

FY 2019-2020 Services Update

Disruption

Fiscal year 2019-2020 was both an unremarkable year and a wholly remarkable year. The people who reached out for Ombuds services and the concerns they brought mirrored the previous two years.

As before, just under two thirds of visitors to our office were managers or staff, evenly divided between the two, and a quarter of our visitors were faculty. The categories of concerns that again rose to the top were **Respect, Trust, Communication, and Misuse or Abuse of Authority**. We see a disconnect between these very common interpersonal dynamics and the aspirational PRIDE principles which address how we engage with each other as supervisors, direct reports, learners, mentors, or colleagues.

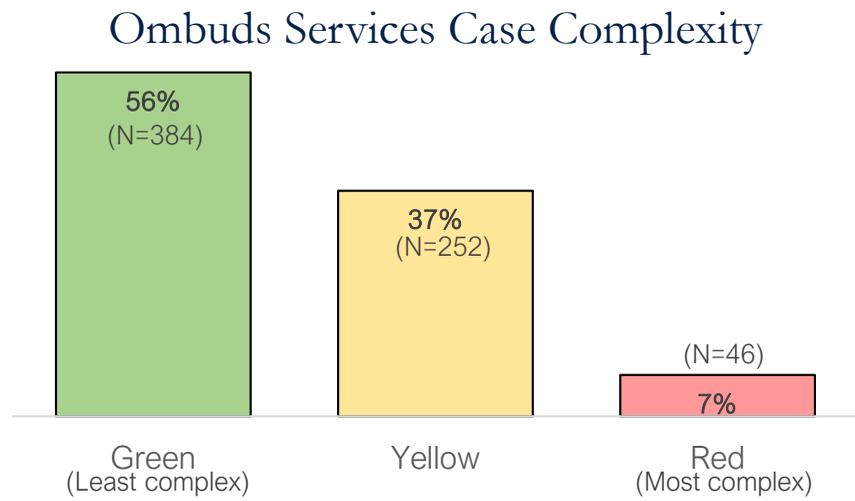
And yet, 2019-2020 was also a remarkable year, a year of serious disruption. In the last quarter of our reporting year, our country faced the challenge of COVID-19 which impacted UCSF employees who worked the front lines; worked from home; or worked to develop new policies, healthcare and self-care guidelines, teaching practices, and research protocols. The Black Lives Matter movement brought new levels of focus on the fight for racial justice, increasing the urgency and depth of conversations within our communities. And the economic impacts of hiring freezes and fiscal insecurity compounded the pressures already felt by faculty, staff, learners, and UCSF leadership. Yes, 2019-2020 was a remarkable year, with ripples that will continue to impact UCSF for the foreseeable future.

Services Provided 2019-2020		
Services Provided	Number	People
Individual Ombuds Consultation	682	682
Mediations, Group Conflicts, and Group Facilitations	68	608
Trainings	51	2,135

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, Impartiality, Informality, Independence

Subcategory Concern	Pre-COVID	Post-COVID	% change
Communication	48%	28%	-20%
Respect/Treatment	46%	40%	-6%
Organizational Climate	35%	26%	-9%
Work Style	31%	18%	-13%
Trust/Integrity	29%	39%	+10%
Leadership	24%	17%	-7%
Role Clarity	20%	25%	+5%
Positional Power/Authority	19%	28%	+9%
Fairness	-	18%	Not in top 10 pre-COVID
Retaliation	-	18%	Not in top 10 pre-COVID
Harassment/Bullying/Mobbing	20%	-	Not in top 10 post-COVID
Performance Issues	19%	-	Not in top 10 post-COVID

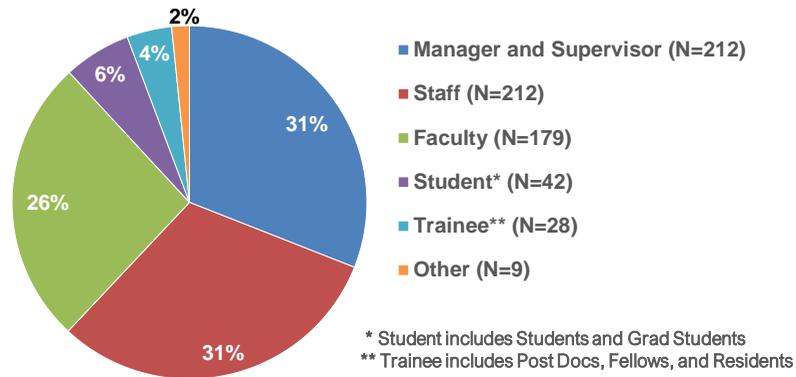


A comparison between the first 8 months of the fiscal year and the last 4 months, when COVID-19 protections radically changed patient care, moved classes to Zoom, and mandated working from home for non-clinical employees, revealed some interesting shifts. We anticipate ongoing changes as work, patient care, research, and learning are all re-created with new norms bringing up potentially new challenges. Based on the chart to the right, most key themes remain, with some indication of change. To help us track the new concerns visitors are currently bringing to our office, we've added two new subcategory codes: COVID-19 and Structural Racism.

Additionally, the disruption impacted the overall number of Ombuds visitors to our office: while this year's 682 Ombuds visitors represented a 28% increase compared with FY 2017-2018, it is 17% decrease from the number of visitors seen in 2018-2019. Mediations and group facilitations dropped from 81 last year to 68 this year, while trainings increased slightly from 49 last year (reaching 1,268 people) to 51 this year (reaching 2,135 people).

For more information about the Office of the Ombuds services, call (415) 502-9600 or visit ombuds.ucsf.edu

2019-2020 Ombuds Visitors Served (N=682 people)



Top 5 Faculty Concerns (N=179 people)

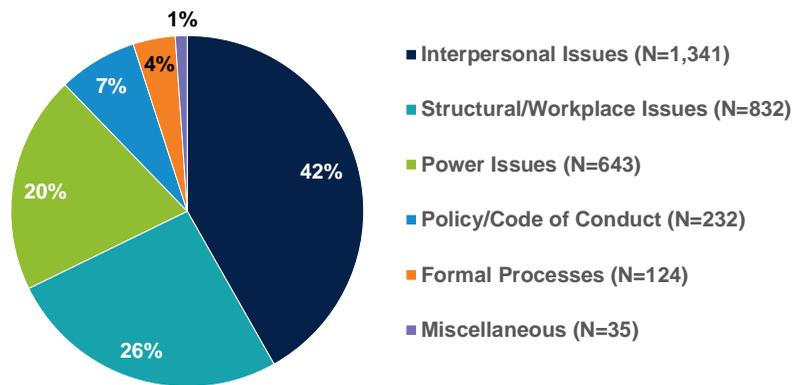


This chart reflects concerns reported by faculty members. In addition to noting when our visitors are members of the faculty, we also note when a visitor's concerns involve a faculty member (e.g.: they are in conflict with a faculty member) whether or not the faculty member uses Ombuds services. While faculty members constituted 26% (179 of 682) of our visitors, 48% of total cases that involved three or more visitors involved faculty. Given the leadership role held by many faculty members, it is reasonable to expect that conflict management would bring faculty members into problem-solving conversations.

The Office of the Ombuds identifies the risks that visitors expressly state in their confidential meetings. In 2019-2020, of the 682 Ombuds visitors, 49% identified at least one associated risk. Unresolved conflict creates both risk and cost.

Risk	Total
Loss of department productivity due to pervasive conflict	215
Unwarranted attrition/transfer	135
Potential for internal/external grievances	95
Significant violation of policy/Code of Conduct	64
Negative publicity	40
Litigation potential	27
High-risk safety issue	14

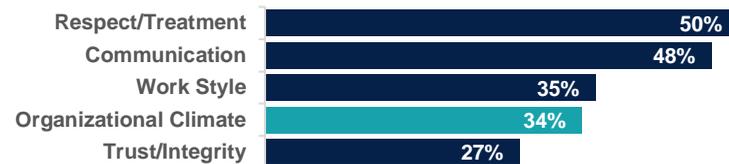
All Visitors Concerns: Main Categories (N=3,027 concerns)



Top 5 Staff Concerns (N=212 people)



Top 5 Manager and Supervisor Concerns (N=212 people)



Update: Anti-Bullying Initiative

The Anti-Bullying and Complaint Adjudication Workgroup completed its work with adoption of the Violence and Bullying Policy. This policy was amended to include language defining bullying in the workplace, bringing to fruition the work begun with the presentation of abrasive conduct data in 2018. Thirty-five percent of Ombuds visitors brought concerns about abrasive conduct to the Ombuds, a slight increase over last year (32%), and while not all visitors expressing concerns about abrasive conduct choose to file a grievance, the existence of the policy reinforces the seriousness with which UCSF prohibits bullying behavior.

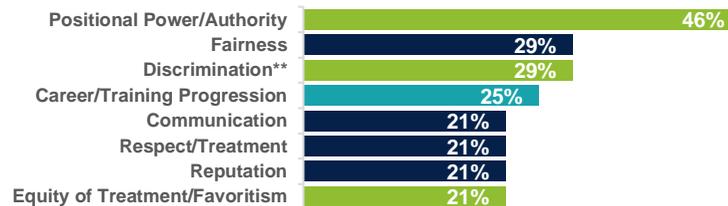
All Visitor Concerns: Top 10 Subcategories (N=682 people)



Top 5 Student and Graduate Student Concerns (N=42 people)



Top 5 Post-doc, Resident, and Fellow Concerns (N=28 people)



Recommendations

1. Continue to respond to concerns regarding COVID-19, budget reductions, and racial justice efforts in consultation with UCSF resources.
2. Continue to contribute to faculty support and training on leadership skills, conflict management, supervision, and addressing challenging issues within teams.
3. In response to thematic concerns emerging during COVID-19 of (misuse of) positional power, (lack of) role clarity, fairness, and retaliation, it is recommended that transparency and clear communication regarding layoffs, reduction in time, reassignment, etc. be demonstrated by leaders and managers with guidance from HR.

** Discrimination includes sexual, racial, disability, age, and "other"