

MC-709
Box 36
Folder 14

Ombudsman Office evaluations

Ca. 1992

I. WHAT IS THE JOB?**A. Mission:**

1. Assist in the human side of work.
2. Deal with reported complaints to help achieve equitable settlements.
3. Continuously improve the environment and processes

B. Content:1. *Principles:*

- | | | |
|--------------------|---------------|--------------------------------|
| a) Confidential | b) Neutral | c) Advocate for a fair process |
| d) Available | e) Impartial | f) Direct access (no red tape) |
| g) Provide options | h) Timeliness | i) No decision making |

2. *Practices:*

- | | |
|---|-------------------------------------|
| a) Provide a personal hearing | b) Receive and give information |
| c) Coach people on how to help themselves | d) Provide a two-way channel |
| e) Mediate | f) Facilitate organizational change |
| g) Investigate | h) Hold focus groups |
| i) Provide group facilitation | |

C. Intended Outcomes:

1. *People feel better*
2. *People are more productive*
3. *Incorrect situations are set right*
4. *Ethical situations faced and cleaned up*
5. *People improve skills in:*
 - a) Communication
 - b) Leadership
 - c) Problem solving
 - d) Conflict resolution
6. *Clients would recommend the Ombuds office to colleagues*
7. *Management gets unfiltered feedback*
8. *Reports generated--notable benefits, statistical profile, trends, key learnings*
9. *Office is used by a cross-section of employees*
10. *Office is used by a large number of employees (avg. 8%, range very wide)*

II. HOW TO EVALUATE THE OMBUDSPERSON?**A. Decide what to measure:**

1. *Adherence to the principles*
2. *Performance on the practices*
3. *What are the results/outcomes?*

B. Decide who measures the Ombudsperson on principles, practices, outcomes:

1. *Employees/Clients*
2. *Bosses*
3. *Peers*
4. *Self*

C. How often?

1. *Semiannually*
2. *Yearly*

D. Who sees what part of the responses?

1. *Private data (Data which describes the performance of a particular Ombudsperson.)*
2. *Publishable data (ex: The Ombudsperson needs to be more visible.)*

E. Who requests data?

1. *The Ombudsperson*
2. *The boss*
3. *A neutral party*

III. WHAT ELSE?

- A. *What unsolicited feedback has the boss or Ombudsperson gotten over the past year? (Customer satisfaction - red, yellow and green flags)*
- B. *Is the Ombudsperson active in an internal Ombuds organization, The Ombudsman Association (TOA), or another Ombuds association?*
- C. *Contributions to the profession - papers or talks given.*
- D. *Education - courses or seminars attended.*

EVALUATING OMBUDSPEOPLE

I. WHAT IS THE JOB?

A. Mission:

1. Assist in the human side of work.
2. Deal with reported complaints to help achieve equitable settlements.
3. Continuously improve the environment and processes

B. Content:

1. Principles:

- a. Confidential
- b. Neutral
- c. Advocate for a fair process
- d. Available
- e. Impartial
- f. Direct access (no red tape)
- g. Provide options
- h. Timeliness
- i. No decision making

2. Practices:

- a. Provide a personal hearing
- b. Receive and give information
- c. Coach people on how to help themselves
- d. Provide a two-way channel
- e. Mediate
- f. Facilitate organizational change
- g. Investigate
- h. Hold focus groups
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10. *Office is used by a large number of employees (avg. ~8%, range very wide)*

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May 12, 1992

II. HOW TO EVALUATE THE OMBUDSPERSON?

A. Decide what to measure:

1. *Adherence to the principles*
2. *Performance on the practices*
3. *What are the results/outcomes?*

B. Decide who measures the Ombudsperson on principles, practices, outcomes:

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4. *Self*

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III. WHAT ELSE?

- A. **What unsolicited feedback has the boss or Ombudsperson gotten over the past year? (Customer satisfaction - red, yellow and green flags)**
- B. **Is the Ombudsperson active in an internal Ombuds organization, The Ombudsman Association (TOA), or another Ombuds association?**
- C. **Contributions to the profession - papers or talks given.**
- D. **Education - courses or seminars attended.**

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SAMPLE CONFIDENTIALITY QUESTIONS

- **Did you feel confident that your meetings would remain confidential?**

very confident confident unsure doubtful very doubtful

- **It is your perception that the resource maintains confidentiality?**

yes no opinion no

- **Do you feel confidentiality was maintained? If not, please elaborate.**

yes no opinion no

Explain _____

SELF-EVALUATION

How is it maintained? Have there been any leaks, any challenges? Are names in a locked file, in a locked office?

Do your phones have displays on them? Is your name displayed when you return a call? Are there phone usage reports sent to managers which would reveal calls to your office?

Do you provide reports to managers? Can they keep them, copy them, or shred them?

Sample Questionnaire Format

- I. The mission of the Ombuds office is ...
- II. Within this mission, the basic principles of the office are ...
 - A.
 - B.
 - C.
- III. Please measure the Ombuds adherence to the principles ...
 - A.
 - B.
 - C.
- IV. The practices of the office are ...
 - A.
 - B.
 - C.
 - D.
- V. Please measure the Ombuds performance on these practices ...
 - A.
 - B.
 - C.
- VI. Here are some intended outcomes of using the office ...
 - A.
 - B.
 - C.
- VII. What results have you experienced?
- VIII. What other comments to do have?
- IX. Please describe your interactions with the Ombuds office.
 - A. I contacted the office
 - B. One of by subordinates used the office
 - C.
 - D.



OFFICE OF THE OMBUDSMAN
Questionnaire

*Evaluating
the OO*

At the end of the academic year I solicit evaluations of my work from individuals who came to this office for assistance with a problem. To this most customary procedure I am adding another, the gathering of evaluations by those I have been required to contact as a consequence of such visits. Please return this questionnaire in the enclosed envelope. If you have any questions, my number is 593-2627. Ideally, the questionnaire would be unsigned, but either way I believe this information, in conjunction with the other, is crucial to my conduct in this office.

Dr. David M. Heaton
University Ombudsman

1. Classification: Faculty ___ Teaching Assistant ___ Staff ___ Non-Member of the University Community ___
2. Have you found the Ombudsman to be easily accessible? YES ___ NO ___
3. Did you find the Ombudsman impartial in his representation of the problem which a third party had presented to him? YES ___ NO ___
4. Do you believe that the person who visited the Ombudsman was then referred to the next appropriate person? YES ___ NO ___ Comment: _____
5. Should the Ombudsman, in your view, attempt directly, by mediation, to reconcile differences between a complainant and the other principal party or should he simply refer the complainant to the next and subsequent individuals in the appropriate hierarchy (e.g., your chairman, your department head, your dean)?
Comment: _____
6. Were you satisfied with the Ombudsman's efforts to solve the problem? YES ___ NO ___
7. Do you feel that the Ombudsman can be trusted to treat confidential matters with discretion? YES ___ NO ___ Comment: _____
8. Would you contact the Ombudsman about problems you are having in your professional situation? YES ___ NO ___ If Yes, at what point? _____ If No, why not? _____
9. Do you feel that the Office of the Ombudsman performs a necessary function in the University community? YES ___ NO ___



OFFICE OF THE OMBUDSMAN
Questionnaire

During this academic year (1988-89), you have solicited the assistance of the University Ombudsman, Dr. David Heaton. He now solicits your evaluation of services rendered. You will note that all but the last question are meant to refer you to the conduct of Dr. Heaton and his Assistant, Mrs. Arbaugh, the nature of the office itself being a different issue. Please fill out this questionnaire and return it in the enclosed self-addressed envelope. We prefer that this questionnaire be returned without a signature. But signed or not, this evaluation is crucial for self knowledge and improvement. If you have any questions, please call 593-2627.

1. Classification: Undergrad. Graduate Faculty Staff Male
Non-University (former student, parent, etc.) Female
Minority
International
2. Have you found the Ombudsman to be easily accessible? YES NO
3. Prior to contacting the Ombudsman, how many University officials did you contact in your efforts to resolve the problem? None One Two Three More than 3
4. Are you satisfied with the way your case was handled? YES NO
Please comment:

5. Was your problem solved? YES NO
6. If yes for #5, how much credit is due the Ombudsman?
A GREAT DEAL SOME LITTLE NONE
7. Do you feel that you can trust the Ombudsman in confidential matters? YES NO
8. If you had a university-related problem in the future, would you again contact the Ombudsman for assistance? YES NO Please comment:

9. Do you feel that the Office of the Ombudsman performs a needed and necessary function within the University structure? YES NO
10. ADDITIONAL COMMENTS:

Feedback to Ombudsperson

Would you be willing to help the Ombuds office improve its service to you and to others? Please fill out any parts of this form that are appropriate to you, fold it and mail it back to my office (please note that you do not need to sign this sheet).

In making contact with this office:

1. Do you feel confidentiality was maintained? If not, please elaborate.
2. If you wanted to take the next step yourself, were you given the support you needed? If not, please explain.
3. Did you ask the Ombudsperson to help by intervening in your situation? If so, how did this work out?
4. If the Ombudsperson was supposed to get back to you, did she do so in a timely manner? If not, please elaborate.
5. Do you think the Ombudsperson provided an impartial hearing for you? If not, why not?
6. How beneficial did you find this service?
7. Would you recommend this office to another person who had a problem?

Suggestions

Mary Simon

Ombudsperson

For further information or suggestions, please contact:



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The remaining contents of this folder have been redacted.

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Department of Distinctive Collections at

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