

Applying the Ombuds Role to Your Organization

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OMBUDS DEFINITION AND ROLE

The term “Ombudsman” refers to a designated, neutral dispute resolution practitioner who uses a variety of interest-based techniques to 1) facilitate the resolution of individual problems, and 2) bring systemic concerns to the attention of the organization. Ombuds programs exist to further principles of fairness and equity, legal and honorable organizational practices, humane and just administration, caring and productive teamwork. They do this as *independent, neutral, confidential and informal* practitioners, by offering options for dealing with concerns, fostering appropriate, efficient redress of concerns and grievances, and working for appropriate systems change.¹ The International Ombudsman Association asserts that the term “ombudsman” is gender neutral in origin and is used to communicate to the widest possible community. Variations of the term exist (i.e., ombuds, ombudsperson), are common among practitioners, and will be used interchangeably.

HISTORY

The first truly independent Ombudsman was established by the Swedish Parliament in 1809 to respond to public complaints against government actions and to protect citizens against bureaucratic abuses and excesses. It was subsequently adopted by other nations, including Finland (1919), New Zealand (1962) and the United Kingdom (1967). The creation of Ombudsman offices became more popular in the United States in the mid-1960s, motivated in part by revelations of government secrecy and concern for vulnerable populations. Such offices came to be seen as a way to penetrate bureaucracies and to help people constructively raise and address a complex array of concerns as well as to enhance good governance in governmental and non-governmental organizations alike.

In 1990, the Administrative Conference of the United States (ACUS)² adopted Recommendation 90-2, *The Ombudsman in Federal Agencies*. This recommendation encouraged support for ombuds within the federal government and identified best practices for creating ombuds offices, especially in terms of powers, duties, qualifications, term, confidentiality, judicial review, access to agency officials and records, and outreach. Twenty-five years after their initial recommendations, ACUS is revisiting the topic *Ombudsman in Federal Agencies* and supporting a current research project. The goals of this project are to identify which federal agencies currently make use of ombuds and describe the scope of ombuds activities, evaluate the ombuds activities that have improved agency dispute resolution or program function, provide updated best practices for the establishment and operation of ombuds offices, and recommend situations in which expanded use of ombuds may benefit agencies.³

PROGRAM AND PRACTICE STANDARDS

Rowe and Williams⁴ describe organizational ombuds (OOs) as senior professionals within an organization whose role is supporting the conflict management system and all its relevant

stakeholders. They are required to be confidential, neutral, informal, and independent. With these four characteristics taken together, their role includes surfacing, analyzing, referring, resolving, and preventing serious workplace problems and illegal behavior, and helping to illuminate good management practices. For example, an ombudsman can be an important source to express concerns about risks associated with perceived uninformed decisions, not properly performing functions, or not documenting decisions. In this way, an ombudsman can alert leaders who may, at their discretion, proactively review situations in more detail and take solution actions prior to concerns escalating into formal processes.

In 2009, the International Ombudsman Association (IOA) published standards and a best practices guide⁵ for the organizational ombudsman. This document is the gold standard. IOA was the first and only body to develop a certification program, which consists of 134 *Certified Organizational Ombudsman Practitioners*[®] throughout government, academia, and private industry. The directory of certified practitioners may be found on the IOA web site.⁶

- **Neutrality:** The importance of neutrality to the ombudsman role cannot be over-emphasized. There is no room to “bend” neutrality. If the program structure allows for “representation of” or “taking the side of” any inquirer, it is departing from generally accepted ombudsman practice, and therefore, strictly speaking, is not an ombudsman program. Ombudsmen can “take the side of” fair process, but absolutely cannot become the representative of any contact or “take the side of” an inquirer. A clear understanding of neutrality is essential, and it must be actively applied at all times when one functions in the role of an ombudsman. All ombuds strictly adhere to neutrality.
- **Informality** is vital to the role of an organizational ombudsman and the success of the program. There is a unique flexibility inherent in organizational ombudsman work since the ombudsman is contacted prior to the point where parties have assumed a public commitment regarding the issue/s. There is greater opportunity to gather information and explore options at this point because contacts have not committed themselves to a particular avenue or strategy. Any findings, recommendations, or actions can be explored in an informal manner. Organizational ombudsmen distance themselves from inquirers or issues that are in formal process, since it can result in requests for information (e.g. discovery, subpoena, FOIA, Privacy Act, etc.) that may compromise confidentiality.
- **Confidentiality:** Establishing and maintaining confidentiality is of critical importance to the ombudsman. Many times, assurance of confidentiality is the sole reason contacts will call the ombudsman’s office. As an alternative to other more formal processes, assurance of confidentiality along with neutral assessment of issues and disputes are characteristics that make the ombudsman function unique. Confidentiality then, is an ombudsman value that makes the ombudsman role unique, and which is often not offered by other, more formal processes. Formal dispute processes do not guarantee confidentiality under all circumstances as does the ombudsman (except in cases of harmful or illegal activity). This is a vital difference, which is indispensable to the role of the ombudsman, since maintaining confidentiality is essential to eliminating the possibility of retribution or retaliation toward the contact.

- Independence:** An enabling attribute of an effective ombudsman is that he/she serves as an independent source of assistance. This means that the ombudsman is not dependent upon, nor does he/she report to functional managers or programs within the organization. This programmatic independence also ensures that the ombudsman has no conflict of interest. Since the ombudsman does not report to the organization's business offices, it is unlikely that he/she will be influenced by the statements or activities of the senior managers in those offices. A related question, then, is "Who does the ombudsman report to?" The consensus of the ombudsman community is that the ombudsman function is much more effective if the ombudsman reports to a top-level executive. Since the ombudsman typically has no direct line authority, or decision making authority, the higher that he/she reports, the more effective he/she will be. Programmatic independence ensures that the ombudsman has no conflict of interest.

ETHICS IN THE WORKPLACE: BARRIERS WITH RAISING CONCERNS

If employees do not raise concerns, then the problems cannot be addressed. The Ethics Resource Center's 2013 National Business Ethics Survey (NBES) ⁷ found that of 6,420 employee responses, 41 percent observed misconduct in the workplace. Of those, 63 percent reported their observation. Unfortunately, more than one in five workers who reported misconduct experienced retaliation in return, including verbal abuse by managers and coworkers, exclusion by managers and coworkers, demotion, relocation/reassignment, denial of promotions or raises, physical harm to person or property, and nearly losing one's job. The Ethics Resource Center (ERC) acknowledges the possibility of employees feeling that they were retaliated against when, in fact, they were not. This perception is enough to alter opinions of the workplace, particularly with regard to perceptions of management, feelings about the company as a whole, employee engagement, and intent to stay. ⁸

Furthermore, among those who did choose to report, those who experienced retaliation were less likely than those who did not experience retaliation to say they would report misconduct the next time they see it: 86 percent compared to 95 percent who say they would report. ⁹



By almost every measure, companies are working harder to build strong cultures and further develop their ethics and compliance programs. Companies are doing a better job of holding employees accountable (employees and supervisors), imposing discipline for misconduct, and letting it be known that bad behavior is being punished. This increase in ethical commitment is significant because ethics culture drives employee conduct. When companies value ethical performance and build strong cultures, misconduct is substantially lower. In 2013, one in five workers (20 percent)

reported seeing misconduct in companies where cultures are “strong” compared to 88 percent who witnessed wrongdoing in companies with the weakest cultures.¹⁰

Howard¹¹ asserts that something else, in addition to compliance, whistleblowing, and hotline options, is needed to fill gaps unmet by these other mechanisms, and that organizations should consider an ombuds program to serve as an additional avenue for employees and others to seek guidance and help raise issues within the organization.

HOW OMBUDS HELP

Rowe and Williams¹² assert that ombuds can help to address the serious gaps identified in the National Business Ethics Survey. Organizations are well served by having multiple avenues to foster a culture of ethical attitudes and conduct.¹³ According to Charles Howard,¹⁴

- “These findings are important in that they underscore the advantages of having a knowledgeable person with whom one can speak, but they do not support the conclusion that supervisors should be the only other communication channel besides compliance and human resources.”
- Even with multiple avenues of redress, such as whistleblower mechanisms, hotlines, and compliance efforts, “a significant segment of the employee population is not comfortable using them.”
- “Organizations should consider an Ombuds program as a confidential and anonymous way for employees and others to seek guidance and ultimately help them report their concerns.”
- “In addition to being an alternate channel, an Ombuds office should be purely voluntary. Its effectiveness as a place to seek guidance confidentially depends on people deciding that they want to use it, not being required to do so. It should be a place where someone can ask questions or explore reporting or conflict resolution options without running the risk that by doing so, they are initiating the investigatory machinery or coming to the attention of their bosses or their colleagues.”

Because ombuds can pick up little bits of information, unobtrusively, from many sources, they can help to identify new issues. Ombuds can thus provide early alerts to managers. Organizational surveys regularly show that without an ombuds program, significant numbers of managers and employees would not have raised their concerns at all, or at least not early. Ombuds programs help issues get addressed internally, reducing potentially adversarial relationships between leadership and employees and avoiding costly lawsuits. Ombuds often receive calls from employees and managers who do not know where else to go in the organization. They see and hear from people all over the organization, so they can and do receive the widest range of issues of any conflict manager. The entire gamut of employees, trainees, managers, and seniors reach out to them. They may be contacted for complex, multi-ethnic, cross-gender, multi-generational, multi-issue, multi-cohort problems that reach across organizational and policy boundaries.¹⁵

Ombuds provide a zero barrier office – a safe, accessible place for anyone to discuss options for any kind of workplace problem. As such, they often pick up serious concerns from constituents who

otherwise might not come forward with a problem. They frequently hear about issues for which there is not (yet) a policy or procedure, while also helping constituents learn about policies and procedures for which the constituents were unaware. The unique role of OOs focuses them in many directions:

- They work to identify and provide early warning about new and potentially disruptive problems. They also track patterns of concerns.
- They work with all line and staff managers for continuous improvement of organizational systems.
- They help to reduce financial and human costs by helping to resolve conflicts.
- They assist in protecting the reputations of the employer, and its managers and employees, by helping to build trust and foster an ethical, values-driven work environment.¹⁶

An ombuds can help constituents understand where a potential concern or wrongdoing might be coming from and how to alleviate it quickly on his or her own. The OO can discuss relevant policies, help others prepare for difficult conversations, or help complainants behave in more responsible and effective ways. For example, an OO may be able to review the events leading up to the problem in a way that illuminates a wider and deeper set of root causes. Complainants could also be helped in a respectful way to take responsibility for part of the problem and to plan steps that will prevent similar problems in the future.¹⁷

One of the important roles of ombuds is to help people make sense of what is happening *to* them, *by* them, and *around* them. They are often able to offer generic options for handling matters in ways that would not identify the person who brought the concern. For example, if a staff member reported a safety or financial violation, the ombudsman might be able to supply enough information for the relevant compliance office to do an apparently routine, unannounced "spot check," inspection, or audit. If the information was incorrect, nothing is lost. If the information was correct, then the generic option can protect the privacy of the person who took responsible action and enable the organization to take appropriate action. Similarly, the ombuds might ask a senior manager to discuss an issue at a routine staff meeting. The issue might be about time and attendance, misuse of equipment, or harassment. In this way, the ombudsman can help the manager address an issue rather than the people involved.¹⁸

Ombuds can help save time and resources. They often address problems within one or two business days. They are constantly teaching people "just in time," one on one, the conflict management skills they need. Ombuds also serve an invisible triage role, defusing some issues immediately, and helping constituents see all sides to a question, including their own need to be accountable. At the other end of the spectrum, ombuds can help get an immediate response to serious questions requiring urgent action. This last point can be particularly important where an organization is concerned about safety, security, malfeasance, and unethical behavior.¹⁹

Hostetler and Bowron²⁰ assert that lawyers in particular should advocate for the use of the organizational ombudsman because they: (1) enhance legal and regulatory compliance; (2) help build

an ethical culture; (3) contribute to organizational effectiveness; (4) reduce risks and controls costs; and (5) promote corporate social responsibility.

United Nations Ombudsman John Barkat described the organizational ombudsman as an effective catalyst for change and pointed to three vital functions of an organizational ombudsman: problem identification and assistance, organizational critical self-analysis, and promotion of conflict competence.

By the common practice of identifying systemic root-cause factors, the ombudsman office can use its unique position to not only draw attention to these issues, but to ensure that they are carried to appropriate decision making bodies for consideration and action. In this process, the ombudsman can shepherd the issues through the organization while providing useful feedback to the organization so it can consider possible remedies and reforms.²¹

STICK TO THE STANDARDS

We are seeing significant growth in the number of ombudsman programs. In the federal government, for example, in 1996 there were 6 programs. In 2015, there were over 40 departments and agencies with ombuds. Indeed, the field is growing by leaps and bounds. We see ombuds in academia, corporations, and government that address issues related to health care, education, taxes, immigration, and law enforcement, to name a few. The potential use of ombuds in new and creative ways is enormous and encouraged. However, with these new programs, we are seeing a growing diversion from core ombudsman standards. According to Smith and Howard,²² "Ombuds have many and varied roles throughout the private and public sectors, but for those operating according to the blueprints of the ABA ombuds resolutions, there are a few unifying factors."

Shoring up standards in government

In 2001, the Government Accountability Office (GAO) published "Human Capital: The Role of the Ombudsmen in Dispute Resolution" [GAO-01-466]²³, which asserted that Ombudsman offices help to improve the economy, efficiency, and effectiveness of federal government agencies. However, GAO found that federal agencies do little to evaluate their ombuds programs and recommended the Coalition of Federal Ombudsman (COFO) and Interagency ADR Working Group develop standards based on the American Bar Association's publication on federal ombudsman standards. In response to GAO's recommendations, COFO developed a "Unified Model for Developing an Ombudsman Function."²⁴ Specifically, this document identified four major ombudsman program components: neutrality, informality, confidentiality, and independence.

In a 2008 article, veteran federal Ombuds Howard Gadlin and Samantha Levine-Finley observed that "adapting ombudsmen programs to the diverse cultures and organizational missions of different federal agencies has resulted in tremendous inconsistency in how agencies define and structure the role of the ombudsman, how ombudsmen officers interpret their role, and how the ombudsmen function is viewed and treated by agency leadership."²⁵

Anomalous Ombuds included those that are inappropriately low graded, buried within the organization, or otherwise minimized, and thus unable to fulfill core functions effectively. There are

functions termed “ombudsman” but that do not reflect the roles or responsibilities delineated in prominent ombudsman literature. There are also Ombuds with abnormal organizational structure (such as placement within HR), are dual-hatted, or have conflicting and overlapping responsibilities, such as the labor attorney, equal opportunity officer, employee assistance program manager, and chaplain.

Why is this a problem?

“The seemingly easy acceptance of divergent ombudsmen practices by ombudsmen in the U.S. federal sector may be among the obstacles preventing the elevation of the impact and status of the field in this country. Unfortunately, every time a poorly established ombudsman office fails to meet expectations it undermines people’s respect for the concept and makes it more difficult for existing ombudsmen to promote the function. [We must] rigorously pursue unambiguous and consistent definitions of [the ombuds] role and standards of practice. These unequivocal meanings will provide clear boundaries between the work of ombudsmen and the other officials and programs responsible for the effective functioning of government agencies.”²⁶

United Nations Ombudsman John Barkat recently wrote,²⁷

To many, the ombudsman serves as a corporate conscience, constantly pushing and prodding an organization toward fairness and good practices. To others, the ombudsman represents the true scales of justice, weighing both sides of disputes and helping to facilitate solutions that are acceptable for all. Others view the ombudsman as a complaint handler. Still others see the ombudsman as an internal consultant who provides valuable feedback for management. Though each of these characterizations is accurate, it is possible to more clearly define and understand the function.

Organizations thinking about starting a new ombudsman program should ensure that all professional standards can be met. This includes ensuring that the ombudsman will avoid real and perceived conflicts of interest and conflicts of position. If the definition of the role varies from prominent literature and the core standards cannot be met, then a term other than “ombudsman” should be used.

ARE ORGANIZATIONS “RIPE” FOR OMBUDS?

William Zartman underscored the importance of timing with mediation,²⁸ whereby “ripeness” is the key to many successful negotiations, opening the way for discussions that lead to agreement. This concept can be applied when considering whether organizations are ripe for an ombudsman. Are they prepared to implement the four foundational cornerstones,²⁹ and are they prepared for the full benefits an ombuds can bring? What factors would indicate whether an organization is ripe for an ombuds? To answer this, the authors looked to the U.S. Office of Personnel Management’s Federal Employee Viewpoint Survey, which polls the government’s 2.1 million employees annually about the overall health of the organizations. The Partnership for Public Service and Deloitte Consulting LLP³⁰ reviewed ten years of OPM’s annual survey data and found six agencies that quickly made significant improvements or sustained improvement over a number of years. The survey found a number of key factors, whereby the leaders:

- Worked closely with employees, unions, and external stakeholders to improve core operations and business processes
- Explicitly conveyed commitment to improving the work environment
- Used in-house social media for employees to offer solutions to workplace problems and vote on recommended ideas
- Involved and empowered first-level managers, because “98 percent of how employees view their workplaces depends on how they view their first-line manager”
- Were engaged and committed to building and maintaining a healthy workplace culture
- Alleviating difficulties in core business processes
- Focused on innovation, leader development, work-life balance, and other workplace issues
- Solicited employee input on mission, safety, program success, and work processes through a number of means; employees were encouraged to come up with new ways to doing business, and those ideas were acted upon
- Promoted openness and solicited feedback on a range of issues
- Encouraged frank and open discussion to ensure issues and problems came to light

The Partnership and Deloitte research team stated that “agency leaders and managers can use employee surveys and *Best Places to Work* data to take the pulse of their organizations and implement policies to bring about real change in employee satisfaction and commitment—and, ultimately, agency performance.” Many agencies were responsive to the survey results, though the data shows there are widespread opportunities for improvement.

One of the nice benefits of a survey is that employees are able to be completely honest and candid through the promise of anonymity. Organizations that commit to the results with prudent change initiatives will reap the benefits. The downside is that such surveys are only offered annually. Imagine if change-ready leaders could obtain similar type of information, but with more granularity and context, and on a biannual, quarterly, monthly, weekly, and even daily basis? An ombudsman can help reinforce an organization’s core values and culture by hearing and addressing issues in near real time.

Leaders who establish ombudsman programs that meet all the standards (independent, neutral, informal, and confidential) send a strong message to the work force that they interested in hearing from all employees at all levels about how to improve the work environment. An ombudsman directly engages with significant portions of the work force and helps address workplace concerns in near real time. Ombuds in particular are well suited for having open and frank conversations and helping leaders deal with the most important, complex, and controversial issues facing the organization. People tend to go to ombuds and share information they would not otherwise raise through traditional channels. Again, because of the core ombudsman standards, leaders can get full, unfiltered perspectives and recommendations to help in their decision-making and change initiatives.

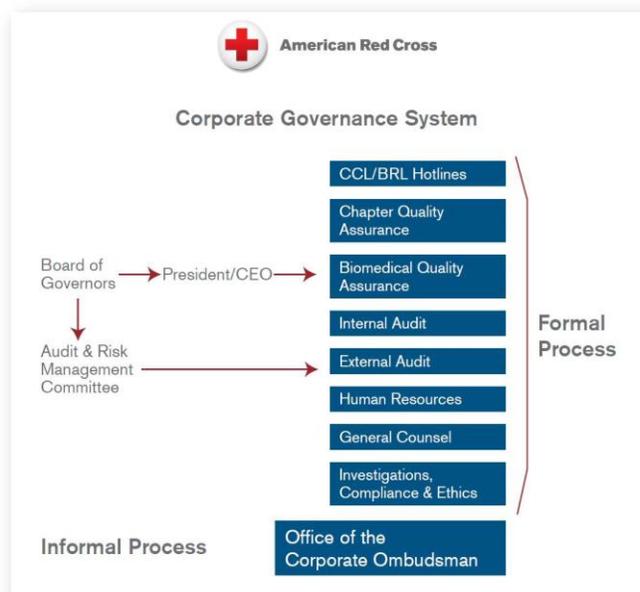
According to John Zinsser,³¹

- If an organization is interested in building or improving an ethical culture, then “build an ombuds program.”
- “Properly aligned, embedded, and integrated ombuds programs make dramatic economic, organizational, and humanistic contributions in companies.”
- “Properly constructed and executed organizational ombuds programs provide those who access the function a place to: consider possible solutions, navigate the complexity of today’s organizations, sound out an idea, and build a plan of action to address a situation.”
- “An ethical company with an empowering culture of engagement and trust where people ask questions and discuss problems” presents a greater value proposition over companies that are simply compliance-driven.

TWO PROGRAM EXAMPLES

The Ombudsman programs at the American Red Cross and the National Geospatial-Intelligence Agency (NGA) strictly adhere to the International Ombudsman Association’s standards of practice and code of ethics.

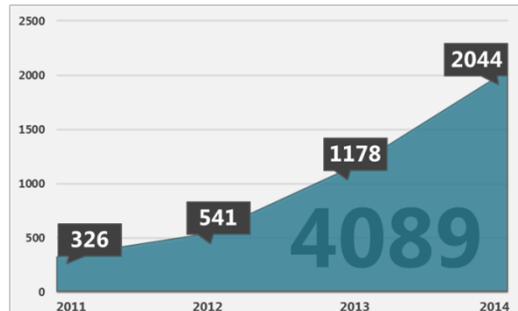
The American Red Cross Ombudsman office was created in January 2008 as a result of the Governance Modernization Act of 2007, which was created to enhance the capacity of the Red Cross to resolve conflicts and to identify problems, trends and patterns confronting the organization.³² In 2014, service delivery continued to be the most prominent issue category, which typically involved questions about potential service, quality, timeliness, behavior of the service provider, or interpretation and application of policies that affected service delivery. Evaluative Relationship issues, which involved the supervisory relationship and can be initiated by either managers, employees, or volunteers, represented the next largest issue set across the Red Cross. The most prominent concerns pertained, in particular, to supervisory effectiveness, respect or treatment, communication, departmental climate and performance rating.



Organizational, Strategic, and Mission-Related issues comprised the next greatest issue area, and were most commonly related to organizational strategy, direction and mission pertained to change management and organizational climate, as well as priority setting.

The NGA Ombudsman³³ was initially created in 2003 with a view of addressing concerns of politicized intelligence assessments, and expanded to address the full scope of organizational concerns. The NGA Ombudsman program has seen consistent increases in visitors, from an average of 100 cases a year (from 2003 – 2011) to over 443 in 2014. Preliminary metrics have over 750 people visiting the NGA Ombudsman in 2015. The effectiveness of an ombudsman program is largely contingent upon the responsiveness of organizational leaders. To that end, improvements at NGA, via issues raised by the Ombudsman, included communication, resources, strategies, leadership styles, human resources, scientific integrity, data quality, governance structures, administrative decisions, appeal processes, contingency operations, research and development, privacy, equity, security, program oversight, intelligence judgments, fiscal responsibility, ethics, bullying, diversity, and other core mission imperatives.

Number of Issues (FY11 - FY14)



Scott Deyo, M.S., CO-OP[®] has been the Ombudsman for the National Geospatial-Intelligence Agency since April 2011. Prior to joining the NGA community, Mr. Deyo served as Ombudsman for the DoD Office of Inspector General (from 2009 – 2011). He served the Office of the Secretary of Defense (OSD) as the Alternative Dispute Resolution (ADR) Advisor (from 2001–2007) and later as the Deputy, then Director of Equal Opportunity and Diversity (from 2007–2009). Mr. Deyo earned a bachelor's in Psychology with honors from James Madison University and a master of science from the Institute for Conflict Analysis and Resolution at George Mason University. Mr. Deyo was the first Federal employee to earn the credential Certified Organizational Ombudsman Practitioner[®] by the International Ombudsman Association (IOA). He serves as Chair of the Coalition of Federal Ombuds and Chair of the IOA Professional Practices Committee, which acts to uphold the highest level of ethical conduct of certified ombudsman practitioners. Mr. Deyo has mediated over 200 cases, and as an Ombuds assisted over 2,100 people explore resolution options for 7,800 issues.



Kevin Jessar, Ph.D., J.D. has been the Corporate Ombudsman at the American Red Cross since June 2009. Prior to coming to the Red Cross in June 2009, Kevin was the Deputy Ombudsman at the National Institutes of Health (NIH) from 2006 to 2009, and an Associate Ombudsman at NIH from 2000 to 2005. Kevin served as President of the International Ombudsman Association (IOA) from 2008 to 2009, and served on the IOA Board of Directors from 2006 to 2009. Prior work experience includes co-designing and directing a nationwide mediation program for the U.S. National Archives and Records Administration (including the Presidential Libraries and Museums). Prior to that Kevin was an attorney at the Administrative Conference of the United States, a think tank responsible for implementing dispute resolution across the federal government. Kevin holds a J.D. degree (1987) from the University of Pennsylvania Law School and a Ph.D. (2004) from the University of Maryland, College Park.

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- ¹ International Ombudsman Association. 2001. "Effectiveness of Organizational Ombudsmen." Retrieved from http://www.ombudsassociation.org/IOA_Main/media/SiteFiles/effectiveness_final-6_TOA.pdf.
- ² ACUS is small federal agency whose mission is to promote improvements in the efficiency, adequacy, and fairness of the procedures by which federal agencies conduct regulatory programs, administer grants and benefits, and perform related governmental functions.
- ³ Retrieved from <https://www.acus.gov/research-projects/ombudsman-federal-agencies-0>.
- ⁴ Rowe, Mary and Williams, Randy. 2014. Organizational Ombudsman. In *Cutting Edge Advances in Resolving Workplace Disputes*. International Institute for Conflict Prevention.
- ⁵ Retrieved from http://www.ombudsassociation.org/IOA_Main/media/SiteFiles/IOA_Best_Practices_Version3_101309_0.pdf.
- ⁶ Retrieved from <https://www.ombudsassociation.org/Certification/News/Directory-of-Practitioners.aspx>.
- ⁷ Ethics Resource Center. 2014. National Business Ethics Survey (NBES) of the U.S. Workforce. An electronic copy of this document may be requested by visiting <http://www.ethics.org/nbes/download-reports/2013nbes/>.
- ⁸ Ethics Resource Center. 2010. *Retaliation: The Cost to Your Company and Its Employees*. Retrieved from <http://ethics.org/files/u5/Retaliation.pdf>
- ⁹ Key Findings: NBES of the U.S Workforce. Retrieved 9/25/2015 from <http://www.ethics.org/nbes/key-findings/nbes-2013/>.
- ¹⁰ See supra note 7.
- ¹¹ American Bar Association. 2010. The Organizational Ombudsman: Origins, Roles, and Operations – A Legal Guide / Howard, Charles L.
- ¹² See supra note 4.
- ¹³ Ethics Resource Center. December 2010. Blowing the Whistle on Workplace Misconduct. Available online at <http://www.ethics.org/whistleblower>.
- ¹⁴ See supra note 11 (p. 171).
- ¹⁵ See supra note 4.
- ¹⁶ See supra note 4.
- ¹⁷ See supra note 4.
- ¹⁸ See supra note 4.
- ¹⁹ See supra note 4.
- ²⁰ Hostetler, James S. and Bowron, Clara. *Sound Advice for Every Client: Five Reasons Lawyers Should Advocate for the Organizational Ombudsman*, http://www.americanbar.org/content/dam/aba/events/dispute_resolution/Newsletter%20articles/Hostetler_Bowron.authcheckdam.pdf.
- ²¹ Barkat, John. Blueprint for Success: Designing a Proactive Organizational Ombudsman Program. IOA Journal Volume 8, Issue 1. Retrieved from http://www.ombudsassociation.org/IOA_Main/media/SiteFiles/docs/JIOA-15-V8-1-Barkat.pdf.
- ²² Smith, Julie C. and Howard, Charles L. Understanding the Types of Ombudsman: A Starter Guide. http://www.americanbar.org/content/dam/aba/events/dispute_resolution/Newsletter%20articles/Howard_Smith_Types_of_Ombuds.authcheckdam.pdf.
- ²³ Retrieved from <http://www.gao.gov/assets/240/231398.pdf>.

²⁴ Retrieved from <http://federalombuds.ed.gov/federalombuds/pdfs/FederalOmbudsGuide.pdf>.

²⁵ Gadlin, Howard and Levine-Finley, Samantha. Spring 2008. "Stranger in a Strange World - The Ombudsman in the Federal Government." ACResolution. Retrieved from https://www.ombudsassociation.org/IOA_Main/media/SiteFiles/OmbudsInFederalGovt-ACResolution.pdf.

²⁶ See supra note 25

²⁷ See supra note 21.

²⁸ Zartman, I. William. "Ripeness." Beyond Intractability. Eds. Guy Burgess and Heidi Burgess. Conflict Information Consortium, University of Colorado, Boulder. Posted: August 2003 <<http://www.beyondintractability.org/essay/ripeness>>.

²⁹ Impartiality, Confidentiality, Independence, and Informality. See supra notes 18 and 5.

³⁰ Partnership for Public Service and Deloitte Consulting LLP. December 2003. "Ten Years of the Best Places to Work in the Federal Government[®] Rankings: How Six Federal Agencies Improved Satisfaction and Commitment." Retrieved from <http://bestplacestowork.org/BPTW/index.php> (See Agency Case Studies).

³¹ Zinsser, John W. June 22, 2015. "Interested in an Ethical Culture? Build an Ombuds Program." Retrieved from <http://ethicalsystems.org/content/buildanombudsprogram>.

³² Retrieved from <http://www.redcross.org/about-us/governance/corporate-ombudsman>.

³³ Retrieved from <https://www.nga.mil/About/Pages/Ombudsman.aspx>.