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International Ombudsman Association compensation and practice survey

2008

2008 IOA Compensation Survey

January 7, 2008

Contents (1 of 2)

<input type="checkbox"/>	Population	4
<input type="checkbox"/>	Demographics	5
<input type="checkbox"/>	Salary	
	2008 Salary Overview	6
	U.S. Academic Salary History	7
	2008 U.S. Academic Salaries by Region: Public v. Private	8
	U.S. Corporate Salary History	9
	2008 U.S. Corporate Salaries by Region	10
	U.S. Government Salary History	11
	2008 U.S. Government Salaries by Region	12
	U.S. 'Other' and Non-Profit Salary History	13
	2008 U.S. 'Other' and Non-Profit Salaries by Region	14
	Canadian Salary History	15
	2008 'Other' (Non-U.S. or Canadian) Salary History	16
<input type="checkbox"/>	Benefits	
	2008 U.S. Benefits by Industry	17
	U.S. Academic Benefits	18
	U.S. Corporate Benefits	19
	U.S. Government Benefits	20
	U.S. 'Other' and Non-Profit Benefits	21
	Canadian Benefits	22
	'Other' (Non-U.S. or Canadian) Benefits	23

Contents (2 of 2)

<input type="checkbox"/>	Performance Review Methodology	
	U.S. Academic Performance Review Methodology	24
	U.S. Corporate Performance Review Methodology	25
	U.S. Government Performance Review Methodology	26
	U.S. 'Other' and Non-Profit Performance Review Methodology	27
	Canadian Performance Review Methodology	28
	'Other' (Non-U.S. or Canadian) Performance Review Methodology	29
<input type="checkbox"/>	Self-Reported Cost Effectiveness	
	U.S. OO Self-Reported Cost Effectiveness	30
	Canadian OO Self-Reported Cost Effectiveness	31
	'Other' (Non-U.S. or Canadian) OO Self-Reported Cost Effectiveness	32
<input type="checkbox"/>	Self-Reported Significant Contributions	
	U.S. OO Self-Reported Cost Effectiveness	33
	Canadian OO Self-Reported Cost Effectiveness	34
	'Other' (Non-U.S. or Canadian) OO Self-Reported Cost Effectiveness	35
<input type="checkbox"/>	Organizational Measurement of Cost Effectiveness	36
	2008 Methods Reported Used to Calculate OO Cost Effectiveness	37
<input type="checkbox"/>	Reporting Relationships	38
<input type="checkbox"/>	2008 Methods Reported Used to Calculate OO Caseload	39
<input type="checkbox"/>	Contact Information	40

2008 Population

- 60.3 percent, or 278 of the 461 IOA invitees, completed and returned the survey instrument.

- 8.5 percent or 39 of the surveys were removed from the data analysis due to:
 - No salary data provided by participants (20 part-time, 13 full-time).
 - Volunteer or part-time employees not paid for OO work (2).
 - Stipend compensation only for part-time work (4 received stipends ranging from \$8K-\$12.8K).

FINAL DATA ANALYSIS INCLUDES 235 IOA PARTICIPANTS.

2008 Demographics

2008 PARTICIPANTS: OVERALL DEMOGRAPHICS

Sector	Canadian	US	Other	Total	Percent of Total
Academic	4	115	2	121	51%
Corporate	13	40	6	59	25%
Government	8	27	0	35	15%
Non Profit/Other	1	17	2	20	9%
Total	26	199	10	235	100%
Percent of Total	11%	85%	4%	100%	

Other' (Non-US or Canadian OOs Primary Location

	Europe	Australia	Asia	Caribbean	S. America	Total
#OO's	4	2	1	1	2	10
%	40%	20%	10%	10%	20%	100%

2008 US OO's Primary Location

	WUS	NWUS	SWUS	N/NCUS	SCUS	NEUS	SEUS	TOTAL
#OO's	39	13	14	33	17	53	30	199
%	19.6%	6.5%	7.0%	16.6%	8.5%	26.6%	15.1%	100%

2008 Salary Overview

		<u>U.S.*</u>	<u>CANADIAN*</u>	<u>OTHER*</u>
ACADEMIC	Minimum	\$31.00	\$36.80	\$45.00
	Maximum	\$235.00	\$98.00	\$68.00
	Average	\$86.80	\$69.00	\$56.50
	Median	\$81.00	\$70.60	\$56.50
CORPORATE	Minimum	\$50.70	\$47.00	\$45.00
	Maximum	\$416.00	\$210.00	\$230.00
	Average	\$143.90	\$107.40	\$132.80
	Median	\$130.00	\$86.50	\$113.80
GOVERNMENT	Minimum	\$38.00	\$85.00	
	Maximum	\$201.00	\$120.00	No data available
	Average	\$103.80	\$96.60	
	Median	\$104.00	\$90.50	
N/P & OTHER	Minimum	\$58.00		\$140.00
	Maximum	\$351.10	Not enough data, N=1	\$200.00
	Average	\$171.00		\$170.00
	Median	\$158.60		\$170.00

*Canadian salaries presented in Canadian dollars. All others in U.S. dollars

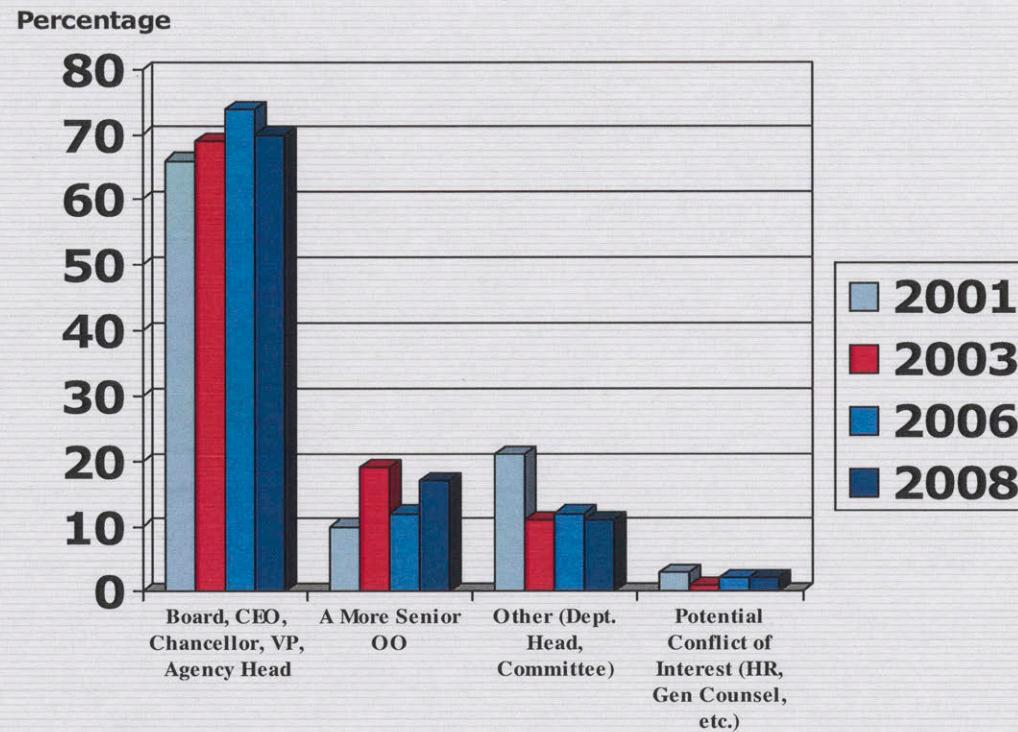
Organizational Measurement of Cost Effectiveness

		2001	2003	2006	2008
Canada	Do Estimate	9	15	26	23
	Don't Estimate	91	73	68	65
	No Answer		12	6	12
	Total Percentage	100	100	100	100
US	Do Estimate	7	11	10	14
	Don't Estimate	93	83	86	78
	No Answer	0	6	4	8
	Total Percentage	100	100	100	100
Other	Do Estimate	0	0	26	20
	Don't Estimate	100	100	68	70
	No Answer	0	0	6	10
	Total Percentage	100	100	100	100

2008 Methods Reported Used to Calculate OO Cost Effectiveness

- Each case that can be resolved informally rather than going to the Joint Appeals Board saves the organization approximately \$150,000. On average I may resolve up to ten such cases a year, thus saving some \$1.5m for the organization. This is the only way I have found to really quantify impact in a way that senior management understands.
- MTI method.
- I think about the few worst cases and make an estimate of costs prevented minus the cost to provide remedies for those cases.
- I add in an estimate of any systems changes suggested and adopted --- costs that are lowered or productivity improved.
- No formal cases have resulted from complaint and I've achieved a 70% resolution rate.
- I discuss this informally with the provost
- One measure includes measuring the cost of declining third-party intervention (legal fees)
- Subjective but comparative study of all cases that are submitted for resolution through the use of ADR/Ombuds vs. the projected cost to fully litigate each claim based upon industry rates of claim.
- I periodically estimate average costs of turnover, retention/attrition, improvements to policy, and number of cases where visitor has contacted legal counsel where we feel the case it potentially significant.
- We keep a record of how much tuition the university forgave based on our recommendations. Based on specific trends, we can see how much in the long run the university is saving by making process changes to avoid future complaints.
- We occasionally refer to o-based literature to estimate cost savings.
- My organization's accounting department began but hasn't completed an ROI on my office. (Initial estimates of ROI are \$9 or \$10 to one.)
- I compare the hourly cost of responding to individual cases to the costs of formal avenues provided by my agency (e.g. grievance process, and when those figures are made available.)
- Timely efficient resolution of complaints thereby limiting duplication of staff effort and resources. Complaints resolved using alternatives to litigation.
- We have had a consulting company do a cost effectiveness study for our program a few years ago.
- We have utilized an outside consultant to assist in this area, but still aren't "good at it".
- Number of complaints withdrawn in the system. Add to that an estimate of complaints avoided altogether.
- Arbitrary.
- Longitudinal comparisons, outcomes analysis, systemic improvement analysis, averted litigation analysis.
- Cases that were successfully mitigated to avoid liability of the government entity and taxpayer savings. This is contrasted or compared against the number of staff "workhours" to handle the case.
- Resolving concerns on an informal basis saving the expense of time and money that would be used in potential lawsuits.
- Liability avoidance through case assessment.
- Cases per person; cost per case to complete; compared to appellate bodies.
- Percent of satisfied clients after using Ombuds services. (both internal & external clients).

OO Reporting Relationships





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