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The Ombudsman Association brochures, correspondence...]

circa 1990-2004



From: Tom Furtado

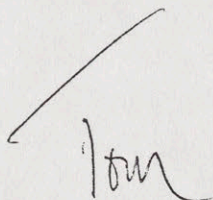
Date: 7/23/92

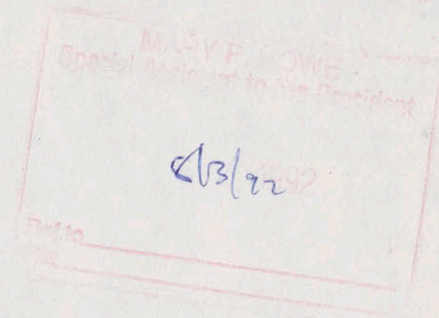
To: TOA Communications Committee

cc: Lou Garcia  
Gene Herbert

As promised -- questions to consider before we develop a communications plan for TOA.

I suggest that we have a conference call during the next month to discuss these issues. You will be contacted concerning the logistics.

A handwritten signature in black ink, appearing to read "Tom", with a long, sweeping horizontal line above it.



## I. Concerning the Organization

### A. Defining the Organization

1. What is the purpose of the association?
2. Who should belong?
3. What value does it add?
4. How do we communicate value so as to persuade other ombudsmen that this is a useful organization to belong to?
5. What is different about this organization from other ombudsmen organizations?
6. Is there merit in seeking merger with other similar organization(s)?

### B. Defining The Ombudsman

1. ...
2. Should there be a certification process for ombudsmen?

## II. Education, Training and Communications

### A. Education

1. Is this an absolute science with fairly specific rules and regulations that apply to all organizations?
2. Are there issues or criteria that are not negotiable?
3. What are the core disciplines in a training program for ombudsmen?
4. Should emphasis be academic or experiential?
5. Should there be a structured body of content?
6. Should materials for training belong to the ombudsmen association?
7. Should there be a tie-in between the handbook and training?
8. What is the purpose of the handbook? Is it cast in concrete or is it a flexible document?

9. Should the handbook represent the ideal program or should it offer guidelines that permit users to vary their programs?
10. Should the handbook be an education vehicle or should it also be a marketing vehicle?
11. Are there better marketing tools for outside audiences?
12. Should the handbook be in a narrative form attempting to cover all aspects (current model) or should it be more succinct and quick to read?
13. Might some of the material in the handbook be published separately as serialized handouts?

#### B. Training

1. What criteria are being used in selecting trainers for 101 and other programs?
2. Do we see training as a marketing tool to retain members?
3. Is there any value in inviting a small number of management figures to attend 101?
4. Should there be standardized overheads or slides rather than changing, company-specific materials?
5. Would there be value in having a professional trainer attend 101 this July to provide feedback on current materials and format?

#### C. Newsletter

1. What is the purpose of the newsletter?
2. What are the sources of material for the newsletter?
3. How do we insure supply of material from membership?
4. How is newsletter delivered?
5. Should accent be on content or format?
6. Is cost a consideration in determining the value and frequency of the newsletter?

7. Could a modest increase in dues ensure delivery on a regular basis?
8. How can we involve the membership in the creation of the newsletter so that it is not a product of a small group of people?
9. Should the content be factual or should the focus be on concerns and issues?
10. How can the communications council support the editor so that the product is not her burden alone?

#### D. Electronic Mail

1. How feasible is an electronic network? Who should take responsibility for initiating and expanding such a network?
2. What are the security issues around E-Mail?
3. What are the limitations?
4. Is control or management of such a network necessary?
5. Are there any risks or liabilities that need to be considered?

#### E. Maintaining Operations

1. Who should be responsible for maintaining and distributing an up-to-date membership list?
2. Does the organization need to hire a coordinator?
3. Could a paid coordinator increase membership and thereby recover the cost of the position?
4. Beyond Ombud 101, what training should be offered to experienced ombuds on state-of-the-art material?
5. Could the organization produce and distribute papers and materials for a fee and thereby underwrite communications (a la Conference Board or BNA)?
6. Is there value in having a vehicle to rapidly contact the membership to alert them to an issue (e.g., to notify of legislative or judicial action impacting ombuds)? If so, is it possible to create such a network to alert members to such issues?

### III. Maintaining Participation

#### A. Recruiting and Welcoming New Members

1. How are we presently learning about new ombuds? What vehicles are available?
2. What did we learn in the last survey of Fortune 500 managers about the existence of such programs? Should we re-survey to determine, once again, if there are possible affiliations?
3. Do we solicit members apart from the annual meeting?
4. How important is the annual meeting to gaining new members?
5. What is the purpose of the new member orientation? What message are we conveying? What message would we like to convey?
6. Would a social setting be better?
7. Since the annual meeting is the only time we see new members, how can we make it a solid marketing tool (e.g., insure value in this organization)?
8. How can we involve new members in the annual meeting?
9. Could training be a viable part of our marketing effort?
10. How can we avoid the semblance of a small clique of revered ancients terminating the proceedings?
11. Should there be and, could there be, small meetings on topics during the coming year (e.g., communications)?
12. What can we do to keep new members in communication during the year?

#### B. Maintaining Membership

1. How can we cut the drop-out rate?
2. How can we reach and recall old members who have dropped out?
3. What did past surveys tell us about why persons leave the organization?
4. Should we be recruiting these people again?

5. When do we ask for membership renewals? Does this give us enough time for follow-up?
6. Should we survey anyone who does not rejoin?

#### C. Annual Meeting

1. Is the only purpose to fulfill the bylaws or is its major value for networking or for relaying information?
2. How can we prevent polarization of the organization during the annual meeting?
3. Would it be valuable to have a formal buddy system for meals?
4. Should we have a management keynote speaker at this?
5. What do we give members as a report on this meeting?

#### D. Why hasn't the organization grown in recent years?

### IV. External Relationships

#### A. Management

1. Does management in corporate America understand the value of an ombudsman?
2. Have we seen positions disappear in some companies, agencies or institutions?
3. How can this organization market the value of the ombudsman function to American management?
4. How can we support one another in maintaining ombudsmen positions as strong parts of a company?
5. Should we develop a generic presentation that could be used by new ombudsmen to present the program to their management?
6. Should we be doing more writing for professional journals?
7. Would there be value in guest writing for some other ombuds newsletters?

B. Other Ombudsmen and ADR Organizations

1. Is the present climate of multiple ombudsmen organizations divisive?
2. Should we have membership in those organizations?
3. Can we market the function jointly?
4. Should we be sharing training materials?
5. Should we consider a merger?
6. Do we have a "Not-Invented-Here" mentality and if so, how do we overcome that?



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# THE OMBUDSMAN ASSOCIATION

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## *Code of Ethics*

### **CONFIDENTIALITY**

The Ombudsman, as a designated neutral, has the responsibility of maintaining strict confidentiality concerning matters that are brought to his/her attention. The only exception, at the sole discretion of the ombudsman, is in the instance of threat to the physical safety of others and/or threat to company assets. This duty to warn, however, shall be initiated only after the ombudsman has strongly counseled with the client involved to encourage the client to personally come forth. In the event the client still refuses, the ombudsman has an obligation to notify the client of the intended breach of confidentiality in this situation. Even then, the ombudsman has the responsibility and obligation to discuss the situation only with those who have a need to know.

### **SAFEGUARDING**

The ombudsman has the responsibility to insure that any records or files pertaining to confidential discussions with clients are safe from inspection at all times by other employees, including management at all levels.

### **RECOMMENDATIONS**

The ombudsman has the responsibility, when recommending actions as a result of impartial investigations, to make recommendations that will be equitable to all parties and reflect good business practice.

### **PROFESSIONALISM**

The ombudsman has the responsibility to behave in a professional manner at all times, to maintain the credibility of the ombudsman function.



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Department of Distinctive Collections at

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