

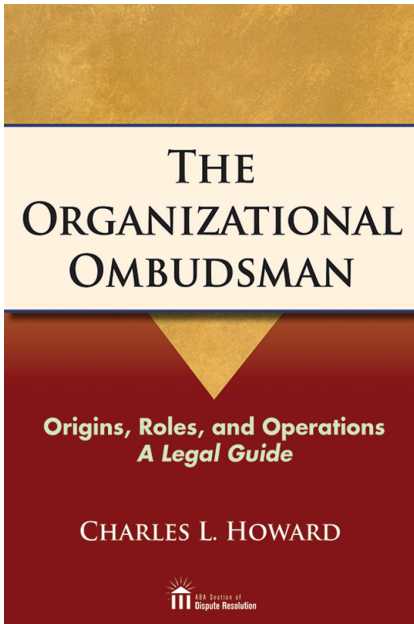
The Organizational Ombudsman

Origins, Roles and Operations – A Legal Guide

by Charles L. Howard

An essential resource for structuring and operating an organizational ombudsman program.

Anyone involved with an ombudsman office will find this book an invaluable resource that explains why an ombudsman is important for organizations, and strategies for structuring and operating offices to preserve the confidentiality that is critical to their function. The book provides:



- A history of the evolution of the ombudsman concept from its origins in Sweden to the modern organizational ombudsman and a discussion of the principles critical to the work of the organizational ombudsman.
- A rationale for the creation of ombudsman offices, including a review of demographic data and workplace/societal changes in technology and globalization that have influenced how we work and interact in large organizations for the ombudsman.
- Strategies for addressing issues that arise in litigation
- An analysis of the effectiveness of current best practices, including hotlines and whistleblower laws and policies.
- Topics of interest to ombudsmen, including discovery tools, arbitration and mediation, the federal sentencing guidelines, the Clery Act, constitutional limitations on claims of privilege, and the European Union Data Privacy Directive.
- Numerous actual examples from ombudsmen programs that illustrate how they function in their organizations, and how they are effective in addressing issues that people would not otherwise raise.

The book includes valuable appendices, including ABA resolutions, ethical codes, standards of practice and more.

What others say about *The Organizational Ombudsman*:

“Doctors have the Physician’s Desk Reference and Stedman’s Medical Dictionary. Psychiatrists have the Diagnostic and Statistical Manual and the Mental Health Desk Reference. Now there is an indispensable reference book for the Organizational Ombudsman – Charles Howard’s wonderfully comprehensive legal guide, *The Organizational Ombudsman: origins, roles and operations*. Mr. Howard, an attorney in private practice who has consulted with ombudsmen in universities, corporations and other organizations for almost two decades has written a reference book that combines his thorough understanding of legal principles with his first hand familiarity with the day to day activities and dilemmas of the practicing ombudsman.

The book is both scholarly and accessible – he manages to make relevant legal matters understandable to readers who lack legal training without oversimplifying important legal principles. But this book is not an abstract discourse about legal principles; the entire book is grounded in a subtle consideration of the historical, social and economic factors that have contributed to the emergence of the ombudsman function. After a chapter that surveys the history of the ombudsman role and identifies its essential characteristics he offers

the most thorough discussion of why organizations should create ombudsman programs that I have seen in over 28 years of being an ombuds, including at one of the nation's largest public universities and in the federal government....”

-- Howard Gadlin

“Chuck Howard has provided a scholarly and well referenced guide to the ombuds community. He traces the history of the ombudsman from its origin to the current day organizational innovation of ombudsman services. With his deep knowledge of legal issues faced by ombudsman programs in corporate and university settings, Chuck provides the ombuds practitioner with knowledge and tools to handle practice issues such as confidentiality and ombuds privilege. The legal research and organizational approaches make this a ‘must read’ book for organizational leaders who may be contemplating the establishment of an ombuds Office.”

-- Anu Rao, M.D. Anderson Ombuds Office, Houston, TX

“This book is a comprehensive and seminal work on the organizational ombudsman profession. Chuck Howard’s research is thorough and his analysis profound. The book not only outlines why the ombuds role should be an essential asset for institutions but also how to establish one to ensure its effectiveness. Chuck’s experience and expertise make him eminently qualified to provide insight for decision makers, legal professionals, formal channels and ombudsmen within corporate, academic and public institutions.”

-- Ellen (Randy) Williams; Managing Director, Redmond, Williams & Associates, LLC

“Superlative--the definitive guide to establishing the ombudsman role, and why every organization needs one.”

- Ralph Hasson, Co-author,

Controlling the Costs of Conflict: How to Design a System for Your Organization

“Chuck Howard has written the definitive work on the organizational ombudsman. Chuck’s thorough review of the history, purpose, potential as well as the difficulties in managing an effective ombudsman program makes a compelling case for its establishment. Organizations and corporations, because of Chuck’s work, now have strong evidence that an ombudsman program can foster a sound open communication for all of its stakeholders.”

**- Pat Gnazzo, Former Chief Compliance and Ethics Officer
CA Technologies and United Technologies Corporation**

“The presence of an organizational ombudsman is one of the most powerful governance tools at the disposal of a corporate board today. In *The Organizational Ombudsman*, Chuck Howard makes it crystal clear why. He has crafted a masterful verbal tapestry that communicates the history, evolution, and nuances of this powerful function. I applaud the ABA for including this fine book among its publications.”

- Jon McBride, President, McBride Associates, Inc., Washington, DC

Charles Howard has written a masterful authoritative work on the organizational ombudsman that should be regarded as the leading source of information on ombuds for many years to come. Early on, Howard makes important distinctions between a “classical” ombuds, an “advocate ombuds” and an “organizational ombuds”... “*The Organizational Ombudsman*” is a terrific resource. It belongs on the shelf of the office of every ombuds-person. Those who want to become ombuds must read it, as should corporate officers and legal counsel, managers and staff who are seeking to establish an ombuds office.”

-James G. Knoll, Vice President, American Arbitration Association, Cincinnati, OH