



THE OSGOODE/FCO CERTIFICATE – ADVANCED ISSUES IN OMBUDS PRACTICE

For the more experienced Ombuds professional, this four-day advanced certificate – offered in two distinct modules – will explore and analyze some of the most challenging problems confronting today's Ombuds.

Leading experts in the field will use a blended-delivery method that includes presentations, group discussion and practical exercises.

Module 1: Complex Investigations and Inside/Outside Perspectives on Ombuds Practice
February 1 and 2, 2023

Module 2: Peer and Self-Evaluation of Service and Building Staff Capacity in Ombuds Practice
February 15 and 16, 2023

Choose Register for either module or take advantage of bundled pricing on both.

PROGRAM DIRECTORS

Nora Farrell
Ombuds Practitioner
Ph.D., LL.M. (Osgoode)

Nadine Mailloux
Ombudsman
Ville de Montréal

REGISTRATION DETAILS

February 1, 2, 15 and 16, 2023

In-Person OR Online (Live)

Register today at:
[osgoodepd.ca/
adv-ombuds](https://osgoodepd.ca/adv-ombuds)

The Osgoode/FCO Certificate – Advanced Issues in Ombuds Practice

“This certificate program came to be as a result of Ombuds from many different sectors asking for a professional development curriculum that addressed the complex issues and dilemmas that Ombuds and senior staff grapple with, often on a daily basis. As the role of Ombuds is unique in nature and practice, within the field of dispute resolution, this program is customized to address the kinds of challenges inherent in a structurally independent, impartial, confidential and fairness-seeking entity. In addition, the program has been designed to provide for in-depth interaction with peers from many different geographical regions and Ombuds’ Offices. I am very pleased to say that the excellent partnership between the Forum of Canadian Ombudsman and Osgoode’s Professional Development Program has provided for the ideal platform for creating and maintaining this purpose-built program.”

Nora Farrell
Co-Program Director, Ph.D., LL.M. (Osgoode), M.Ed.

Created by the developers of the highly successful *Osgoode/FCO Certificate – Essentials for Ombuds*, **The Osgoode/FCO Certificate – Advanced Issues in Ombuds Practice** is a four-day intensive training collaboration between the Forum of Canadian Ombudsman and Osgoode Professional Development, part of Osgoode Hall Law School, York University.

Designed by Ombuds with years of experience, you will learn from a truly exceptional faculty of leading experts. This program will focus on practical, real world situations and provide ample opportunity for hands-on learning, questions, and class discussion. You will practice strategies for dealing with many of the complex issues that the more experienced Ombuds professional encounters. Whether it’s examining the elements of a major investigation or assessing how to effectively lead your Ombuds office, the faculty will ensure you leave with tactics and solutions to overcome these often vexing situations.

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[osgoodepd.ca/
adv-ombuds](https://osgoodepd.ca/adv-ombuds)





Get Practical Tips and Strategies in areas including:

Complex Investigations and Inside/Outside Perspectives on Ombuds Practice

February 1 & 2, 2023 (Module 1)

- Investigations: conducting, funding, monitoring, reactions, results and recommendations
- Interacting with the media and addressing the perils that can arise from “fake news”
- Using various forms of media to build higher visibility and produce more persuasive and accurate content
- Managing perceptions as it relates to how the Ombuds role is perceived, supported and/or undermined by “insiders”

Peer and Self-Evaluation of Service and Building Staff Capacity in Ombuds Practice

February 15 & 16, 2023 (Module 2)

- Creating an inclusive working environment for Ombuds staff that are receptive to and supportive of a wide diversity of points of view, backgrounds, differences of all kinds
- Delivering high quality and innovative service in early resolution and investigative work on a day-to-day basis and evaluate performance
- Analyzing Ombuds operating procedures for indications of systemic bias
- Conducting an Ombuds-driven evaluation of Ombuds’ effectiveness and value for money

Who Should Attend

While no prerequisite is required to register in this Certificate program, we do recommend that attendees have completed *The Osgoode/FCO Certificate – Essentials for Ombuds* OR have at least **five years of experience** in one of the following roles:

- Ombuds (working in legislated roles or in public and private sector organizations or associations established by policy, Charter, Order-in-Council, etc.)
- Assistant/Deputy Ombuds, and Directors in Ombuds offices
- Senior investigators in an Ombuds or Commissioners context
- Legal or other specialized counsel to Ombuds offices
- Commissioners, Members of Board of Inquiry
- Senior leaders of Investigative bodies or Dispute Resolution Offices

Register today at:

osgoodepd.ca/adv-ombuds

Led by a highly distinguished faculty of practicing Ombuds, lawyers and academics including:

Program Directors



Nora Farrell

Ombuds Practitioner, Ph.D., LL.M.
(Osgoode)



Nadine Mailloux

Ombudsman
Ville de Montréal

Program Faculty Includes

Kwame Addo

Ombudsman
City of Toronto

Nouman Ashraf

Assistant Professor, Teaching Stream
Rotman School of Management
University of Toronto

Rob Behrens

Ombudsman and Chair
Parliamentary and Health Service Ombudsman
United Kingdom

Jay Chalke

Ombudsperson
Province of British Columbia

Martine Conway

Ombudsperson
University of Ottawa

Nora Farrell

Ombuds Practitioner, Ph.D., LL.M.
(Osgoode)

Zoë Jackson

Director
Public Reporting, Policy and Knowledge
Management
Office of the Ombudsperson
Province of British Columbia

Dr. Josef Leidenfrost

Ombudsman for Students emeritus, President
of the European Network of Ombudsmen in
Higher Education

Nadine Mailloux

Ombudsman
Ville de Montréal

Charles Murray

Integrity Commissioner, Province of New
Brunswick

Jill Perron

Ombudsman
Province of Manitoba

Raymonde Saint-Germain

Senator
Senate of Canada

Craig Thompson

Executive Director
Patient Ombudsman (Ontario)

Hélène Vallières

Deputy Ombudsman
Institutional Affairs and Prevention
Québec Ombudsman

Gary Walbourne

Ombudsperson
Lakehead University

Mark Wright

Director
Communications and Stakeholder Relations
Ombudsman for Banking Services and
Investments (OBISI)

Daniele Zanotti

President & CEO
United Way

Register today at:

[osgoodepd.ca/
adv-ombuds](https://osgoodepd.ca/adv-ombuds)

“A fantastic group of learned and experienced professionals created some invigorating engagement and discussion.”

Tom Barber

Deputy Commissioner, Fair Practices Commission of the WSIB (2020)

Agenda

MODULE 1

February 1 and 2, 2023

Complex Investigations and Inside/Outside Perspectives on Ombuds Practice

Wednesday, February 1, 2023

9:00 a.m. – 4:00 p.m. ET

Major Investigations

- Using a case study, you will conduct an in-depth review of a complex, high profile investigation and take-away lessons applicable to major investigations, including:
 - Determining whether to investigate and addressing legislator involvement
 - How the investigation would be funded and the resources allocated
 - Team structure and organization
 - Managing terabytes of records
 - Publicly funded legal representation and litigation issues
 - Obtaining, using and disclosing privileged information
 - Ensuring own administrative fairness
 - Approaches to findings and recommendations
 - Planning an effective public release
 - Respondents' and community reaction
 - Obtaining commitments from government and monitoring the implementation of recommendations

Panel Discussion:

"What I know now that I wish I knew much earlier in my career"

Ombuds with years of experience will reflect on their greatest successes and worst experiences while explaining what they would do differently today given the benefit of hindsight and a more varied experience.

Faculty

Kwame Addo

Ombudsman, City of Toronto

Jay Chalke

Ombudsperson, Province of British Columbia

Nora Farrell

Ombuds Practitioner, Ph.D., LL.M. (Osgoode)

Zoë Jackson

Director, Public Reporting, Policy and Knowledge Management
Office of the Ombudsperson,
Province of British Columbia

Nadine Mailloux

Ombudsman, Ville de Montréal

Thursday, February 2, 2023

9:00 a.m. – 4:15 p.m. ET

Strategic Communications

- Strategies for Ombuds on how to interact with the media to ensure that conclusions, recommendations and reports are represented accurately and how to address the perils that can arise from "fake news".
- Tips on how to use various forms of media to build higher visibility and produce more persuasive and accurate content.

Managing Perceptions

- Examination of how the Ombuds role is perceived, supported and/or undermined by "insiders" and what Ombuds can learn from individuals who have served both as Ombuds and government, academic or Tribunal official.

Faculty

Martine Conway

Ombudsperson, University of Ottawa

Raymonde Saint-Germain

Senator, Senate of Canada

Craig Thompson

Executive Director, Patient Ombudsman (Ontario)

Mark Wright

Director, Communications and Stakeholder Relations, Ombudsman for Banking Services and Investments (OBSI)

MODULE 2

February 15 and 16, 2023

Peer and Self Evaluation of Service and Building Staff Capacity in Ombuds Practice

Wednesday, February 15, 2023

9:00 a.m. – 4:00 p.m. ET

In every ombuds practice, it's crucial to have an effective peer-review and self-evaluation system. In this session, you'll receive tips and strategies on how to best implement such a system.

Conducting Evaluations

- How to conduct an Ombuds-driven evaluation of Ombuds' effectiveness and value for money
- How to evaluate complainants and respondents' perceptions of quality of the experience

Fairness in public service delivery is imperative. Achieving it requires you to recognize and address any systemic biases within your Ombuds office. This session will describe best practices for doing so while avoiding potentially damaging pitfalls.

Identifying and Addressing Systemic Bias (in our own work)

- How to create inclusive working environments for Ombuds staff that are receptive to and supportive of a wide diversity of points of view, backgrounds, differences of all kinds
- How to analyze Ombuds operating procedures for indications of systemic bias (e.g. do complainants feel welcomed and respected; are respondents accorded greater respect and their commentary given greater weight; are staff being offered the kind of continuing education that fosters innovation and inclusivity)

Faculty

Nouman Ashraf

Assistant Professor, Teaching Stream, Rotman School of Management, University of Toronto

Rob Behrens, CBE

Ombudsman and Chair, Parliamentary and Health Service Ombudsman, United Kingdom

Thursday, February 16, 2023

9:00 a.m. – 4:15 p.m. ET

As your Ombuds office continues to develop, it's important that you recognize some of the key areas that will contribute to your office's growth. In these sessions, practicing Ombuds from Canada and abroad will discuss best approaches for growing and developing your Ombuds office.

Learning from other Ombuds Offices

- Exploring the evolution of Ombuds organizations world-wide and challenges faced by newly established and mature Ombuds roles both in stable and tumultuous jurisdictions for Canadian Ombuds
- Discussion of lessons to be learned and pitfalls to be planned for and avoided

Leading Your Ombuds Office

- Strategies for maintaining an enthusiastic, productive and highly trained staff group, both those new to Ombuds work and those with significant experience
- Best practices on how to deliver high quality and innovative service in early resolution and investigative work on a day-to-day basis and evaluate performance
- Exploration of effective recruitment and retention strategies

Innovation in Ombuds Work

- In-depth review of systemic investigations done in collaboration with another Officer of the Legislature
- Discussion of how to prepare for and organize investigations done in parallel or in a more integrated manner

Faculty

Rob Behrens, CBE

Ombudsman and Chair, Parliamentary and Health Service Ombudsman, United Kingdom

Dr. Josef Leidenfrost

Ombudsman for Students emeritus, President of the European Network of Ombudsmen in Higher Education

Charles Murray

Integrity Commissioner, Province of New Brunswick

Jill Perron

Ombudsman, Province of Manitoba

Hélène Vallières

Deputy Ombudsman, Institutional Affairs and Prevention, Québec Ombudsman

Gary Walbourne

Ombudsperson, Lakehead University

Daniele Zanotti

President & CEO, United Way

Earn an Osgoode/FCO Certificate!

A writing assignment will be distributed at the end of Module 2. Participants must complete both modules (all 4 program days) and successfully complete the assignment to receive the Osgoode/FCO Certificate.

Need more CPD hours?

If you are a lawyer or paralegal and still need to fulfill your annual CPD requirement for professionalism hours after completing this certificate program, you will receive complimentary access to one of OsgoodePD's on-demand webinars accredited for CPD professionalism content. Full details, including the name of the webinar, will be provided at the start of the program.



**FORUM OF CANADIAN
OMBUDSMAN
FORUM CANADIEN DES
OMBUDSMANS**

The Forum of Canadian Ombudsman (FCO) is an umbrella organization which welcomes and provides service to all Ombuds so that they have access to the best resources, enabling them to better serve their communities.

FCO's Mission Statement:

Promoting the Ombudsman's role in various sectors of Canadian society and in the global community, maximizing its usefulness and credibility by encouraging and sharing ideas, learning, finding innovative orientations and best practices and developing professional standards.

Register today at:
[osgoodepd.ca/
adv-ombuds](https://osgoodepd.ca/adv-ombuds)

Registration Details

Fee per Delegate

Certificate program: \$2,995 plus tax

Individual modules: \$1,595 plus tax

Fees include attendance, electronic materials and technical support. Visit www.osgoodepd.ca/financial-assistance for details about financial assistance.

Program Changes

We will make every effort to present the program as advertised, but it may be necessary to change the date, location, speakers or content with little or no notice. In the event of program cancellation, York University's and Osgoode Hall Law School's liability is limited to reimbursement of paid fees.

Cancellations and Substitutions

Substitution of registrants is permitted at any time. If you are unable to find a substitute, a full refund is available if a cancellation request is received in writing 21 days prior to the program date. If a cancellation request is made with less than 21 days notice, a \$150 administration fee will apply. No other refund is available.

For Further Program-Related Information, Please Contact:

Stéphane McRoberts, Program Lawyer at 647.999.5723
or email smcroberts@osgoode.yorku.ca

Certificate of Program Completion

A written assignment will be distributed at the end of Module 2. Participants must attend all 4 program days and successfully complete the assignment to receive the **Osgoode/FCO Certificate**.

4 Convenient Ways to Register



Mail



Online



Fax



Call

Register today at:

osgoodepd.ca/adv-ombuds



OsgoodePD has been approved as an Accredited Provider of Professionalism Content by the LSO.

Eligible CPD Hours – LSO (ON): 24h 30m CPD (21h 30m Substantive; 1h 30m Professionalism; 1h 30m EDI)



OsgoodePD programs may be eligible for CPD/MCLE credits in other Canadian and US jurisdictions. To inquire about credit eligibility, please contact cpd@osgoode.yorku.ca.

"The faculty were all extremely experienced and qualified and they were all very receptive to engaging the course participants for their questions and comments."

Norm Bosse

Child, Youth and Senior Advocate, New Brunswick (2021)

"A very good program... the speakers were very knowledgeable on each topic."

Janice Alpine

Business Development Officer/Tourism Engagement, Ktunaxa Nation Council (2021)

"The speakers did a very good job of drawing on the expertise of the participants. They were engaging and provided excellent feedback."

Jamie Morse

Senior Policy Advisor, Office of the Veterans Ombud (2021)

"Great speakers and good examples of challenges/how to solve them presented to us."

Heidi Illingworth

Federal Ombudsman for Victims of Crime, Office of the Federal Ombudsman for Victims of Crime (2020)

"Speakers were great! The sessions were filled with great nuggets of experiential knowledge that are so applicable to my current work."

Nadia Ferrara

Executive Director, Office of the Federal Ombudsman for Victims of Crime (2020)

"I also completed the Essentials for Ombuds Certificate in 2016 and this did not disappoint. The quality of the instructors, the time to discuss and ask questions as well as the safe environment to share was incredibly valuable."

Florence Flower

WorkSafeNB (2020)