



August 30, 2017

Sarah C. Mangelsdorf, Provost
150 Bascom Hall
University of Wisconsin-Madison

Dear Provost Mangelsdorf,

We are pleased to present our Annual Report for Academic Year 2017. This report concludes the 15th anniversary year of the founding of the Ombuds Office as an alternative informal, impartial, independent, confidential resource for all employees.

Visitor numbers remained steady in our second year after merger with SMPH to serve all of the campus community. The Ombuds Office had 187 visitor contacts with a resulting 171 case consultations.

Faculty and Academic Staff continue to use our services at a rate higher than their proportion in the university's workforce. Graduate Assistant visitor numbers were consistent. Although we conducted outreach to University Staff during the year, visitor numbers decreased slightly from last year.

Challenges with "Evaluative Relationships" (41%) remained the highest concern of our visitors. Second is "Peer and Colleague Relationships" (23%) and third, "Career Progression and Development" (12%).

In the second year of reporting when hostile and intimidating behaviors are among the concerns of our visitors, 25% of cases reflected these issues. This is an increase from the 16% of cases reported last year. To help address this important climate issue, Ombuds participated in ongoing development of procedural and educational opportunities, as well as outreach to local units and employee groups.

We look forward to meeting with you on Wednesday, September 13, 2017 to discuss the work of the Ombuds Office and future opportunities to serve the campus community.

Respectively,

The Ombuds Team

Rosa Garner
Dale Burke
John Dowling
Charles Snowdon
Jean Petersen

cc: Eden Inoway-Ronnie
Michael Bernard-Donals

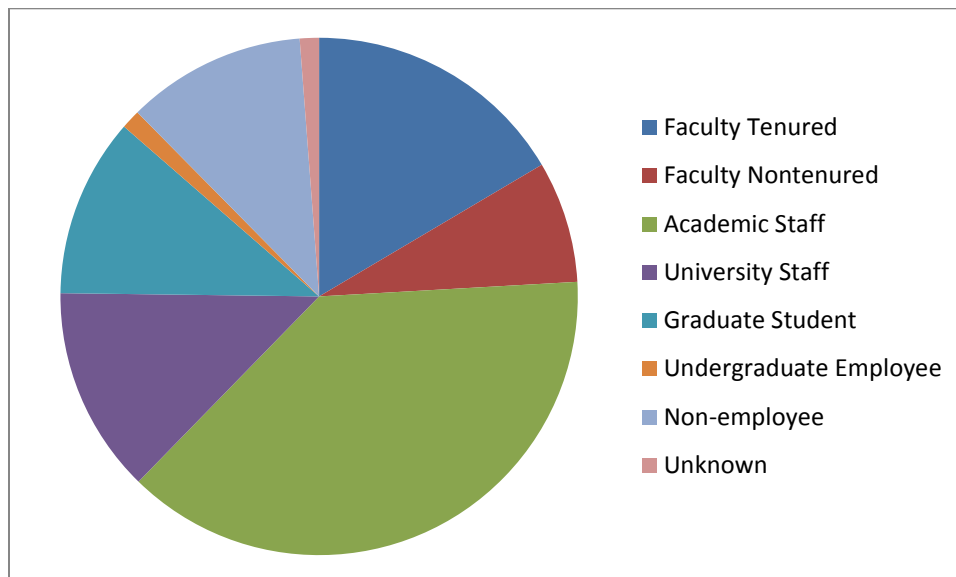
Ombuds Office

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UW-Madison OMBUDS OFFICE Visitor Report July 1, 2016 to June 30, 2017

Who was served?

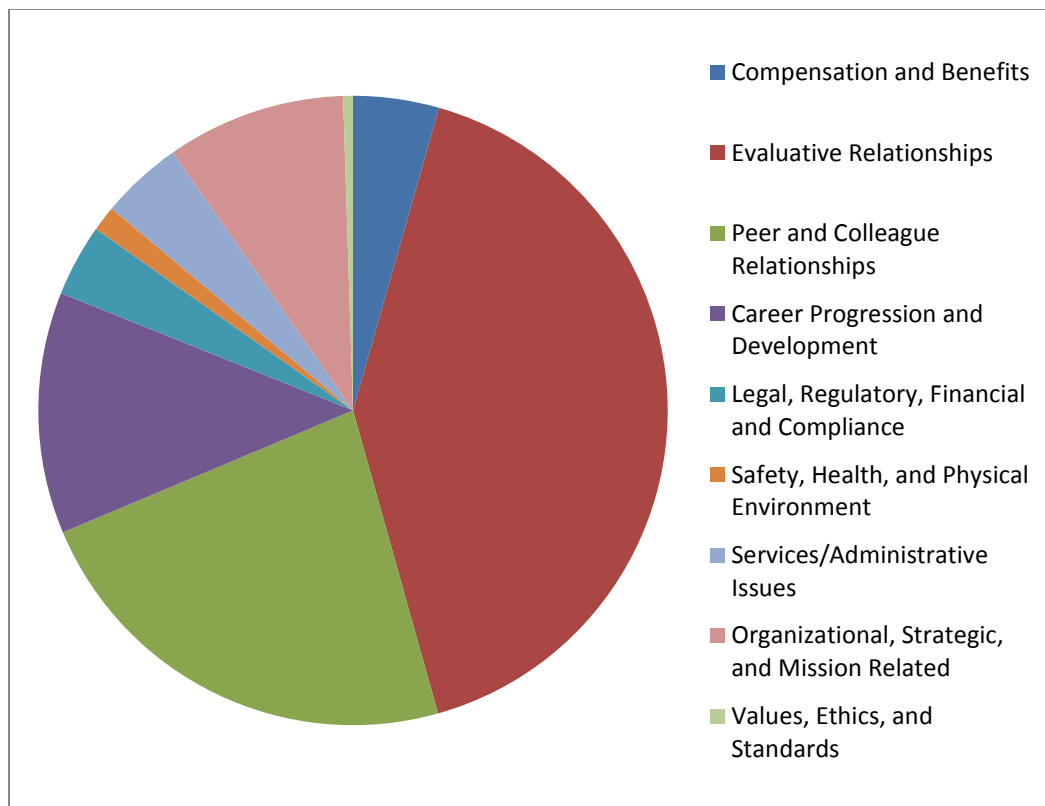
	Number	Percentage	Percent Employees
Faculty Tenured	28	16.5	10.6
Faculty Non-tenured	13	7.6	
Academic Staff	65	38.2	41
University Staff	22	12.9	23.7
Graduate Student	19	11.2	24.6
Undergraduate Employee	2	1.2	
Non-employee	19	11.2	



UW-Madison OMBUDS OFFICE Visitor Report July 1, 2016 to June 30, 2017

What were the issues?

	Number	Percentage
Compensation and Benefits	17	4.4
Evaluative Relationships	156	41.2
Peer and Colleague Relationships	87	23
Career Progression and Development	47	12.4
Legal, Regulatory, Financial and Compliance	14	3.7
Safety, Health, and Physical Environment	5	1.3
Services/Administrative Issues	16	4.2
Organizational, Strategic, and Mission Related	35	9.2
Values, Ethics, and Standards	2	0.5



Outreach and Education

Campus outreach by the Ombuds Office has been and will continue to be a priority as we continually strive to ensure that access and assistance is available to all employees who seek a safe, confidential and non-judgmental environment in which to research, explore and learn of opportunities and strategies for resolution and/or improvement to their employment situation.

Presentations

- Faculty Senate, Academic Staff Assembly and University Staff Congress
- Graduate Assistants' Equity and Diversity Workshops
- Athletics, Business Services, FP&M, Housing, Libraries, L&S, Nursing School, Pharmacy and the Student Unions

Campus Leaders

- Met with VCFA's directors group requesting more opportunities to access university staff for education on available services.
- Worked with governance leadership (University Committee, Academic Staff Executive Committee and University Staff Central Committee) to increase opportunities for communication and support.
- Participated with VCFS in development of the campus resources and education to address HIB
- Engaged in feedback and ongoing outreach to SMPH leadership.
- Initiated discussions with Graduate School on potential pilot program of Ombuds services to be offered to graduate students in AY18

Campus Partners

- Participated at University Benefits/Resource Fair and UWPB BadgerWatch.
- Consulted with staff of newly organized Office of Compliance to enhance our ability to refer visitors to our respective resource offerings
- Continued bi-annual conversations with the Office of Workforce Relations director and staff to share concerns, trends, and new developments and strategize on opportunities for improving services to employees
- Met with Clery Act staff regarding potential new reporting/training requirements
- Updated our outreach strategy for contact with colleges, schools and work units across campus involving the creation of a new, printable poster (B&W or color), bookmarks and an improved and more informative website.

Hostile & Intimidating Behavior (HIB) Issues

In the 2nd year of reporting when hostile and intimidating behaviors are among the concerns of our visitors, 42 cases – 25% of all cases - reflected these issues. In the previous AY, we reported 29 (16%) HIB cases.

Under the category of “Evaluative Relationships,” where an employee is impacted by the actions of someone to whom they report, “Respect/Treatment” (sub-category) remains the most frequent concern. This was also most prevalent within the category of “Peer and Colleague Relationships.” “Department Climate” (sub-category), where the impact of leadership is generally reflected, notably increased. The highest frequency of issues within these categories is provided below:

- Evaluative Relationships (abusive, threatening, and/or coercive behaviors)
 - 9 - Respect/Treatment*
(Demonstration of inappropriate behavior, disregard for people, rudeness)
 - 8 - Departmental Climate
(Prevailing behaviors, norms, attitudes-supervisors/faculty/admin leaders)
 - 5 – Communication**
(Quality and/or quantity of communication)
 - 5 - Performance Appraisal/Grading
(Job/academic performance-formal/informal evaluation)
- Peer and Colleague Relationships
 - 16 - Respect/Treatment*
 - 4 – Communication**

Graduate Student Service Issues

In AY17, 33 visitors (18 Graduate Student employees and 15 others) met with Ombuds to consult on Graduate Student Service issues. The others expressing concern on behalf of graduate students included: faculty (tenured and non-tenured), academic staff, and non-employees. Among these 33 visitors:

- 82% (27 visitors) reported breakdowns in Evaluative Relationships.
 - Climate: breakdowns in Respect/Treatment, Trust/Integrity, Rumors, Bullying/Mobbing, and Communication 11/27 (41%)
 - Management: breakdowns in Assignments/Schedules, Feedback, Consultation, Performance Appraisal/Grading, and Supervisory Effectiveness. 16/27 (59%)
- 61 % (20 visitors) reported issues with Peers and Colleagues.
 - Climate: breakdowns in Respect/Treatment, Communication, Rumors and Bullying/Mobbing.
- 24% (8 visitors) reported issues with Career Progression and Development
 - Management: breakdowns in Job Classification and Description, Termination/Non-Renewal and Career Development, Coaching, Mentoring.
- 12% (4 visitors) reported issues with Organizational Climate.
- 9.1% (3 visitors) reported issues with Diversity.

Ombuds strategies included: provide information, feedback and perspectives; refer to campus/community resources; consult with other parties; provide information only. In two multi-party cases, an Ombuds facilitated group discussions and resolutions.

Appendix A: Summary of Visitor Issues AY 17

Ombuds Visitors and Issues

Total Contacts **187**

Total Cases	171	Position	Total
		Faculty	28
Years Employed	Total	Faculty non-tenured	13
		Academic Staff	65
Unknown	18	University Staff	22
<= 5	57	Postdoc	1
> 5	96	Graduate Student Employee	19
		Student Hourly Employee	2
		Non-employee	19
		Unknown	2

Primary Topics	Total	Action / Impact	Total
HIB	42	Provide information, feedback, perspective	142
FLSA	3	Consult with other parties	44
Gender	12	Refer to campus / community resources	60
Ethnicity	1	Provide information only	13
Grad Prof Student Svc Gap	27	Other	5

Issues	Total
1 Compensation & Benefits	17
2 Evaluative Relationships	156
3 Peer and Colleague Relationships	87
4 Career Progression and Development	47
5 Legal, Regulatory, Financial and Compliance	14
6 Safety, Health, and Physical Environment	5
7 Services/Administrative Issues	16
8 Organizational, Strategic, and Mission Related	35
9 Values, Ethics, and Standards	2

Appendix B: Hostile and Intimidating Behavior AY 17 Ombuds Visitors and Issues

Total Cases	42	Position	Total
		Faculty	11
Years Employed	Total	Faculty non-tenured	7
		Academic Staff	13
Unknown	1	University Staff	6
<= 5	14	Graduate Student Employee	3
> 5	27	Non-employee	1
		Unknown	1

Primary Topics	Total	Action / Impact	Total
HIB	42	Provide information, feedback, perspective	41
FLSA	0	Consult with other parties	22
Gender	7	Refer to campus / community resources	16
Ethnicity	0		
Grad Prof Student Svc Gap	5		

Issues	Total
2 Evaluative Relationships	70
2a - Evaluative Relationships --- Priorities, Values, Beliefs	2
2b - Evaluative Relationships --- Respect/Treatment	8
2c - Evaluative Relationships --- Trust/Integrity	3
2e - Evaluative Relationships --- Communication	6
2f - Evaluative Relationships --- Bullying, Mobbing	26
2g - Evaluative Relationships --- Diversity-Related	1
2h - Evaluative Relationships --- Retaliation	3
2j - Evaluative Relationships --- Assignments/Schedules	2
2k - Evaluative Relationships --- Feedback	1
2l - Evaluative Relationships --- Consultation	2
2m - Evaluative Relationships --- Performance Appraisal/Grading	6
2n - Evaluative Relationships --- Departmental Climate	8
2o - Evaluative Relationships --- Supervisory Effectiveness	2

Appendix B Continued: Hostile and Intimidating Behavior AY 17 Ombuds Visitors and Issues

3 Peer and Colleague Relationships	42
3b - Peer and Colleague Relationships --- Respect/Treatment	19
3c - Peer and Colleague Relationships --- Trust/Integrity	1
3e - Peer and Colleague Relationships --- Communication	5
3f - Peer and Colleague Relationships --- Bullying, Mobbing	16
3h - Peer and Colleague Relationships --- Retaliation	1
 4 Career Progression and Development	 13
4c - Career Progression and Development --- Involuntary Transfer/Change of Assignment	2
4d - Career Progression and Development --- Tenure/Position Security/Ambiguity	1
4e - Career Progression and Development --- Career Progression	4
4f - Career Progression and Development --- Rotation and Duration of Assignment	1
4g - Career Progression and Development --- Resignation	2
4h - Career Progression and Development --- Termination/Non-Renewal	2
4k - Career Progression and Development --- Career Development, Coaching, Mentoring	1
 5 Legal, Regulatory, Financial and Compliance	 3
5c - Legal, Regulatory, Financial and Compliance --- Harassment	2
5l - Legal, Regulatory, Financial and Compliance --- Property Damage	1
 6 Safety, Health, and Physical Environment	 2
6l - Safety, Health, and Physical Environment --- Work Related Stress and Work-Life Balance	2
 8 Organizational, Strategic, and Mission Related	 7
8b - Organizational, Strategic, and Mission Related --- Leadership and Management	2
8f - Organizational, Strategic, and Mission Related --- Organizational Climate	5

Appendix C: Graduate and Professional Students AY 17 Ombuds Visitors and Issues

Total Cases	27	Position	Total
		Faculty	4
Years Employed	Total	Faculty non-tenured	1
		Academic Staff	3
Unknown	2	Graduate Student Employee	15
<= 5	16	Non-employee	4
> 5	9		
Unknown	1		

Primary Topics	Total	Action / Impact	Total
HIB	5	Provide information, feedback, and perspective	24
FLSA	0	Consult with other parties	3
Gender	6	Refer to campus / community resources	12
Ethnicity	0	Provide information only	2
Grad Prof Student Svc Gap	27		

Issues	Total
1 Compensation & Benefits	1
1a - Compensation & Benefits --- Compensation	1
2 Evaluative Relationships	29
2b - Evaluative Relationships --- Respect/Treatment	3
2c - Evaluative Relationships --- Trust/Integrity	1
2d - Evaluative Relationships --- Reputation	1
2e - Evaluative Relationships --- Communication	2
2f - Evaluative Relationships --- Bullying, Mobbing	4
2g - Evaluative Relationships --- Diversity-Related	1
2j - Evaluative Relationships --- Assignments/Schedules	2
2k - Evaluative Relationships --- Feedback	2
2l - Evaluative Relationships --- Consultation	3
2m - Evaluative Relationships --- Performance Appraisal/Grading	5
2n - Evaluative Relationships --- Departmental Climate	2
2o - Evaluative Relationships --- Supervisory Effectiveness	3

Appendix C Continued: Graduate and Professional Students AY17 Ombuds Visitors and Issues

3 Peer and Colleague Relationships	18
3b - Peer and Colleague Relationships --- Respect/Treatment	9
3d - Peer and Colleague Relationships --- Reputation	1
3e - Peer and Colleague Relationships --- Communication	5
3f - Peer and Colleague Relationships --- Bullying, Mobbing	1
3g - Peer and Colleague Relationships --- Diversity-Related	1
3h - Peer and Colleague Relationships --- Retaliation	1
4 Career Progression and Development	7
4b - Career Progression and Development --- Job Classification and Description	2
4h - Career Progression and Development --- Termination/Non-Renewal	2
4k - Career Progression and Development --- Career Development, Coaching, Mentoring	3
5 Legal, Regulatory, Financial and Compliance	1
5e - Legal, Regulatory, Financial and Compliance --- Disability, Temporary or Permanent, Reasonable Accommodation	1
7 Services/Administrative Issues	3
7a - Services/Administrative Issues --- Quality of Services	1
7b - Services/Administrative Issues --- Responsiveness/Timeliness	1
7c - Services/Administrative Issues --- Administrative Decisions and Interpretation/Application of Rules	1
8 Organizational, Strategic, and Mission Related	9
8b - Organizational, Strategic, and Mission Related --- Leadership and Management	3
8c - Organizational, Strategic, and Mission Related --- Use of Positional Power/Authority	1
8f - Organizational, Strategic, and Mission Related --- Organizational Climate	3
8g - Organizational, Strategic, and Mission Related --- Change Management	1
8k - Organizational, Strategic, and Mission Related --- Other	1
9 Values, Ethics, and Standards	1
9c - Values, Ethics, and Standards --- Scientific Conduct/Integrity	1

UW-Madison
OMBUDS OFFICE
Ombuds Visitors and Issues

Date Range: 7/1/2016 - 6/30/2017

All Primary Topics

Total Cases	65	Position	Total
		Academic Staff	65

Years Employed	Total
<= 5	23
> 5	39
Unknown	3

Primary Topics	Total	Action / Impact	Total
HIB	13	Provide information, feedback, and perspective	61
FLSA	2	Consult with other parties	13
Gender	2	Refer to campus / community resources	24
Ethnicity	0	Provide information only	2
Grad Prof Student Svc Gap	3	Other	1

Issues	Total
1 Compensation & Benefits	9
2 Evaluative Relationships	65
3 Peer and Colleague Relationships	20
4 Career Progression and Development	22
5 Legal, Regulatory, Financial and Compliance	7
6 Safety, Health, and Physical Environment	2
7 Services/Administrative Issues	7
8 Organizational, Strategic, and Mission Related	18
9 Values, Ethics, and Standards	1