

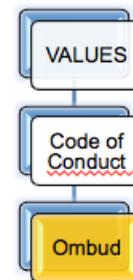
CERN OMBUD

5th Annual Report
January - December 2015

Sudeshna Datta-Cockeril

<http://ombuds.web.cern.ch>

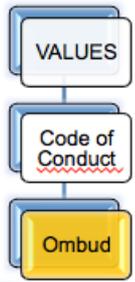
Agenda



- Role, Principles, Actions
- 2015
- Profiles of Visitors to Ombud's Office
- Types of Issues
 - Overall Statistics
 - Categories of Issues
 - Outcomes
- Other Activities
 - The Ombud Blog
 - Promoting a respectful workplace
 - Shared practice
- Observations
- Recommendations

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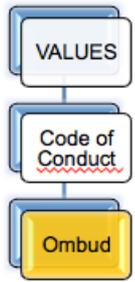
OMBUD Role



- Provide confidential assistance in the informal resolution of interpersonal issues in the interest of the good functioning of CERN & the wellbeing of all its contributors
- Promote a respectful workplace environment through actions aimed at raising awareness & providing guidance on the day to day application of the CERN Code of Conduct
- Contribute to Organizational culture change by raising systemic issues with management, as applicable

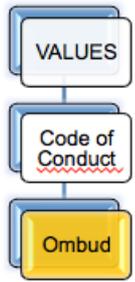
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OMBUD Principles



Confidentiality
Neutrality / Impartiality
Informality
Independence

OMBUD Actions



Discussion – a ‘safe place’ to tell your story & get another perspective

Advice – information regarding other services or resources available

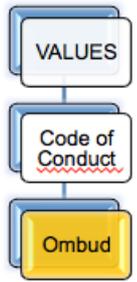
Coaching – support in identifying options to work out a strategy for action

Mediation – meet in Ombud presence to find mutually acceptable solution

Intervention – Ombud action only on authorisation of person concerned

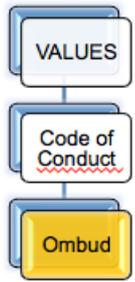
Referral – Ombud referral to other services as applicable

OMBUD 2015



Profiles of Visitors to Ombud Office Types of Issues Outcomes

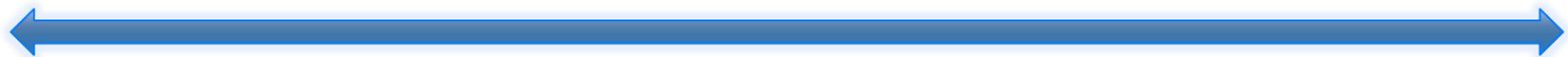
OMBUD Visitor Profiles 2015



January to December 2015

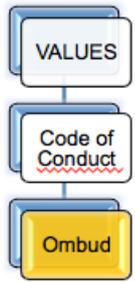
106 visitors to Ombud's Office

1 ↔ 5 times / case (+ exceptionally)

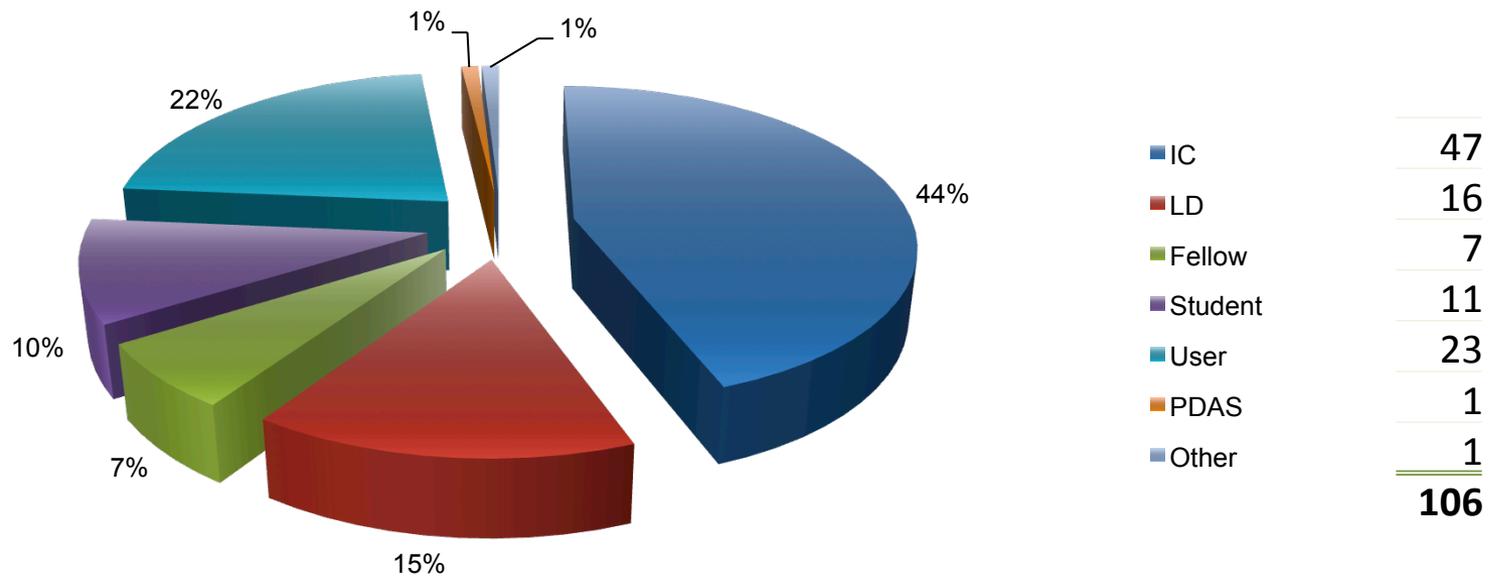


Discussion – Advice - Coaching – Mediation - Intervention - Referral

OMBUD Profiles 2015 – contract

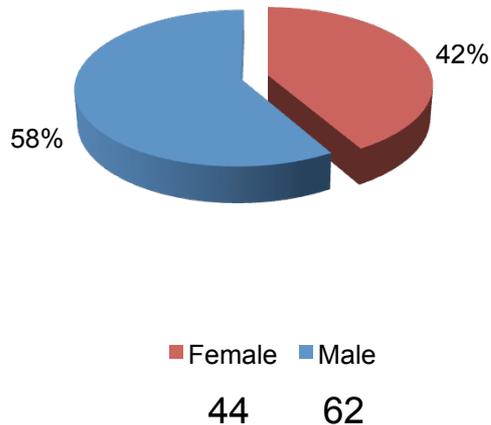


Contract Type

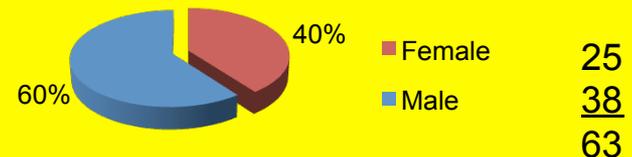


OMBUD Profiles: Gender - 2015

**Gender:
visitor total**



**Gender:
staff member
visitors**

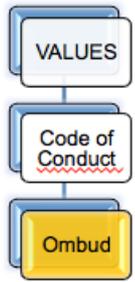


**Gender: staff member
visitors
relative to CERN**



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OMBUD Action



Perceptions – issues as experienced by the Visitor
Options – strategies by which to deal with the issues
Intervention – only when authorised

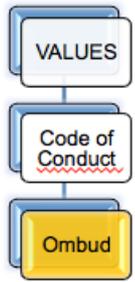


Insights – input for concerned employer

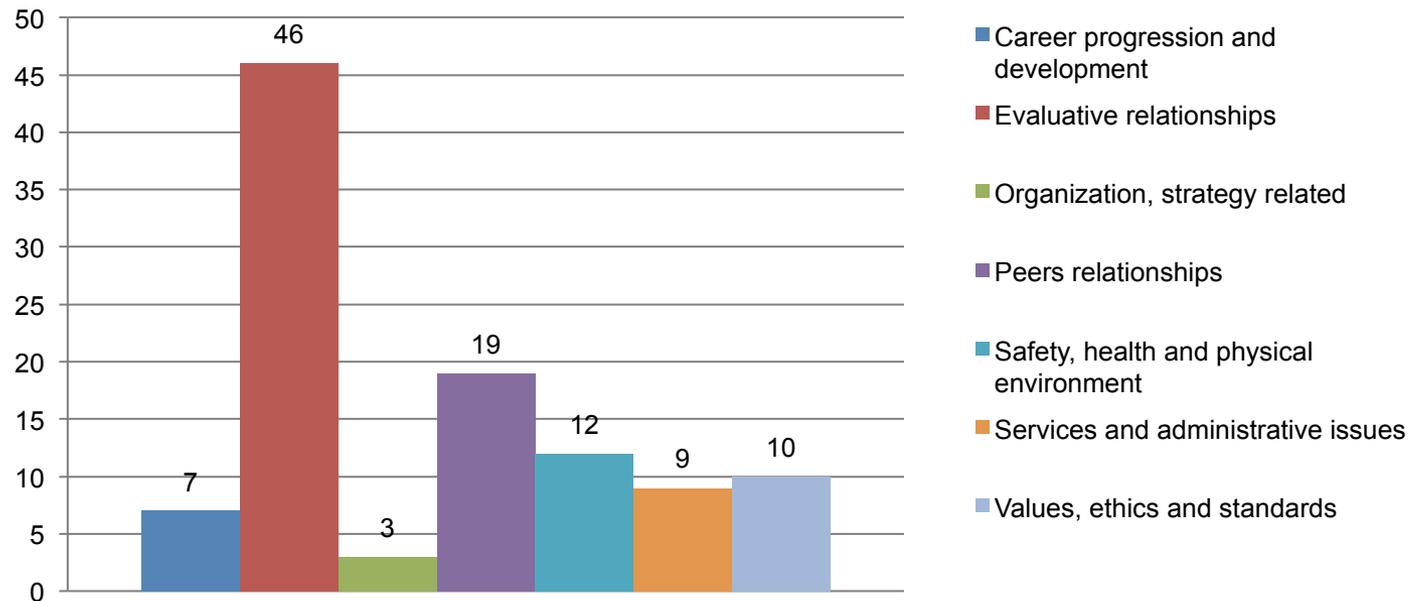
It is often the “little acts of disrespect and failures in performance feedback that seem to corrode some professional relationships like bits of sand and ice”.

OMBUD Categories of Issues 2015

[Classification according to International Ombudsman Association]

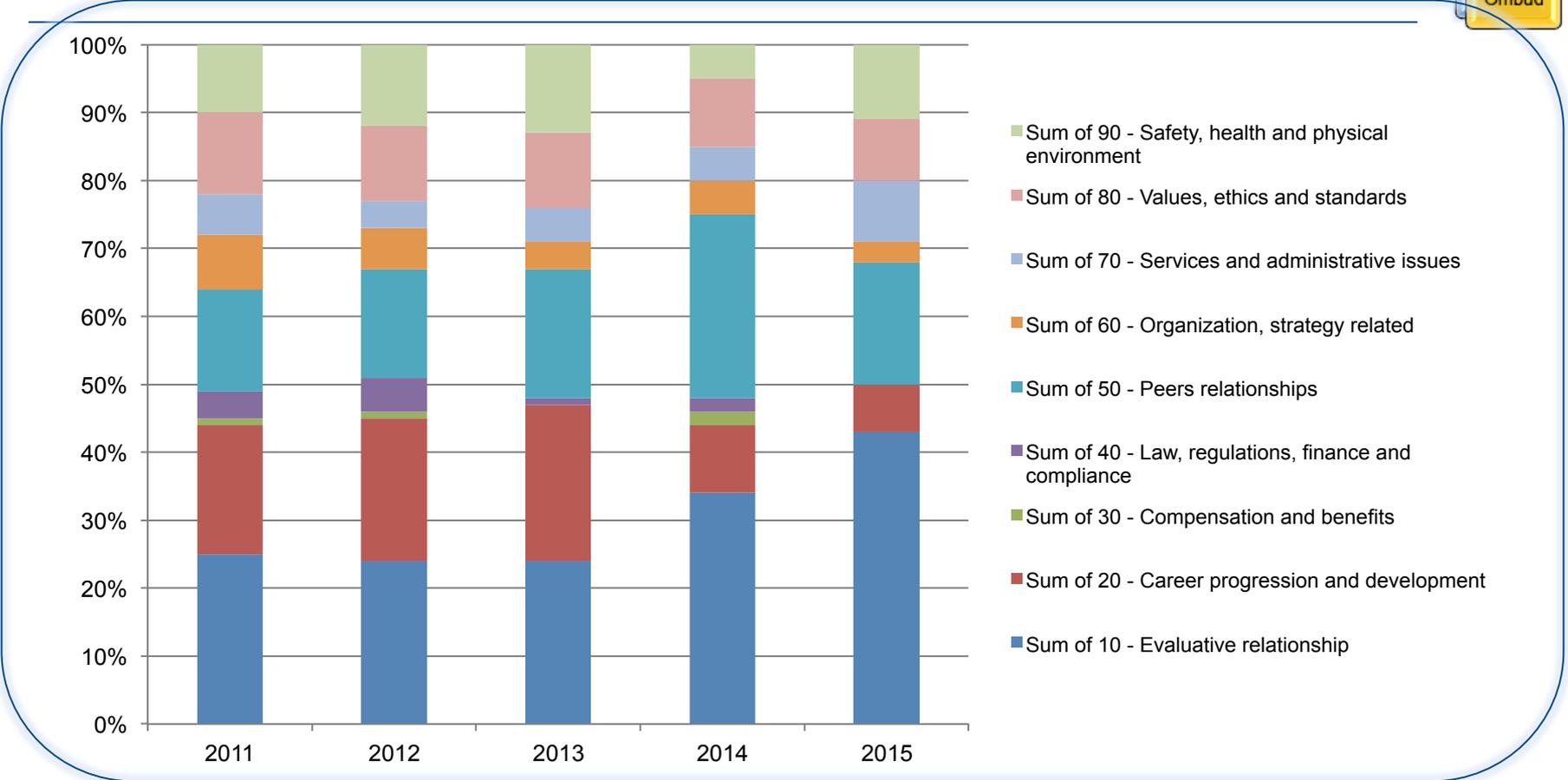
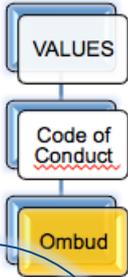


Issues: main category



OMBUD Distribution of Issues 2011-2015

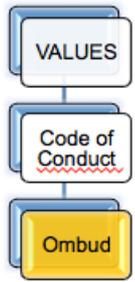
[Classification according to International Ombudsman Association]



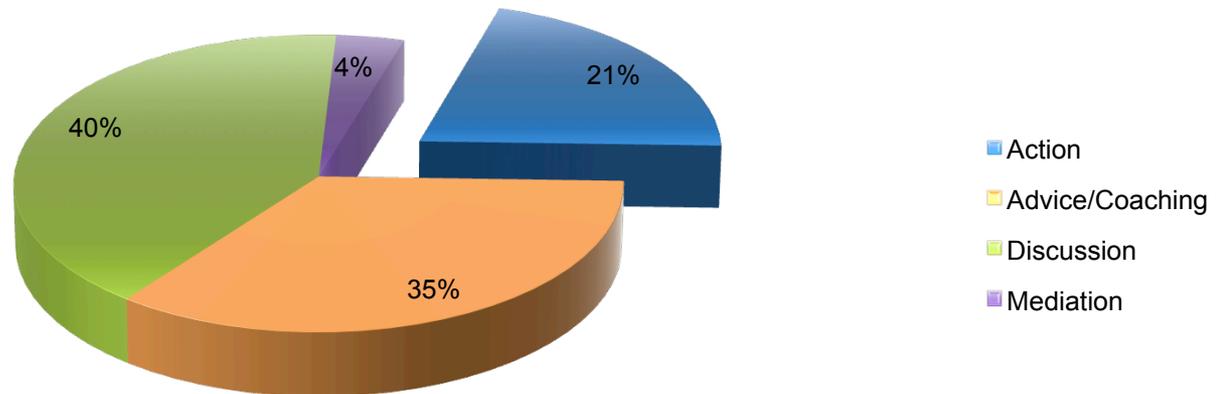
*Evaluative relationships also typically most representative category in other international organizations

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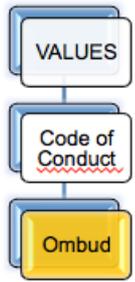
OMBUD Outcomes



Distribution of Outcomes - 2015



OMBUD Other Activities



*...communication...
...need for more guidance & feedback...
...respect across professions / levels...
...everyday sexism...
...toxic tales / information flow...
...fairness...bullying
...inclusiveness...
...trust...*

Blog

"It's not fair..."

31 May 2016

The perception of unfair treatment, which ultimately leaves one feeling discouraged and helpless. What are some of the strategies that would allow managers to prevent or limit the risk of allowing these situations to develop or, on the other hand, as colleagues facing these circumstances, to cope with these feelings and to move on?

Third letter from ombudsman focuses on fairness...trust...

16 May 2016

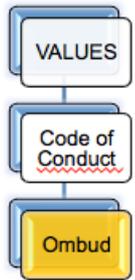
Spring is here again, and once again it is time to celebrate the International Ombudsman Association.

Defeating unconscious bias

06 April 2016

Do you have a tendency to switch off at meetings every time a particular colleague starts speaking? Is it obvious to you that your colleagues will never accept a peer as a project leader? And does a candidate from your own alma mater clearly have a definite edge over the others?

OMBUD Other Activities: shared practice



The Ombuds Blog

June 09, 2014

CERN Ombuds on Rebuilding Trust



In her latest newsletter article for staff at the European Organization for Nuclear Research, **Sudeshna Datta-Cockerill** examines the breakdown and restoration of trust. She observes that trust is built on reliability, integrity, expertise and good will. Of these basic elements, good will is the most critical for building trust. The Ombuds is an important resource for disputants to restore trust.

She writes:

Whatever the approach that is chosen, whether 'tête à tête' or through a facilitated conversation, an honest and open dialogue backed by the genuine wish to improve the situation is the way forward and constitutes a tried and tested way towards re-establishing the trust that is the cornerstone of all good working relationships.

(CERN Bulletin.)

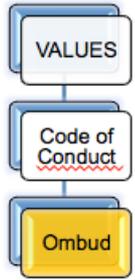
Related posts: CERN Ombuds Begins Series of Articles for Employees; CERN Appoints Next Ombuds; New CERN Ombuds Continues Newsletter Articles.



... **CERN blog**
shared practice
within
IOA
network ...

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OMBUD Other Activities: shared practice



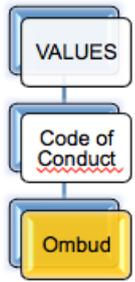
- IOA (International Ombudsman Association) annual conference
- UNARIO (UN and related Organisations) annual meeting
- European Ombud network annual meeting

- IAF (International Association of Facilitators)
- UNARIO - Geneva monthly meetings

- EMBL – Co-design & facilitation of workshop

OMBUD

Other Activities: respectful workplace



CERN Code of Conduct ↔ **a workplace based on mutual respect**
Promoting awareness of CERN Values



Posters, door stickers, ...
Events, e.g. “Accelerating Respect”, May 2015,
...

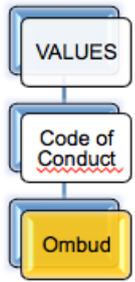
Project: Developing proto-type of a quiz based on typical CERN scenarios to promote awareness of CERN Values

Joint logo
CERN – Geneva association

Working group – chaired by HR: Diversity (2016)
IR: Stakeholder Relations / Education, Communication & Outreach ,
HSE: Medical & Safety,
Ombud

<http://ombuds.web.cern.ch>

OMBUD Observations 2015



Small increase in number of visitors: 106 cases in 2015 [~90/year previously]

Trend of proportionally higher numbers of women visitors to Ombud continues

Sexist remarks / unwelcome behaviour : generation difference, off-site changes in behaviour, surprise at bystander indifference – **1 case referred to HR for formal action in 2015**

Staff Member Visitors remains ~2% of relevant population [~4% lowest in other organizations]

Fellows & Students: Lack of guidance, feedback & integration – sometimes ‘nothing to do’

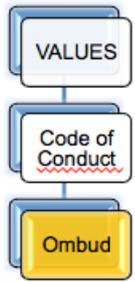
Users: Small increase in numbers of visitors [23 in 2015, as compared to 13 last year]:

- communication/ cultural & gender related differences;
- lack of transparency in selection process for appointment to project or sub-project leadership;
- lack of creche, kindergarten hours & concern for work/life balance and family support structures

Majority of visitors prefer discussion or coaching - fear disclosure or retaliation persists

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OMBUD Observations 2015



Evaluative relationships: Perceived as a lack of supervisory effectiveness: ranging from poor communication and disrespect to unfair treatment, victimisation and, in some cases, an abuse of power

On-going difficulties with a hierarchy perceived as a long-standing and impenetrable 'in-group', with deeply entrenched opinions: negative labelling and exclusion from career development opportunities

Lack of clarity / transparency, inconsistency of messages, leading to proliferation of rumours

Imminent changes of Management and structure leading to uncertainty & increased levels of tension

Breakdown of trust: need for hierarchy *to be seen to be held accountable* for their behaviour and systematically encouraged to invest in developing their people management skills.

Peer relationships: Abrasive exchanges in person and via email – withholding information, threats or exclusion

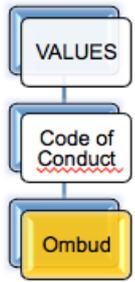
Need for regular refresher training in communication skills and diversity management

Career progression & development: Perceived as being blocked, labelled or side-lined

Proposed 'development conversations' eagerly awaited

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OMBUD Recommendations



Systematic process for upward feedback

- Explore alternatives to 360/180-degree feedback, taking inspiration from existing CERN models, [e.g. IT (survey) - BE (dialogue workshops) – CERN-wide ('La Mainaz' workshops)]..... to define a systematic upward feedback process compatible with CERN culture

Succession planning & assignment change

- Consider time-limited appointments to all levels of hierarchical positions; identify priority areas for the development conversations to prepare colleagues to take on new / leave behind old responsibilities

Mentoring for Fellows

- Launch a systematic mentoring programme with regular interactions to support integration

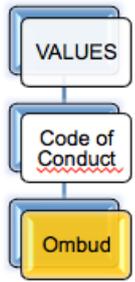
Values – e-learning

- Introduce E-learning / quiz modules based on CERN values and have them periodically signed off by all members of employed and associated members of personnel

Management Team challenge: promoting trust

e.g. Management Team Retreat facilitated by external consultant with aim of identifying concrete & visible steps by which to further trust and a culture of mutual respect throughout the Organization

OMBUD Conclusion



Ombud function gradually being used more widely

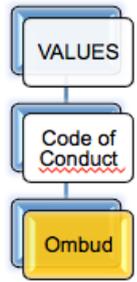
Fear of retaliation still persists

Onus of responsibility for change tends to be with the individual

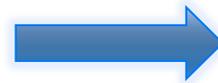


Further time and effort needed to foster staff well-being at a more systemic Organizational level

OMBUD Conclusion



Individual responsibility



CERN – wide culture

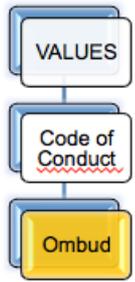
+++
Visitors to Ombud
'early intervention'
+++
mediation

Seen to value
'non-technical aspects'
Input – Action
Communication

Perception is key.....

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OMBUD Conclusion: Best Practice



“**Micro-inequities** – apparently small events which are often ephemeral and hard-to-prove, events which are covert, often unintentional, and frequently unrecognized by the perpetrator.

Micro-affirmations – apparently small acts, which are often ephemeral and hard-to-see, events that are public and private, often unconscious but very effective, which occur wherever people wish to help others to succeed.”

Mary P. Rowe, ombudsperson, MIT, USA, pioneer in the field

- ‘Micro-inequities’ – often **unconscious** and therefore hard to avoid,
- A **conscious practice** of ‘micro-affirmations’ can lead to three positive outcomes:
 - staff motivation
 - block negative behaviours / prevention / focus on positive aspects,
 - if consistently applied may prove to be contagious & widespread.