

THE UNIVERSITY OF NEW MEXICO

**OMBUDS SERVICES
FOR
STAFF**

2017 ANNUAL REPORT

JOELLEN RANSOM
STAFF OMBUDS

OMBUDS SERVICES FOR STAFF

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LETTER FROM THE STAFF OMBUDS

We are happy to share the UNM Ombuds Services for Staff 2017 Annual Report which describes the work of Ombuds Services for Staff and provides reportable data from that work. The hallmarks of organizational ombuds practice are confidentiality, informality, independence, and neutrality. We are committed to working with UNM staff, faculty supervising staff, and their coworkers in accordance with UAP 3220. We hope you will use this report to better understand the concerns that bring employees to this office and how we serve UNM.

Recognizing that conflict is inevitable in an environment that values diverse opinions and perspectives, UNM provides ombuds services to promote a campus culture that fosters dialogue and constructive conflict management. Financial challenges and changes in the organization only increase the need for skilled, neutral listening and fair process. Engaging Ombuds Services helps employees maximize the creative potential of diverse perspectives and organizational change. We thank all employees who have worked with this office to address workplace challenges more constructively.

Fair and effective process to build communication and collaboration reduces the human and organizational costs of conflict. The costs of conflict can include communications that are not civil and respectful which escalate conflict, reduced morale, limited productivity, project failure, absence from work, and high turnover. There is more detailed information about the costs of conflict in Appendix E. Our survey data tells us that, by engaging Ombuds Services, UNM employees significantly reduced turnover and reduced time spent in conflict at work. Employees consistently received fair process at Ombuds Services, and they felt heard. The employees who engaged with Ombuds Services gained new information or perspective in the process. Those who came in for a visit left with a plan for moving forward.

Ombuds Services consists of a highly skilled staff: Staff Ombuds JoEllen Ransom who has been with the office since June 2013, Associate Ombuds Anne Lightsey who was hired in January 2015, and Associate Ombuds Jon Lee who was hired in January 2016. Edith Mendoza has provided administrative assistance as a part-time student employee for most of 2017. We welcome you to call us at (505) 277-2993 and visit our website at ombudsforstaff.unm.edu. We appreciate the opportunity to serve the campus community.

Best Regards,



JoEllen Ransom, Staff Ombuds

INTRODUCING OMBUDS SERVICES FOR STAFF

STAFF

JoEllen Ransom, J.D., Staff Ombuds
Jon Lee, M.A., J.D., Associate Ombuds
Anne Lightsey, Associate Ombuds
Edith Mendoza, Student Employee Administrative Assistant

MISSION

The Ombuds Services for Staff mission is to promote a culture of constructive conflict management at UNM. We provide collaborative problem-solving processes to all staff, their supervisors (including faculty supervising staff), and their coworkers.

We are an independent, neutral, confidential, and informal resource operating in accordance with University Administrative Policy 3220 (Appendix A), the International Ombudsman Association Code of Ethics (Appendix B), and other applicable University policies and procedures.

When UNM staff engage our services, we support them in building communication and collaboration to reduce the human and organizational costs of conflict.

THE ROLE OF OMBUDS SERVICES FOR STAFF

The Ombuds Services role is defined by:

- Providing one-on-one visits
- Listening to concerns without judgment
- Providing ombuds mediations
- Facilitating dialogue between individuals and groups
- Providing professional, fair, and impartial conflict management processes
- Assisting visitors with reframing issues in order to evaluate options
- Referring visitors to campus and community resources
- Referring visitors to University policies
- Providing training and coaching in conflict management skills
- Identifying and communicating conflict trends, new issues, and opportunities for systemic change for the University
- Advocating for fairness and respect for diverse perspectives

BRIEF HISTORY

UNM Ombuds Services for Staff was originally created in 1994 as the Dispute Resolution Department. In 2010, in recognition of the department's adherence to the International Ombudsman Association's Standards of Practice and Code of Ethics, UNM DR became Ombuds Services for Staff. The creation of Ombuds Services for Staff did not impact our fundamental mission. It did, however, provide us with a title that connects us more obviously with the IOA.

Most of our higher education peer institutions also refer to their confidential, neutral, informal, and independent conflict management programs with the title of Ombuds.

We work in collaboration with Ombuds/Dispute Resolution Services for Faculty which serves faculty addressing academic concerns as governed by the UNM Faculty Handbook. We also work with the Ombuds/Dispute Resolution Services for Graduate Students which serves graduate students through the Office of Graduate Studies.

THE YEAR IN REVIEW

2017 ACHIEVEMENTS

VISITS AND MEDIATIONS

- Provided 288 one-on-one visits¹ and 15 two-party mediations²
- Provided informal process for 5 UNM groups/departments³

VISITORS IDENTIFIED TRENDS

- Utilizing the International Ombudsman Association's (IOA) Uniform Reporting Categories⁴, visitors identified what brought them to Ombuds Services. The top 3 categories visitors identified were:
 - Demonstrations of inappropriate regard for people in evaluative relationships (2B. Respect/Treatment)
 - Quality and/or quantity of communication in evaluative relationships (2E. Communication)
 - Management of department, failure to address issues (2O. Supervisory Effectiveness)

OMBUDS SERVICES POLICY UPDATE

- Worked with the UNM Policy Office and a committee from the campus community to redraft University Administrative Policy (UAP) 3220: Ombuds Services for Staff. The revised policy is a more concise and accurate reflection of the role of Ombuds Services including the fact that this office no longer provides administrative assistance for the Peer Hearing process

TRAININGS AND OUTREACH OVERVIEW

- Provided presentations, workshops, and trainings throughout the year directly to UNM departments, as well as in conjunction with Employee and Organizational Development (EOD) and organizations such as UNM Staff Council

¹ A visit is a private conversation with a skilled neutral in which the visitor can think out loud about a workplace situation, gain clarity and perspective, and receive information about resources and possible constructive approaches. Afterwards, the next steps are entirely up to the visitor.

² Mediation is a confidential process facilitated by experienced neutrals in a private, neutral setting. Ombuds mediations are preceded by individual visits. The parties determine the topics and outcome of their mediation. This is a voluntary process.

³ Groups come to Ombuds to improve collaboration, communication, and constructive conflict management. Each individual within the group is invited to come for a one-on-one confidential visit to identify issues and goals.

⁴ There is more information about trends in the section of this report titled "IOA Uniform Reporting Categories" and in Appendix C.

- Provided 46 trainings and presentations for a total of 185 hours reaching 700 members of the UNM community⁵

TRAINING AND OUTREACH HIGHLIGHTS

- Developed⁶, piloted, and launched the presentation “Supportive Listening 101: Listening and Responding Supportively to Accounts of Sexual Misconduct.” This 30-minute presentation was approved by the Department of Justice. The purpose was to introduce the UNM community to the fundamentals of how to listen to accounts of sexual misconduct without causing harm. In 2017, we presented to 15 groups and reached a total of 299 individuals
- Collaborated with EOD and Counseling, Assistance, and Referral Service (CARS) and developed training opportunities to address broadly identified concerns such as conflict avoidant managers and communication during change and transition
- Provided two forty-hour Basic Mediation Skills trainings, one designed especially for Human Resource (HR) agents and one for all UNM Staff. The mediation skills training is designed to promote constructive communication in the workplace as well as more informed referrals to Ombuds services for visits or mediation with skilled and experienced neutrals

INTERNSHIPS

- Hosted and mentored two graduate students in collaboration with the UNM Counseling Program. Rachel Yarrington served as a volunteer intern for most of the year furthering the research of Julia Horvath, a visiting research scholar that was with the office in 2016. Rachel wrote a paper titled “Costs of Conflict”⁷ and presented her research at the 2017 New Mexico Alternative Dispute Resolution (ADR) Symposium. Arianna Trott focused on developing the Supportive Listening trainings
- Hosted a law school student in collaboration with The UNM School of Law ADR Externship Program. Deian McBryde interned for one semester during which time he researched and facilitated dialogue on ombuds standards of practice

COLLABORATING WITH UNM AGENCIES

- Met quarterly with CARS to broadly discuss mutual issues, concerns, trends, and practices
- Met throughout the year with EOD, Dean of Students, Employee Health Promotion, Human Resources, Staff Council, Sexual Misconduct and Assault Response Team (SMART), Faculty Ombuds, Graduate Student Ombuds, Policy Office, Whistleblower Policy Committee, Respectful Campus Policy Committee, Compliance Office, and the Office of Equal Opportunity

⁵ See Appendix D for a complete training log.

⁶ The presentation was developed after more than a year of studying and leaning about sexual misconduct including The Forensic Experiential Trauma Interview (FETI) technique.

⁷ See Appendix E.

COLLABORATION WITH STATE AGENCIES

- Provided quarterly reporting and mediation services to the New Mexico General Services Department, Risk Management Division, Alternative Dispute Prevention and Resolution (ADR) Bureau
- Collaborated with the New Mexico State Magistrate Court Mediation Program providing consultation and support for that program and received skills coaching for our staff trainings in return
- Contributed skills coaching for Mediation Basic Skills Training at the UNM School of Law, the UNM Anderson School of Management, and the New Mexico ADR Bureau of the General Services Department
- Supported the ADR Bureau in developing the 7th Annual New Mexico ADR Symposium in December of 2017 by providing three presentations for the two-day event

PROFESSIONAL DEVELOPMENT HIGHLIGHTS

- Engaged with ombuds and ADR professional associations such as International Ombudsman Association, American Bar Association, NM State Bar ADR Committee, California Caucus of College and University Ombuds, and Certified Organizational Ombudsman Practitioners
- Attended the International Ombudsman Association 12th Annual National Conference. Some of the sessions the UNM Staff Ombuds and two Associate Ombuds attended were: *“Clery Handbook: Implications and Best Practices for the Ombudsman,”* *“The Ombuds Role in Creating a More Compassionate Workplace,”* *“Discussing the Undiscussable,”* *“Developing Bystander Efficacy to Address Problematic Behaviors,”* *“Working with Victims of Bullying,”* and *“How Much is Conflict Costing Your Organization?”*
- Attended a regional gathering convened by the California Caucus of College and University Ombuds. The result of this participation was the establishment of a productive collaboration with other ombuds offices in the region. A major topic of conversation at this gathering was the need to ensure confidentiality of ombuds communications

TESTIMONIALS

VISITS

At the conclusion of each one-on-one visit, visitors are asked to complete an anonymous survey. Here is what they had to say about their visit with Ombuds Services for Staff:

"Thank you, thank you. These services are so helpful and so important for UNM."

"It felt wonderful to be heard. Thank you!"

"This was extremely helpful and powerful, and I am grateful. Thank you!"

"This is an exceptionally effective tool for UNM staff."

"Thank you! My second visit in six months. Saw two staff--both were phenomenal!"

"I would definitely recommend Ombuds to co-workers. It was a great experience and I was able to hear myself with some positive feedback. Thank you."

"I really appreciate your listening and repeating back what you heard. I also appreciate your gentle encouragement to return for a second session."

"I really appreciate the support of my concerns on separating from UNM. I felt that my concerns were heard and that change can be made to help improve things with what is occurring at my department. Thank you so much!"

"Thank you for helping me process and summarize what I was saying."

"Love this service. Thank you so much, this meeting has been exceedingly helpful!"

"It felt good to just be able to talk about experiences and observations since coming into my current role."

"Excellent experience! Helped me gain some new perspectives. I got ideas and options that were very helpful. I felt more hopeful when I left and less bogged down by the dynamics in my department. Thank you!"

"Nice to have someone hear you without judgment."

"This meeting has given me a new and different perspective on how to move forward with this situation."

"Excellent experience! Thank you for all your insights and providing me some clarity of mind!"

"I felt trust and a safe environment to express my emotions. I wasn't pressured or forced to say anything that I didn't feel comfortable. Thank you for your service!"

"This was great for allowing me to think through my challenges and develop a reasonable action plan."

"Felt very supported and heard. Made a lot of struggles clear and put into a perspective that I felt I could clearly see and understand. Thank you."

"It was a wonderful experience. Being heard is so unique in this day and age. Thank you!"

"I didn't expect this issue would really be one that this office could address/assist—but am so pleased I came."

"Absolutely felt heard and responded to. Extremely supportive and helped formulate thoughts, actions, and goals that will be more effective in the present and future. Thanks so much!"

"Thank you! This helped me feel better about a decision I already made and it helped bring insight to another problem."

"I was helped to see both sides of the situation, and found there was issues to both sides not just one, I came to understand how I supervise and judge can be detrimental to both sides. If it were not for the multiple visits I would not have dug deep enough to get to the root of my issues."

"Very useful to break down situation into small pieces and discuss a plan for each piece one by one."

"Amazingly helpful to figure out underlying issues that I hadn't yet explored or even thought about."

"So helpful to have ombuds available to us! Every workplace should offer it."

"Opened my eyes to seeing how I was portraying myself to my employee. Understanding and seeing what I wanted and to make decisions of how I supervise to ensure they meet with what my goals are."

"I have much better clarity on what I need, and how to start my plan of action."

"Gave me some tools and options to think about."

"Extremely helpful. Most beneficial 2 hours I've spent at work in months."

"Short term plan to move to resolve issue. Glad I came today!"

"This is my second visit to Ombuds. The first experience was such a HUGE success I just knew this was the place to help me once again. I HIGHLY recommend Ombuds to coworkers. IT WORKS!"

MEDIATIONS

At the conclusion of each ombuds mediation, parties are asked to complete an anonymous survey. When asked, "How might we improve mediation services for UNM Staff?" they responded:

"Do what you can to reduce the stigma, and frame it as a collaborative conversation and not a scary, intimidating process."

"Nothing, this has been a wonderful opportunity, thank you."

"I am very grateful for each of you and this service. I feel coming here was well worth the time and energy."

"I think it was a great experience."

"More people need to understand that mediation is a positive thing and is a safe way to have difficult conversations. Too many people assume it is negative, punitive, etc."

TRAININGS

Ombuds Services offers several trainings related to the development of listening, communication, and conflict management skills. These trainings are offered directly from us and through the UNM Employee and Organizational Development office. Training attendees had these to say about their experiences:

"The class was so very well designed. Built skills, community, and courage."

"Look forward to future interaction. I've been instructing for 22 years and I can't even begin to express how impressed I was by the design, skills, knowledge, and abilities."

"Very well constructed. Very useful. Amazing Ombuds staff. What a gift at UNM."

"I recommend this course to anyone, regardless of position. These skills are essential for all staff."

"I came in with a lot of baggage, but went out more confident and better prepared to deal with conflict. This class provided me with more skills that I came in with. Taught me how to listen, not judge, and not take responsibility or ownership."

"It helped me to learn to listen more, to be quiet and not interrupt. Learn personally and professionally, which was very hard."

"Listening to the speaker and being prepared to paraphrase back will have me to not try to solve the problem and be a better listener."

"Loved the class and will definitely use these tools. I can use the tools in life and at work."

IOA UNIFORM REPORTING CATEGORIES

Ombuds Services for Staff uses the IOA Uniform Reporting Categories (URC) to track issues and trends related to workplace conflict at UNM. These categories were developed by a group of ombuds professionals representing corporate, higher education, government, and international agency sectors so that ombuds across sectors can:

- Classify the kinds of issues for which people use an ombuds
- Identify trends in requests for services
- Develop professional development needs

The workplace concerns listed in the URC are organized into the following categories:

CATEGORY 1: COMPENSATION & BENEFITS

CATEGORY 2: EVALUATIVE RELATIONSHIPS

CATEGORY 3: PEER & COLLEAGUE RELATIONSHIPS

CATEGORY 4: CAREER PROGRESSION & DEVELOPMENT

CATEGORY 5: LEGAL, REGULATORY, FINANCIAL, & COMPLIANCE

CATEGORY 6: SAFETY, HEALTH, & PHYSICAL ENVIRONMENT

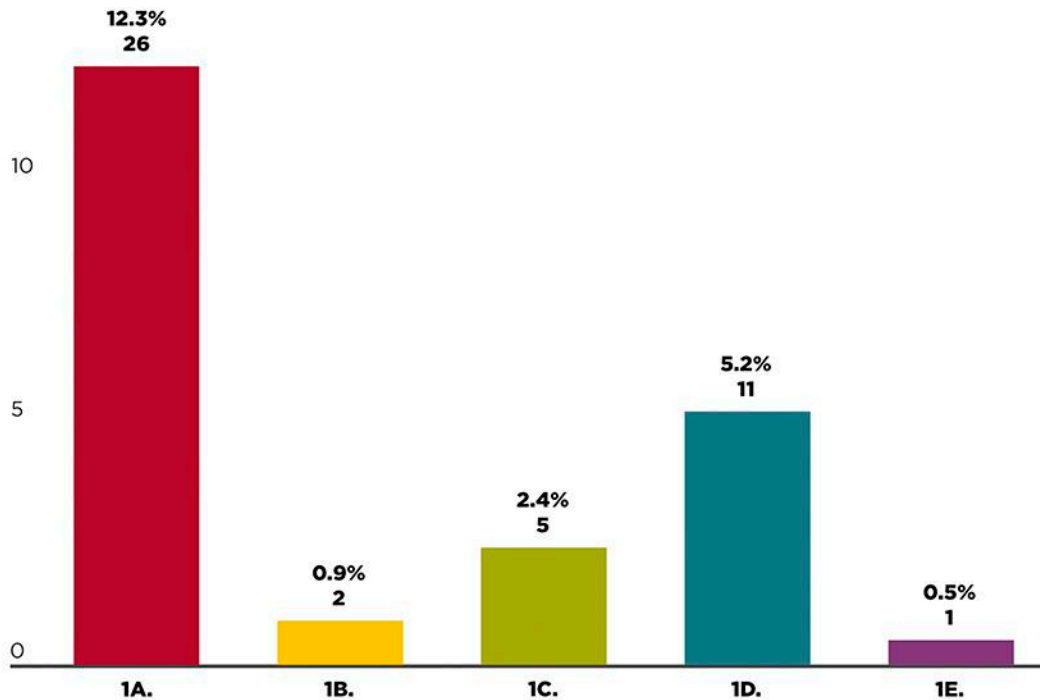
CATEGORY 7: SERVICES/ADMINISTRATIVE ISSUES

CATEGORY 8: ORGANIZATIONAL, STRATEGIC, & MISSION RELATED

CATEGORY 9: VALUES, ETHICS, & STANDARDS

The three highest reported concerns reported by visitors to Ombuds Services for Staff in 2017 across all categories were all in **CATEGORY 2: EVALUATIVE RELATIONSHIPS**. They were **Respect/Treatment with 53.8%** (2B., p. 15), **Communication with 46.2%** (2E., p. 15), and **Supervisory Effectiveness with 43.9%** (2O., p. 15). The percentages are based on the reports from 212 individuals.

The following graphs display the top five reported concerns in each category. For a list of the percentage of reports for every concern, see Appendix C.



CATEGORY 1: COMPENSATION & BENEFITS

Questions, concerns, issues, or inquiries about the equity, appropriateness, and competitiveness of employee compensation, benefits, and other benefit programs

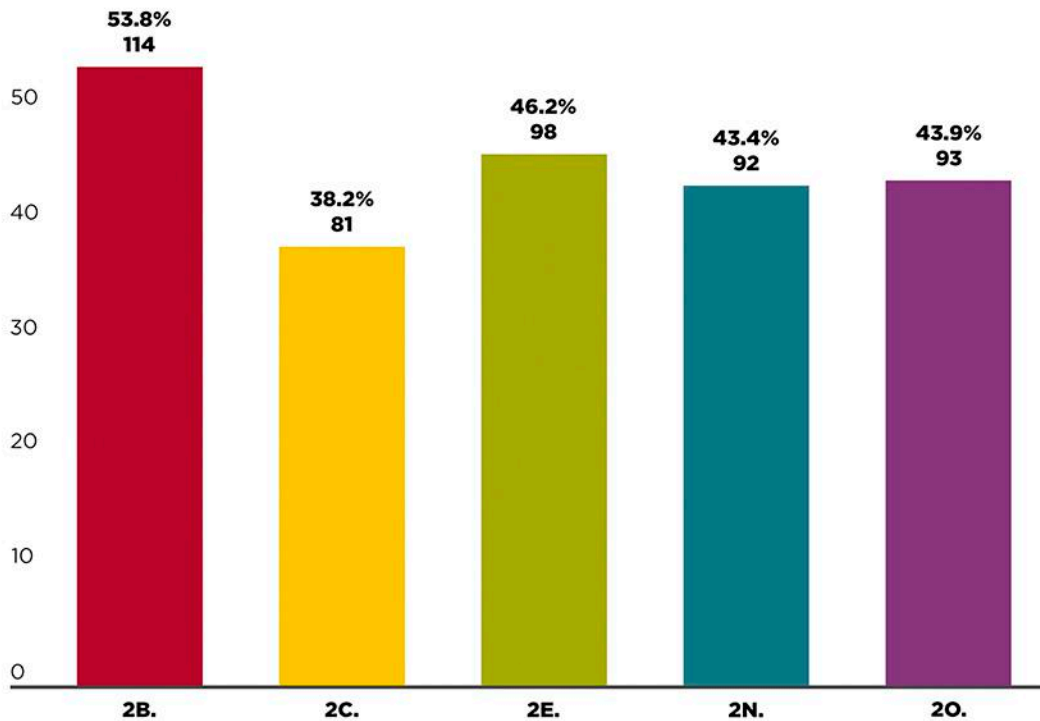
1A. Compensation (rate of pay, salary amount, job salary classification/level)

1B. Payroll (administration of pay, check wrong or delayed)

1C. Benefits (decisions related to medical, dental, life, vacation/sick leave, education worker's compensation insurance, etc.)

1D. Retirement, Pension (eligibility, calculation of amount, retirement pension benefits)

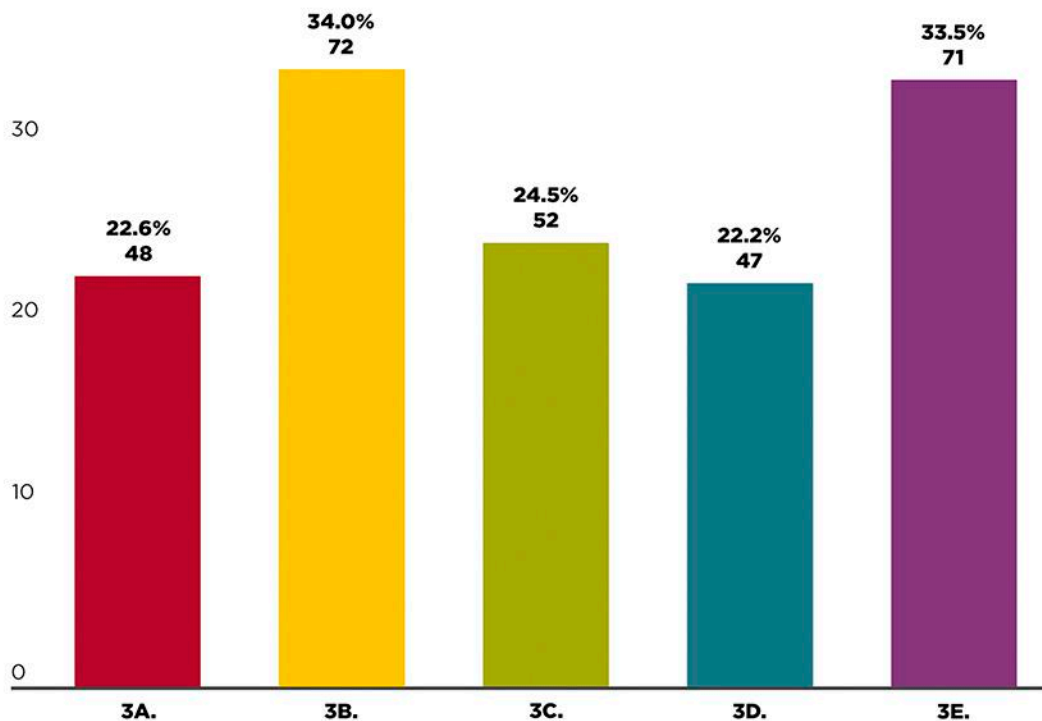
1E. Other (any other employee compensation or benefit not described by the above sub-categories)



CATEGORY 2: EVALUATIVE RELATIONSHIPS

Questions, concerns, issues, or inquiries arising between people in evaluative relationships (e.g.: supervisor-employee)

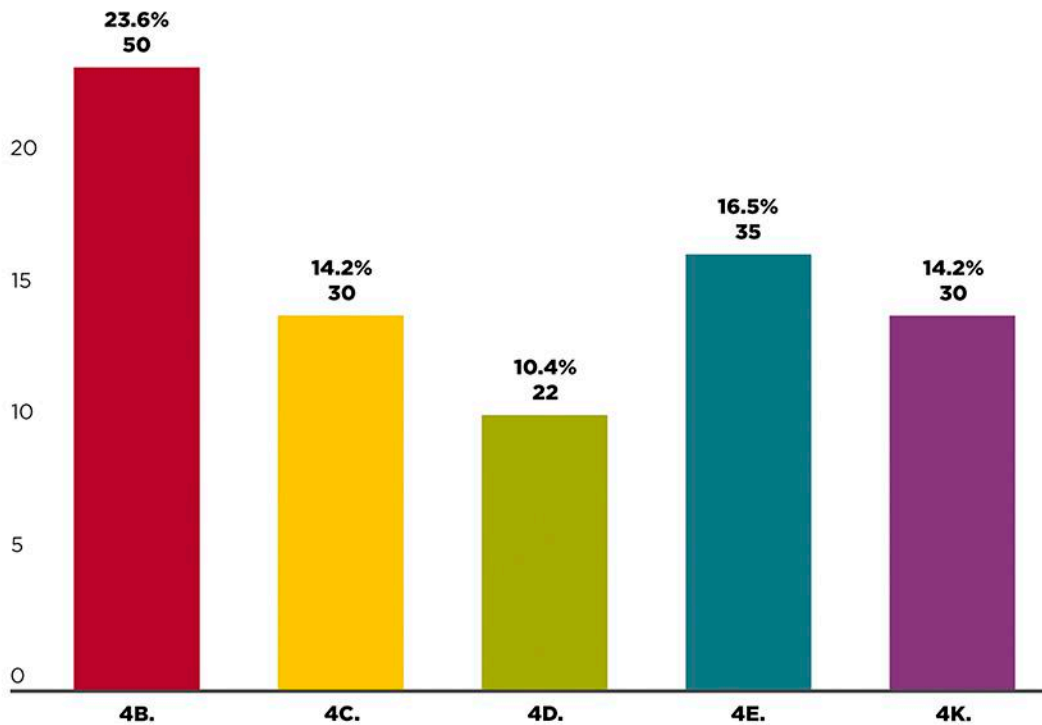
- 2B. Respect/Treatment** (demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.)
- 2C. Trust/Integrity** (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)
- 2E. Communication** (quality and/or quantity of communication)
- 2N. Departmental Climate** (prevailing behaviors, norms, or attitudes within a department for which supervisors have responsibility)
- 2O. Supervisory Effectiveness** (management of department, failure to address issues)



CATEGORY 3: PEER & COLLEAGUE RELATIONSHIPS

Questions, concerns, issues, or inquiries involving peers or colleagues who do not have a supervisory-employee relationship (e.g.: two staff members within the same department)

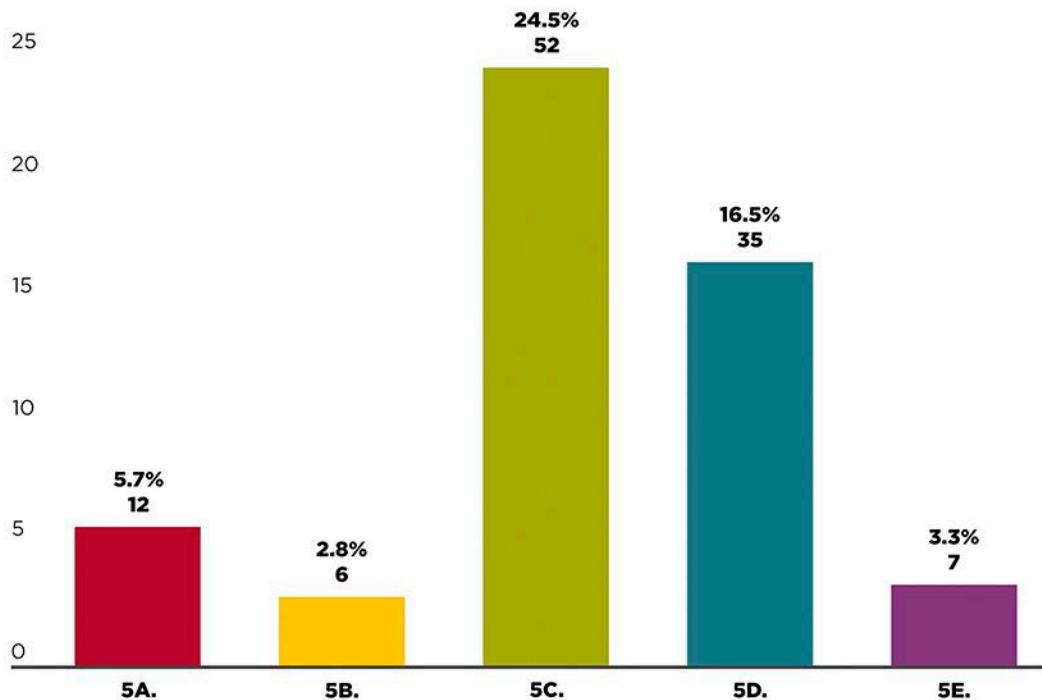
- 3A. Priorities, Values, Beliefs** (differences about what should be considered important—or most important—often rooted in ethical or moral beliefs)
- 3B. Respect/Treatment** (demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.)
- 3C. Trust/Integrity** (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.)
- 3D. Reputation** (possible impact of rumors and/or gossip about professional or personal matters)
- 3E. Communication** (quality and/or quantity of communication)



CATEGORY 4: CAREER PROGRESSION & DEVELOPMENT

Questions, concerns, issues, or inquiries about administrative processes and decisions regarding entering and leaving a job, what it entails, (e.g.: recruitment, nature and place of assignment, job security, and separation)

- 4B. Job Classification and Description** (changes or disagreements over requirements of assignment, appropriate tasks)
- 4C. Involuntary Transfer/Change of Assignment** (notice, selection and special dislocation rights/benefits, removal from prior duties, unrequested change of work tasks)
- 4D. Tenure/Position Security/Ambiguity** (security of position or contract, provision of secure contractual categories)
- 4E. Career Progression** (promotion or reappointment)
- 4K. Career Development, Coaching, Mentoring** (on-the-job and varied assignments as training and developmental opportunities)



CATEGORY 5: LEGAL, REGULATORY, FINANCIAL, & COMPLIANCE

Questions, concerns, issues, or inquiries that may create a legal risk (financial, sanction etc.) for the organization or its members if not addressed, including issues related to waste, fraud, or abuse.

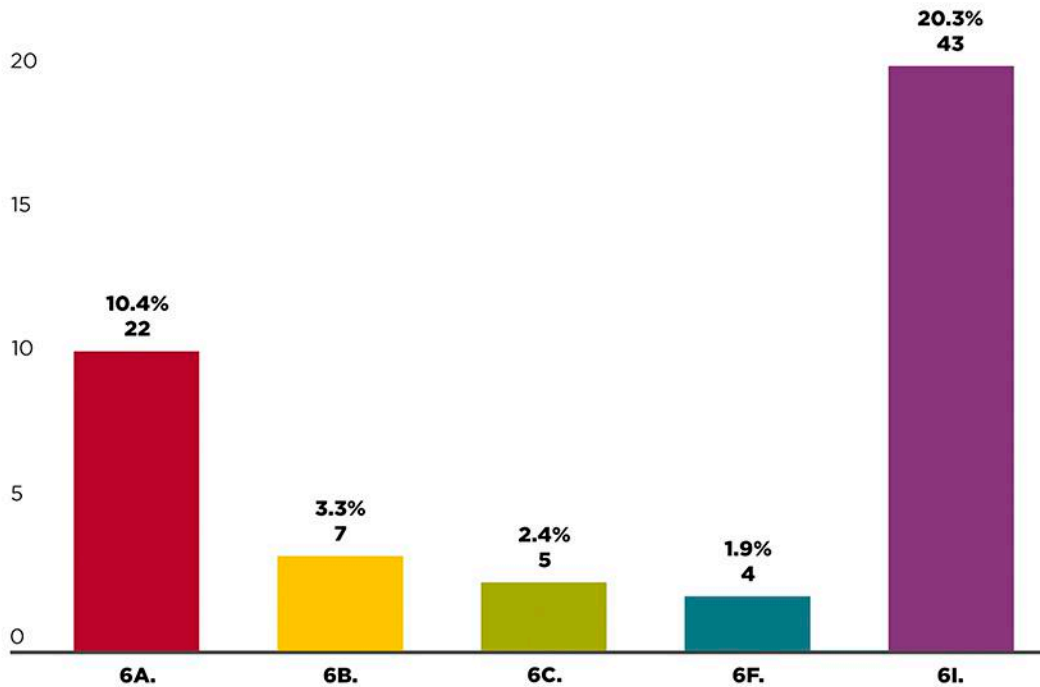
5A. Criminal Activity (threats or crimes planned, observed, or experienced, fraud)

5B. Business and Financial Practices (inappropriate actions that abuse or waste organizational finances, facilities or equipment)

5C. Harassment (unwelcome physical, verbal, written, e-mail, audio, video, psychological, or sexual conduct that creates a hostile or intimidating environment)

5D. Discrimination (different treatment compared with others or exclusion from some benefit on the basis of, for example, gender, race, age, national origin, religion, etc.[being part of an Equal Employment Opportunity protected category - applies in the U.S.]

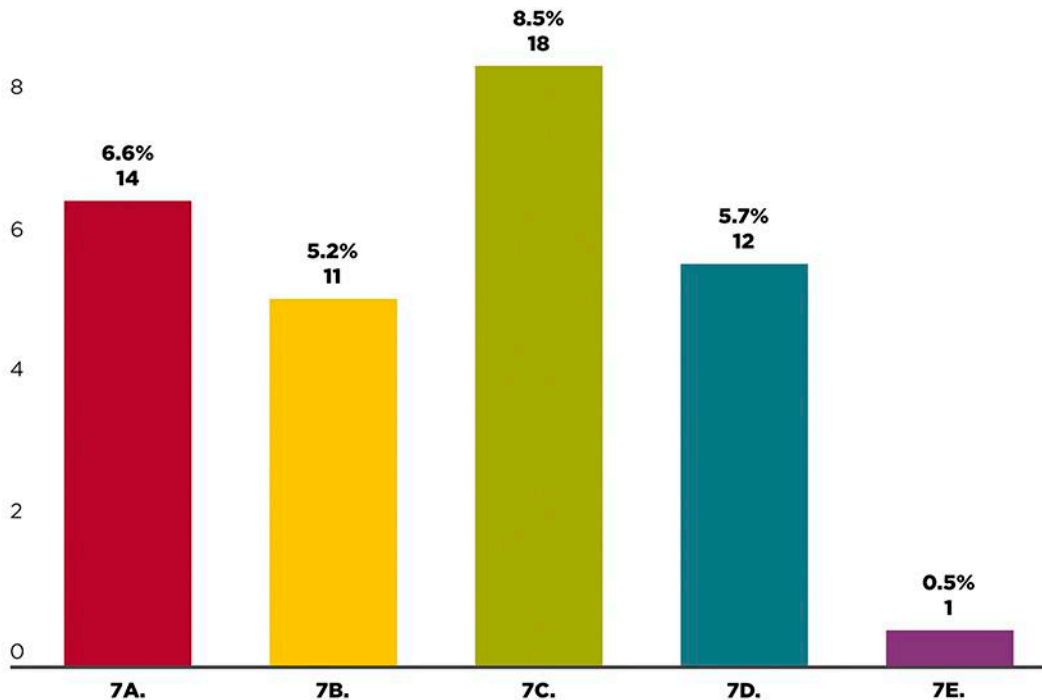
5E. Disability, Temporary or Permanent, Reasonable Accommodation (extra time on exams, provision of assistive technology, interpreters, or Braille materials including questions on policies, etc. for people with disabilities)



CATEGORY 6: SAFETY, HEALTH, & PHYSICAL ENVIRONMENT

Questions, concerns, issues, or inquiries about safety, health, and infrastructure related issues.

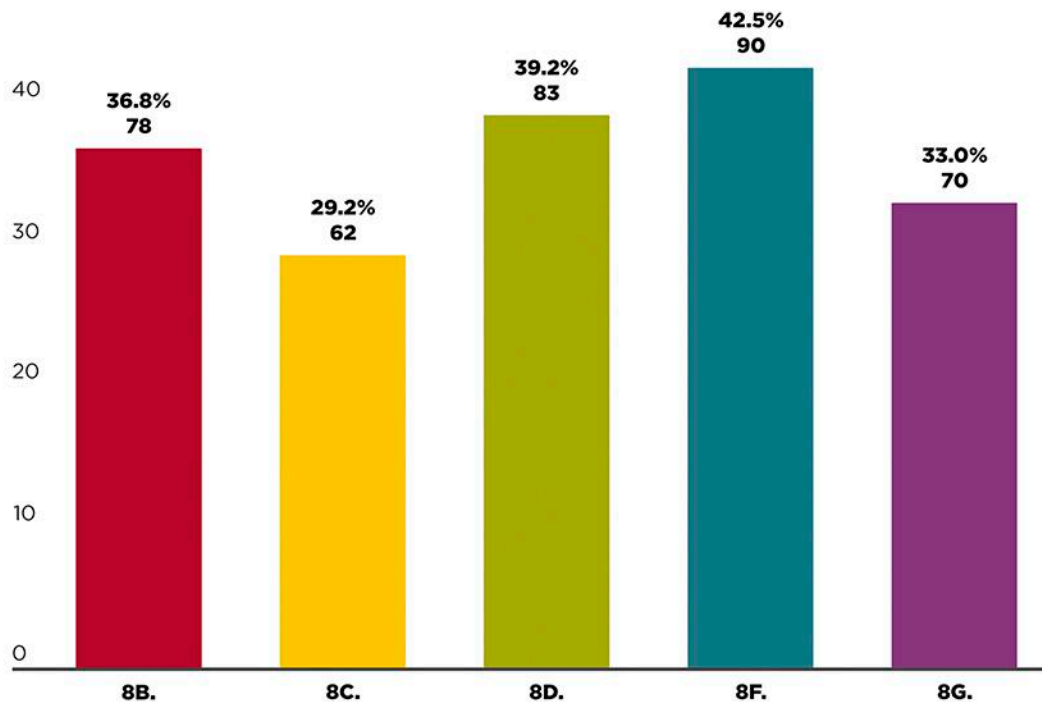
- 6A. Safety** (physical safety, injury, medical evacuation, meeting federal and state requirements for training and equipment)
- 6B. Physical Working/Living Conditions** (temperature, odors, noise, available space, lighting, etc)
- 6C. Ergonomics** (proper set-up of workstation affecting physical functioning)
- 6F. Telework/Flexplace** (ability to work from home or other location because of business or personal need, e.g., in case of man-made or natural emergency)
- 6I. Work Related Stress and Work-Life Balance** (Post-Traumatic Stress, Critical Incident Response, internal/external stress, e.g. divorce, shooting, caring for sick, injured)



CATEGORY 7: SERVICES/ADMINISTRATIVE ISSUES

Questions, concerns, issues, or inquiries about services or administrative offices including from external parties.

- 7A. Quality of Services** (how well services were provided, accuracy or thoroughness of information, competence, etc.)
- 7B. Responsiveness/Timeliness** (time involved in getting a response or return call or about the time for a complete response to be provided)
- 7C. Administrative Decisions and Interpretation/Application of Rules** (impact of non-disciplinary decisions, decisions about requests for administrative and academic services, e.g., exceptions to policy deadlines or limits, refund requests, appeals of library or parking fines, application for financial aid, etc.)
- 7D. Behavior of Service Provider(s)** (how an administrator or staff member spoke to or dealt with a constituent, customer, or client, e.g., rude, inattentive, or impatient)
- 7E. Other** (any services or administrative issue not described by the above sub-categories)



CATEGORY 8: ORGANIZATIONAL, STRATEGIC, & MISSION RELATED

Questions, concerns, issues, or inquiries that relate to the whole or some part of an organization.

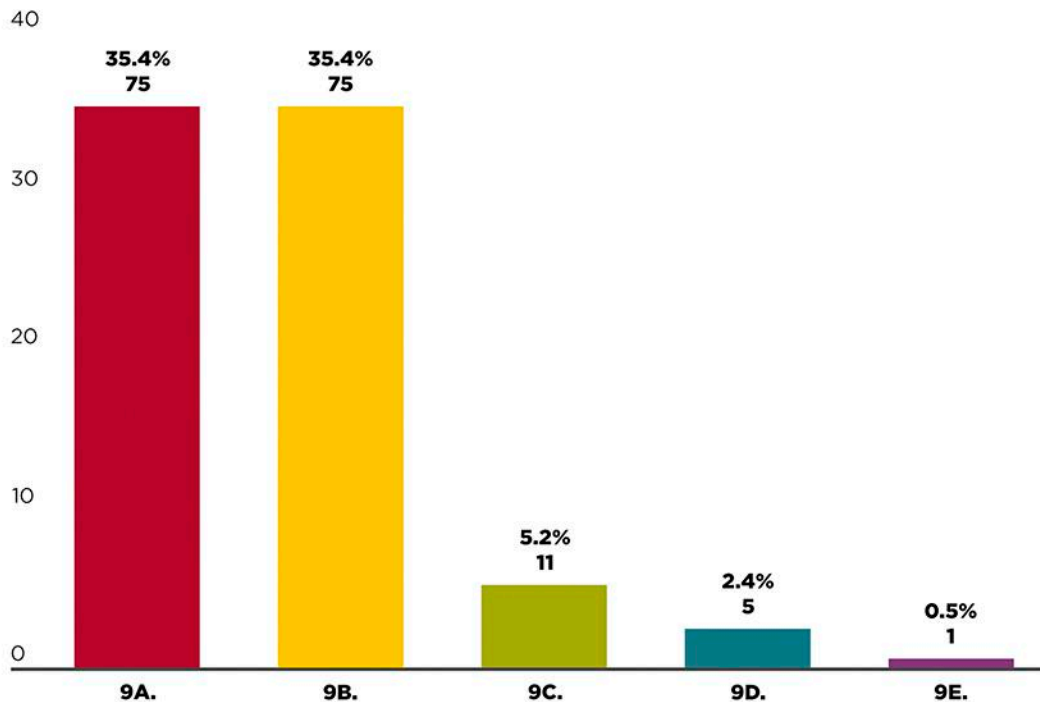
8B. Leadership and Management (quality/capacity of management and/or management/leadership decisions, suggested training, reassignments and reorganizations)

8C. Use of Positional Power/Authority (lack or abuse of power provided by individual's position)

8D. Communication (content, style, timing, effects and amount of organizational and leader's communication, quality of communication about strategic issues)

8F. Organizational Climate (issues related to organizational morale and/or capacity for functioning)

8G. Change Management (making, responding or adapting to organizational changes, quality of leadership in facilitating organizational change)



CATEGORY 9: VALUES, ETHICS, & STANDARDS

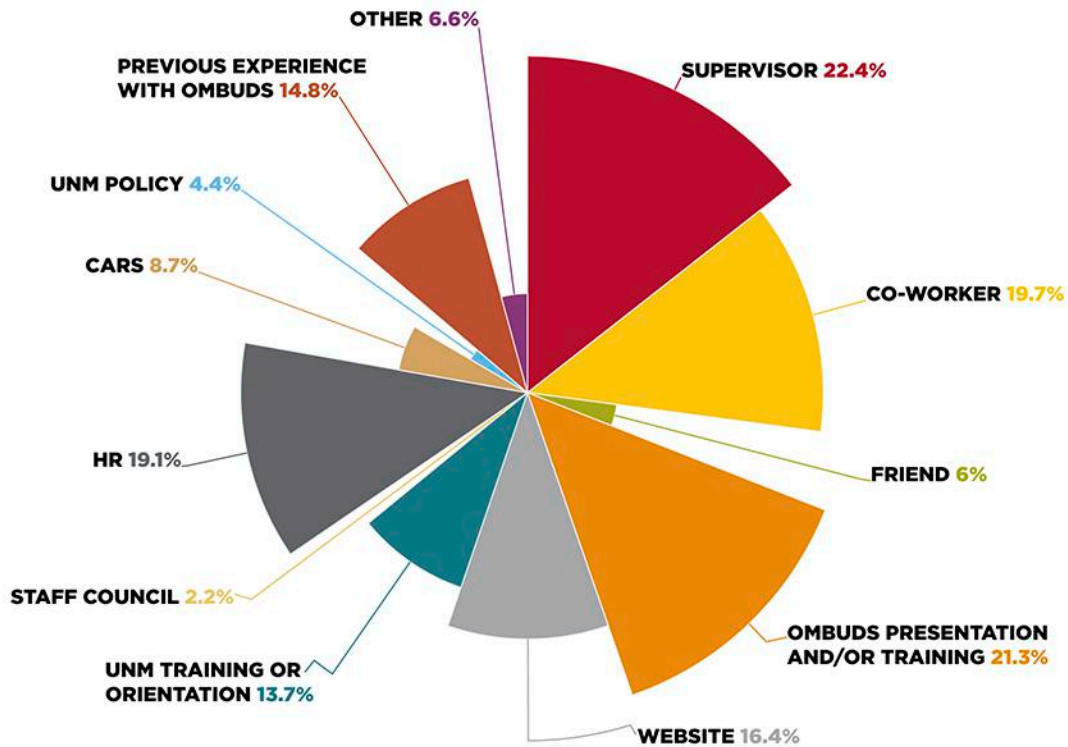
Questions, concerns, issues, or inquiries about the fairness of organizational values, ethics, and/or standards, the application of related policies and/or procedures, or the need for creation or revision of policies, and/or standards.

- 9A. 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)
- 9B. Values and Culture** (questions, concerns or issues about the values or culture of the organization)
- 9C. Scientific Conduct/Integrity** (scientific or research misconduct or misdemeanors, e.g., authorship; falsification of results)
- 9D. Policies and Procedures NOT Covered in Broad Categories 1 thru 8** (fairness or lack of policy or the application of the policy, policy not followed, or needs revision, e.g., appropriate dress, use of internet or cell phones)
- 9E. Other** (Other policy, procedure, ethics or standards issues not described in the above sub-categories)

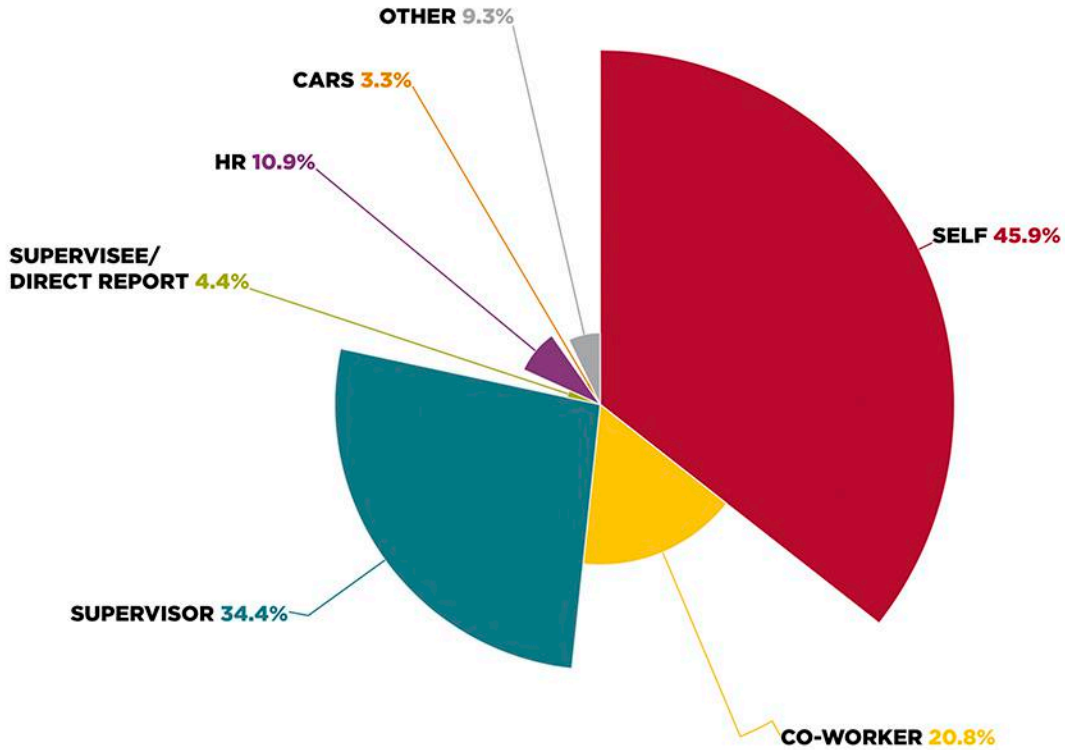
ANONYMOUS VISITOR SURVEY RESULTS

Visitors to Ombuds Services for Staff have the opportunity to complete a feedback questionnaire at the conclusion of their visit. Feedback is collected anonymously and is unattributable to a respondent in accordance with the confidentiality of the Ombuds Services for Staff program. Here are the results from surveys completed in 2017:

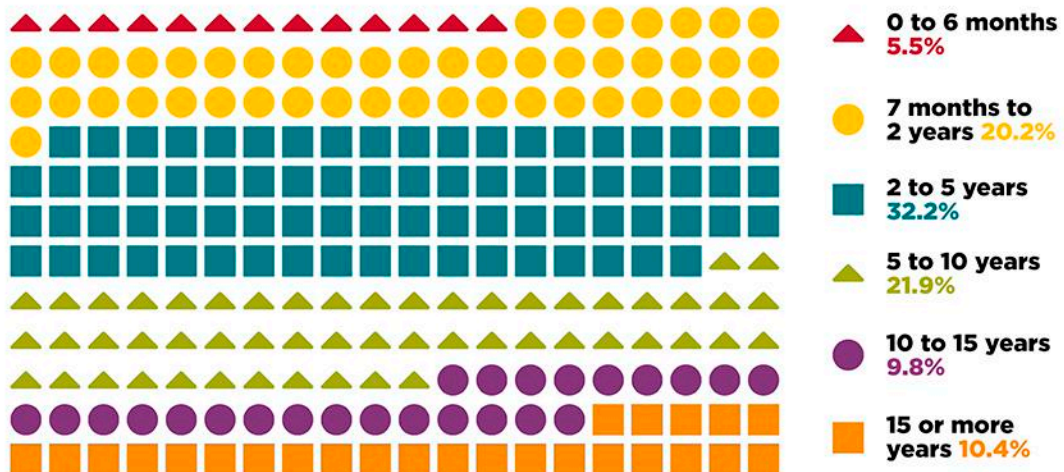
HOW DID YOU FIRST LEARN ABOUT OMBUDS SERVICES FOR STAFF? (SELECT ALL THAT APPLY)



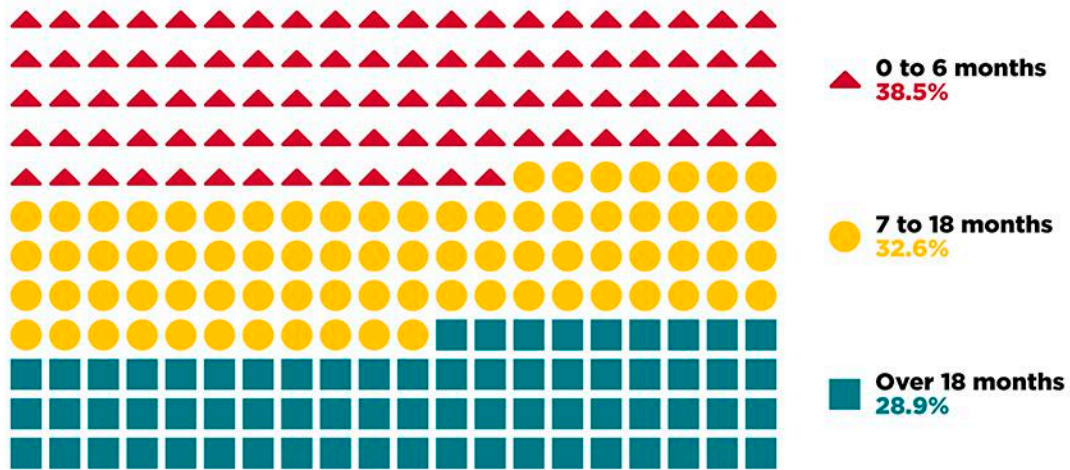
WHO REFERRED YOU TO OMBUDS SERVICES FOR STAFF WITH REGARDS TO YOUR CURRENT SITUATION? (SELECT ALL THAT APPLY)



HOW LONG HAVE YOU BEEN EMPLOYED IN YOUR CURRENT POSITION?



HOW LONG HAVE YOU HAD THIS CONCERN?



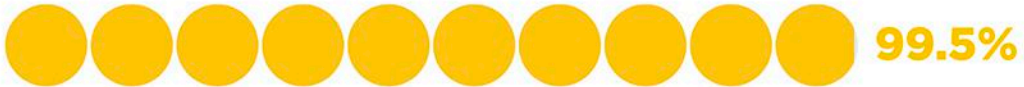
PLEASE INDICATE WHAT YOU WOULD HAVE DONE WITHOUT OMBUDS SERVICES FOR STAFF (SELECT ALL THAT APPLY)



DID YOU FEEL HEARD WHILE YOU WERE HERE?



DID YOU RECEIVE NEW PERSPECTIVE OR USEFUL INFORMATION HERE?



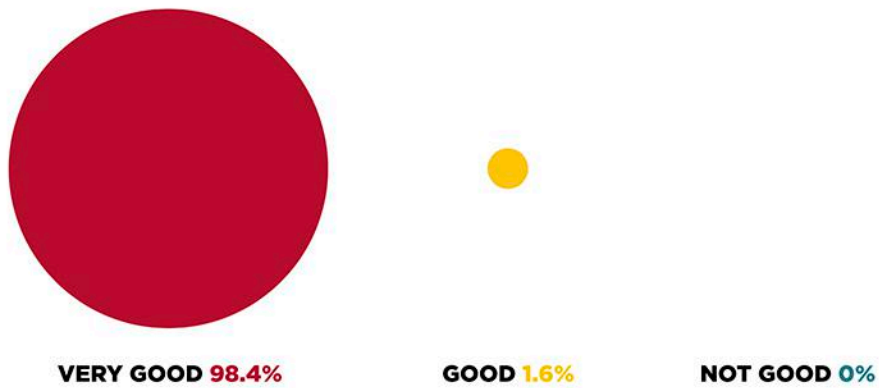
DID THE PROCESS SEEM FAIR AND IMPARTIAL?



WOULD YOU RECOMMEND OMBUDS SERVICES FOR STAFF TO OTHERS?



PLEASE RATE YOUR INTERACTION WITH OMBUDS SERVICES FOR STAFF FOR THIS VISIT



APPENDIX A: UNM POLICY 3220

Administrative Policies and Procedures Manual - Policy 3220: Ombuds Services for Staff

1. GENERAL

Ombuds Services for Staff (Ombuds Services) is an independent, neutral, confidential, and informal resource that promotes constructive conflict management on campus. Ombuds Services provides informal dispute resolution and collaborative problem solving processes, free of charge, to all staff, their supervisors (including faculty supervising staff), and their coworkers. Ombuds Services operates in accordance with the International Ombudsman Association (IOA) Standards of Practice and Code of Ethics and applicable University policies and procedures.

2. CONFIDENTIALITY

Ombuds Services shall not disclose the identity of a visitor or the substance of confidential or personally identifiable communications--whether written, spoken, or otherwise--unless the office:

- receives permission from a visitor to make a disclosure;
- determines there is imminent risk of serious harm to the visitor or to others; or
- is compelled or required by law to make the disclosure.

The University supports the confidentiality of Ombuds Services and encourages parties to make use of Ombuds Services to develop options for addressing their concerns.

3. INFORMAL AND VOLUNTARY RESOURCE

Ombuds Services provides informal assistance to voluntarily pursue constructive outcomes. A supervisor may require staff to schedule an initial visit with Ombuds Services. The visitor to Ombuds Services may then choose whether to pursue such services. The level of participation with Ombuds Services is determined by the visitor. Ombuds Services is not a required step in any formal processes at the University; it supplements, but does not replace, formal processes (such as disciplinary actions).

4. RESPONSIBILITIES AND AUTHORITY

Ombuds Services tailors its responses to each visitor's concerns and questions based on the particular dynamics of a situation. Services provided by Ombuds Services may include:

- visits, or private conversations, with a neutral ombuds who will listen and may help develop options for problem solving;
- referrals to specific University offices or resources or to University policy for guidance in addressing the visitor's situation;
- informal inquiries to gain a greater understanding of a situation;
- mediations or informal conversations facilitated by an experienced neutral party; and
- trainings on constructive conflict management skills and related topics.

Ombuds Services regularly informs University leadership about campus trends or systemic problems in a manner that protects confidentiality.

5. LIMITATIONS OF OMBUDS SERVICES

Ombuds Services does not conduct formal investigations. It does not adjudicate disputes, issue findings, impose remedies or sanctions, or make decisions on behalf of the University, its administrators, or the Board of Regents. It does not take sides or advocate on behalf of any individual, University unit, or cause.

Disclosures to Ombuds Services of alleged violations of law or policy are not considered notice to the University, nor can the office accept formal complaints on behalf of the University. Visitors are encouraged to discuss any concern with Ombuds Services, and Ombuds Services can provide assistance and referral information about providing formal notice to the University of alleged violations.

While Ombuds Services can listen and provide visitors with information and assistance in constructive conflict management, visitors are solely responsible for deciding what actions they wish to take.

6. NO RETALIATION FOR PARTICIPATION IN OMBUDS SERVICES

Employees have the right to consult Ombuds Services without fear of retaliation or reprisal. Retaliation against an employee for raising an issue or participating in Ombuds Services is prohibited. Furthermore, discouraging or preventing employees from seeking Ombuds Services is inappropriate because it is contrary to the University's intent of promoting constructive conflict management and resolution.

7. RECORDKEEPING

Ombuds Services does not keep permanent records regarding any individual. Any recordkeeping or note-taking related to a specific individual is used only as a temporary aid to help informally serve visitors. These informal records created by Ombuds

Services are kept in the sole possession of the office, securely maintained, and destroyed in accordance with IOA standards.

Ombuds Services may create or maintain generic data, not attributable to specific visitors, for use in annual reporting and other similar purposes.

8. REFERENCES

UAP 2200 (“Reporting Suspected Misconduct and Whistleblower Protection from Retaliation”)

UAP 2240 (“Respectful Campus”)

UAP 2720 (“Equal Opportunity, Non-discrimination, and Affirmative Action”)

UAP 2730 (“Sexual Harassment”)

UAP 2740 (“Sexual Violence and Sexual Misconduct”)

UAP 3215 (“Performance Management”)

APPENDIX B: IOA CODE OF ETHICS

PREAMBLE

The IOA is dedicated to excellence in the practice of Ombudsman work. The IOA Code of Ethics provides a common set of professional ethical principles to which members adhere in their organizational Ombudsman practice.

Based on the traditions and values of Ombudsman practice, the Code of Ethics reflects a commitment to promote ethical conduct in the performance of the Ombudsman role and to maintain the integrity of the Ombudsman profession.

The Ombudsman shall be truthful and act with integrity, shall foster respect for all members of the organization he or she serves, and shall promote procedural fairness in the content and administration of those organizations' practices, processes, and policies.

ETHICAL PRINCIPLES

INDEPENDENCE

The Ombudsman is independent in structure, function, and appearance to the highest degree possible within the organization.

NEUTRALITY AND IMPARTIALITY

The Ombudsman, as a designated neutral, remains unaligned and impartial. The Ombudsman does not engage in any situation which could create a conflict of interest.

CONFIDENTIALITY

The Ombudsman holds all communications with those seeking assistance in strict confidence and does not disclose confidential communications unless given permission to do so. The only exception to this privilege of confidentiality is where there appears to be imminent risk of serious harm.

INFORMALITY

The Ombudsman, as an informal resource, does not participate in any formal adjudicative or administrative procedure related to concerns brought to his/her attention.

APPENDIX C: IOA UNIFORM REPORTING CATEGORIES

Results based on 212 reports:

CATEGORY 1: COMPENSATION & BENEFITS

Questions, concerns, issues, or inquiries about the equity, appropriateness, and competitiveness of employee compensation, benefits, and other benefit programs

- 1A. Compensation** (rate of pay, salary amount, job salary classification/level)...**12.3% (26)**
- 1B. Payroll** (administration of pay, check wrong or delayed).....**0.9% (2)**
- 1C. Benefits** (decisions related to medical, dental, life, vacation/sick leave, education worker’s compensation insurance, etc.).....**2.4% (5)**
- 1D. Retirement, Pension** (eligibility, calculation of amount, retirement pension benefits).....**5.2% (11)**
- 1E. Other** (any other employee compensation or benefit not described by the above sub-categories).....**0.5% (1)**

CATEGORY 2: EVALUATIVE RELATIONSHIPS

Questions, concerns, issues, or inquiries arising between people in evaluative relationships (e.g.: supervisor-employee)

- 2A. Priorities, Values, Beliefs** (differences about what should be considered important—or most important—often rooted in ethical or moral beliefs).....**31.6% (67)**
- 2B. Respect/Treatment** (demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.).....**53.8% (114)**
- 2C. Trust/Integrity** (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.).....**38.2% (81)**
- 2D. Reputation** (possible impact of rumors and/or gossip about professional or personal matters).....**29.7% (63)**
- 2E. Communication** (quality and/or quantity of communication).....**46.2% (98)**
- 2F. Bullying, Mobbing** (abusive, threatening, and/or coercive behaviors).....**25.9% (55)**

2G. Diversity-Related (comments or behaviors perceived to be insensitive, offensive, or intolerant on the basis of an identity-related difference such as race, gender, nationality, sexual orientation).....	10.4% (22)
2H. Retaliation (punitive behaviors for previous actions or comments, whistleblower).....	22.2% (47)
2I. Physical Violence (actual or threats of bodily harm to another).....	2.8% (6)
2J. Assignments/Schedules (appropriateness or fairness of tasks, expected volume of work).....	31.1% (66)
2K. Feedback (feedback or recognition given, or responses to feedback received).....	27.4% (58)
2L. Consultation (requests for help in dealing with issues between two or more individuals they supervise or with other unusual situations in evaluative relationships).....	20.8% (44)
2M. Performance Appraisal/Grading (job performance in formal or informal evaluation).....	20.8% (44)
2N. Departmental Climate (prevailing behaviors, norms, or attitudes within a department for which supervisors have responsibility).....	43.4% (92)
2O. Supervisory Effectiveness (management of department, failure to address issues).....	43.9% (93)
2P. Insubordination (refusal to do what is asked).....	8.5% (18)
2Q. Discipline (appropriateness, timeliness, requirements, alternatives, or options for responding).....	15.6% (33)
2R. Equity of Treatment (favoritism, one or more individuals receive preferential treatment).....	22.6% (48)
2S. Other (any other evaluative relationship not described by the above sub-categories).....	0.9% (2)

CATEGORY 3: PEER & COLLEAGUE RELATIONSHIPS

Questions, concerns, issues, or inquiries involving peers or colleagues who do not have a supervisory-employee relationship (e.g.: two staff members within the same department)

3A. Priorities, Values, Beliefs (differences about what should be considered important—or most important—often rooted in ethical or moral beliefs).....	22.6% (48)
3B. Respect/Treatment (demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.).....	34.0% (72)

3C. Trust/Integrity (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.).....	24.5% (52)
3D. Reputation (possible impact of rumors and/or gossip about professional or personal matters).....	22.2% (47)
3E. Communication (quality and/or quantity of communication).....	33.5% (71)
3F. Bullying, Mobbing (abusive, threatening, and/or coercive behaviors).....	18.9% (40)
3G. Diversity-Related (comments or behaviors perceived to be insensitive, offensive, or intolerant on the basis of an identity-related difference such as race, gender, nationality, sexual orientation).....	6.6% (14)
3H. Retaliation (punitive behaviors for previous actions or comments, whistleblower).....	14.2% (30)
3I. Physical Violence (actual or threats of bodily harm to another).....	1.9% (4)
3J. Other (any peer or colleague relationship not described by the above sub-categories).....	0.5% (1)

CATEGORY 4: CAREER PROGRESSION & DEVELOPMENT

Questions, concerns, issues, or inquiries about administrative processes and decisions regarding entering and leaving a job, what it entails, (e.g.: recruitment, nature and place of assignment, job security, and separation)

4A. Job Application/Selection and Recruitment Processes (recruitment and election processes, facilitation of job applications, short-listing and criteria for selection, disputed decisions linked to recruitment and selection).....	7.5% (16)
4B. Job Classification and Description (changes or disagreements over requirements of assignment, appropriate tasks).....	23.6% (50)
4C. Involuntary Transfer/Change of Assignment (notice, selection and special dislocation rights/benefits, removal from prior duties, unrequested change of work tasks).....	14.2% (30)
4D. Tenure/Position Security/Ambiguity (security of position or contract, provision of secure contractual categories).....	10.4% (22)
4E. Career Progression (promotion or reappointment).....	16.5% (35)
4F. Rotation and Duration of Assignment (non-completion or over-extension of assignments in specific settings/countries, lack of access or involuntary transfer to specific roles/assignments, requests for transfer to other places/duties/roles).....	2.8% (6)

4G. Resignation (concerns about whether or how to voluntarily terminate employment or how such a decision might be communicated appropriately).....	6.1% (13)
4H. Termination/Non-Renewal (end of contract, non-renewal of contract, disputed permanent separation from organization).....	3.8% (8)
4I. Re-employment of Former or Retired Staff (loss of competitive advantages associated with re-hiring retired staff, favoritism).....	0.5% (1)
4J. Position Elimination (elimination or abolition of an individual's position).....	4.2% (9)
4K. Career Development, Coaching, Mentoring (on-the-job and varied assignments as training and developmental opportunities).....	14.2% (30)
4L. Other (any other issues linked to recruitment, assignment, job security or separation not described by the above sub-categories).....	7.5% (16)

CATEGORY 5: LEGAL, REGULATORY, FINANCIAL, & COMPLIANCE

Questions, concerns, issues, or inquiries that may create a legal risk (financial, sanction etc.) for the organization or its members if not addressed, including issues related to waste, fraud, or abuse.

5A. Criminal Activity (threats or crimes planned, observed, or experienced, fraud).....	5.7% (12)
5B. Business and Financial Practices (inappropriate actions that abuse or waste organizational finances, facilities or equipment).....	2.8% (6)
5C. Harassment (unwelcome physical, verbal, written, e-mail, audio, video, psychological, or sexual conduct that creates a hostile or intimidating environment).....	24.5% (52)
5D. Discrimination (different treatment compared with others or exclusion from some benefit on the basis of, for example, gender, race, age, national origin, religion, etc.[being part of an Equal Employment Opportunity protected category - applies in the U.S.].....	16.5% (35)
5E. Disability, Temporary or Permanent, Reasonable Accommodation (extra time on exams, provision of assistive technology, interpreters, or Braille materials including questions on policies, etc. for people with disabilities).....	3.3% (7)
5F. Accessibility (removal of physical barriers, providing ramps, elevators, etc.).....	0.0% (0)
5G. Intellectual Property Rights (e.g., copyright and patent infringement).....	0.5% (1)
5H. Privacy and Security of Information (release or access to individual or organizational private or confidential information).....	2.4% (5)

- 5I. **Property Damage** (personal property damage, liabilities).....**1.4% (3)**
- 5J. **Other** (any other legal, financial and compliance issue not described by the above sub-categories).....**0.0% (0)**

CATEGORY 6: SAFETY, HEALTH, & PHYSICAL ENVIRONMENT

Questions, concerns, issues, or inquiries about safety, health, and infrastructure related issues.

- 6A. **Safety** (physical safety, injury, medical evacuation, meeting federal and state requirements for training and equipment).....**10.4% (22)**
- 6B. **Physical Working/Living Conditions** (temperature, odors, noise, available space, lighting, etc).....**3.3% (7)**
- 6C. **Ergonomics** (proper set-up of workstation affecting physical functioning).....**2.4% (5)**
- 6D. **Cleanliness** (sanitary conditions and facilities to prevent the spread of disease).....**0.5% (1)**
- 6E. **Security** (adequate lighting in parking lots, metal detectors, guards, limited access to building by outsiders, anti-terrorists measures (not for classifying “compromise of classified or top secret” information).....**1.4% (3)**
- 6F. **Telework/Flexplace** (ability to work from home or other location because of business or personal need, e.g., in case of man-made or natural emergency)...**1.9% (4)**
- 6G. **Safety Equipment** (access to/use of safety equipment as well as access to or use of safety equipment, e.g., fire extinguisher).....**0.5% (1)**
- 6H. **Environmental Policies** (policies not being followed, being unfair ineffective, cumbersome).....**0.9% (2)**
- 6I. **Work Related Stress and Work–Life Balance** (Post-Traumatic Stress, Critical Incident Response, internal/external stress, e.g. divorce, shooting, caring for sick, injured).....**20.3% (43)**
- 6J. **Other** (any safety, health, or physical environment issue not described by the above sub-categories).....**0.0% (0)**

CATEGORY 7: SERVICES/ADMINISTRATIVE ISSUES

Questions, concerns, issues, or inquiries about services or administrative offices including from external parties.

- 7A. **Quality of Services** (how well services were provided, accuracy or thoroughness of information, competence, etc.).....**6.6% (14)**
- 7B. **Responsiveness/Timeliness** (time involved in getting a response or return call or about the time for a complete response to be provided).....**5.2% (11)**

- 7C. Administrative Decisions and Interpretation/Application of Rules** (impact of non-disciplinary decisions, decisions about requests for administrative and academic services, e.g., exceptions to policy deadlines or limits, refund requests, appeals of library or parking fines, application for financial aid, etc.).....**8.5% (18)**
- 7D. Behavior of Service Provider(s)** (how an administrator or staff member spoke to or dealt with a constituent, customer, or client, e.g., rude, inattentive, or impatient).....**5.7% (12)**
- 7E. Other** (any services or administrative issue not described by the above sub-categories).....**0.5% (1)**

CATEGORY 8: ORGANIZATIONAL, STRATEGIC, & MISSION RELATED

Questions, concerns, issues, or inquiries that relate to the whole or some part of an organization.

- 8A. Strategic and Mission-Related/Strategic and Technical Management** (principles, decisions and actions related to where and how the organization is moving).....**27.8% (59)**
- 8B. Leadership and Management** (quality/capacity of management and/or management/leadership decisions, suggested training, reassignments and reorganizations).....**36.8% (78)**
- 8C. Use of Positional Power/Authority** (lack or abuse of power provided by individual’s position).....**29.3% (62)**
- 8D. Communication** (content, style, timing, effects and amount of organizational and leader’s communication, quality of communication about strategic issues).....**39.2% (83)**
- 8E. Restructuring and Relocation** (issues related to broad scope planned or actual restructuring and/or relocation affecting the whole or major divisions of an organization, e.g. downsizing, off shoring, outsourcing).....**18.4% (39)**
- 8F. Organizational Climate** (issues related to organizational morale and/or capacity for functioning).....**42.5% (90)**
- 8G. Change Management** (making, responding or adapting to organizational changes, quality of leadership in facilitating organizational change).....**33.0% (70)**
- 8H. Priority Setting and/or Funding** (disputes about setting organizational/departmental priorities and/or allocation of funding within programs).....**17.9% (38)**
- 8I. Data, Methodology, Interpretation of Results** (scientific disputes about the conduct, outcomes and interpretation of studies and resulting data for policy).....**2.4% (5)**
- 8J. Interdepartment/Interorganization Work/Territory** (disputes about which department/organization should be doing what/taking the lead).....**7.5% (16)**

8K. Other (any organizational issue not described by the above sub-categories).....**0.0% (0)**

CATEGORY 9: VALUES, ETHICS, & STANDARDS

Questions, concerns, issues, or inquiries about the fairness of organizational values, ethics, and/or standards, the application of related policies and/or procedures, or the need for creation or revision of policies, and/or standards.

9A. 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).....**35.4% (75)**

9B. Values and Culture (questions, concerns or issues about the values or culture of the organization).....**35.4% (75)**

9C. Scientific Conduct/Integrity (scientific or research misconduct or misdemeanors, e.g., authorship; falsification of results).....**5.2% (11)**

9D. Policies and Procedures NOT Covered in Broad Categories 1 thru 8 (fairness or lack of policy or the application of the policy, policy not followed, or needs revision, e.g., appropriate dress, use of internet or cell phones).....**2.4% (5)**

9E. Other (Other policy, procedure, ethics or standards issues not described in the above sub-categories).....**0.5% (1)**

APPENDIX D: TRAINING & OUTREACH LOG

TRAININGS PROVIDED

Supportive Listening Trainings

- 16 sessions
- 15.33 hours
- 371 people reached

Individual Department Trainings

- 7 sessions
- 29.5 hours
- 103 people reached

UNM Staff 40-hour Basic Mediation Skills Trainings

- 2 sessions
- 80 hours
- 23 people reached

TOTALS

- 46 sessions
- 205.33 hours
- 700 people reached

Individual Department Presentations/Outreach

- 9 sessions
- 52 hours
- 122 people reached

EOD Trainings

- 6 sessions
- 21 hours
- 47 people reached

Brown Bag Sessions

- 6 sessions
- 7.5 hours
- 34 people reached

OUTREACH MEETINGS

Staff Council
S.M.A.R.T. Committee
Unified Wellness Alliance
Wellness Alliance
CARS
Ombuds Services Open House

Whistleblower Policy Committee
Respectful Campus Policy Committee
UNM Staff as Students Event Tabling
UNM Law School Externship Program
UNM Safety Week

TRAININGS RECEIVED/PRESENTATIONS ATTENDED

SMART Training
Campus Sexual Violence Training
USSF Training
Implementing Equitable Process
Disability Rights Training
NM ADR Symposium

IOA Annual Conference
IOA Certification Examination
Unstuck Webinar Training
UNM Gray Area Training
Investigation Training Workshop

APPENDIX E: COSTS OF CONFLICT

BY RACHEL YARRINGTON

Conflict is considered among the most significant and reducible costs to an organization (Freres, 2013). The costs of conflict are largely unrecognized and frequently go unnoticed. Organizations miss the opportunity to substantially reduce costs because they do not give priority to developing and maintaining effective conflict management. One effective way an organization can manage conflict is to establish and support ombuds services. The Associate Director of the Office of Ombuds Services at UCLA, Thomas Kosakowski, described the impressive cost savings provided by ombuds services in his TedxUCLA talk when he shared the following report by Pacifica Human Communications.

“Pacifica Human Communications, a consulting company that helps set up ADR programs, looked at the benefits of the first year of the ombuds program at The Halliburton Company. Pacifica found a \$20:\$1 return on the investment. It cost Halliburton a little more than a million dollars to set up the program, and the return was nearly 25 million dollars.”

UNM Ombuds Services for Staff has prepared the following report to demonstrate the costs of conflict at UNM and the cost savings that ombuds services provides. Data was gathered from an anonymous survey distributed to UNM employees who visited the Ombuds office in 2016 (Ransom, 2017). A total of 288 employees visited the Ombuds office and 21% of them completed the survey. The survey information illustrates costs of conflict as observed by employees at UNM, reflects potential costs of unmanaged conflict at UNM, and describes what employees at UNM would have done had they not visited with an ombuds. The highlighted survey information is accompanied by respective research findings. An estimated cost analysis specific to UNM is also provided in the context of the cited research and survey responses that were collected.

MORALE

- 84% of respondents report low morale when experiencing workplace conflict
- 46% report an increase in sickness and absence from work
- 41% experience reduced quality in decision-making

It is estimated that 60%-80% of an organization's performance problems stem from strained relationships between employees and not from deficits in employee competency or skills (Dana, 2012). It is understood that conflict between employees negatively impacts productivity and employee morale. The Gallup Organization estimated about 22 million employees nationwide are actively disengaged at work due to low morale issues resulting in an economic cost of about \$350 billion dollars per year (Fink, 2014). This means a loss of about \$16,000 for each employee that is

experiencing low morale. When this research is applied to UNM, it can be calculated that visits to Ombuds Services resulted in a net cost savings of **\$800,000**. This amount is only representative of the 21% of visitors who responded to the survey. If the same calculations can be assumed for all 288 visitors, then it can be argued that Ombuds Services is directly responsible for saving UNM **\$4 million***.

**Calculations: 60 survey respondents x .84 = 50 visitors with low morale visiting Ombuds Services. 50 x 100% of visitors leaving Ombuds Services with higher morale = 500. 500 x \$16,000 = \$800,000 in net cost savings. \$800,000 x 5 = 4,000,000*

PAYROLL EFFICIENCY

- 67% of respondents experienced personal insult and/or attacks as part of workplace conflict
- 51% have experienced conflict that lead to bullying
- 46% have observed cross-departmental conflict
- 25% have observed conflict that lead to project failure
- 44% would have engaged co-workers by talking to them about the conflict had they not visited with an ombuds

Cost of conflict is evident when considering how productivity is compromised by time spent gossiping, recruiting, retaliating, and navigating office conflict. Research shows that interpersonal conflict at work consumes between 25%-50% of a person's work day (Hahn, 2000). CPP Global Human Capital Inc. found that an average employee spends 2.8 hours every week dealing with workplace conflict. When this research is applied to UNM, it can be argued that approximately **\$19,743,360*** per year is wasted due to workplace conflict at UNM.

Research has also found that 30%-70% of a manager's time at work involves dealing with employees in conflict (Buss, 2011). It is estimated that manager referrals to Ombuds Services potentially saves UNM up to **\$3,561,600**** in managerial salaries that would be otherwise consumed by workplace conflict. This net savings is compounded when considering the significant amount of a manager's time that is recouped when Ombuds Services is utilized leading to more efficient use of managerial skills that can be focused on strategic planning and project completions. Even more compelling is the discrepancy that exists between the high number of managers who think they successfully handle conflict (31%) compared to almost half of supervisees reporting that their managers do a poor job dealing with conflict (43%) (Hayes, 2008). In contrast, **100%** of UNM employees who responded to the anonymous survey reported that they felt heard at Ombuds Services. **99%** reported gaining new perspective and acquiring useful information after visiting with an ombuds. **100%** of respondents would recommend Ombuds Services to others who are experiencing workplace conflict at UNM.

**Calculations: 2.8 hours x 6,000 UNM employees = 16,800 UNM hours per week spent dealing with conflict. 16,800 hours x 52 work weeks in a year = 873,600 wasted hours per year at UNM. The average UNM salary of \$47,000 divided by 2080 typical work hours per year = \$22.60 per hour. \$22.60 x 873,600 wasted hours = \$19,743,360 per year consumed by conflict in the workplace*

***Calculations: Assuming 15 employees to 1 manager. 1,700 UNM staff employees*

divided by 16 = 106 UNM managers. Assuming \$48,000 is the average manager's salary x .7 = \$33,600. 106 x \$33,600 = \$3,561,600)

EMPLOYEE RETENTION

- 53% have experienced colleagues leaving UNM due to conflict
- 33% have seen colleagues move to different departments due to conflict
- 11% have witnessed colleagues fired because of conflict
- 34% respondents would have left UNM

The cost of replacing an employee can cost an employer 75% to 150% of the employee's annual salary (Dana, 2012). Approximately 20 respondents were seriously considering leaving UNM because of workplace conflict, but decided to remain at UNM as a direct result of visiting with an ombuds. These retained employees represent a cost savings of **\$188,000** to UNM and can be directly attributed to the UNM Ombuds Services. If the same calculations are applied to all 288 visitors, then it can be argued that Ombuds Services is directly responsible for saving UNM **\$921,200**** simply by retaining UNM employees. This amount becomes even more substantial when considering the previously cited cost savings of employee morale and payroll efficiency.

Research shows that 50% of voluntary employee departures from an organization are due to unmanaged conflict (Buss, 2011). A 2015 report published by HR at UNM stated that UNM lost 1,700 staff employees in three years to voluntary departure (UNM Human Resources, 2015). Assuming an average of 284 staff voluntarily leave UNM every year due to conflict, then an estimated **\$2,669,600*** is being spent on turnover costs directly related to workplace conflict at UNM every year. It is important to note that the 53% of respondents who have experienced colleagues leaving UNM because of conflict has increased from 35% in a similar survey administered in 2015 (Ransom, 2016).

**Calculations: 1700 employees leaving UNM divided by 3 years = an average of 567 employees voluntarily leaving UNM every year. 50% of 567 = 284 employees that leave UNM every year because of workplace conflict. Assuming total cost for new hires at UNM is 20% of the new hire's salary, and \$47,000 is the average UNM staff salary, then \$47,000 x .2 = \$9,400 is the average cost per new hire at UNM. 284 x \$9,400 average cost per new hire at UNM is \$2,669,600*

***Calculations: Assuming the average cost per new hire at UNM is \$9,400 x 20 = \$188,000. 288 x .34 = 98 employees who decided to stay. 98 x \$9,400 = \$921,200*

LITIGATION

- 45% would have first taken the issue to another department (HR, OEO, Internal Audit, etc.)
- 33% would have brought the issue to someone outside of UNM

Organizations without ombuds services generally manage conflict through formal processes that take prolonged periods of time such as administrative hearings, formal

grievances, or lawsuits. Organizations utilizing informal conflict resolution services report 50-80% reductions in litigation costs (Stipanowich, 2004). Based on a 2010 report to UNM from the ADR Bureau of New Mexico, UNM's average cost per workplace civil rights claim was about \$43,500 (Lujan, 2010). In the context of the survey responses, it is estimated that Ombuds Services has saved UNM **\$870,000** in potential litigation costs. If we apply the same calculations to the total number of employees that visited Ombuds Services, then Ombuds Services was responsible for saving UNM over **\$4,000,000*** in litigation expenses.

**Calculations: $60 \times .33 = 19.8$ or 20 employees who would have taken workplace grievances to an external entity. $20 \times \$43,500 = \$870,00$. $288 \times .33 = 95$. $95 \times \$43,500 = \$4,132,500$*

Conflict is inevitable, but many costs of conflict can be avoided. UNM Ombuds Services reduces the human and organizational costs of conflict by providing substantial costs savings to UNM in the areas of payroll efficiency, employee retention, litigation expenses, employee morale, and productivity. The combined savings from these reported areas represent a total cost savings of almost **\$12.5 million***. It is likely that this savings amount is even higher, but further research and information is needed to assess an accurate cost analysis.

**Calculations: $\$4,132,500 + \$921,200 + \$3,561,600 + \$4,000,000 = \$12,482,800$*

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