End of Year Report
July 2012 – June 2013

University of California, San Francisco
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Acknowledgement

The Office of the Ombuds would like to thank Vice Provost for Academic Affairs Sally Marshall for her gracious support. Dr. Marshall, who retired June 30, 2013, was instrumental in the establishment of the office. Her strong leadership skills have made a positive impact on many programs vital to academic and professional experiences at UCSF, including the Office of the Ombuds which offers a unique and critical service that is confidential, neutral, independent and informal. Dr. Marshall’s respect for the Standards of Practice of the International Ombuds Association has been of tremendous value to the office, and ultimately, to the UCSF community. We wish her well in her retirement!
Office of the Ombuds Background

UCSF is committed to fair policies and procedures and recognizes the value of providing alternative resources to raise concerns and informally address conflicts and disputes within our community. In May, 2011, UCSF launched the Office of the Ombuds as an integral part of this commitment.

The Office of the Ombuds is a resource for all members of the UCSF community - faculty, staff, administrators, students, post-doctoral fellows and other trainees - that provides a confidential, neutral, informal, and independent place to talk about campus-related problems and concerns. The Office of the Ombuds helps visitors identify and evaluate options, provides information and makes referrals when necessary, facilitates conversations between conflicting parties through mediation services, and provides trainings and workshops on conflict management and team-building.

Creation of the Office of the Ombuds occurred on July 1, 2011 through conversion of the former Work Life Resource Center (WLRC). The WLRC previously included the Problem Resolution Center, Supportive Work Environment, and the Office of Sexual Harassment Prevention and Resolution. The Office of the Ombuds programs and services were restructured for alignment with the Standards of Practice developed by the International Ombudsman Association (IOA) (Appendix). The Office of Sexual Harassment Prevention and Resolution was transferred to the Office of Diversity and Outreach. Mediation Services, Conflict Management and Work Life Services remain in the Office of the Ombuds in support of initiatives that teach and improve interpersonal and organizational communications. In consultation with Campus Counsel and Labor and Employee Relations, the UCSF Office of the Ombuds Charter was finalized and is consistent with the IOA Standards of Practice and the IOA Code of Ethics (Appendix) The Office functions independently and reports to the Vice Provost for Academic Affairs for administrative purposes. The Office of the Ombuds supports the three-year plan announced by Chancellor Desmond-Hellman by helping to create a workplace of choice for diverse, top-tier talent and attracting and supporting the most talented and diverse trainees in the health sciences.
Office of the Ombuds Overview

MISSION STATEMENT

The Mission of the Office of the Ombuds is to humanize the experience of working and learning at UCSF by providing confidential, neutral, informal and independent problem-solving, dispute resolution and mediation and team development services to members of the diverse UCSF community predicated on the principles of fairness, equity and respect.

STAFF

Randy Daron, PsyD – Ombuds/Director
Maureen Brodie, MA – Mediation Officer and Associate Ombuds
Ellen Goldstein, MA – Associate Mediation and Group Facilitation Officer
Charleane Williams – Program Coordinator
Kathy Biala, RN, CNS, MS – Ombuds Liaison, UCSF Fresno (This position converted to a .25 staff position in July 2013 following the internship pilot year.)

Additionally, the Office maintains a cadre of volunteer mediators, UCSF faculty and staff who have undergone a 40-hour training in workplace mediation. Currently, there are 57 trained volunteer mediators, with 30 active members.

ETHICAL PRINCIPLES

In accordance with the key elements of the International Ombudsman Association (IOA) Ethics and Standards, the UCSF Office of the Ombuds is:

Confidential – The identities of visitors and their communications with the Office remain private. Only with permission will the Ombuds contact other persons as necessary to address a concern. The only exceptions to confidentiality are disclosures of an imminent risk of serious harm.

Informal – The Office does not investigate, arbitrate, adjudicate or in any other way participate in any internal or external formal process or action. The Office does not keep records for the University, and maintains no documents or records other than statistical data and Agreement to Mediate forms. Use of informal dispute resolution and mediation services may be utilized as an alternative to formal processes and procedures. The use of the Office is strictly voluntary.

Neutral/Impartial – The Office does not take sides in any conflict, dispute or issue and maintains no personal stake in the outcome of any dispute. The Office considers the legitimate concerns and interests of all parties involved in the matter under consideration to
assist the individual in developing a range of possible options to resolve problems and facilitate discussion. The Office does not advocate for individuals.

Independent – The Office exercises autonomy and freedom from interference in the performance of its duties and responsibilities. This is accomplished primarily through reporting structure, neutrality and organizational recognition and respect for the independent role of the Office of the Ombuds. The Director of the Office reports to the Vice Provost of Academic Affairs for administrative purposes only.

SERVICES DELIVERED

The Office of the Ombuds provides an array of conflict management and problem-solving services to all members of the UCSF community. We provide 1) individual consultation and coaching; 2) two or multiple-party mediations and group facilitation; 3) group trainings and workshops.

The service options are offered to visitors, based on their presenting complaint(s). All requests for service are addressed through an initial individual ombuds appointment where the visitor can identify his or her concern, understand the conflict situations and discuss effective ways to respond, including services or a sequence of services delivered through our office. Initial interviews are primarily conducted in person, although interviews are conducted by phone if this is not possible.

1) Individual Services

All visitors begin with an intake to clarify the concern. Depending on needs of the visitor, the Office of the Ombuds provides coaching on strategies for responding productively to an interpersonal or institutional conflict or concern and work towards a resolution. An individual considering filing a complaint can explore options to resolve matters, resulting in more constructive and collaborative relationships. With permission from the visitor, the Ombuds might contact another UCSF employee for information about the application of policies or procedures relevant to the situation presented by the visitor. Finally, visitors may be unfamiliar with available channels or resources and benefit from a referral to Human Resources, the Office of Academic Affairs, the appropriate Vice-Dean, the Office of Diversity and Outreach, Faculty and Staff Assistance Program or Student Counseling Services. In an Office of the Ombuds appointment, we:

- Listen to and clarify interests and issues
- Explore options and resources
- Provide consultation or coaching on conflict situations
- Facilitate resolution of concerns through contact with others
- Make referrals
2) **Mediation**

Mediation between two or more parties is also offered on a voluntary basis and allows for parties to resolve conflicts with the support of a neutral mediator. Mediation is sometimes provided by a two-person panel, with a lead professional mediator from the Office of the Ombuds. Mediation begins with individual intake interviews of each participant, followed by one or more 3-hour sessions. Group mediation is offered for conflict management, with services designed to meet the needs of that particular group. The mediation process can be sequenced to begin with initial intakes followed by coaching sessions to get parties ready for a successful mediation, culminating with the mediation meeting (or series of meetings.)

- **Mediation is voluntary, as success depends on both parties’ good faith participation.**
- **Confidentiality is specifically protected by California state law.**
- **Mediation is facilitated by (an) impartial mediator(s):**
  - Individual intake interview of each party (1 hour)
  - Joint session (3 hours)
  - Move toward understanding and agreement

3) **Group facilitation**

When a visitor comes to the Office of the Ombuds reporting concerns regarding workplace climate, we often use a systems and/or organizational development approach to assess the unit’s dynamics and recommend support strategies. In these cases, we typically interview as many involved parties as volunteer to engage with our services, synthesize and report themes to the leadership, and recommend strategies to address the key issues. Responses might include training, a facilitated conversation, individual or group mediations, or coaching of one or more individuals. Increasingly, the work of the Office of the Ombuds responds to requests that include full departments or teams.

4) **Workshops and Trainings**

In order to support learning in conflict management skills, address existing complaints, or promote team-building to manage conflict in a pro-active, skill-building fashion, the Office also provides trainings to work teams or units, students and other trainees, and volunteer mediators. Two validated assessment tools are often used to personalize the learning: Thomas-Kilmann Conflict Mode Instrument and True Colors Temperament assessment. As with the other services, workshops and trainings can be sequenced to meet the evolving needs of a group as they become better able to address group dynamics.
Topics include:

- Communication protocols
- Difficult conversations
- Managing conflict
- Thomas-Kilmann Conflict Mode Instrument
- True Colors Temperament assessment
- Organizational development issues

5) Outreach and Leadership

Office of the Ombuds services are publicized through focused outreach meetings with leadership in Deans’ Offices, Human Resources, and other organizational units; participation at campus events such as student orientations, new student fairs, and Faculty Development Day; and during trainings and workshops to faculty, staff, and learners. A website and office literature have been developed for marketing the Office as a resource. Office of the Ombuds materials are distributed at various events, trainings and workshops, and in new student and employee packets. Members of the Office provide consultation on replicating Ombuds services to outside organizations, collaborate on developing conflict management competency within UCSF, and serve on committees where issues directly relevant to the mission of the Office are addressed.
Program Accomplishments

- **Delivery of services**

  During fiscal year 2012-2013, the Office of the Ombuds delivered the following services:

  - 461 intakes for Ombuds services (individual and group services and workshop/trainings)
    - 214 separate conflicts/concerns were brought by one or more individuals
    - 413 visitors received consultation, coaching, referral, and/or mediation
      - 413 visitors received consultation
      - 181 visitors received coaching
      - 39 visitors received referrals
      - 46 visitors participated in 25 mediations (Note – some intakes were done with mediation services provided, however the other party chose not to move forward with the process.
      - 37 visitors participated in 8 group mediations
      - 124 people in 18 teams received group facilitation services
    - 1,025 people were trained in 43 workshops/trainings
  - 5 requests for Office of the Ombuds members to serve in leadership functions were met
  - 791 people were reached through 24 outreach sessions

- **High Satisfaction with Services Provided**

  It is a considerable challenge to gather outcome data in a manner consistent with the ethics and standards of Ombuds principles. Due to confidentiality concerns and standards outlined in our Charter, e-mails are not sent to visitors after they’ve completed their work with us. Methods for distributing surveys include evaluation forms that can be provided in-person or accessed on the Office website for printing and returning to the office via fax or campus mail.

Some notable comments follow:

- “I met with the Ombuds Office before the New Year. I was given information as well as many tips and strategies to use that I have found very, very helpful. I have been approaching situations with much more confidence since then, and feel like things have improved immensely, at least from my own standpoint.
- “This mediation would not have been successful without the Office of the Ombuds. I really appreciate the effort on handling my case. I am glad I asked for help and am very satisfied with the outcome of the meeting.”
- “You are inspiring and your counsel has been invaluable.”
- “I believe the relationship is greatly improved as a result of your efforts.”
“The Ombuds Office offered meaningful and effective suggestions on how to best communicate to resolve my conflict. I felt completely at ease confiding my conflict and the Office helped me to phrase my thoughts in the best possible way. If only I had known of this service earlier!”

“(My colleague) shared with me how helpful you have been working with (her unit) the past couple of months. She and the team are very pleased with how you have helped them talk about issues in the unit, and it’s gone a long way to let the team know that the organization cares about them and is listening to them. Thanks so much for your help!”

Ombuds Liaison for UCSF Fresno Campus

During FY 2012-2013, the Office of the Ombuds created a one-year internship program and accepted an Ombuds intern, Kathy Biala, who resides in Fresno to specifically work with faculty, staff and trainees at the Fresno Graduate Medical Education Program. This intern was exceptionally qualified due to her significant career as a healthcare professional who had previously completed training in conflict management, mediation, Ombuds course work and held certification as a Long Term Care Ombudsman. The internship provided Ms. Biala in-depth weekly case review, co-facilitation of group work and group training, access to educational resources with gradual assumption of more independence of practice under the mentorship of the experienced UCSF Ombuds staff. In turn, she proposed a system of data collection for risk categories that was piloted at UCSF and presented at the International Ombudsman Association annual conference with a publication in process. Overall, the internship was a notable success, providing additional outreach from the Office of the Ombuds to the Fresno program, with highly effective services rendered. Through funding support from the UCSF Fresno site, the Office of the Ombuds was able to offer a part-time position to Ms. Biala to continue services in Fresno as the Liaison Ombuds.

Innovation: development of Risk Category data

To capture information about the kinds of risks to the University that the Ombuds cases represent, we established risk categories and began coding all intakes according to these seven categories. The risk categories were developed based on research in Ombuds and associated fields.

We objectively code a concern with a risk category based on explicit visitor statements as they present their issues. The risk categories are one measure for capturing the concerns of all stakeholders, either individual visitors or organizational leaders. Data collection and reporting of risk categories maintains adherence to our principles of confidentiality. It has been our experience in this past year that many Ombuds cases do not fall into any risk category; however, those that do may have one or more applicable categories and are counted as such. Two hundred and fifteen of the 461 Ombuds cases were coded with
any risk category. Further, risk categories document initial potential actions but do not represent completed actions towards resolution of the issues.

The seven categories are:

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<tr>
<th>Category</th>
<th>Description</th>
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<tbody>
<tr>
<td>1.</td>
<td>Loss of departmental productivity – <em>indication that conflict is affecting matters in a widespread manner, negatively affecting the departmental or unit output.</em></td>
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<tr>
<td>2.</td>
<td>Unwarranted staff attrition/transfer – <em>the visitor (or others) leave the department to distance themselves from a conflict.</em></td>
</tr>
<tr>
<td>3.</td>
<td>Negative publicity – <em>indication that the visitor has or intends to discuss the conflict with others who may be stakeholders, recipients, or potential candidates for a particular area or service.</em></td>
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<tr>
<td>4.</td>
<td>Significant violations of policy/Code of Conduct – <em>the visitor communicates actions which appear to be in violation of university policy.</em></td>
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<tr>
<td>5.</td>
<td>Potential for internal/external grievances – <em>the visitor communicates a plan to file a complaint with a formal UCSF or external office of record.</em></td>
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<tr>
<td>6.</td>
<td>Litigation potential – <em>the visitor states that they are seeking (or have obtained) advice of legal counsel</em></td>
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<tr>
<td>7.</td>
<td>High risk safety issue – <em>the visitor communicates factors which pose a safety threat such as environmental hazard, violence potential, or clinical care concern.</em></td>
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The Office of the Ombuds presented these categories at the IOA annual conference in a seminar entitled “A Case for Visibility in the Organization.” The presentation highlighted the challenges of an office’s confidential ombuds work while maintaining an effective and appropriate level of visibility in an organization to demonstrate its value. Members of the IOA board who attended were optimistic and interested in the value of this novel strategy for categorization.

Collecting risk category data can assist in estimating costs associated with concerns addressed through the Office of the Ombuds. Similar data show that each employment liability claim carries a six-figure potential cost, which is substantially mitigated when parties have access to services, such as neutral conciliation and problem resolution, offered through the Office of the Ombuds.

- **Arthur Vining Davis grant**

The Office of the Ombuds is a primary team member of a multi-institutional collaboration which was awarded a grant to address conflict management in health sciences education. The goal is to create an easily accessible, media-rich, customizable curriculum for training interprofessional teams of nurses, social workers/psychologists, physician assistants, and physicians that focuses on evidence-based approaches to productively managing common conflicts to improve patient-centered healthcare. The project lead is Dr. Michael
Wilkes, who is a professor of medicine and the Director of Global Health in the School of Medicine at UC Davis. In addition to UC Davis and UCSF, other institutions who are partners on the grant include UCLA, California State University—Sacramento, and University of the Pacific McGeorge School of Law.

- **Conflict Management Training Course**

  In 2012-13, the Office of the Ombuds developed, piloted, and then repeated a 9-hour course on providing Conflict Management services to faculty members and staff representing units across the University. The goal of this three session course was to train members of diverse teams to serve as local Conflict Managers who could provide skilled, site-specific support and intervention when conflicts were contained and more easily managed. Forty-eight individuals representing 23 units attended the course. By “seeding” the University with conflict-competent individuals who could serve as resources, we hope to increase the number of conflicts that are addressed early, when solutions are more likely to be successful. Evaluations of both series of our Conflict Management Training Course were very positive, and we plan to continue providing this service in the coming year.

- **Improved Office of the Ombuds Practices and Procedures**

  In the first year as an Office of the Ombuds, an initial data collection system was piloted to define and track cases based on issues and participants involved. In FY 2012-2013, we accomplished the following:
  - Refined the system to provide more detail and accurately reflect the complexity of our work, aligning where possible with other Offices of the Ombuds within UC and across the country.
  - Revised intake forms and case progress documentation to capture process.
  - Formalized, with consultation from the Office of Legal Affairs, our document destruction policy and put more stringent procedures into practice.
  - Developed a new system for counting group case data to show number of issues and number of visitors involved in each issue.

- **Institutional support**
  - **Standing Committees**
    - Chancellor’s Advisory Committee on Childcare
    - Chancellor’s Advisory Committee on the Status of Women
    - Wellness Committee
    - Staff Subcommittee on Outreach and Diversity
    - University Community Partnerships
• **Workgroup on Students Experiencing Academic Difficulties**

The Ombuds participated on a task force comprised of leadership across the campus whose charge was to study the issue of health professions students experiencing academic difficulty at UCSF. The group reviewed relevant literature, surveyed practices in the four health professions schools and comparison institutions, and incorporated perspectives and expertise of various stakeholders and colleagues. The task force outlined a series of recommendations that build upon existing services, programs and processes in place to identify and support students who experience academic difficulty.

• **College and University Work-Life-Family Association (CUWFA)**

Randy Daron serves as Vice-President on the board of directors of CUWFA. CUWFA is comprised of leaders from colleges and universities in US and Canada who are concerned and have a stake in facilitating the integration of work and study with family/personal life at institutions of higher learning. The mission supports the broader goals of creating a healthy and productive environment and enhancing work-life effectiveness of employees.
SERVICES PROVIDED: OVERALL

Ombuds cases are defined as individual consultation, coaching, two-party or multiple-party mediation, and group facilitation. Ombuds cases respond to an identified issue and request for assistance in addressing or resolving an issue.

Trainings and workshops refer to the delivery of tailored curricula designed for skills-building.

Campus service refers to Ombuds participation in leadership roles at UCSF consistent with our mission and principles.
SERVICES PROVIDED: OMBUDS ONLY

Intake/consultation – Initial (and on-going) discussion with user to identify and clarify concern.

Coaching – Assisting a visitor to develop interpersonal conflict management approaches and identify other University resources to work towards objectives.

Group Facilitation – Bringing teams, units, or departments together where there is agreement to work with the team to address conflict or concerns.

Two-Party Mediation – A process in which two individuals come together with a neutral mediator to address a conflict/dispute and to reach an understanding or agreement.

Contact Others – situations where, at the permission of the party, others involved in an issue are engaged in the effort to address a visitor’s concern(s).

Referral – Appropriate UCSF resources are identified to address a visitor concern.

Group Mediation – A mediation with more than two parties.
Analysis of Ombuds services by control point is another way of representing the reach of the Office of the Ombuds. Utilizing the standard, unique control points at UCSF, the table above shows the organizational home for the services received. The “Other” category is comprised of small units where identification of the unit might risk identifying users. For workshops and trainings, the requestor’s control point is recorded. In many trainings and workshops, individuals from only one control point are served. (See Glossary for key to abbreviations.)

Using Office of the Ombuds services does not necessarily indicate team conflict. In addition to conflict management services, the office serves as a resource for professional development in the areas of communication and conflict management.

(Please see Appendices: Campus Organizational Chart for a reference of units and departments reporting to each control point.)
The Office of the Ombuds assists a diverse constituency of the UCSF community. The “Other” category denotes fellows, graduate students, residents, and non-UCSF members who work in partnership with UCSF faculty and staff on integrated teams. This table includes data on the requestor for workshops and training, using the status of the requestor except where the requestor is a faculty member requesting training for a student or trainee group. In those cases, we recorded the visitor status as either students or post-docs to better reflect services addressing their needs.
The Office of the Ombuds serves constituents across the diverse campus sites of UCSF. The largest percentage served is on the Parnassus campus (38%). However, Laurel Heights comprised 12% and Mission Bay 12% of users of Ombuds services. The total percentages and campus location served can be seen on the chart above. The “Other” category is comprised of 16 other locations where identification of the location might risk identifying users. (See Glossary for key to abbreviations.)
The Office of the Ombuds has implemented an innovative coding to Risk Categories to capture objective information about self-defined risks that the visitors identify as possible consequences to their unresolved conflict. Not all visitors identify any of the risk categories, in which case no code would be applied, while others might name several risks, all of which would be coded. Two hundred and fifteen of 413 cases were coded with at least one associated risk.
VISITOR ISSUES AND CONCERNS

The Office of the Ombuds uses the classification system developed by the International Ombudsman Association in 2001 and revised in 2007 (See Appendix). This system includes nine broad, unique categories and approximately 85 subcategories which we use to classify the issues, questions, and concerns that lead the visitor to contact with the Office. Visitors may raise several issues; however, we have found that the concerns can be captured on a primary, secondary, and tertiary basis.
Visitor Issues and Concerns
Faculty: N=74 Cases, 180 Issues Recorded
Staff: N=195 Cases, 532 Issues Recorded
Mgrs/Spvrs: N=99 Cases, 249 Issues Recorded
July 2012-June 2013

- Evitative Relationships: 51% Faculty, 52% Staff, 45% Mgrs/Spvrs
- Organizational, Strategic, and Mission Related: 30% Faculty, 30% Staff, 30% Mgrs/Spvrs
- Peer and Colleague Relationships: 12% Faculty, 12% Staff, 12% Mgrs/Spvrs
- Career Progression and Development: 16% Faculty, 16% Staff, 16% Mgrs/Spvrs
- Legal, Regulatory, Financial and Compliance: 9% Faculty, 9% Staff, 9% Mgrs/Spvrs
- Values, Ethics, and Standards: 7% Faculty, 7% Staff, 7% Mgrs/Spvrs
- Compensation and Benefits: 5% Faculty, 5% Staff, 5% Mgrs/Spvrs
- Service/Admnistrative Issues: 2% Faculty, 2% Staff, 2% Mgrs/Spvrs
- Safety, Health, and Physical: 1% Faculty, 1% Staff, 1% Mgrs/Spvrs

Top Three Issues for Faculty, Staff, Managers/Supervisors
VISITOR ISSUES AND CONCERNS: FELLOWS, RESIDENTS, POSTDOCS, STUDENTS, OTHER

Visitor Issues: Other
(Combined Fellows, Residents, Postdocs, Students, Grad Students, UCSF Affiliates)
N = 42 Ombuds Cases with 44 Issues Recorded
2012-2013

- Evaluative Relationships: 38%
- Career Progression and Development: 14%
- Legal, Regulatory, Financial, and Compliance: 13%
- Values, Ethics, and Standards: 13%
- Peer and Colleague Relationships: 9%
- Safety, Health, and Physical: 8%
- Services/Advisory Issues: 4%
- Compensation and Benefits: 3%
- Other: 0%
Observations

In reviewing the data describing the concerns or complaints brought to the Office of the Ombuds in 2012-2013, our team identified the following themes. In describing these themes, we hope to bring the University's attention to areas for focus in the coming year.

1. Ineffective communication skills (interpersonal and organizational)

Visitors report needing help addressing conflicts that arise from difficulties in communicating with colleagues, supervisors, direct reports, faculty members, and students/trainees. Difficulties ranged from communication that is harsh or demeaning to communication that is insufficient or absent. Within the diverse UCSF community, various communication styles sometime lead to parties misinterpreting each other's intentions. Without effective communication skills, perceptions of unfair treatment or inaccurate evaluation can arise. Additionally, lack of clear information from the institution about policies, directives, initiatives, or change can contribute to uncertainty and interpersonal conflict.

2. Role clarity related or unrelated to organizational change

Difficulties in role clarity present as visitors report being asked to take on more than they perceive as their scope of work, or they identify inconsistency in how responsibilities are assigned. These difficulties may be due to endemic departmental culture or to changes resulting from layoffs or reorganizations which reallocate job responsibilities.

3. Workplace climate

Visitors identify generalized lack of respect; incivility; presence of bullying behaviors that exist as part of the culture of a department, unit, or team. Visitors express reluctance to address the issues directly, citing fear of retaliation and a lack of security with their employment or learning/trainee roles. Environments that discourage addressing conflict directly can lead to a lack of engagement or demoralized and unproductive staff. This is especially relevant given UCSF's current work with the Gallup Poll metrics measuring workplace engagement. The UCSF Principles of Community, personnel policies, and interpersonal coaching all come into play to address workplace climate.
Recommendations

A key role of the Office of the Ombuds is to serve as an information and communication resource, consultant, dispute resolution expert and catalyst for institutional change. The following recommendations are based on our experience providing services to the broad UCSF community since our incorporation under our IOA-based charter.

1. Increase learning and development offerings in the areas of:
   a. Communication styles (clarity, tone, consistency, overall effectiveness)
   b. Leadership/management/supervision
   c. Managing organizational change
   d. Conflict management in the workplace
   e. Bullying behaviors
   f. Developing effective teams
   g. Diversity; cultural humility; unconscious bias

   While some trainings on these topics are available, the size and diversity of UCSF campuses requires multiple portals for accessing the content. Despite the multiple providers who address these topics, easy access is not yet available or always encouraged. Additionally, tailored trainings, which may be more effective for a unit, would benefit from more support. We recommend a combination of on-line, in-person, standardized, tailored, no or low-cost trainings to allow for increased access to the skills described.

2. Consider development of campus and medical center initiatives to reward progress in the above areas. Initiatives, such as the development of the Principles of Community, can help support civility, respectful communication, equitable treatment, and effective teams.

3. Emphasize communication, conflict management, and supervision as skills that are prioritized for new managers. Provide mentors for managers on these critical supervision and team-building skills.
Conclusion/Summary
Although the Office of the Ombuds is an evolutionary development at UCSF, the focused efforts over the last 2 ½ years since formal establishment have led to increased usage, standardized services, and increased training capacity. Particularly during an era of change, the need for the services of a confidential, neutral, independent, informal problem resolution resource is especially important. Without these key principles that exist within the Office of the Ombuds, a person involved in a conflict, contemplating a grievance, experiencing harassment or discrimination, or concerned about another issue within the institution might not choose to raise the concern in a timely or appropriate way to address the concern. Consequently, he or she may believe there are fewer options and choose to file a grievance, complaint, or take legal action; may not raise a concern directly, but suffer “silently;” or possibly leave the institution. Our services are accessed by all members of the UCSF community, from leadership to faculty, staff, students, and trainees. As a “resource of first resort” we are positioned to help visitors explore their options and address problems at the most local level. Our intention is to increase the culture of conflict competence across UCSF and provide a productive, effective way for people to focus on their research, teaching, learning, and working. The support for the Office of the Ombuds represents support for all members of the UCSF community, and we are pleased to promote an environment of fairness, equity, and respect.
Glossary

Control Points

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<th>Abbreviation</th>
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<tr>
<td>EVCP</td>
<td>Executive Vice Chancellor and Provost</td>
</tr>
<tr>
<td>FAS</td>
<td>Financial and Administrative Services</td>
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<td>MED CTR</td>
<td>Medical Center</td>
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<tr>
<td>SOD</td>
<td>School of Dentistry</td>
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<tr>
<td>SOM</td>
<td>School of Medicine</td>
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<tr>
<td>SON</td>
<td>School of Nursing</td>
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<tr>
<td>SOP</td>
<td>School of Pharmacy</td>
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Locations

<table>
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<tr>
<th>Abbreviation</th>
<th>Location</th>
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<tbody>
<tr>
<td>LHts</td>
<td>Laurel Heights</td>
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<tr>
<td>MCB</td>
<td>Mission Center Building</td>
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<tr>
<td>MtZ</td>
<td>Mount Zion</td>
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<tr>
<td>SFGH</td>
<td>San Francisco General Hospital</td>
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UCSF Office of the Ombuds Charter
IOA Code of Ethics
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IOA Uniform Reporting Categories
UCSF Office of the Ombuds Intake Form
Campus Organizational Chart