

A photograph of a sunny outdoor patio. In the foreground, a wooden bench with a slatted back is positioned against a light-colored wall. The wall has shadows cast by nearby trees. In the background, an archway leads to a courtyard with more greenery and a building. The overall scene is bright and warm.

The University of New Mexico Ombuds Services for Staff

2021

Annual Report

Table of Contents

| | |
|--|----|
| <u>Letter from the Ombuds</u> | 3 |
| <u>Summary of Ombuds Services</u> | 4 |
| <u>In a Word</u> | 5 |
| <u>Top Concerns and Goals of Visitors</u> | 6 |
| <u>Visitor Satisfaction</u> | 7 |
| <u>Facilitated Conversations</u> | 8 |
| <u>Crucial Conversations</u> | 9 |
| <u>Workshops, Professional Development, and Outreach</u> | 10 |
| <u>Interagency Collaboration</u> | 11 |
| <u>Appendix A: Concerns and Goals Raised by Visitors</u> | 12 |
| <u>Appendix B: Anonymous Post-Visit Survey</u> | 19 |
| <u>Appendix C: Facilitated Conversations Feedback Survey</u> | 29 |
| <u>Appendix D: Crucial Conversations Feedback Survey</u> | 33 |

Letter from the Ombuds

Dear UNM Affiliate,

The year 2021 stood out as a time of stressful change, loss, and exhaustion for many of our visitors. There is an extraordinary need for people to feel heard and supported in their efforts to collaborate productively in these times of change and loss. Each UNM employee who interacted with Ombuds Services represents a commitment to engaging appropriate resources at any stage of their effort to move forward. This is especially critical in these challenging times.

Ombuds Services listens supportively to each visitor. In 2021, we provided 343 individual visits for UNM staff, faculty supervising staff, and their teams. We provided 11 facilitated conversations, and we reached 807 members of the campus community through 81 presentations and workshops over 110 hours. We regularly connected and collaborated with our sister agencies.

In December of 2021, Jacqueline Paul filled the newly created position of Administrative Assistant. Jacqueline has played a tremendous role in drafting this report. Like all members of our office, Jacqueline is committed to the confidentiality of Ombuds Services.

Contact us at ombuds@unm.edu to schedule a visit, or request a presentation. We welcome your thoughts, questions, and suggestions.

Best wishes,

JoEllen Ransom, J.D., COOP®

Staff Ombuds

Summary of Ombuds Services

Ombuds Services is a no-barrier, first stop for UNM employees seeking guidance, information, and insight from a trusted, skilled neutral in a setting that is confidential, independent, neutral, and informal. Ombuds Services support your efforts to create a healthy campus climate of equity and belonging for all staff and faculty supervising staff.

When UNM staff engage our services, we support them in building communication and collaboration. We work with staff and their supervisors and/or coworkers. We listen respectfully and facilitate collaboration and fair consideration of all sides of an issue. We provide a variety of informal services to help employees with realizing their goals.

UNM Ombuds Services for Staff:

- Conducts facilitated conversations, professional development, and coaching for UNM employees to support healthy, thriving workplaces
- Provides a process that empowers individuals and UNM to manage disputes, conflicts, and barriers in order to reach their full potential and goals
- Refers visitors to available resources, including useful policies
- Complements and supplements traditional HR, legal, and compliance channels and departments
- Supports a culture of engagement at UNM that can save costs and improve workplaces

In a Word

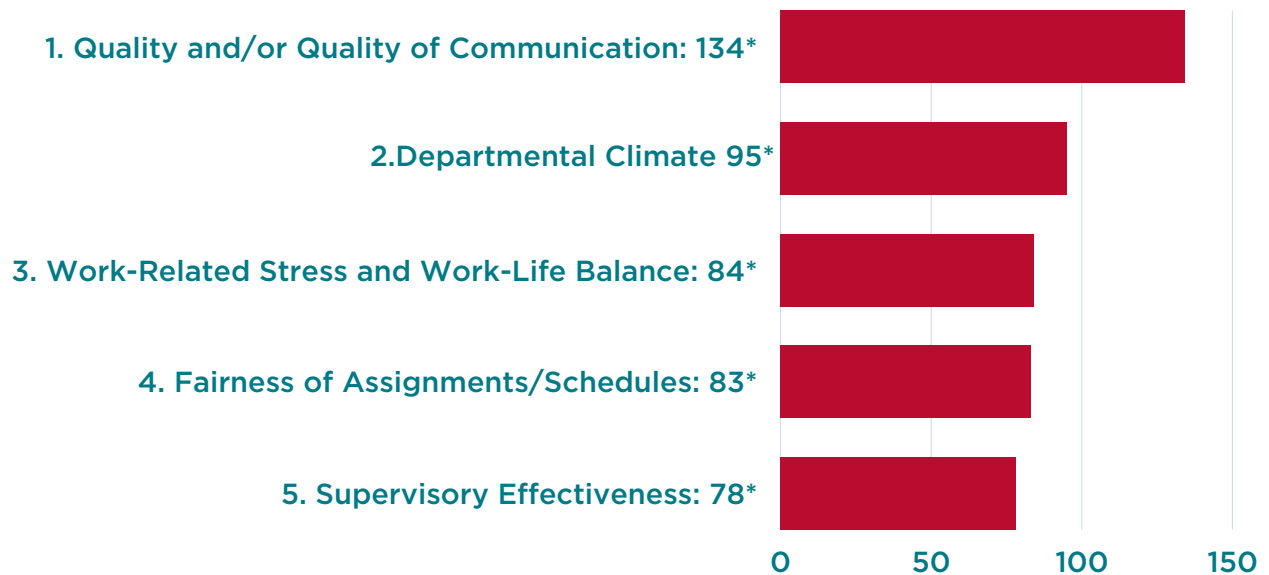
In our Anonymous Post-Visit Survey, we asked visitors:
"What is one word you would use to describe Ombuds Services?"
Below is that feedback demonstrated in a WordCloud.



Top Concerns and Goals of Visitors

We capture concerns and goals raised by visitors using the International Ombuds Association (IOA) Uniform Reporting Categories (URC). For details on IOA Reporting Categories and URC data reflecting all visitor concerns and goals see Appendix A.

Overall, the top five concerns and goals raised by visitors were:



*This is the number of times visitors raised this subject in 2021.

[For details, see Appendix A](#)

Visitor Satisfaction

There was a **61.4%** response rate to the Anonymous Post-Visit Survey.

100% of visitors **felt heard** during their visit with Ombuds

100% of visitors who gave feedback felt the process was **fair and impartial**

100%* of visitors **would recommend** Ombuds Services to others.
*Less than 1% stated they were "unsure".



Below is a visitor comment from the Anonymous Post-Visit Survey:

"The process was really helpful and enabled me to talk through the issue, come up with options to resolve, and be able to reach out to my group about thoughts and possible resolutions. The whole process was comfortable and not a confrontational atmosphere. Really welcoming and my facilitator provided thought provoking questions that allowed me to feel in control of my decisions."

[For details on Visitor Feedback see Appendix B](#)

Facilitated Conversations

In 2021, Ombuds Services conducted **11** Facilitated Conversations for the UNM Community. Confidential facilitated conversations are facilitated by experienced neutrals in a private, neutral setting. Ombuds facilitated conversations are preceded by individual visits. The parties determine the topics and outcome of their facilitated conversation.

This is a voluntary process.

There was a **59%** response rate to the anonymous survey sent to the facilitated conversation participants.

100% of participants felt the process was **fair** and **impartial**.

100% of participants felt the facilitator(s) listened **attentively** and **actively**.

100% of participants felt the facilitator(s) treated them with **respect**.

93% of participants would **recommend** the Facilitated Conversations.

[For details on Facilitated Conversations see Appendix C](#)



Ombuds also conducted 9 mediations for Bernalillo County Metropolitan Court Mediation Program, and state agencies as requested by NM State Risk Management Division, Alternative Dispute Resolution Bureau (ADR Bureau).

Crucial Conversations

In 2021, **46** participants completed the Crucial Conversations online course and received two, 1:1 ombuds coaching sessions where they prepared to apply what they learned.

Over 10 hours in length, participants focus on learning and practicing skills that foster open dialogue around high stakes, emotional, or risky topics.

95% of participants **would recommend** this training to others

92% of participants felt that they would **use what they learned** in this training in their jobs

87% of participants found this training **good to excellent**

[For details on Crucial Conversations see Appendix D](#)

A sample of the feedback we have received from participants:

"I liked the length of the training. It was necessary. It was also very intriguing as far as how the course was set up online. Online courses can fall short of keeping their audience engaged. This did not. Overall, this is a very helpful class. I picked up a lot of helpful information."

"I would recommend anybody take this course, it is helpful in all parts of daily life, including personal situations."

Workshops, Professional Development, & Outreach

We provided **81** professional development workshops, presentations and learning opportunities, reaching more than **807** members of the UNM community over **110** hours.

Ombuds Services is dedicated to supporting UNM's staff's efforts to improve communication, manage conflict constructively, and problem-solve collaboratively to promote wellness and productivity at work. To that end, we offer various professional development opportunities.

- Are We Talking About the Same Things? Getting Clear Can be the Difference Between Success, Failure, Frustration and Ease. (1 hour workshop)
- Collaboration: Skills Practice to Overcome Obstacles and Build Bridges (1-3 hours workshop)
- Crucial Conversations®: Online Self-Paced with Tailored 1:1 Support and Coaching from Ombuds 101 (total of 8-12 hour)
- Culture Eats Strategy for Breakfast (multi sessions)
- Difficult Conversations: Start Here to End Well (2 hour workshop)
- Listening + Acknowledging Skills Practice Session (1 hour workshop)
- Reframing Conflict (1-2 hours workshop)
- Supportive Listening 101: Listening and Responding Supportively to Accounts of Sexual Misconduct (30 minute presentation)
- The Role of the Organizational Ombuds (1 hour presentation)
- Trending Topics in Ombuds Visits During COVID (1 hour presentation)



A sample of the feedback we have received from participants:

The process [Culture Eats Strategy for Breakfast workshop] really pulled our group together to focus on common values and goals. It provided the opportunity to talk honestly about how the work is going, with a focus on reducing frustrations and increasing job satisfaction. -

Interagency Collaboration

Collaboration with other UNM entities and agencies enables us to better support staff navigating resources and systems effectively. While working remotely, we continued to collaborate with sister agencies including:

- Compliance, Ethics, and Equal Opportunity (CEEO)
- Counseling, Assistance, and Referral Services (CARS)
- Division for Equity and Inclusion (DEI)
- Human Resources (HR)
- Sexual Misconduct and Response Team (SMART)
- Staff Council
- The Wellness Alliance
- Women’s Resource Center (WRC)

In addition, we continued working with UNM Continuing Education to provide tuition remission for the Crucial Conversations course facilitated by Anne Lightsey.

We also provided Quarterly Reports to the New Mexico General Services Department (NM GSD), Risk Management Alternative Dispute Resolution Bureau.



Appendix A:

Concerns and Goals Raised by Visitors, Tracked Using the Uniform Reporting Categories (URC)

Below are the International Ombuds Association (IOA) Uniform Reporting Categories (URC). This is a list of categories and sub-categories developed by the IOA and used by Ombuds around the world to anonymously classify the types of issues brought to their offices, identify trends in requests for services, and note opportunities for professional development and proactive organizational methods to address trending concerns.

The number following the description is indicative of how often this subject was raised in a visit in 2021.

1. Compensation & Benefits

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

- a. **Compensation** (rate of pay, salary amount, job salary classification/level) **14**
- b. **Payroll** (administration of pay, check wrong or delayed) **0**
- c. **Benefits** (decisions related to medical, dental, life, vacation/sick leave, education, worker's compensation insurance, etc.) **4**
- d. **Retirement, Pension** (eligibility, calculation of amount, retirement pension benefits) **8**
- e. **Other** (any other employee compensation or benefit not described by the above sub-categories) **0**

2. Supervisor/Supervisee Relationships

Questions, concerns, issues or inquiries arising between people in evaluative relationships (i.e. supervisor-employee, faculty-student.)

- a. **Priorities, Values, Beliefs** (differences about what should be considered important - or most important - often rooted in ethical or moral beliefs) **37**

URC Data Continued

- b. **Respect/Treatment** (demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.) **69**
- c. **Trust/Integrity** (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.) **66**
- d. **Reputation** (possible impact of rumors and/or gossip about professional or personal matters) **37**
- e. **Communication** (quality and/or quantity of communication) **134**
- f. **Bullying, Mobbing** (abusive, threatening, and/or coercive behaviors) **24**
- g. **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) **33**
- h. **Retaliation** (punitive behaviors for previous actions or comments, whistleblower) **15**
- i. **Physical Violence** (actual or threats of bodily harm to another) **2**
- j. **Assignments/Schedules** (appropriateness or fairness of tasks, expected volume of work) **83**
- k. **Feedback** (feedback or recognition given, or responses to feedback received) **46**
- l. **Consultation** (requests for help in dealing with issues between two or more individuals they supervise/teach or with other unusual situations in evaluative relationships) **24**
- m. **Performance Appraisal/Grading** (job/academic performance in formal or informal evaluation) **42**
- n. **Departmental Climate** (prevailing behaviors, norms, or attitudes within a department for which supervisors or faculty have responsibility.) **95**
- o. **Supervisory Effectiveness** (management of department or classroom, failure to address issues) **78**
- p. **Insubordination** (refusal to do what is asked) **9**
- q. **Discipline** (appropriateness, timeliness, requirements, alternatives, or options for responding) **9**
- r. **Equity of Treatment** (favoritism, one or more individuals receive preferential treatment) **19**
- s. **Other** (any other evaluative relationship not described by the above sub-categories) **1**

URC Data Continued

3. Peer and Colleague Relationships

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

- a. **Priorities, Values, Beliefs** (differences about what should be considered important – or most important – often rooted in ethical or moral beliefs) **18**
- b. **Respect/Treatment** (demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.) **31**
- c. **Trust/Integrity** (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.) **15**
- d. **Reputation** (possible impact of rumors and/or gossip about professional or personal matters) **19**
- e. **Communication** (quality and/or quantity of communication) **45**
- f. **Bullying, Mobbing** (abusive, threatening, and/or coercive behaviors) **8**
- g. **Diversity-Related** (comments or behaviors perceived to be insensitive, offensive, or intolerant on the basis of an identity-related difference such as race, as race, gender, nationality, sexual orientation) **6**
- h. **Retaliation** (punitive behaviors for previous actions or comments, whistleblower) **2**
- i. **Physical Violence** (actual or threats of bodily harm to another) **1**
- j. **Other** (any peer or colleague relationship not described by the above sub-categories) **0**

4. Career Progression and Development

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

- a. **Job Application/Selection and Recruitment Processes** (recruitment and selection processes, facilitation of job applications, short-listing and criteria for selection, disputed decisions linked to recruitment and selection) **11**
- b. **Job Classification and Description** (changes or disagreements over requirements of assignment, appropriate tasks) **17**
- c. **Involuntary Transfer/Change of Assignment** (notice, selection and special dislocation rights/benefits, removal from prior duties, unrequested change of work tasks) **6**

URC Data Continued

- d. **Tenure/Position Security/Ambiguity** (security of position or contract, provision of secure contractual categories) **3**
- e. **Career Progression** (promotion, reappointment, or tenure) **35**
- f. **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) **7**
- g. **Resignation** (concerns about whether or how to voluntarily terminate employment or how such a decision might be communicated appropriately) **30**
- h. **Termination/Non-Renewal** (end of contract, non-renewal of contract, disputed permanent separation from organization) **4**
- i. **Re-employment of Former or Retired Staff** (loss of competitive advantages associated with re-hiring retired staff, favoritism) **2**
- j. **Position Elimination** (elimination or abolition of an individual's position) **0**
- k. **Career Development, Coaching, Mentoring** (classroom, on-the-job, and varied assignments as training and developmental opportunities) **24**
- l. **Other** (any other issues linked to recruitment, assignment, job security or separation not described by the above sub-categories) **0**

5. Legal, Regulatory, Financial and 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.

- a. **Criminal Activity** (threats or crimes planned, observed, or experienced, fraud) **2**
- b. **Business and Financial Practices** (inappropriate actions that abuse or waste organizational finances, facilities or equipment) **1**
- c. **Harassment** (unwelcome physical, verbal, written, e-mail, audio, video psychological or sexual conduct that creates a hostile or intimidating environment) **11**
- d. **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.]) **15**

URC Data Continued

- e. **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) **8**
- f. **Accessibility** (removal of physical barriers, providing ramps, elevators, etc.) **0**
- g. **Intellectual Property Rights** (e.g., copyright and patent infringement) **0**
- h. **Privacy and Security of Information** (release or access to individual or organizational private or confidential information) **0**
- i. **Property Damage** (personal property damage, liabilities) **0**
- j. **Other** (any other legal, financial and compliance issue not described by the above sub-categories) **0**

6. Safety, Health, and Physical Environment

Questions, concerns, issues or inquiries about Safety, Health and Infrastructure-related issues.

- a. **Safety** (physical safety, injury, medical evacuation, meeting federal and state requirements for training and equipment) **3**
- b. **Physical Working/Living Conditions** (temperature, odors, noise, available space, lighting, etc.) **1**
- c. **Ergonomics** (proper set-up of workstation affecting physical functioning) **0**
- d. **Cleanliness** (sanitary conditions and facilities to prevent the spread of disease) **1**
- e. **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**
- f. **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) **26**
- g. **Safety Equipment** (access to/use of safety equipment as well as access to or use of safety equipment, e.g., fire extinguisher) **1**
- h. **Environmental Policies** (policies not being followed, being unfair ineffective, cumbersome) **1**
- i. **Work Related Stress and Work-Life Balance** (Post-Traumatic Stress, Critical Incident Response, internal/external stress, e.g. divorce, shooting, caring for sick, injured) **84**
- j. **Other** (any safety, health, or physical environment issue not described by the above sub-categories) **2**

URC Data Continued

7. Services/Administrative Issues

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

- a. **Quality of Services** (how well services were provided, accuracy or thoroughness of information, competence, etc.) **10**
- b. **Responsiveness/Timeliness** (time involved in getting a response or return call or about the time for a complete response to be provided) **8**
- c. **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.) **17**
- d. **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) **10**
- e. **Other** (any services or administrative issue not described by the above sub-categories) **0**

8. Organizational, Strategic, and Mission Related

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

- a. **Strategic and Mission-Related/ Strategic and Technical Management** (principles, decisions and actions related to where and how the organization is moving) **16**
- b. **Leadership and Management** (quality/capacity of management and/or management/leadership decisions, suggested training, reassignments and reorganizations) **33**
- c. **Use of Positional Power/Authority** (lack or abuse of power provided by individual's position) **19**
- d. **Communication** (content, style, timing, effects and amount of organizational and leader's communication, quality of communication about strategic issues) **15**
- e. **Restructuring and Relocation** (issues related to broad scope planned or actual restructuring and/or relocation affecting the whole or major divisions of an organization, e.g. downsizing, off shoring, outsourcing) **22**

URC Data Continued

- f. **Organizational Climate** (issues related to organizational morale and/or capacity for functioning) **33**
- g. **Change Management** (making, responding or adapting to organizational changes, quality of leadership in facilitating organizational change) **39**
- h. **Priority Setting and/or Funding** (disputes about setting organizational/departmental priorities and/or allocation of funding within programs) **23**
- i. **Data, Methodology, Interpretation of Results** (scientific disputes about the conduct, outcomes and interpretation of studies and resulting data for policy) **0**
- j. **Interdepartment/Interorganization Work/Territory** (disputes about which department/organization should be doing what/taking the lead) **7**
- k. **Other** (any organizational issue not described by the above sub-categories) **0**

9. Values, Ethics, and 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

- a. **Standards of Conduct** (fairness, applicability or lack of behavioral guidelines and/or Codes of Conduct, e.g., Academic Honesty plagiarism, Code of Conduct, conflict of interest) **5**
- b. **Values and Culture** (questions, concerns or issues about the values or culture of the organization) **15**
- c. **Scientific Conduct/Integrity** (scientific or research misconduct or misdemeanors, e.g., authorship; falsification of results) **0**
- d. **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) **0**
- e. **Other** (Other policy, procedure, ethics or standards issues not described in the above sub-categories) **0**

Appendix B:

Anonymous Post-Visit Survey

There was a **61.4%** response rate to the 220 surveys that we sent out. Follow up visitors, for example, did not receive an Anonymous Post Visit Survey.

The survey asked the following:

1. Did you feel the visit process was fair and impartial?

- Yes (134)
- No (0)
- Other (please specify) (1)
 - "My OMBUDS representative was extremely supportive and unbiased."

2. Did you feel heard during your visit with Ombuds Services?

- Yes (131)
- No (0)
- Other (please specify) (4)
 - "Absolutely.. I feel so much better and lighter after talking about my current situation."
 - "Fully - thank you"
 - "This is one of the ombuds greatest skills. I am deeply appreciative of them and that this service is available to staff."

3. Would you recommend Ombuds Services to others?

- Yes (131)
- No (0)
- Other (please specify) (3)
 - "Absolutely!"
 - "not sure"
 - "Absolutely, and I do recommend them."

Anonymous Post-Visit Survey Continued

4. Which Standards of Practice are important to you in consulting with Ombuds Services? Please check all that apply.

- **CONFIDENTIALITY 90%**
 - Visitors' identities and the contents of their conversations remain strictly confidential. Ombuds Services for Staff keeps no records with identifying information but may create or keep generic data, not attributable to specific visitors, for use in annual reporting and other similar purposes. The exceptions to confidentiality are when the visitor gives express, written permission to share information, in rare instances when disclosure is necessary to address an imminent risk of serious harm, or if the ombuds is compelled or required by law to make a disclosure.
- **NEUTRALITY and IMPARTIALITY 88%**
 - Ombuds promote fair process and do not take sides or advocate for any individual, group, department, or organization.
- **INFORMALITY 70%**
 - Ombuds Services offers a place where co-workers can talk comfortably and privately about their workplace concerns and goals. This office is not a channel for reporting a claim or starting an investigation. Ombuds Services is not authorized to receive notice on behalf of any person or group. We do not take part or testify in formal processes such as investigations or hearings. We keep no official records and have no decision-making authority. We listen, identify, and reframe workplace issues; support visitors as they develop a range of options; provide informal process; and help people develop ways to move forward on their own and with co-workers.
- **INDEPENDENCE 70%**
 - Ombuds Services for Staff does not report to nor is structurally affiliated with any compliance function of the University. The office is independent from other UNM entities and reports administratively directly to the President's Office. We exercise sole discretion over whether or how to act on an individual's concern, a trend, or concerns of multiple individuals over time.

Anonymous Post-Visit Survey Continued

5. Which, if any, of these were/are a concern for you going in to your visit today? (Check all that apply.)

1. Fairness 45
2. Appreciation (feeling valued, not taken for granted) 47
3. Inclusion (literally or figuratively; a sense of belonging) 35
4. Respect 53
5. Control over one's life (sense of autonomy in decisions and actions) 36
6. Avoiding embarrassment 19
7. Safety (emotional, physical, financial) 38
8. Self-identity & values 48
9. None/not applicable 35
10. Other (please specify) 21:
 - "All of the above, but if i had to choose it would be self-identity & values or Safety."
 - "Honesty - Feeling like I'm getting honest feedback"
 - "Assistance thinking through a difficult staff issue as supervisor/director"
 - "Solutions or resolution to issues I am facing"
 - "Feelings of being disrespected and prevented from adequately doing my job."
 - "A true sense of confidentiality"
 - "Seeking tools for such, not concerned they would not occur"
 - "This is my second time using Ombuds services. Because my previous appointment had been with the Ombuds I knew what to expect. They are exemplary!!!"
 - "Navigating the leadership in my department"
 - "Communication"
 - "Just to have someone listen and get things off my chest."
 - "Work load balance"
 - "I was not concerned as I have worked with Ombuds service previously and know their integrity."
 - "Appropriately responding to a difficult conversation"
 - "Having someone help me think through a respectful compassionate approach to addressing current conflicts and preventing future conflicts."
 - "This was an information session for me as a new staff member at UNM"
 - "Support"
 - "Looking for help having difficult conversations with difficult staff."
 - "Clarity and stability through tremendous change."

Anonymous Post-Visit Survey Continued


6. What is one word you would use to describe Ombuds Services?

(see Word Cloud page 5, for details)

7. Additional comments/suggestions:

The following are all of the comments were written on Anonymous Visitor Feedback Surveys. Names of ombuds have been changed to "the ombuds" and she to they/them to anonymous the process further.


- "Can't recommend ombuds enough. Terrific resource for UNM employees that need a safe place to talk."
- "I so appreciate the Ombuds process. I walked in feeling mired down in a million feelings, with little idea of how to resolve the problems I am facing. I walked out with a clear idea of how I can take actionable steps toward solutions. I didn't feel like I was told what to do, but that I was able to discover solutions for myself through the help of a thoughtful guide. Thank you so much for your support and invaluable service!"
- "The process was really helpful and enabled me to talk through the issue, come up with options to resolve, and be able to reach out to my group about thoughts and possible resolutions. The whole process was comfortable and not a confrontational atmosphere. Really welcoming and my facilitator provided thought provoking questions that allowed me to feel in control of my decisions."
- "During my Ombuds meeting I felt that the ombuds was listening to me and truly trying to understand my concerns and help me work through what next steps I need to take. The meeting helped me better identify my true concerns and what is important to me moving forward. Thank you!"
- "The Ombuds has been super helpful in helping me talk through my issues. I greatly appreciate their help and their responsiveness!"
- "Not only would I recommend, but I have recommended Ombuds services recently and in the past. I'm so thankful this service exists."



"The Ombuds was great! I felt heard and was able to talk through and work through my situation."

Anonymous Post-Visit Survey Continued

- "The Ombuds is a wealth of knowledge and is one of UNM's greatest investments."
- "It's helpful to have a place to express concerns, but I'm just as interested in getting concrete feedback and ideas for being effective. Of course it feels good to be told you're right or justified in your feelings, but I get that from friends and family. What I feel like I get from talking to the Ombuds is a gentle -- but more importantly -- honest view of the situation, and solid advice on what the parameters are and how to be the most effective."
- "The Ombuds was amazing. I really felt heard and the exercises they walked me through really helped me "unpack" what I am feeling in my situation at work. I really appreciated how they guided me through the process of asking myself what to do with those exercises. I appreciated their work on reviewing what I had to say since I was emotional. It was nice to hear back what I was trying to say because it made me feel confident that they really understood what I was saying. Lastly, I appreciated how they kept me on track without making me feel rushed. In my current situation, I was worried about giving up an hour of the time I had in the day, but it was so worth it! We were able to finish in the hour and I "Zoomed Away" feeling refreshed and confident that I had created a plan of where I wanted to start."
- "I have used Ombuds a couple of times and this resource is very helpful. I appreciate the work and help that the department provides."
- "It was absolutely comforting to know I could be vulnerable and accepting and heard. The Ombuds is great at their job! And has the knowledge and communication skills!! Great contribution to UNM!!!!"
- "I had a great experience."
- "My visit was very helpful and informational."
- "Always wonderful to have a visit. I find them very helpful."
- "This visit was amazing. It helped me gather my thoughts and made me feel more comfortable and confident for my upcoming crucial conversation. The Ombuds was a great listener and talking to them was so easy!!!!"



"This service has tremendous value for professional and personal growth. Thank you for helping with a very complicated issue. I will use the Ombuds service in the future when needed without hesitation."

Anonymous Post-Visit Survey Continued

- "We had a great conversation. Brought up things I can and will work on. But, I do feel everyone should have someone they can talk to about issues without fear of retaliation. Someone that is trained in listening and understanding issues people face daily, and not worry about coworkers or supervision looking at them strange for needing to talk to someone. Thank you."
- "The ombuds was again extremely helpful both in supporting me as I think through a tough staff situation and in pointing out other campus resources. Thank you!"
- "The Ombuds is amazing!! :)"
- "These sessions are very helpful and useful to me. I did not know about this service before, I hope you have more advertisements about this program. Thank you!"
- "I wish I'd discovered the ombuds services years ago! I've learned so much from working with the ombuds and they have helped me to get very clear about how to handle some very challenging work situations. They have also helped the team I supervise to come together as a group to look at ways to increase our efficiency and productivity, solve problems, and support one another to improve job satisfaction."
- "The ombuds was very helpful to me in thinking about and working through my goals for my working life. My goals primarily centered around my internal approach to working life and how I can maximize my job satisfaction leading toward retirement. The ombuds listened very carefully to what I was saying and offered really helpful insights into actions I can take to promote my goals. I would highly recommend this service to others."
- "The Ombuds was kind and drew out what I was thinking and feeling in a way that was thought provoking."
- "Great experience... I appreciate the service that is available."
- "I so appreciate the insight and clarity I get from every session. Thank you for your work!"
- Extremely helpful meeting, both personally and professionally"
- "I greatly appreciated the ombuds heard me and helped me see the options before me. They really helped me to see how I might be patient in kind in dealing with my coworker."



"Every time I visit the ombuds I leave feel so much better.

Their ability to really listen and then reflect my concerns is a real gift.

I greatly appreciate the services OMBUDS provides!"

Anonymous Post-Visit Survey Continued

- "What a great experience. It literally has been years, if ever, that someone could reiterate to me what i actually said without altering it in some way that would ultimately mean something else. and in a strange twist of fate, it is exactly that wonderful feeling of being heard which turned out to be part of the parting advice of what i need to do in my situation. By emulating those exact qualities, it was shown to me that being heard, more than the arguement for or against, is the best way to respond, because "people that don't feel heard, tend to speak even louder." and the meeting ended with smiles and a positive attitude is the best energizer and the most validating. I may not open my life to everyone, but when I do its usually not as satisfying. a pleasant and genuine person, hearing what you're saying and really getting it, is not something one can fake and is so rare. So i must take a moment to appreciate it. Thanks for being authentic and strong enough to dispel the negative energy that creeps on a person back, and come with them to your door, with only an ear to listen, a shoulder to lean on to offer instead. For some that might not be enough, but for me, it was perfect. and I don't say that lightly. Not only did i get things off my chest, (everything but the kitchen sink), but I also had a few aha moments. A small enlightenment or two, if you will. For with the same generosity of spirit that I was given, i will pay it forward to someone who needs to be heard too. no matter the outcome. thanks again." "The "Ombuds was lovely - knowledgable, frank, emphasized confidentiality, made me feel safe. Great resource!"
- "The Ombuds was great! They really made me think about my situation in different ways and how to approach the situation in different ways. The Ombuds provided some of the box thinking to help with my workplace conflict."
- "The person I spoke with today - the Ombuds was very supportive, they listened and provided much needed insight. After speaking with them I felt like a weight was lifted and i was able to look at the situation I am currently in in a new light. Thank you so much!"
- "I appreciate that my interaction felt genuine, that someone was taking an hour out of their life to truly consider my situation and offer appropriate and impartial feedback. It was very helpful and I feel able to do my job better."



"What an incredible service, the Ombuds has changed my life profoundly."

Anonymous Post-Visit Survey Continued


- "Thank you! This was an excellent use of my time and very helpful."
- "It is very helpful please do more advertising so people can know about your great service. Thanks you."
- "This was my first Ombuds experience and it was fantastic! I wish I hadn't waited so long to reach out. The ombuds really helped illuminate some of the issues and helped place them in a different context that made more sense to me. I will definitely recommend this service and use it in the future! What a wonderful benefit for UNM employees!"
- "The Ombuds was great-thank you!"
- "Thank you for all you do!"
- "I greatly benefited from my interaction with the Ombuds... they gave me an outside perspective with some ideas that I will use moving forward."
- "The University has too many issues and I wish they weren't so overbooked."
- "Thank you!"
- "I felt very heard and very safe. I felt like i could share my thoughts to someone who would not judge or pass the information on."
- "This is a tremendously valuable service. Thank you!"
- "This was an awesome experience, and I felt valued, heard, and safe. I think folks need to utilize this service more often."
- "It's great to have people to talk to and help you with any problems, and see things from differently. Almost as a therapy."
- "Always a pleasure to work with the Ombuds office."
- "Thanks!"
- "Greatly appreciate the invitation!"
- "It has always been so helpful. Thank you."
- "Thank you!"
- "I appreciate being heard and I appreciate the constructive options given to me."



"This was a thoroughly worthwhile experience. I felt heard and understood. I walked away feeling empowered and excited about the prospect of using what I learned while talking to the ombuds. Thanks so much!"

Anonymous Post-Visit Survey Continued

- "This was an awesome experience, and I felt valued, heard, and safe. I think folks need to utilize this service more often."
- "Greatly appreciate the invitation!"
- "Really helped me take time to think about my situation and my communication skills in the circumstance."
- "I am glad I reached out to Ombuds to help with our team. I am hopeful that with their help our team dynamic will improve."
- "I was able to think through and talk through a very difficult situation with one of my employees. I was given resources and came out of the session with a plan to set my team up for success. Sometimes we don't have the words to describe something that is happening and talking it through with Ombuds helps provide clarity and the language needed to have difficult conversations."
- "The Ombuds is so kind!"
- "Thank you."
- "Knowledgeable and fair."
- I found the written materials and verbal intro to my visit clear and easy to understand, and the Ombuds attention and presence was palpable, even on Zoom. Both visits better prepared me to deal with a difficult workplace situation and discern for myself how my values and priorities should shape our interactions. I left each meeting feeling relieved, comforted, empowered, and optimistic!"
- "I have had great visits with the ombuds at the ombuds office. They have been wonderful to work with and have helped me tremendously."
- "I have come out better from every interaction I have had with Ombuds."
- "I felt heard and understood by the Ombuds."
- "Ombuds is a great resource for UNM as a whole. Their dedication to the wellbeing of UNM campuses is outstanding."
- "I appreciate very much the kindness that was shown to me during the visit."
- "Thank you for what you do. We are very lucky to have this resource available to us at UNM. I am a better employee and a better supervisor because of Ombuds."



"Thank you so much for this service, and specifically to the Ombuds for their amazing listening skills and ideas for additional UNM resources to consult!"

Anonymous Post-Visit Survey Continued

- "I originally didn't think I needed to attend an Ombuds session as I thought my issue could be solved between myself and the other person. Going to Ombuds helped me to see that what was happening wasn't my fault and there are bigger ongoing issues."
- "I'll be honest with you, my conversation with the ombuds exceeded my every expectation. Respectful and heartfelt, their listening was something better than "active." By their enormous patience and undivided attention, I felt as though I mattered. More than some talking points, I indeed took-away a "gift". It doesn't get more authentic than that. The world is a much better place because the ombuds is in it. Just sayin.' Thank you ever so much for your time and interest."
- "This is a great service. UNM is lucky to have such a great department with well-equipped staff."
- "Thank you for everything you do!"
- "The Ombuds is incredible! My experience visiting Ombuds was absolutely fantastic. I was skeptical about how this service would help, but it ended up being the most useful conversation I have had in my time at UNM. Thank you."
- "The Ombuds is such an amazing person and provides a wonderful combination of support, insight, perspective and respect. I feel really seen and heard by them and they helped me to sort through my thoughts and emotions to find my center, my values, my needs and my desires. This is such a valuable service, thank you!!!"
- "It has always been so helpful. Thank you."



"I had a delightful visit with the ombuds. I felt they heard me; understood me; empathized with my situation. Their compassionate and friendly nature really helped me to understand what I am going through in terms of my job. By providing a safe place to voice my concerns, they helped me figure out a plan to move forward! You all are fantastic! Many thanks to the Ombuds and to you all for your service!"

Appendix C:

Facilitated Conversations Feedback Survey

We had a **59%** response rate. to the surveys sent to Facilitated Conversations participants.

The survey asked the following:

1. Was your participation in the Facilitated Conversation voluntary?

- Yes (13)
- No (0)
- Other (please specify) (0)

2. Did you feel prepared for the Facilitated Conversation?

- Yes (12)
- No (1)
- Other (please specify)
 - "The Ombuds did a great job preparing the meeting."
 - "I participated in the requested 1-hour pre-meeting with the Ombuds representative and also reviewed the tips to prepare for the meeting from Crucial Conversations book."
 - "Not anything on the Ombud's part- I understood the process. But the 5 people calling into mediation refused to say why (the issues they wanted to discuss)."

3. At the beginning of the Facilitated Conversation, did the facilitator(s) clearly explain the process, your role and their role?

- Yes (13)
- No (0)
- Other (please specify) (0)

4. Did the process feel fair and impartial?

- Yes (13)
- No (0)
- Other (please specify) (0)

Facilitated Conversations Feedback Continued

5. Do you feel the facilitator(s) listened attentively and actively?

- Yes (13)
- No (0)
- Other (please specify) (0)

6. Do you feel the facilitator(s) treated you with respect?

- Yes (13)
- No(0)
- Other (please specify) (0)
 - "Consistently respectful to both parties."

7. Would you recommend the Facilitated Conversation process to others and why?

- Yes (10)
- No (1)
- Other (please specify) (0)
 - "It was helpful to process issues I am experiencing with someone at work."
 - "It is extremely helpful in a situation if/when you feel the other participant is not 'hearing' you or accurately reflecting what you are saying - a skilled facilitator like the Ombuds is able to create that space, neutralize the conversation and focus on impartiality."



"It's good to have difficult conversations with a third, impartial party facilitating."

Facilitated Conversations Feedback Continued

- "I would recommend me provides tools and a neutral person to create space and opportunity to have a conversation to improve any working relationship."
- "I'm not sure. While I found the Ombuds representative to be an excellent roll model of active listening skills and found her pre-meeting preparation suggestions helpful, I was disappointed that the subsequent meeting with my colleague was not really what I was hoping for. This may have been entirely my misunderstanding of expectations. I felt that the individual sharing from each of us went on for a long time without adequate opportunity to practice active listening skills or clarify misconceptions so we could work toward a better understanding. I think an umbuds meeting could be very helpful if both parties come to the table with a desire to find common ground but I got the impression that this was not the case for my colleague, which left me discouraged. I did learn some new terms I could use to describe my perspective so this was helpful. I would likely benefit from additional coaching around crucial conversations. I did not understand at the beginning of the session that my desire for action steps/some agreement at the end of the meeting may be outside the scope of this kind of encounter."

8. Additional comments/suggestions:

- "This is a great option for people who genuinely want to work though issues without the worries and concerns of the formal documented process. It helps for people to be able to speak their hearts and their minds and to have a third party to make sure both parties are being heard and have the safe space to do that. "
-



"I'm so grateful to the Ombuds for their time and kindness and compassion."

Facilitated Conversations Feedback Continued

- "I think it would be beneficial to have the facilitator acknowledge and ask participants to acknowledge and reflect on power dynamics, things like microaggressions and the DEI framework UNM is using to be more inclusive over the last year. I think these topics have greatly impacted my work experience that has led me to Ombuds. I am also not aware if Ombuds requires facilitators to be trained in these topics, but that would be beneficial as well."
- "It was helpful to process issues I am experiencing with someone at work."
- "Thank you."



Appendix D:

Crucial Conversations Feedback Survey

Participants in Crucial Conversations received a survey after their participation. We had a **50%** response rate.

Below are the questions asked and the results.

1. How helpful did you find the training? (1=low, 5=high)

- 1 = 0
- 2 = 0
- 3 = 3
- 4 = 2
- 5 = 18

2. What did you find most helpful about the training?

- Breaking down into steps.
- problem solving
- Unbiased listener
- The practical examples
- the quizzes
- videos
- Extra Section
- sorting out facts from stories
- Feedback from instructor
- The reinforcement received from the one-on-one meetings to work through the application of the material.
- The methods CPR CRIB AMPP
- Comprehending the gaps between Fact versus the narrative that we create for ourselves is a hurdle I often struggle with. This training was especially helpful in helping me challenge my thought process.



I love feeling like i have the tools to actually have a crucial conversation

Crucial Conversations Feedback Continued

- What I need to work on. A better look at myself.
- review of topics
- realizing healthy and unhealthy motives
- the understanding of it all
- Learning to separate out facts from story, and clarify what I'm asking for.
- The application to real life situations.
- The instructor, was great. They was very good in bringing out the best conversations and suggested practical improvements during the check-ins. The online material including videos were excellent.
- The systematic approach.
- Being able to discuss how I will apply these learned concepts to real-life scenarios

3. What did you find least helpful about the training?

- Final session (9) seemed a bit confusing for what info was being asked. I was concentrating on info from that session and was sort of a recap of all steps.
- NA; none; nothing (x 10)
- N/A, I thought all the material was helpful.
- None - it's all very valuable information
- What was missing in the main section was captured in the "Going Deeper" section.
- some of from the heart
- The least helpful parts were the video portions from the Crucial Conversations talk, mainly because I didn't relate to many of the speakers who spoke in analogies that I didn't find helpful or relatable.
- Some of the written responses to case scenarios got repetitive.
- Can't think of anything; all situations were covered and the extra information contained in the modules were helpful as well.
- With the online format, I miss the input from other attendees, but given the confidential format this is acceptable.
- The lack of depth on certain issues.
- I found value in everything that was taught.

Crucial Conversations Feedback Continued

4. I will use what I learned in this training in my job (1=disagree,

5=agree)

- 1 = 1
- 2 = 1
- 3 = 0
- 4 = 3
- 5 = 19

5. Would you recommend this training to others? (Yes, No)

- Yes = 22
- No = 1

6. Was this training a good use of your time? (Yes, No)

- Yes = 22
- No = 1

7. In what ways could the training be improved?

- I liked having the online option - so much better for my schedule. But having some interaction/practice on each step with others would be helpful.
- NA; nothing (x 7)
- Can't think of anything
- More videos
- Pulling a few more applications into the main course.
- Do not use the same examples/stories in text, podcast, audio
- No suggestions, however the in person class would be better. I do understand the changes due to the pandemic.
- some of the scenarios could have a little bit more information
- It was perfect
- Add opportunities to practice the skills with a live person.



This is a great training.

Crucial Conversations Feedback Continued

- I would've preferred to attend in person, as originally scheduled. It was hard to fit in at times during work hours.
- have a zoom session with all attendees to share information, continue the self-learning and check ins with the instructor
- Return to in-person.
- Perhaps more opportunities to check-in. While I definitely found value in writing these down and completing the exercises on my own, the facilitator provided me with other perspectives that I found very valuable.
- I think I prefer the online version of training as opposed to an in person seminar, that way it can be much more personal.

8. Please provide further general remarks or recommendations.

- I loved talking to the ombuds they helps me solve my problems and look at them in different ways
- It helped me manage the stress of the situation and think of what I could do realistically that also kept my needs in the picture
- I liked the length of the training. It was necessary. It was also very intriguing as far as how the course was set up online. Online courses can fall short of keeping their audience engaged. This did not. Overall, this is a very helpful class. I picked up a lot of helpful information.
- Really appreciated the stories and the applications.
- Thank you!
- This helped me so much.



Having to meet with an Ombuds Practitioner and speak about my issues at hand transformed this course from a "I have to do this for work" into an actually helpful dialogue and communication; personalizing the course like that made me much more attentive and engaged with the material.

Crucial Conversations Feedback Continued

- I really love this model and will continue to use it. The coaching I received from Ombuds staff really made it all come together for me. And I really loved the videos used to illustrate principals and skills.
- provide more such opportunities in the future
- I would prefer to take this class in person
- Thank you!
- A lot of the concepts covered were things that I already new or already practiced to a certain degree, but it was very helpful to dig deeper and learn additional skills that could be helpful.



*I would recommend anybody take this course,
it is helpful in all parts of daily life, including personal situations.*

