

INTERNALS							
Ombuds who serve internal, or primarily internal constituents, including agency employees, contractors and subcontractors							
Type	Specialty	Definition	Authorizing Action	Constituent Groups	Standards of Practice	Purpose/Mission	Examples
Organizational Ombuds		A designated neutral who provides confidential, informal, independent and impartial assistance to individuals through dispute resolution and problem-solving methods such as conflict coaching, mediation, facilitation, and shuttle diplomacy. The Organizational Ombudsman responds to concerns and disputes brought by visitors to the office and may report new issues, trends, systemic problems, and organizational issues to senior leaders, and work collaboratively to foster systems change.	Varies by agency to fit diverse cultures and missions though they are typically created by one of the following: agency directive, head of agency, agency or congressional mandate, and sometimes explicitly as part of a conflict management system.	Primarily agency employees, with some agencies including contractors, grantees, subcontractors, and external visitors.	<ul style="list-style-type: none"> Independence Neutrality Confidentiality Informality 	Provide constituents with safe, informal opportunities to be heard; assistance in identifying and pursuing options for managing or resolving concerns; facilitation of communication between or among conflicting parties; conflict resolution skills training; and upward feedback and recommendations and collaborative support to management about patterns of conflicts, hot-button issues or other matters of import to organizational leaders. Help organizations reduce costs related to conflict by resolving disputes informally, reducing the need for resources, time and energy spent by disputants in formal grievance processes and litigation. He or she does not advocate for individuals, groups or entities, but rather for the principles of fairness and equity. The Organizational Ombudsman does not play a formal role in conflict management, formally investigate problems brought to the office's attention, or represent any side in a dispute. When appropriate, he or she will refer individuals toward appropriate informal resources and formal processes within the organization.	NIH, Office of the Ombudsman, Center for Cooperative Resolution, NSA, NGA, DOJ BOP, Dept of State, Defense Intelligence Agency (DIA), Navy's Naval Criminal Investigative Service, Dept of Energy, US Secret Service, Dept of Interior
Whistleblower Ombuds		A designated individual or office whose role is to educate employees, contractors and grantees about prohibitions on retaliation for protected disclosures and their rights and remedies if they have been retaliated against for making protected disclosures. The law does not permit the Whistleblower Protection Ombudsman to act as a legal representative, agent, or advocate for employees, contractors and grantees.	Pursuant to the Whistleblower Protection Enhancement Act of 2012 (WPEA), each Inspector General (IG) shall, in accordance with applicable laws and regulations governing the civil service - designate a "Whistleblower Protection Ombudsman." 5 U.S.C.A. App. 3, Inspector General Act	Agency employees, as well as contractors, grantees, and subcontractors	<ul style="list-style-type: none"> Whistleblower Protection Ombuds follow the same standards as the IG or OIG. Independence Confidentiality Objectivity/impartiality Professional Judgment 	Education, particularly about rights under the Whistleblower Protection Enhancement Act, relevant protections, working to see that complaints are being handled appropriately, with Quality Control, and Liaison functions. WB Ombuds do not get involved in the resolution of complaints, but they do provide information to employees who are making or contemplating making protected disclosures.	Whistleblower Protection Ombuds can be found in all IG offices.
Analytic Ombuds		An individual or office responsible for responding to concerns raised by Intelligence Community analysts about adherence to analytic standards (including trademark standards) in analytic products.	The National Security Act of 1947, as amended; the Intelligence Reform and Terrorism Prevention Act of 2004; Executive Order 12333, as amended; Presidential Policy Directives PP0-26; and other applicable provisions of law. Paragraph E(b) of Intelligence Community Directive (ICD) 203, "Analytic Standards," directs the head of each IC element to designate an analytic ombuds.	Intelligence Community Analysts	<ul style="list-style-type: none"> Neutrality Confidentiality Informality Independence 	Available to all analysts who wish to raise concerns regarding whether intelligence products are timely, objective, independent of political considerations, based upon all sources of available intelligence, account for dissenting views, distort intelligence analysis, or employ proper analytic tradecraft. Expected to address concerns regarding objectivity or politicization, as well as perceptions of breaches of the other analytic standards. Additionally, the Analytic Ombuds: 1) report concerns directly to the director of the IC element or the head of analysis when circumstances warrant; 2) use broad and flexible resolution techniques, conduct informal inquiries, issue reports, and provide recommendations for positive organizational change in a manner free from interference by any organization employee or official; and 3) provide independent, impartial, informal, and confidential mechanisms to informally facilitate resolution of individual and systemic problems.	Defense Intelligence Agency (DIA), National Security Agency (NSA), Office of the Director of National Intelligence (ODNI)
EXTERNALS							
Ombuds who serve external or primarily external constituents such as citizens, vendors, or others outside of the Federal government.							
Type	Specialty	Definition	Authorizing Action	Constituent Groups	Standards of Practice	Purpose/Mission	Examples
Programmatic External Ombuds		An independent, impartial federal employee, usually only found at one agency or department, who is appointed or employed by that organization to facilitate the informal resolution of concerns about specific program areas, constituents, and/or issues and address actions and failures to act of a government agency, official, public employee, or contractor.	Either authorized by 1) the legislative body or by the executive with confirmation by the legislative body; 2) executive action; or 3) agency mandate	Specific subsets of external or predominantly external constituents: citizens, vendors, or others, outside the Federal government, including regulated entities	<ul style="list-style-type: none"> Independence Impartiality Confidentiality Credible Review Process 	Each Department/Agency External Ombuds Office has a unique mission, depending on the language in the authorizing action and the population that the office serve.	FDA's Center for Biologics Evaluation and Research, Center for Devices and Radiological Health, Center for Drug Evaluation and Research, Center for Tobacco Products, Center for Veterinary Medicine, Office of Scientific and Medical Programs, Dept of Education Student Loan Ombuds; EPA's Office of Pesticide Programs' Ombudsman; FAA's Aviation Noise Ombudsman, Medicare Beneficiary Ombudsman, USDA's Humane Handling Ombuds, USDA's Animal Welfare Ombuds, DOJ's Victims' Rights Ombudsman, and FCC's Open Internet Ombudsman
Subject Matter Agency Wide External Ombuds		An independent, impartial federal employee with authority and responsibility to receive, investigate or informally address complaints about their agency, official, public employee, or contractor, and, when appropriate, make findings and recommendations, and publish reports. Can be agency wide or throughout government at multiple agencies.	Either authorized by 1) the legislative body or by the executive with confirmation by the legislative body; 2) executive action; or 3) agency mandate	External or predominantly external constituents: citizens, vendors, or others, outside the Federal government, including regulated entities	<ul style="list-style-type: none"> Independence Impartiality Confidentiality Credible Review Process 	Agency External Ombuds Office hear and respond to concerns and inquiries from the public about their agency, government officials, employees, or contractors.	CFPB, SBA, FDIC, Federal Maritime Commission Ombudsman, US Patent and Trademark Office Patents Ombudsman Program, Office of the Citizenship and Immigration Services Ombudsman, Federal Housing Finance Agency
Task and Delivery Order Ombuds		Task and Delivery Order ombudsman review complaints from contractors on specific types of Multiple Award Task and Delivery Order contracts (IDIQ) and ensure they are afforded a fair opportunity to be considered, consistent with the procedures in the contract. IDIQ ombudsman must be a senior agency official who is independent of the contracting officer and may be the agency's competition advocate.	10 USC Sec 2304a(f); Federal Acquisition Regulation (FAR), Section 16.555(b)(8). Ordering under IDIQ regulations requires that the head of the agency shall designate a task-order and delivery-order ombudsman for indefinite Delivery Indefinite Quantity (IDIQ) Contracts. The IDIQ ombuds functions are frequently considered collateral duties.	Contractors and bidders	<ul style="list-style-type: none"> Independent of the Contracting Officer Fair The ability to offer confidentiality Credible Review Process 	Ombuds for use in connection with multiple award indefinite quantity/indefinite delivery type acquisitions in order to 1) address contractor concerns regarding compliance with task/delivery order award procedures; 2) review contractor complaints on task/delivery order contracts; 3)ensure all contractors are afforded a fair opportunity to be considered for each task/delivery order, consistent with FAR 16.505(b); and 4) when requested, maintain strict confidentiality of the contractor requesting assistance. The ombudsman does not have the authority to overturn award decisions or adjudicate formal contract disputes.	National Nuclear Security Agency's Task Order and Delivery Order Ombudsman/Procurement Analyst, DHS Task Order and Delivery Order Ombudsman, US Coast Guard's Ombudsman Program for Agency Protest, General Services Administration Task Order and Delivery Order Ombudsman
Procurement Ombuds		Procurement ombuds offices typically receive inquiries and resolve concerns from the vendor community about an agency's procurement program. They also conduct outreach with vendors and industry associations to understand trends in the marketplace, to identify barriers to doing business with the agency, and to promote meaningful communications between government and industry.	Either authorized by 1) the legislative body or by the executive with confirmation by the legislative body; 2) executive action; or 3) agency mandate	Contractors, bidders, and potential bidders	<ul style="list-style-type: none"> Neutral Fair Confidentiality Credible Review Process 	The primary purpose of the Procurement Ombudsman is to ensure equitable treatment of all parties participating in the agency's acquisition and assistance pre-award, post-award and administration functions. The Procurement Ombudsman facilitates the resolution of differences through an informal, impartial administrative review of the action in question. The review requires obtaining factual information about the specific matter and researching and applying pertinent regulations/policies and, where appropriate, consulting with Senior Agency Management or other federal wide subject matter experts.	HHS/CMS Competitive Acquisition Ombuds, NASA Procurement Ombudsman, National Oceanic and Atmospheric Administration Ombudsman, DOD's Defense Procurement and Acquisition Policy, National Science Foundation's National Acquisition Ombudsman are all examples of agency ombudsman who deal with procurement issues generally.
Advocate Ombuds		An individual who is appointed or employed by an organization to receive concerns about or within the organization, to evaluate and investigate these concerns objectively and to attempt to resolve them informally and is authorized or required to advocate on behalf of individuals or groups found to be aggrieved or in need of support. This ombuds is thus not always a neutral party, but at the fact determination stage, the advocate ombuds must be impartial.	Frequently legislative	External constituents as designated in their specific charter	<ul style="list-style-type: none"> Independence Impartiality Confidentiality Credible Review Process 	Each Advocate Ombuds Office has a unique mission, which includes evaluating claims objectively but is also authorized or required to advocate on behalf of individuals or groups found to be aggrieved and may issue reports to the legislature or specific agency. They typically serve designated vulnerable populations such as long term care residents, wounded servicemen, and others. The Advocate Ombuds represents the interests of a designated population with respect to policies implemented or adopted by the establishing entity and government agencies.	National Taxpayer Advocate, Small Business Administration National Ombudsman, and Census Bureau's Survey Advocates
Wounded Warrior Ombuds - MEDCOM Medical Assistance Group		An independent, neutral and impartial mediator for Soldiers and their Family Members. Ombudsmen are selected for their demonstrated ability and passion to help Soldiers. They are located but not assigned to Medical Treatment Facilities (MTF) and serve as a liaison between the MEDCOM, the Soldier/Family member and the MTF Commander, acting as a communicator, facilitator and problem solver.	Established in 2007 by U.S. Army Medical Command (MEDCOM) as an outgrowth of the Army Medical Action Plan. Following the airing of complaints about conditions at Walter Reed Army Medical Center and elsewhere in the media, the Army was quick to engage problem solving solutions to insure all Soldiers and Family Members that they could expect the very best healthcare. Simultaneously, steps were taken to improve infrastructure and streamline administrative actions associated with the Physical Disability System. The final pillar in the strategy was the creation of a vehicle Soldiers and Family Members can use to air grievances and obtain assistance resolving problems.	Soldiers and their Family Members assigned to Warrior Transition Units, as well as other Service members and their families.	<ul style="list-style-type: none"> Independence Neutrality Confidentiality Informality 	The mission of Ombudsman is to act as an independent, neutral, and impartial mediator for the Warriors in Transition and their families in the Warrior Transition Brigade. The Ombudsman were selected for their demonstrated ability and passion to help Soldiers. They are not assigned to the Medical Treatment Facility (MTF) or the Warrior Transition Brigade but serve as a liaison. The Ombudsmen have a collaborative relationship with a variety of resources to assist with the resolution of issues that come through the Soldiers in Transition (ST) among others.	Currently the program includes 52 Ombudsmen at 30 sites, mostly in locations with an Army Medical Treatment Facility. The Air Force has a similar Advocacy Program that is not identified as an Ombuds Program. The Navy adopted the Healthcare Resolution Program for its Medical Treatment Facilities, BUMED Inst 6010.28 (May 23, 2011).
Long-Term Care Ombuds		A State Ombudsman and representatives of the Office who identify, investigate and resolve complaints made by or on behalf of long-term care facility residents, and who perform other related duties as required by the Older Americans Act (OAA). While it is mandated by the OAA, it is decentralized, and the implementation at the state level is the responsibility of the OAA grantees (i.e. the designated state unit on aging).	1972 Health Services and Mental Health Administration funded nursing home ombudsman projects to "respond in a responsible and constructive way to complaints made by or on behalf of individual nursing home patients." 1981 Older Americans Act Amendments expanded ombudsman program coverage to include board and care homes. The name was changed from Nursing Home Ombudsman to Long-Term Care Ombudsman 1992 Older Americans Act Amendments strengthened the ombudsman program. Requirements for the establishment of an Office of Long-Term Care Ombudsman Programs, headed by an Associate Commissioner (later changed to Director), and funding of a National Long-Term Care Ombudsman Resource Center were added to Title II of the Act. 2016 Older Americans Act amendments made a number of revisions, including significantly strengthened conflict of interest provisions.	Residents of long-term care facilities (which includes nursing facilities, assisted living, board and care homes, and similar residential care communities).	<ul style="list-style-type: none"> Independence Confidentiality Advocacy 	Title VII of the OAA outlines the responsibilities of the LTODP. Section 712(a)(3) provides a list of functions, including: identifying, investigating and resolving complaints made by or on behalf of residents; providing services to assist the residents in protecting the health, safety, welfare, and rights of the residents; ensuring that the residents have regular and timely access to the services provided through the LTODP; representing the interests of the residents before governmental agencies and seek administrative, legal, and other remedies to protect the health, safety, welfare, and rights of the residents; and analyzing, commenting on, and monitoring the development and implementation of Federal, State, and local laws, regulations, and other governmental policies and actions.	53 State Long-Term Care Ombudsman Programs (all states, DC, PR, and Guam)
Navy and Coast Guard Family Ombuds		An ombudsman is a volunteer who is, most often, the spouse of an active duty or reserve member, with an option to appoint a reservist or an Auxiliary member as an ombudsman. They assist the commanding officers/officers-in-charge (COs/OICs) by providing a better understanding of the welfare of the commandant's families and helping the units to better prepare families to meet emergency situations. Additionally, an ombudsman allows their members to better achieve mission readiness by helping to ensure their family members have access to available resources when issues or emergent situations arise.	For the Navy: In 1970, Admiral E.R. Zumwalt, Jr., then Chief of Naval Operations (CNO), created the Navy Family Ombudsman Program to improve communication between commands and the families of Sailors who served in them. In 2006, Admiral Michael G. Mullin, CNO, re-emphasized the importance of the program and signed an updated instruction, highlighting the requirement that all Navy families have access to a Navy Family Ombudsman. OPAVINST 1750.1G Sept 2, 2014. For the Coast Guard COMMANDANT INSTRUCTION 1750.4E 14 January 2013.	Service members' families	<ul style="list-style-type: none"> Per the Ombudsman Code of Conduct, each ombudsman shall Support the command's mission Respect the command and family members Maintain confidentiality Avoid conflicts of interest and Maintain the highest standards of professionalism OMBINST 1750.4E They are mandatory reporters of a number of issues. 	The primary purpose of the ombudsman program is to act as a source of information, both to Navy families on resources and services available, and to commanders regarding issues facing Navy families. Similarly, the Coast Guard Ombudsman Program is a Coast Guard-wide program established to serve as a link between commands and families, to help ensure their members' families have the information necessary to meet the challenges of a military lifestyle. The Ombudsman Program assists commanding officers/officers-in-charge (COs/OICs) by providing a better understanding of the welfare of the commandant's families and helping the units to better prepare families to meet emergency situations. Additionally, an ombudsman allows their members to better achieve mission readiness by helping to ensure their family members have access to available resources when issues or emergent situations arise.	Navy Family Ombudsman, The Coast Guard Ombudsman Program; other Services may have similar programs with or without the title of "ombudsman."