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[Corporate Ombudsman Association conference, Dallas]

circa 1984

DRAFT

CORPORATE OMBUDS CONFERENCE EVALUATION

FOR JULY, 1984

1. We would like to ask your comments about each activity. Were they worthwhile?
Is there some way they have gone better?

Sunday: Introductory Session

Unstructured Hour to settle in

Cocktails at Pool

Small Tables at Dinner: No speaker

Monday: Unstructured Breakfast

Techniques of Conflict Resolution -
Small Groups

Pulling Together of Morning Meeting

Employment-at-Will Presentation

Lunch at Small Tables: No Speaker

Panel Presentation on Reporting Structures

Presentation and Discussion of Confidentiality,
Duty to Warn, Record Keeping, Privacy

New England Clambake

Informal Evening

Tuesday: Unstructured Breakfast

Upward and Downward Communications Techniques,
and How to Handle Stress - Small Groups

Final Discussion on What's Next

Lunch at Small Tables: No Speaker

2. Were the handouts useful?

3. Would you like more material on what other companies and other ombudsmen are doing?

___ Yes, especially other corporate brochures and ombudsman charters;

___ Yes, academic research type literature also;

___ I could bring articles, etc. to the next conference;

___ Other:

DRAFT

-2-

4. Should the Dallas conference have separate sessions for long-term practitioners and for companies considering establishing an ombudsman? If so, please note specific topics you'd like to have addressed in this context.
5. Would you want separate sub-group discussions of any other kind? (Please specify.)
6. Would you want the invitation list limited in any way?
7. Should we have a questionnaire next time that asks questions about number of employees, numbers of complaints, etc.? If so, should it be sent out ahead? Should it be anonymous, with results presented in the aggregate?
8. Is there someone else you know whom we should invite to Dallas?
9. What topics would you like for discussion in April?

Would you like to lead (or organize) a session?

10. Please share any other views about the desirable length of the conference, your interest in case examples, where you think this group is going or other points.

If you have an article to distribute, please feel free to use this mailing list. If you have a book title or any other bibliographic item, please send it to Mary for the Bibliography?

Please return to: Carole? (To xerox to us all?)

Dear Colleague (Ombuddy, Ombuds Practitioner,?)

We want to write to thank you for coming to the conference in July. We had talked about a meeting like this for nearly two years and were very happy to be able to see you in Cape Cod.

For the time being we will try to stay in touch with periodic letters. This first one brings you a Conference Evaluation Form, the World Bank Ombudsman Charter (as promised), the list of conferees. The next letter will bring the dates of the Dallas conference in April, a bibliography, the results of the July questionnaire and the results of the evaluation (if you hurry it back).

Sincerely,

Chris, Martha, Mary, Carole

CORPORATE OMBUDSMAN CONFERENCE - JULY 22, 1984

Dear Colleague:

A major purpose of this conference is for conflict resolution specialists to be able to discuss cases--(off the record)--with each other. Our hope is that everyone will have a chance to discuss puzzling cases, that we will help each other track new trends in employee concerns, and that we can begin to pull together the best ideas each of us has.

Tomorrow morning's discussion on Techniques of Conflict Resolution will concentrate on case examples brought up in small groups. Please consider what are your most interesting (or terrible) cases to put forward tomorrow, and what you think are the best techniques for dealing with problems.

The case examples attached are to provoke discussion during the conference. We also want to ask you on Tuesday whether you think it would be worthwhile to compile a notebook of Case Studies for Ombuds Practitioners. Would you want to contribute a case? (Your case could be a success or catastrophe, signed or anonymous, sobering or hilarious so long as it would be useful to others.)



Sometimes the Dragon Wins

CM²

MARY P. ROWE
Special Assistant to the President

DEC - 4 1984

Dear Ombudsman Conference Participant:

Since we are in the business of ~~effective communication~~, we should practice what we preach. ~~Therefore, as discussed~~, here is our first "newsletter." A "communiqué" to bring you up to date, ask questions, as well as give you some information.

- I. Survey: the results are in and a summary is included. Of the 50 participants, we received 37 responses. We hope you find the information interesting.
- II. Next Conference: still planning for Dallas in April, 1985. More details to come.
- III. General Items:

- A. Researcher Contact: we have been asked by many researchers who are delving into the ombudsman role to offer them either our participant list or people to call. We have done neither. Given the discussion at the conference this year, several participants expressed concern about doing this. However, we do plan to discuss the topic again at the next conference. In the meantime, if anyone is willing to be contacted by researchers, please let me know and I will put your names in the next newsletter and share them verbally when contacted.
- B. Participant Addition: one of our attendee's name was overlooked on the list. Please add:

Sol-del-Ande Eaton
Deputy Officer
Naval Reserves Laboratory
4501 Havelock Road
Lanham, Maryland 20706
202/767-2486

- C. Additional Ombudsman: also included are newly identified ombudsmen or interested parties.

That's all for now. We wish you a Happy Holiday Season. We'll be in touch after the first of the year!

Chris McEachern

Corporate Ombudsman

C O N F E R E N C E

February 28, 1985

TO: Fellow Ombud Practitioner, Researcher or Friend:

RE: Private Sector Ombudsman Conference
April 24-26, 1985
Dallas, Texas

Let's head south, get down and go to it! The first conference last summer at Cape Cod was seen as a success and we're planning for this one to be even better. Why? Because you helped design it through your suggestions and feedback at the conference and survey.

Attached is the information you need about the conference. In addition, we are offering you the chance to become a founding member of the Private Sector Ombudsman Association.

Hope to see you in Dallas! Be sure to dress casual, and, if you have questions, call:

Martha Maselko
Ombudsperson
AT&T Information
Systems
Lincroft, NJ 07738
(201) 576-3430

Chris McEachern
Director of Personnel
Communications
Anheuser-Busch Co., Inc.
St. Louis, MO 63118
(314) 577-3374

Mary Rowe
Special Asst. to
the President
MIT 10-213
Cambridge, MA 02139
(617) 253-5921

Carole Trocchio
Manager,
Liaison Dept.
The Southland Corp.
Dallas, TX 75221
(214) 828-7944

TO: Chris McEachern
Director, Personnel Communications
Anheuser-Busch Co., Inc.
St. Louis, MO 63118

Yes, I will be at the Dallas Conference.

Conference Fee: (Checks: Private Sector Ombudsman Conference)

_____ \$ 75 Founding Member

_____ \$100 Non-Member

Association Membership: (Checks: Private Sector Ombudsman Assn.)

ASSOCIATION STATEMENT OF PURPOSE:

...to provide a formal system for ombud professionals, to share common interests, needs and experiences, and to enhance the quality and value of the ombuds function to private employers.

ASSOCIATION GOALS:

1. Develop and disseminate a common understanding of ethical standards for the profession;
2. Establish and communicate appropriate standards of excellence for the profession;
3. Develop a network of communication for mutual support and counsel;
4. Develop a framework of job responsibilities;
5. Establish methods to assess the development of the profession.

_____ \$ 75 Founding Member
Intra-Company Practitioner

_____ \$ 60 Founding Associate Member
Research People; External Consultants

_____ \$ 15 Student Member
Non-Practitioners, Full-Time Students

Please pay by separate checks for the conference and membership fees.
Please send by April 15, 1985.

Name: _____
Title: _____
Company: _____
Address: _____
Phone: _____

Private Sector Ombudsman Conference

Also Known As: Corporate Ombudsman Conference II

For Whom: A role not easily described that comes in many shapes, sizes, and titles such as: Director of Personnel Communications, Special Assistant to the President, Ombudsperson, Work Problems Counselor, Resident Manager, Open Door Investigator, Employee Relations Manager, In-Plant Counselor, Employee Assistant, Employee Representative, Grievance Counselor. These are a few of the many names and titles. Basically, the person is an appointed third party acting as a designated neutral dealing with non-union employee complaints.

- To Do What:**
- To discuss various aspects of the function with your fellow professionals. An initial conference agenda is included.
 - To become a founding, associate or student member of the Private Sector Ombudsman Association.
 - To enjoy and benefit from this enriching experience.

When: April 24-26, 1985

Where: Dallas/Fort Worth Airport Hilton and Executive Conference Center

Please handle your hotel reservations personally by calling (817) 481-8444. Be sure to tell them you're with the Ombudsman Conference! Room Accommodations for two nights, meals and breaks are about \$375. Payment should be made directly to the hotel.

Fees: Private Sector Ombudsman Association Membership

Founding Member	\$ 75.00
Founding Associate Member	\$ 60.00
Student Member	\$ 15.00

Conference Fee:

Founding Association Members	\$ 75.00
Non-Members	\$100.00

The Association and Conference Fees should be mailed before April 15, 1985 to Chris McEachern, Director of Personnel Communications, Anheuser-Busch Co., Inc., #1 Busch Place, St. Louis, MO 63118 -- (314) 577-3374.

WEDNESDAY, APRIL 24, 1985

(12:00 - 5:30 p.m.)

REGISTRATION

CASE STUDY (Wrongful Discharge)

RECONVENE

WHO ARE WE?

UPDATE FROM LAST YEAR

SELF-INTRODUCTIONS

AGENDA INTRODUCTION

RECEPTION

DINNER

SOCIAL (Ombudsman Room -
Creative Responses
to Stress)

THURSDAY, APRIL 25, 1985

(7:00 a.m. - 6:30 p.m.)

BREAKFAST

WHAT IS AN OMBUD?

(How are we different from
Legal and Personnel; how do
we interact with line mgmt.?)

WORKSHOP ON DEALING WITH
SENSITIVE ISSUES

LUNCH

REPORTS ON RECENT RESEARCH

CASE STUDY

(1) LEGAL UPDATE

or

(2) HOW & WHERE TO SET UP AN
OMBUD OFFICE: HOW TO CHOOSE
AN OMBUDSMAN

TEXAS SHINDIG (Bus will leave
promptly; jeans appropriate
e.g., no ties)

FRIDAY, APRIL 26, 1985

BREAKFAST

IMPACT AND EFFECTIVENESS OF
YOUR WORK

THE PRIVATE SECTOR
OMBUDS ASSOCIATION

Physical Arrangements:

1. Do you think the environment was conducive to good communication and a sharing of ideas?
 - Responses were unanimously positive. It was evident that many participants felt the conference would not have been as beneficial had not been held at the Cape Codder, where they felt very relaxed and informal.

2. Do you think the physical arrangements satisfied individual needs for "personal space" or companionship?
 - Overall, the responses were positive; however, a few people were somewhat dissatisfied in the individual hotel rooms and the lack of air conditioning.

3. Did the meeting room allow for good audio and visual communication?
 - About 50% of the responses were positive. Among the negative reactions were statements such as:
 - room too drafty;
 - room too warm; and,
 - too many distractions.

4. Do you think there should be a limit to the number of attendees at future conferences?
 - For a variety of reasons, about 50% of the participants were against limiting the number of attendants at future conferences. Some of these reasons included:
 - if the attendance is limited, it will be impossible to get an accurate of account of how many ombudsmen there are;
 - the size can always be dealt with by breaking into smaller groups for communication sessions; and,
 - as the size of the group increases, additional planning would take care of any problems created by the growing numbers of participants.

- Fifty percent of the participants felt the size of the conference should be kept about the same for the following reasons:

- to avoid unwieldy situations;
- a larger group would hinder the communication efforts;
- a larger group could not remain effective; and,
- only practicing ombudsmen should be allowed to attend the conference.

5. Do you think two days are sufficient to meet the goals and objectives of the Conference?

- Overall, participants felt two days was sufficient for the conference. However, some felt they actually had only 1½ days, since one-half day was spent on registration. Of the few that wanted to expand the conference, most only wanted an additional one-half day.

Format

1. Do you feel the small "workshop" approach serves the needs of the attendees?
 - Everyone felt the small "workshop" approach served their needs during the conference. Many attendees expanded on their answers with suggestions such as:
 - need more workshop gatherings;
 - should explore general topics as a total group, then break into smaller groups; and,
 - increase time spent in each workshop.

2. Did you feel that the invited speakers addressed subjects appropriate to the goals of the Conference?
 - About 75% of the attendees felt the invited speakers addressed subjects pertinent to the goals of the conference. The remaining 25% felt the speakers "somewhat" addressed those goals. A few stated subjects they were particularly interested in and would have appreciated more time being given to that subject.

3. Did you feel the speakers were knowledgeable in the areas they addressed?
 - Overall, very favorable.

4. Did you feel that the topics discussed related well to your functions?
 - Overall, respondents felt the topics discussed were related to their functions. However, some did give the following suggestions for future conferences:
 - include speakers from the west coast;
 - a workshop format in which people of different needs could spin off to separate groups; and,
 - expand on employment at will.

General

1. Did the Corporate Ombudsman Conference meet your overall expectations?
 - Most respondents felt the conference met or exceeded their expectations with the following exceptions:
 - wanted to hear more of what other companies were doing; and,
 - wanted further discussion on actual complaint resolution techniques.

2. Now that you are "back on the job," is there something you feel should have been addressed and was not?
 - The following opinions were expressed:
 - more specific comparative review of the role as it is performed at each of the various companies;
 - more about what other companies are doing;
 - problems, pitfalls, etc., in establishing an effective ombudsman program;
 - need for sabbaticals;
 - understanding of role;
 - non-union complaint procedures; and,
 - discussing actual complaint resolution techniques.

3. Did you find the handouts useful?
 - Everyone found the handouts quite useful.

4. Would you like more material on what other companies and other ombudsmen are doing?
 - Overall, the consensus of yes, they would like more material since the ombudsmen programs are relatively new in most companies.

FUTURE MEETINGS:

Please indicate your preference concerning future Conferences.

Travel:

- 6 - Monday
- 5 - Tuesday
- 6 - Wednesday
- 3 - Thursday
- 3 - Friday
- 0 - Saturday
- 5 - Sunday
- 3 - No Preference

Meeting Days:

- 9 - Monday
- 10 - Tuesday
- 10 - Wednesday
- 4 - Thursday
- 3 - Friday
- 0 - Saturday
- 2 - Sunday
- 2 - No Preference

Conference Site:

- 6 - Midsouth
- 6 - Midwest
- 5 - East Coast
- 2 - Northeast
- 2 - West Coast
- 5 - No Preference

Comments:

- A few people commented that because it was hard for them to attain expense approval to attend conferences, a central location would be easier to justify.

TOPICS FOR 1985 CONFERENCE:

- Many of the attendees were interested in topics dealing with starting a program in their company, such as:
 - determining a need;
 - how to introduce concept/position to employees; and,
 - assessing cost effectiveness.

One comment on the above subject was to highlight one or two company's ombudsman functions at each future meeting.

- Confidentiality and the law; legal issues and trends.
- Accountability of managers for their handling of people.
- The issue of "authority" to effect change as opposed to "figure head" symbol.
- Why companies organize as they do to deal with employees holistically.
- How does one get at the "truth."
- Growth and concept of career pathing.
- The ombudsman as counselor - appropriate or not?
- Confidentiality and recordkeeping.

WORK SHOP TOPICS

- How to determine how one separates oneself from the case/situation to allow freedom from guilt, personal responsibility, etc.
- Understanding role; cost effectiveness; dispute resolution methods.
- Handling stubborn middle management.
- Working with long service employees; dealing with changes in job requirements, bosses or technology.
- How to handle harassment problems forced placements, whistle blowing.
- Span of control issue of corporate ombudsman.
- Organizational conflict as opposed to individual problems.
- Confidentiality and recordkeeping.
- EAP
- Legal issues and trends.
- Union avoidance

WOULD YOU BE INTERESTED IN FACILITATING A WORK SHOP?

- EAP
- Comprehensive, holistic employee servicing
- Dispute resolution training for management - every manager is an "ombudsman."
- "Open Door Policy," -- Do they really work?
- Effective dispute resolution techniques for dealing with long service employees.
- The ombudsman as change agent.
- Ombudsperson as internal consultants.
- How to deal with the occasional difficult manager.
- Best techniques for dealing with given case examples.

NAMES, ADDRESSES AND PHONE NUMBERS (People willing to facilitate a work shop)

Cleeva Jones
AT&T Bell Laboratories
150 JFK Parkway
Short Hills, NJ 07078
(201) 564-4279

Jeanne Scott
PA Blue Shield
Center Street Complex
Camp Hill, PA 17011
(717) 763-3411

John D. Dobbie
The Upjohn Company
7000 Portagu Road
Kalamazoo, MI 49001
(616) 323-5539

K. Buckler
General Electric Company
One Heumann Way
Cincinnati, OH 45215
(513) 243-3561

Bob Race
Anheuser-Busch Companies, Inc.
#1 Busch Place
St. Louis, Missouri 63118
(314) 577-4479

Chris McEachern
Anheuser-Busch Companies, Inc.
#1 Busch Place
St. Louis, Missouri 63118
(314) 577-3374

Judy Weil
Crimson Travel Service
(617) 264-1315

Martha Maselko
AT&T Information Systems
307 Middletown - Lincroft
Lincroft, NJ 07738
(201) 576-3430

Gregg Raudabaugh
The Southland Corporation
2828 N. Haskell Ave., Box 719
Dallas, Texas 75221
(214) 828-7945

Sally Henning
BF Goodrich
500 South Main Street
Akron, Ohio 44318
(216) 374-2855

Norman S. Lisy
AT&T Computer Systems Center
4513 Western Avenue
Lisle, Illinois 60532
(312) 810-6211

Mary Rowe
MIT - 10-213
Cambridge, MA 02139
(617) 253-5921

CORPORATE OMBUDSMAN ASSOCIATION

1. A Corporate Ombudsman Association should be formed as a separate group.

Yes: 14
No: 1
Undecided: 1

2. A Corporate Ombudsman Association should be formed but in conjunction with an existing group, (i.e., under the umbrella of SPIDR or a similar group.)

Yes: 8
No: 7
Undecided: 2

3. A Corporate Ombudsman Association would serve no particular purpose at this time.

Yes: 1
No: 10
Undecided: 1

4. A Corporate Ombudsman Association (if formed) should limit its members.

Yes: 10
No: 7
Undecided: 2

Supporting Comments to "Yes"

- A defined function performed by the individual using the title "ombudsman."
- Performing the role of ombudsman or a position similar to it.
- Should be active in ombudsman work.
- There should be some qualifications to join -- actually a working corporate ombudsman.
- Should include those who have an independent, confidential role in resolving grievances/problems.
- Not by numbers, maybe by organizational placement and charters.

5. A Corporate Ombudsman Association (if formed) should develop a Code of Ethics for its members to follow:

Yes: 15

No: 1 (Too many will be restricted by their management's own policies.)

Please feel free to add any thoughts you have concerning the activity of the Committee and the results you would like to see.

- I would prefer to hear the recommendation of the Committee before dealing with these questions.
- The chance to talk with ombudsmen colleagues has been one of the best events of my ombudsman career.
- The first conference was an excellent start and can pretty much stand as a model for the next one, in my opinion.



ANHEUSER-BUSCH COMPANIES

MARY P. ROWE
Special Assistant to the President

AUG 7 1984

Ref. to _____

File _____

August 1, 1984

Martha Maselko
AT&T Information Systems
Room 3-13 106
307 Middletown - Lincroft
Lincroft, New Jersey 07738

Mary Rowe
Special Assistant to the
President
Massachusetts Institute
of Technology
Room 10-213
77 Massachusetts Avenue
Cambridge, MA 02139

Dear Martha and Mary:

We did it! Now that it is over I wonder why we all panicked? I know it will happen again next year!

Enclosed are several things:

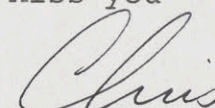
1. An outline of our committees, members, issues, etc.
2. Attendees broken out by company and name (thank my secretary for that!)

Need to do:

1. Evaluation
2. Mail out attendee list to attendees
3. Start planning next conference
4. Buy presents for "Pat's"

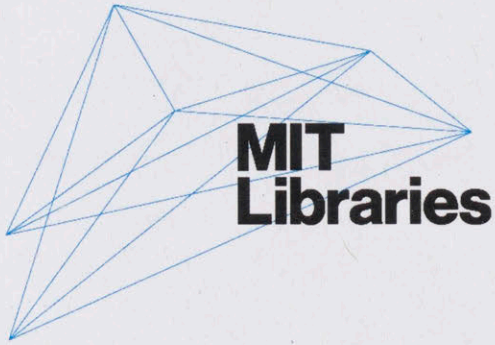
I am sure I have forgotten something - so when we talk next let's get ourselves straight. On August 6, 1984, I'll have Donna call each of you to set up a conference call. OK?

Miss you - but talk to you soon.


Chris McEachern

/dp

Anheuser-Busch Companies, Inc.
Executive Offices
One Busch Place
St. Louis, MO U.S.A. 63118
Telex 447 117 ANBUSCH STL



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The remaining contents of this folder have been redacted.

If you would like to see the full folder, please email the

Department of Distinctive Collections at

distinctive-collections@mit.edu