESSIONS DURING THE CONFERENCE ARE NEEDED? IF "YES"--HOW MUCH TIME SHOULD BE UTILIZED?

- Yes. Maybe an hour--hour-and-a-half at most.
- Yes.
- Yes, something which communicates exactly what one is doing and what has been achieved specifically in programs would be good.
- Yes.
- Yes.
- No.
- Yes!!!
- Not during general conference--but before and after perhaps.
- Yes. All A.M. or all P.M.
- Yes. 1/2 day.
- Yes. Part or all of a morning session.
- Yes--plenty. I get a lot from hearing other people's "war stories" and sharing my own.

- 1/3? Some definitely need it. Perhaps optional or alternative training sessions should be programmed.
- Yes. I suggest the training sessions should be 30-45 minutes.
- Yes. Training is needed. However, suggest the training sessions be set aside, i.e., not part of the main conference. For example, training sessions by specific topic scheduled a day earlier or later.
- Yes. 20%. This is the key way that we really understand how others actually solve and deal with concerns.
- Yes. Some--specific topics.
- Could be offered once a day--say, in the afternoons, with plenary sessions in the a.m.
- The long lectures are in affect training.
- Yes. The current length appeared to be adequate. That is a situational measurement.
- Yes. Half a day of workshops.
- Yes. Half day. Conference should be one day longer; e.g., Tuesday evening, reception; Wednesday and Thursday, conference; Friday, business meeting and wrap-up.
- Yes--at least half the time of conference. I also like the idea of having certificates or having COA doing certification. Would like to hear more about this next year.
- A separate training session might help with the focus of conference-- however, training has its place here.
- Yes, as this session.
- 1/2 day.
- I like either being able to participate or to have case studies to apply the issue to.
- A lot. Real case studies are a stimulating exercise, even for the most experienced. And they have much, much to contribute.
- Yes. Maybe a few good videos that are out there.
- Yes--maybe 2-4 hours?
- Yes. I would like to see some time set aside (other than breakfast, lunch and dinner) for an outing for the ombudsmen together as a group (e.g., trips to historical attractions of the area, etc.).
- Yes. Good for new members/ombuds.
- One-half, which includes getting together in group discussions and at meals.
- Yes, about the same amount as this conference.
- Yes. The time seemed adequate.

14. WHAT TOPICS NOT COVERED WOULD YOU LIKE TO SEE INCORPORATED INTO FUTURE CONFERENCES?

- How about separate Ombuds role from other roles; i.e., attorneys or other roles with conflict, etc.--when you wear both hats.

- What is the role of the Ombudsman in corporate culture change?
- How to conduct an inquiry.
- More on diversity.
- Not sure--will forward ideas as they come.
- The alternatives to corporations having to do remedial teaching; e.g., support of and strengthen the school system.
- Ombuds contribution to organizations in change. Labor laws. New legislation--impact on workforce.
- People in the 40-60 age group (who are being squeezed by children returning home with their own kid or children who don't leave home) plus are responsible for care of elderly relatives.
- Legal issues arising from inconsistent treatment of employees; e.g., if an employee does something vs. corporate policy, he/she is fired, but if a supervisor does it, he/she is "slapped on the wrist."
- Nature of ombudsman's power; to whom does the ombudsman report? Who can fire the ombudsman? What pressures does organization subject ombudsmen to? *Can* an ombudsman be neutral if on company payroll? Are our members *truly* ombudsmen, or management facilitators?
- None.
- More on Public Law - 210: Intimidation and Harassment.
- More of the legal driving forces.
- Ways ombudsman effect systems change--as contrasted, if applicable, with HR management, top management, and other staff approaches to change. Case studies of how others are involved without becoming a "program manager" for change in particular program areas.
- What ombudsman awareness training is given to workforce.
- Case resolution--making sure ombudsmen close the loop--especially when they don't handle the actual investigation.
- Negotiation and mediation techniques. Investigation techniques by "practicing ombudsman"--more discussion on ethical concerns and development.
- Conflicts--how people manage these. Techniques and practices (especially helpful to newcomers).
- Some of the issues Mary Rowe has written papers on; e.g., shield laws, record keeping.
- Ombuds careers and all their questions. Downsizing, restructuring, merging, acquisitions, etc.
- How, as an ombudsman, to deal effectively with multicultures within the workplace.
- Shuttle diplomacy, mediation.
- Performance evaluation seems to be a big problem in every ombuds work program.
- How to handle HR hostility. How to increase our status with CEO. Data we can take back to CEO. "Private or Confidential." Make him/her feel like it was

worth it to send you!

- **Mediation.** Dealing with our own career development in light of our current responsibilities.
- **Harassment.**
- **More on discriminatory practices, sexual harassment, etc.**
- **What ombudsmen do (diversity) (technical). What other organizations do. Liability.**
- **Co-dependent worker and what the Ombudsman can do if approached.**
- **I am very new to the profession and appreciated all the topics presented.**

15. IF COA WERE TO OFFER TRAINING SESSIONS DURING THE YEAR-- WOULD YOU CONSIDER ATTENDING? IF "YES" WHAT TOPICS WOULD BE OF INTEREST TO YOU?

- **Yes. Ethics issues, confidentiality, the ombuds vs. management.**
- **Yes. Depending on subject.**
- **Will write.**
- **Skill building--talk about cases. Videotape and give feedback.**
- **No.**
- **The training must be specific to the issues that I am dealing with.**
- **Yes. Mediation techniques. Executive development and training sessions. "Time Management for the Ombudsman."**
- **Yes. Unless economically prohibitive; i.e., fly long distance to expensive cities.**
- **Yes. Mediation. Negotiating.**
- **Possibly.**
- **It would be tough to get away for something like this. Suggest, however, doing what was done last year for new Ombuddies.**
- **No.**
- **Yes. Conducting interviews and preliminary investigations.**
- **No.**
- **Effects of this work on individuals. Building support systems. Identifying and dealing with new trends in reports.**
- **Yes. How to improve my communication skills in discussing an employee's concern.**
- **Probably would not be able to attend.**
- **Yes.**
- **Conflict Resolution. Facilitation/Problem Solving. Learning about diverse cultures.**
- **Yes. Complex issues others have experienced investigating--how to be a legitimate ombudsman.**

- Might be more cost effective to fit into programming already established that apply to ombuds.
- Not this year. I would need to budget the expense. Senior management is frowning upon nonbudgeted expenses.
- Yes.
- Yes.
- Don't know.
- Would have to give this more thought. Would have to be more on dealing with misconduct/legal suits.
- Possibly.
- Mediation.
- Yes.
- Corporation's budget would not allow this. It is encouraged by upper management to attend local training sessions and seminars.
- Yes. Current issues! Age-sex-race-sexual preference.
- No. Too new to profession.

16. DID YOU ATTEND THE ANNUAL MEETING?

Yes: 37; No: 6; No Response: 9

(NOTE: One person who responded 'No' assumes it's different than the conference)

17. IF YES, DID YOU FIND IT WORTHWHILE? WHY?

- Yes. We were filled in on progress of the organization's growth and future plans. Also update on the shield law interesting.
- Yes.
- Yes. It gave some sense of the function of the organization.
- Yes.
- Yes. Good to know what the board is doing.
- Yes. Interested in shield law.
- Yes. I feel I have a better understanding of what the Association is trying to do for me as well as the fact that the Board of Directors encourages my involvement and input.
- Yes. Helps one to understand that this is an organization that depends on input and involvement from its members.
- Yes. Discussions and networking.
- Yes.
- Yes.
- Yes.
- Yes.

- Yes. To discover what makes COA tick--who are power structure. What is the purpose of COA--is its goal changing?
- Yes. Faces, places, issues.
- Yes. As my first meeting, I developed some key networking and obtained peer info that confirms our program, which is 5 months young, is off to a good start.
- Understood what the goals of the organization are.
- Somewhat--too short.
- Yes. Gave me a sense of the organization's "culture," beyond our specific work format and issues.
- Yes.
- Somewhat. Shield law of interest.
- Yes.
- I found it interesting and informative.
- Yes. Network--always about 75% very good info. We can make it 100% with some reviews.
- Very much so. As a new member it was important for me to hear that other ombudspeople have the same concerns and issues that I have had.
- It was okay.
- Yes.
- Yes. Highlights needs to strengthen organization and to participate beyond membership.
- Yes. Informative. Made me feel part of the group. Thanks.
- Yes. a) general update on status of COA, b) learn who new Board is, and c) report on shield law.
- Yes. A little bit of insight into what is going on within the COA was helpful.
- Yes. Gives perspective of the organization.
- Somewhat.
- Yes. Better understanding of organization and issues being researched, etc.

18. WOULD YOU MAKE ANY CHANGES IN CONTENT OF THE MEETING? IF YES, WHAT AND WHY?

No: 10; No Response: 28

- Shorten--2 days/1 night.
- The conference needs to allow for more free time (maybe one afternoon early say around 2PM) so that the attendees don't have to miss a session to see a little bit of the local area.
- Need to address different skill and experience level.
- Yes. I'd like more "networking" time--also, a place where smaller groups could talk quietly. Maybe a half-day to just "noodle" or play volleyball together or something??

- Yes. Explore the concept of industry-based-tracks. These tracks would provide a sharper focus for people facing common problems.
- Think I've already covered this.
- Make sure to provide time for attendees' questions and discussion.
- No. Good procedure--short and to the point.
- Some break time to enjoy locale or just relax. 8-5 too long for conference.
- I think all subcommittees should report out in detail.
- Just keep on with up-to-date topics.
- Have speakers give more workplace examples and how it applies to ombuds role. Some were very good with this.
- *More time* to just talk with each other by rotating groups.
- Would cut back on the Waste, Fraud & Abuse section. Too many members are not in area of Defense.
- No. Keep up the great work. Super job!

19. ARE THERE ANY OTHER COMMENTS/SUGGESTIONS YOU'D LIKE TO SHARE?

- Great meeting.
- Glad to see the Board moving towards more diversification and including more "newer" COA members.
- Need to schedule breaks that allow participants to process the content of the sessions.
- Please try to hold meetings on long weekends; e.g., start Thursday evening--finish Sunday night or Monday morning. Some ombudspeople work hard for their bread--and mid-week meetings are hard.
- No. COA is off to a good start. I'm impressed with the caliber and depth of knowledge the professional members have!!
- Thanks.
- Good job overall--this fledgling *will* fly!! Thanks to all.
- I know how difficult conference planning is, and in an organization growing so fast and taking form, it must have been especially difficult. It was such a special part of the conference for me to meet the principals of the COA. Thank you for a validating and stimulating 3 days in Hershey!
- Consider a topic on the lighter side of the work.
- Enjoyed conference, especially interaction and exchange of ideas and info between attendees.
- More frequency of newsletter (and longer issues). More regional get-togethers throughout the year.
- Be careful about the appearance of a leadership "club" or cliques--or in reality think about how to attract more companies.
- We need a few hours to spend exploring the area or taking in sights. Possibly an evening session to compensate for an afternoon off.

- Dr. Fein was very helpful. I got a lot of points that will really help in my day-to-day activities.
- Publish, distribute what ombuds have done that has made a difference.
- Time--increase lunch break by 1/2 hr. Have day equal approx. 8 working hours. Not enough networking time available.
- Great conference--great time--made a new friends--thank you!
- I think we should consider the places we choose to have the conference, because it is a tough sale for a lot of government organizations and government-dependent organizations to attend and stay in a hotel for \$166/night!! (per diem is lot less).
- My only concern is that some members might not attend for reasons of cost. We should try to hold costs (room & travel) down.
- Only that the organization and the meetings are very necessary and worthwhile.
- Regarding diversity--I was unaware of any diversity of the Hershey Hotel workforce.
- Very informative conference. Members are very friendly and willing to share information. Great facility.

**CORPORATE OMBUDSMAN ASSOCIATION
1990 CONFERENCE EVALUATION**

EVALUATION	Excellent	Good	Fair	Poor	No Response
1. New Member Orientation	12%	46%	-	-	42%
Content	13%	35%	4%	-	48%
2. Ombudsman Training	21%	46%	13%	-	19%
Content	23%	40%	13%	-	23%
3. Ethics Cases	25%	46%	13%	6%	10%
Content	27%	38%	17%	6%	12%
4. Revenge Retaliation & Violence	73%	15%	2%	-	10%
Content	69%	15%	2%	-	13%
5. Drugs/Alcohol	27%	40%	15%	2%	15%
Content	27%	35%	15%	2%	21%
6. Waste, Fraud & Abuse	13%	31%	17%	17%	21%
Content	15%	25%	17%	17%	25%
7. Diversity/Corporate Workforce	77%	15%	2%	-	6%
Content	69%	17%	-	-	13%
8. Mary Rowe's Crystal Ball	33%	21%	2%	-	44%
Content	27%	21%	2%	-	50%
9. Conference Overall	50%	31%	-	-	19%
Content	40%	31%	4%	-	25%

**CORPORATE OMBUDSMAN ASSOCIATION
1990 CONFERENCE EVALUATION**

EVALUATION	Excellent	Good	Fair	Poor	No Response
1. New Member Orientation	6	24	-	-	22
Content	7	18	2	-	25
2. Ombudsman Training	11	24	7	-	10
Content	12	21	7	-	12
3. Ethics Cases	13	24	7	3	5
Content	14	20	9	3	6
4. Revenge Retaliation & Violence	38	8	1	-	5
Content	36	8	1	-	7
5. Drugs/Alcohol	14	21	8	1	8
Content	14	18	8	1	11
6. Waste, Fraud & Abuse	7	16	9	9	11
Content	8	13	9	9	13
7. Diversity/Corporate Workforce	40	8	1	-	3
Content	36	9	-	-	7
8. Mary Rowe's Crystal Ball	17	11	1	-	23
Content	14	11	1	-	26
9. Conference Overall	26	16	-	-	10
Content	21	16	2	-	13

CORPORATE OMBUDSMAN CONFERENCE 1989
CONFERENCE EVALUATION

EVALUATION	Excellent	Good	Fair	Poor	No Response
1. Ethics/Dramatized Case Study Content	60% 44%	31% 31%	3% -	- -	6% 25%
2. Legal Issues Content	31% 25%	44% 39%	11% 8%	- -	14% 28%
3. Confidentiality Content	39% 42%	42% 22%	8% 11%	- -	11% 25%
4. Ombudsman Research Content	14% 17%	47% 47%	25% 8%	- 3%	14% 25%
5. Tools-of-the-Trade Content	52% 32%	31% 28%	- 6%	- 3%	17% 31%
6. Ombudsman/Catalyst for Change Content	36% 25%	44% 36%	3% 8%	- -	17% 31%
7. Mary Rowe's Crystal Ball Content	67% 53%	11% 8%	- -	- -	22% 39%
8. Conference Evaluation Overall Conference Content Overall	50% 31%	28% 33%	- -	- -	22% 36%

June 13, 1989



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