

The University of New Mexico
Ombuds Services for Staff

2022
Annual Report

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2022 Highlights

Visits: 386

Provided 386 individual visits for UNM staff, faculty supervising staff, and their teams. For more information about their concerns and goals, [click here](#). For anonymous feedback on the visitor's experience, [click here](#).



Facilitated Conversations/Mediations: 26

Conducted 26 facilitated conversations/mediations. For more information, [click here](#)



Workshops and Presentations: 59

Reached 703 members of the campus community through over 77 hours. For more information, [click here](#).



Interagency Collaboration

Collaborated in 107 meetings with UNM sister agencies. More information, [click here](#).



Welcomed New Faces

- Mentored Hungarian Rezler Scholar Julianna Czifra in the Fall.
- Supervised the Graduate Student Ombuds, Aasma Batool.
- Celebrated Jacqueline's first full year with Ombuds Services.



What We Do

Visits/Individual Support

For more information, [click here](#)



Facilitated Conversations/Mediations

For more information, [click here](#)



Support for Team/Groups

For more information, [click here](#)



Resource Referrals

For more information on policies, agencies and unions, [click here](#)



Professional Development, Skill-Building Workshops

For more information, [click here](#)



Capturing Trends

For more info, see past Annual Reports on [this page](#)

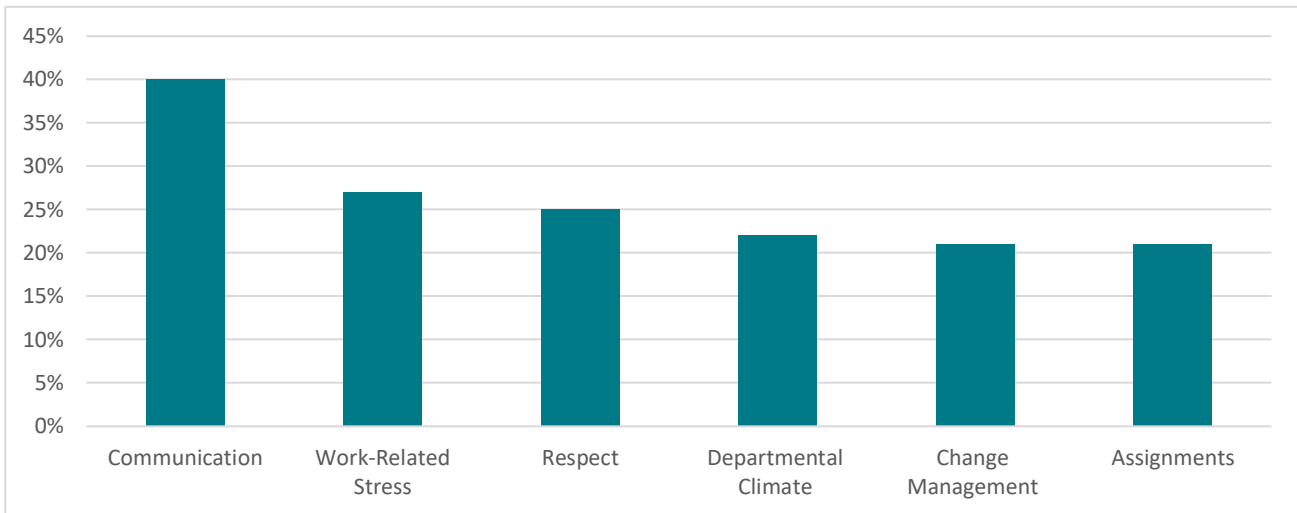


Ombuds help empower individuals and organizations to overcome disputes, conflicts and barriers that stand in the way of reaching their full potential and goals.

International Ombuds Association

Top Concerns and Goals of Visitors in 2022

We capture concerns and goals raised by each visitor; individual visitors often raised multiple concerns. We use the International Ombuds Association (IOA) Uniform Reporting Categories (URC) to capture this trend data. For details on IOA Reporting Categories and URC data reflecting all visitor concerns and goals in 2022 [click here](#).



- 1. Communication between Supervisor and Report (URC 2e): 157 (40%)**
- 2. Work-Related Stress and Work-Life Balance (URC 6i): 104 (27%)**
- 3. Respect/Treatment between Supervisor and Report (URC 2b): 97 (25%)**
- 4. Departmental Climate (URC 2n): 86 (22%)**
- 5. Change Management (URC 8g) 83 (21%)**
- 6. Assignments/Schedules (URC 2j): 83 (21%)**



For more information on some of the costs of conflict, [click here](#).
Shared by the [NM ADR Bureau](#).



***Communication between supervisors and reports
has been the main trending concern for our visitors
since we began capturing this data in 2014.***

In a Word

In the [Anonymous Post-Visit Survey](#), we asked visitors:

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

This WordCloud depicts the feedback given by our visitors:



Appendices

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Summary of Ombuds Services

Ombuds support each visitor's efforts to build communication and collaboration. We work with staff, their supervisors, and/or coworkers. We listen respectfully and facilitate collaboration and fair consideration of all sides of an issue. We support Lobo efforts to create a healthy campus climate of equity and belonging for all staff and faculty supervising staff.

We provide a variety of confidential and informal services to help employees with realizing their goals.

UNM Ombuds Services for Staff:

- Listens and supports visitors to manage challenges, conflicts, and barriers in order to reach their full potential and goals
- Refers visitors to useful, available resources and policies. Helps visitors navigate the system.
- Complements and supplements traditional HR, legal, and compliance channels and departments
- Conducts facilitated conversations, professional development, and coaching for UNM employees to support healthy, thriving workplaces
- Supports a culture of engagement at UNM that can save costs and improve workplaces

Confidentiality of Ombuds Services for UNM

Visitors' identities and the contents of their conversations remain strictly confidential. 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. Ombuds Services for Staff keeps no records containing identifying information but may create or maintain generic data, not attributable to specific visitors, for use in annual reporting and other similar purposes.

[Click here](#) to learn more about the IOA Standards of Practice and Ethical Code for ombuds.

*"The ombuds is so fun to work with!
Even when you're struggling with a situation, the ombuds is patient, kind, and non-judgmental, really appreciate this resource. Thank you!"*

A visitor comment from the Anonymous Post-Visit Survey

Ombuds Principles + Ethical Code of Conduct

Hallmarks of Ombuds Practice

We adhere to the organizational ombuds principles and Standards of Practice established by the **International Ombuds Association**. Accordingly, we serve as a confidential, neutral, informal, and independent resource for staff, faculty supervising staff and their coworkers.

Confidential

Visitors' identities and the contents of their conversations remain strictly confidential. 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. Ombuds Services for Staff keeps no records containing identifying information but may create or maintain generic data, not attributable to specific visitors, for use in annual reporting and other similar purposes.

Neutral

Ombuds Services for Staff promotes fair process and does not take sides or advocate for any particular individual, group, department, or organization.

Informal

Ombuds Services offers a place where staff can talk comfortably and privately about building communication and collaboration. This office is not a channel for reporting a claim, and Ombuds Services is not authorized to receive notice on behalf of any individual, group, department, or organization. We do not participate or testify in formal investigations or hearings. We maintain 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 neutral process; and help people develop ways to move forward on their own and with co-workers.

Independent

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 regarding an individual's concern, a trend, or concerns of multiple individuals over time.

2022 Concerns +Goals Raised by Visitors

Concerns and goals raised by visitors are 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 2022. Individual visitors often raised multiple concerns.

The data is from 378 visits (data from eight visits is not available).

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) 21
- 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.) 8
- d. Retirement, Pension (eligibility, calculation of amount, retirement pension benefits) 13
- 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) 42
- b. Respect/Treatment (demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.) 97
- c. Trust/Integrity (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.) 73
- d. Reputation (possible impact of rumors and/or gossip about professional or personal matters) 36
- e. Communication (quality and/or quantity of communication) 157
- f. Bullying, Mobbing (abusive, threatening, and/or coercive behaviors) 15
- 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) 41
- h. Retaliation (punitive behaviors for previous actions or comments, whistleblower) 19
- i. Physical Violence (actual or threats of bodily harm to another) 3
- j. Assignments/Schedules (appropriateness or fairness of tasks, expected volume of work) 83
- k. Feedback (feedback or recognition given, or responses to feedback received) 19

- 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) 39
- m. Performance Appraisal/Grading (job/academic performance in formal or informal evaluation) 30
- n. Departmental Climate (prevailing behaviors, norms, or attitudes within a department for which supervisors or faculty have responsibility.) 86
- o. Supervisory Effectiveness (management of department or classroom, failure to address issues) 63
- p. Insubordination (refusal to do what is asked) 4
- q. Discipline (appropriateness, timeliness, requirements, alternatives, or options for responding) 19
- r. Equity of Treatment (favoritism, one or more individuals receive preferential treatment) 26
- s. Other (any other evaluative relationship not described by the above sub-categories) 11

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) 13
- b. Respect/Treatment (demonstrations of inappropriate regard for people, not listening, rudeness, crudeness, etc.) 36
- c. Trust/Integrity (suspicion that others are not being honest, whether or to what extent one wishes to be honest, etc.) 18
- d. Reputation (possible impact of rumors and/or gossip about professional or personal matters) 15
- e. Communication (quality and/or quantity of communication) 58
- 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) 18
- h. Retaliation (punitive behaviors for previous actions or comments, whistleblower) 8
- i. Physical Violence (actual or threats of bodily harm to another) 2
- j. Other (any peer or colleague relationship not described by the above sub-categories) 4

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) 25
- b. Job Classification and Description (changes or disagreements over requirements of assignment, appropriate tasks) 7
- c. Involuntary Transfer/Change of Assignment (notice, selection and special dislocation rights/benefits, removal from prior duties, unrequested change of work tasks) 15
- d. Tenure/Position Security/Ambiguity (security of position or contract, provision of secure contractual categories) 5
- e. Career Progression (promotion, reappointment, or tenure) 47

- 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) 3
- g. Resignation (concerns about whether or how to voluntarily terminate employment or how such a decision might be communicated appropriately) 49
- h. Termination/Non-Renewal (end of contract, non-renewal of contract, disputed permanent separation from organization) 2
- 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) 5
- k. Career Development, Coaching, Mentoring (classroom, on-the-job, and varied assignments as training and developmental opportunities) 38
- l. Other (any other issues linked to recruitment, assignment, job security or separation not described by the above sub-categories) 1

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) 2
- c. Harassment (unwelcome physical, verbal, written, e-mail, audio, video psychological or sexual conduct that creates a hostile or intimidating environment) 16
- 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.]) 38
- 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) 14
- f. Accessibility (removal of physical barriers, providing ramps, elevators, etc.) 0
- g. Intellectual Property Rights (e.g., copyright and patent infringement) 4
- 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) 1
- j. Other (any other legal, financial and compliance issue not described by the above sub-categories) 10

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) 9
- b. Physical Working/Living Conditions (temperature, odors, noise, available space, lighting, etc.) 5
- 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) 3
- 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) 29

- g. Safety Equipment (access to/use of safety equipment as well as access to or use of safety equipment, e.g., fire extinguisher) 2
- 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) 104
- j. Other (any safety, health, or physical environment issue not described by the above sub-categories) 6

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.) 6
- b. Responsiveness/Timeliness (time involved in getting a response or return call or about the time for a complete response to be provided) 10
- 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.) 9
- 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) 4
- 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) 45
- b. Leadership and Management (quality/capacity of management and/or management/leadership decisions, suggested training, reassignments and reorganizations) 63
- c. Use of Positional Power/Authority (lack or abuse of power provided by individual's position) 24
- d. Communication (content, style, timing, effects and amount of organizational and leader's communication, quality of communication about strategic issues) 25
- 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) 30
- f. Organizational Climate (issues related to organizational morale and/or capacity for functioning) 62
- g. Change Management (making, responding or adapting to organizational changes, quality of leadership in facilitating organizational change) 83
- h. Priority Setting and/or Funding (disputes about setting organizational/departmental priorities and/or allocation of funding within programs) 18
- i. Data, Methodology, Interpretation of Results (scientific disputes about the conduct, outcomes and interpretation of studies and resulting data for policy) 1
- 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) 1

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) 14
- b. Values and Culture (questions, concerns or issues about the values or culture of the organization) 32
- c. Scientific Conduct/Integrity (scientific or research misconduct or misdemeanors, e.g., authorship; falsification of results) 1
- 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) 3

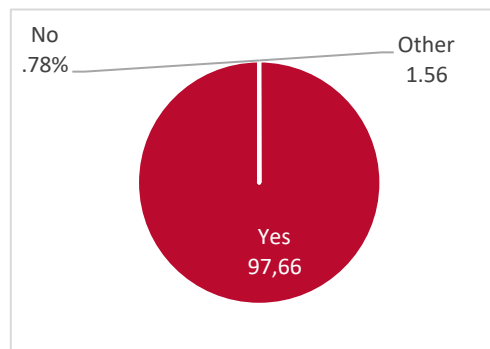
Feedback: Anonymous Post-Visit Survey

Highlights

In our Anonymous Post-Visit Survey, we asked visitors:

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

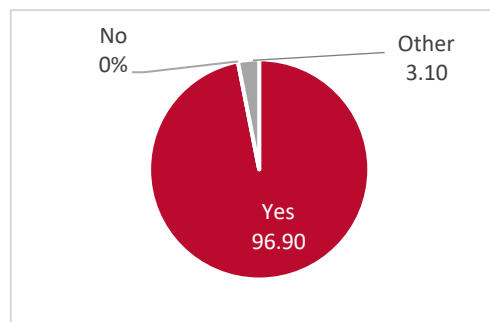
- 97.66% said “Yes”
- 0.78% said “No”
- 1.56% said “Other” and specified:
 - “Remained very neutral but in a helpful way”
 - “I am always amazed with Ombuds and what I get out of these meetings. This is such a fantastic resource to the UNM community!”



“I am always amazed with Ombuds and what I get out of these meetings. This is such a fantastic resource to the UNM community!”

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

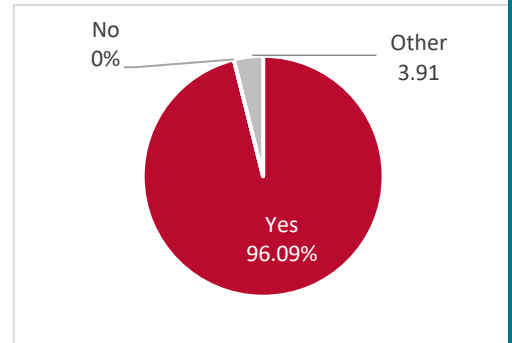
- 96.90% said “Yes”
- 0.00% said “No”
- 3.10% said “Other” and specified:
 - “The ombuds is an astute listener.”
 - “Yes, often what I said was repeated back to me for reference, my feelings were validated but not in a way that I was told I was right, just that she knew what I was feeling.”
 - “Yes and no. I did feel listened to, but since the Ombuds representative and the other person in our meeting are friends..... sides will be taken.”
 - “110% I absolutely feel heard.”



“110% I absolutely feel heard.”

3. Would you recommend Ombuds Services to others?

- 96.09 % said “Yes”
- 0.00% said “No”
- 3.91% said “Other” and specified:
 - “I always do!”
 - “As needed. If it is keeping you awake at night, distracting your thoughts, etc, just contact them, it can only help.”
 - “Possibly, dependent on goal outcome desired; provider very open, objective, personable, professional, attentive; I am not certain this encounter, however, will truly address the situation for which I was invited to participate for.”
 - “Yes, I would but we should have someone come in who will be fully impartial to our office and situation.”
 - “Absolutely!”



For the full survey and results, see next page.

“...just contact them, it can only help.”

Full Results

129 responses out of 229 surveys sent to visitors (**56% response rate**). The survey was not sent to follow-up visits.

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

- Yes (125)
- No (1)
- Other (please specify) (2)
 - “Remained very neutral but in a helpful way”
 - “I am always amazed with Ombuds and what I get out of these meetings. This is such a fantastic resource to the UNM community!”

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

- Yes (125)
- No (0)
- Other (please specify) (4)
 - “Yes and no. I did feel listened to, but since the Ombuds representative and the other person in our meeting are friends..... sides will be taken”
 - “Yes, often what I said was repeated back to me for reference, my feelings were validated but not in a way that I was told I was right, just that they knew what I was feeling”
 - “The ombuds is an astute listener.”
 - “110% I absolutely feel heard”

3. Would you recommend Ombuds Services to others?

- Yes (123)
- No (0)
- Other (please specify) (5)
 - “Yes, I would but we should have someone come in who will be fully impartial to our office and situation”
 - “I always do!”
 - “as needed. If it is keeping you awake at night, distracting your thoughts etc, just contact them, it can only help”
 - “Possibly-dependent on goal outcome desired; provider very open, objective, personable, professional, attentive; I am not certain this encounter however, will truly address the situation for which I was invited to participate for.”
 - “Absolutely!”

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

- Confidentiality (108)
- Neutrality and Impartiality (114)
- Informality (92)
- Independence (95)

5. What motivated you to contact Ombuds Services?

- Ombudsman Services have been used in the past with remarkable results.
- Was required through work.

- The potentially abusive and harassing behavior of a fellow graduate student
- I am managing a staff member's performance issues and communication challenges.
- Knew they offered an opportunity to discuss work concerns in a manner that was private.
- Seeking better communication in the office and adaptation to return to work in person during COVID.
- The ombuds is such a delightful individual who really knows how to listen and provide resources for me in situations that I find challenging. They are a valued member of my network and is a true asset to the Ombuds organization and UNM.
- I was motivated by ongoing stress and conflict in my work. The ombuds has been an invaluable support to me. They have helped me learn skills for addressing conflict, using my voice, and building a cohesive and effective team. Through my visits with them, I have been able to recognize my own needs, the limits of my work environment and program leadership, do everything possible to express my perspective and concerns, and become an effective leader. Ultimately, this work has led me to the conclusion that my best option is to leave my position and pursue work that is more meaningful in a functional work environment. I don't know if I would have had the resolve or courage to take these steps without their unflinching honesty, support and belief in me. It is still difficult to leave a workplace that I have invested in for years and the amazing opportunities it afforded me. Talking with the ombuds helped me to take every action possible to improve the situation and then to sadly recognize the limits and reality of that situation. I have the upmost respect for Ombuds Services and have encouraged my team members to avail themselves of this precious resource. I will be forever grateful to the ombuds for all the ways that they taught me, challenged me, and supported me.
- A desire to problem solve
- Work Environment
- Desire to support team and self
- Conflict with peer and recommended by supervisor
- I have had issues with my direct supervisor and was suggested by colleagues to reach out to the service.
- I wanted an impartial view of a conflict I had at my workplace. I also wanted to know what course of action was available for me.
- Feeling like I am misunderstood at work and always riding a thin line of being in trouble despite being an over achiever with a strong work ethic, excellent attendance record, high skill level and teamwork attitude
- Wrapping up Crucial Conversations course.
- Guidance with a difficult employee.
- I really wanted to see first-hand the services that our office offers to others.
- My supervisor recommended.
- My chair suggested it.
- I was referred by my department.
- For training needs.
- I signed up for the Crucial Conversations course and met with the ombuds to discuss the class. We discussed the ways in which Ombuds can assist me and I'm so grateful to have this as a resource!
- I needed help framing a conversation to advocate for myself.
- Wanting the workplace to continue to operate efficiently and effectively.
- N/A
- I had an interpersonal situation that made the workplace awkward and wanted to vent and try and get some ideas on how to deal it pragmatically.

- Workplace incident involving implicit bias
- Follow-up
- Struggles within the department
- Workplaces frustrations and growing anxiety motivated me and a kind suggestion for my supervisor promoted me to call.
- I was interested in improving my communication skills.
- office/leadership concerns
- After discussion with my supervisor we decided it would be useful to put into practice the Crucial Conversations course which I completed. We sought out assistance regarding that and I feel it was successful.
- The inability to resolve conflict with a coworker.
- I really needed a space to think through some issues related to our team and know from experience that Ombuds is a great place to think out loud.
- As part of a faculty retreat
- Difficulties with staff.
- Team development
- The expertise of the ombuds
- Preparation for change in top leadership on our branch campus.
- Reflecting on my own values while talking to a neutral position
- Faculty assignment
- Crucial Conversations
- Part of a retreat process supported by the ombuds office.
- Previous support has been invaluable.
- Faith and trust in the staff.
- They listen carefully and they practice a good and effective communication skills
- Problems with supervisor
- It was requested by the other party.
- As a leader at UNM, it is helpful to have Ombuds to talk to when an issue comes up that is sensitive and the need to work through an issue presents. Ombuds is a good resource for employees and much appreciated.
- On-going issues with a co-worker
- The need for impartial feedback.
- Issues with a colleague.
- Issues with supervisor
- A difficult interaction with a colleague.
- I really needed that outside perspective. I also needed help with ensuring that, to a neutral third party, my actions and words would seem reasonable, professional, and constructive. That they would be of service to me going forward.
- I am a new supervisor and was experiencing some situations with my employees where there was conflict. I do not believe that this conflict is new to me, but needed help sorting through how to approach working with people to try to address the situation.
- I try to contact Ombuds regularly to talk through work challenges with a neutral third party to help get a better understanding of my own values, perspective, and struggles.
- Needing to talk to someone and have them listen to me.
- Crucial Conversations for Mastering Dialogue course.
- A couple of my staff members used the Ombuds service and had wonderful things to say about the process.
- Conflict with a staff member

- An incident with a training was very upsetting to myself and several co-workers and the leader of that training opened communication with Ombuds.
- My participation in Crucial Conversations
- Conflict with two of my Direct Reports as ED of an organization.
- Follow up of Crucial Conversations course
- Looking for career options and advice
- Work overwhelming.
- I was encouraged to by my supervisor
- I want to do better and solve conflict in a productive and positive manner
- check in
- a problem at work
- fear
- Unhealthy work environment
- I was invited to attend secondary to internal conflicts within a dept. clinic I work with. I felt obligated morally & professionally to schedule the appt.
- Ombuds Services was recommended to me by two different colleagues. I have to say I didn't quite know what to expect, as I haven't had this benefit in previous jobs. I'm very happy with the experience and I'm so glad your services are available to me!
- Job stress, lack of communication
- I was really struggling with a few things.
- Crucial Conversations curriculum
- This visit was included in part of a class.
- Challenges with staff, looking for guidance
- Great sounding board.
- Crucial Conversations course check in
- Personality conflicts at work that resulted in being written up for behavioral incidences
- I am experiencing a workplace misunderstanding and hope to resolve it with outside impartial intervention/help.
- To grow professionally
- Conflict and had read about it on website.
- Both a conflict and a desire to work with the ombuds.

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

<p>Helpful Extraordinary Resourceful Amazing Available Excellent! Transformational invaluable Safe non-judgmental Understanding valuable Incredible! useful kind Balancing. Awesome So helpful worth-it helpful Exceptional Comprehensive Holistic Holistic Thank you Kind Helpful Available Helpful Resourceful Life-saving. Helpful! Awesome Priceless Forbearing resourceful Useful Instrumental fair Supportive Kind</p>	<p>Relaxing Supportive Fair Resource Fantastic. Excellent AMAZING Engaged Neutral Goal-oriented Loyal Resourceful Helpful Necessary Supportive Safe Fundamental respect helpful Helpful Talented Listener Kind Encouraging Mindfulness Worthwhile Super valuable Helpful Listener Reflective. Extraordinary Critical Needed in workplace Loving Loving Insightful Kind Impartial Invaluable Beneficial Grounding Centering</p>	<p>Nice Helpful Listeners deep listeners Supportive Supportive Helpful Safety Spaciousness Dynamic Supportive Helpful Insightful Calming Helpful Respectful Fabulous Helpful Supportive Space Helpful comfortable Professional Helpful helpful contacted me right away Impartial Pleasant Supportive pleasant Beneficial! Empowering Introspective Helpful Helpful Valuable Helpful Objective Helpful Safe AWESOME</p>
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7. Additional comments/suggestions:

- This is an incredible service, and I am so grateful. The depth of skill and compassion shared with me is appreciated beyond words.
- I am so grateful to have this resource! The ombuds has been so helpful in helping me work through some complicated situations. I cannot say enough positive things! My only regret is that I didn't tap into this resource sooner.
- Thank you so much for providing me a safe space to verbalize my thoughts and feelings and more importantly, for helping me come up with a way to express these things without attacking the other person.
- I am truly grateful for this UNM resource as a unbiased sounding board.
- The experience was truly transformative. I was allowed to present my case to a neutral party who is intimately familiar with the various types of support that are available. I was directed to several resources that I intend to further pursue.
- The ombuds was kind, considerate, and open to listening. I very much appreciated their input.
- The ombuds is an invaluable resource to UNM! Very grateful for their knowledge and professionalism!
- The ombuds has really helped me to find my voice in a very challenging work environment and make decisions based on my values. I feel seen and heard by them and my visits with them have helped me make a decision to leave my position with UNM after doing all I can to improve the situation.
- It is a valuable service and I suspect it can help improve workplace relations and productivity and avoid litigation. Thanks for offering the service.
- very good use of my time - helpful to get a new way of looking at things - very nice person
- Thanks for understanding our complex needs.
- Thank you for this important service!
- No feedback or suggestions but thank you for your time and this service!
- The ombuds is absolutely sharp, receptive, resourceful, creative and very supportive.
- The ombuds was so instrumental when we sought Ombuds services before. It gave me hope that they would/could guide us in discovering the next steps for our team. They did not disappoint, and their suggestions were thought-provoking. Follow- up meeting should be enlightening.
- Thank you!
- Thank you, I really appreciated the resources and the conversation. It was great to meet you.
- The ombuds is amazing! They are insightful, perceptive, respectful, and offers helpful suggestions.
- The ombuds is awesome and after I met with them I felt more confident to tackle my approach in the situation we discussed. They is such an amazing individual.
- The ombuds is extremely helpful!
- Thank you
- The ombuds' support and presence has been an incredible gift to me during a very trying time. They helped me to become the kind of leader I want to be and to make difficult decisions that are already yielding great benefits.
- Truly, the heart, attunement and presence that they bring to their work is a priceless gift. Thank you, for sharing it with me so freely!
- Thank you for all you do!

- I appreciated being able to get stuff off my chest. I feel I waited too long as there is so much back history. Advice given was beneficial because it was geared to me, what can I do? What is the plan for next time? etc It was not based on changing others but seeing where they may be coming from. It is hard to see from someone else's prospective sometimes.
- It was so helpful to discuss issues and concerns with someone in a safe environment.
- I was very nervous signing up, but really wanted to see what Ombuds was all about because our office offers it as a resource to others. I can honestly say it is great to be able to have a confidential, honest, and helpful resource.
- I thought this was really helpful for myself and brought new light to what was going on. I really felt heard and that if needed in the future Ombuds would be there to help me as a resource.
- I just want to say that meeting the ombuds was simply incredible. They are very knowledgeable and extremely talented in the fields of their performance and expertise.
- This is one of the University's best resources for staff and faculty. Thank you for providing it!
- The ombuds is very skilled at being an Ombuds. Their ability to have the crucial conversations and guide them is really an amazing thing to experience. I only wish I had those skills that seem to come so naturally to them. It is awe inspiring.
- I really appreciate the work you do, and have already recommended your services to plenty others. Ombuds is a critical service to making sure employees feel validated, support, and above all, psychologically safe.
- It was comforting and supportive to be able to speak with an Ombuds representative. As this was my first opportunity to reach out for this service, I can see here it will be helpful to call again someday when the need arises.
- I appreciate the service and resources that Ombuds provides to all UNM employees. I plan to utilize the services as often as I can while I am here at UNM.
- The ombuds is terrific to work with.
- The ombuds is amazing - so good at listening and then reflecting back what they were hearing in a way that's clearer and more concise than you can generally manage just talking the situation out. This is a great service and more people should know what it's for and feel comfortable reaching out!
- This visit was awesome, the ombuds is perceptive and gifted, I thoroughly enjoyed my time with them. thank you.
- Great service. Thank you!
- The ombuds was great at providing prospective and additional resources/suggestions.
- I am grateful for having this opportunity and will encourage others to do it.
- The ombuds was great!
- It was great! I appreciate the opportunity to talk about this with such a lovely person to listen and reflect with me. Thank you.
- Thank you for all you do!
- You need to advertise about Ombuds Services in a better way, a lot of people do not know about you
- The ombuds is amazing! It boosted my spirits talking to them. I truly felt like they cared. Thank you!
- I very much appreciated the ombuds' expertise and guidance.
- The ombuds is very good at communicating and offering worthwhile suggestions. The ombuds is a master at their work, no words to express my deep and sincere appreciation.

- They are also very good at Motivational Interviewing. I enjoyed our meeting. Thank you.
- I had a really amazing experience and felt heard and validated by the ombuds. Would absolutely recommend and seek help again! Thank you
- Thanks so much!
- Thank you for the service you provide to UNM. I always take away so much from my visits to Ombuds.
- The ombuds is so fun to work with! Even when you're struggling with a situation, the ombuds is patient, kind, and non-judgmental. I really appreciate this resource. Thank you, (ombuds).
- Thank you for your time, it was really helpful to be heard and understood.
- I really appreciate the services that Ombuds provides.
- Very helpful, good listener but also had great insight into the nature of the conflict.
- I greatly appreciate the ombuds for their assistance with being able to unburden myself of the issues our situation brought to the fore. Thank you for the time and care that you showed.
- The ombuds is incredible - I want to share the word widely how helpful ombuds is in a variety of situations, not only when there is conflict/problem
- The ombuds are such a gift to this campus; we need them to have all the necessary support to continue their great work!
- More knowledge on HR policy would be helpful, but I guess that's why there is an HR department.
- Thank you
- Thank you for listening, for your kindness and for the advise
- I felt obligated to schedule an appt. as the clinic team I work with goes above & beyond for the pt. population it serves.
- However, my participation will do nothing I believe to address the issue that brought this interaction to me.
- My understanding is that this interaction was offered with intent to resolve conflicts secondary to request of a dept./individuals within that dept. that believe the work environment is hostile. Without open discussion with these individuals in a transparent way- resolution of perceived conflicts will not resolve and discussion in this forum is moot. Further, it has been shared that part of the issue is secondary to lack of adequate staffing within the framework of the organization & that intermittent support from the specific depts. is limited secondary to that-thus, generating the conflict that tasks are not getting fulfilled. Systems issues of staffing will not be resolved by Ombuds; management owns that & to best of ability resolve staffing distribution in an equitable way or clearly state that they cannot.
- Thank you very much for your services - I'm so grateful! I have been in a tough place emotionally regarding the concern I brought to your team, and the ombuds was absolutely fantastic at working through some of the issues with me and providing helpful resources that can be further support. The ombuds was an extremely skilled active listener and I appreciated their knowledge, thoroughness, compassion and empathy. I left our meeting feeling much lighter - a weight off my shoulders!
- Happy Halloween
- I am always so impressed with what I get out of my meetings with an Ombudsmen!
- The ombuds is fantastic and I always feel heard during my visits with them. I never feel rushed and always come away with pearls of wisdom that translate into almost every aspect of my life.
- Great service, thank you!

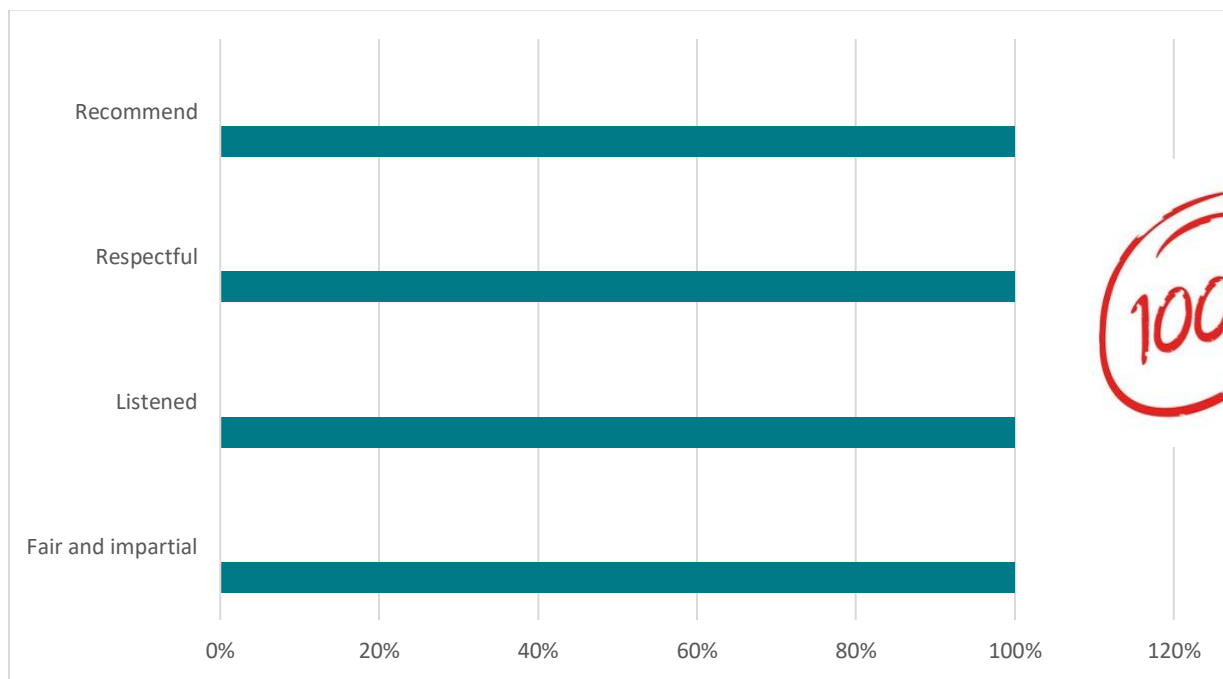
- Thank you so much, (ombuds). I feel better after talking with you - truly. And I appreciate your ninja skills in reframing the issue and drilling down to the crux of the matter and underlying motivations. Thank you for allowing me to use the CC time to talk through this. It helped a lot.
- This is such a wonderful resource for our employees, a sounding board, a constructive problem-solving solution, a way for employees to have introspection. The ombuds is an incredible listener. I honestly do not know how they keep everything so straight and still manages to have meaningful responses and solutions. The world needs more services like this in it, it would be a much more pleasant place if everyone spent an hour a quarter with someone like them. Thank you for valuing your employees enough to provide this safe space for them. Thank you for being kind.
- The ombuds was wonderful in helping me to organize and understand my thoughts in the matter. I feel better prepared to go forward and resolve any issues in our office or at least try. The ombuds made me feel comfortable and listened to. Thank you, (ombuds)!!!
- More people at UNM should use this resource. Thank you for offering it. If used more often, it could help prevent conflict, workplace frustration and the like.
- Thank you for providing these great services, and for having such amazing Ombuds!

Feedback: Anonymous Post-Facilitated Conversation Survey

Highlights

In 2022, Ombuds Services conducted **15** Facilitated Conversations for the UNM Community. Ombuds also conducted **11** 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).

- 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.
- Participation is voluntary



- 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**.
- 100%** of participants would **recommend** the Facilitated Conversations process.

There was a **29%** response rate to the anonymous survey sent to the facilitated conversation participants.

For the full survey and results, see next page.

Full Results

1. Was your participation in the Facilitated Conversation voluntary?

- Yes (4)
- No (0)
- Other (please specify) (0)

2. Did you feel prepared for the Facilitated Conversation?

- Yes (4)
- No (0)
- Comments
 - “I was prepared for the conversation, but harder to speak out to the person you're having an issue with. I think a lot of issues I've had weren't addressed, but I would like to move on from that and forget them. I think the discussion did and will help us to move on.”
 - “Thanks ombuds for your help in coordination, you made this a clear and easy process.”
 -

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

- Yes (4)
- No (0)
- Other (please specify) (0)

4. Did the process feel fair and impartial?

- Yes (4)
- No (0)
- Other (please specify) (0)

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

- Yes (4)
- No (0)
- Other (please specify) (0)

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

- Yes (4)
- No (0)
- Other (please specify) (0)

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

- Yes (4)
- No (0)
- Other (please specify) (0)
- Comments
 - “This has really helped me. I had heard of the service and was apprehensive to start as I thought myself and the person I had issue with could figure it out ourselves, but it really does take a 3rd person to balance the discussion.”

8. Additional comments/suggestions:

- “The facilitation of this discussion was exceptional, and I appreciated the opportunity and support.”
- “Appreciated the time to be able to have a mediated conversation with individuals with whom conversation had been difficult in the past. The mediator allowed us to discuss less reactively and more responsively and efficiently and for that I am thankful.”

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Workshops, Professional Development, and Outreach

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.

In 2022, we provided **59** professional development workshops, presentations, and learning opportunities, reaching **703** members of the UNM community in over **77** hours.

- 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 6-8 hours)
- Crucial Conversations for Accountability® Online Self-Paced with Tailored 1:1 Support and Coaching from UNM Ombuds (total of 6-8 hours)
- Culture Eats Strategy for Breakfast (multi sessions)
- Difficult Conversations: Start Here to End Well (2-hour workshop)
- Introduction to Ombuds Services: What's in It for You? (20–30-minute presentation)
- 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)

“This course was amazingly helpful, useful, beneficial, etc.
I will definitely recommend it to colleagues.”

A comment from the Anonymous Post-Course Survey
for Crucial Conversations

Interagency Collaboration

We **collaborated in 107 meetings** with UNM sister agencies, such as Staff Council, HR, DEI, the UNM Wellness Alliance, CEEO, CARS, and SMART, and with Governmental agencies such as the NM ADR Bureau, Metro Court Mediation Program, and Sandia Labs Ombuds.

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

- **Staff Council**
- **Counseling, Assistance, and Referral Services (CARS)**
- **Division for Equity and Inclusion (DEI)**
- **Human Resources (HR)**
- **Sexual Misconduct and Response Team (SMART)**
- **Compliance, Ethics, and Equal Opportunity (CEEEO)**
- **Women's Resource Center (WRC)**
- **Learning Environment Office (LEO)**
- **Advance**
- **The Wellness Alliance**

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

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

“The ombuds is incredible –

I want to share the word widely
how helpful ombuds is in a variety of situations,
not only when there is conflict/problem.”

A comment from the
Anonymous Post-Visit Survey



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[Ombudsforstaff.unm.edu](https://ombudsforstaff.unm.edu)