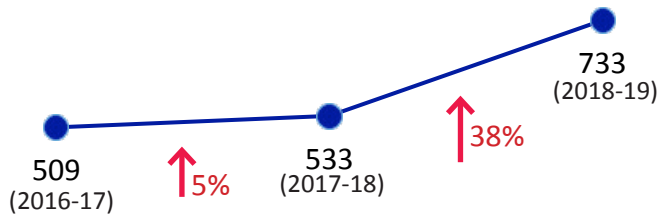


## FY 2018-2019 Services Update

### 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.

#### 3-year Increase in Individual Ombuds Cases



#### Services Provided 2018-2019

Services	Number	People
Individual Ombuds Consultation	733	733
Mediations and Group Facilitations	81	713
Trainings	49	1,268

*“Thanks for making me feel fully heard and valued, and for doing the work that you do.”*

## Who we are and what we do

**Mission:** The UCSF Office of the Ombuds serves to humanize the workplace as well as increase productivity, reducing the high personal and financial costs of poorly managed conflict through the provision of services. We offer individual consultation and coaching; mediation and group facilitation; training on communication and conflict management; and confidential upward feedback.

**Principles:** Confidentiality, Neutrality, Informality, Independence

*For more information* about the Office of the Ombuds services: (415) 502-9600, [www.ombuds.ucsf.edu](http://www.ombuds.ucsf.edu).

## 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.

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.

*“These are difficult issues, and I appreciate your facilitation skills in helping us emphasize the areas to discuss, to navigate them and to help us come to agreement.”*

### 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.

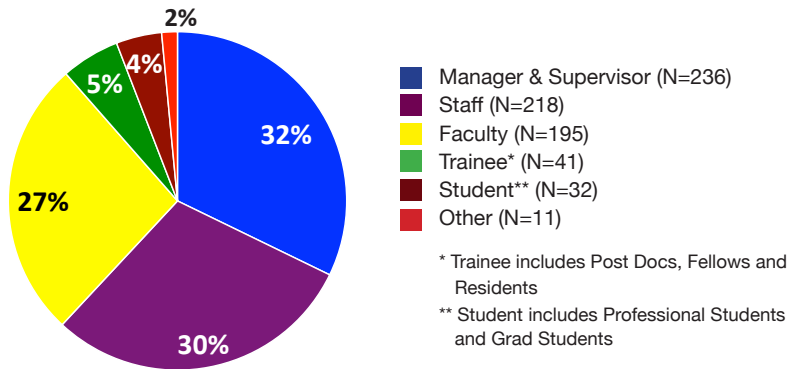
Case Complexity: Total # and by Discrimination Cluster		
Total Green cases N=362 (49%)	Total Yellow cases N=299 (41%)	Total Red cases N=72 (10%)
Discrimination* N=45 (12%)	Discrimination* N=47 (16%)	Discrimination* N=21 (29%)

\* Cases reporting at least one discrimination concern.

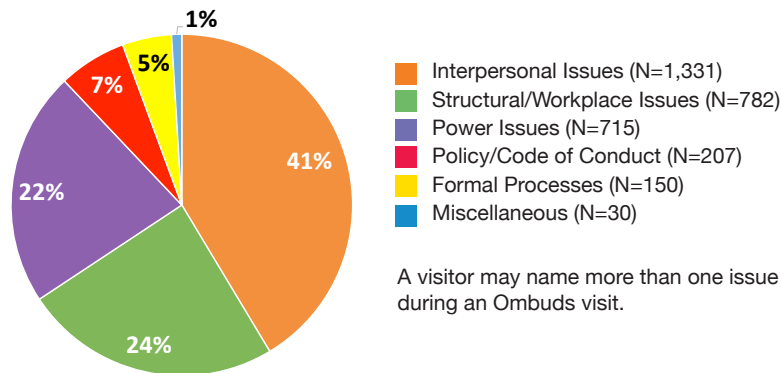
### Leadership and fairness

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.

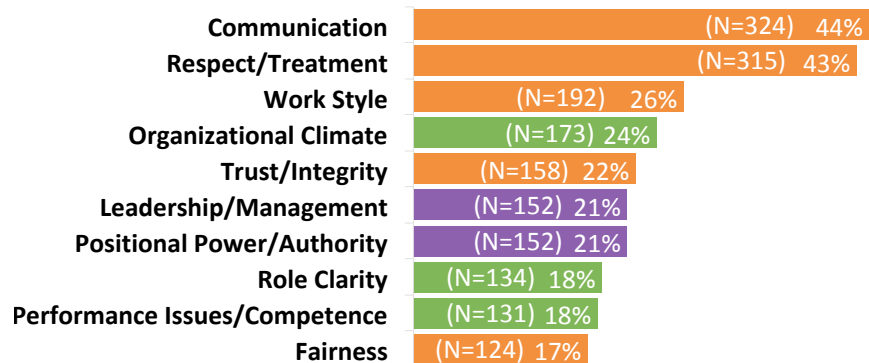
2018-2019 Ombuds Visitors Served (N=733 people)



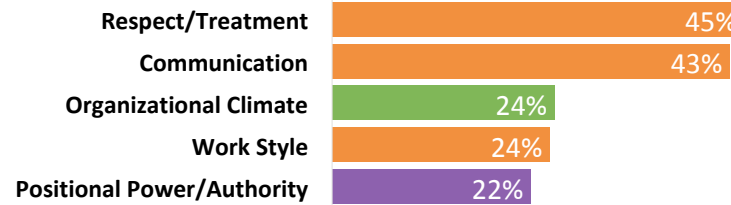
All Visitors' Concerns: Main Categories (N=3,215 concerns)



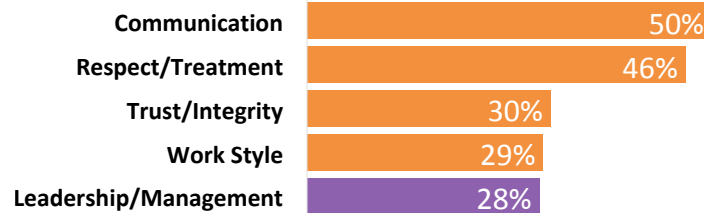
All Visitors' Concerns: Top 10 Subcategories (N=733 people)



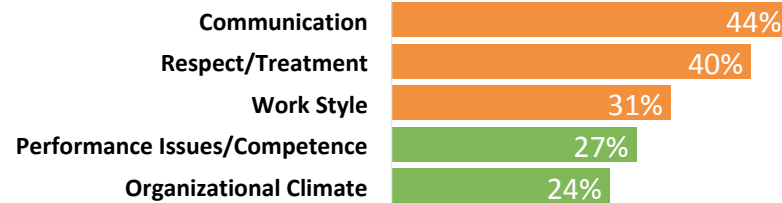
Top 5 FACULTY Concerns (N=195)



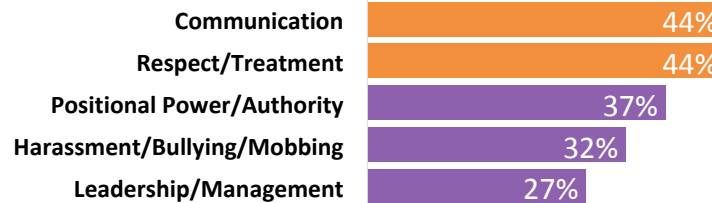
Top 5 STAFF Concerns (N=218)



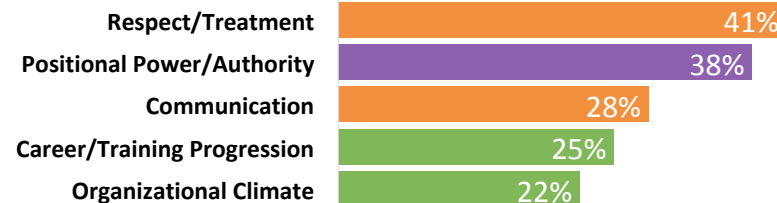
Top 5 MANAGER & SUPERVISOR Concerns (N=236)



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



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



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.

Risk	Total
Loss of departmental productivity due to pervasive conflict	182
Unwarranted staff attrition/transfer	149
Potential for internal/external grievances	103
Significant violations of policy/Code of Conduct	60
Negative publicity	34
High-risk safety issue	25
Litigation potential	18

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 constructive 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.