

**CSUSB OMBUDS and HUMAN RESOURCES (HR) OR ACADEMIC PERSONNEL (AP)
ROLES - RESPONSIBILITIES - DIFFERENCES**

The **Office of Ombuds Services (OOS)** provides an accessible safe space, **independent, impartial, informal, and confidential** resource to assist Students, Staff, Faculty, Alumni and Community in exploring the full range of problem-solving options and help to identify constructive resolutions to disputes and complaints.

This office supplements, but does not replace, the University's formal channels, including retaining records or handling investigations.

The University Ombuds Officer treats all inquiries following the International Ombudsman Association Ethical Principles.

Source: http://www.ombudsassociation.org/IOA_Main/media/SiteFiles/Code_Ethics_1-07.pdf

PROCESS	Formal (HR or AP)	Informal (Ombuds)
Trigger	Complaint lodged	Caller expresses a concern
Purpose	To find facts and make conclusions	Gather information and identify options for concern resolution
Focus	Past looking	Forward looking
Outcome	Enforce policy, keep records, issue discipline	Support informed decision making

ROLES AND RESPONSIBILITIES IN ISSUE MANAGEMENT	HR or AP	OMBUDS
Remains independent of company management structure	No	Yes
Operates informally	No	Yes
Provides complete confidentiality; privilege supported by implied contract	No	Yes
Reports to formal management	Yes	No
Partners with management	Yes	No
Makes or enforces policy	Yes	No
Conducts formal investigations	Yes	No
Serves as channel of legal notice for the company	Yes	No
Keeps records	Yes	No
Provides official reporting on behalf of company	Yes	No
Provides data to University President	Yes	Yes (Anonymous)
Acts as proactive change agent to prevent issues from recurring	Yes	Yes
Provides off-the-record guidance to get issue to most appropriate channel	No	Yes
Allows employee to maintain control and determine resolution option	No	Yes
Serves as designated neutral; maintains official neutrality	No	Yes