

MC-709

Box 37

Folder 4

The Ombudsman Association communication  
committee notes

1992-1994



**TOA**  
**Strategic Communications Plan**

- **Purpose of a strategic communications plan = To provide a link to membership in achieving the objectives of TOA.**

TOA Communications should provide the following:

- Information, training and research that produce quality and value for the function, i.e. information sharing and networking.
- Ethical guidelines and standards for the profession.

- **Characteristics of our communications that are most important to the TOA membership:**

- (1) that the material be relevant.
- (2) that communications maintain continuity and linkage to the association and to each other.
- (3) that communications be participatory.
- (4) that contact be fairly regular.

Underlying assumption: Most TOA members are relatively isolated from other ombudsmen and would respond positively to linkage.

- **There are three ways in which we must communicate to members:**

- (1) Information sharing
- (2) Skills building
- (3) Attitude Changing

### **INFORMATION SHARING**

Currently major vehicles are the annual conference and newsletter.

Annual conference - extremely successful, high quality, but we have lulled ourselves into making the conference the primary means of communicating. This is evidenced by the fact that new members, although positive about the conference, too often don't come back. The conference cannot carry members through the year.

Newsletter - Lacks an institutional approach; instead, the task has been put on a person. It lacks both a schedule and definition. This is left to the particular volunteer. Critical: The newsletter must be institutionalized. This probably requires a subcommittee. The first edition should come out right after the annual meeting, which would aid in linking and involving membership. People who feel useful and involved are more likely to stay involved



with an organization. If the newsletter is done low-key, costs of printing and postage are well within TOA budget for 4 issues in a year.

#### New for 1993

A one page, once a month fax with quick bites of information that people send in, e.g., a heads-up note on hot items, legislation, court rulings, company experience, other associations, articles or retirements.

Re-packaged handbook in separate brochure for prospective members. For example provide brochures or articles on starting-up an office, mediation, pitfalls, basics of ombudsmanry, legal implications, etc. This could be a major revenue source.

Handbook should be continued as well.

Electronic network - Need to lift burden of this initiative from one person and institutionalize its inception.

### **SKILLS BUILDING**

TOA needs to capitalize on its successes: the annual conference and Ombudsman 101. The program for 101 needs to be institutionalized so that the content and quality can be guaranteed. Materials for each piece need to be put together and belong to the organization.

Ombudsman 102 - the leadership of TOA needs to figure out more advanced topics for a second course on ombudsmanry. Target to have ready by the fall of '93. (Write everyone who took 101 and see what additional skills they would like to build.)

Annual conference - resume skill building by offering at least one workshop for small groups. (All attendees could pass through same workshop at different times.)

### **ATTITUDE CHANGING**

What TOA's leadership needs to change is the attitude of its membership towards the organization and possibly towards the function.

How to get members to feel like they want to belong, to feel that TOA adds value:

- Cumulative effect of all you do, the more you do, the more members see value.
- Involve members. Ask them to help. Institutionalizing communications cannot be done without membership's help. General appeals do not work. There must be specific ideas and specific projects to ask someone to work on.



Implementation of the plan:

- To make this plan work we need to create several sub-committees drawn from **ALL** of TOA's membership and get all members involved in this process.
- We can do for one, possibly two years without a paid executive officer. However, with an executive officer (15-20 hours a week), this plan could become a real revenue generator. **It is not possible to maintain the organization by depending exclusively on member's volunteer efforts year after year.**



THE OMBUDSMAN ASSOCIATION  
Minutes - Board of Directors  
May 12, 1993  
San Francisco, CA

**Present:** Bolden, Garcia, Herbert, Murphy, Nassef, Newcomb-Briggs,  
Riley, Robinson, Rowe, Thurman

The meeting was called to order by President Lou Garcia at 1:00 P.M. (PST)

MINUTES OF APRIL 6, 1993 BOARD MEETING

The Board accepted the April 6, 1992 minutes as written.

1993 CONFERENCE

Tom Bolden reviewed the agenda for the 1993 Conference and indicated that preparations are all complete for the meeting.

REPORT OF THE NOMINATING COMMITTEE

Jan Newcomb-Briggs discussed nominations for the Board that would bring membership to fifteen (15). She encouraged other recommendations from Board members.

PROPOSED BOARD

Term Expires '94

Louis Garcia  
Ella Thurman  
Karen McKenzie  
Marsha Wagner  
John Murphy

Term Expires '95

Toni Robinson  
Carole Trocchio  
Mary Simon  
Eugene Herbert  
David Nassef

Term Expires '96

Janet Newcomb-Briggs  
Vincent Riley  
Tom Furtado  
Joan Helmes  
Howard Gadlin

- + Mary Rowe (Emerita)
- + Jerome Weinstein (Ex-Officio)



## OFFICERS NOMINATED AS FOLLOWS:

President -	Lou Garcia
Vice President -	Carol Trocchio
Secretary -	Toni Robinson
Treasurer -	John Murphy

## EXECUTIVE OFFICER'S REPORT

Vince Riley reported the following:

- Circulated the Auditor Report - Paid \$1300.  
No problems reported.
- He has submitted both federal and state of Mass.  
tax returns.
- Reviewed TOA financial statements thru 5/8/93.
- 85 people will attend conference - TOA has 131  
members as of today.

## MEMBERSHIP YEAR

The Board discussed the membership year for TOA. Vince Riley reported on the practice he has observed regarding membership duration following a new members initial payment of dues. After discussion, the Board concluded that when a person joins TOA in the latter part of the year (i.e. after the Annual Conference) recognition is taken of the fact that the major activities of TOA have already taken place. Accordingly, membership will be applied to the following year and the new members will not be asked to pay renewal dues until the end of the following year. The Board also agreed that while memberships normally run on a calendar year basis, a member who fails to pay renewal dues is not removed from the rolls until the end of the Annual Conference and continues to receive all TOA mailings until that date.



## ANNUAL FEES

The Board discussed annual membership fees for membership in TOA. The initial conclusion was as follows:

New Members	\$175.00
Renewals	85.00

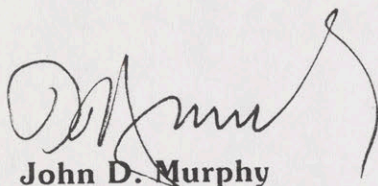
A final decision will be made at the next meeting of the Board.

## SPECIAL MEMBERSHIP FEES AND SPECIAL ANNUAL CONFERENCE FEES FOR RETIRED TOA MEMBERS

The Board discussed some special considerations relative to annual membership fees and annual conference fees for retired members. The Board agreed upon the following:

- 1) In lieu of the regular annual membership fee, a special nominal fee shall be established for retired members for 1993 and 1994. This fee would be \$10.00 per year.
- 2) To qualify for the special fee, an individual:
  - a. shall have been a regular member of TOA for atleast two (2) years.
  - b. shall have retired from the workforce as opposed to one who leaves the profession to take another position.
- 3) Retired members shall be entitled to the same rights and privileges as regular members of TOA.

The Board also agreed that retired members who make formal presentations at the Annual Conference or who otherwise have contributed in some substantial way their time and energy to the benefit of TOA, shall be permitted to attend the annual conference without payment of the registration fee.



John D. Murphy  
Secretary



TOA Communications Committee

NEXT COMMUNICATIONS COMMITTEE TELECONFERENCE:

WEDNESDAY, NOVEMBER 3, 1-2:30 P.M., EST

Call (702) 785-1946. Access code is 806859.

October 7 Communications Committee Teleconference Notes

Attending: Michael Birnbaum, Virgil Marti, Mary Rowe, Mary Simon, Carole Trocchio, Marsha Wagner

Introduction: During a discussion of general short- and long-range plans to professionalize TOA, it was recommended that a full Board teleconference be held sooner than mid-November to vote on firm recommendations, with specific starting dates.

TOA Handbook: Virgil Marti reported on the current draft, which has been reorganized into 6 chapters + 3 appendices. He thanked Carole Trocchio for writing Chapter 6 (on TOA), thanked Mary Rowe for her comments on Chapter 4 (cost effectiveness), and thanked Ann Bensinger in advance for her contributions to Chapter 3 (legal issues) and thanked Jan Newcomb-Briggs in advance for the bibliography. Virg will join Tom Furtado and Dave Nassef in Hartford for an all-day meeting October 22 to plan the future editing and production of the next edition of the TOA Handbook. If there is an appendix on "Sources of Help," Communications Committee members may be asked to contribute to it. We look forward to the next Handbook report on Nov. 3 by Virg and Tom.

TOA Brochure: Members of the Communications Committee would like to see copies of the brochure mock-up sent to the SPIDR conference. The committee recommends that after some corrections are made, about 1000 or 2000 copies of the brochure should be printed as a basic TOA document to use for the months until the proposed new Executive Office is established. It would be helpful to have the brochure available for Ombuds 101 in February.

Ombuds 101 and 202: It was agreed that the Communications Committee would not be responsible for these training programs. But it was recommended that Carole Trocchio should be paid for her role in organizing these events.

Electronic Mail: Mary Rowe reported on the ever-increasing list of users of the new ombuds bulletin board and its lively debate on a variety of issues, from the nature of neutrality and advocacy to how to handle difficult cases. Duncan Fowler of USAO wants to move it to CompuServe or America On Line to allow for sub-boards and to add an archive. Mary prefers, for the time being, to keep the existing bboard on the cost-free Internet. It



is hoped that all TOA Board members will soon be able to log on. A laptop demonstration of the ease and flexibility of the email system at the next annual conference might help persuade them.

Joint Directory: Lou has sent out the letters to 7 other ombuds organizations to assess their interest. Meanwhile, USAO is already working on a joint directory and Mary Simon is having mailing list labels prepared for TOA and UCOA members.

Bulletin: Mary Simon generously agreed to continue to write the Bulletin, if Lou can continue to produce it. There was a discussion on how cautiously the Bulletin should be edited, and how much freedom of expression of points of view should be allowed. Mary Simon agreed that if quoting casual statements made on email that might be offensive to some readers, she would in the future reframe for publication under the TOA masthead. If some readers were still offended or took exception, she'd be happy to publish their letters of objection. The next issue will announce Ombuds 101 in February, summarize the current status of TOA strategic planning, review the contents of the new "What to do if you're subpoenaed" information packet, and give more information about email.

It was agreed that all issues of the Bulletin should include the full name, address, and phone number of TOA.

Newsletter: Carole Trocchio generously agreed to continue to produce the Newsletter. She is planning a new column, which she had tentatively called "Different Strokes for Different Folks?" Several alternative titles were suggested, though it was agreed the idea of such a column was great.

Mentoring: Since Ella Thurman was unable to join this call, the report on mentoring was postponed until the next meeting.

Audio-video projects: It was suggested that a Mac-based multi-media interactive video would have very flexible and exciting uses, but accumulating video footage would be a first step. TOA would not make a video to send around to companies unsolicited; Lou Garcia had reported that this would be a waste. Two kinds of videos were discussed: one that would be requested by CEOs who want to know how and why to establish an ombuds office, and one for beginning ombuds practitioners. It was pointed out that videos could serve other needs as well: for example, an experienced ombuddy who suddenly gets a new boss might use the first video to orient him/her to the ombuds function; a person who had been offered the opportunity to serve as an ombudsman might watch either video to help decide whether or not to accept the position. To gain more information about the need for a video, Mary Rowe will raise the question on email and compile a list of suggestions. It was suggested that TOA could produce a video cost-effectively for less than the \$15,000 that Lou's contacts had suggested it would cost to make a professional 10-



minute video. If sufficient need emerges, a video projects planning committee will be proposed at the next meeting.

Information packets: Mary Simon has compiled a "What to do if you are subpoenaed" packet with 5 basic pieces enclosed. This may serve as a model for other pre-packaged sets of information.

Changing definitions: A specific proposal for TOA to recommend changing the definition of "ombudsman" in standard reference works should be presented for Board approval.

ACTION ITEMS: Marsha will ask Tom to make specific strategic planning recommendations to the full Board as soon as possible (with dates, cost, and who will be responsible), and will explore if the Board teleconference could be scheduled sooner than mid-November.

Marsha will ask Tom to fax copies of the mock-up brochure to all TOA Board members and Communications Committee members. Marsha will ask all Communications Committee members to respond to her with their approval (or disapproval) for printing up 1,000 - 2,000 copies; if the Communications Committee approves, Marsha will make a recommendation to the Board.

Mike Birnbaum will contact Duncan Fowler for more information about electronic mail.

Mary Rowe will compile a need assessment for video material on the ombuds profession, role, and practice.

Marsha will contact all the other Communications Committee members before the next teleconference.

**NEXT MEETING: WEDNESDAY, NOVEMBER 3, 1-2:30 P.M. EST**

**CALL (702) 785-1946. ACCESS CODE IS 806859.**



## D R A F T

## TOA Bulletin

September/October/November 1993

**Ombuds Training**

Ombuds 101 will be offered February 22, 23, & 24, 1994 in the San Francisco Area. It offers a 2-1/2 day introduction to principles of best practice in the Ombudsman profession. If you know anyone who is interested, have them contact Vince Riley at (703) 532-2795. The TOA Board is considering plans for an advanced theory and practice seminar in 1994.

**Subpoena**

Many ombudspeople are asking what to do if they are asked to testify in a formal hearing inside or outside the workplace. Some have been subpoenaed. TOA has pulled together a list of the briefs and materials that have been found by others to be the most helpful:

- McDonnell Douglas Corporation brief
- United Technologies Corporation brief
- The Upjohn Company write-up
- Ombudsman Dilemmas: Confidentiality, Neutrality, Testifying, Record-Keeping
- Generic notice to adopt and post outside your office

For a copy of this packet, please call or write to Mary Simon at AT&T, 1600 Osgood Street, Bldg., 21-3S5, North Andover, MA 01845, (508) 960-6490.

**TOA Projects**

Many TOA members are becoming active in numerous committees and projects. We can always use more help. If you would like to help with short- or long-term planning, communications, training, conference planning, or other topics, write or call the TOA office or a Board member.

**Mentoring**

Ella Thurman is heading up a mentoring project. She will call new members to see if they would like to hook up with an experienced TOA member. If you

are a new TOA member, and this interests you, please call Ella at (216) 844-1485.

**Email**

The electronic mail network is proving useful for many of us. This may be the quickest way to get a variety of ideas for handling a situation. Just send Mary Rowe an email message at mrowe@mit.edu and she will add you to the network (as long as you are an ombudsman), and circulate your inquiry to the rest of the network.

**Congratulations!**

Mary Rowe received the Pete Small Award Ombudsman of the Year 1993 from the California Caucus of College and University Ombudsmen "In recognition of your outstanding contributions to academic ombudsing." This special award was presented to Mary at the Cal CAUCUS Conference, Asilomar, CA, on November 8th. She is Special Assistant to the President, Massachusetts Institute of Technology, Ombudsperson and Adjunct Professor of Negotiation and Conflict Management at the Sloan School of Management.

**Articles**

Boardroom Reports, October 15, 1993, carried an article under "Problem Solving," entitled "The Case for Hiring an Ombudsman...helps prevent personnel problems in small companies, too."

This article is based on Boardroom interviews with Virg Marti and Mary Rowe.

**TOA Board Members**

Louis R. Garcia, *President*, (212) 916-4640; Carole M. Trocchio, *Vice President*, (214) 553-1616; Toni P. Robinson, *Recording Secretary*, (206) 615-2104; John D. Murphy, *Treasurer*, (508) 493-9590; Vincent J. Riley, *TOA Executive Officer*, (703) 532-2795; Mary



214 348 6621 CAROLE M. TROCCHIO ASSOCIATES

312 P02

**PROPOSAL**  
**OMBUDSMAN 202**  
**ADVANCED TECHNIQUES and STRATEGIES FOR OMBUDSMEN**

**PURPOSE** To provide experienced, practicing ombudsmen with an opportunity to test and stretch their skills in a safe and confidential environment.

**FORMAT** Ombuds 202 will be a highly interactive workshop dealing with extremely difficult human relationships. The program will provide (1) education in negotiation theory, (2) training in case analysis from the perspective of a neutral and, (3) experience in using strategies and techniques to work through tough cases in role-play situations.

**CLASS SIZE** Minimum of 12 - maximum of 39 allowing for break-away groups of three (ombudsman-visitor-observer).

**INSTRUCTORS/COACHES** Each instructor will be responsible for (1) developing the case study (2) providing a list of questions to assist in a complete analysis of the situation, (3) introducing the case study and, (4) serving as a resource.

Each group will have a "coach" to facilitate analysis of the case study and serve as observer. Coaches will be part of the student body.

**CRITERIA** Participation is limited to ombudsmen who have had full time equivalent of two years practice as a designated neutral. Instructors will be limited to those who have five years experience as ombudsman.

**TRAINING FEE** Ombuds 202 registration is \$300. TOA members will be offered a discount. One suggestion is that TOA members pay \$125 [\$300 less the cost of new membership in TOA. (Note: renewed membership is \$85)], or that TOA members pay \$225.

**BROCHURE** Ombuds 202 brochure will contain a statement, to be signed by the applicant, certifying that he/she has served the full time equivalent of two years as a practicing ombudsman and designated neutral. Ombuds 101 is not a pre-requisite for 202.

**TIME FRAME** A "pilot" Ombuds 202 program will be held post conference in Chicago -- to begin Friday pm and end Saturday pm. (See attached) The pilot program is 10 hours -- future Ombuds 202 would run approximately 20 hours.

**COST** It is anticipated that the "pilot" program may not break even due to so many unknowns, ie., number of students, instructors, coaches, meals, facilities, etc. TOA may have to underwrite this pilot program, if necessary. Future Ombuds 202 would be expected to result in a profit to the association. Air fare will not be reimbursed to instructors who would be attending the conference anyway. TOA will reimburse two nights' rooms for instructors.

**SUBJECT MATTER** All case studies will contain an ethics dilemma. The three subjects chosen for the "pilot" program include: Sexual Harassment, Threat of Violence, and Hostile Management. It will be at the discretion of the instructor as to what other "hidden agendas" may be included in the case study.

\*\*\*\*\*

*i trip over this phrase - sounds psychological to react to a little too negatively perhaps such as something extremely difficult "dynamics" or extremely difficult problems encountered by practicing ombuds.*

*I don't understand this refer (ombuds - visitor - observer) If so in not sure would include here*



### Ombudsman 202 Agenda

#### FRIDAY

3:30 p.m. - 4:30 p.m.

Introductions - Instructors/coaches/participants  
List expectations  
Discuss format

4:30 p.m. - 6:30 p.m.

Case Study: Sexual Harassment  
Instructor gives a brief synopsis of the subject matter to bring everyone to the same level of awareness. Case study is distributed and class breaks into small groups, of six or so, each with a coach. The coach will "prompt" the group with questions to assist in analysis and determination of techniques and strategy and generally keep the group "on track". Instructors will serve as additional resources to groups as needed.

After they have analyzed the case the coach asks for volunteers to act out the role of visitor and the role of ombudsman. The case study is then played out.

Groups are brought together to share the results of the role-play. Instructor leads the discussion.

6:30 p.m.

ADJOURN (*ha! i.e. collapse!*)

#### SATURDAY

8:00 a.m. - 10:00 a.m.

Negotiation Theory for Ombudsmen  
- Mary Rowe

10:00 a.m. - 10:30 a.m.

BREAK

10:30 a.m. - 1:00 p.m.

Case Study: Threat of Violence  
(same format as Friday except break into triads)

1:00 p.m. - 2:00 p.m.

LUNCH

2:00 p.m. - 4:30 p.m.

Case Study: Hostile Management  
(same as above - triads)

4:30 p.m. - 5:00 p.m.

Wrap-up/Evaluation/Certificates





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The remaining contents of this folder have been redacted.

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Department of Distinctive Collections at

[distinctive-collections@mit.edu](mailto:distinctive-collections@mit.edu)