

Office of the Ombuds



The Annual Report in Context

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President and CEO, as a resource for faculty, staff and postdoctoral fellows who wish to discuss
concerns, conflicts, or grievances in a confidential space.

As described in MCW Corporate Policy

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Our Core Principles:

We are confidential

We do not identify our visitors or discuss their concerns with anyone without their permission. The only exceptions to this pledge of confidentiality are when the Ombuds determines that there is an imminent threat of harm or in those instances that the Ombuds is legally compelled to report the situation.

We are independent

We report directly to the President and Chief Executive Officer of MCW. We are independent of central administrative offices and are not aligned with any campus department or group.

We are informal

Any communication with us is "off the record"; the Ombuds Office is not authorized to receive official notice for MCW.

We are impartial

We do not take sides. We consider the rights and interests of all parties. We are advocates for good communication and fair process.

Visit Information

Zoom From January 1 to December 31, 2021, the MCW Ombuds Office logged 10 total visitor-related contacts with individuals or groups of individuals. Of these contacts, 214 were initial individual, group, or email visits and 117 were follow-up meetings¹

The total number of visitor-related contacts above includes 79 consultations. The

context. They might include discussions with the MCW Corporate Compliance Office, Office of Human Resources, or with departmental or other organizational leaders. (Figure 1).

Excluding leader consultations of the remaining visits with the Ombuds 117 (53%) involved staff, 83 (38%) involved faculty (MD or PhD) and 20 (9%) involved visitors who preferred to remain anonymous (Figures 2 & 3). Figure 3 illustrates historical data regarding visitor type.

Visitors/visitor groups to the Ombuds were employed in MCW clinical departments (61%), administrative units (9%), centers/institutes (7%), and basic science departments (7%). Sixteen percent of visitors were from unknown departments.

(Figure 4). Leadership consultations are not included in these numbers.

The total visit count also includes 44 exit interviews with faculty and staff. Exit interviews are offered to faculty who are retiring, have elected to leave for career advancement or personal reasons, or have not had their MCW contracts extended. Staff exit interviews are conducted at the request of the departing staff member. In 2021, exit interviews were 13% of total visits to the Ombuds Office.

Visitor Concerns

During the 2021 calendar year, 1,450 concerns were raised by visitors to the Ombuds Office. These issues and/or concerns are detailed in Figure 5 and in the IOA Category Table included in Appendix A. Figures reflecting 2021

- f* Unclear lines of responsibility or authority for responding to leader performance concerns may also limit responsiveness. In some cases, multiple offices maintain consultative roles to department-level issues without clear authority to intervene. This contributes to a perception that consulting offices such as Human Resources, Faculty Affairs, and Corporate Compliance may be aligned with and/or protective of faculty and department or center level leadership. In 2021, MCW engaged Korn Ferry, an organizational design consulting firm, to assess executive leadership structure and governance. Based on that assessment, some reporting structures have changed and Human Resources is conducting a detailed analysis of reporting lines.

Organizational Culture

- f* Some employees worry that consultation with an office outside of their immediate area about a leader will increase tension and/or result in repercussions. This includes consultation with Corporate Compliance, Faculty Affairs, Human Resources, and the Ombuds Office.
- f* Some employees report that disagreement with their leader(s) is unwelcome and/or perceived as confrontational or insubordinate, despite intentions to be

x Some visitors perceive

Category

Number of
Questions,
Concerns,

Category	Number of Questions, Concerns,		

INTERNATIONAL OMBUDSMAN ASSOCIATION
Reporting Categories

January 2021-December 2021

Category	Number of Questions, Concerns, Issues or Inquiries	Percent	Comments
3			
Sub-total	67	4.6%	
3.a Priorities, Values, Beliefs (differences about what should be considered important - or most important –often rooted in ethical or moral beliefs)	2	3%	
3.b Respect, Treatment (demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.	18	27%	
3.c Trust, Integrity (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)	8	12%	
3.d Reputation (possible impact of rumors and/or gossip about professional or personal matters)	4	6%	
3.e Communication (quality and/or quantity of communication)	16	24%	
3.f Bullying, Mobbing			

Number of

Category

INTERNATIONAL OMBUDSMAN ASSOCIATION
Reporting Categories

January 2021-December 2021

Category	Number of Questions, Concerns, Issues or Inquiries	Percent	Comments
7 Services/Administrative Issues Questions, concerns, issues or inquiries about services or administrative offices including from			
Sub-total	54	3.7%	
7.a Quality of Services (how well services were provided, accuracy or thoroughness of information, competence, etc.)	2	4%	
7.b Responsiveness, Timeliness (time involved in getting a response or return call or about the time for a complete response to be provided)	11	20%	
7.c Administrative Decisions and Interpretation, Application of Rules (decisions about requests for academic or administrative services, e.g., exceptions to policy deadlines or limits, refund requests, appeals of library or parking fines, application for financial aid, etc.)	29	54%	
7.d Behavior of Service Provider(s) (how an administrator or staff member spoke to or dealt with a constituent, customer, or client, eg., rude, inattentive, or impatient)	3	6%	
7.e Other (any services or administrative issue not described by the above categories)	9	17%	
8 OrganizationBT /.2g /ArtifacOntes			
Sub-total	158	10.9%	
8.a Strategic and Mission-Related, Strategic and Technical Management (principles, decisions and actions related to where and how the organization is moving)	3	2%	
8.b Leadership and Management (quality/capacity of management and/or management/leadership decisions, suggested training, reassignments and reorganizations)	15	9%	
8.c Use of Positional Power, Authority (lack or abuse of power provided by individual's position)	12	8%	
8.d Communication (content, style, timing, effects and amount of organizational and leader's communication, quality of communication about strategic issues)	11	7%	
8.e Restructuring and Relocation (issues related to broad scope planned or actual restructuring and/or relocation affecting the whole or major divisions of an organization, eg. downsizing, offshoring, outsourcing)	4	3%	
8.f Organizational Climate (issues related to organizational morale and/or capacity for functioning)	18	11%	
8.g Change Management (making, responding or adapting to organizational changes, quality of leadership in facilitating organizational change)	9	6%	
8.h Priority Setting and/or Funding (disputes about setting organizational/departmental priorities and/or allocation of funding within programs)	15	9%	
8.i Data, Methodology, Interpretation of Results (scientific disputes about the conduct, outcomes and interpretation of studies and resulting data for policy)	1	1%	
8.j Interdepartment, Interorganization Work, Territory (disputes about which department/organization should be doing what/taking the lead)	51	32%	
8.k Other (any organizational issue not described by the above categories)	19	12%	

INTERNATIONAL OMBUDSMAN ASSOCIATION
Reporting Categories

January 2021-December 2021

Category	Number of Questions, Concerns, Issues or Inquiries	Percent	Comments
9			
Sub-total	40	2.8%	
9.a Standards of Conduct (fairness, applicability or lack of behavioral guidelines and/or Codes of Conduct, e.g., Academic Honesty, plagiarism, Code of Conduct, conflict of interest)	12	30%	
9.b Values and Culture (questions, concerns or issues about the values or culture of the organization)	12	30%	
9.c Scientific Conduct, Integrity (scientific or research misconduct or misdemeanors, e.g., authorship; falsification of results)	6	15%	
9.d			