



INTERNATIONAL  
**OMBUDSMAN**  
ASSOCIATION

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**INTERNATIONAL OMBUDSMAN ASSOCIATION**

**ANNUAL REPORT**

**April 2007 – April 2008**

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*\* 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.\**

## From The President

April, 2008

Dear IOA Members:

It is an honor to present the 2007-2008 IOA Annual Report of the International Ombudsman Association. I encourage you to review the report carefully. It details the achievements that support our Association and our member services.

The Board met regularly to conduct the business of IOA in an open and responsible manner to strengthen the ombudsman field. We benefited greatly from the support of the staff of Professional Management Associates, LLC, our management group, to manage the logistics of running IOA.

Once again, this year, IOA relied on the many contributions of dedicated volunteers. Board members, committee members and chairs, special task forces, project leaders all dedicated their time and energy to the Association. IOA's standing committees: Communications, Conference Oversight, 2008 Conference Planning, Ethics and Standards of Practice, Finance, International, Legal and Legislative Affairs, Membership, Professional Development, Nominations and Elections and Strategic Planning accomplished work important to us as individuals and as an Association. Several committees encompassed additional subcommittees or task forces such as the Database Task Force, the Effectiveness Task Force and the IOA Journal. Consistent with the organization's mission, their work has enabled IOA to serve our members, to advance understanding of our profession, to assist with the establishment of new offices, to ensure the availability of excellent training and to establish educational opportunities, standards of practice and a code of ethics for ombudsmen.

All this leads to our Third Annual IOA Conference in Boston, Massachusetts. The conference provides a wide range of educational and networking forums. I encourage all members to attend the conference and participate in the IOA Business Meeting on Tuesday, April 15, 2008. The business meeting and other conference venues give members the opportunity to contribute their views on Association priorities and activities. This exchange of information is vital for our Association and directly informs IOA decisions and strategic planning. This is a critical point of growth for both the ombudsman profession in general, and IOA in particular. Active participation by our members is essential to our continued advancement both as practitioners and as a profession.

It has been my privilege to serve as president of IOA. I am grateful for the opportunity to have worked with many respected and talented colleagues. I look forward to strengthening the bonds within the Association and the expanding the influence of our role in all organizations in which we serve.

Sincerely,

Janis Schonauer, President  
International Ombudsman Association

## **International Ombudsman Association Mission**

### **Article II - Mission of the Association**

The Association's purposes are to:

- A. Serve practicing International Ombudsman and others using Ombudsman skills in their work.
- B. Advance understanding of the profession Internationally.
- C. Assist with the establishment of Ombudsman offices in the private and public sectors.
- D. Ensure the availability of effective training for Ombudsman professionals.
- E. Foster cooperation and exchange with other professional Ombudsman organizations and professionals engaged in dispute resolution.
- F. Establish educational standards, standards of practice and codes of ethics for Ombudsman practitioners.

**2007-2008 International Ombudsman Association Board of Directors**

**Officers**

<p align="center"><b>President</b>  <b>Janis Schonauer</b>                  203 Towne Centre Drive                  Hillsborough, NJ 08844-4693 USA                  Phone: 908.359.0246  <a href="mailto:janisschonauer@hotmail.com">janisschonauer@hotmail.com</a></p>	<p align="center"><b>Vice President</b>  <b>Kevin Jessar</b>                  9000 Rockville Pike                  Building 31, Room 2B63                  Bethesda, MD 20892 USA                  Phone: 301.594.9550  <a href="mailto:jessark@od.nih.gov">jessark@od.nih.gov</a></p>
<p align="center"><b>Treasurer</b>  <b>Gary Yamashita</b>                  Chevron Texaco                  6001 Bollinger Canyon Rd                  Room L1220                  San Ramon CA 94583-2324 USA                  Phone: 925.842.0888  <a href="mailto:garyyamashita@chevron.com">garyyamashita@chevron.com</a></p>	<p align="center"><b>Assistant Treasurer</b>  <b>Elizabeth Walsh Pino</b>                  McKinsey &amp; Company                  75 Park Plaza                  Boston, MA 02116 USA                  Phone: 617.753.2228  <a href="mailto:elizabeth_pino@mckinsey.com">elizabeth_pino@mckinsey.com</a></p>
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**Directors**

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<p align="center"><b>Vicky Brown</b>                  University of Central Florida                  PO Box 160005                  Orlando FL 32816-0005 USA                  Phone: 407.823.6440  <a href="mailto:vbrown@mail.ucf.edu">vbrown@mail.ucf.edu</a></p>	<p align="center"><b>Judy Bruner</b>                  University of California, San Diego                  9500 Gilman Drive, M/C 0016                  La Jolla, CA 92093 USA                  Phone: 858.534.0777  <a href="mailto:jbruner@ucsd.edu">jbruner@ucsd.edu</a></p>

**Directors** (continued)

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<p><b>Margo Wesley</b> University of California, Berkeley Staff Ombuds Office 2350 Bowditch St Berkeley CA 94720-5140 USA Phone: 510.642-7823 <a href="mailto:mwesley@berkeley.edu">mwesley@berkeley.edu</a></p>	<p><b>Brenda Woods-Patin</b> University of California, LA 501 Westwood Plaza Suite 105 Los Angeles, CA 90095 USA Phone: 310.825.7627 <a href="mailto:bwoods@conet.ucla.edu">bwoods@conet.ucla.edu</a> <i>Associate Member Representative</i></p>

## *Thank You!*

The IOA Board of Directors would like to thank the many members who contributed to the mission of the association by generously lending their thoughts, energy, time, creativity and commitment through volunteer work during 2007-2008. IOA is a volunteer-driven organization, and could not exist- let alone thrive- without the support of its dedicated member-volunteers. Whether it was through serving on a committee, teaching a training course, responding to member questions, assisting with outreach efforts or acting as a resource, our members have given of themselves in so many ways.

Special thanks to Merle Waxman, Larry Cohen and Belinda Ahern for compiling the information for this report.

The amount of time that was contributed by members is simply amazing – so thank you, volunteers, the work of IOA would not be possible without you.

## COMMUNICATIONS COMMITTEE

### MISSION:

The mission of the IOA Communications Committee is to support the goals and priorities of IOA by promoting proactive internal and external communications, to enhance understanding of the ombuds role and function, and to develop and disseminate information to heighten awareness of IOA values and educational opportunities.

### PRIORITIES:

- Overall Communications: Provide effective communications to members and those interested in the Ombudsman profession.
- Website: Continue to develop and redesign the IOA website and enhance its content according to member needs.
- Newsletter: Provide a newsletter that is professional and informative.
- Outreach: Perform outreach activities, including responding to inquiries, providing informational materials and identifying opportunities to promote IOA.
- Annual Report: Compile and distribute Annual Report for IOA's Business Meeting.
- Journal: Create professional Ombudsman journal.

### ACCOMPLISHMENTS:

- Made incremental updates to the website.
- Launched website redesign project
- Published quarterly newsletter, *The Independent Voice*, covering IOA news.
- Selected new editorial board for *The Independent Voice* newsletter.
- Continued the process of developing the Journal of the International Ombudsman Association.
- Developed an informational packet to send in response to inquiries made regarding starting an Ombudsman office.
- Created sample PowerPoint presentations for promoting ombudsmen offices – to be posted on the new IOA web site.
- Developed a library of Ombudsmen-related articles to be to be posted on the new IOA website.
- Aligned current and future Communications Committee projects to meet the goals outlined in the IOA Strategic Plan.

### MEMBERS:

A special *thank you* to the members of the 2007-2008 Communications Committee: Tom Barnette, John Carter, Lawrence Cohen, Nicholas Diehl (Co-Chair), Michael Eisner, Dorothy Graham, Alan Jay Lincoln, Molly McAvoy (Co-Chair – through 8/07), Bathabile Mthombeni-Njenga, Mary Rowe, Sara Thacker (Co-Chair) and Merle Waxman.

**TO JOIN THE COMMITTEE:** Please contact: Sara Thacker, Co-Chair, (510) 642-7823, [sthacker@berkeley.edu](mailto:sthacker@berkeley.edu) or Nick Diehl, Co-Chair, (301) 594-1350, [diehl@od.nih.gov](mailto:diehl@od.nih.gov)



## CONFERENCE OVERSIGHT COMMITTEE

### MISSION:

Develop a vision for IOA conferences and engage in long-range planning, oversight, and assessment to ensure that IOA conferences support the IOA vision and mission. To accomplish this, the COC will...

- Develop and propose a long-term conference strategy for IOA strategic plan, informed by member needs collected through surveys, assessments, discussions, etc.
- Annually review the report of the Conference Committee and recommend changes to conference policies for approval by the Board of Directors.
- Review conference site proposals (up to five years out) received from staff and assist in selecting conference cities and facilities.
- Use the experiences of all those who prepare and plan each year's conference to improve planning for subsequent conferences.

### PRIORITIES:

- Develop policies pertaining to IOA Conferences as needed (i.e. fee schedules, site selection, sponsorships, etc.).
- Collaborate with Professional Management Association, LLC. (PMA) in site selection for annual conferences, especially as the IOA works toward holding the conferences in international locations.
- Conduct membership survey to assist with criteria development for future site selections while balancing other factors including the IOA mission, recommendations from staff, member demographics, attractiveness of venues, available transportation (airport hub), and time of year.
- Select co-chairs for annual conference planning committee.
- Create a 'handbook' for the annual conference planning committee (i.e. conference policies, budgets, assessment tools, etc.).

### ACCOMPLISHMENTS:

- Developed and presented a recommendation to the IOA Board for an enduring conference philosophy, focusing on the challenges of a more appropriate and complete funding basis for expanding conferences to meet member needs.
- Worked with PMA in the selection of the 2009 and 2010 annual conference sites. Considerable time and energy was focused on the challenges posed by when, where and how to periodically honor the "international" in the IOA name by locating a conference outside of North America.

### MEMBERS:

A special thank you to the members of the 2007-2008 Conference Oversight Committee: Vicky Brown, John Carter, Lynn Connley, Nancy Deering, Glenda Dickson, Diane Dorian, Tommy Howard, Marvin Neal and Don Noack (Chair).

### TO JOIN THE COMMITTEE:

Please contact IOA (908) 359-0246 or visit the Association website [www.ombudsassociation.org](http://www.ombudsassociation.org).

## 2008 ANNUAL CONFERENCE COMMITTEE

### Responsibilities and Accomplishments:

- Collaborated with PMA throughout the conference planning process
- Formed committees and assigned tasks and responsibilities
- Coordinated volunteers for moderators at conference sessions
- Developed the conference theme
- Recruited keynote speakers
- Recruited proposals/speakers/presenters/panelists for pre-conference courses and plenary and concurrent sessions
- Developed the pre-conference and conference schedule of events and sessions
- Coordinated hotel and meeting spaces; developed contingency plan for back-up hotels
- Developed ideas for receptions, meals, refreshment breaks, off-site events and options for free evenings for all attendees and guests
- Planned and organized evaluation and assessment measures for each session
- Compiled autobiographical sketches of proposals/speakers/presenters/panelists for plenary and concurrent sessions
- Arranged for vendors, exhibitors, and book sellers
- Planned for speaker needs, e.g., handouts, printing, AV and technical support
- Organized optimal ways to share conference/session proceedings and copies of presentations and speeches with attendees
- Assisted with Program Booklet/Brochure development with PMA and graphics
- Planned and purchased awards, recognitions, and gifts
- Coordinated the Annual IOA Business Meeting
- Developed and issued communications to members and registrants regarding all facets of the conference
- Planned for signage and webpage coordination
- Conducted a campaign for sponsorships, fundraising, and donations
- Developed and adhered to budgeting for conference programs and pre-conference courses
- Issued invitations to presidents of other ombuds/conflict resolution organizations
- Arranged for photographic support at the conference
- Wrote articles and blast emails publicizing the conference and associated details and coordinated roving reporters in support of the IOA Newsletter

**Committee Members and Volunteers:** John Barkat, Carol Breslin, Mary Chavez-Rudolph (Pre-Conference Chair), Mary Childers, Elizabeth Conley, Lydia Cummings, Victoria Dowd, Rosa Garner, Cynthia Joyce, William King, Alan Lincoln, Patti Lynch, Craig Mousin, Don Noack, Jan O’Keefe, Elizabeth Walsh Pino, Trey Recklin, Mary Rowe, Kate Schenck, Beth Segers, Marsha Wagner, Linda Wilcox, Gary Yamashita, Vicky Brown and John Carter (Conference Co-Chairs)

**Special Thanks To:** **Shawna Wilker** for her steadfast guidance, knowledge, patience, and hard work, and **To: Marie Ashton** for her follow-through, organizational abilities and constant willingness to assist, **To: all of our partners at Professional Management Associates, L.L.C.**, and to **Jan Schonauer, IOA President**, for her willingness to assist and provide guidance as needed throughout the planning process.

## **FINANCE COMMITTEE**

### **MISSION:**

The IOA Finance Committee institutes the necessary financial strategies, processes, and controls to meet all IOA goals and objectives.

### **RESPONSIBILITIES:**

Working with PMA and IOA's accountant and auditors, the Treasurer, Assistant Treasurer, and Finance Committee are responsible for overseeing IOA's fiscal operations, developing the annual operating budget, monitoring IOA's reserves & investments, including approval of all expenses, the annual audit and the annual tax filings. Our overall budgeting approach is to be fiscally conservative, estimating expenses at the upper range and estimating revenues at the lower range.

### **ACCOMPLISHMENTS:**

- The Finance Committee is pleased to report that 2007 was a very successful year.
- We have improved our financial processes and have been successful in creating a greater awareness of our role in protecting the assets of our organization.
- We are pleased to report a surplus of \$143,000. This will enable us to launch our Certification Program with \$86,000, and provide resources for other activities in 2008. This will also allow our organization to increase our Reserve Fund in the event of unexpected needs.
- We are also in a position to continue to grow our organization as we implement our long-term strategies.

### **MEMBERS:**

Treasurer Gary Yamashita and Assistant Treasurer Elizabeth Walsh Pino, Vicky Brown, Lynn Connley, Lisa Nevares, Reese Ramos, Tony Turley, Ted Williamson, Jennifer Wolf, Marie Ashton (PMA) and Linda Pfingst, CPA (PMA).

## **INTERNATIONAL COMMITTEE**

### **MISSION:**

The mission of the IOA International Committee is to support the goals and priorities of IOA by engaging ombudsmen professionals throughout the world with particular emphasis on those working outside of the United States. The committee seeks to promote the establishment of the role of the ombudsman in industry and organizations; provide professional development to support and advance the profession; monitor legislation, regulations, and trends which impact the profession; increase leadership participation and representation of the Association via regional advisory committees; and promote partnerships that support and sustain the profession.

### **PRIORITIES:**

- International Training: work in cooperation with the Professional Development Committee to plan broad and diverse trainings which complement those already offered in the United States.
- International Advisory Committees: working to establish advisory committees which will encompass all regions of the world.
- Programming: work with Conference Program Committee to encourage and provide sessions which will be relevant to, and representative of, our rich and internationally diverse membership.
- Professional Development: continue to plan and provide professional development training throughout the world.
- Partnership: encourage the support and growth of the profession by engaging in strategic partnerships with other entities doing work internationally.

### **ACCOMPLISHMENTS:**

- Planned and conducted international training in Tunis, Tunisia, in conjunction with UNARIO (United Nations and Related International Organizations) ombudsmen and mediators of the UN system, 11-14 June, 2007. Four courses offered included: 101, Ombudsman Support Role, Ombudsing in the Field, and Helping People Come Forward.
- Planned and confirmed new international course offerings for Paris, France, 16-19 June 2008. In addition to 101, a new conflict resolution course will be offered.
- Efforts continue to reduce the role of North American instructors and enhance the role of international multi-lingual faculty.
- The committee has tentatively targeted Copenhagen, Denmark, for its 2009 international training programs.
- Discussions continue with CPR Institute for Conflict Prevention and Resolution and possible partnerships with their European Business Mediation Conference.
- European Advisory Committee met in March 07 at American Express in London, at the London School of Economics in October 07 and in Geneva, Switzerland, in February 2008 at the International Committee of the Red Cross. Topics discussed include: The Role of the Ombudsman during Times of Change; Barriers to the Ombudsman Role; Planning for International IOA Web Pages; Formal Whistle-blowing Policies and the Impact on the Ombudsman; and Employee Stress Due to Restructuring.
- The International Committee represented IOA at the European Business Ethics Forum, London 2008 (co-hosted by the Ethics and Compliance Officer Association and the Institute of Business Ethics in the UK, the European Business Ethics Network, and the Cercle d'Ethique des Affaires-Cercle Européen des Déontologues in France).

- Open dialogue with new ombudsmen in Brazil for potential IOA support of ombudsmen programs in the region. Articulated International Committee guidelines and submitted to IOA board.

**MEMBERS:**

Many thanks to the members of the 2007-2008 International Committee. John Barkat and James Lee (Co-chairs), Wilbur Hicks, Wendy Friede (training subcommittee), Carolyn Noorbakhsh (Board Liaison), Camilo Azcarate, Karen Campbell, Steven Cordery, Danielle Fischer-Lebailly, Nora Galer, James Nabina, Georgia Shaver, Christine Mougne.

**For Further Information:**

Please contact John Barkat, Co-Chair, (212) 346-1111, [jbarkat@collaborative-engagement.org](mailto:jbarkat@collaborative-engagement.org), or James Lee, (212) 906-5748, [james.lee@undp.org](mailto:james.lee@undp.org).

## LEGAL AND LEGISLATIVE AFFAIRS COMMITTEE

### MISSION:

The Legal and Legislative Affairs Committee keeps members informed about legislative and legal developments that affect the Ombudsman profession and provides guidance to the IOA Board in establishing legislative priorities for the IOA.

### PRIORITIES:

- Track federal and state legislation and court decisions that relate to and impact ombudsmen practice and the profession.
- Draft model legislation.
- Advocate for passage of ombudsmen privilege statutes.
- Educate our members through programs and seminars regarding legal issues as they relate to office structure and ombudsmen practice.
- Coordinate with other IOA committees regarding legal impact to the profession in all aspects of IOA activities.

### ACCOMPLISHMENTS:

- Worked with Texas ombudsmen offices, lobbyists, and legislature on Texas shield law legislation, introduced in the 2007 legislative session.
- Provided education to IOA members through regular newsletter articles.
- Routinely answered questions from IOA members.
  - Initiated successful tracking of legislative bills and court cases impacting ombudsmen offices and practitioners.
  - Initiated work on drafting model legislation.
  - Educated IOA members on legal and legislative issues through IOA specialized courses, pre-conference courses and conference sessions.
  - Educated and made recommendations to Board on Texas shield law legislation and other legal issues.

**MEMBERS:** A special *thank you* to the members of the 2007 Legal and Legislative Committee: Sean Banks, Judy Bruner (Co-Chair), Howard Gadlin, Kevin Jessar (Co-Chair), Susan Kee-Young Park, Tom Kosakowski, Francine Montemurro, Lois Petzold, Virginia Santiago, Judi Segall, David Talbot, Marsha Wagner, and Margo Wesley.

**FOR FURTHER INFORMATION:** Please contact Kevin Jessar, Co-Chair, (301) 594-9550, [jessark@od.nih.gov](mailto:jessark@od.nih.gov), or Judy Bruner, Co-Chair (858) 534-0777, [jbruner@ucsd.edu](mailto:jbruner@ucsd.edu).

## **MEMBERSHIP COMMITTEE**

### **MISSION:**

The IOA Membership Committee serves the membership of IOA by accepting and processing membership applications and renewals in a consistent and efficient manner, by recognizing the interests of the various sectors of the profession, and by seeking to grow the organization worldwide. Provision of IOA membership services and benefits are a priority, since the committee recognizes the Association could not exist without its Members, Associate Members, and Affiliate Members.

### **PRIORITIES:**

- Process member applications effectively
- Maintain Membership Handbook and brochure
- Provide orientation/support to new members
- Build stronger member participation in the Association

### **ACCOMPLISHMENTS:**

- Revised the 2008 Membership application forms to reflect changes to membership criteria based on the approved Bylaws change at the 2007 IOA Annual Conference.
- Utilized Membership taskforce to conduct a sample review of 10% of the IOA Membership for appropriate member category during 2008 Membership Renewal process
- Developed Mentorship program for IOA members
- Increased IOA membership to more than 700 members during 2007-2008 (15%)

### **MEMBERS:**

A special thank you to the members of the 2007-2008 Membership Committee: Carol Breslin, Beatriz Dale, Gecole Harley, Marvin Neal (Chair), Justine Sentenne, Marianna Valdes-Fauli, and Ted Williamson (liaison from Finance Committee).

In addition, a special thanks and acknowledgement to Howard Gadlin and Marsha Wagner for their participation in the Membership taskforce sampling process for the 2008 Membership renewals.

### **TO JOIN:**

Please contact the IOA at (908) 359-0246 or visit the Association website: [www.ombudsassociation.org](http://www.ombudsassociation.org).

## NOMINATIONS AND ELECTIONS COMMITTEE

### MISSION:

The IOA Nominations and Elections Committee (NEC) oversee the call for nominations for open Board seats and reviews all submitted recommendations. The NEC submits a slate of nominees, including Directors and Associate Member Representatives, from recommendations made by the membership, per IOA Bylaws (Article VIII – Nominations and Elections). The Committee oversees the election process and conducts a review of related policies and procedures. In 2008 there were five open director seats and two open associate representative seats to be filled.

### PRIORITIES:

- Identify a viable and balanced slate of candidates for the election.
- Ensure membership is given reasonable opportunity to recommend a diverse group of candidates for election.
- Assess recommendations received to ensure candidates meet predetermined criteria for election to the Board of Directors and represent the organization with respect to sector (corporate, academic, government), gender, ethnicity, race, and geography, as well as ensuring leadership is culled from the broadest spectrum of membership.
- Inform potential nominees of relevant candidate criteria and of Board roles and responsibilities.
- Ensure voter participation is effectively solicited.
- Support ongoing efforts to build strong leadership for the Association.

### ACCOMPLISHMENTS:

- Revised the nominee selection criteria.
- Provided recommendations to enhance election process and avoid conflicts with membership renewal process.
- Responded to inquiries from IOA Board Members, candidates and members regarding the nominations and elections process.
- Successfully coordinated and managed the nomination and election process, which was conducted electronically.
- Recommended five director candidates and two associate representative candidates to the Board of Directors.

The Nominations and Elections Committee would like to thank all candidates who participated in this year's election process.

**Commendations and thanks to the members of the 2007-2008 NEC for their dedicated efforts:** Claudia D'Albini, Dolores Gomez-Moran, Sandy McDermott, Don Noack, Amanda Pace, Justine Sentenne, Thomas Zgambo, and Judi Segall (Chair). Additional thanks and acknowledgement to Marie Ashton, PMA Members Services Director, for her invaluable assistance.

**TO JOIN:** Please contact the IOA at (908) 359-0246 or visit the Association website: [www.ombudsassociation.org](http://www.ombudsassociation.org).



## PROFESSIONAL DEVELOPMENT COMMITTEE

### MISSION:

The Professional Development Committee (PDC) assesses the development needs of IOA members and potential members and delivers training to meet those needs.

### PRIORITIES:

- Inform and educate those interested in establishing an Ombudsman function regarding the standards of practice and how to set up an office
- Provide training for Ombudsmen at all experience levels
- Deliver training in diverse geographic locations (including outside North America) to make it as assessable as possible to members and potential members
- Proactively identify emerging topics and design training to support these new areas of interest
- Support Certification initiatives

### MEMBERSHIP:

A special thank you to the members of the 2007-2008 Professional Development Committee: Marie Ashton, Sean Banks, John Barkat (International focus), Joanne DeSiato, Wendy Friede (Chair)\*, Wilbur Hicks (focuses on 101 and Plus), Jennifer Graf, Kevin Jessar (coordinates all Specialized Courses), Lisa Nevares, Carolyn Noorbakhsh (Intermediate and Advanced focused), Roxanne Schreiber, Judi Segall, Marsha Wagner (Chairs Certification), Linda Wilcox, and Jennifer Wolf. *Certification Subcommittee Members:* Mary Chavez-Rudolph, Joanne DeSiato, Wendy Friede, Carolyn Noorbakhsh, Marsha Wagner (Chair), Merle Waxman, and Jennifer Wolf

New Co-chairs for the PDC were appointed: Francine Montemurro, SUNY Binghamton and Lee Twyman, Rochester Institute of Technology

**\*A very special thanks to Wendy Friede for six years of extraordinary PDC leadership resulting in new curriculum, new training and a well-functioning committee focused on excellent professional development opportunities!**

### PDC ACCOMPLISHMENTS – 2007

#### I. Training and Curriculum:

- Complete revision of Ombudsman 101 course.
- Provided Ombudsman 101 courses in Orlando, Tunis, Seattle, and Philadelphia training 164 individuals (177 trained in 2006)
- Provided three Ombudsman 101 Plus courses in Orlando, Seattle, and Philadelphia training 56 people (72 trained in 2006)
- Provided the Intermediate Ombudsman workshop in Philadelphia training 15 people (21 trained in 2006)
- Provided the Advanced Ombudsman workshop in Orlando training 19 people
- Provided seven different Specialized Courses in four different locations training 144 people (186 trained in 2006)

- Provided one full-day and four half-day offerings for the 2006 Pre-Conference in San Diego training over 188 people (100 trained in 2006).
- Outside instructor hired to teach one course
- Increased enrollment from the international community of ombudsmen

**2007 Course and Workshop Instructors:**

Sean Banks, Wayne Blair, Mary Chavez-Rudolph, Danielle Fischer – Lebailly, Wendy Friede, Howard Gadlin, Wilbur Hicks, Kevin Jessar, James Lee, Veronica Luard, David Miller, Carolyn Noorbakhsh, Rick Russell, Tom Sebok, David Talbot, Linda Wilcox.

**FOR MORE INFORMATION OR TO JOIN THE PDC PLEASE CONTACT:**

- Francine Montemurro, Phone: 607.777.2388 E-Mail: monte@binghamton.edu
- Lee Twyman, Phone: 585.475.2765 E-Mail: Lee.Twyman@rit.edu

## **CERTIFICATION SUB-COMMITTEE**

The IOA Certification Sub-Committee was a sub-committee of the Professional Development Committee during 2007 and their mission and accomplishments are outlined below:

### **MISSION:**

The mission of IOA's Certification Sub-Committee is to evaluate, explore and coordinate the initiation of a certification program for individual organizational ombudsman practitioners and an accreditation program for organizational ombudsman programs that practice according to the IOA Standards of Practice and Code of Ethics.

### **ACCOMPLISHMENTS:**

- The Sub-Committee conducted considerable research on certification programs, their advantages and disadvantages, costs and benefits.
- In Fall 2006, the Sub-Committee sent out a "request for proposals" from various certification consulting organizations.
- In Spring 2007, the Sub-Committee evaluated the proposals received, and decided to work with Schroeder Measurement Technologies (SMT).
- In September 2007, five Sub-Committee members and five other IOA members who hold leadership positions met with SMT in Florida for two days of education about certification programs in general, and planning about how to design a certification program suitable to IOA.
- In fall 2007, the IOA Board approved the Sub-Committee's request to offer a "market survey" and listserv discussion about certification and accreditation, and this survey took place in November – December 2007.
- Based on strategic planning and a very positive response to the survey, in Spring 2008 the IOA Board approved the Certification Sub-Committee's request to move forward with the Job Analysis process, which will provide the basis for the content of the certification examination.

**MEMBERS:** Sean Banks, Tom Barnette, Mary Chavez Rudolph, Joanne DeSiato, Wilbur Hicks, Carolyn Noorbakhsh, Janis Schonauer, Marsha Wagner (chair), Merle Waxman, Jennifer Wolf, and Gary Yamashita

**TO JOIN:** Please contact Marsha Wagner, [wagner@columbia.edu](mailto:wagner@columbia.edu), 212 854-1234.

## **PROFESSIONAL ETHICS, STANDARDS OF PRACTICE, AND BEST PRACTICES COMMITTEE**

### **MISSION:**

The mission of IOA's Standing Committee on Professional Ethics, Standards of Practice, and Best Practices is to identify, define and provide guidance on the ethical principles and standards of practice for organizational ombudsman professionals.

### **PRIORITIES:**

- Periodically review and update IOA's guiding documents, the Code of Ethics and Standards of Practice, and assure that they are consistent with legal and professional developments, IOA Bylaws and membership criteria
- Periodically review and update IOA's guidance on Best Practices
- Promote awareness of IOA's ethical principles and standards of practice by coordinating with professional development programs, the Communications Committee, the conference planning committee, etc.
- Coordinate activities to encourage adherence to Code of Ethics and Standards of Practice with other relevant committees, such as the Membership Committee, Communications Committee and Legal and Legislative Affairs Committee
- Provide ethical guidance to IOA members seeking assistance, and for organizational principles (such as guidelines for confidentiality for collegial sharing among participants in training sessions and conferences, for advertising opportunities for corporate donors, etc.).
- Recruit and retain members to help with work of the Committee.

### **ACCOMPLISHMENTS (April 2007 – March 2008):**

- The IOA Best Practices Task Force has completed and distributed a new, expanded Best Practices guidance document to the IOA Board and to IOA members and will be accepting feedback for future revisions.
- The IOA Standards of Practice Task Force has recommended changes to Standards of Practice 3.1 and 3.3. Those recommended changes have been delivered to the IOA Board and IOA membership for input.
- The IOA Professional Ethics, Standards of Practice and Best Practices Standing Committee has continued discussions of ways to provide ethical guidance for IOA as an organization and individually for IOA members.

### **MEMBERS:**

Judy Bruner, Howard Gadlin, Nathanael Haddox (Chair), Kevin Jessar, Francine Montemurro, Troy Morgan, David Talbot, Marsha Wagner, and Margo Wesley .

### **TO JOIN:**

Please contact Nathanael Haddox (806.742.4722), [n.haddox@ttu.edu](mailto:n.haddox@ttu.edu)

## **PROFESSIONAL ETHICS, STANDARDS OF AND BEST PRACTICES COMMITTEE**

### **EFFECTIVENESS SUBCOMMITTEE**

The Effectiveness Subcommittee is a standing subcommittee under the Professional Ethics, Standards and Best Practices Committee.

**VISION:** Incorporate Standards of Effectiveness within all organizational ombudsman practices.

**MISSION:** To increase the awareness, importance, utilization and value of the concept of effectiveness for all ombudsmen.

#### **PRIORITIES:**

- Develop goals, strategies and tasks to support our mission
- Advocate for Effectiveness training in all relevant IOA courses
- Develop dialogues with the IOA membership on the following topics with regard to effectiveness: talking with our stakeholders, developing tools and techniques for collecting data, reporting and feedback to the organization
- Offer a Conference session on Effectiveness at the 2009 Annual Meeting
- Become a Committee rather than Sub committee
- Recruit new members to the Committee

#### **ACCOMPLISHMENTS:**

- Developed and taught a full day “Specialized Course” on Effectiveness with the Professional Development Committee.
- Created an “Effectiveness Corner” for The Independent Voice (the IOA newsletter) that focuses on effectiveness issues, questions, measures research and featured publications.
- Established framework for the Effectiveness Yahoo Group.

**MEMBERS:** A special thank you to: Lawrence S. Cohen, Frank Fowlie, Janet Morse, Carolyn Noorbakhsh, (Chair through August 2007), Mary Rowe, Shari Swoish, Randy Williams, John Zinsser, Merle Waxman (Chair)

**TO JOIN:** Please contact [merle.waxman@yale.edu](mailto:merle.waxman@yale.edu) or phone 203-737-4100.

## STRATEGIC PLANNING COMMITTEE

### MISSION:

The mission of the IOA Strategic Planning Committee (SPC) is to work with the IOA Board, committees and members to develop a visionary 5-year strategic plan that serves as a strategic roadmap for guidance on all Association core capabilities, goals, objectives, strategies and activities.

### PRIORITIES:

- The Profession: Remain engaged with the ombudsman profession to assist with the determination of IOA's global strategic direction;
- Process: Develop, implement and document a practical and meaningful strategic planning process that provides for development of a baseline plan and annual updates;
- Plan Development: Work directly with the Board, Committees and members to develop and maintain a plan approved by the membership;
- Dialogue: Maintain a meaningful dialogue about the needs and direction of the Association through communication and coordination with the IOA Board, committees and members,
- Research: Perform research on topics key to strategic planning and effective planning methodologies;
- Monitoring: Monitor the plan through periodic communication with the Board, committees and work groups, as needed;
- Measurement: Measure progress against approved plan goals;
- Reporting: Report progress on strategic initiatives and activities; and
- Updates: Refine and update the plan annually as approved by the Board.

### ACCOMPLISHMENTS:

- Developed and implemented a fully realized strategic planning process;
- Produced a complete *draft* Strategic Plan for Board review;
- Received and analyzed Board comments at both strategic and tactical levels;
- Met with (teleconference) Board President and Vice-President on two occasions to discuss Plan refinements;
- Incorporated all Board changes to produce a final Strategic Plan;
- Work on finalizing the template for plan measurement; and
- Plans are being developed to distribute and discuss the final, approved 2008 – 2013 Strategic Plan at the 2008 IOA Annual Conference.

**MEMBERS:** A special *thank you* to the members of the 2007-2008 Strategic Planning Committee: Carol Breslin, Josee Guest, Howard Gadlin, Randy Williams (Co-Chair), Katherine Ziff, Eric Berger, Jennifer Wolf, Mike Turpenoff (Co-Chair)

**TO JOIN:** Please contact Randy Williams, Co-Chair, (973) 377-4937, [rwa2002@msn.com](mailto:rwa2002@msn.com) or Mike Turpenoff, Co-Chair, (202) 377-3477, [mike.turpenoff@ed.gov](mailto:mike.turpenoff@ed.gov)

## UNIFORM REPORTING CATEGORIES TASK FORCE

### MISSION:

The mission of the IOA Uniform Reporting Categories Task Force (URCTF) is to develop categories and subcategories that can be used by ombudsman across sectors to classify the kinds of issues, questions, and concerns with which they are asked to assist members of their organizations.

### PRIORITIES:

- Discuss and develop categories and subcategories that anticipate the needs of IOA members and share classification system with IOA Board;
- Name and define each category and subcategory in meaningful ways that reflect the impartial role of an organizational ombudsman to the greatest extent possible;
- Study the usefulness of the classification system itself (i.e., how well members' work may be classified using the categories and subcategories);
- Communicate with IOA members about study results; and
- Encourage new IOA members to adopt the classification system.

### ACCOMPLISHMENTS:

- Following the 2007 IOA conference, the Task Force discussed feedback from members and slightly modified the classification system to incorporate and address colleagues' stated concerns. Version 2 (V2) was released in October of 2007;
- Shared V2 with IOA Board and, after receiving their approval, placed it on the IOA website as a two-page "desk reference;"
- Gave V2 to Professional Development Committee for inclusion in 101 training;
- Notified IOA members of Task Force name change from "Database Categories Task Force" to "Uniform Reporting Categories Task Force" via IOA Newsletter;
- Made classification system readily available to any IOA members requesting it and answered their questions about how to use it;
- Conducted a pilot study to assess: a) the usefulness of the classification system itself, b) possible ways to enhance the usefulness of the system, and c) the extent to which members' work for a recent one-year period fits into each survey category and subcategory;
- Offered to assist IOA members with conversion of their data into IOA reporting categories;
- Published an article about the work of the Task Force in the first issue of the Journal of the International Ombudsman Association;
- Presented V2 and results of the pilot study at the 2008 Annual Conference; and
- Submitted report to IOA Board indicating the belief that the Task Force's work is now complete and making recommendations for annual data collection, periodic review of the categories, and continued inclusion in the Ombudsman 101 training program.

### MEMBERS:

Beatriz Dale (American Express Company), Joe Ganci (US Department of Labor, Office of the Inspector General), David Miller (World Health Organization), Sandy Morrison (Scotiabank), and Tom Sebok (University of Colorado at Boulder)

## **Appendix A: IOA Financial Statements**

IOA Financial Statement is available for IOA members on the Members only web page.