

ACTIVITY UPDATE

Scott Deyo, M.S., CO-OP®

Feb '22 – Jan '23

INAUGURAL PROGRAM



- On February 1, 2022, UNC Charlotte launched an Ombuds program that serves both faculty and staff
- The University Ombuds serves as a thought partner to help visitors explore the range of options, think through the pros and cons of the various choices, and help them come to a decision on how to proceed
- Additionally, the University Ombuds brings systemic concerns to the attention of the University administration and provides recommendations for positive change to University policies and practices



The University Ombuds plays a crucial role in supporting the University's mission, vision, and guiding commitments.

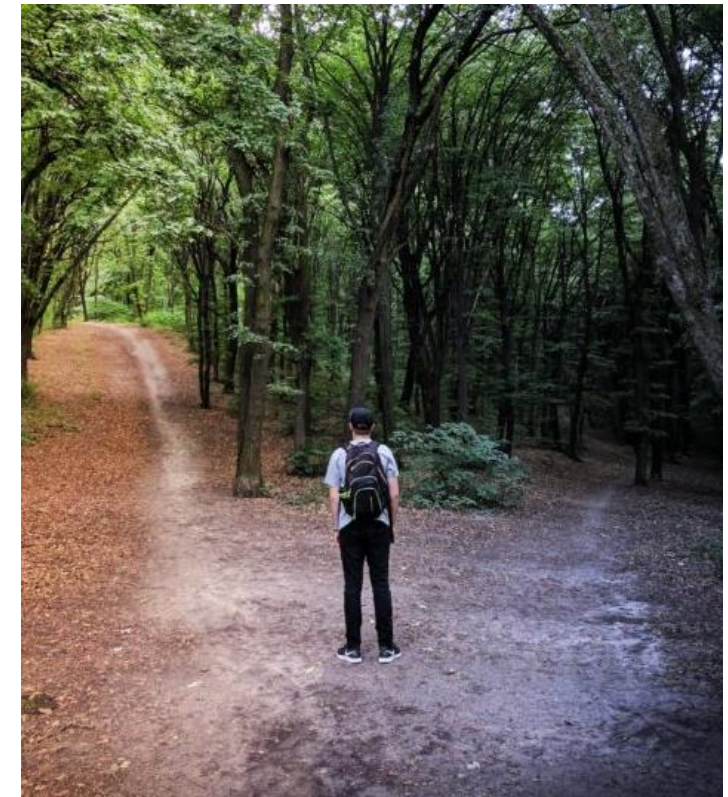
- Chancellor Sharon Gaber



ASSISTANCE PROVIDED

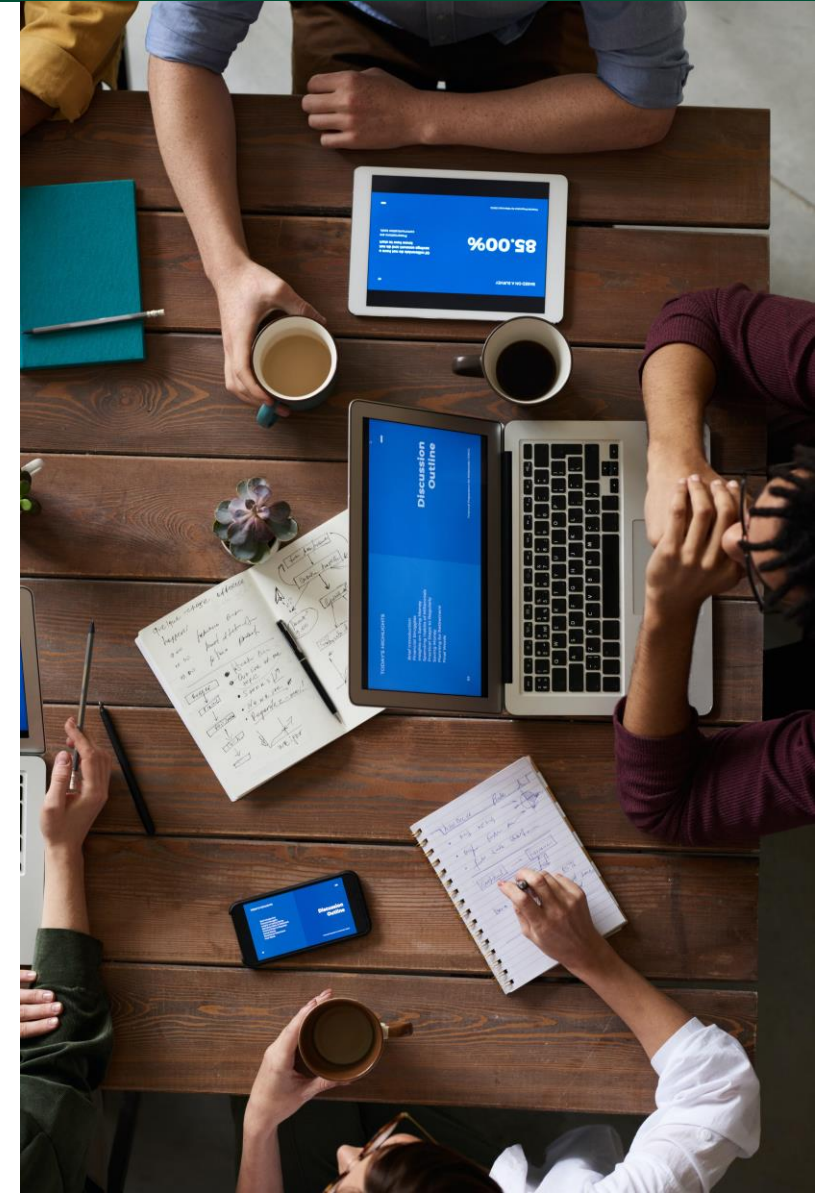
The University Ombuds worked to help prevent problems from escalating and empowered faculty and staff to find productive, collaborative solutions to the issues presented:

- Listened to help make sense of difficult and complex situations
- Helped individuals develop and evaluate a wide range of possible options
- Enabled visitors to improve their skills and confidence in giving voice to their concerns directly
- Facilitated discussions to help with informal resolution



ASSISTANCE PROVIDED *Cont'd*

- Referred individuals to other resources as appropriate, some of which included formal options
- Worked with specific departments to help improve team collaboration and business processes
- Shared new and anomalous issues and suggestions for improvements to policies and processes
- Provided information, resources, and training to increase knowledge and improve skills



The University Ombuds worked to provide “just-in-time” tailored trainings on a variety of topics that were evidence-based and practical, including:

- Interest-based Problem Solving
- Mediation and Conflict Resolution Skills
- Frameworks for Having Difficult Conversations
- Skills and Strategies for Bridging Differences
- Giving and Receiving Effective Feedback
- Creating “Speak-Up” and Feedback Cultures
- Elements of Collaborative Engagement
- Skills for New Leaders

PROFESSIONAL STANDARDS



CONFIDENTIAL

Protects Identities & Discussions

INDEPENDENT

Separate from Administration

INFORMAL

Mediative, Not Investigative

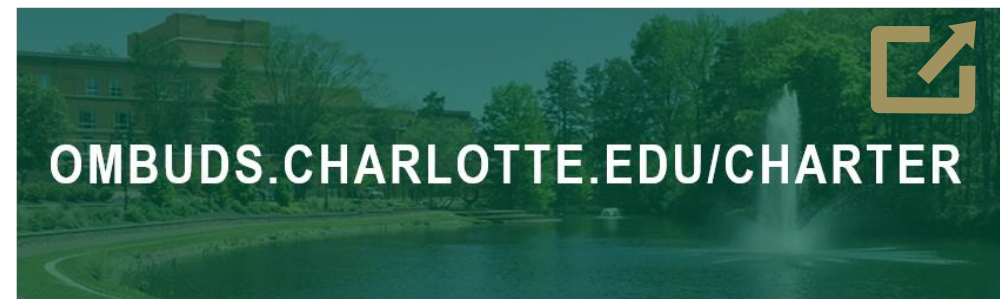
IMPARTIAL

Considers All Interests

The Ombuds operates with the utmost integrity and professionalism in accordance with the University's standards of ethical conduct and the International Ombuds Association's (IOA) Code of Ethics and Standards of Practice. The incumbent, Scott Deyo, is a Certified Organizational Ombuds Practitioner® through IOA.

On May 6, 2022, Chancellor Gaber signed the University Ombuds Charter, which memorialized the role and professional standards.

UNIVERSITY OMBUDS CHARTER



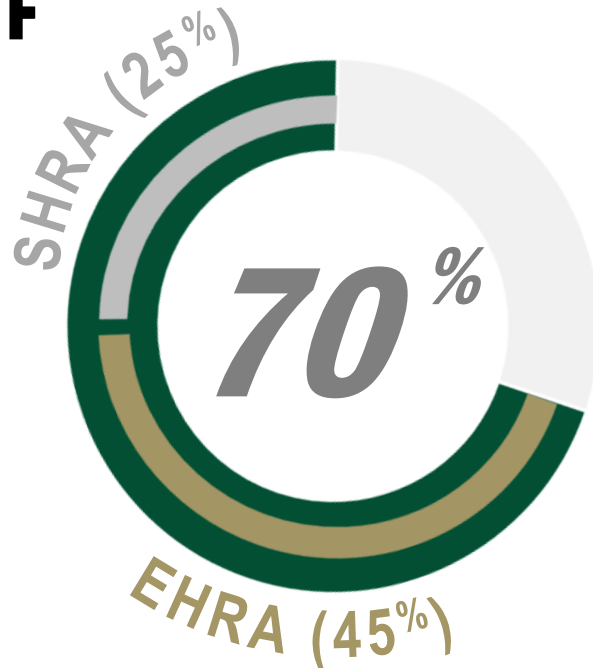
USAGE

The number of faculty and staff who visited the University Ombuds from Feb '22 to Jan '23:

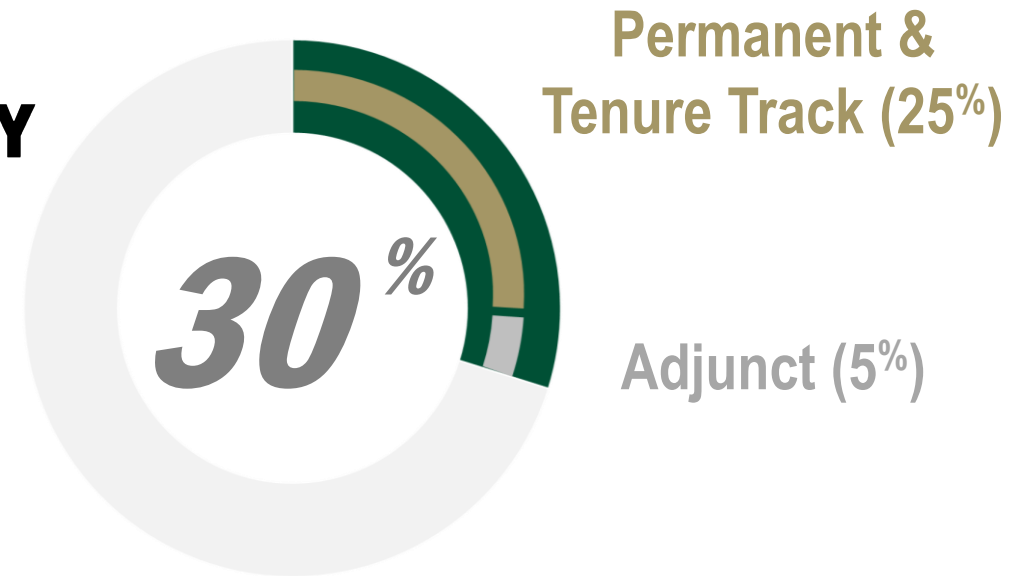
185

Of these, 43 voluntarily participated in three proactive group listening sessions.

STAFF

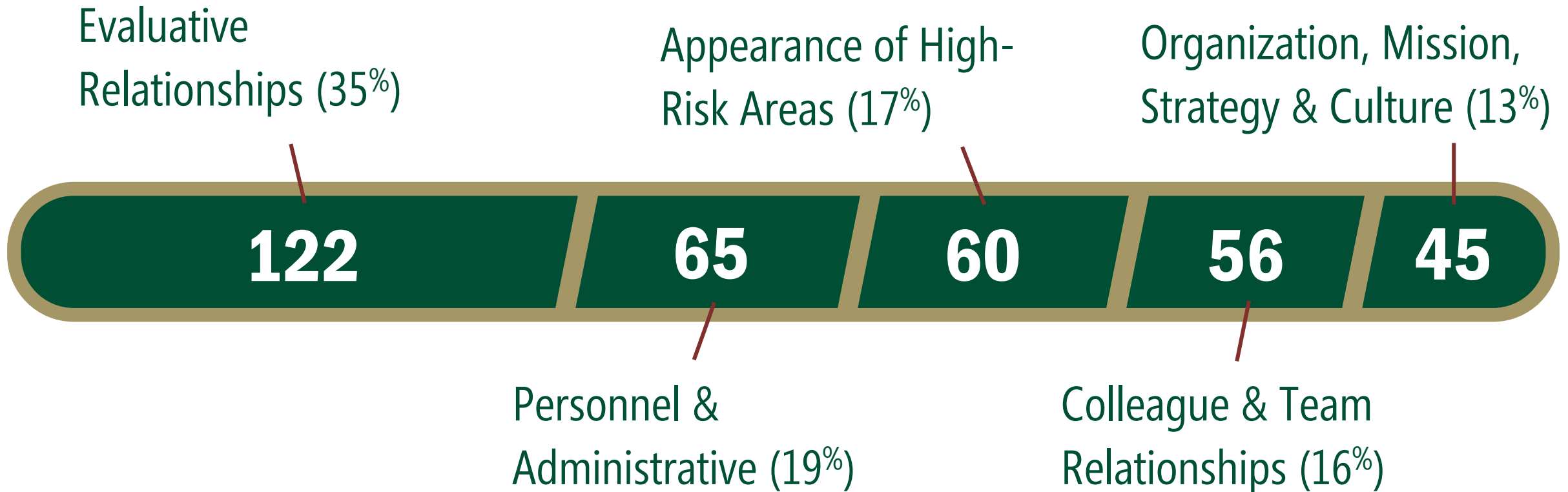


FACULTY



PRIMARY ISSUES

The 185 visitors shared **348** concerns related to the following categories:



EVALUATIVE RELATIONSHIPS 114 (36%)

- The top theme within this subcategory involved their leaders' **interpersonal behaviors** (34, 10%) who were perceived as not being *respectful, fair, engaging, responsive, or professional*.
- There were perceptions that their leader was not **promoting a collaborative team environment** or addressing workplace concerns in a respectful way (26, 7%).

EVALUATIVE RELATIONSHIPS *Cont'd*

Other concerns involved leaders':

- **Communication** in terms of *transparency, clarity, and frequency* (20, 6%);
- Commitment to **self-improvement** as a leader (17, 5%);
- Openness to **continuous program improvement** - not soliciting or valuing new ideas; not open to business process changes (13, 4%); and
- **Values** including their *ethics, integrity*, and perceived *commitment to diversity, equity and inclusion* (12, 3%).

- Visitors raised 65 (19%) **Personnel & Administrative** issues related to general administrative decisions; hiring and selection processes; and adverse actions
- There were 60 (17%) concerns with **Elevated Risk**, including:
 - Not addressing serious concerns (9, 3%); Retaliation for speaking up (10, 3%); Turnover, lack of backfill, burnout (10, 3%); and "Isms," Discrimination, Harassment, Disability/RA (10, 3%);
 - Other issues with a handful of concerns pertained to abuse of power/bullying; perceived mismanagement/ adverse impacts of business decisions; and safety/security.

- 56 (16%) of the concerns related to **Colleagues** in terms of respect; cooperation & collaboration; level of commitment and dedication; competence/skills/reliability; communication; roles and responsibilities; and shared goals
- There were 45 (13%) matters related to the **Organization, Mission, Strategy, & Culture** that mostly related to:
 - Priority setting and funding;
 - Diversity, equity and inclusion environment; and
 - Perceived lack of structure or clarity in decision-making processes



UNIVERSITY OF NORTH CAROLINA
CHARLOTTE

UNIVERSITY OMBUDS

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EFFECTIVE LEADER CHARACTERISTICS

