



# **UNITED STATES OMBUDSMAN ASSOCIATION 31<sup>ST</sup> ANNUAL CONFERENCE**

Dayton, Ohio  
October 4 – October 8, 2010

*Soaring to New Heights:  
Innovations in Ombudsmanship*



**REGISTRATION PACKET**

# UNITED STATES OMBUDSMAN ASSOCIATION 31<sup>ST</sup> ANNUAL CONFERENCE

## *Soaring to New Heights: Innovations in Ombudsmanship*

Inventors are rare. To conceive of something completely new, to analyze the steps required for creation and to continue in spite of the challenges of failed attempts requires perseverance and dedication. An inventor must grasp the love of challenge and must have the ability to use facts in new ways. Ombudsmen share many of those challenges and qualities.

For 31 years, the United States Ombudsman Association has been supporting Ombudsmen through the challenges of our profession. Our predecessors established the foundations that have opened up the profession for those who followed. From the few early ombudsmen, hundreds of public sector ombudsmen now practice the profession across the North American continent.

USOA conferences have been an important part of the development of our profession. This year marks the 31<sup>st</sup> anniversary of the first USOA conference; sessions where ombudsmen meet annually to share their experiences, learn new skills to carry out their mission, and depart with renewed vigor to tackle the challenges ahead.

USOA conferences have focused on the foundations of our profession and have moved on to offer skills to sharpen our talents. This year continues that tradition. USOA's two-day pre-conference in New Ombudsman Training will again offer instruction on the history and standards of our profession, as well as hands-on skills training necessary to do the work. The second pre-conference opportunity will feature a one-day session on skills helpful to do our work: a session on analytical and persuasive writing offered by a noted expert in the field, Mr. Bryan Garner, JD.

This year's conference will feature sessions on demonstrating our value, Ombudsman dealing with our appointing officials, gathering information through interviews, creative case strategizing, utilizing the values and principles of public service, working with vulnerable populations, interacting effectively with challenging complainants and respondents, and considering the elements necessary to decline or discontinue an investigation.

We will convene in Dayton, Ohio, where the Ombudsman Office has been serving citizens since 1971. Dayton, Ohio is the home of the Wright brothers and the place where the brothers produced bicycles and invented powered flight. Because of the Wright brothers' pioneering work, Dayton is the home of the United States Air Force Museum. The spirit of innovation has defined Dayton, which has been the home of thousands of innovations and inventions. The motto of Dayton was "A City of Minds." We hope you will join us for an exciting conference!

Sincerely,

USOA Conferences and Training Committee

Robin Matsunaga  
Committee Chair  
(808) 587-0770

Linda Lord-Jenkins  
USOA President  
(907) 269-6291

Diane Welborn, Host  
USOA Vice President  
(937) 223-4613

## Soaring to New Heights: Innovations in Ombudsmanship

### PRE-CONFERENCE AGENDA #1

#### **MONDAY, OCTOBER 4, 2010**

7:30 AM – 5:00 PM PRE-CONFERENCE REGISTRATION AND CONFERENCE REGISTRATION

7:30 AM – 8:00 AM BREAKFAST FOR NEW OMBUDSMAN TRAINING PRE-CONFERENCE ATTENDEES

8:00 AM – 5:00 PM **NEW OMBUDSMAN TRAINING – DAY 1**

This popular two-day workshop is designed for individuals who are relatively new to the role of government ombudsman, regardless of the level or branch of government or the jurisdiction of the office. Instructors are experienced ombudsmen from legislative/general jurisdiction and executive branch/agency-specific ombudsman offices. Participants will learn about the origin, characteristics, and standards of an ombudsman office. Instructors will discuss basic intake, interviewing and investigation techniques, reports, and a case study to enable participants to apply knowledge to practice. The workshop will examine the role of the ombudsman in promoting an ethical climate in our organizations as well as review ethical challenges we may face. Workshop participants will also have the opportunity to discuss best practices, time saving tips, and tools of the trade with a group of experienced, successful ombudsmen. A certificate of completion will be issued to those in attendance for both days.

***INSTRUCTORS:***

*Kristie Hirschman, Senior Assistant for Small Business, Iowa Citizens' Aide Ombudsman*

*Linda Lord-Jenkins, Ombudsman, State of Alaska*

*Gerald R. Papica, Ombudsman, Tennessee Commission on Children & Youth*

*Beverly Reeves, Ombudsman, Austin School District*

#### **TUESDAY, OCTOBER 5, 2010**

7:30 AM – 8:00 AM BREAKFAST FOR PRE-CONFERENCE ATTENDEES

8:00 AM – 5:00 PM **NEW OMBUDSMAN TRAINING – DAY 2**

Continuation of the two-day training.

**PRE-CONFERENCE REGISTRATION FEES:**

**New Ombudsman Training:** \$325 for USOA members for the two day workshop; \$375 for non-members. The fee covers course materials, breakfast, lunch and refreshment breaks on both days. A certificate of completion will be presented upon completion.

## Soaring to New Heights: Innovations in Ombudsmanship

### PRE-CONFERENCE AGENDA #2

#### **TUESDAY, OCTOBER 5, 2010**

7:30 AM – 5:00 PM PRE-CONFERENCE REGISTRATION AND CONFERENCE REGISTRATION

7:30 AM – 9:00 AM BREAKFAST FOR PRE-CONFERENCE ATTENDEES

9:00 AM – 4:00 PM **ADVANCED LEGAL WRITING & EDITING**

This seminar focuses on analytical and persuasive writing, using examples coming from actual memos and briefs. It covers the five major skills that legal writers need to master:

- Framing issues to persuade.
- Achieving a lean style.
- Creating smooth transitions from sentence to sentence and paragraph to paragraph.
- Quoting authority effectively.
- Writing efficiently.

To practice what you're learning, you'll work on several short—but challenging—exercises throughout the day. One of these exercises involves producing a detailed outline for a writing project, so arrive at the seminar with a project in mind—preferably something you've begun researching but haven't yet written.

**PRESENTER:** *Bryan A. Garner, J.D., LawProse.*

Bryan A. Garner is one of the most well-known lexicographers and the most sought-after legal-writing professor in the world. His greatest and best-known work is *Garner's Modern American Usage*. It is widely considered the preeminent authority on questions of English usage. Editor in chief of *Black's Law Dictionary* since its seventh edition, Mr. Garner is a prolific and award-winning author. His books include *Garner on Language and Writing*, *The Elements of Legal Style*, *The Redbook: A Manual on Legal Style*, and *Legal Writing in Plain English*. He also wrote the definitive chapter on grammar and usage for the *Chicago Manual of Style*.

He is coauthor with Justice Antonin Scalia of *Making Your Case: The Art of Persuading Judges*, winner of the 2009 Burton Book-of-the-Year Award.

His clients have included 17 state supreme courts, four federal circuits, and the United Nations in Geneva. The United States Judicial Conference relied on him to revise four complete sets of federal rules—civil, appellate, criminal, and judicial discipline. From 1992 to 1999 he also served as the drafting consultant to the U.S. Judicial Conference's Standing Committee on Rules of Practice and Procedure.

Because of his unique expertise, Mr. Garner is frequently called on to serve as an expert witness in cases of linguistic and grammatical interpretation.

Mr. Garner has practiced law in a major firm and taught both at the University of Texas School of Law and at Southern Methodist University School of Law, where he is currently Distinguished Research Professor of Law.

**NOTE:** We are seeking approval for 5.5 hours of Continuing Legal Education credits from the Ohio Supreme Court.

#### **PRE-CONFERENCE REGISTRATION FEES:**

**Advanced Legal Writing & Editing:** \$290 for USOA members and \$325 for non-members. The fee covers course materials, breakfast, lunch, and refreshment breaks for the one-day workshop. A certificate of completion will be presented at the end of the training.

## Soaring to New Heights: Innovations in Ombudsmanship

### CONFERENCE AGENDA

#### **TUESDAY, OCTOBER 5, 2010**

5:00 PM – 6:30 PM

##### **OPENING RECEPTION**

An informal meet-and-greet featuring refreshments and cash bar.

**Note:** If you are not registered for the conference or are a registrant's guest, please see the registration form to order a reception admission or purchase a ticket at the USOA registration table.

POST RECEPTION

##### **DINNER ON YOUR OWN**

#### **WEDNESDAY, OCTOBER 6, 2010**

7:30 AM – 5:00 PM

REGISTRATION

7:30 AM – 8:00 AM

BREAKFAST

8:00 AM – 8:45 AM

##### **CONFERENCE OPENING AND WELCOME REMARKS**

8:45 AM – 10:15 AM

##### **PLENARY SESSION**

##### **DEMONSTRATING OUR VALUE**

What is the impact and effect of an Ombudsman? In these times of economic crisis, our offices are being asked to evaluate our work in terms of financial worth. This session will provide ideas on showing how and where your office is saving a government agency or organization.

10:15 AM – 10:30 AM

BREAK

10:30 AM – 12:00 PM

##### **CONCURRENT SESSION 1A**

##### **OMBUDSMAN OFFICES AND ELECTED OR APPOINTING OFFICIALS: SHORT TERM OR LONG LIVED RELATIONSHIP?**

A panel will explore the relationship between Ombudsmen and elected officials or those that appoint them, including the challenges of re-appointment and how to operate within a political context while maintaining independence and impartiality.

##### **CONCURRENT SESSION 1B**

##### **GATHERING INFORMATION THROUGH INTERVIEWS**

This session covers the skills used to gather information through interviews that do not produce a formal record of interview in the legal sense. Interviews may be conducted over the telephone or in person and occur for a range of reasons. The session includes preparing for the interview, conducting the interview, and reviewing and analyzing interview information.

12:15 PM – 1:45 PM

##### **LUNCH AND KEYNOTE**

2:00 PM – 3:30 PM

##### **CONCURRENT SESSIONS**

##### **CREATIVE CASE STRATEGIZING**

This panel will present a case analysis from intake to resolution with a focus on generating options and creative resolutions. Each office will explain how their case progressed, how they identified and analyzed problems incurred throughout the case, and how they chose further action in order to ensure an effective outcome. The panelists will also consider the time, energy, and resources expended in their case.

##### ***SESSION 2A - SCHOOL OMBUDSMEN***

##### ***SESSION 2B – CHILDREN'S OMBUDSMEN***

##### ***SESSION 2C - EXECUTIVE OMBUDSMEN***

##### ***SESSION 2D – LEGISLATIVE (CLASSICAL) OMBUDSMEN***

## ***Soaring to New Heights: Innovations in Ombudsmanship***

3:30 PM – 3:45 PM	BREAK
3:45 PM – 5:15 PM	<b>USOA CHAPTER MEETINGS</b> USOA members have different areas of authority, interest and expertise in their jobs. For this reason, a number of specialized Chapters are organized within USOA to share experiences, resources and accomplishments. The Chapters include Children and Families, Corrections, Federal Government, Healthcare, Municipal Government and Education. These meetings are a great opportunity to brainstorm and problem solve. This time also will allow the members to develop a plan of action for each Chapter for the upcoming year.
5:30 PM – 6:30 PM	<b>IOI MEETING</b>
5:30 PM – 6:30 PM	<b>FREE TIME – CONSIDER HAPPY HOUR AT THE STARS LOUNGE</b>
7:00 PM	<b>DINE AROUND WITH DAYTON NOTABLES</b> Local Hosts will provide restaurant information, transportation assistance and lively conversation to small groups (at your own expense). Please sign up for your restaurant at the registration table.

### **THURSDAY, OCTOBER 7, 2010**

7:30 AM – 5:00 PM	REGISTRATION
7:30 AM – 8:00 AM	BREAKFAST
8:00 AM – 9:15 AM	<b><u>CONCURRENT SESSION 3A</u></b> <b>THE VALUES AND PRINCIPLES OF PUBLIC SERVICE</b> This session covers the ethical conduct required of Ombudsman offices and our responsibility to promote ethical conduct in others. It includes contributing to an ethical public sector environment, participating in ethical decision making, and demonstrating our credibility. In practice, ethical conduct is demonstrated in the context of investigative activities such as applying government policies, delivering services to citizens, using resources, conducting interviews, presenting evidence, etc.
	<b><u>CONCURRENT SESSION 3B</u></b> <b>GENERATION X, Y, AND Z</b> This session will examine the four generations that coexist in our workplace and communities and compare their characteristics and values to better understand our differences and commonalities. Knowing where the Veterans or Traditionalists, Baby Boomers, Gen X, and Gen Y or Millenials come from, where they want to go, and how they view systems like government will enable you to better understand and respond to them. The presenter will provide simple and concrete ways to improve your relationship with each generation, both internally within the workplace and externally in your interaction with complainants and respondents.
9:30 AM – 10:45 AM	<b><u>CONCURRENT SESSION 4A</u></b> <b>FEDERAL OMBUDSMEN</b> A panel of Federal Ombudsmen will speak about the various roles of ombudsmen in the Federal sector.
	<b><u>CONCURRENT SESSION 4B</u></b> <b>OMBUDSMAN AND VULNERABLE POPULATIONS</b> This session will focus on the specific needs and challenges of vulnerable populations including prisoners, children, seniors, and the mentally ill and how our offices should engage them in our work.
10:45 AM – 11:00 AM	BREAK

## ***Soaring to New Heights: Innovations in Ombudsmanship***

11:00 AM – 12:00 PM

### **PLENARY SESSION** **USOA STANDARDS**

A review of the governmental Ombudsman standards established by the USOA Board in 2003 and how these standards can be used by current offices to measure effectiveness, performance, and plans for improvement.

12:15 PM – 1:30 PM

LUNCH AND **USOA ANNUAL MEETING**

1:45 PM – 3:15 PM

### **PLENARY SESSION** **DEALING WITH DIFFICULT PEOPLE: INTERACTING EFFECTIVELY WITH CHALLENGING COMPLAINANTS AND RESPONDENTS**

Every ombudsman office faces challenges when working with complainants who are particularly aggressive, irate, abusive, or uncivil. Others monopolize our time with too frequent contact or demands. Additional challenges arise when helping the mentally ill and cognitively challenged members of our society.

Similarly, working with respondents, the other side of the investigative equation, can be equally frustrating. Each Ombudsman office has faced difficult respondents. Agency representatives may be non-responsive, defensive, duplicitous or uncooperative. They might mistakenly or purposely provide incorrect information. They could inject politics into what should not be political. Or perhaps they simply ignore recommendations. Keeping communication productive in these circumstances is critical to working through such difficulties.

Working with real-life scenarios from our offices, this session will focus on how to not only get the facts for an investigation, but also how to keep the trust going in the communication when it is less than ideal circumstances. We will work on skill-building to better cope with difficult parties and consider the merits of listening and acknowledging feelings against fact-finding and authoritarian approaches. When we are talking about angry and difficult people, a foundation of trust may be eroded if the wrong path is chosen. Building listening skills, screening for mental illness, recognizing clients' face-saving needs, and other measures can mitigate the escalation of conflict and improve communication and cooperation.

3:15 PM – 3:30 PM

BREAK

3:30 PM – 5:00 PM

### **PLENARY SESSION** **DEALING WITH DIFFICULT PEOPLE: INTERACTING EFFECTIVELY WITH CHALLENGING COMPLAINANTS AND RESPONDENTS (CONTINUED)**

6:00 PM – 9:30 PM

### **BANQUET**

Guests will be transported to the Sunwatch Indian Village and Archaeological Park for dinner and entertainment. Sunwatch is a reconstructed 13<sup>th</sup> century American Indian Village along the banks of the Great Miami River. This National Historic Landmark features a reconstruction of the village as it looked when inhabited by the Fort Ancient people as well as an Interpretive Center that will be open during the banquet.

**Please note:** Guests not registered for the conference must purchase a banquet ticket to attend. Please see the registration form or the conference registration desk.

## ***Soaring to New Heights: Innovations in Ombudsmanship***

### **FRIDAY, OCTOBER 8, 2010**

8:00 AM – 8:30 AM BREAKFAST

8:30 AM – 10:00 AM **PLENARY SESSION**

#### **OMBUDSMAN RATIONALE TO DENY OR DISCONTINUE INVESTIGATIONS**

There are various reasons why an Ombudsman can and will decline to investigate a complaint, including case volume, jurisdiction, and projected expense. This session will examine how to exercise this basic principle of our work and how to offer alternatives when appropriate. Oftentimes citizens benefit from simple coaching or empowerment tools that an Ombudsman can provide to complainants. We will also look at the many factors that might force an Ombudsman to call a halt to an investigation of complaints in mid-stream.

10:00 AM – 10:15 AM BREAK

10:15 AM – 11:15 AM **OPEN FORUM – MEMBER ISSUES**

11:15 AM – 11:30 AM **CONFERENCE CLOSING/EVALUATION**

**For full conference attendees, a Certificate of Attendance will be provided at the end of the conference. Certificates will be available at the registration/information tables.**

# **EARLY CONFERENCE AND HOTEL REGISTRATION ARE HIGHLY RECOMMENDED**



## GENERAL CONFERENCE INFORMATION

### REGISTRATION FEES

The fee for Conference Registration submitted **by September 3, 2010** is \$425 for USOA members and \$500 for non-members. The fee for Conference Registration submitted **after September 3, 2010** is \$475 for USOA members and \$550 for non-members.

### DRESS/ATTIRE

The dress for the conference is "business casual."

### HOTEL ACCOMMODATIONS

This year's conference will be held at the Crowne Plaza Hotel in downtown Dayton, Ohio. Our room rate is \$79/night, plus state and local taxes. Subject to availability, the rate applies from September 29, 2010 through October 11, 2010. Please book directly with the hotel no later than Tuesday, September 21, 2010, the cut-off date for the USOA room block. After that, the hotel will release unused rooms to the general public. For reservations, contact the hotel at 888-227-6963 or visit [www.cpd Dayton.com](http://www.cpd Dayton.com). Remember to mention that you are attending the **United States Ombudsman Association Conference, and use our ID "OMA"** in order to ensure that you receive the special rates. Rooms include high speed internet and the hotel features complimentary parking, shuttle service to and from the Dayton Airport, and complimentary hors d'oeuvres daily in the Star's Lounge. For more information on the accommodations, please visit their Website: <http://www.cpd Dayton.com>.

**HOTEL ADDRESS** Crowne Plaza Dayton  
33 East Fifth Street  
Dayton, Ohio 45402  
888-227-6963  
937-224-0800

### NON-CONFERENCE PARTICIPANT/GUEST AT RECEPTION AND BANQUET

If you are not registered for the conference, you will need to purchase a ticket through the conference registration form or onsite at the USOA conference registration desk for Tuesday night's reception and/or Thursday's banquet. The ticket for the reception is \$30. The ticket for the banquet is \$55.

### AIRPORT

The closest airport to the Conference is Dayton International Airport (DAY) ([www.flydayton.com](http://www.flydayton.com)). Other airports within driving distance include Cincinnati/Northern Kentucky International Airport (CVG) ([www.cvgairport.com](http://www.cvgairport.com)) and Port Columbus International Airport (CMH) ([www.columbusairports.com](http://www.columbusairports.com)).

### GROUND TRANSPORTATION

Crowne Plaza Dayton offers complimentary Shuttle Service to and from Dayton International Airport from 8AM-10PM. There is a courtesy phone located at the airport baggage claim area, or call the hotel directly to schedule. In addition, both taxi services and rental cars are available at Dayton International Airport. Visit [www.flydayton.com](http://www.flydayton.com) for more information on taxi services and rental cars.

### CANCELLATION/REFUND POLICY

**Notice of cancellation must be in writing.** Cancellation by telephone will not be accepted. Notice of cancellation may be emailed to [usoa@usombudsman.org](mailto:usoa@usombudsman.org) or faxed to 866-411-2192 or 515-327-5050.

If you cancel your registration, we encourage you to send a substitute to take your place. Please contact the office and notify us of any changes so we can arrange for a name badge and certificate.

If you cannot find a substitute to take your place, the following cancellation policy will apply:

Cancellation on or before September 1:	100 percent refund, less \$25 cancellation fee
Cancellation from September 1 – 15:	50 percent refund, less \$25 cancellation fee
Cancellation after September 15:	No refund

USOA reserves the right to change programs and conference offerings at any time as warranted and without prior notice.

**United States Ombudsman Association  
2010 Annual Conference**

**REGISTRATION FORM**

Name \_\_\_\_\_

Title \_\_\_\_\_ Organization \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State/Province \_\_\_\_\_ Postal Code \_\_\_\_\_

Country \_\_\_\_\_ Email \_\_\_\_\_

Phone ( \_\_\_\_\_ ) \_\_\_\_\_ Fax ( \_\_\_\_\_ ) \_\_\_\_\_

Special Accommodations (**Dietary or other**) \_\_\_\_\_

**FULL CONFERENCE REGISTRATION (October 6 - October 8):**

The Conference Registration Fee includes the Tuesday evening Reception, Wednesday and Thursday breakfast, lunch and breaks, the Thursday evening Banquet, Friday breakfast and break, and all conference materials.

	BY <u>9/3/10</u>	AFTER <u>9/3/10</u>	
United States Ombudsman Association Member Fee	\$425.00	\$475.00	\$ _____
Non-member Fee	\$500.00	\$550.00	\$ _____

**SINGLE DAY CONFERENCE REGISTRATION:**

The Single Day Conference Registration Fee includes breakfast, lunch and breaks on the selected day (breakfast and morning break only on Friday), and conference materials for the selected day's sessions. The Single Day Conference Registration Fee does not include the Tuesday evening Reception or Thursday evening Banquet.

	BY <u>9/3/10</u>	AFTER <u>9/3/10</u>	
<b>Wednesday, October 6 or Thursday, October 7:</b>			
United States Ombudsman Association Member Fee	\$200.00	\$250.00	\$ _____
Non-member Fee	\$225.00	\$275.00	\$ _____

Select day:  Wednesday, October 6       Thursday, October 7

**Friday, October 8:**

United States Ombudsman Association Member Fee	\$100.00	\$125.00	\$ _____
Non-member Fee	\$125.00	\$150.00	\$ _____

**PRE-CONFERENCE REGISTRATION:**

**PRE-CONFERENCE #1 (October 4 - 5):**

The Pre-Conference Registration Fee includes breakfast, lunch and breaks, and course materials.

New Ombudsman Training (2 day course, October 4-5) A Certificate of Completion will be given to participants who complete the course.

United States Ombudsman Association Member Fee      \$325.00      \$ \_\_\_\_\_  
Non-member Fee      \$375.00      \$ \_\_\_\_\_

**PRE-CONFERENCE #2 (October 5):**

The Pre-Conference Registration Fee includes breakfast, lunch and breaks, and course materials.

Advanced Legal Writing & Editing (1 day course, October 5) We are seeking approval for 5.5 hours of Continuing Legal Education credits from the Ohio Supreme Court.

United States Ombudsman Association Member Fee      \$290.00      \$ \_\_\_\_\_  
Non-member Fee      \$325.00      \$ \_\_\_\_\_

Will you be seeking CLE Credits?    Yes     No

**GUEST TICKETS:**

Reception      # of Tickets \_\_\_\_\_ x \$30.00      \$ \_\_\_\_\_  
Banquet      # of Tickets \_\_\_\_\_ x \$55.00      \$ \_\_\_\_\_  
Reception and Banquet      # of Tickets \_\_\_\_\_ x \$85.00      \$ \_\_\_\_\_

**TOTAL =** \$ \_\_\_\_\_

**PAYMENT:** Please make your **check** payable to "USOA" and mail it with this registration form to:  
United States Ombudsman Association, 5619 NW 86<sup>th</sup> Street, Suite 600, Johnston, IA 50131-2955

For **credit card payments**, mail this form to the address listed above or fax the form to: 866-411-2192 or 515-327-5050.

MasterCard \_\_\_\_\_ VISA \_\_\_\_\_ Credit Card # \_\_\_\_\_ Expiration Date \_\_\_\_\_

Cardholder Name \_\_\_\_\_ CVV2 (3 digit security number) \_\_\_\_\_

Cardholder Address \_\_\_\_\_