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The Ombuds Function
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No substitute for leadership

§ explicitly

§ materially

§ passionately

committed to an ethical
pursuit of the mission

§ no winking, no digital
quotation marks

Review of allegations must be prompt and public

§ independent of rank

§ tailored to the mission

§ but enough to support the
mission

The Ombuds person appointed

§ an official appointed to investigate complaints of malfunction by the administration

§ more broadly, an individual commissioned to hear confidentially any type of concern

§ has considerable latitude in action but inviolate confidentiality

Existence and appointment reflect the leadership's standards and commitment

§ often a public restatement

§ at the least – a listener

§ “attention must be paid”

- § regular reporting of complaints
- § anonymous but powerful in aggregate
- § publicized by a committed leadership
- § at the worst leads to immediate action

Over time

- § reports given in many settings
- § help to frame revised policy
- § cumulative impact shapes the institution