



Ombuds Appraisal Themes and Criteria 2022

The Committee will use specific themes and criteria to guide the process of the appraisal. The themes and criteria below are based upon the Ombudsperson's existing Position Profile.

- Knowledge and adherence to the principles of fairness and natural justice
- Communication skills
- Negotiation and conflict resolution skills
- Research, analytical and reasoning skills
- Organizational and administrative skills
- Interpersonal skills
- Adherence to University and provincial privacy standards and codes of practice
- Dealing effectively with clients in crisis and diffusing emotional situations/conflicts
- Independence, tact, sensitivity, and discretion
- Resolution of problems that are complex and political in nature
- Critical, creative, and impartial thinking
- Diplomatic delivery of unwelcome messages to students or decision-makers
- Building relationships and credibility while resolving complex issues
- Maintaining impartiality, neutrality and strict confidentiality
- Conception and writing of policy and procedural documents and reports
- Administrative proficiency (ie. the use of word processing, database, spreadsheet, and desktop publishing applications)

In the context of these themes and criteria, the Committee may seek answers to the non-limitative list of questions below, namely, does the Ombudsperson:

1. Inform members about existing policies, rules and procedures and advise them as to the appropriate channel of redress for any concern or complaint they may have?
2. Assist members to resolve complaints informally and quickly?
3. Act in an impartial manner when dealing with complaints, acting neither as an advocate for the Member making a complaint (the "Applicant") nor as a defender of the University?
4. Seek to promote procedural fairness and a reasonable outcome?
5. Endeavour to maintain harmonious relations with all Members using tact, diplomacy and sensitivity?

6. Conduct independent and objective inquiries into the application of policies, rules and procedures of the University as well as into complaints when normal channels of recourse have been exhausted?
7. Explain decisions taken by University authorities when complaints are not substantiated?
8. Demonstrate concern that all members are dealt with and deal with others fairly and more specifically that:
 - decisions affecting members are made with reasonable promptness;
 - procedures used to reach decisions are adequate and the criteria and rules upon which such decisions are based are appropriate;
 - procedures and criteria used in making decisions are clearly communicated to those affected.
9. Advise all parties to a complaint of their findings and any recommendations that they have formulated upon the conclusion of an inquiry?
10. Respect the confidentiality of any confidential information or materials to which they have access?
11. Make a recommendation public when they consider that the response to their recommendation has been unsatisfactory, and, in so doing, do they maintain the confidentiality of the Applicant?
12. Submit an annual report to the Board by November 1st of each year covering the previous academic year (detailing activities of the Ombuds Office, including statistics on the concerns and complaints received, making recommendations, as necessary)?
13. Responsibly oversee the operation and services of the Ombuds Office?
14. Maintain suitable records of complaints, findings and recommendations which are accessible only to the staff of the Ombuds Office or as required by law?
15. Ensure the destruction of Ombuds files according to the retention schedule determined in accordance with provincial legislation?