

THE UNIVERSITY OF NEW MEXICO

OMBUDS SERVICES

2019 ANNUAL REPORT

TABLE OF CONTENTS

Page No.	Content
3	LETTER FROM THE STAFF OMBUDS
4-9	THE YEAR IN REVIEW
P. 4	Situations Calling for Ombuds Services
P. 4	Trends Identified in Visits
P. 4	Visits and Facilitated Conversations
P. 5	Top Responses to Visitor Feedback Survey Visitor
P. 7	Testimonials from Feedback Surveys
P. 8	Collaborating with UNM Agencies
P. 8	Collaborating with State Agencies
P. 9	Professional Development Provided
P. 9	Office Staff and Interns
10-20	APPENDICES
P. 10	Appendix A: UNM Policy 3220: Ombuds Services
P. 12	Appendix B: IOA Code of Ethics
P. 13	Appendix C: IOA Reporting Categories and UNM Visitor Concerns
P. 16	Appendix D: Visit Feedback Survey Responses
P. 20	Appendix E: Professional Development Provided

LETTER FROM THE STAFF OMBUDS

Dear UNM Affiliate,

Ombuds Services is happy to share this 2019 Annual Report which describes the services of our office. Our ombuds role is to engage the campus community in dialogue toward the goal of building and supporting respect, civility, collaboration, and justice in our communities and professional relationships. We support those who access our services in their efforts to address administrative concerns constructively. We serve UNM staff, faculty supervising staff, and their co-workers including executives, managers, and other leaders seeking to maximize productivity with the support of a trusted, skilled neutral who is confidential, independent, and informal.

Some 2019 highlights include providing an unprecedented 398 individual visits for UNM staff, faculty supervising staff, and their teams. We successfully piloted Zoom visits to better serve branch campus employees. We provided 24 facilitated conversations (formerly called “ombuds mediations”), and we reached 769 members of the campus community through 65 presentations and workshops over 203 hours. Each UNM employee who interacted with Ombuds Services represents a commitment to engaging appropriate resources at any stage of their effort to move forward better together.

This year, we collaborated with UNM Continuing Education to add the popular option of tuition remission for the Crucial Conversations course which Anne Lightsey presented six times this year. This year, Governor Michele Lujan Grisham proclaimed October 10, 2019 NM Ombuds Day. In conjunction with our Ombuds Day Open House in October, we were honored by UNM President Garnett Stokes holding her traveling office hours at Ombuds Services.

Also in 2019, we identified the trends communicated in this report. In April, Jon Lee delivered his Mary Rowe Honorary Keynote address for the International Ombudsman Association (IOA) Annual Conference, “A Swallow’s Broken Leg, Cubism, and Crying in a Korean Grocery Store.” Jon did a fantastic job! Anne Lightsey provided extraordinary mentorship and support to Jon in preparation for his keynote address. Jon contributed to IOA and American Bar Association (ABA) committee work that informs and supports our role as UNM ombuds.

We hope that this report provides useful information about engaging Ombuds Services to support your efforts to collaborate more constructively, even through change and conflict. Contact us at 277-2993 to schedule a visit, request a presentation, or with your thoughts, questions, and suggestions.

Best wishes,

JoEllen Ransom, Staff Ombuds

THE YEAR IN REVIEW

SITUATIONS TYPICALLY CALLING FOR AN OMBUDS VISIT

Individuals and teams who experience the following situations are encouraged to contact Ombuds Services for confidential, neutral, and informal support:

- Those who are experiencing change in mission, budget, leadership, organizational structure, or job description
- Those who are subject of a complaint or complaints¹
- Those who are experiencing loss or conflict
- Those who seek more robust or constructive communication in the workplace
- Those who are envisioning change

TRENDS IDENTIFIED THROUGH VISITS

Visitors to our office most frequently addressed the following 5 concerns. Most visitors addressed more than one topic in a visit. These trends are identified using the International Ombudsman Association's (IOA) Uniform Reporting Categories at Ombuds Services:

- Communication 55%
- Departmental climate 48%
- Supervisory effectiveness 39%
- Respect/treatment 38%
- Work-related stress and work-life balance 38%

For more information about concerns raised by visitors, see Appendix C.

VISITS AND FACILITATED CONVERSATIONS

Ombuds Services provided 398 individual Visits and 22 Facilitated Conversations.

¹ The Ombuds Blog cited Chris Gill and Carolyn Hirst, "Being Complained About – Good Practice Skills and Guidelines for Fairness, Confidentiality, Transparency, and Efficiency." 2/13/19 The Ombuds Blog identified the trend that departments subject of complaints suffered the following: 71% work practice is affected, 67% health is affected, 61% attitude towards services users is affected

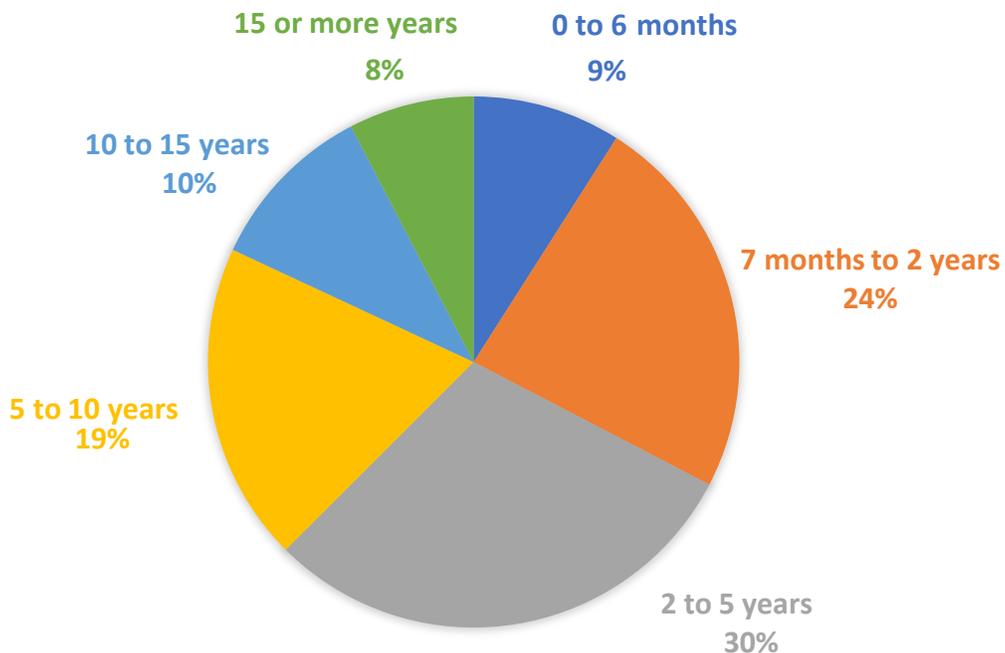
TOP RESPONSES TO VISITOR FEEDBACK SURVEY

Visitors to Ombuds Services are encouraged to complete an anonymous feedback survey at the conclusion of their visits. Here are the results from the 145 surveys completed in 2019.

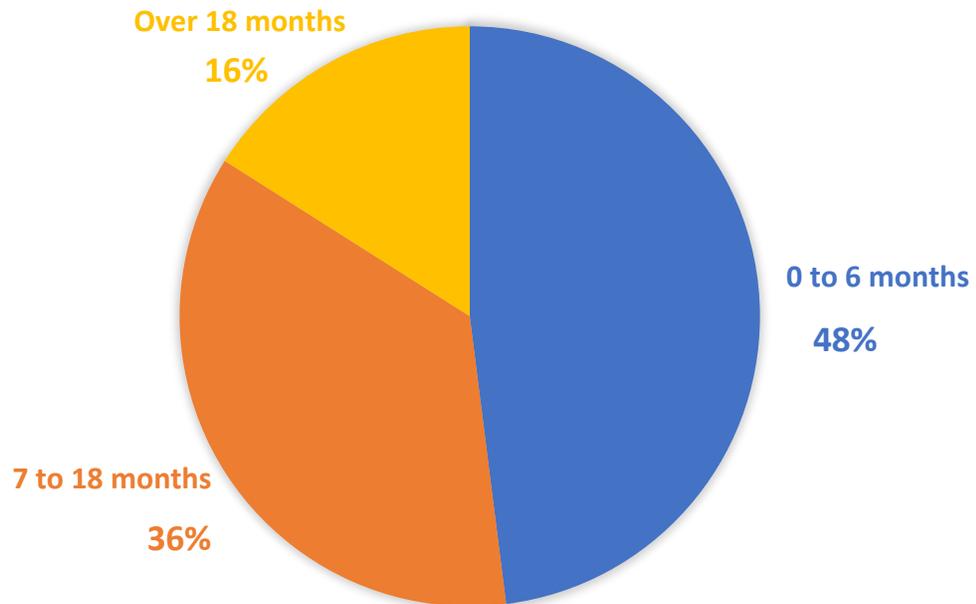
100% OF RESPONDING VISITORS REPORTED:

- The process seemed fair and impartial
- They felt heard
- They received new perspective or useful information
- They would recommend Ombuds Services to others

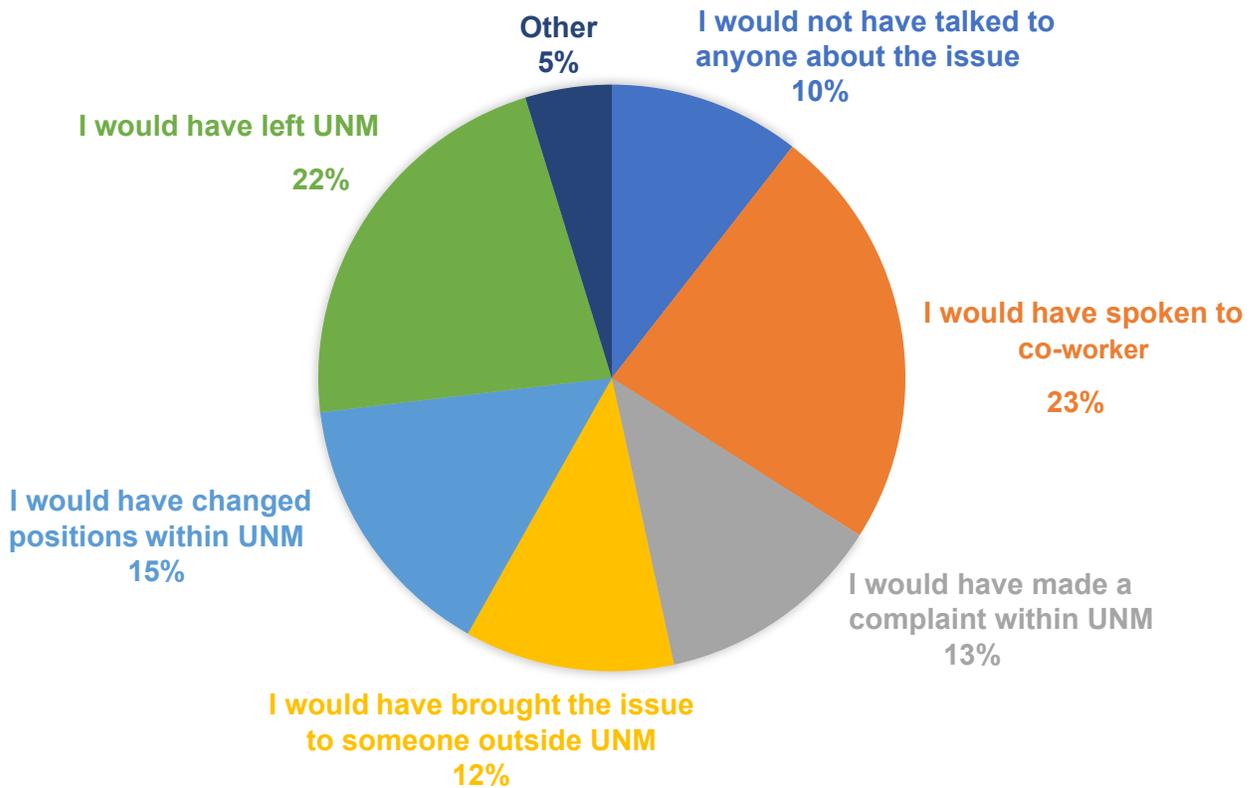
HOW LONG HAVE YOU BEEN EMPLOYED IN YOUR CURRENT POSITION?



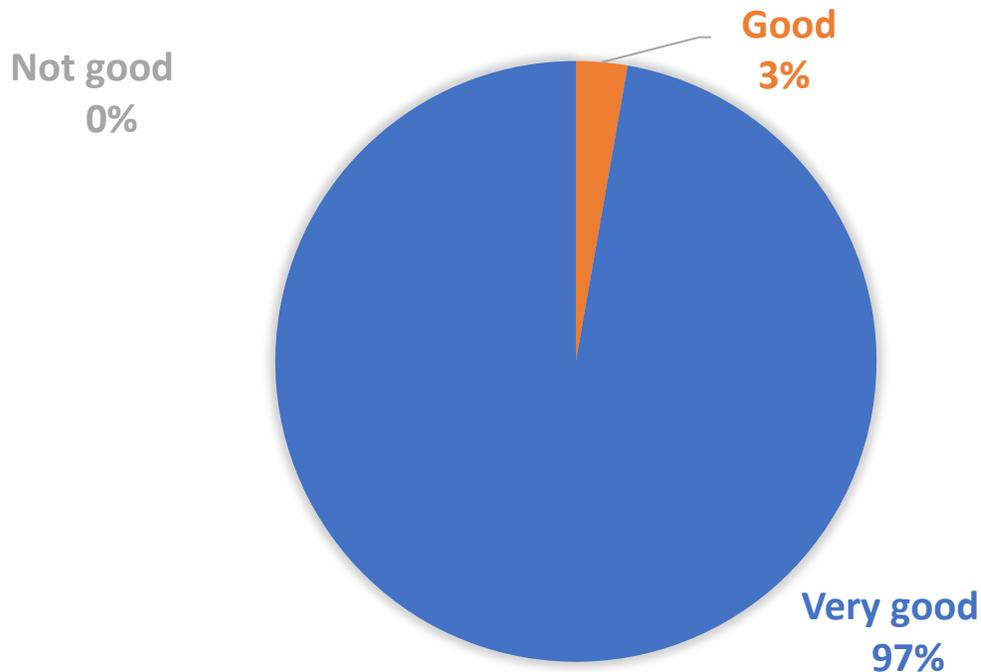
HOW LONG HAVE YOU HAD YOUR CONCERN?



WHAT WOULD YOU HAVE DONE WITHOUT OMBUDS SERVICES? (SELECT ALL THAT APPLY)



PLEASE RATE YOUR INTERACTION WITH OMBUDS SERVICES FOR THIS VISIT



VISITOR TESTIMONIALS

Below is a sample of comments visitors provided on anonymous feedback surveys following their visits:

- So appreciative of the reflective persons, impartial listening & support to have more clarity regarding my options. Thank you!! Excellent service!!
- This was a good experience. I learned more new information about leadership and facilitation than I could possibly have anticipated. Thank you for your expertise!
- This is an amazing service for the world. It helps you think through things. Gives you tools for improving work + life relationships in a thoughtful + informed way! Thank you!!
- This was incredibly helpful in order to organize my thoughts and plan actions that will produce healthy results for myself and my team. Thank you!

For a complete list of the visitor comments, please see Appendix D

COLLABORATING WITH UNM AGENCIES

- Met with Staff Council, SMART Committee, CARS, OEO, EOD, the VP of HR, Wellness Alliance, and Women’s Resource Center to talk about practices, trends, resource, and collaborative opportunities for serving the UNM community
- Participated in the Wellness Expo in September, and Staff as Students events
- Worked with IT to initiate Zoom visits, paying special attention to protecting visit confidentiality, and to better serve branch campuses

COLLABORATING WITH STATE AGENCIES

- Mediated for Bernalillo County Metropolitan Court Mediation Division, and for state agencies as requested by NM State Risk Management Division, ADR Bureau (ADR Bureau)
- Provided ADR Bureau and UNM Chief of staff quarterly reports of our presentations, visits and facilitated conversations
- Initiated outreach to other NM organizational ombuds and advocate offices to build professional community
- Provided a skill development workshop with Los Alamos National Laboratory Ombuds Office at the 2019 NM ADR Symposium
- Presented “Listening and Acknowledging Skills” for the NM State Bar ADR Committee

PROFESSIONAL DEVELOPMENT PROVIDED

- Introduction to Ombuds Services: What's in it for you? / 20 minutes
- Listening and Responding Supportively to Accounts of Sexual Misconduct
 - Am I Ready to Listen / 35 minutes
 - So... I Have to Report / 35 minutes
 - Supportive Listening 101 / 30 minutes
- Collaboration: What Key Skill Allows You to Overcome Obstacles and Build Bridges / 1 -2 hours
- Reframing Conflict / 2 hours
- Difficult Conversations: Start Here to End Well / 2 hours
- Bridging Bridges Across Generations in the Workplace / 3 hours
- Assertiveness for Better Communication / 3 hours
- IOA 2019 Conference: Ombuds in Institutional Diversity and Inclusion / 1.75 hours
- California Caucus of College and University Ombuds: Reflection: Using the Self-Box to Understand Our Public and Private Selves / 1 hour
- Crucial Conversations / 18 hours over 3 days

For more information about offerings, please see Appendix E and our website, ombudsforstaff.unm.edu/training/index.html

OFFICE STAFF AND INTERNS

STAFF: Throughout 2019, office consisted of JoEllen Ransom, Staff Ombuds; Anne Lightsey, Associate Ombuds; and Jon Lee, Associate Ombuds.

STUDENTS: During Spring semester, student employee, Adilene Ruiz-Olivas was the Administrative Assistant, Hungarian Rezler Scholar, Alexandra Vegh worked with us. In Fall semester, UNM Law School ADR Extern Peter Armijo joined us. In December, Graduate Ombuds, Nina Cooper observed and assisted Anne Lightsey with the Crucial Conversations course. The office was truly enriched by the contributions of students.

COMMUNITY VOLUNTEERS: We enjoyed working with volunteer interns Rachel Yarrington, Arianna Trott, and Dana Ball. Thank you!

Together, we provided services that helped employees to improve the workplaces that support UNM students, and the values of the university.

APPENDIX A: UNM POLICY 3220 OMBUDS SERVICE FOR STAFF

1. GENERAL

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

2. CONFIDENTIALITY

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

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

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

3. INFORMAL AND VOLUNTARY RESOURCE

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

4. RESPONSIBILITIES AND AUTHORITY

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

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

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

5. LIMITATIONS OF OMBUDS SERVICES

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

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

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

6. NO RETALIATION FOR PARTICIPATION IN OMBUDS SERVICES

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

7. RECORDKEEPING

Ombuds Services does not keep permanent records regarding any individual. Any recordkeeping or note-taking related to a specific individual is used only as a temporary aid to help informally serve visitors. These informal records created by Ombuds Services are kept in the sole possession of the office, securely maintained, and destroyed in accordance with IOA standards.

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

8. REFERENCES

UAP 2200 ("Reporting Suspected Misconduct and Whistleblower Protection from Retaliation")
UAP 2240 ("Respectful Campus")
UAP 2720 ("Prohibited Discrimination and Equal Opportunity")
UAP 2740 ("Sexual Misconduct")
UAP 3215 ("Performance Improvement")

APPENDIX B: INTERNATIONAL OMBUDSMAN ASSOCIATION (IOA) CODE OF ETHICS

PREAMBLE

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

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

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

ETHICAL PRINCIPLES

INDEPENDENCE

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

NEUTRALITY AND IMPARTIALITY

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

CONFIDENTIALITY

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

INFORMALITY

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

APPENDIX C: IOA UNIFORM REPORTING CATEGORIES AND VISITOR CONCERNS

Results based on 322 reports:

CATEGORY 1: COMPENSATION & BENEFITS

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

- 1A. Compensation: **21% (68)**
- 1B. Payroll: **0% (0)**
- 1C. Benefits: **7% (21)**
- 1D. Retirement, Pension: **6% (19)**
- 1E. Other: **0% (0)**

CATEGORY 2: EVALUATIVE RELATIONSHIPS

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

- 2A. Priorities, Values, Beliefs: **20% (66)**
- 2B. Respect/Treatment: **38% (122)**
- 2C. Trust/Integrity: **34% (110)**
- 2D. Reputation: **23% (73)**
- 2E. Communication: **55% (177)**
- 2F. Bullying, Mobbing: **12% (40)**
- 2G. Diversity-Related: **8% (27)**
- 2H. Retaliation: **17% (56)**
- 2I. Physical Violence: **1% (2)**
- 2J. Assignments/Schedules **25% (82)**
- 2K. Feedback: **24% (76)**
- 2L. Consultation: **15% (48)**
- 2M. Performance Appraisal/Grading: **19% (62)**
- 2N. Departmental Climate: **48% (155)**
- 2O. Supervisory Effectiveness: **39% (127)**
- 2P. Insubordination: **7% (21)**
- 2Q. Discipline: **14% (46)**
- 2R. Equity of Treatment: **24% (77)**
- 2S. Other: **2% (5)**

CATEGORY 3: PEER & COLLEAGUE RELATIONSHIPS

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

- 3A. Priorities, Values, Beliefs: **18% (58)**
- 3B. Respect/Treatment: **25% (79)**
- 3C. Trust/Integrity: **22% (71)**
- 3D. Reputation: **20% (66)**
- 3E. Communication: **33% (105)**
- 3F. Bullying/Mobbing: **33% (53)**
- 3G. Diversity-Related: **4% (14)**
- 3H. Retaliation: **13% (41)**
- 3I. Physical Violence: **0% (0)**
- 3J. Other: **1% (3)**

CATEGORY 4: CAREER PROGRESSION & DEVELOPMENT

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

- 4A. Job Application/Selection and Recruitment Processes: **6% (18)**
- 4B. Job Classification and Description: **21% (68)**
- 4C. Involuntary Transfer/Change of Assignment: **21% (67)**
- 4D. Tenure/Position Security or Ambiguity: **12% (38)**
- 4E. Career Progression: **21% (67)**
- 4F. Rotation and Duration of Assignment: **5% (15)**
- 4G. Resignation: **25% (79)**
- 4H. Termination/Non-renewal: **2% (8)**
- 4I. Re-employment of Former or Retired Staff: **0% (0)**
- 4J. Position Elimination: **2% (7)**
- 4K. Career Development, Coaching, Mentoring: **22% (70)**
- 4L. Other: **1% (2)**

CATEGORY 5: LEGAL, REGULATORY, FINANCIAL, & COMPLIANCE

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

- 5A. Criminal Activity: **0% (1)**
- 5B. Business and Financial Practice: **0% (0)**
- 5C. Harassment: **4% (14)**
- 5D. Discrimination: **6% (19)**
- 5E. Disability, Reasonable Accommodation: **1% (3)**
- 5F. Accessibility: **0% (0)**
- 5G. Intellectual Property Rights: **0% (0)**
- 5H. Privacy and Security of Information: **1% (3)**
- 5I. Property Damage: **0% (0)**
- 5J. Other: **0% (0)**

CATEGORY 6: SAFETY, HEALTH, & PHYSICAL ENVIRONMENT

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

- 6A. Safety: **2% (6)**
- 6B. Physical Working/Living Conditions: **4% (13)**
- 6C. Ergonomics: **1% (4)**
- 6D. Cleanliness: **1% (2)**
- 6E. Security: **1% (2)**
- 6F. Telework/Flexplace: **9% (29)**
- 6G. Safety Equipment: **1% (2)**
- 6H. Environmental Policies: **0% (1)**
- 6I. Work-Related Stress and Work-Life Balance: **38% (122)**
- 6J. Other: **0% (1)**

CATEGORY 7: SERVICES/ADMINISTRATIVE ISSUES

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

- 7A. Quality of Services: **7% (24)**
- 7B. Responsiveness/Timeliness: **8% (27)**
- 7C. Administrative Decisions, Interpretation/Application of Rules: **7% (22)**
- 7D. Behavior of Service Provider(s): **2% (7)**
- 7E. Other: **0% (0)**

CATEGORY 8: ORGANIZATIONAL, STRATEGIC, & MISSION RELATED

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

- 8A. Strategic, Mission-Related, and Technical Management: **13% (42)**
- 8B. Leadership and Management: **24% (77)**
- 8C. Use of Positional Power/Authority: **13% (41)**
- 8D. Communication: **22% (71)**
- 8E. Restructuring and Relocation: **12% (40)**
- 8F. Organizational Climate: **32% (102)**
- 8G. Change Management: **26% (85)**
- 8H. Priority Setting and/or Funding: **13% (42)**
- 8I. Data, Methodology, Interpretation of Results: **1% (3)**
- 8J. Inter-department/Inter-organization Work/Territory: **7% (21)**
- 8K. Other: **0% (1)**

CATEGORY 9: VALUES, ETHICS, & STANDARDS

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

- 9A. Standards of Conduct: **14% (45)**
- 9B. Values and Culture: **18% (59)**
- 9C. Scientific Conduct/Integrity: **2% (8)**
- 9D. Policies and Procedures NOT Covered in Broad Categories 1-8: **0% (1)**
- 9E. Other: **0% (0)**

APPENDIX D: FEEDBACK SURVEY RESPONSES WITH COMMENTS

Survey Feedback Responses: 145 feedback responses to the Anonymous Visitor Feedback Survey were received in 2019 (out of 396 visits).

- How long have you been employed in your current position?
- How long have you had your concern?
- What would you have done without Ombuds Services? (select all that apply)
- Please rate your interaction with Ombuds 'Services for this visit?
- Did you feel heard while you were here?
- Did you receive new perspective or useful information here?
- Did the process seem fair and impartial?
- Would you recommend Ombuds Services for Staff to others?

Comments: The following 88 comments were written on Anonymous Visitor Feedback Surveys (see the bottom for additional comments):

1. Very helpful conversation. Thanks! I have ideas for next steps that I feel confident will be helpful.
2. Very helpful and helped clarify my position & rights.
3. [Ombuds] was objective and framed the issue + problem well. Most Helpful!!
4. I was a little nervous at first to come visit but as I got here I experience some issue. I knew that this was the place to visit to resolve any issues/tension at work with others around me. Thanks!
5. Great perspectives on approach for communication with my director. Thank you!
6. My visit was better than expected. [The ombuds] is really amazing at this and I am excited to implement and work through the skills and suggestions given today. Thank you.
7. Incredible service.
8. So appreciative of the reflective persons, impartial listening & support to have more clarity regarding my options. Thank you!! Excellent service!!
9. Just thank you for the positive reinforcements!

10. Very insightful feedback and suggestions. [The ombud's] attention and demeanor created a warm and safe space to talk about my concerns. Excellent experience!
11. This was a good experience. I learned more new information about leadership and facilitation than I could possibly have anticipated. Thank you for your expertise!
12. Thank you for confirming I am not crazy! This meeting was everything I needed.
13. None right now.
14. So very helpful – thank you so much!
15. Thank you for your feedback.
16. Thank you [ombuds]. You have been so helpful! You all provide such a valuable service!
17. Very helpful and I'm glad I came.
18. [The ombuds] is excellent in [the ombud's] role as ombuds! Exceptional listener; clear w/ restatements. Perceptive + understanding. Thank you!
19. This is an amazing service for the world. It helps you think through things. Gives you tools for improving work + life relationships in a thoughtful + informed way! Thank you!!
20. [The ombuds] is very impartial, [the ombuds] is a great listener and was able to help me see things differently. =)
21. [The ombuds] was EXTREMELY helpful. [The ombuds] showed concern and understanding and made me feel that I have been heard and validated.
22. I appreciate that this service is available. It is highly valuable.
23. Thank you so much for listening and providing avenues to help me get through the situations. I feel good leaving here, and I think I will be able to handle these problems. Thank you!
24. Thank you for your insight & resources (and overall awesomeness).
25. This was incredibly helpful in order to organize my thoughts and plan actions that will produce healthy results for myself and my team. Thank you!
26. Left feeling a lot better!
27. It was good to talk about it. Just someone to listen to you helps so much.
28. Very helpful and was able to express how I was feeling. Ombuds staff felt my pain. Ombuds staff gave me positive hope for my concern to get resolved. Thank you Ombuds =).
29. [The ombuds] is always very helpful – [the ombuds] has great suggestions & gives good examples of language to use.
30. I'm feeling much better + have been given positive professional next steps to take to help ease my anxiety. Thank you!!
31. Very helpful! My stress level went from 9 to 4. They also provided suggestions I hadn't thought about. Thank you!
32. Very happy with meeting/discussion. Learned skills to help me deal with situation. Felt listened to + respected.
33. It was nice to hear of the options I have to deal with this situation.
34. Thank you for your kindness, objective interactions, and active listening.
35. Thank you for the support and assistance.
36. Definitely helped me think through decisions I would have otherwise denied making for my health + betterment.
37. I feel confident that I can adequately respond in writing to my supervisors regarding work issues that have come up. The feedback about what I have written has been a valuable help.
38. Received good advice on next steps for improving team interactions.
39. Exceptionally helpful.
40. Thank you for listening to my concerns.
41. Good listener! I felt heard. I left with a plan on moving forward. I will definitely come back in the future if I need to.

42. I feel so much better about my last 5 mo's and UNM. I have a plan to finish work + transition out. Thank you!
43. -Good insight/information to concerns discussed. -Great reflection on my own thoughts & ideas. -Provided possible...to concerns with...of issues in office.
44. Felt much better after speaking w/ [the ombuds] today.
45. Extraordinarily helpful & supportive.
46. Thank you! This meeting was extremely helpful, and I feel better prepared to handle the issue.
47. This was extremely helpful. I did not expect this visit to be as productive as it was. Thank you!
48. Very helpful in clarifying my options + course of action.
49. [The ombuds] did such a great job hearing me out + being neutral. Thank You!
50. Great experience very pleased with outcome and knowing there are services available to help vet issues & concerns about my work-place.
51. I felt seen and heard. I appreciate your wisdom and willingness to work through these issues with us.
52. Good way to have a reflective discussion about topics and concerns and link to resources and options.
53. Thank you for helping me process my experience and seeing gaps that I was missing before.
54. It was very helpful to feel heard and know that I am valuable.
55. Excellent! Thank you for listening + helping me to clarify next steps. I feel better about it.
56. Very helpful! I came in feeling somewhat paralyzed about how to address my concerns and left with a list of good ideas.
57. Overall great experience. I was able to be heard and come up w/ solutions going forward.
58. Enjoyed the experience. Great Resource!
59. Thank you so much! Although the outcome was decided/recommended that my best option is to leave UNM. I would be happy to come back to UNM when my experience is valued by prospective employer/department.
60. Thank you for giving me a new way to approach my situation.
61. Thank you for being a safe place + amazing feedback!
62. I received a lot of guidance.
63. Ombuds is amazing! Had I not come here a few months ago I don't know where I'd be. The Ombudsmen helped me figure out my career path + how to find me again. I highly recommend this place to all! You guys rock =).
64. Very helpful session. Grateful that this service is available. Truly offers hope to a difficult situation.
65. N/A.
66. Very helpful guidance through process to improve my skills and my attitude at the office while working and while looking at other positions.
67. The meeting went very well. I am hoping my co-worker will meet with me to find a way forward.
68. This has been a very helpful session. It has helped me put my thoughts into words. I believe this has been very helpful for me. Thank you!
69. Thanks!
70. Thanks [ombuds]!
71. Thank you.
72. Thank you.
73. Thanx.
74. Thanks for all you do!

75. Thank you!
76. So grateful!
77. Thank you for all you do! =)
78. Thank you!
79. Thank you!
80. Thank you!
81. Thank you.
82. Thank you so much!
83. Thank you!
84. Thank you.
85. Thank you.
86. Thank you!
87. Thanks!
88. Thanks!

Additional notes on responses:

- Any signatures by visitors are excluded.
- Any references to a specific ombud have been changed to say “the ombud” or “ombuds”. Any gendered pronouns for specific ombuds have also been changed in these ways. Any instances where these changes are inserted can be identified by square brackets (“[]”).
- There is one instance where a visitor’s writing could not be made out entirely. The portions that are unreadable are excluded and marked by ellipses (...).
- For cases where a visitor did not end their writing with punctuation, a period has been inserted at the end. This was done to signify that all of the writing has been included. If a visitor used other punctuation, that punctuation was included instead.

APPENDIX E: PROFESSIONAL DEVELOPMENT PROVIDED

Numbers below reflect professional development provided to the UNM community, excluding outreach presentations not considered to be professional development. Professional development workshops, trainings and presentations address effective communication, constructive conflict management, and collaborative problem solving.

Supportive Listening Workshops

- 6 sessions
- 10 hours
- 100 people reached

Individual Department Presentations

- 8 sessions
- 15 hours
- 110 people reached

Individual Department Workshops

- 5 sessions
- 10 hours
- 100 people reached

EOD Trainings

- 7 sessions
- 24 hours
- 30 people reached

Crucial Conversations Course

- 6 sessions
- 96 hours
- 97 people reached

Brown Bag Skill Development Sessions

- 6 sessions
- 11 hours
- 35 people reached