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<tr>
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<tbody>
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<td>Date Closed:</td>
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<td>Days spent with visitor</td>
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<tr>
<td>Referral Source (if applicable)</td>
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## ISSUES

### Mission, Strategy, & Organizational Concerns
- M - Leadership and Management
- M - Data/Methodology/Interpretation of Results
- M - Mission/Strategic & Technical Mgmt
- M - Priority Setting /Funding
- M - Communication (Corporate)
- M - Change Management
- M - Restructuring and Relocation
- M - Organizational Climate
- M - Use of Positional Power/Authority
- M - Division/Field-Specific

### Evaluative Relationships
- E - Supervisory Effectiveness
- E - Respect/Treatment
- E - Communication (Supervisory)
- E - Equitable Treatment
- E - Assignments/Schedules
- E - Feedback
- E - Trust/Integrity
- E - Bullying
- E - Performance Appraisal/Grading
- E - Climate
- E - Priorities/Values/Beliefs
- E - Discipline
- E - Reputation
- E - Diversity-Related
- E - Insubordination
- E - Retaliation
- E - Consultation
- E - Physical Violence

### Career Progression & Development
- J - Career Development/Coaching/Mentoring
- J - Job Application/Selection and Recruitment Processes
- J - Career Progression
- J - Rotation and Duration of Assignment
- J - Job Classification and Description
J - Re-employment of Former or Retired Staff
J - Involuntary Transfer/Change of Assignment
J - Termination/Non-Renewal
J - Position Security/Ambiguity
J - Resignation
J - Position Elimination

**Administrative & Customer Service Issues**
A - Quality of Services (technology, accuracy of advice)
A - Responsiveness/Timeliness
A - Admin Decisions, Interpretation/Application of Rules
A - Behavior of Service Provider(s)

**Peer and Colleague Relationships**
C - Respect/Treatment
C - Reputation
C - Communication (Colleague)
C - Trust/Integrity
C - Bullying
C - Priorities/Values/Beliefs
C - Diversity-Related (e.g. generational issues, insensitive comments)
C - Retaliation
C - Physical Violence

**Safety, Health, & Physical Environment**
S - Security
S - Physical Working Conditions
S - Cleanliness
S - Safety
S - Ergonomics
S - Work Related Stress and Work-Life Balance
S - Safety Equipment
S - Environmental Policies

**Values, Ethics, & Standards**
V - Professional Conduct/Integrity
V - Values and Culture
V - Standards of Conduct
V - Policies and Procedures (Other - Uniform Policy)

**Pay & Benefits**
$ - Compensation
$ - Benefits
$ - Retirement, Pension
$ - Payroll (Furlough)

**Policy, Legal, Regulatory, & Financial Compliance**
P - Disability/Reasonable Accommodation
P - Privacy and Security of Information
P - Business and Financial Practices
P - Accessibility
P - Harassment
P - Discrimination
P - Criminal Activity
P - Intellectual Property Rights
P - Property Damage

**Issues Total**

**IMPACT**

**Mission**
- Delayed and missed deadlines
- Employee turnover
- Quality Problems
- Decreased customer satisfaction

**Component**
- Damaged management credibility
- Reduced collaboration
- Distrust
- Hidden agendas
- Negative upward attention
- Split alliances
- Passive/aggressive behavior

**Professional**
- Fault-finding and Blaming
- Increased supervision
- Fractionated activities

**Personal**
- Lowered morale
- Decreased job satisfaction
- Increased Anxiety
- Defensiveness
- Reduced productivity
- Loss of sleep

**Impacts Total**

**ACTION**

- Informal Inquiry
- Policy/Process Clarification
- Referral to other Ombuds
- Shuttle Diplomacy
- Conflict Coaching
- Upward Feedback
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<tr>
<td>Consult with Due Process</td>
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<tr>
<td>Consult with FSC</td>
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<tr>
<td>Consult with HR</td>
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<tr>
<td>Consult with Title IX Officer</td>
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<td>Consult with Dean of Faculty</td>
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<td>Individual Inquiry</td>
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