**FY 2018-2019 Services Update**

**Growth in Ombuds cases**

Our office is now in its 8th year. This year the demand for Ombuds services increased 38%, from 533 visitors receiving individual consultation in 2017-18 to 733 visitors in 2018-19. The proportion of visitors who were faculty, managers, staff, students, and trainees stayed fundamentally the same. This steep overall increase follows 3 years of fairly stable service delivery. We can interpret this in two ways. Possibly there is an increased awareness of our office and positive experience with Ombuds services across visitors. Alternately, the increase can attest to the need for and comfort with informal, confidential conflict resolution services. Based on increased workload, we engaged a 4th Ombuds in March 2019.

In support of this initiative, our office, in collaboration with the Faculty and Staff Assistance Program, has conducted 8 trainings on Addressing Bullying and Abusive Conduct for 265 people and 2 trainings on Active Bystander Behavior for 27 people. Our intention is to support the institutionalization of UC President Janet Napolitano’s 2016 Guidance while the anti-bullying conduct policy and protocol are being finalized.

- **FY 2018-2019 Themes**
  - **Progress on anti-bullying efforts**
    - Last year, we combined 4 visitor-reported concerns into an Abusive Conduct cluster to focus on a strong theme brought by our visitors (and echoed in the work of other units in their annual reporting). This year’s data is consistent with last year, with virtually the same percentage of visitors reporting Abusive Conduct (N=234 or 32% of all visitors). In response to this and other UCSF unit data, the EVCP convened an Anti-Bullying and Complaint Adjudication Workgroup to examine the institution’s response and to make recommendations to effectively resolve these complaints. Under the leadership of Human Resources, the workgroup has recommended that UCSF revise and expand the UCSF Violence in the Workplace policy to explicitly prohibit abusive conduct and bullying behavior. Remaining work includes establishing the processes for reporting and adjudicating complaints, and conducting outreach to inform and educate the community.

- **Discrimination**
  - Similar to last year’s creation of an Abusive Conduct cluster, this year we’ve created a Discrimination cluster, combining cases where visitors reported facing discrimination based on gender/sexual orientation, race/ethnicity, ability, age, or other identity. Fifteen percent of our visitors (N=113) reported that their concern was based on or impacted by discrimination. We looked at the complexity of cases to further understand the impact of discrimination cases. We classify all visitor concerns as either Green (fairly straightforward with fewer than 4 people), Yellow (more people involved, multiple issues, increasingly serious consequences) or Red (highly complex work with high stakes, often lasting several months or impacting multiple parts of the organization). Discrimination cases are disproportionately represented in the Red cases. Almost a third (29%) of the most serious cases seen by our office in 2018-19 involved complaints of discrimination.

<table>
<thead>
<tr>
<th>Case Complexity: Total # and by Discrimination Cluster</th>
<th>Total Green cases</th>
<th>Total Yellow cases</th>
<th>Total Red cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>N=362 (49%)</td>
<td>N=299 (41%)</td>
<td>N=72 (10%)</td>
<td></td>
</tr>
<tr>
<td>Discrimination*</td>
<td>N=45 (12%)</td>
<td>Discrimination*</td>
<td>Discrimination*</td>
</tr>
<tr>
<td>N=45 (12%)</td>
<td>N=47 (16%)</td>
<td>N=21 (29%)</td>
<td></td>
</tr>
</tbody>
</table>

* Cases reporting at least one discrimination concern.

- **Leadership and fairness**
  - Two themes rose to the top 10 overall concerns for the first time this year: Leadership and Fairness (#6 and #10 respectively). We recognize the impact, either positive or negative, a faculty or staff leader has on a team. Strong interpersonal skills aren’t always prioritized in leadership roles, and we note the value of UCSF’s upcoming focus on leadership development based on Gallup staff engagement survey data.
## Risks

The Office of the Ombuds identifies the risks that visitors expressly state in their confidential meetings. In 2018-2019, of the 733 Ombuds visitors, 44% identified at least one associated risk. Unresolved conflict creates both risk and cost.

### All Visitors' Concerns: Main Categories (N=3,215 concerns)

- Interpersonal Issues (N=1,331)
- Structural/Workplace Issues (N=782)
- Power Issues (N=715)
- Policy/Code of Conduct (N=207)
- Formal Processes (N=150)
- Miscellaneous (N=30)

A visitor may name more than one issue during an Ombuds visit.

### All Visitors' Concerns: Top 10 Subcategories (N=733 people)

- Communication (N=324) 44%
- Respect/Treatment (N=315) 43%
- Work Style (N=192) 26%
- Organizational Climate (N=173) 24%
- Leadership/Management (N=155) 22%
- Positional Power/Authority (N=152) 21%
- Harassment/Bullying/Mobbing (N=152) 21%
- Leadership/Management (N=147) 20%
- Role Clarity (N=143) 18%
- Performance Issues/Competence (N=144) 17%

### Top 5 FACULTY Concerns (N=195)

- Communication 45%
- Respect/Treatment 43%
- Organizational Climate 24%
- Work Style 24%
- Positional Power/Authority 22%

### Top 5 STAFF Concerns (N=218)

- Communication 50%
- Respect/Treatment 46%
- Trust/Integrity 30%
- Work Style 29%
- Leadership/Management 28%

### Top 5 MANAGER & SUPERVISOR Concerns (N=236)

- Communication 44%
- Respect/Treatment 40%
- Work Style 31%
- Performance Issues/Competence 27%
- Organizational Climate 24%

### Top 5 POST-DOC, RESIDENT & FELLOW Concerns (N=41)

- Communication 44%
- Respect/Treatment 44%
- Positional Power/Authority 37%
- Harassment/Bullying/Mobbing 32%
- Leadership/Management 27%

### Top 5 STUDENT & GRAD STUDENT Concerns (N=32)

- Respect/Treatment 41%
- Positional Power/Authority 38%
- Communication 28%
- Career/Training Progression 25%
- Organizational Climate 22%

---

### Recommendations

Concerns about abusive conduct and discrimination are often related to two new 2018-19 themes: Leadership and Fairness. To strengthen leaders and support teams, we offer the following recommendations:

1. **Make leadership training available and accessible to all faculty and staff leaders** with an emphasis on both technical knowledge and emotionally intelligent, humanistic leadership skills. Performance appraisals should similarly address both areas.

2. **Encourage both structural diversity**, the demographic profile of faculty and staff across leadership levels; and **interactional diversity**, the experience of having constructible opportunity for individuals to interact. Efforts are underway to address the 2019 Gallup survey findings that UCSF staff members’ engagement experience differs related to race, management position, and other affiliations. Positive developments include three recent Chancellor Cabinet hires.

3. **Complete the Anti-Bullying Workgroup’s charge**, including the delivery of outreach and education to the UCSF community.