

6th ANNUAL CONFERENCE

April 1-6, 2011
Portland, Oregon



INTERNATIONAL
OMBUDSMAN
ASSOCIATION

PROGRAM BOOK



Join the Conversation: Learn. Share. Grow.



**The Premiere Provider of Professional Development
for Ombudsman Practitioners**

AGENDA AT A GLANCE

SUNDAY, APRIL 3, 2011

Separate Pre-Registration Fee Required.

Welcome Reception Open to All Pre-Conference and General Conference Attendees

Time	Activity	Location	PDH's
7:30am-5:30pm	Registration Desk Open	Grand Ballroom Foyer	
7:30am-8:30am	Breakfast for all Half Day AM and Full Day Pre-Conference Course Attendees	Grand Ballroom II	
8:30am-5:00pm	Pre-Conference Full Day Course #1: Tough Choices—Resolving Dilemmas for Ombudsmen	Parlor B	7.5
8:30am-5:00pm	Full Day Course #2: Master Class: Skills for the Experienced Ombudsman	Galleria North	7.5
8:30am-12:00pm	Half Day AM Course #1: Can You Hear Me Now? Listening as a Foundational Skill	Parlor A	3.5
8:30am-12:00pm	Half Day AM Course #2: Resolving Workplace Bullying: A New Approach for Ombudsmen	Galleria South	3.5
12:00pm-1:30pm	Lunch for all Full Day and Half Day PM Pre-Conference Course Attendees (includes Ombudsman 101 PLUS)		
1:30pm-5:00pm	Half Day PM Course #1: Organizational Integrity: Values in Action	Galleria South	3.5
1:30pm-5:30pm	Ombudsman 101 PLUS Professional Development Course	Parlor A	4
5:30pm-7:00pm	Welcome Reception Cash Bar. Open to all Professional Development, Pre-Conference, and General Conference Attendees.	Grand Ballroom II	

PRE-CONFERENCE COURSES

MONDAY, APRIL 4, 2011

GENERAL CONFERENCE, DAY ONE

6:00am-7:00am	Fun Run/Walk Around Portland		
6:00am-7:00am	Yoga Class	Salon I	
7:30am-5:30pm	Registration Desk Open	Grand Ballroom Foyer	
7:30am-8:30am	Breakfast for All Conference Attendees	Grand Ballroom II	
8:45am – 9:00am	Conference Welcome & Opening Remarks <i>Michael P. Mills, Ombudsman, City of Portland</i> <i>Dr. Cornel Pewewardy, Associate Professor of Native American Studies, Portland State University</i>	Grand Ballroom I	
9:00am-10:00am	Keynote Address <i>Alicia C. Shepard, Ombudsman, National Public Radio</i>	Grand Ballroom I	
10:00am-10:30am	Networking Break		
10:30am-11:45am	IOA Annual Business Meeting Limited to IOA members only.	Grand Ballroom I	
	Concurrent Plenary Sessions		
	A. Supporting Organizational Integrity: Speaking the “Second Language” of Values <i>Mark D. Bennett, J.D., Decision Resources, Inc.</i>	Galleria II	1.25
	B. Building and Maintaining Cultures of Integrity <i>Martin L. Taylor, Director of the Center for Corporate Ethics, Institute for Global Ethics</i> <i>Randy Williams, Managing Director, Redmond, Williams and Associates, LLC</i>	Galleria III	1.25
12:00pm-1:00pm	Volunteer Recognition Luncheon All Conference Attendees Welcome.	Grand Ballroom II	
1:15pm-2:45pm	Concurrent Sessions		
	1. Helping Ombuds Visitors Tell More Productive Stories	Parlor B	1.5
	2. Human Resources and the Ombudsman Office: Strong Partners in Challenging Times	Grand Ballroom I	1.5
	3. Mn/DOT's Ombudsman Program Resolves Issues and Rebuilds Trust	Parlor A	1.5
	4. Information Session with the Directors of the IOA Board of Certification (CO-OP)	Parlor C	1.5
	5. Climate Change Isn't Always Bad: Tools for Diagnosing and Working with Your Organization's Communication Climate	Galleria II	1.5
	6. Ombuds Work: Reflections on your Lived Experience	Galleria III	1.5
2:45pm-3:15pm	Networking Break	Grand Ballroom Foyer	
3:15pm-4:45pm	Concurrent Sessions		
	7. Safeguarding the Role of the Ombudsman in College and University Settings	Parlor C	1.5
	8. Raising Our Voices: A Town Hall Gathering for Associate, Affiliate, and Retired Members of IOA	Parlor B	1.5
	9. Conflict Coaching: A Whole New Toolkit for the Ombudsman	Grand Ballroom I	1.5
	10. Invisible Preference: The Challenge of Mediator Neutrality	Galleria II	1.5
	11. When Women Talk: Reflections on Mediating Disputes Among Women	Galleria III	1.5
	12. Using Mediation as a Mean to a More Peaceful Society	Parlor A	1.5
5:00-6:00pm	Cocktails with the IOA Board and Committee Chairs Cash Bar. Open to All Conference Attendees.	Grand Ballroom II	

AGENDA AT A GLANCE continued

TUESDAY, APRIL 5, 2011

GENERAL CONFERENCE, DAY TWO

PDH's

6:00am-7:00am	Fun Run/Walk Around Portland		
6:00am-7:00am	Yoga Class	Salon I	
7:30am-5:30pm	Registration Desk Open	Grand Ballroom Foyer	
7:30am-8:30am	Sector Forum Discussions & Breakfast for All Conference Attendees	Grand Ballroom II	
8:45am-9:45am	Keynote Address <i>Johnston Barkat, Assistant Secretary-General, United Nations</i>	Grand Ballroom I	
9:45am-10:15am	Networking Break	Grand Ballroom Foyer	
10:15am-11:15am	General Session: The Convergence of Diverse Ombuds/Ombudsman Offices: Comparing the Spectrum of O/O Applications to Identifying Structure, Essential Characteristics, and Value to the Organization as Well as Those Served <i>Michael P. Mills, Ombudsman, City of Portland</i> <i>Johnston Barkat, Assistant Secretary-General, United Nations</i> <i>Alicia C. Shepard, Ombudsman, National Public Radio</i> <i>Howard Gadlin, Ombudsman, National Institutes of Health</i> <i>Francine Montemurro, University Ombuds, Boston University</i>	Grand Ballroom I	1
11:30am-12:30pm	General Session: Preventing Targeted Violence: What Organizations and their Ombuds Might Want to Know <i>Robert A. Fein, Ph.D., Director, The Metis Group, Inc.</i>	Grand Ballroom I	
12:45pm-1:45pm	Lunch for All Conference Attendees	Grand Ballroom II	
12:45pm-1:45pm	Lunch for Ombudsman New to the Profession & First Time Attendees* <small>*Pre-Registration Requested</small>	Galleria III	
2:00pm-3:30pm	Concurrent Sessions		
	13. The Ombudsman's Role as a Leader in the Organization	Grand Ballroom I	1.5
	14. What Ombudsmen Should Know About Whistleblowers and Whistleblower Laws	Galleria I	1.5
	15. Federal and State and Local Ombudsman: What We Can Learn from the Differences and the Similarities	Parlor B	1.5
	16. Electronic Communication Strategy: Online Conflict Management Coaching Tutorial	Parlor C	1.5
	17. Interest Session for Editorial Reviewers for The JIOA	Parlor A	1.5
	18. The Untold Millions - Demonstrating Organizational Ombudsman's Value Return	Galleria II	1.5
3:30pm-4:00pm	Networking Break	Grand Ballroom Foyer	
4:00pm-5:30pm	Concurrent Sessions		
	19. Therapeutic Theory and Skills for the Ombuds	Galleria II	1.5
	20. Nuts and Bolts of a Universally Accessible Ombuds Office	Parlor C	1.5
	21. Drawing the Line and Choosing Sides: A Tool for Helping Visitors to Remain Constructive	Grand Ballroom I	1.5
	22. Internal Justice Systems in International Organizations: Lessons Learned	Galleria I	1.5
	23. Improving Interactions Between Ombudsmen and Compliance/EEO Officers	Parlor A	1.5
	24. Emotional Well-Being - R U OK?	Parlor B	1.5

WEDNESDAY, APRIL 6, 2011

GENERAL CONFERENCE, DAY THREE

6:00am-7:00am	Fun Run/Walk Around Portland		
6:00am-7:00am	Yoga Class	Salon I	
7:30am-4:45pm	Registration Desk Open	Grand Ballroom Foyer	
7:30am-8:30am	Breakfast for All Conference Attendees	Grand Ballroom II	
7:30am-8:30am	Breakfast for Ombudsman New to the Profession & First Time Attendees	Galleria III	
9:00am-10:00am	Keynote Address <i>Michael Moffitt, Associate Dean for Academic Affairs and Hollis Professor of Law, University of Oregon</i>	Grand Ballroom I	
10:00am-10:30am	Networking Break	Grand Ballroom Foyer	
10:30am-11:45am	General Session: Adopting Business Excellence and Quality Principles to Create Business Value ... Even in an Ombudsman Office <i>Nicole Goodfellow, Ombudsman, Canada Post Corporation</i>	Grand Ballroom I	1.25
12:00pm-1:00pm	Lunch for All Conference Attendees & Closing Remarks from the IOA President	Grand Ballroom II	
1:15pm-2:45pm	Concurrent Sessions		
	25. Adding Value: How Do Ombudsmen Across Sectors Collect, Use and Report Data?	Grand Ballroom I	1.5
	26. Ombudsing in Youth Sports: Stepping Up to the Plate	Parlor B	1.5
	27. Ombuds for Small Business	Parlor A	1.5
	28. Apology and Forgiveness in Multicultural Settings	Galleria II	1.5
	29. A Life-Changing Experience: Ombuds in Honduras and Nicaragua	Parlor C	1.5
	30. The Untold Millions - Demonstrating Organizational Ombudsman's Value Return (repeat)	Galleria I	1.5
2:45pm-3:15pm	Networking Break	Grand Ballroom Foyer	
3:15pm-4:45pm	Concurrent Sessions		
	31. Values in Action Dialog – Putting IOA's Decision Model into Practice	Parlor B	1.5
	32. Wearing Multiple Hats: How a Collateral Duty Ombudsman Succeeds	Parlor A	1.5
	33. Ever Present Challenges to Impartiality and Neutrality	Galleria II	1.5
	34. Every Hospital Should Have (at least) One: Moving Healthcare Ombuds to the Tipping Point	Parlor C	1.5
	35. Exploring the Cultural Context of Conflict	Galleria I	1.5
	36. Conflict Analysis: Using Models/Frameworks to Understand Our Most Complex Cases	Grand Ballroom I	1.5
4:45pm	Conclusion of IOA 6th Annual Conference		



INTERNATIONAL
OMBUDSMAN
ASSOCIATION

Dear Colleagues,

On behalf of the Board of Directors, welcome to the International Ombudsman Association (IOA) 6th Annual Conference! We are excited about our theme, "Join the Conversation: Learn. Share. Grow."

The dedication of our Conference co-chairs, **John S. Carter** and **Diane Dorion**, their committee members, and the Professional Management Association team, has resulted in this exceptional conference in Portland, OR.

The IOA Board is proud of the Association's accomplishments this year, which reflect the collective efforts of our Committees and many volunteers. We have kept in mind the goals of serving the membership and working to advance the Ombudsman profession. Please take time to read about IOA's accomplishments in the 2010 Annual Report, which will be available on our website.

Our Association continues to grow with new members from academia, government, corporate, and non-profit organizations. This diversity of thought and practice enriches our conference. Over the next three days, you will have the opportunity to hear three inspiring keynote speakers, participate in our annual business meeting, acquire new skills and perspectives during concurrent sessions, and be refreshed by social activities. Please join us in fully utilizing the conference opportunities to learn and network with colleagues. We hope you return to work inspired by the programs and interactions with your peers.

In keeping with our long-standing tradition of respecting confidentiality, we ask that you honor those who use organization-specific case studies by not sharing that information. What is discussed here in confidence remains here. We suggest that any use of examples from your practice be phrased in a way which protects the identity of those utilizing your services.

We thank our guests and colleagues who will present workshops at the conference. We are also grateful to the organizations that have supported us through sponsorship dollars.

Please feel free to approach me, any other Board member, the conference co-chairs or PMA support staff if there is anything we can do to enhance your conference experience. Lastly, please let us know your thoughts about the sessions by completing the evaluations forms.

Welcome to the 2011 Conference!

Sincerely,

Jennifer L. Moumneh

UC Irvine, Office of the Ombudsman

IOA President, 2011

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KEYNOTE ADDRESS SPEAKER BIOGRAPHIES



Monday, April 4, 2011

Alicia C. Shepard, Ombudsman, National Public Radio

Alicia C. Shepard was appointed NPR's ombudsman in October 2007. In 2000, NPR was the first U.S. broadcast news organization to create an Ombudsman position. In this role, Shepard serves as the public's representative, and is responsible for bringing transparency to journalism decision-making processes. She responds to queries and comments from listeners, writes a blog, appears on NPR programs to discuss listener concerns, and provides guidance on journalism practices to NPR Member stations. She sees her job as explaining NPR to listeners, and listeners to NPR. She also teaches a graduate-level course in Media Ethics at Georgetown University, where she won the 2009 Dean Service award for teaching in the journalism program. Before coming to NPR, Shepard spent four years teaching journalism and contributing to *Washingtonian* magazine, *Chicago Tribune*, *The New York Times*, *Los Angeles Times*, *The Newark Star Ledger* and *The Washington Post* while working on a book. That book, *Woodward & Bernstein: Life in the Shadow of Watergate* (2006, Wiley), chronicles the lives of the two journalists during and after their landmark investigation. She is the co-author of *Running Toward Danger: Stories Behind the Breaking News of 9/11* (2002), about how journalists covered the tragedy and the public roles they played. She also wrote *Narrowing the Gap: Military, Media and the Iraq War* (2004). She is on the boards of the Robert F. Kennedy Journalism awards, the Fund for Investigative Journalism, and the Organization of News Ombudsmen. From 1993 to 2002, Shepard was a principal contributor to *American Journalism Review* on such topics as ethics and the newspaper industry. Her work was recognized three times with the National Press Club's top media criticism prize. In 2003, Shepard served as a Foster Distinguished Writer at Penn State. She was a staff reporter with The San Jose (CA) Mercury News from 1982 to 1987. Shepard has also taught English in Japan. Shepard holds a B.A. in English from The George Washington University and received a M.A. in Journalism from the University of Maryland.



Tuesday, April 5, 2011

Johnston Barkat, Assistant Secretary-General, United Nations

Dr. Barkat serves as Assistant Secretary-General heading the UN's Ombudsman and Mediation programs. He serves as a senior advisor to the Secretary-General and also reports to the UN General Assembly. He and his team provide mediation and conflict resolution services to all staff of the UN Secretariat, UNICEF, UNDP, UNOPS, UNFPA and UNHCR through offices located in New York, Geneva, Vienna, Nairobi, Bangkok, Santiago, Khartoum (The Sudan) and Kinshasa (Democratic Republic of the Congo). His Ph.D. research from Columbia University focused on negotiating intractable conflicts. He also serves as distinguished visiting professor of management at Pace University.



Wednesday, April 6, 2011

Michael Moffitt, Associate Dean for Academic Affairs and Hollis Professor of Law, University of Oregon

Michael Moffitt is currently the Associate Dean for Academic Affairs and Hollis Professor of Law at the University of Oregon. Michael previously served as clinical supervisor for the mediation program at Harvard Law School and taught negotiation at Harvard Law School and at the Ohio State University. Following a federal judicial clerkship, he spent several years with Conflict Management Group, consulting on dispute resolution projects around the world. Michael has published more than twenty scholarly articles and two books on dispute resolution. Later in 2011, Michael will begin serving as the Dean of the University of Oregon School of Law.



INTERNATIONAL OMBUDSMAN ASSOCIATION

The mission of the International Ombudsman Association is to support and advance the global Organizational Ombudsman profession and ensure that practitioners work to the highest professional standards by:

- Setting standards of practice, regulatory platform and code of ethics for the Organizational Ombudsman profession;
- Assisting in the establishment of Organizational Ombudsman offices;
- Providing excellent professional development resources, research and information;
- Increasing awareness and understanding of Organizational Ombudsman value among key stakeholders and the general public;
- Creating strategic alliances or direct communications with other key organizations and professionals involved in dispute resolution, governance, ethics and risk mitigation.

Vision Statement:

IOA leads the global Organizational Ombudsman profession by setting the standard for excellence in practice and demonstrating the effectiveness of the Organizational Ombudsman role to organizational leaders, policy makers, other professions and associations, and the public.

The Association supports organizational Ombudsmen worldwide working in corporations, universities, non-profit organizations, government entities and non-governmental organizations. IOA offers a full roster of professional training and education programs for the practicing ombudsman professional and those interested in learning about our practice. In addition, the Association works to support and promote the profession through strategic partnerships and communication with government agencies and other professional organizations as appropriate.

Terminology:

Although “ombudsman” is used throughout this brochure, the term ombudsman is used to communicate to the widest possible community and is not intended to discourage others from using alternatives. IOA respectfully acknowledges that many practitioners use alternative forms of this word.

Ethics and Standards of Practice:

The organizational ombudsman is mindful of the standards of practice, and the element of the IOA Code of Ethics, which states: An ombudsman should not use the names of individuals or mention their employers without express permission. The ombudsman, as a designated neutral, has the responsibility of maintaining strict confidentiality concerning matters that are brought to his/her attention unless given permission to do otherwise. The ombudsman holds all communications with those seeking assistance in strict confidence except in the presence of an imminent threat of serious harm. We hold these principles to be essential in all professional discussions including those at the conference.

Session Etiquette:

IOA supports appropriate business etiquette. To enhance the value and enjoyment of the conference, please turn off cell phones and all electronic devices when programs are in session.

All attendees are reminded that throughout the conference, the principle of confidentiality is in effect, and that discussions involving specific organizations and cases must remain within the session walls.

Speaker Presentations:

Since you can't possibly attend all the wonderful sessions, included in the cost of your registration will be access to keynote, general session and concurrent session presentations on-line, when supplied by the speaker. Note this will not include pre-conference courses. If the presentation you are interested in is not yet available to download please check back a couple weeks after the conference as some speakers may submit presentations after the conference. Conference attendees will need a user name and pass code to access the posted presentations.

User Name: AC2011

Password: Join2011

Professional Development Hours (PDH) for CO-OP Recertification:

For all those Certified Organizational Ombudsman Practitioners: remember that 60 Professional Development Hours (PDHs) are required for recertification. Continued use of the CO-OPSM credential requires recertification every four years. Recertification demonstrates that the practitioner has kept abreast of developments in the field and has maintained a level of professional knowledge consistent with status as a certified practitioner. The certification period begins with the date that certification (or recertification) is granted. The sixty hours do not need to be evenly distributed among the four years. PDHs are credited for educational programs that are approved by the Board of Certification's Eligibility Committee/Recertification Committee. These courses must be related to the organizational ombudsman role and must fall under one or more of the seven major content domains (link below) that comprise the organizational ombudsman Job Analysis, which are also the subject matter bases for the certification examination.

Each of the sessions at this year's conference has been reviewed by the Recertification committee, approved as falling under one or more of the content domains and assigned a number of PDHs.

Please remember to pick up your Professional Development Hours tracking sheet at the Board of Certification table.

For additional information concerning Recertification and activities eligible for PDHs please visit the website link below.
<http://www.ombudsassociation.org/boc/obtain/recert/>

Consent to Use of Photographic Images:

Registration and attendance at, or participation in, International Ombudsman Association's Annual Conference, and other activities constitutes an agreement by the registrant for IOA's use and distribution (both now and in the future) of the registrant or attendee's image or voice in photographs, videotapes, electronic reproductions and audiotapes of such events and activities. While these programs are designed to provide accurate information regarding the subject matter covered, the views, opinions and recommendations expressed are those of the authors and speakers, not the Association. By producing publications and sponsorship of this event, the Association does not guarantee the accuracy of the information disseminated and is not engaged in rendering professional advice; if such advice is desired, you should seek the services of a competent professional.

Antitrust Compliance:

It is the undeviating policy of IOA to comply strictly with the letter and spirit of all Federal, State, and applicable international trade regulations and antitrust laws. Any activities of IOA or IOA-related actions of its officers, Board and Committee Members, or members who violate these regulations and laws are detrimental to the interests of IOA and are unequivocally contrary to IOA policy.

Intellectual Property Rights:

All content on the IOA website, such as presentations, algorithms, program code, text, graphics, logos, button icons, images, audio clips, digital downloads, data compilations and software, is the property of the Speaker or its suppliers and is not to be used for personal gain, publication, and cannot be used without referencing the Speaker and the source of the information. As property of the Speaker or its suppliers, it also cannot be used by others to obtain a patent or claim royalties.

Yoga Classes

IOA's Annual Conference is geared towards exercising one's mind, and we also want to help exercise bodies! We are offering a limited number of spots in a yoga class that will be offered each morning. **If you are interested, please sign up at the conference registration desk.** There is a \$5.00 per day fee for the yoga classes and each participant must complete a waiver.

Monday, April 4, 2011 - 6:00 am-7:00am

Class will be limited to the first 30 who sign up.

Tuesday, April 5, 2011 - 6:00 am-7:00am

Class will be limited to the first 30 who sign up.

Wednesday, April 6, 2011 - 6:00 am-7:00am

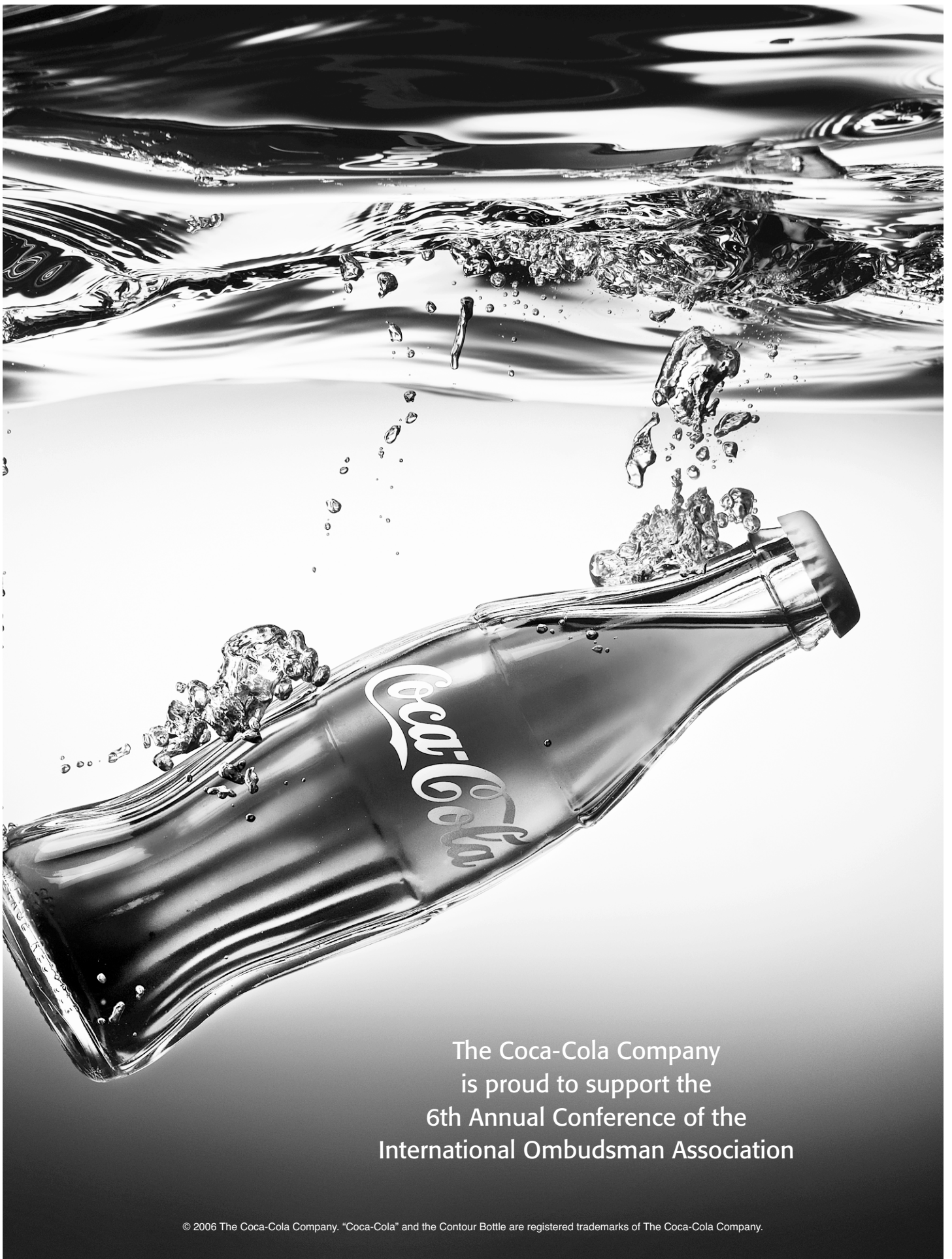
Class will be limited to the first 30 who sign up.

Lana Davis, MA, RYT, is a certified YogaWorks teacher based in San Diego, CA. She combines physical alignment, meditative action, and awareness to create a transformative class experience. Lana has been an inspired and passionate yoga teacher in studios and community colleges for 8 years. She teaches students of all levels, beginner to advanced.

Fun Run/Walk Around Portland

As we know, several attendees are runners so we thought it may be nice to explore the town together. If you would like to join us for daily runs/walks while at the conference, **please sign up at the conference registration desk.**

Join us for daily walks/runs while at the conference! Meet at the Registration Desk each morning at 6:00 am. Maps will be provided at the conference registration desk for several different mileages.



The Coca-Cola Company
is proud to support the
6th Annual Conference of the
International Ombudsman Association

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Whereas

Whereas, Ombuds offices exist throughout the world in academia, government, and business to assist people in reaching fair resolutions to conflicts, misunderstandings and ethical questions that naturally occur in every setting; and

Whereas, Ombuds offices project values of justice, fairness, ethics, and civility and help protect individuals and institutions from costs associated with conflict and ethics violations; and

Whereas, Ombuds offices' pursuits and accomplishments increase in value as the diversity and complexity of an organization or community increases; and

Whereas, Ombuds promote peaceful and creative resolutions to disputes and can investigate and resolve conflicts in a timely and satisfying manner, thereby, strengthening relationships in organizations and in communities; and

Whereas, Ombuds empower individuals, families, communities, organizations, and businesses to foster communication and devise solutions that are acceptable to the needs and interests of all parties involved; and

Whereas, the benefit of an Ombuds Office as an informal means of investigating and resolving conflict, provides a valuable and practical alternative to using a formal process that can be costly, time consuming, and complex; and

Whereas, in its sixth year, the International Ombudsman Association, an organization of over 600 members, promotes the support and advancement of the global organizational ombuds profession and ensures that practitioners work to the highest professional standards; and

Whereas, April, 1-6, 2011 marks the International Ombudsman Association's sixth annual conference in Portland;

Now, therefore, I, Sam Adams, Mayor of the City of Portland, Oregon, the "City of Roses," do hereby proclaim April 4, 2011 to be

Ombuds Day

in Portland, and encourage all residents to observe this day.



IOA would like to recognize and thank our many volunteers.


“Philanthropy is a critical element to organizational health”

Each year a significant number of IOA members donate hundreds of hours to admirably perform the necessary committee work vital to continued successes of the International Ombudsman Association. All IOA Conference attendees are invited to participate in the Volunteer Recognition Luncheon on Tuesday, April 5, 2011 when IOA committee volunteers will be recognized and thanked. IOA President Jennifer Moumneh will deliver brief remarks. We sincerely hope everyone will join us for this celebration of service as we continue to build our committee volunteer base.

Committee Chairs


Conference 
Diane Dorion
John Carter


International 
John Barkat


Nominations and Elec 
Jan Schonauer
Gary Yamashita

Communications
Samantha Levine-Finley
Tom Ward

Legal and Legislative Affairs
*Temporarily merged with
Professional Ethics, Standards
and Best Practices*
Lois Petzold

Professional Development 
Francine Montemurro
Lee Twyman

Finance 
Wayne Blair
Jan Morse

Membership 
Marvin Neal

Strategic Planning
Eric Berger
Randy Williams

Committee Volunteers

Viola Abbitt	Nancy Dodd	Laurie Mesibov	Ellen Schreiber
Jim Augustine	Diane Dorion	Grace Meyer	Judi Segall
Sean Banks	Victoria Dowd	Dawn Miller-Sander	Indu Sen
John Barkat	Kerry Egdorf	Francine Montemurro	Justine Sentenne
Barbara Beatty	Wendy Friede	Jan Morse	David Talbot
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Wayne Blair	Howard Gadlin	Bathabile Mthombeni	Charmaine Tomczyk
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WE WISH TO CONGRATULATE CERTIFIED ORGANIZATIONAL OMBUDSMAN PRACTITIONERS WHO RECEIVED CERTIFICATION AFTER LAST YEAR'S ANNUAL IOA CONFERENCE (AS OF MARCH 9, 2011)



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IOA is proud to once again have Barnes & Noble on-site at the conference with books available for purchase!

Book Selling Hours*

9:00 am-5:00 pm Monday, April 4 – Wednesday, April 6

IOA has supplied Barnes & Noble with a list of books that would be of interest to conference attendees.

Books on the following subjects will be available for purchase:

- Mediation
- Negotiation
- Ombudsman
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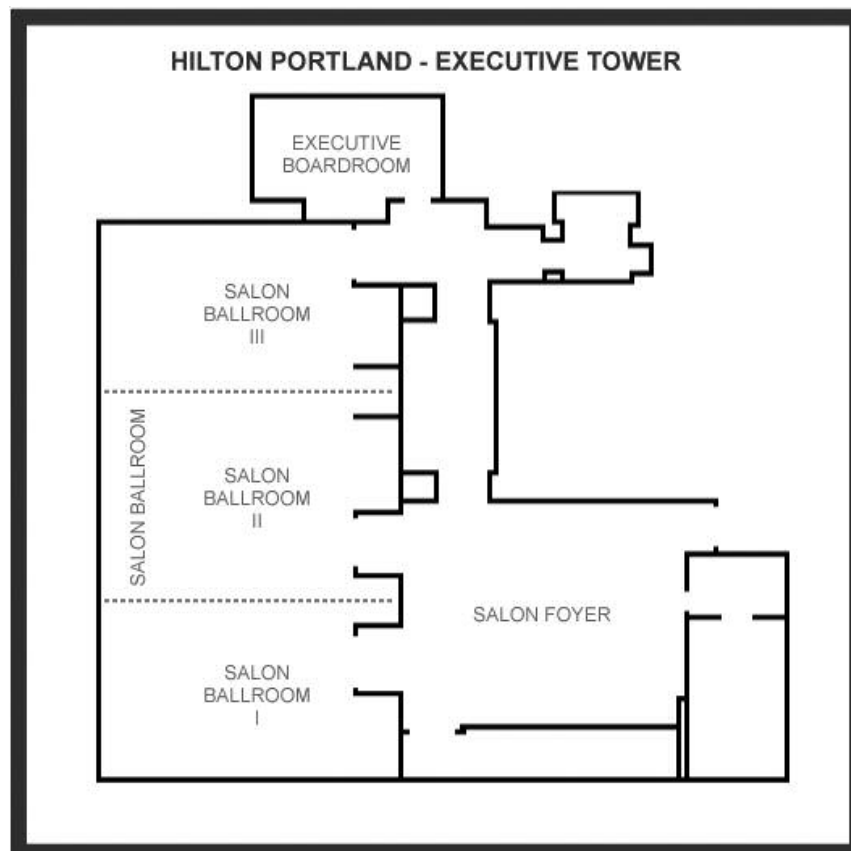
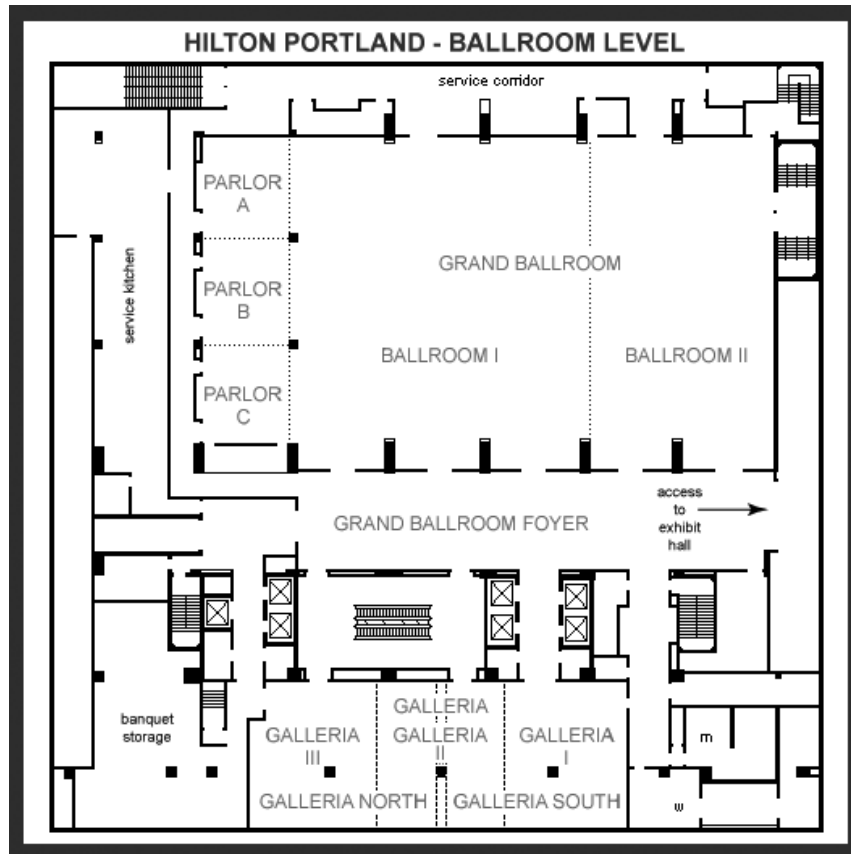
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**IOA is proud to announce the
dates and locations of the
2012 and 2013 Annual Conferences!**



Join the Conversation: Learn. Share. Grow.

**7th Annual Conference of the
International Ombudsman Association**

April 15-18, 2012
Hyatt Regency Houston
Houston, TX

**8th Annual Conference of the
International Ombudsman Association**

April 21-24, 2013
Hyatt Regency Miami
Miami, FL

Watch for the call for papers!

The annual conference is intended to help attendees increase awareness, knowledge and skills in order to become more effective catalysts for change within their organizations. We intend that keynote and plenary speakers, workshops, presentations, and panel discussions address the conference theme.