



INTERNATIONAL
OMBUDSMAN
ASSOCIATION

13th Annual Conference

Conference Program

2018



April 23-25, 2018

Professional Development Courses &
Specialty Workshops:

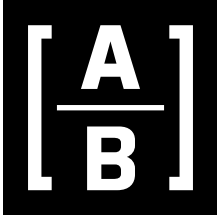
April 20-22, 2018

Richmond Marriott • Richmond, Virginia



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**INTERNATIONAL
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ANNUAL CONFERENCE**

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Letter from IOA President

Welcome to Richmond and to IOA's 13th Annual Conference

Dear IOA Conference Attendees,

Welcome to historic Richmond, Virginia, the host city for IOA's 13th Annual Conference. Like many of you, this is my first visit to Richmond; this is a great opportunity to visit a new city while meeting our ombuds colleagues from around the world. An important goal for the conference is for each of you to feel welcome. I hope you can meet new people, reengage with contacts from the past, exchange information, and learn more about our profession. This is an investment and time away from work, so we want to make this worthwhile for each of you.

We have so many sources for access to information today. We can connect using smartphones, tablets, and computers, to learn, collaborate, connect, research, share, comment, and evaluate and monitor what is happening. So, why is it important to attend the IOA Conference?

You will meet colleagues face to face. This is such a unique experience to be surrounded by people who actually know what we mean when we say organizational ombudsman. There are few events quite like this one, so let's make sure to be social: meet, greet, and learn from each other. Reach out to those you do not know. Especially for long-term ombuds, I encourage you to extend a welcome to new and first-time attendees. We are so fortunate to have a diverse professional group, and collaborating with each other will help us expand our professional network and meet and connect with lifelong friends.

The conference content will reenergize and renew your excitement about the important work we do. We have a lineup of interesting and accomplished keynote speakers. Rita Franklin, former Department of Energy Ombudsman, reflects on ombudsing with the federal government in the Mary Rowe Honorary Keynote Address. Joe Weston translates the use of respectful confrontation into peaceful and supportive interactions with organizational power figures. The Boss Whisperer Laura Crawshaw will speak about using positive leadership strategies in furtherance of a welcoming, relaxed, and productive workplace for previously abraded employees. Plenaries will include a topical discussion on sexual harassment in organizational cultures and this year's Un-debate, which will examine ombuds neutrality in our politically volatile times. The value of the conference is largely determined by what you bring back to your offices from the sessions and breakout sessions.

Finally, please take advantage of the opportunities during the conference to give us your thoughts about IOA and what changes you would like to see happen. IOA is your professional organization and welcomes your ideas to make it meaningful to you, your practice, and to the profession.

There are so many people to thank including the volunteer members of the Conference Committee for their leadership and commitment to make the conference better and better every year. Thank you to IOA staff for their planning and guidance. Thank you to each of the 77 speakers at the conference for leading a session. Thank you to so many others who generously contributed their time and finances. Thank you to each of you for attending this conference.

As a conference attendee, you are now a part of the wonderful traditions of IOA. Have fun – remember the uplifting experiences. One of my favorite traditions is the Pecha Kucha; for those of you who are attending your first conference, this is not to be missed. Enjoy the conference.

Regards,
Ilene Butensky, CO-OP
IOA President

A Message From The IOA Conference Planning Committee

The Conference Committee welcomes you to the 13th annual IOA Conference in historic and metaphoric Richmond, Virginia. Our global need to listen, understand, empathize and respect is as great now as it ever has been. Voices are being expressed as loudly as in the 1960s, and long-standing issues involving justice, security, and dignity are surfacing, worldwide.

Ombuds are positioned to assist community members peaceably work through conflict and challenging circumstances. As we navigate through today's tumultuous environment, we invite you to develop and hone skills to help your visitors confront dissension and strive for peaceful understanding and resolutions.

Here we will learn and discuss ways with which to successfully confront conflict, work with intimidating and imposing power figures, and deal with unrest, all with the aspiration of empowering our visitors and ourselves as ombuds. Through all of this, you will gain insight into maintaining ombuds neutrality as well as honoring other ethical precepts.

We have a lineup of interesting and accomplished keynote speakers.

- **Rita Franklin**, former Department of Energy Ombudsman, reflects on ombudsing with the federal government in the Mary Rowe Honorary Keynote Address;
- **Joe Weston** translates the use of respectful confrontation into peaceful and supportive interactions with organizational power figures. Mr. Weston will also conduct a full-day Sunday preconference workshop on the subject of respectful confrontation;
- The Boss Whisperer **Laura Crawshaw** will speak about empowering abrasive administrators to use positive leadership strategies in furtherance of a welcoming, relaxed, and productive workplace for previously abraded employees.

Plenaries will include a topical discussion on sexual harassment in organizational cultures and this year's Un-debate, which will examine ombuds neutrality in our politically volatile times.

Take advantage of the myriad networking opportunities available throughout the day, as well as a Monday

evening welcome reception and the always popular Tuesday Pecha Kucha vignettes. On Sunday evening, enjoy an informal, acoustical talent extravaganza, Ombuddies Unplugged, featuring amazing feats and homegrown IOA ombuds artistry.

We listened to constructive input from last year's conference and will provide continental breakfasts each morning, as well as all lunches. We encourage you to download and use the Whova App. You'll be able to create a personalized itinerary, connect with new and old friends, share photos, send messages, and arrange for your own get-togethers in downtown Richmond. You'll also find resources that will enhance your experience at the conference.

The capital city of the state of Virginia offers fine restaurants, outdoor activities, and interesting cultural, historical and art exhibits. Enjoy a walk, run, or canal cruise along the James River waterfront. Dine in one of the more than 200 downtown restaurants that prompted National Geographic to include Richmond on the "Where to Travel for Food in 2016" list. Museums include the Edgar Allen Poe Museum, the American Civil War Museum, the Black History Museum and Cultural Center of Virginia, and the Virginia Museum of Fine Arts.

Above all, have a fun time at this year's conference. Take the opportunity to enrich your ombuds practice skills, catch up with old friends, make valued new friends, and return to your organization refreshed, energetic, and eager to serve.

Enjoy!

IOA Conference Committee Chairs:

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Tammy Harman, *LEOFF Plan 2 Retirement Board*

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2018

The International Ombudsman* Association (IOA) is the largest international association of professional organizational ombuds practitioners in the world, representing more than 700 members from the United States and across the globe. The association supports organizational ombuds 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.

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.

International Ombudsman Association Values

- **Integrity:** IOA conducts all activities responsibly with equity and accountability to its membership and profession.
- **Service:** IOA supports its membership by providing innovative and high quality services.
- **Respect:** IOA embraces a range of differences of people and viewpoints in building a robust organization.
- **Collaboration:** IOA promotes interaction among ombudsman practitioners and engages with other organizations to advance the profession.

**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.*

What Conference Attendees Need to Know

Sector and Experience Level

Each concurrent session has been categorized with the following information located to the left of the session name:

Sector – Experience Level, e.g. ALL – F or A – A

Sector descriptions are:

A – Academic

C – Corporate

G – Government

H – Healthcare

N – Non-Profit

I – International

ALL – Sessions relevant for all sectors

Experience Level descriptions are:

F – Fundamental

I – Intermediate

A – Advanced

Wifi Access at the Conference

Wifi has been provided throughout the meeting rooms for all attendees. Additionally, for those attendees staying at the Richmond Marriott, wifi is included in your room rate.

Network: Marriott_Conf

Wifi code: IOA18

Name Badge Recycling

IOA would like to “Go Green” and recycle the name badge holders to re-use next year. Please drop off your name badge holder at the registration desk on your last day at the conference.

Attendee Roster

A big part of attending the IOA conference is connecting with old friends and making new friends. However we are mindful that many attendees do not want their full contact information published and we want to continue our initiatives to “go green.” There is no printed attendee roster. Pre-registered attendees should have received an email with a link to the attendee list; download it at your leisure.

Please note that the attendee roster includes only the attendee’s name, organization, city, state and country. It does not include email or phone for privacy reasons. Also, the attendee roster may not reflect the most recent registrants. An updated final attendee roster will be posted in the conference section of the IOA website and emailed to all attendees after the conference.

Conference Evaluations

We need and value your feedback! In an effort to reduce our carbon footprint, we will send the conference evaluation form via email. At the end of each day we will email registrants the daily conference evaluation form and ask for session feedback. At the conclusion of the meeting, we will send a conference evaluation form focusing on conference logistics. Please respond daily to the content-related evaluations. The committee reviews the responses carefully and your feedback helps us to continue to improve the conference.

Attendees taking specialty workshops on Sunday, April 22, will receive a paper evaluation from the session room host. Email evaluations will not be provided for these sessions.

Support IOA – Buy a Raffle Ticket!

Support the IOA by purchasing raffle tickets during the conference. Tickets are available as follows:

1 ticket for \$2, 6 tickets for \$10, and 15 tickets for \$20. Fantastic raffle prizes include electronics, gift cards, gift baskets, university-logo items and more. Write your name and cell phone number (or a number where we can reach you) on the back of each ticket and drop it into the corresponding prize bag. We will draw the winning tickets and announce winners at the Pecha Kucha Reception, 4:30 - 5:00 p.m., Tuesday, April 24. You do not need to be present to win! We will call the number you provided so that you can come to the IOA registration desk to claim your prize.

If you brought a prize to the conference to be raffled, drop it off at the IOA registration desk at the beginning of the conference.





Schedule at a Glance

Additional registration is required for all Professional Development and Specialty Workshops.

Professional Development Courses

Friday, April 20

		Location	PDH Credit
7:00 a.m. – 10:00 a.m.	Registration Desk Open	Upper Level Coatroom	
8:00 a.m. – 5:00 p.m.	Foundations of Organizational Ombudsman Practice Day 1	Group 1: Salons 6 - 8 Group 2: Salon 5	N/A
8:30 a.m. – 5:30 p.m.	Core Course – Conflict: Theory and Applications for the Organizational Ombudsman Day 1 <i>Instructors: Sue Theiss and Michael Dues</i>	Salons 1 - 3	N/A
10:15 a.m. – 10:30 a.m.	Coffee Break for Foundations and Core Course Attendees	Foyers 6 - 8	
Noon – 1:00 p.m.	Lunch for Foundations and Core Course Attendees	Salon 4	
3:15 – 3:30 p.m.	Coffee Break for Foundations and Core Course Attendees	Foyers 6 - 8	

Saturday, April 21

8:00 a.m. – 5:00 p.m.	Foundations of Organizational Ombudsman Practice Day 2	Group 1: Salons 6 - 8 Group 2: Salon 5	N/A
8:30 a.m. – 5:30 p.m.	Core Course – Conflict: Theory and Applications for the Organizational Ombudsman Day 2 <i>Instructors: Sue Theiss and Michael Dues</i>	Salons 1 - 3	N/A
10:30 a.m. – 10:45 a.m.	Coffee Break for Foundations and Core Course Attendees	Foyers 6 - 8	
Noon – 1:00 p.m.	Lunch for Foundations and Core Course Attendees	Salon 4	
Noon – 5:00 p.m.	Registration Desk Open	Upper Level Coatroom	
3:15 – 3:30 p.m.	Coffee Break for Foundations and Core Course Attendees	Foyers 6 - 8	

Schedule at a Glance

Additional registration is required for all Professional Development and Specialty Workshops.

Sunday, April 22 (continued)		Location	PDH Credit
Professional Development and Specialty Workshops			
7:30 a.m. – 5:00 p.m.	Registration Desk Open	Upper Level Coatroom	
8:00 a.m. – 3:30 p.m.	Foundations of Organizational Ombudsman Practice Day 3	Group 1: Salons 6 - 8 Group 2: Salon 5	N/A
8:30 a.m. – 5:00 p.m.	Full-Day Specialty Workshop		
	FD 1: Respectful Confrontation: Promoting Resilience Through Body-based Skill Building <i>Presented by: Joe Weston</i>	Salon G	6.5
8:30 a.m. – Noon	Half-Day Specialty Workshops		
All - F	AM 1: Influence and Negotiation for Designated Neutrals <i>Presented by: Mary Beth Stevens, CO-OP</i>	Salon H	3.25
C, H, NP - I	AM 2: Healthcare Ombuds and Patient-Provider Conflict: Broadening Our Reach <i>Presented by: Haavi Morreim and Howard Gadlin</i>	Salon I	3.25
All - F	AM 3: Playing Well with Others: Building Conflict Management Skills Through Improvisation <i>Presented by: Adam Barak Kleinberger, CO-OP</i>	Salon J	3.25
10:30 a.m. – 10:45 a.m.	Course Refreshment Break	Foyers 6 - 8	
Noon – 1:00 p.m.	Foundations Course Lunch	Salon 4	
Noon – 1:00 p.m.	Lunch on your own for all Specialty Workshop Attendees		
1:30 p.m. – 5:00 p.m.	Half-Day Specialty Workshops		
All - F	PM 1: A Research Primer for Ombuds <i>Presented by: Shannon Lynn Burton</i>	Salon H	3.25
All - F	PM 2: Bullied on the Job: Understanding Distressed and Diverse Visitors <i>Presented by: Kathleen Canul</i>	Salon I	3.25
A, C, H, NP - F	PM 3: Manage Conflict/Maintain Ethical Communication Through the Throes of Grief <i>Presented by: Laura Smythe</i>	Salon J	3.25
2:30 p.m. - 2:45 p.m.	Course Refreshment Break	Foyers 6 - 8	
5:00 p.m. - 7:00 p.m.	CO-OP Testing	Jefferson	
7:00 p.m.	Ombuddies Unplugged: No Host Talent Show Open to All Conference Attendees	Capital Ballroom Salons 1 - 3	



Schedule at a Glance

Additional registration is required for all Professional Development and Specialty Workshops.

Monday, April 23

		Location	PDH Credit
General Conference Day 1			
7:00 a.m. – 5:00 p.m.	Registration Desk Open	Upper Level Coatrium	
7:00 a.m. – 8:00 a.m.	Continental Breakfast for All Attendees	Capital Ballroom	
8:00 a.m. – 8:30 a.m.	Conference Welcome and Opening Remarks	Salons E/F	
8:30 a.m. – 9:30 a.m. All - F	Mary Rowe Honorary Keynote Address: It's Not Just a Title – It's a Calling <i>Presented by: Rita Franklin, CO-OP, PCC</i>	Salons E/F	1.0
9:30 a.m. – 10:00 a.m.	Networking Break	Foyers G - J	
10:00 a.m. – 11:00 a.m. All - F	Keynote: Respectful Confrontation: Reframing Power and Leadership in the 21st Century <i>Presented by: Joe Weston</i>	Salons E/F	1.0
11:00 a.m. – 11:15 a.m.	Networking Break	Foyers G-J	
11:15 a.m. – 12:15 p.m.	Plenary: Session with the IOA Board	Salons E/F	N/A
12:15 p.m. – 1:30 p.m.	Volunteer Recognition Luncheon for All Conference Attendees	Capital Ballroom	
1:30 p.m. – 3:00 p.m.	Concurrent Session 1		
All - F	1. Om'biance: A Practical Discussion of Ombuds Office Space and Esthetics <i>Presented by: Katherine Greenwood and Patricia Ponce</i>	Madison	1.5
All - I	2. Extra Extra! What "Solutions Journalism" and Conflict Resolution Can Learn from Each Other <i>Presented by: Amanda Ripley, Samantha Levine-Finley and Mary Conger</i>	Salons G/H	1.5
All - I	3. Compassion Fatigue <i>Presented by: Sigal Shoham and Brian Bloch, CO-OP</i>	Salons I/J	1.5
All - I	4. Demonstrating Your Value (2018): How Ombuds Help to Manage Risk <i>Presented by: Timothy Hedeem, CO-OP, Mary Rowe, and Jennifer Schneider</i>	Salons A/B	1.5
All - I	5. Labor Relations: Just Cause for Conflict Resolvers <i>Presented by: Sarah Espinosa, CO-OP, and Homer LaRue</i>	Jefferson	1.5
A,C,G,H - I	6. Systemic Dignity <i>Presented by: Camilo Azcarate</i>	Salons C/D	
3:00 p.m. – 3:30 p.m.	Networking Break	Foyers G - J	

Schedule at a Glance

Additional registration is required for all Professional Development and Specialty Workshops.

Monday, April 23 (continued)

		Location	PDH Credit
General Conference Day 1			
3:30 p.m. – 5:00 p.m.	Concurrent Session 2 (continued)		
All - F	7. Tricksters and Heroes – How Mediators Redefine Conflict Boundaries <i>Presented by: Linda Brothers</i>	Madison	1.5
All - F	8. Build Ombudsman Legacies by Listening Better So People Feel Heard <i>Presented by: Steffi Berkowitz and Joshua Berkowitz</i>	Jefferson	1.5
All - I	9. The Space Before the Facilitated Conversation: Preparing Visitors <i>Presented by: David Michael and Tyler Smith</i>	Salons G/H	1.5
All - F	10. Experience: On Display <i>Presented by: Teresa Ralicki, CO-OP, and Adam Barak Kleinberger, CO-OP</i>	Salons I/J	N/A
All - F	11. What Would You Do? Navigating Ethical Principle Dilemmas <i>Presented by: The IOA Mentoring Committee: Lynne Chaillat, Melissa Connell, CO-OP, Donna Douglass-Williams, CO-OP, Dolores Gomez-Moran, CO-OP, Jon Lee, Shreya Trivedi, CO-OP, Ronnie Thomson, and Mary Beth Stevens, CO-OP</i>	Salons A/B	1.5
All - F	12. Ombuds Practice in the New Protest Era <i>Presented by: Amanda Dean</i>	Salons C/D	1.5
5:30 p.m. – 7:00 p.m.	IOA Welcome Reception	Hippodrome	

Tuesday, April 24

General Conference Day 2

7:15 a.m. - 8:15 a.m.	CO-OP Breakfast Meeting	Capital Ballroom Salons 1 - 3	
7:30 a.m. – 5:00 p.m.	Registration Desk Open	Upper Level Coatroom	
7:30 a.m. – 8:30 a.m.	Continental Breakfast for All Attendees	Capital Ballroom	
8:30 a.m. – 9:45 a.m. All - F	Keynote: Empowering Ombuds to Help Solve the Problem of Abrasive Leadership <i>Presented by: Laura Crawshaw, PhD, BCC</i>	Salons E/F	1.25
9:45 a.m. – 10:45 a.m.	Sector Networking Break		N/A
	Academic 1: Discussion - Title IX/Sexual Harassment	Salons A/B	
	Academic 2: Discussion - Free Speech on Campus	Salons C/D	
	Academic 3: Meet and Greet	Salons G/H	

2018



Schedule at a Glance

Additional registration is required for all Professional Development and Specialty Workshops.

Tuesday, April 24 (continued)

		Location	PDH Credit
General Conference Day 2			
9:45 a.m. – 10:45 a.m.	Sector Networking Break (continued)		N/A
	Corporate	Salons I/J	
	Government	Madison	
	International	Jefferson	
10:45 a.m. – Noon	IOA Annual Business Meeting (IOA members only)	Salons E/F	N/A
Noon – 1:00 p.m.	Lunch for All Conference Attendees	Capital Ballroom Salons 4 - 8	
	Lunch for Ombuds New to the Profession and First-time Attendees (RSVP Required)	Capital Ballroom 1 - 3	
1:00 p.m. – 2:30 p.m.	Concurrent Session 3		
A, C, N - I	13. Strange Bedfellows: Negotiating Neutrality Through Institutional and Interpersonal Entanglements <i>Presented by: Julia Heck and Sean Woolf</i>	Madison	1.5
A, C, G, H, N - I	14. Developing a Shield Law to Protect the Organizational Ombuds <i>Presented by: Jon Lee</i>	Salons G/H	1.5
All - A	15. Conversations with Leaders <i>Presented by: David Michael and Maureen Brodie</i>	Salons I/J	1.5
All - I	16. Value Proposition for Ombuds Programs <i>Presented by: William Maurer, CO-OP, Patrick Holman, CO-OP, Gareth Willatt, and Felecia Bunns, CO-OP</i>	Jefferson	1.5
All - F	17. In the Room Where it Happens: Inside Ombuds Practices <i>Presented by: Chuck Sloane, Angela Dash, Andrew Larratt-Smith, CO-OP, Shirley Nakata, and Ruthy Kohorn Rosenberg</i>	Salons A/B	1.5
A, C, G, I - I	18. Tough Choices: Reflecting on Decision Points in Challenging Cases <i>Presented by: Francine Montemurro, Nicholas Diehl, CO-OP, and Howard Gadlin</i>	Salons C/D	1.5
2:30 p.m. – 3:00 p.m.	Networking Break	Foyers G - J	
3:00 p.m. – 4:30 p.m.	Concurrent Session 4		
A, C, G, H, N - I	19. Establishing Trust in Groups: Lencioni and Google Models in Practice <i>Presented by: Rita Callahan, CO-OP, and Ellen Goldstein, CO-OP</i>	Salons A/B	1.5

2018

Schedule at a Glance

Additional registration is required for all Professional Development and Specialty Workshops.

Tuesday, April 24 (continued)

		Location	PDH Credit
General Conference Day 2			
A, C - F	20. Translating Mediation Theory and Practice to Ombuds Practice <i>Presented by: Roy Baroff, CO-OP</i>	Salons G/H	1.5
C - I	21. The Power of Data and Benchmarking in Ombuds Programs <i>Presented by: Eric Mayo, CO-OP, Sana Manjeshwar, CO-OP, and Tiffani Neu</i>	Salons C/D	1.5
A, O - F	22. Building Capacity: Demonstrating Our Worth in K-12 School Systems <i>Presented by: Edward Newsome, Jr., Consuela Robinson, and Carlesa Finney</i>	Madison	1.5
A - F	23. Conducting a Conflict Resolution Student Academy <i>Presented by: Erica Hansen and Olga Moran</i>	Jefferson	1.5
All - I	24. Popcorn Share: Discover New Resources to Enhance Your Ombuds Practice <i>Presented by: Vikram Kapoor, Carolyn Esposito, CO-OP, Doris Campos-Infantino, and Elizabeth Hill, CO-OP</i>	Salons I/J	1.5
4:30 p.m. – 5:00 p.m.	Pecha Kucha Reception – Raffle Winners Announced	Foyers G-J	
5:00 p.m. – 6:30 p.m.	Pecha Kucha Cocktail Hour	Salons E/F	

Wednesday, April 25

General Conference Day 3

7:30 a.m. – 5:00 p.m.	Registration Desk Open	Upper Level Coatroom	
7:30 a.m. – 8:30 a.m.	Continental Breakfast for All Attendees	Capital Ballroom	
8:30 a.m. – 9:45 a.m.	Plenary: Dealing with Sexual Misconduct in Organizations <i>Facilitator: Shereen Bingham</i> <i>Panel: Linda Brothers, Lynne Chaillat, and Eric Mayo</i>	Salons E/F	1.25
9:45 a.m. – 10:15 a.m.	Networking Break	Foyers G - J	
10:15 a.m. – 11:45 a.m.	Plenary - Howard Gadlin Un-Debate: Ombuds Neutrality in a Politically Charged Era: Time for a Reexamination? <i>Facilitator: Sana Manjeshwar, CO-OP</i> <i>Panel: Wayne Blair, Carolyn Esposito, CO-OP and Howard Gadlin</i>	Salons E/F	1.5
11:45 a.m. – 1:30 p.m.	Networking Lunch	Capital Ballroom	
1:00 p.m. - 3:00 p.m.	CO-OP Testing	Monroe	

Schedule at a Glance

Additional registration is required for all Professional Development and Specialty Workshops.

Wednesday, April 25 (continued)

		Location	PDH Credit
General Conference Day 3			
1:30 p.m. – 3:00 p.m.	Concurrent Session 5		
All - F	25. Fairy Tale Fishbowl <i>Presented by: Teresa Ralicki, CO-OP, and Adam Barak Kleinberger, CO-OP</i>	Salons A/B	1.5
All - F	26. Academic Writing for the Ombuds <i>Presented by: Shannon Lynn Burton</i>	Madison	1.5
C, N - F	27. Breaking Into Tech: Growing the Industry Through the Contract Ombudsman <i>Presented by: Amanda Dean</i>	Jefferson	1.5
A, C, H - I	28. Ombuds as a Conflict Resolution Trainer <i>Presented by: Diana Anderson</i>	Salons G/H	1.5
A - I	29. Validate Your Office and Create Sustainability with Your Annual Report <i>Presented by: Karey Barnes</i>	Salons C/D	1.5
All - I	30. What's an Ombuds To Do... in a Conflict Management System? <i>Presented by: Brian Bloch, CO-OP, and Sigal Shoham</i>	Salons I/J	1.5
3:00 p.m. – 3:30 p.m.	Networking Break	Foyers G - J	
3:30 p.m. – 5:00 p.m.	Concurrent Session 6		
All - I	31. The Role of the Ombuds When Consultants are Hired by Your Institution <i>Presented by: Lisa Neale, CO-OP, and Hector Escalante</i>	Salons G/H	1.5
All - I	32. Assessing Your Data: What Compelling Stories are Hiding There? <i>Presented by: Timothy Hedeem, Ilene Butensky, CO-OP, Scott Deyo, CO-OP, Mary Rowe, and Jennifer Schneider</i>	Salons A/B	1.5
All - F	33. Politics and the Ombuds: Navigating the New Era <i>Presented by: Shannon Lynn Burton and Caitlan Hendrickson</i>	Salons C/D	1.5
All - I	34. When Visitors Speak: How to Manage Issues Relating to Confidentiality <i>Presented by: Joan Waters, CO-OP, and Ruthy Kohorn Rosenberg</i>	Salons I/J	1.5
All - F	35. Neutrality: Our Ombuds Superpower <i>Presented by: Carolyn Esposito, CO-OP, and Sana Manjeshwar, CO-OP</i>	Madison	1.5
A, C, G - I	36. T.E.A.C.H. Employees to Prevent Conflicts <i>Presented by: Clare Fowler</i>	Jefferson	1.5
5:00 p.m. – 5:15 p.m.	Final Remarks/Conclusion of Conference	Salons A/B	

2018

Download the IOA Meeting App!

The IOA Annual Conference app from **WHOVA** allows you to browse the meeting schedule, read session descriptions, create a personalized itinerary, network with other attendees, snap and post photos, and even live tweet (use #IOA2018) – all via your mobile device.

Accessing the app is as simple as 1-2-3:

- **Step 1:** Download and install the Whova app from App Store (for iPhones) or Google Play (for Android phones). Or visit the Whova website for links to the app stores.
- **Step 2:** Sign up in the app using the email address you used to register for the IOA Annual Conference or use the code ioa2018.
- **Step 3:** You're all set. Now enjoy!

Get the most from the App!

- Network with other attendees
- Peruse the agenda and create a personal itinerary or take notes right on your device
- Take and share photos right from the app

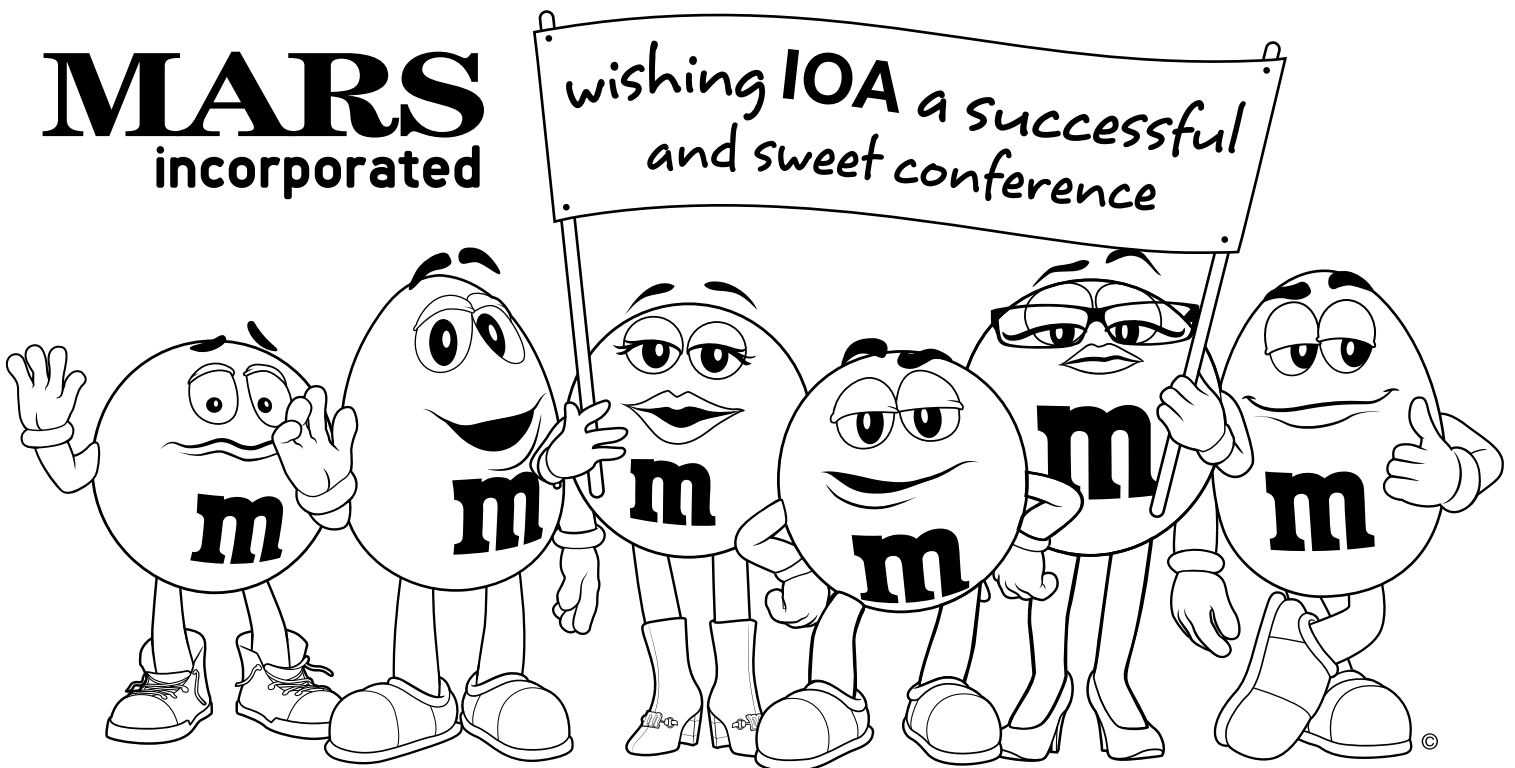
Under **Logistics**, you'll find information about:

- Hotel and parking information
- The hotel floor map
- A map showing nearby restaurants and attractions

Questions? Email info@ombudsassociation.org or inquire at the IOA Registration Desk for assistance.



MARS
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Keynote Speakers

Monday, April 23

8:30 a.m. – 9:30 a.m.

Mary Rowe Honorary Keynote Address It's Not Just a Title – It's a Calling

Presented by Rita Franklin, CO-OP, PCC, Executive Coach and Organizational Consultant

Have you thought about what brought you to this great profession? Who are you as an ombudsman and how do you show up to fulfill this great occupation? Have you thought about the impact you have on your organization achieving its mission and the impact on its employees? Have you thought about your role as a servant leader for your staff, your organization, and the ombudsman profession? Please consider joining Rita as she describes her journey as a federal government organizational ombudsman and shares her perspective regarding this professional calling.



Rita R. Franklin is an executive coach and organizational consultant. She served as the director of the Office of the Ombudsman for the Department of Energy from March 2012 until her retirement in January 2018. The Office of the Ombudsman was a Secretarial initiative and Franklin was selected to spearhead this effort. Prior to assuming her role as ombudsman, Franklin was the deputy chief human capital officer and she was responsible for the management and execution of the Department's human capital management programs.

Franklin has served the U.S. Federal Government for nearly 40 years in three agencies—the U.S. Information Agency, the U.S. Department of Treasury, and the U.S. Department of Energy. She began her career in a clerical position and progressed to the level of senior executive service. Franklin worked in the human capital field for 12 years before accepting the role as the ombudsman and she is recognized as a leader in human capital management and ombudsman communities in the federal government.

Franklin earned a bachelor of science in business management/law and public policy from the University of Maryland University College. She is a graduate of the Georgetown University Leadership Coaching Program and is International Coaching Federation certified. She is a Certified Organizational Ombudsman by the International Ombudsman Association.

Keynote Speakers

Monday, April 23

10:00 a.m. – 11:00 a.m.

Respectful Confrontation: Reframing Power and Leadership in the 21st Century

Presented by Joe Weston

Power and resistance is at the heart of organizational struggles to address complex issues and structural change. Joe Weston will speak to us about how compassionate engagement and reframing views on confrontation, assertiveness, and true power lead to greater self-confidence, peaceful interactions with others, and a deeper understanding of transformational leadership. Reframing how we think of power and resistance will help guide our actions with our organizations' leaders to support their courage and safety to change what can feel like intractable cultural notions, mores, and norms to achieve peace.



Joe Weston is an international workshop facilitator, author, consultant, personal life coach, and advocate for lasting peace. His book, *Mastering Respectful Confrontation*, is selling throughout the world.

Born and educated in New York, Joe lived in Amsterdam for 17 years and now lives in Washington, DC. Joe brings a wealth of insight to his work based on many teachings, including Tai Chi Chuan, mindfulness, and a variety of ancient traditions—plus his experience in theater and various organizational trainings, to

create a unique style of training and coaching that combines theory with somatic exercises.

His clients include NASA, the World Bank, Oxfam, KLM, Dutch Ministry of Foreign Affairs, Mitsubishi Motors and various government and educational institutions.

He is currently adjunct professor at Georgetown University, School of Government, Department of Conflict Resolution, teaching a course: Body-based skill building for navigating stress and confrontation.

Weston works with women's rights and other humanitarian organizations in the Middle East, focusing on empowerment and leadership, reframing power/masculinity, and overcoming gender-based violence.

He has also worked with different veterans organizations, supporting returning and wounded veterans in their process of integration and healing, and has also volunteered for the Liberation Prison Project, teaching meditation and leadership to inmates.

Keynote Speakers

Tuesday, April 24

8:30 a.m. – 9:45 a.m.

Empowering Ombuds to Help Solve the Problem of Abrasive Leadership

Presented by **Laura Crawshaw**, PhD, BCC, Founder, *The Boss Whisperer*

All too often visitors arrive at the ombudsman's office seeking relief from suffering caused by abrasive leadership, and all too often ombuds feel helpless to resolve this problem. You've listened to visitors who sought help from various institutional entities and shared in their sense of helplessness and hopelessness when nothing changed. Visitors may also have been referred to mediation with their manager even though mediation is not designed to address chronically abrasive leadership styles. This path implies the visitor, rather than the organization, should shoulder the intimidating task of correcting an abrasive leader's behavior. Concluding that the organization does not care enough to intervene, or worse, tacitly condones unacceptable leadership conduct, visitors are left with two alternatives: submit and suffer, or leave. The result? As one ombudsman put it: "I'm tired of helping good people leave."

Learn how the ombudsman role can be enhanced to actively help both the organization and individuals solve the problem of abrasive leadership. Working from their ethical foundation of independence, neutrality, impartiality, confidentiality, and informality, ombuds are perfectly positioned to fulfill the roles of 1) intervention educator, training institutional leadership on how to manage unacceptable workplace conduct, and 2) specialist coach for abrasive leaders, helping them develop insight into their management approaches. The time has come to stop the suffering caused by abrasive leadership, and equipped with the courage, compassion, and curiosity inherent to the ombuds role, ombuds should be empowered to take pride in "helping good people stay."



With more than 40 years' experience as a psychotherapist, corporate officer, executive coach, researcher and author, **Dr. Laura Crawshaw** founded the Executive Insight Development Group in 1994, The Boss Whispering Institute in 2009, and the Consortium on Abrasive Conduct in Higher Education in 2013. Executive Insight specializes in coaching abrasive leaders, and has served an international clientele of organizations including more than 40 Fortune 500 companies and the United Nations. The Boss Whispering Institute is dedicated to research and training in the field of coaching abrasive leaders, and it is the

Institute's mission is to relieve individual and organizational suffering caused by workplace bullying. Crawshaw lectures and trains coaches worldwide and is the author of *Taming the Abrasive Manager: How to End Unnecessary Roughness in the Workplace* (Jossey-Bass, 2007). A founding fellow of Harvard's Institute of Coaching, Crawshaw also holds membership in the International Society for the Psychoanalytic Study of Organizations, the American Psychological Association, the British Psychological Society, and the International Association on Bullying and Harassment at Work.

Plenary Sessions

Monday, April 23

11:15 a.m. – 12:15 p.m.

Session with the IOA Board

This is your opportunity to connect with the IOA Board of Directors. IOA's strategic plan is in place, and the Board of Directors is committed to continuing the conversation about the state of the association and other emerging topics. Come prepared for an engaging dialogue as we continue to grow as an association and profession.

Tuesday, April 24

5:00 p.m. – 6:30 p.m.

Pecha Kucha Cocktail Hour

Facilitated by: **Nicholas Diehl**, *Ombudsman, Massachusetts Institute of Technology*, and
Howard Gadlin, *Former Ombudsman, National Institutes of Health*

Don't miss this fun, high-energy, fast-moving session! Pique your curiosity with a series of short overviews about an innovative concept or experience which may range beyond the organizational ombuds profession. A Pecha Kucha session is a series of short presentations; 20 slides per presentation, 20 seconds per slide; therefore, each presentation lasts exactly 6 minutes and 40 seconds. There is no time allotted for Q&A, but we encourage you to connect with the presenter or take the ideas and explore them more on your own. Pecha Kucha originated among designers in Tokyo in 2003 and the idea has grown in popularity, with sessions held regularly in cities around the world.





Plenary Sessions

Wednesday, April 25

8:30 a.m. – 9:45 a.m.

Title: Dealing with Sexual Misconduct in Organizations
Level: Intermediate
Sector: All
Facilitator: Shereen Bingham, Professor and Ombudsperson, University of Nebraska
Panelists: Linda Brothers, Senior Associate Ombudsman, National Institutes of Health; Lynne Chaillat, EMEA Ombuds, McKinsey and Company; Eric Mayo, Manager, Global Office of the Ombudsman, Chevron

At any particular moment in history, understandings of sexual misconduct and what should be done about it emerge and change in discourses circulating within a culture. Over the past several months, a surge in public discourse about sexual harassment and assault experiences has illuminated the urgency and challenges of prevention and response. The present cultural moment offers an opportunity for our profession to bring overtly into public consciousness the unique and valuable role the organizational ombuds can play in helping organizations prevent and address sexual misconduct. Are we ready for this moment? How much common ground is there within the profession regarding the ombud's involvement with these concerns? What challenges and complexities do these situations introduce for ombuds ethics and standards of practice? This plenary session will feature a panel of ombuds from different sectors who will share their perspectives and then discuss how they would approach and handle a specific case. Audience members also will have the opportunity to offer input and share their views and experiences as ombuds.

10:15 a.m. – 11:45 a.m.

Title: Howard Gadlin Un-debate: Ombuds Neutrality in a Politically-Charged Era: Time for a Reexamination?
Facilitator: Sana Manjeshwar, CO-OP, Ombuds Manager, Chevron
Panelists: Wayne Blair, Ombudsperson, University of Ombuds Office, University of North Carolina, Chapel Hill; Carolyn Esposito, CO-OP, Ombuds, Alliance-Bernstein, and Howard Gadlin, Consultant/Mediator

This Annual Howard Gadlin Un-debate is a general plenary session held at the annual IOA conference since 2016. In the spirit of the many offerings of Howard Gadlin over the years, the purpose of this session is to raise for discussion critical questions related to the practice of organizational ombuds. This session continues Howard's predilection to "push the envelope" in a way that challenges us to openly discuss issues in a critically supportive manner.

This Un-debate will begin a discussion of neutrality and the challenges it raises for ombuds in the current political environment. Are we able to promote fairness and still maintain neutrality? What is our role in supporting the values of our organizations? Do we need to suppress our identities and perspectives to remain neutral? At what point does neutrality begin to eviscerate our effectiveness? Come prepared for a lively and interactive discussion!

Networking and Social Opportunities

Monday, April 23

12:15 p.m. – 1:30 p.m.

Volunteer Recognition Luncheon for All Conference Attendees

Each year, IOA volunteers give their time and tireless effort to help our association advance and achieve its goals. Let’s join together during this fun-filled, memorable luncheon to recognize their hard work and thank them for their contribution over the past year.

5:30 p.m. – 7:00 p.m.

Welcome Reception for All Attendees (cash bar)

Sponsored by Pfizer

Hippodrome Theater

528 N. 2nd Street, 5 blocks from the Richmond Marriott

The Hippodrome Theater is located in Jackson Ward and was known as the “Harlem of the South.” Built in 1914 as a vaudeville and movie theater, it later became a celebrated musical locale attracting such legendary greats as Ella Fitzgerald, Billie Holiday, Louis Armstrong, Bill “Bojangles” Robinson, Duke Ellington, and Cab Calloway. This theater, a recognized National Historical Landmark in the city of Richmond, has been beautifully restored with meticulous attention to detail. This is truly a one-of-a-kind venue and entertainment mecca for all.





Networking and Social Opportunities

Tuesday, April 24

9:45 a.m. – 10:45 a.m.

Sector Networking Break

This break offers attendees an opportunity to connect and network with other members of their professional sectors. Each sector will have a topic that has been pre-selected based on input from members of the applicable sector. Facilitators will be on hand to commence the discussion and keep the conversation focused. The sectors are:

- Academic
- Corporate
- Government
- International

Noon – 1:00 p.m.

Networking Lunch for All Conference Attendees and

Lunch for Ombuds New to the Profession and First-time Attendees

Lunches Sponsored by Chevron

Welcome to IOA! You are invited to join representatives from the Membership Committee, Mentoring Committee and some of our “seasoned” colleagues to learn more about IOA membership benefits, the Mentoring Program and to network with other new ombudsman practitioners to discuss issues and challenges you have experienced or anticipate in your new role. IOA wants to make your transition to the profession a positive experience. We are here to help and look forward to the opportunity to meet you at this informal luncheon and answer any questions you may have.

Wednesday, April 25

11:45 a.m. – 1:30 p.m.

Networking Lunch

This networking lunch will be “on your own.” Attendees are encouraged select an off-site dining spot for an opportunity to network freely with colleagues. A list of local “walk-to” restaurants will be provided for your convenience. Attendees are responsible for cost.

2018 Professional Development Hours

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

For Certified Organizational Ombudsman Practitioners®: Remember that 60 Professional Development Hours (PDHs) are required for recertification. Continued use of the CO-OP® 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. 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 PDH tracking sheet at the Board of Certification table. For additional information concerning recertification and activities eligible for PDHs, visit www.ombudsassociation.org.

Specialty Workshops:

Full-Day Course:	6.5
AM Half-Day Course:	3.5
PM Half -Day Course:	3.5

General Conference:

General Conference, Day 1	5
General Conference, Day 2	4.25
General Conference, Day 3	5.75

Actual hours for 2018 may vary pending Certification Committee approval.

Upcoming IOA Webinars

Restorative Justice

May 10, 2018
Presenter: Tahirih Varner

Synergy Conflict Coaching

June 14, 2018
Presenter: Gabrielle Kluck

Conflict Styles and Interpretations:

Applying Qualitative Methods to Help Your Visitors

August 9, 2018
Presenter: Alicia Booker

Cognitive Dissonance

September 13, 2018
Presenter: Laura Frase

Upcoming Professional Development Courses

Foundations of Organizational Ombudsman Practice

July 9-11, 2018
Irvine, California USA

Mediation Theory and Skill for the Organizational Ombudsman

July 12-13, 2018
Irvine, California USA
Instructor: Melissa Broderick, Ombudsperson,
Harvard Medical School

Foundations of Organizational Ombudsman Practice

October 2018
Watch the IOA website for details.

Next Certified Organizational Ombudsman Practitioner® Exam

The next CO-OP® exam is slated for October 2018.
Watch the IOA website for details.

Become a Certified Organizational Ombudsman Practitioner®!



WHY?

- Gain recognition
- Invest in your career
- Show commitment
- Distinguish yourself
- Strengthen and professionalize the organizational ombudsman field

HOW?

- Pass the certification examination
- Hold a bachelor's degree or equivalent
- Have one year of full-time experience, or its equivalent, in practice as an organizational ombudsman adhering to the IOA Code of Ethics and Standards of Practice

We Wish to Congratulate the Newest Certified Organizational Ombudsman Practitioners Who Received Certification Since Last Year's Annual IOA Conference

(as of March, 2018)

PRACTITIONER

JeAnna Abbott
Gabriela Ourivio Assmar
Roy Baroff
Rogelio Bernal
Tim Denison
Judi Martin
Steven Prevaux
Teresa Ralicki
Esther Salinas
Elizabeth Stone
Jacqueline Villafane

ORGANIZATION

University of Houston
Icatu Seguros
North Carolina State University
International Organization for Migration
Health Canada
Portland Public Schools
University of South Florida
University of Colorado, Denver
Pasadena Unified School District
Gallaudet University
American Red Cross

IOA and the CO-OP® Board are proud to report
we have certified 132 Organizational Ombudsman practitioners.

For the complete directory of all Certified Organizational Ombudsman Practitioners and
for more information, visit our website at www.ombudsassociation.org/certification.

General Information & Policies

Terminology: Although “ombudsman” is used throughout this program, 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 name 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.

Consent to Receive Communications from IOA: Registering/attending this event constitutes consent for the International Ombudsman Association to communicate with you via fax, email, mail, text messaging, instant messaging, and social media to make you aware of products and services.

Consent to Use of Photographic Images: Registration and attendance at, or participation in, the International Ombudsman Association’s Annual Conference and other activities constitutes an agreement by the registrant to 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.

Disclaimer: 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, Executive Committee members, or members that 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.

PDH Signatures: To obtain PDH signatures from your attendance of an accredited sessions, you may do the following:

- Ask your Session Moderator to sign your PDH form at the conclusion of the session.
- Go to the CO-OP® desk and obtain signature from a CO-OP® Board Member or Committee Chair.
- Seek out anyone wearing a red, white, and blue PDH Signer ribbon or a CO-OP® ribbon to obtain signatures.
- At the conclusion of each General Session (Keynote/Plenary) CO-OP® Board, Recertification Board, and anyone wearing a red, white, and blue PDH Signer ribbon will be on hand to sign PDH Credit Forms.



IOA Code of Ethics

PREAMBLE

The IOA is dedicated to excellence in the practice of Ombudsman work. The IOA Code of Ethics provides a common set of professional ethical principles to which members adhere in their organizational Ombudsman practice.

Based on the traditions and values of Ombudsman practice, the Code of Ethics reflects a commitment to promote ethical conduct in the performance of the Ombudsman role and to maintain the integrity of the Ombudsman profession.

The Ombudsman shall be truthful and act with integrity, shall foster respect for all members of the organization he or she serves, and shall promote procedural fairness in the content and administration of those organizations' practices, processes, and policies.

ETHICAL PRINCIPLES

INDEPENDENCE

The Ombudsman is independent in structure, function, and appearance to the highest degree possible within the organization.

NEUTRALITY AND IMPARTIALITY

The Ombudsman, as a designated neutral, remains unaligned and impartial. The Ombudsman does not engage in any situation which could create a conflict of interest.

CONFIDENTIALITY

The Ombudsman holds all communications with those seeking assistance in strict confidence, and does not disclose confidential communications unless given permission to do so. The only exception to this privilege of confidentiality is where there appears to be imminent risk of serious harm.

INFORMALITY

The Ombudsman, as an informal resource, does not participate in any formal adjudicative or administrative procedure related to concerns brought to his/her attention.



IOA Standards of Practice

PREAMBLE

The IOA Standards of Practice are based upon and derived from the ethical principles stated in the IOA Code of Ethics.

Each Ombudsman office should have an organizational Charter or Terms of Reference, approved by senior management, articulating the principles of the Ombudsman function in that organization and their consistency with the IOA Standards of Practice.

STANDARDS OF PRACTICE

INDEPENDENCE

- 1.1** The Ombudsman Office and the Ombudsman are independent from other organizational entities.
- 1.2** The Ombudsman holds no other position within the organization which might compromise independence.
- 1.3** The Ombudsman exercises sole discretion over whether or how to act regarding an individual's concern, a trend or concerns of multiple individuals over time. The Ombudsman may also initiate action on a concern identified through the Ombudsman's direct observation.
- 1.4** The Ombudsman has access to all information and all individuals in the organization, as permitted by law.
- 1.5** The Ombudsman has authority to select Ombudsman Office staff and manage Ombudsman Office budget and operations.

NEUTRALITY AND IMPARTIALITY

- 2.1** The Ombudsman is neutral, impartial, and unaligned.
- 2.2** The Ombudsman strives for impartiality, fairness, and objectivity in the treatment of people and the consideration of issues. The Ombudsman advocates for fair and equitably administered processes and does not advocate on behalf of any individual within the organization.
- 2.3** The Ombudsman is a designated neutral reporting to the highest possible level of the organization and operating independent of ordinary line and staff structures. The Ombudsman should not report to, nor be structurally affiliated with, any compliance function of the organization.



- 2.4** The Ombudsman serves in no additional role within the organization which would compromise the Ombudsman's neutrality. The Ombudsman should not be aligned with any formal or informal associations within the organization in a way that might create actual or perceived conflicts of interest for the Ombudsman. The Ombudsman should have no personal interest or stake in, and incur no gain or loss from, the outcome of an issue.
- 2.5** The Ombudsman has a responsibility to consider the legitimate concerns and interests of all individuals affected by the matter under consideration.
- 2.6** The Ombudsman helps develop a range of responsible options to resolve problems and facilitate discussion to identify the best options.

CONFIDENTIALITY

- 3.1** The Ombudsman holds all communications with those seeking assistance in strict confidence and takes all reasonable steps to safeguard confidentiality, including the following: The Ombudsman does not disclose confidential communications unless given permission to do so in the course of informal discussions with the Ombudsman, and even then at the sole discretion of the Ombudsman; the Ombudsman does not reveal, and must not be required to reveal, the identity of any individual contacting the Ombudsman Office, nor does the Ombudsman reveal information provided in confidence that could lead to the identification of any individual contacting the Ombudsman Office, without that individual's express permission; the Ombudsman takes specific action related to an individual's issue only with the individual's express permission and only to the extent permitted, unless such action can be taken in a way that safeguards the identity of the individual contacting the Ombudsman Office. The only exception to this privilege of confidentiality is where there appears to be imminent risk of serious harm, and where there is no other reasonable option. Whether this risk exists is a determination to be made by the Ombudsman.
- 3.2** Communications between the Ombudsman and others (made while the Ombudsman is serving in that capacity) are considered privileged. The privilege belongs to the Ombudsman and the Ombudsman Office, rather than to any party to an issue. Others cannot waive this privilege.
- 3.3** The Ombudsman does not testify in any formal process inside the organization and resists testifying in any formal process outside of the organization, even if given permission or requested to do so.
- 3.4** If the Ombudsman pursues an issue systemically (e.g., provides feedback on trends, issues, policies and practices) the Ombudsman does so in a way that safeguards the identity of individuals.
- 3.5** The Ombudsman keeps no records containing identifying information on behalf of the organization.



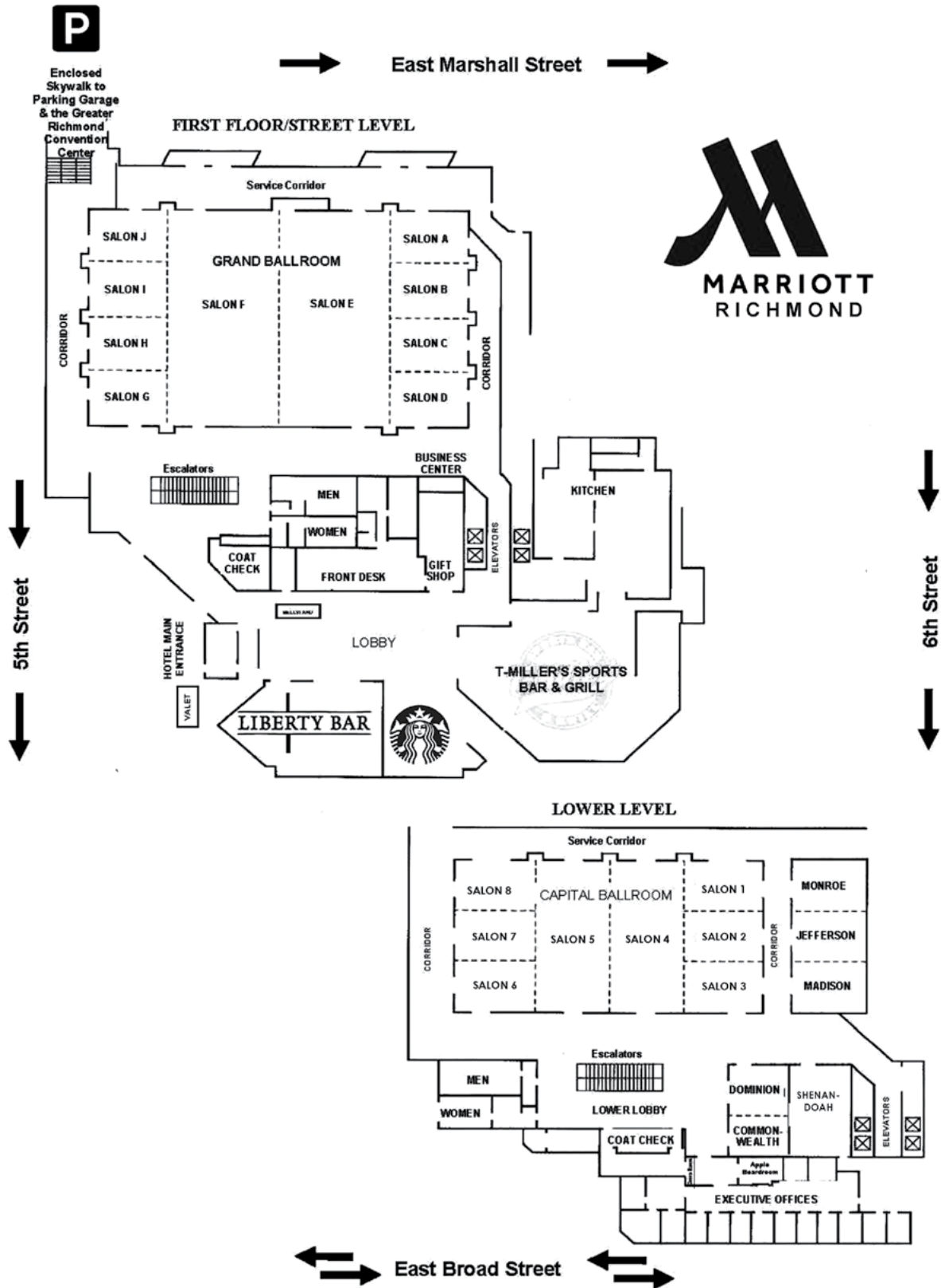
- 3.6 The Ombudsman maintains information (e.g., notes, phone messages, appointment calendars) in a secure location and manner, protected from inspection by others (including management), and has a consistent and standard practice for the destruction of such information.
- 3.7 The Ombudsman prepares any data and/or reports in a manner that protects confidentiality.
- 3.8 Communications made to the ombudsman are not notice to the organization. The ombudsman neither acts as agent for, nor accepts notice on behalf of, the organization and shall not serve in a position or role that is designated by the organization as a place to receive notice on behalf of the organization. However, the ombudsman may refer individuals to the appropriate place where formal notice can be made.

INFORMALITY AND OTHER STANDARDS

- 4.1 The Ombudsman functions on an informal basis by such means as: listening, providing and receiving information, identifying and reframing issues, developing a range of responsible options, and – with permission and at Ombudsman discretion – engaging in informal third-party intervention. When possible, the Ombudsman helps people develop new ways to solve problems themselves.
- 4.2 The Ombudsman as an informal and off-the-record resource pursues resolution of concerns and looks into procedural irregularities and/or broader systemic problems when appropriate.
- 4.3 The Ombudsman does not make binding decisions, mandate policies, or formally adjudicate issues for the organization.
- 4.4 The Ombudsman supplements, but does not replace, any formal channels. Use of the Ombudsman Office is voluntary, and is not a required step in any grievance process or organizational policy.
- 4.5 The Ombudsman does not participate in any formal investigative or adjudicative procedures. Formal investigations should be conducted by others. When a formal investigation is requested, the Ombudsman refers individuals to the appropriate offices or individual.
- 4.6 The Ombudsman identifies trends, issues and concerns about policies and procedures, including potential future issues and concerns, without breaching confidentiality or anonymity, and provides recommendations for responsibly addressing them.
- 4.7 The Ombudsman acts in accordance with the IOA Code of Ethics and Standards of Practice, keeps professionally current by pursuing continuing education, and provides opportunities for staff to pursue professional training.
- 4.8 The Ombudsman endeavors to be worthy of the trust placed in the Ombudsman Office.



Hotel Floor Plan



2018

Speaking in
Confidence

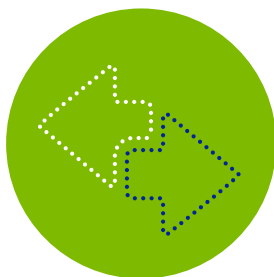
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CONFIDENTIAL



NEUTRAL



INFORMAL



INDEPENDENT



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IOA would like to recognize and thank the following organizations for supporting the 2018 Annual Conference

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Ilene Butensky and Robert Brehm
