

IOA Final Content Outline

Domain I: Conflict Management (20% of exam)

- A. Analyze the source of conflict by:
 - i.
 - a. Identifying issues that are presented
 - b. Identifying underlying issues
 - ii. Identifying the following:
 - a. Rights
 - b. Positions
 - c. Interests
 - d. Needs
 - iii. Identifying parties and stakeholders

- B. Apply the following "Conflict Management Skills":
 - i. Communication skills
 - ii. Multi-cultural competence
 - iii.
 - a. Understanding conflict styles
 - b. Understanding conflict dynamics
 - iv. Understanding sources of power

- C. Manage the conflict resolution process by:
 - i. Examining all possible resolution options
 - ii. Applying the following conflict resolution techniques:
 - a. Facilitation
 - b. Shuttle Diplomacy
 - c. Negotiation
 - d. Coaching
 - e. Mediation

Domain II: Effective Communication (20% of exam)

- A. Practice the following "Active Listening" skills:
 - i. Active observation
 - ii. Non-verbal cues
 - iii. Building trust
 - iv.
 - a. Respectful intention - convey respect
 - b. Empathetic intention - convey empathy
 - v. Reflecting
 - vi. Use of silence

- B. Communicate using the following types of questions:
 - i.
 - a. Open-ended questions
 - ii.
 - a. Probing questions
 - b. Skillful questions

- iii.
 - a. Identify big picture
 - b. Identify details
- C. Communicate by sending and receiving (effective expression):
 - i. Capacity to motivate individuals, groups and organizational systems to act/change in order to manage conflict
 - ii. Convey appropriate neutral response
 - iii. Convey information effectively
 - iv. Effectively interact at all levels
 - v. Ability to exhibit patience and flexibility in communication style
 - vi. Demonstrate the ability to understand the emotional aspects of conflict
- D. Effectively communicate with individuals from various cultures by:
 - i.
 - a. Demonstrating the ability to recognize cultural cues - skillful questioning to uncover cultural differences
 - b. Demonstrating the ability to recognize cultural expressions
 - ii. Obtaining education/information about differences/styles
 - iii. Gaining awareness of:
 - a. Stereotypes
 - b. Biases
 - c. Prejudices

Domain III: Addressing Issues (15% of exam)

- A.
 - i. Clarify issues
 - ii. Clarify interests
- B1. Gather information on the issue by:
 - i. Asking questions
 - ii. Assessing relevancy
 - iii. Identifying additional needs (to narrow the informational gap)
- B2. Analyze information on the issue by:
 - i. Asking questions
 - ii. Assessing relevancy
 - iii. Identifying missing information needed (to narrow the informational gap)
- C. Facilitate identification and assessment of options:
 - i. Remind visitor of the role of the ombudsman
 - ii. Develop and/or coach visitor regarding options for resolution- demonstrate understanding of the advantages and disadvantages of:
 - a. Do nothing
 - b. Engage in direct communication (oral)
 - c. Write a letter
 - d. Utilize third party communication (by neutral, supervisor, advocate)

- e. Utilize generic methods (e.g. training, or normal management, audit or review process)
- f. Complain through chain of command
- g. Practice shuttle diplomacy
- h. Use mediation/facilitation techniques
- i. Negotiate
- j. Apologize
- k. Refer to appropriate resource
- l. Understand that time may heal
- iii. Coaching/training:
 - a. Apply conflict resolution theory and research - interests vs. positions, know types of conflict approach
 - b. Help balance of power for resolution - discuss and prepare for the effects of power imbalances
 - c. Motivate to resolve problem by discussion and/or action
- D. Prioritizing options:
 - i. Identify alternative perspectives
 - ii. Reality test
 - iii. Support visitor's awareness of time limits for some options
 - iv. Help visitor assess pros and cons of different options
- E.
 - i. Provide visitor with closure
 - ii. Follow-up with visitor on how to carry out

Domain IV: Outreach & Education (10% of exam)

- A. Practice the following skills when performing a presentation:
 - i. Be clear, simple, relevant
 - ii. Understand the audience
 - iii. Be well organized
 - iv. Maintain appropriate demeanor
- B. Practice the following when conducting training:
 - i. Identify and develop appropriate content
 - ii. Use interactive activities effectively
 - iii. Provide appropriate methodology
- C. Build relationships:
 - i. Show respect for the appropriate authority of the hierarchy
 - ii. Become familiar with organizational structure
 - iii. Develop a strategic partnership through
 - 1. Formal channels
 - 2. Internal networking
 - iv. Be aware of boundaries
 - v. Identify appropriate external resources

- D. Market ombudsman office:
 - i.
 - a. Develop appropriate materials (electronic and written)
 - b. Disseminate appropriate materials (electronic and written)
 - ii. Promote a consistent message regarding the role and functions of ombudsman
 - iii. Establish recognition of Ombudsman office as a safe environment for everyone

Domain V: Policies, Procedures, and Organizational Culture (10% of exam)

- A. Apply knowledge of internal organization policies, procedures and resources:
 - i.
 - a. Explicit policies, procedures, and resources
 - b. Unstated policies, procedures, and resources
 - ii. Communicate policy information to visitors, as needed
 - iii.
 - a. Identify the organization's key interpreters of each policy
 - b. Communicate with key interpreters about possible appeal process
 - iv. Understand context of other policies, procedures, regulations, and laws
- B. Have awareness and knowledge of organizational culture and practices:
 - i.
 - a. Identify code and standards of conduct
 - b. Articulate code and standards of conduct
 - ii. Understand implicit (unwritten, unstated) practices
 - iii.
 - a. Understand practices related to the application of code of conduct
 - b. Communicate practices related to the application of code of conduct

Domain VI: IOA Code of Ethics & Standards of Practice (15% of exam)

- A. Establish & uphold structure & principles of ombudsman function:
 - 1. Establish the structure & principles in the ombudsman function
 - i. Know to whom the ombudsman reports
 - ii. Compose a charter
 - iii. Define criteria to evaluate effectiveness
 - 2. Uphold the structure & principles in the ombudsman function
 - i. Uphold IOA code of ethics (professionalism and integrity)
- B. Awareness of confidentiality process:
 - i. Awareness of limits to confidentiality
 - ii. Awareness of the scope of (cannot be waived)
 - iii. Knowledge of how to manage information
 - iv. Knowledge of what constitutes "notice"
 - v. Knowledge about privileged communication

- C. Remain impartial / neutral:
 - i. Awareness of scope of impartiality/neutrality
 - ii. Challenges to being impartial/neutral
 - a. Avoid conflicts of interest
 - b. Establish separation from collateral duties
 - c. Boundaries
 - 1. Set ombudsman role boundaries
 - 2. Maintain ombudsman role boundaries
 - d. Withhold judgment
 - iii. Advocate for fair processes for all
 - iv. Be accessible to all

- D. Maintain independence:
 - i. Awareness of scope of independence
 - a. Create an independent office
 - b. 1. Maintain ombudsman authority as defined by the office charter
 - 2. Maintain discretion
 - c. 1. Maintain organizational structure independence
 - 2. Clarify that reporting structure does not compromise independence
 - 3. Provide access to ombudsman office without interference
 - d. Ombudsman has access to all information in the organization
 - e. Provide protections (free to act properly within role without fear of intimidation or limitation)
 - f. Maintain independence despite reporting relationship to the highest level
 - ii. Awareness of challenges to independence
 - a. Avoid unclear parameters or role definitions
 - b. Manage tensions with formal offices (e.g. HR, Legal, Provost, etc.)
 - c. Manage alliances
 - d. Resist inappropriate legal pressure
 - e. Avoid overlapping of functions
 - f. Avoid oversights in establishing independence (e.g. lack of a Charter, inadequate understanding of role)
 - g. Avoid collateral duty in compliance functions
 - iii. Ombudsman access
 - a. Ombudsman has access to all information in the organization
 - b. Access to individuals

- E. Maintain informality:
 - i. Clarify and require voluntary participation by visitors
 - ii. Maintain separation of ombudsman practice from formal processes
 - iii. Ombudsman does not make binding decisions
 - iv. Promote awareness of scope/definitions of informality
 - v. Maintain awareness of challenges to informality
 - vi.
 - a. Remain informal

- b. Provide off the record resources
 - vii.
 - a. Remain flexible
 - b. Be aware of the absence of direct power
- F. Practical considerations:
 - i. Determine suitable office location, consistent with independence
 - ii. Setting up an office
 - a. Find a practical location
 - b. Make sure the office has sound proofing
 - c. Maintain confidentiality in information protocols
 - d. Maintain security (locks, panic buttons)
 - e. Make staff aware of confidentiality
 - f. Clarify office policies
 - iii. Clarify expectations of ombudsman role

Domain VII: Feedback to the Organizations (10% of exam)

- A. Assist with surfacing & early warning of potentially significant issues:
 - i.
 - a. Understand ethical ramifications
 - b. Understand legal ramifications
 - ii. Identify appropriate channels of communication
 - iii. Awareness of "notice" issues
- B. Annual report overview/considerations:
 - i. Protect individual confidentiality
 - ii. Provide appropriate data sharing
 - iii. Provide appropriate dissemination
- C. Considerations for trend and pattern reporting:
 - i. Protection of individual confidentiality
 - ii.
 - a. Judgment of timing (when to share information)
 - b. Judgment of level (with whom and at what level of the organization should information be shared)
 - c. Judgment of location (where should information be shared)
 - iii. Determine appropriate data to collect
 - iv. Identify new emerging issues
 - v. Identify problem areas
 - vi. Acknowledge beneficial change
- D. Recommend system change:
 - i.
 - a. Identify changes to improve organizational policies and processes
 - b. Identify mechanisms for achieving congruence with standards of conduct
 - ii. Identify changes to promote adherence to organizational standards of conduct
 - iii. Facilitate processes for recommended system change