

Bienvenue a Montreal,
Welcome to Montreal



Imagine this . . .



Evaluating Ombudsman Offices: Using the Third party

FCO, ACCUO, IOA Conference
Montreal, April 2008

A quote:

Decision makers will continue to support the use of Ombudsman programs if it can be demonstrated that the activities of the Office of the Ombudsman support the key outcomes of the organization. Factual and actual approaches to demonstrating that support of the key goals of the agency are very helpful. In these times of economic downturn the capacity of Ombudsman to demonstrate value must be based on a long term, tangible, and understandable strategy.

Dr. Frank Fowlie

What We'll Do

- History and Philosophy of evaluation and assessment including using the Third Party
- Keeping the Ombudsman function off the chopping block - Are you aligned with the bottom line of your organization?
- Case studies – one practitioner's experiences in using the third party to evaluate
- Using externs as the third party
- Using the “sage” practitioner as the third party
- Questions.

Frank Fowlie



- ICANN Ombudsman
- Wrote doctorate on Ombudsman evaluation
- Canadian
- Former Montrealer
- Bonjour et bienvenue a Montreal

Shellee Warnes



- Associate Director
- Manage Pepperdine's academic programs in dispute resolution
- Graduate of Pepperdine's Master's Degree in Dispute Resolution Program

Pepperdine University School of Law
Straus Institute for Dispute Resolution
Malibu, California

John Zinsser



- Co-founder and Principal - Pacifica Human Communications, LLC
- MA in Conflict Management
1st MACRA Graduate
- Wrote thesis on comparative value returns of various approaches to organizational conflict.
- American
- Consultant & Researcher

A Brief Review of Philosophy & History

- Question –
 - How many of you assess or evaluate?
 - Do you share it with the institution?
 - Do you share it with your profession?
- This is the heritage of our
philosophical history

But WHY?

A Brief Review of Philosophy & History

- Inward Focus
- The Confidentiality Conundrum
- Advocacy Trap
- Comparative issues and Competitiveness
- The “for whom” issue
 - What about the organization as entity...

A Brief Review of Philosophy & History

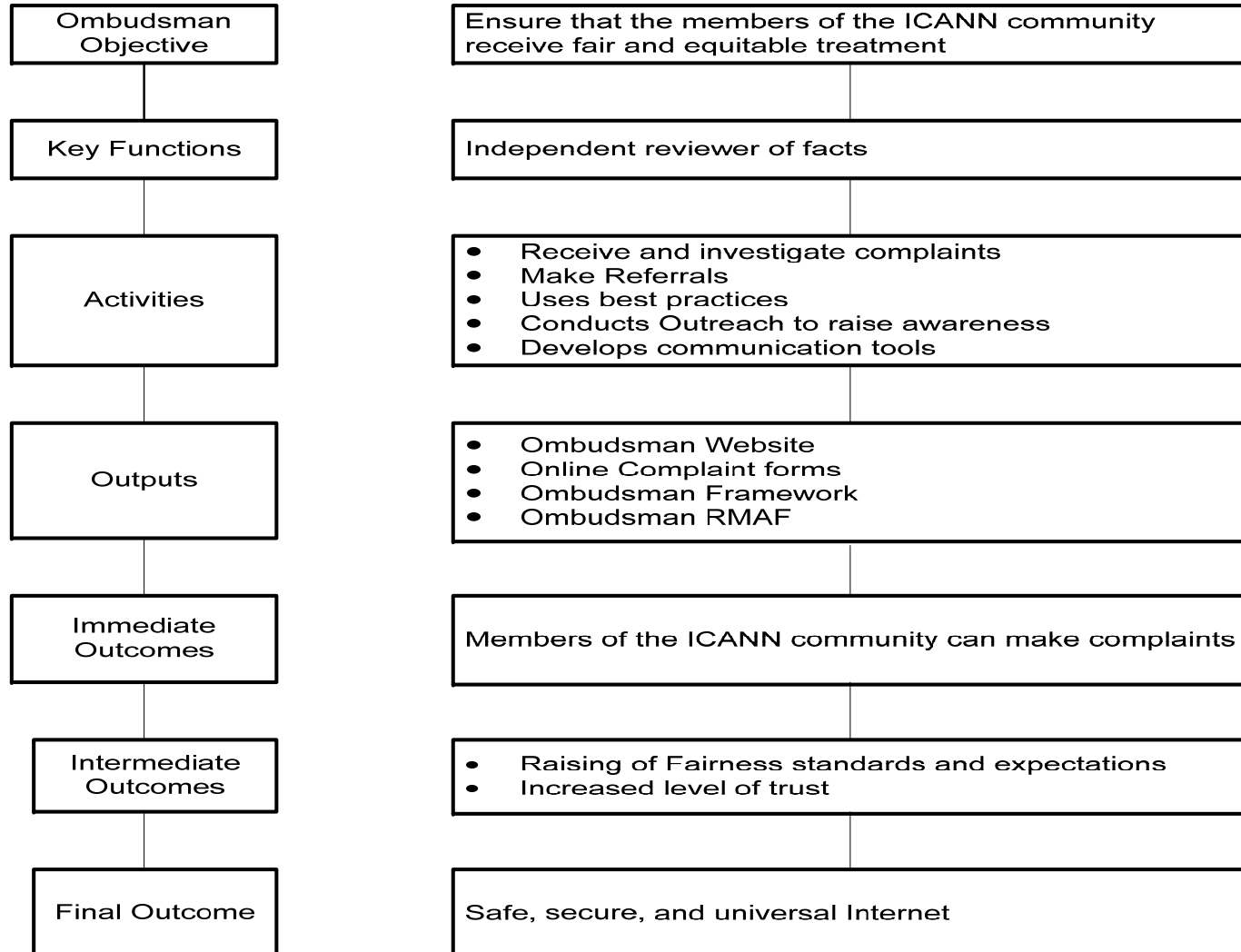
- History
 - Before 1980 – DISCOVERY
 - Flirtations with Value
 - The Story Phase
 - Effectiveness Thoughts
 - Radical Individual Efforts
- The unending and increasing demand

WHY USE A THIRD PARTY?



Office of the Ombudsman

Logic Model



The Third Party Review

- Fact-Check/Verify
- Commentary
- A **neutral, independent voice** about Office of the Ombudsman functions
 - For Leadership
 - For Users
 - For the Ombudsman

The Third Party Review

- Simple process
 - Review the contributing material/report
 - Interview (if needed)
 - Examine performance claims via data
- Simple report
 - Repetition
 - Augmentation of voice

The Third Party Review

- Adds another iteration/a hand
- *Enhances veracity*
- *Relieves self-promotional challenge*

Third Party reviewers?

- Peers
- Learners
- Consultants
- The “Sage”
- Retired Ombudsman
- Others?

Your turn

- What part of the evaluation process would you be able to use a third party reviewer with?
- Why is that a critical part of the process that needs the third party validity?
- Who would you consider as your reviewer?

ICANN Office of the Ombudsman and Third Party review

“we did it, it worked”

Third party as the Primary Reviewer

- ISO evaluator
- International Organization for Standardization
- ISO standards 10002 and 10003
- <http://www.icann.org/ombudsman/guide-evaluate-ombudsman-offices.pdf> pp 15 – 16
- Low cost – could also be done by a peer

Third party as the Secondary Reviewer

- 50 questions for self evaluation
- Statistical Comparison
- Community Survey

ICANN Ombudsman and externs

- Office of the Ombudsman has worked with:
Pepperdine (about 12 externs over time):
Royal Roads University (5 practicum placements June 2008);
- and two universities in Australia (5 learners) for an upcoming project

Present extern project

- Summative (5 Year) Review of the Office of the Ombudsman
- Outlined in the RMAF – see practitioners guide
- 3 day training session to set parameters within RMAF
- Learners run the evaluation – Ombudsman is now a client

Third Party Review

- Outside expert (Zinsser) will review the plan, and the outputs
- All parties (externs – expert – client) remain independent

Benefits

- Cost benefit (client)
 - Learners
 - Cost of the expert review
- Possibility of published paper (externs – expert)
- Social responsibility (client – externs)
 - Assist learners to obtain meaningful learning (expert – client)

Benefits ...2

- Innovative – youthful – thoughtful approach (all)
- Possibility of career options (externs)
- Institutional gravitas (all)
- Outcome documents (all – ICANN – community – Ombuds colleagues)
- Criticality of review (all – ICANN etc)

**USING EXTERNS AS THE THIRD
PARTY, WHAT A GOOD IDEA.....**

Why use externs?

- Students seeking positions as externs have a keen interest in learning more about the work of an ombuds.
- Many students are mid-career level professionals from a variety of different backgrounds.
- **FREE HELP!**

Common Myths

- I can't use externs. All of my work is extremely confidential.
- I'm not sure that my company would approve.
- I won't be hiring new staff anytime soon and don't want to mislead anyone regarding employment opportunities.

How do I find/select an extern?

- Local Universities
 - Undergraduate students
 - Graduate students
- What if my nearby schools don't have an ombuds related major?
 - Many graduate students have the resources to travel in order to complete their externships.

WORKING WITH THE “SAGE”

Other Third Party Projects/Roles

- Auditor
 - Rationale, Focus, Processes, Value
- Advocate that preserves neutrality
 - Leadership/Users
 - Detractors
 - Regulators
- Coach/Confidant

<http://www.icann.org/ombudsman/program.html>

- Evaluation Papers

- [Statistical Comparison](#)

- [Independent Review of Statistical Comparison](#)

- [Client Survey Results \(August 2006\)](#)

- [Third Party Review of Client Survey Results](#)

- [Literature Base Review July 2006](#)

- [Independent Review of Literature Based Evaluation](#)

Now, imagine this . .



Questions?

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