

**OFFICE OF THE OMBUDSMAN
LEGISLATIVE ASSEMBLY OF ALBERTA**

STRATEGIC BUSINESS PLAN 2005-2008

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INTRODUCTION

When I assumed the position of Ombudsman for the Province of Alberta, I inherited an office and staff that was performing in a satisfactory manner and providing a valued service to the Legislative Assembly of Alberta and its citizens. However, I observed the Office needed a strategic focus which reflected a thorough analysis of the key contributors to stakeholder value. Those key contributors are:

- Clarity of roles, organization design and leadership;
- Capability developed through training, development and succession planning; and
- Commitment to priorities developed through performance management and alignment of rewards and recognition with organizational priorities.

Attention to these key factors leads to accountability and a focus on critical success factors which are based on a clear understanding of our Vision, Mission and Values. The end result is enhanced stakeholder value. The vehicle which will take us there is a well developed business strategy as outlined in this Strategic Business Plan.

The process by which the Strategic Business Plan for the Office of the Ombudsman has been developed has been one which involved the entire staff of the Office in inclusive dialogue, discussion and assessment of environmental factors and key internal factors. In addition, we have benefited from the input of key stakeholders, Ombudsman in other jurisdictions and recognized experts in organizational design and business planning. This resulted in an agenda to develop our Strategic Business Plan that included:

- A review and update of our Vision, Mission, and Values;
- An analysis of our Strengths, Weaknesses, Opportunities and Threats (SWOT analysis);
- Environmental scanning;
- Stakeholder input;
- Development of Goals, Objectives and Key Initiatives; and
- Evolution of a scorecard and measures.

With a clear understanding of our Mission, clarity of our role and responsibilities, and a commitment to creating value for our stakeholders, this Three-Year Strategic Business Plan will be the compass that guides the Office of the Ombudsman from 2005 to 2008.

It is my pleasure to offer this Strategic Business Plan on behalf of all staff of the Office of the Ombudsman for the Legislative Assembly of Alberta.

G. B. (Gord) Button
Ombudsman, Legislative Assembly of Alberta

**OFFICE OF THE OMBUDSMAN
LEGISLATIVE ASSEMBLY OF ALBERTA
STRATEGIC BUSINESS PLAN 2005-2008**

This Strategic Business Plan provides an overview of the Goals, Objectives and Key Initiatives that will provide future direction for the Office. It will be reported on and updated annually to maintain our focus on continuous improvement.

A. ROLE AND RESPONSIBILITY

The Office of the Ombudsman for Alberta is established by statute under the *Ombudsman Act*, RSA 2000, Chapter 0-8. The Ombudsman is an Officer of the Legislative Assembly of Alberta. The Office and position were established in 1967 and this was the first Provincial Ombudsman of general jurisdiction in Canada.

There are three principle factors which define a parliamentary or classical Ombudsman and distinguish this Office from others which use the title of Ombudsman. To be held to be a parliamentary Ombudsman, the Office must:

- be established by Charter, Constitution or Statute;
- be empowered to act independent of the appointing authority; and
- be structurally free from the entities or agencies it is investigating.

These principles are recognized internationally. This Strategic Business Plan will guide the activities of this Office and provide a framework for administrative answerability for the Ombudsman without impinging on the independence of the Ombudsman from the appointing authority.

By virtue of the *Ombudsman Act*, the Ombudsman has authority to investigate allegations of administrative unfairness by government departments, agencies, boards and commissions. In addition, the Ombudsman's jurisdiction extends to the administrative processes of professions governed by the *Regulated Accounting Profession Act*, the *Regulated Forestry Profession Act* and the *Veterinary Profession Act*. The *Health Professions Act* provides a framework to give authority to the Ombudsman to investigate allegations of administrative unfairness against the Health Profession Colleges. The Ombudsman is granted investigative authority over each College as the schedule for each College comes into force. To date, the Ombudsman has been given authority to investigate complaints about ten of the twenty eight Colleges. In addition, amendments to the Ombudsman Act passed in May of 2003 provide a framework for the Ombudsman's investigative authority to

extend to Patient Concerns Resolution Processes in the Regional Health Authorities, the Alberta Cancer Board and a provincial health board. This further extension to the Ombudsman's investigative authority will occur when the regulation under the *Regional Health Authorities Act*, administered by the Department of Health and Wellness, is passed. This is anticipated to occur in 2005.

The Ombudsman is often described as the “*Watchdog for Administrative Fairness.*” This role is accomplished by pursuing informed objectivity to serve citizens. The Ombudsman is neither an advocate nor an adversary. Rather, he attempts to resolve problems and conflict through impartial, objective and neutral investigations of the facts. This results in a conflict resolution orientation which focuses on solving the problem and improving administrative practices rather than affixing blame. The emphasis is not on the complainant or the entity being investigated, it is on fairness.

The Ombudsman may commence an investigation upon receipt of a written complaint by any person or on his own motion. Additionally, any Committee of the Legislative Assembly or any Minister may refer a matter to the Ombudsman for investigation.

B. CORE BUSINESS

The core business of the Ombudsman is the investigation of incidents of alleged maladministration leading to problem resolution and improvement of administrative practices of jurisdictional entities.

C. VISION, MISSION AND VALUES

Through a series of meetings, brainstorming sessions and facilitated workshops, the staff of the Office reassessed and updated the Vision, Mission and Values that guide us. This assisted in focusing on the clarity, capability and commitment that will lead to accountability and value added outputs for our stakeholders.

VISION

“The Office of the Alberta Ombudsman is the recognized leader for independent investigation, promotion and support of administrative fairness.”

MISSION

“The Office of the Alberta Ombudsman independently and impartially promotes high standards of administrative fairness through investigations, recommendations for change and education.”

VALUES

“To obtain our Vision and deliver our Mission, our values are fundamental to all our interactions and communications.”

We Value:

- Fairness
- Competency
- Respect
- Integrity
- Equity
- Confidentiality

We also value a working environment that fosters personal and professional growth and development, collaboration and teamwork, and innovation and creativity.

D. SWOT ANALYSIS – Highlights

The SWOT Analysis identified the perceived strengths, weaknesses, opportunities and threats of the organization. It provides a basis for the identification of Goals, Objectives and Key Initiatives in the Strategic Business Planning process. It should be noted that this analysis reflects a cross section of input from all staff and also incorporates the outcomes of a professionally facilitated workshop arranged to focus on our planning process.

Strengths – Can be leveraged to reach the Vision

- Dedicated, experienced staff
- Flexibility of work environment
- Good reputation and credibility with authorities
- New management and a fresh direction
- Healthy workplace – security, benefits, systems, programs

Weaknesses – Must be improved upon to meet our Vision

- Lack of public awareness of the Ombudsman in Alberta
- No proactive investigations in recent years (Ombudsman “*own motion*”/Ministerially ordered investigations)
- Perception of a lack of resources
- Lack of effective business planning, implementation and measurement
- Need for better internal communication and teambuilding
- Turn over of personnel and requirement to orient/train new staff

Opportunities – Help establish priorities to reach our Vision

- Success of recent public awareness initiatives
- Expanded and enhanced services – Alternative Complaint Resolution (ACR)
- Recent changes to the *Ombudsman Act* – new jurisdictions
- Build on internal efficiencies
- Increased use of technology
- New staff – realignment to investigative capacity
- New Management personnel and structure

Threats – The challenges or risks

- Resistance to the change process
- New roles, responsibilities and processes
- Increasing complexity of investigations and new jurisdictions
- No strategic business plan or performance measures
- Low public awareness, confusion about the role of the Ombudsman
- New staff with limited directly related investigative experience

E. GOALS

Goals are defined as the long-term results we want to achieve in fulfilling our mandate.

They are:

- High quality service
- Fair & accountable administration
- Alignment of resources, policies and processes
- Public awareness and education

F. OBJECTIVES

Objectives are defined as the core business objectives we must succeed at to accomplish our goals.

They are:

- Manage the workload in an efficient and effective manner
- Pursue excellence in investigations
- Improve morale, workplace wellness, and competency through communication, new hires, self development, training, performance management and adherence to our values
- Enhance the knowledge and understanding of the role of the Ombudsman

The Goals and Objectives are interrelated as depicted in the Matrix on the following page.

VISION

“The Office of the Alberta Ombudsman is the recognized leader for independent investigation, promotion and support of administrative fairness.”

OBJECTIVES	GOALS			
	High Quality Service	Fairness & Accountable Administration	Alignment of Resources, Policies & Processes with Core Business Objectives	Public Awareness & Education
Manage the workload in an efficient and effective manner	X		X	
Pursue excellence in investigations	X	X		
Improve morale, workplace wellness and competency through communication, self-development, training, performance management and adherence to our values	X		X	
Enhance the knowledge and understanding of the role of the Ombudsman		X		X

G. KEY INITIATIVES

Several key initiatives will be pursued to ensure we attain each objective and therefore accomplish the goals.

OBJECTIVE #1: To Manage the Workload in an Efficient and Effective Manner

KEY INITIATIVES: Measures and Targets

- 1. Update the Policy and Procedure Manual** - by July 2005 (reviewed and revised annually, thereafter)
- 2. File management guidelines and templates updated and placed in the Policy and Procedure Manual**
 - a. File structure guidelines in policy manual – by April 2005
 - b. Investigation Plan template developed – by April 2005
 - c. Investigation Report template updated – by January 2005
 - d. Alternative Complaint Resolution (ACR) policy developed – by January 2005
 - e. ACR Process Pilot – by April 2005
- 3. Oral and email inquiries are responded to appropriately and promptly**
(Benchmark established and % improvements)
 - a. Email inquiries responded to within 24 hours 90 % of the time
 - b. Telephone inquiries responded to within 4 hours 90 % of the time
 - c. Intake resource information correlated and available on-line – by April 2006
- 4. Enhancement of Case Tracking System (CTS) capabilities**
 - a. Assess opportunity to link into the British Columbia Ombudsman CTS server as a licensee – by March 2005
 - b. Expanded reporting structures in place – by September 2005
 - c. Accuracy and consistency in statistical reporting benchmarked – by January 2006
 - d. Targets set for accuracy and consistency in CTS statistics – by March 2006
- 5. Policy Project reinstated**
 - a. Process for current updates established and functional – by April 2005
 - b. Backlog of entries completed – by April 2006

6. **Budget management system established** – by January 2005
 - a. Expenditure reviews and forecasts available to Senior Management Team quarterly – by the 20th of July, October and January; and monthly for the 4th Quarter

**OBJECTIVE #2:
To Excel in Investigations**

KEY INITIATIVES: Measures and Targets

1. **Investigations of written complaints are completed within an acceptable time frame**
 - a. Benchmark current statistics – by April 2005; assess annually
 - b. Establish targets for 2006 - by April 2005
 - i. Completed within 90 days, + 10%
 - ii. Completed within 180 days, + 10%
 - iii. Completed in 1 year, + 5%
 - iv. Completed within 2 years, 100 %
2. **File management systems in place** – by April 2005
(Audited by Deputy Ombudsman; Benchmark established with % improvements for following years - by April 2006)
 - a. Consistent file structure
 - b. Each investigation follows Investigation Plan
 - c. Consistent Investigation Report format
 - d. All supported complaints reviewed by Senior Management Team
 - e. Suitability for ACR examined at opening of all files – by January 2005 (Benchmark application of ACR – by April 2005; Establish annual targets – by April 2006)
 - f. Progress of all investigations reviewed by the Deputy Ombudsman on a monthly basis
3. **Complainants are contacted by investigators and progress reported early and often**
(Policy developed – by June 2004)
 - a. Complainants contacted within 10 days of receipt of file – Target 80% in 2005/2006
 - b. Complainants updated on status of investigation at least every 30 days – Target 80% in 2005/2006

OBJECTIVE #3:
**To Improve Morale, Workplace Wellness and Competency
Through Communication, Self Development, Training,
Performance Management and Adherence to our Values**

KEY INITIATIVES: Measures and targets

- 1. Sufficient qualified/competent investigative staff are in place to meet the responsibilities of the Office**
 - a. Create entry level investigator positions in Edmonton and Calgary – by January 2005
 - b. All positions staffed – by May 2005
 - c. All employees participate in annual performance review – by February 2006
 - i. Performance measures communicated and consistently applied
 1. Individual performance objectives set – by April 2005
 2. Learning plans in place – by September 2005
 - ii. Appropriate performance management system in place linked to performance evaluation and rewards systems – by April 2006
 - d. Office-wide training requirements defined – by September 2005
 - e. Staff participating in development opportunities – Establish target for training/learning days per year – by April 2006
- 2. Recruitment strategy developed to address capacity for Ombudsman’s “own-motion” investigations**
 - a. Needs to be identified – by September 2005
 - b. Qualified staff available to pursue “own motion” investigations – by April 2006
- 3. Demonstrated improvements in communication**
(Benchmark – by January 2005; assess annually)
 - a. Increase in % of staff that feel internal office communication is effective
- 4. Staff adhere to Vision, Mission and Values of the Office**
 - a. New Vision, Mission and Values statements on website – by April 2005
 - b. New Vision, Mission and Values statements in Annual Report – by December 2005

OBJECTIVE #4:
To Enhance Knowledge and Understanding of the Role of the Ombudsman

KEY INITIATIVES: Measures and targets

- 1. Develop communication strategy**
 - a. Assess consultants and enter into contract – by January 2005
 - b. Develop target audiences, communications tools, web enhancements, consistent branding for all communications – by September 2005
 - c. Explore other opportunities with consultants – by September 2005

- 2. Implement communication strategy – by September 2005**
 - a. Promote awareness through participation in
 - i. MLA, Ministry and jurisdictional authority consultations
 - ii. Employee Expo
 - iii. Students-At-The-Legislature Program
 - iv. Community group presentations

- 3. Participate in survey to establish benchmark for**
 - a. awareness of Ombudsman Office – by March 2006
 - b. awareness of role of Ombudsman – by March 2006

- 4. Review and update website to make it user friendly and instructive – by September 2005**

- 5. Educate jurisdictional entities on principles of Administrative Fairness**
 - a. Develop education strategy – by September 2005
 - b. Delivery to four jurisdictional entities per year – by April 2006 (and annually, thereafter)

- 6. Assess satisfaction of complainants and organizations with investigational outcomes**
 - a. Develop survey instrument – by July 2005
 - b. Satisfaction benchmark established – by April 2006
 - c. Performance measures for % of future improvements determined – by April 2006

7. Develop Strategic Business Plan for the Office of the Ombudsman

- a. SWOT analysis completed by all staff
- b. Environmental Scan
- c. Vision, Mission and Values developed through staff collaboration and input
- d. Workshop developed for all staff to provide actions, plans and metrics for the Strategic Business Plan
- e. Strategic Business Plan finalized – by December 2004
- f. Strategic Business Plan presented to Standing Committee on Legislative Officers – by February 2005

H. SCORECARD (KEY INITIATIVES)

Appendix “A” is a compilation of the Key Initiatives placed in a “*scorecard*” format for easy reference.

I. ACCOMPLISHMENTS OF THE OFFICE OF THE OMBUDSMAN IN 2004/2005

Appendix “B” provides an overview of activities and accomplishments of the Office of the Ombudsman since the appointment of the new Ombudsman in September 2003. The accomplishments are categorized according to the objectives set out in the Strategic Business Plan for 2005 – 2008.

APPENDIX "A" - KEY INITIATIVES

ACTIONS	1 ST REVIEW DATE(S)	TARGET MET			COMMENTS
		05/06	06/07	07/08	
Objective #1: To Manage the Workload in an Efficient and Effective Manner					
(1) Update the Policy and Procedure Manual	July 2005 (reviewed/revised annually, thereafter)				
(2) File management guidelines and templates updated and placed in Policy and Procedure Manual:					
a. File structure guidelines	April 2005				
b. Investigation Plan template developed	April 2005				
c. Investigation Report template updated	January 2005	✓			
d. Alternative Complaint Resolution (ACR) policy developed	January 2005	✓			
e. ACR Process Pilot	April 2005				
(3) Oral and email inquiries are responded to appropriately and promptly (benchmark established and % improvements)					
a. Email inquiries responded to within 24 hours 90% of the time					
b. Telephone inquiries responded to within 4 hours 90% of the time					
c. Intake resource information correlated and available on-line	April 2006				
(4) Enhancement of CTS capabilities					
a. Assess opportunity to link into the British Columbia Ombudsman CTS server as a licensee	March 2005				
b. Expanded reporting structures in place	September 2005				
c. Accuracy and consistency in statistical reporting benchmarked	March 2006				
d. Targets set for accuracy and consistency in CTS statistics	January 2006				
(5) Policy Project reinstated					
a. Process for current updates established and functional	April 2005				
b. Backlog of entries completed	April 2006				
(6) Budget management system established					
a. Quarterly expenditure reviews and forecasts available to SMT	January 2005	✓			
	20 th of July, Oct & Jan (monthly for 4 th Qtr)				

✓ = Objectives met

APPENDIX “A” - KEY INITIATIVES

ACTIONS	1 st REVIEW DATE(S)	TARGET MET			COMMENTS
		05/06	06/07	07/08	
Objective #2: To Excel in Investigations					
(1) Investigations of written complaints are completed within an acceptable time frame a. Benchmark current statistics b. Establish targets for 2006 i. Completed within 90 days, + 10% ii. Completed within 180 days, + 10% iii. Completed within 1 year, + 5% iv. Completed within 2 years, 100%	April 2005				
	April 2005				
(2) File management systems in place (Audited by Deputy Ombudsman; Benchmark established with % improvements for following years) a. Consistent file structure b. Each investigation follows Investigation Plan c. Consistent Investigation Report format d. All supported complaints reviewed by SMT e. Suitability for ACR examined at opening of all files Benchmark application of ACR Establish annual targets f. Progress of all investigations reviewed by the Deputy Ombudsman on a monthly basis	April 2006				
	January 2005	✓			
	April 2005				
	April 2006				
(3) Complainants are contacted by investigators and progress reported early and often (Policy developed) a. Complainants contacted within 10 days of receipt of file (target 80%) b. Complainants updated on status of investigation at least every 30 days (target 80%)	June 2004	✓			
	2005/2006				
	2005/2006				

✓ = Objectives met

APPENDIX "A" - KEY INITIATIVES

ACTIONS	1 st REVIEW DATE(S)	TARGET MET			COMMENTS
		05/06	06/07	07/08	
Objective #3: To Improve Morale, Workplace Wellness and Competency Through Communication, Self Development, Training, Performance Management and Adherence to our Values					
(1) Sufficient qualified/competent investigative staff are in place to meet the responsibilities of the Office					
a. Create entry level investigator positions in Edmonton and Calgary	January 2005	✓			
b. All positions staffed	May 2005				
c. All employees participate in annual performance review	February 2006				
i. Performance measures communicated and consistently applied					
1. Individual performance objectives set	February 2005				
2. Learning plans in place	September 2005				
ii. Appropriate performance management system in place linked to performance evaluation and rewards system	April 2006				
d. Office-wide training requirements identified	September 2005				
e. Staff participating in development opportunities – establish target for training/learning days per year	April 2006				
(2) Recruitment strategy developed to address capacity for Ombudsman's "own motion" investigations					
a. Needs to be identified	September 2005				
b. Qualified staff available to pursue "own motion" investigations	April 2006				
(3) Demonstrated improvements in communication (Benchmark)	January 2005, assess annually	✓			
a. Increase in % of staff that feel internal office communication is effective	January 2005	✓			
(4) Staff adhere to Vision, Mission and Values of the Office					
a. New Vision, Mission and Values statements on website	April 2005				
b. New Vision, Mission and Values statements in Annual Report	December 2005				

✓ = Objectives met

APPENDIX "A" - KEY INITIATIVES

ACTIONS	1 st REVIEW DATE(S)	TARGET MET			COMMENTS
		05/06	06/07	07/08	
Objective #4: To Enhance Knowledge and Understanding of the Role of the Ombudsman					
(1) Develop communication strategy					
a. Assess consultants and enter into contract	January 2005	✓			
b. Develop target audiences, communication tools, web enhancements, consistent branding for all communications	September 2005				
c. Explore other opportunities with consultants	September 2005				
(2) Implement communication strategy	September 2005				
a. Promote awareness through participation in					
i. MLA, Ministry and jurisdictional authority consultations					
ii. Employee Expo					
iii. Students-At-The-Legislature Program					
iv. Community group presentations					
(3) Participate in survey to establish benchmark for					
a. awareness of Ombudsman Office	March 2006				
b. awareness of role of the Ombudsman	March 2006				
(4) Review and update website to make it user friendly and instructive	September 2005				
(5) Educate jurisdictional entities on principles of Administrative Fairness					
a. Develop education strategy	September 2005				
b. Delivery to four jurisdictional entities per year	April 2006 (and annually)				
(6) Assess satisfaction of complainants and organizations with investigational outcomes					
a. Develop survey instrument	July 2005				
b. Satisfaction benchmark established	April 2006				
c. Performance measures for % of future improvements determined	April 2006				

cont'd

✓ = Objectives met

APPENDIX “A” - KEY INITIATIVES

ACTIONS	1 st REVIEW DATE(S)	TARGET MET			COMMENTS
		05/06	06/07	07/08	
(7) Develop Strategic Business Plan for the Office of the Ombudsman		✓			
a. SWOT analysis completed by all staff		✓			
b. Environmental Scan		✓			
c. Vision, Mission and Values developed through staff collaboration and input		✓			
d. Workshop developed for all staff to provide actions, plans and metrics for the Strategic Business Plan		✓			
e. Strategic Business Plan finalized	December 2004	✓			
f. Strategic Business Plan presented to Standing Committee on Legislative Offices	February 2005				

✓ = Objectives met

APPENDIX “B”
Accomplishments of the Office of the Ombudsman in 2004/2005

Objective #1: To manage the workload in an efficient and effective manner.

1. Senior Management Team (SMT) formed in July 2004. Includes Senior Counsel to the Ombudsman, Deputy Ombudsman and Ombudsman for operational matters. Director, Corporate Services is included for administrative, planning and financial issues.
2. Management structure streamlined with the elimination of two Director of Investigative Services positions, and the creation of the Deputy Ombudsman position.
3. Deputy Ombudsman has responsibility for all investigations in Edmonton and Calgary offices.
4. All supported complaints involving recommendations to organizations are reviewed by SMT.
5. Intake function reorganized to provide callers with best possible advice and direction.
6. Budget management system instituted to provide quarterly updates on expenditures and forecasts to the SMT.
7. SMT involved in developing budget projections and request to the Standing Committee on Legislative Offices.
8. Negotiations underway to acquire new office space for the Calgary office to meet space requirements and address deficiencies in current offices.
9. Planning workshop held to finalize elements of the Strategic Business Plan with input from all staff.
10. Cross-functional working group created to pursue Alternative Complaint Resolution process as a form of informal problem solving. Deputy Ministers, administrative heads of agencies and executive heads of professional organizations were advised this process was being trialed. All feedback received to date has been very positive.

Objective #2: To excel in investigations.

1. Policy created to require personal contact with complainants on an early and regular basis.
2. Cross-functional working group established to develop a new Investigation Plan and Investigation Report template.
3. Regular file review process implemented.
4. Complaint and file processing routine changed to eliminate inefficiencies.

APPENDIX “B”
Accomplishments of the Office of the Ombudsman in 2004/2005

5. Process developed to follow up on recommendations to ensure implementation by organizations.
6. All staff involved in a SWOT analysis to determine our current strengths, weaknesses, opportunities and threats.

Objective #3: To improve morale, workplace wellness and competency through communications, self development, training, performance management and adherence to our values.

1. Staffing action underway to fill three vacant investigator positions to handle increased workload.
2. Additional administrative support part time position staffed in Edmonton office to assist investigators.
3. Weekly investigator meetings hosted by the Ombudsman for all operational staff.
4. Monthly all staff meetings hosted by the Ombudsman.
5. Weekly meetings with investigators in the Edmonton and Calgary offices hosted by the Deputy Ombudsman.
6. Monthly SMT meetings to discuss administrative, planning and financial issues.
7. Vision, Mission and Values updated with input from all staff.
8. Learning and Wellness accounts for each staff member developed to encourage workplace wellness and continuous learning.
9. Staff attended a “*best practices*” visit to the Saskatchewan Ombudsman offices.
10. Staff member visited British Columbia Ombudsman Office to assess new upgrades to the Case Tracking System.
11. Senior staff attended the VIII World Conference of the International Ombudsman Institute, the United States Ombudsman Association annual conference and the Canadian Counsel of Parliamentary Ombudsman conference.
12. New staff attended the Forum of Canadian Ombudsman Investigations Course.
13. Three staff members attended sessions as part of the Development Programs co-sponsored by the Personnel Administration Office and the University of Alberta.
14. Cross-functional teams established to address staff identified priorities of Investigation Report, Investigation Plan, ACR and Communication.

APPENDIX “B”
Accomplishments of the Office of the Ombudsman in 2004/2005

Objective #4: To enhance the knowledge and understanding of the role of the Ombudsman.

1. Advertising campaigns ran in daily newspapers throughout Alberta and on public transit vehicles in Edmonton and Calgary.
2. Cross-functional working group created to pursue a new communications strategy.
3. Communications Consultant hired to assist with the development of a communications strategy.
4. Ombudsman met with Deputy Ministers of departments and administrative heads of organizations most often subject to investigations.
5. Ombudsman staff are participating in the Students-At-The-Legislature Program by making presentations to students on a bi-weekly basis.
6. Presentations have been made on 28 occasions to various audiences to explain and promote the Office of the Ombudsman.
7. The Annual Report for 2003/2004 was redesigned and new information included to provide a better overview of the work of the Office.
8. The Ombudsman and Senior Counsel to the Ombudsman have worked with officials from the Department of Health and Wellness to develop the required Regulations that will lead to our jurisdiction being expanded to the Patient Concerns Resolution Process within the Regional Health Authorities and to the remaining colleges under the *Health Professions Act*.
9. The Ombudsman made a presentation to the 2004 Spring Constituency Outreach Seminar for Administrative Constituency Assistants and the 2004 Calgary Administrative Constituency Assistants Workshop, and has visited 8 Constituency Offices. This initiative is ongoing with the goal of visiting all Constituency Offices.

APPENDIX “B”
Accomplishments of the Office of the Ombudsman in 2004/2005

Objective #1: To manage the workload in an efficient and effective manner.

11. Senior Management Team (SMT) formed in July 2004. Includes Senior Counsel to the Ombudsman, Deputy Ombudsman and Ombudsman for operational matters. Director, Corporate Services is included for administrative, planning and financial issues.
12. Management structure revised with the elimination of two Director of Investigative Services positions, and the creation of the Deputy Ombudsman position.
13. Deputy Ombudsman has responsibility for all investigations in Edmonton and Calgary offices.
14. All supported complaints involving recommendations to organizations are reviewed by SMT.
15. Intake function reorganized to provide callers with best possible advice and direction.
16. Budget management system instituted to provide quarterly updates on expenditures and forecasts to the SMT.
17. SMT involved in developing budget projections and request to the Standing Committee on Legislative Offices.
18. Negotiations underway to acquire new office space for the Calgary office to meet space requirements and address deficiencies in current offices.
19. Planning workshop held to finalize elements of the Strategic Business Plan with input from all staff.
20. Cross-functional working group created to pursue Alternative Complaint Resolution process as a form of informal problem solving. Deputy Ministers, administrative heads of agencies and executive heads of professional organizations were advised this process was being trialed. All feedback received to date has been very positive.

Objective #2: To excel in investigations.

7. Policy created to require personal contact with complainants on an early and regular basis.
8. Cross-functional working group established to develop a new Investigation Planning Guide and Investigational Reporting Template.
9. Regular file review process implemented.
10. Complaint and file processing routine changed to eliminate inefficiencies.

APPENDIX “B”
Accomplishments of the Office of the Ombudsman in 2004/2005

11. Process developed to follow up on recommendations to ensure implementation by organizations.
12. All staff involved in a SWOT analysis to determine our current strengths, weaknesses, opportunities and threats.

Objective #3: To improve morale, workplace wellness and competency through communications, self development, training, performance management and adherence to our values.

15. Staffing action underway to fill three vacant investigator positions to handle increased workload.
16. Additional administrative support part time position staffed in Edmonton office to assist investigators.
17. Weekly investigator meetings hosted by the Ombudsman for all operational staff.
18. Monthly all staff meetings hosted by the Ombudsman.
19. Weekly meetings with investigators in the Edmonton and Calgary offices hosted by the Deputy Ombudsman.
20. Monthly SMT meetings to discuss administrative, planning and financial issues.
21. Vision, Mission and Values updated with input from all staff.
22. Learning and Wellness accounts for each staff member developed to encourage workplace wellness and continuous learning.
23. Staff attended a “*best practices*” visit to the Saskatchewan Ombudsman offices.
24. Staff member visited British Columbia Ombudsman Office to assess new upgrades to the Case Tracking System.
25. Senior staff attended the VIII World Conference of the International Ombudsman Institute, the United States Ombudsman Association annual conference and the Canadian Counsel of Parliamentary Ombudsman conference.
26. New staff attended the Forum of Canadian Ombudsman Investigations Course.
27. Three staff members attended sessions as part of the Development Programs co-sponsored by the PAO and the University of Alberta.
28. Cross-functional Teams established to address staff identified priorities of Investigation Report, Investigation Plan, ACR and Communication.

APPENDIX “B”
Accomplishments of the Office of the Ombudsman in 2004/2005

Objective #4: To enhance the knowledge and understanding of the role of the Ombudsman.

10. Advertising campaigns ran in daily newspapers throughout Alberta and on public transit vehicles in Edmonton and Calgary.
11. Cross-functional working group created to pursue a new communications strategy.
12. Communications Consultant hired to assist with the development of a communications strategy.
13. Ombudsman met with all Deputy Ministers of departments and administrative heads of organizations most often subject to investigations.
14. Ombudsman staff are participating in the Students-At-The-Legislature Program by making presentations to students on a bi-weekly basis.
15. Presentations have been made on 28 occasions to various audiences to explain and promote the Office of the Ombudsman.
16. The Annual Report for 2003/2004 was redesigned and new information included to provide a better overview of the work of the Office.
17. The Ombudsman and Senior Counsel to the Ombudsman have worked with officials from the Department of Health and Wellness to develop the required Regulations that will lead to our jurisdiction being expanded to the Patient Concerns Resolution Process within the Regional Health Authorities and to the remaining colleges under the *Health Professions Act*.
18. The Ombudsman made a presentation to the 2004 Spring Constituency Outreach Seminar for Administrative Constituent Assistants and the 2004 Calgary Administrative Constituency Assistants Workshop, and has visited 8 Constituency Offices. This initiative is ongoing with the goal of visiting all Constituency Offices.