

# **DRAFT**

## **TWENTY GUIDANCE QUESTIONS**

Here are some questions to assist you in reviewing the following Actual Ombuds Examples. I believe that these questions will help you understand why organizations should have an organizational ombuds program. Not all of the Examples are responsive to each of these questions, but thinking about these questions in the context of actual issues that have been brought to an ombuds and how an ombuds then dealt with them demonstrates the range of assistance that can be provided by an ombuds and why ombuds are uniquely positioned both to help individuals and improve the organizational function and culture of an organization.

**Where else could the issue have been brought?**

**Why was the issue brought to the ombuds instead of a formal channel?**

**If it were not for the ombuds, how likely would it have been for the visitor to have:**

**-raised the issue with a formal channel?**

**-left the organization?**

**-filed a lawsuit?**

**What other outcomes would have been possible or likely had the ombuds not been involved in the matter?**

**What would have been the reputational or relationship impact on people and/or the organization if the issue had not been raised or resolved with the help of the ombuds?**

**How important was the independence of the ombuds and/or the promise of confidentiality to the visitor's willingness to bring forward the issue?**

**How important was it to the visitor to be able to obtain information, guidance, or learn about options BEFORE the visitor had to decide what else to do?**

**Was the ombuds able to provide meaningful assistance to the visitor?**

**Was the ombuds able to provide options to surface the issue without disclosing the identity of the ombuds' visitor?**

**Was the ombuds able to help resolve a conflict or resolve the issue expeditiously and cost effectively?**

**Did the actions of the ombuds benefit the organization; and if so, how?**

**Did the visitor's issue raise questions about conduct or action that, if true, was contrary to the expressed values of the organization?**

**Were the ombuds' actions in keeping with the expressed values of the organization?**

**Did the work of the ombuds help make the organization a better place?**

**Did the actions of the ombuds promote fair process?**

**Was the ombuds able to provide an impetus for systemic change that helped people and the organization?**

**Was information the ombuds provided to senior management meaningful?**

**Did the ability to raise issues with the ombuds help address inappropriate activity in the organization?**

**What would have been the probable costs to the organization and individuals if the matter had not been raised or resolved with the help of the ombuds?**

**What were the benefits to the organization and individuals because the matter was raised or resolved with the help of the ombuds?**