

The Modern Ombuds:



Empowering People & Institutions to Reach Their Full Potential

From Fortune 500 companies to professional associations, organizations worldwide are experiencing the disruption of national crises, and the power of rapid social, political and technological change. Today, a growing number of institutions and individuals are turning to ombuds as a source of insight and guidance.

At a time of dynamic change, organizational ombuds help manage risk and assist people at all levels of an organization with navigating complex relationships, policies and work environments – while working to promote civility, fairness and justice for the communities they serve.

WHAT IS AN OMBUDS?

An organizational ombuds acts as a no-barrier, first-stop for employees, executives, managers and others seeking guidance, information and insight from a trusted advisor who is:

INDEPENDENT.

An ombuds functions independently of formal channels and other services, and provides options and guidance.

IMPARTIAL.

An ombuds does not take sides and instead works to develop options to address or surface issues that support empowerment and fair process -- for those seeking assistance and for the organization.

CONFIDENTIAL.

An ombuds will protect your identity and the confidential information you share, unless the ombuds determines there is an imminent threat of serious harm.

INFORMAL.

Visiting an ombuds doesn't trigger a formal investigation often typical of HR or legal processes. Speaking with an ombuds is always off-the-record. Ombuds do not retain permanent records of confidential communications.



Ombuds help individuals who:

Experience a conflict with a co-worker, peer or supervisor.

Have compliance, ethical, legal or policy concerns about the workplace.

Experience sexual harassment or workplace misconduct.

Need a safe place to go for information and confidential guidance.

Ombuds serve many industries and sectors, including:

Academic Institutions | Insurance
Banking & Financial Services | Energy
Government | Secondary Education
Non-Profit | Pharmaceuticals | Healthcare
Research & Development | Manufacturing



Ombuds today serve as trusted navigators to inform critical & complex decision-making for a lasting and positive impact.

To learn more visit, ombudsassociation.org



FOR ORGANIZATIONS:

Ombuds help public and private sector organizations anticipate and avoid risk, litigation and costly damage to brands and reputations.

Conduct training, education, coaching, and facilitation.

Supplement traditional HR, legal and compliance channels and departments.

Build employee loyalty and a culture of engagement that can save costs and improve workplaces.

Identify systemic trends and risks that help leaders make informed business, policy and management decisions.

Build and strengthen productive and effective relationships between organizational departments, partners and professionals.

Perform outreach to diverse constituencies and stakeholders about alternatives to traditional conflict resolution.

A listening post and sounding board for new ideas, initiatives and proposed actions of large, complex and high-stakes organizations.

FOR INDIVIDUALS:

Ombuds offer a safe place that permits confidential communications.

Are a place for individuals to discuss options and process before they take action.

Listen and help frame issues to navigate a broad spectrum of situations and issues.

Offer a confidential resource to discuss options for reporting misconduct or managing and resolving conflicts.

Conduct coaching, mediation and dispute resolution.

WHAT OMBUDS DON'T DO:

Receive notice of claims against an organization.

Conduct investigations.

Make management decisions or policy.

Advocate or take sides.

Substitute for formal channels.

Testify or produce documents in legal or other proceedings.

OMBUDS ROI

With the cost of workplace conflict estimated at \$359 billion per year¹, ombuds can yield a high return on investment:

\$1 invested returns
\$22 in savings/cost
avoidance.²

Companies with highly
engaged employees have
10%-15% higher profits.³

More than **\$144,000** per day
is lost due to interpersonal
conflict, miscommunication
and poor decision-making.⁴

34% of employee salary
is lost for each
disengaged employee⁵

1. CPP Global Human Capital Report, July 2008, pg. 3. Based on average hourly earnings of \$17.95, seasonally adjusted, non-farm workers. Bureau of Labor Statistics, May 2008.

2. John Zinsser, Pacifica Human Communications, LLC; Jonathan E. McBride & James S. Hostetler, Board Champions for the Ombudsman, NACD-Directors Monthly, May 2008.

3. MIT Sloan Management Review: Measuring the Benefits of Employee Engagement, Summer 2015, page 5.

4. Harvard Business Review, "Putting a Price on People Problems at Work," by Tanya Menon and Leigh Thompson, August 23, 2016.

5. McLean & Company/Gallup: <https://www.linkedin.com/business/learning/blog/learner-engagement/how-to-calculate-the-cost-of-employee-disengagement>, cited by Paul Petrone, Head of Academic and Government Marketing, LinkedIn Learning, March 24, 2017.