

Ombud Office Charter and Terms of Reference

I. General description

The Office of the Employee Ombud (OEO) is constituted to provide City of Seattle Employees with voluntary, informal, neutral, confidential, third-party assistance in manage interpersonal issues, concerns, or conflicts in a non-escalating manner. The Ombud is mandated to provide equity-driven, trauma informed support in a manner that is empowering when staff feel unsafe—specifically around issues related to discrimination and harassment. The office also provides referrals to other resources that can help achieve a fair resolution to employee concerns. The Employee Ombud is appointed by the Mayor and confirmed by the City Council for a renewable term of four years. The Employee Ombud is selected through a process which seeks individuals who demonstrate commitment to principles of trauma-informed care, equity and racial justice, intersectionality, and restorative justice in their practice. Members of the OEO team shall serve as trained employee ombud under the direction of the Director and will fulfill annual program requirements for continuing training as determined by the Director. Their work as an ombud is subject to periodic review by the Mayor and the City Council who will take into consideration feedback from equity practitioners across the city.

Mission as described in enacting ordinance (#125735)

1. Assist individual City employees, in all branches of City government, in understanding and assessing options and resources to address concerns about or claims of workplace conduct that may be inappropriate; a violation of the City's Personnel Rules, City polices, or workplace expectations; or constitute harassment, discrimination, or retaliation; and
2. Provide analyses and recommendations of policy and rule changes needed to address departmental or system-wide inefficiencies and in-person training to prevent workplace discrimination and harassment in City employment.

II. Ombud Office role and operating principles

Informality

As a non-mandated reporter, an Ombud works outside the formal problem-resolution and grievance procedures of the City of Seattle. The role of an ombud is to listen, receive, and provide information, provide informal and effective facilitation between parties when requested, and make conflict de-escalation and resolution recommendations to parties involved. An ombud does not make, change, or set aside policy or previous administrative decisions, nor does an ombud serve to determine the rights of others or to unilaterally resolve conflicts. The Ombud does however make recommendations and track issues so that more effective policies/practices can be enacted.

An ombud provides services on a voluntary basis. No individual can be compelled to seek assistance from the Office of the Employee Ombud or to participate in an Ombud session. In addition, an ombud has the discretion to determine whether a request for services will be accepted.

Use of the Office of the Employee Ombud is not a required step in any internal grievance procedure or other employee process. The Office of the Employee Ombud is not part of any City of Seattle review or appeal process.

While an Ombud may engage in informal, confidential fact-seeking or otherwise gather information related to a particular issue/case, OEO does not engage in formal investigation or fact-finding on behalf of individuals or the City of Seattle. If an Ombud concludes a formal investigation may be necessary, the matter shall be referred to another entity.

The OEO would take every effort to protect identities and affiliations of the individuals who seek the assistance of the office within the confines of the law. OEO will maintain narratives, but not identifiers. However, this shall not preclude maintaining aggregate data on overall cases which allow for periodic evaluation of the Office of the Employee Ombud itself.

Independence

The Office of the Employee Ombud will operate under the supervision of the Director. OEO is intended to be independent in its structure, function, and appearance. This means that in the legitimate performance of their duties, an Ombud is free from interference, retaliation, or the control of others outside the Ombud function. An Ombud responds to the issues, concerns, or problems of others by request rather than by proceeding on their own initiative. To fulfill its functions, OEO shall have a specific allocated budget, adequate space, and sufficient resources to meet operating needs and pursue professional development.

An ombud has access to all appropriate administrative levels within the City of Seattle and is authorized to obtain information necessary in the resolution of conflict (except where prohibited by ABOR-AMERICAN BAR ASSOCIATION RECOMMENDATIONS, City of Seattle policies, or by law).

Neutrality (Impartiality)

An ombud is neutral, impartial, and absent of self-interest in the performance of their duties. OEO shall act in a fair manner such that all parties in a conflict feel respected, heard and provided a chance to learn. An Ombud does not give legal advice or acts as anyone's representative, advisor, or counselor. An Ombud's obligation is to the principle of fairness—and as such does not serve as an advocate for an individual or for the City of Seattle.

An ombud may strive to uphold an important workplace principle (such as fair process) in the resolution of a problem. Upholding principles of fairness and integrity mean that recommendations are made to the Mayor (and other appropriate City of Seattle administrators) for considering changes to City of Seattle processes or procedures or specific practices.

Confidentiality

Confidentiality is an essential characteristic of ombud work. An ombud will not voluntarily disclose outside the ombud office information provided by visitors (including the visitor's identity) without the visitor's explicit permission or in the circumstance of a court order.

Confidentiality extends not only to the spoken word but to all other forms of communication to and with an Ombud in their work. This includes information regarding whether someone did or did not contact the ombud office. Such information may be shared if explicit permission is given by the complainant and an Ombud also agrees to share this information. In addition, an ombud shall comply with all City of Seattle regulations and standards relating to personal privacy and the confidentiality of information. Exceptions to the principle of confidentiality include when an ombud:

- a) believes there is a reasonable risk of serious personal injury to anyone or imminent risk of future criminal activity,

- b) has knowledge of past criminal activity, or
- c) where information is legally required to be disclosed
- d) physical abuse including child abuse or sexual abuse is revealed

To the extent allowed by the [American bar Association standards for Ombuds](#), federal and state laws, as well as the [International Ombuds Association standards of practice](#), an Ombud shall not testify in any legal/non-legal hearing regarding matters brought to the ombud office. Nor shall the City of Seattle seek an ombud to reveal information received in the appropriate pursuit of their ombud-related work except as legally required or as provided in this Charter.

As allowed by [International Ombuds Association standards of practice](#) and authorized by the Mayor, the City of Seattle shall attempt to protect an ombud from subpoena by others seeking to extract information received in the appropriate pursuit of their duties as an ombud.

Notice

Communications with an ombud and the Office of the Employee Ombud are informal and off-the-record. They do not constitute formal “notice” to City of Seattle of alleged, actual, or perceived inappropriate behavior by employees. Other channels exist within the City of Seattle for such notice to be given and will be discussed by an ombud as appropriate or when requested.

Collective Bargaining Agreements

The Ombuds Office may not inquire into the application or interpretation of a collective bargaining agreement, but will work collaboratively with union leadership to address alleged violation of the duty of fair representation against a certified union.

Removal from office

The assignment as an ombud or Office Director may be terminated by the Mayor for such things as a violation of City of Seattle policy or of willful or careless violations of the Standards of Practice of the International Ombudsman Association. This is done by means of a procedure established by the City Council taking into consideration the need for the legitimate and independent performance of an ombud duties, free from the interference, retaliation, or control of others as well as the managerial and administrative responsibilities of the Mayor as the City of Seattle’s chief governance officer.

OEO effectiveness and evaluation

The Office of the Employee Ombud and its Director will be evaluated yearly by the Mayor’s Office with additional input from members of the City Council. Information relevant to the effectiveness of the Office of the Employee Ombud will include aggregate statistics relating to office usage and types of cases handled, a satisfaction survey by users of the service, and such other information as the Executive and Legislative office may regard as appropriate. In addition, a comprehensive review of both the Office and the role of Director will be conducted at no greater than two-year intervals to determine if OEO continuation or modification is appropriate. Such review will include feedback from equity and anti-harassment advocates representing City employees.

The Ombuds will be a member of IOA and will attend regular trainings and conferences whenever possible. The Ombuds Office will also publicize the confidential, independent, impartial, and informal nature of its work and will strive to explain these ethical standards to each visitor.

Mandate

According to Enacting Ordinance **125735**, the Office of Employee Ombud is authorized to perform the following functions:

1. Assist individual City employees, in all branches of City government, in assessing their concerns about workplace conduct that may:
 - a. Constitute harassment, discrimination, or retaliation; and/or
 - b. Contravene the City's Personnel Rules, Citywide workplace expectations, and other City policies; and/or
 - c. Be considered inappropriate, although it may not meet the legal definition of harassment, discrimination, retaliation, or a violation of a specific City policy.
2. Assist individual City employees in understanding and assessing their options for addressing these concerns, including but not limited to:
 - a. The City's processes and systems for reporting, investigating, and addressing workplace conduct;
 - b. The City's Alternative Dispute Resolution Program;
 - c. If represented by a labor organization, how to contact their representative to discuss their options; and
 - d. Seeking remedies through State or Federal agencies, and/or a private legal action.
3. Facilitate discussions to break down miscommunication, or to address actions that may be inappropriate and/or contravene the City's Personnel Rules, City policies, or workplace expectations that may have led to City workplace conflict, including, but not limited to, dispute resolution where appropriate and desired. These discussions may include representation for union employees and may include a party to provide emotional support if requested.
4. Provide referral services, as needed, to programs such as HRIU, OCR, Ethics Commission and others

III. Roles and responsibilities of the OEO Director

The Director of the Office of the Employee Ombud is appointed by the Mayor for a four-year term, which may be renewable. This appointment is a full -time, exempt appointment, which is confirmed by the City Council. The Director is a member of the leadership team who, by experience, personal characteristics, and training, exemplifies social justice and trauma-informed care. It is the responsibility of the Director to maintain the operation and the integrity of the Office of the Employee Ombud in keeping with the [International Ombuds Association standards of practice](#) insofar as practicable.

The "roles and operating principles" applied to an Employee Ombud in Part II of this Charter shall also apply to the work of the staff members employed within OEO. The OEO Director shall report to the Mayor for administrative, budgetary, and evaluation purposes. The OEO Director shall report to the appropriate committee of the City Council for accountability and transparency purposes. The OEO Director shall also communicate regularly with the Inter-departmental Taskforce on Anti-harassment and Discrimination for continued learning and growth.

The specific responsibilities of the Director shall include (but may not be limited to):

1. the selection, orientation and on-going training of the Office of Employee Ombud staff
2. maintenance of consistent standards among the OEO Staff of the principles of confidentiality, impartiality, and independence;
3. handling of individual cases as well as coordination of all referrals to other units;

4. gathering aggregate data and presenting it monthly in report form to the Mayor and to the concerned City Council committee, taking into consideration the confidentiality of individual cases. The Director will, as part of their obligations, comment on trends in this data as well as on policies and practices of the City of Seattle which should be brought to the attention of the decision makers;
5. overseeing expenditures from the OEO budget;
6. coordinating publicity/outreach for the Office of the Employee Ombud

The OEO Director will be responsible for concurrent submission of an annual report to the Mayor's Office and the City Council by March 31 of each year, beginning in 2020. Working closely with City stakeholders, the annual report will address any issues that may extend beyond the experience of individual employees and have a broader, systemic impact on the City, including, but not limited to:

1. Recommendations to improve the City's Personnel Rules, complaint and investigations systems, including but not limited to, considering the best placement of investigations to address barriers to reporting and underreporting, workplace expectations, and other applicable City processes and systems;
2. Recommendations on training, specifically for live, in-person training;
3. Information on patterns of inappropriate workplace conduct;
4. Recommendations on systemic changes to truly root all City workplaces in racial equity and social justice.

Ethics and Operational Standards of Practice:

1. American Bar Association, Section of Administrative Law and Regulatory Practice. Standards for the Establishment and Operation of Ombuds Offices. Washington, DC: August 2001.
2. International Ombudsman Association, "Standards of Practice and Code of Ethics"

Jenny A. Durkan, Mayor

Date

Bruce Harrell, President of the City Council

Date