

## **What others say about *The Organizational Ombudsman*:**

“Chuck Howard has provided a scholarly and well referenced guide to the ombuds community. He traces the history of the ombudsman from its origin to the current day organizational innovation of ombudsman services. With his deep knowledge of legal issues faced by ombudsman programs in corporate and university settings, Chuck provides the ombuds practitioner with knowledge and tools to handle practice issues such as confidentiality and ombuds privilege. The legal research and organizational approaches make this a ‘must read’ book for organizational leaders who may be contemplating the establishment of an ombuds Office.” - **Anu Rao, M.D. Anderson Ombuds Office, Houston, TX**

Doctors have the *Physician’s Desk Reference* and *Stedman’s Medical Dictionary*. Psychiatrists have the *Diagnostic and Statistical Manual* and the *Mental Health Desk Reference*. Now there is an indispensable reference book for the organizational ombudsman – Charles Howard’s wonderfully comprehensive legal guide, *The Organizational Ombudsman: Origins, Roles and Operations*. Mr. Howard, an attorney in private practice who has consulted with ombudsmen in universities, corporations and other organizations for almost two decades has written a reference book that combines his thorough understanding of legal principles with his first hand familiarity with the day to day activities and dilemmas of the practicing ombudsman. The book is both scholarly and accessible – he manages to make relevant legal matters understandable to readers who lack legal training without oversimplifying important legal principles. But this book is not an abstract discourse about legal principles; the entire book is grounded in a subtle consideration of the historical, social and economic factors that have contributed to the emergence of the ombudsman function. After a chapter that surveys the history of the ombudsman role and identifies its essential characteristics he offers the most thorough discussion of why organizations should create ombudsman programs that I have seen in over 28 years of being an ombuds at one of the nation’s largest public universities and in the federal government. In the next chapter Mr. Howard dives right into a consideration of one of the cornerstones of the ombudsman role – confidentiality. The title of this chapter “How Can Ombudsman’s Confidentiality Be Protected?” illustrates the book’s fundamental orientation: discussions are built around the concerns of practicing Ombudsman. But my favorite section of the book is the Chapter titled “What Else Would Be Helpful for an Organizational Ombudsman to Know?” In this Chapter Howard brings some coherence to a range of topics that might otherwise seem to be a bit of a hodgepodge: litigation discovery tools, federal statutes; confidentiality exceptions, federal sentencing guidelines and numerous others. The book also includes a set of 14 appendixes – a variety of useful reference documents from the ABA and ombudsman associations. Overall, this is the sort of book one has to describe as “indispensable.” It belongs on the desk of every practicing ombudsman. - **Howard Gadlin**

"The definitive guide to establishing the ombudsman role, and why every organization needs one." – Ralph Hasson, Co-author, *Controlling the Costs of Conflict*.

"*The Organizational Ombudsman* is a comprehensive and seminal work on the organizational ombudsman profession. Chuck Howard's research is thorough and his analysis profound. The book not only outlines why the Ombuds role should be an essential asset for institutions but also how to establish one to ensure its effectiveness. Chuck's experience and expertise make him eminently qualified to provide insight for decision makers, legal professionals, formal channels and ombudsmen within corporate, academic and public institutions." - Ellen (Randy) Williams, Managing Director, Redmond, Williams & Associates, LLC.