

## Respect and Treatment

“Respect and treatment” is reported as the first or second most frequent concern by all visitors, and all visitor types (faculty, manager and supervisors, staff, students, and trainees), matching the data from last year. While UCSF Gallup and faculty climate surveys generally show good levels of engagement and satisfaction, Ombuds Office visitors note a culture where disrespectful treatment is tolerated in their workplace. A commitment to leaders’ skills across the institution is the key to improvement in professional conduct, respect and treatment of individuals, and morale in teams, clinical practices, labs, and departments.

UCSF is justifiably proud of our leadership in areas of technical expertise, total research grants, international reputation, and other areas where success is quantifiable. Leaders can learn and develop skills to coach individuals and develop teams to engage respectfully while achieving the UCSF mission. Improving interpersonal and communication skills requires a clear organizational culture where leaders hold each other and their teams accountable for respectful behavior.

Research has identified that manager or leader behavior is the number one reason for high turnover, whether from one department or lab to another, or separation from the institution. When leaders model and insist on respectful behavior, there is a decrease in fear, abrasive behavior, turnover and number of discrimination complaints.

## New Theme

An increase in the number and complexity of authorship disputes suggest a need for improved clarity regarding roles, expectations, and determination of attribution, with special focus on the Post-Doc/ Principal Investigator relationship.

Additionally, we saw a 143% increase in the number of visitors reporting the risk of unwarranted staff attrition/transfer. This risk is costly and disruptive to the work.

“Thank you—It always helps to have impartial feedback from someone with more emotional distance.”

## Our Mission

To humanize the experience of working and learning at UCSF by providing a confidential, impartial, informal, and independent problem-solving resource that includes individual consultation, mediation and group facilitation services to members of the diverse UCSF community predicated on the principles of fairness, equity, and respect.

## Our Principles

### Confidentiality

The Ombuds 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.

### Neutrality

The Ombuds, as a designated neutral, remains unaligned and impartial. The Ombuds Office helps identify the perspectives and options of all parties, and does not take sides. The Ombuds Office is, however, an advocate for fair and equitable processes.

### Informality

The Ombuds Office is an informal, off-the-record resource, and does not participate in any formal adjudicative or administrative proceedings. The Office has no decision-making authority and maintains no official records.

### Independence

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

## Recommendations: Progress

Reflecting on the specific themes identified last year, the Ombuds Office acknowledges and appreciates this progress:

1. Leadership takes a “no tolerance” stance on disrespect/ incivility in the workplace and classroom.

In his September 2016 Espresso newsletter, EVCP Dan Lowenstein addressed the topic of bullying and abusive conduct in the workplace, acknowledging that acts of intimidation can occur at every level. He presented UC President Janet Napolitano’s Presidential Guidance regarding bullying of staff, and UC’s lead with the state legislature via AB 2053. In addition, he reminded the UCSF community of our individual and collective responsibilities to support Principles of Community, PRIDE values and Regents Policy 1111 (Statement of Ethical Values and Standards of Ethical Conduct). Provost Lowenstein clearly stated that “Abusive behavior is not acceptable” and listed campus resources, including the Office of the Ombuds.

Meetings were held with Chancellor Hawgood and his leadership cabinet to discuss the need to address the issue of workplace civility. All supported the need for training as a first step and expressed willingness to collaborate in this effort.

2. Expand current training on addressing abrasive conduct and bullying, including a focus on bystander behavior. Setting new norms requires the development of new skills. Department Chairs, faculty members, and senior administrators should lead in establishing norms of conflict competence and workplace civility.

The Office of the Ombuds has developed and piloted a training with UCSF Health that is now available for all of UCSF. Our office also regularly delivers trainings on communication and conflict management skills, promoting conflict competence within teams.

3. Improve strategies for all faculty, managers, supervisors, and leaders to receive regular meaningful feedback and for others to provide feedback without the threat of retaliation.

The Office of the Ombuds developed and delivered a “Giving and Receiving Feedback” training, which was delivered to several staff teams and to a group of faculty.

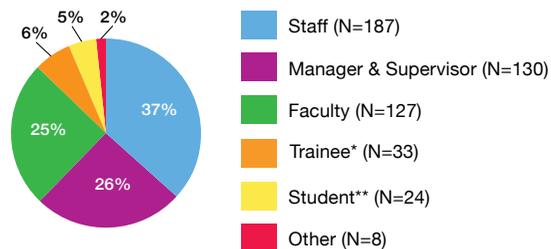
The Office of the Ombuds discussed items 4, 5, and 6 with Human Resources with the following recommendations:

4. Support accountability for abrasive conduct through a well-staffed, efficient, transparent process.
5. Develop a central location outlining grievance processes.
6. Implement a workplace bullying prevention policy.

Laurel Heights Campus  
3333 California Street, Suite 309  
San Francisco, CA 94143

Parnassus Campus  
505 Parnassus Ave., Room M623  
San Francisco, CA 94143

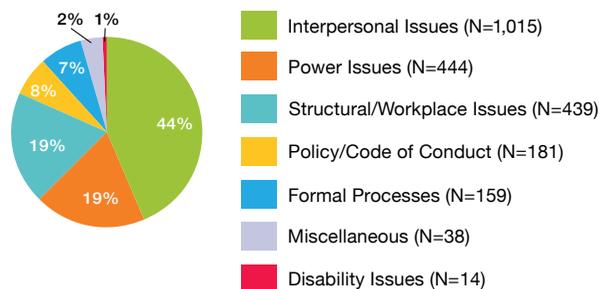
2016-2017 Ombuds Visitors Served (N=509)



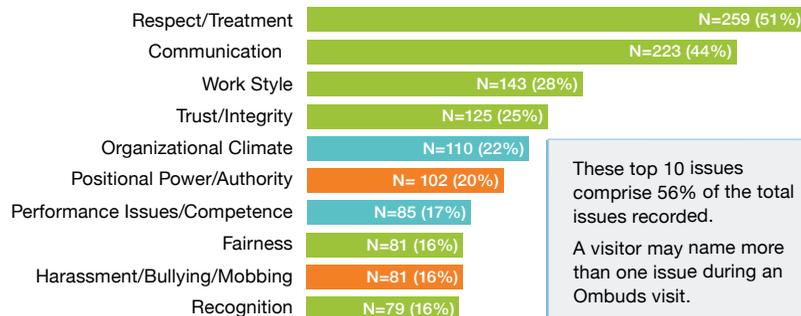
\*Trainees include residents, post-docs, and fellows.  
 \*\*Students include professional and graduate students.

An "Ombuds case" is defined as an intake where a "visitor" meets with an Ombuds to receive confidential services of consultation, coaching, referral, mediation (two-party or group) or group facilitation regarding a conflict.

All Visitors' Concerns: Main Categories (N=2,290)



All Visitors' Concerns: Top Ten Subcategories (N=509 people)



These top 10 issues comprise 56% of the total issues recorded.  
 A visitor may name more than one issue during an Ombuds visit.

Top 5 FACULTY CONCERNS (N=127)



Top 5 STAFF CONCERNS (N=187)



Top 5 MANAGER & SUPERVISOR CONCERNS (N=130)



Top 5 POST DOC, RESIDENT, & FELLOW CONCERNS (N=33)



Top 5 STUDENT & GRAD STUDENT CONCERNS (N=24)



Services Provided

Type	Number	People
Individual Ombuds Consultation	509	509
Mediation and Group Facilitation	51	465
Trainings	62	1,958

"Thank you very much for your insightful and helpful work on this. As always, you offer meaningful opportunities for staff support and growth. I greatly appreciate your support of this brilliant team."

Risks

The Office of the Ombuds identifies the risks that visitors expressly state in their confidential meetings. In 2016–17, 43% of the 509 visitors identified at least one associated risk. Unresolved conflict creates both risk and cost.

Risk	Total
Loss of department productivity due to pervasive conflict	133
Potential for internal/external grievances	86
Unwarranted staff attrition/transfer	68
Litigation potential	27
Negative publicity	23
Significant violations of policy/Code of Conduct	22
High risk safety issue	13

For additional information about how the Office of the Ombuds services are delivered, please visit our website at [www.ombuds.ucsf.edu](http://www.ombuds.ucsf.edu).