

THE OSGOODE/FCO CERTIFICATE – ADVANCED ISSUES IN OMBUDS PRACTICE

February 1, 2, 11 and 12, 2021
Online – Live, Interactive

This intensive and interactive program will give you the knowledge and practical skills you need to excel in an 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: February 1 and 2, 2021

Complex investigations and the inside/outside perspectives on Ombuds practice

Module 2: February 11 and 12, 2021

Peer and self-evaluation of service and building staff capacity in Ombuds practice

Choose to register for one, or both. Take advantage of **bundled pricing** when registering for both.

Program Directors

Nora Farrell
Ombudsperson
Algonquin/Liberty

Nadine Mailloux
Ombudsman
Ville de Montréal

Can't make a date?
Online format includes
120-day **unlimited and**
on-demand access to each
program archive.

Register today at:

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

The Osgoode/FCO Certificate – Advanced Issues in Ombuds Practice

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 Ombudsmen 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.

“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

“Very good content and presenters.”

David Murray
Director of Intake, Planning, Policy &
Research, Office of the B.C. Ombudsperson

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Get Practical Tips and Strategies in areas including:

Module 1

- Investigations: conducting, funding, monitoring, reactions, results and recommendations
- Analysis of the relationship between Ombuds and government, university, corporation or key stakeholder groups and the various obstacles to the smooth functioning of these relationships
- Interacting with the media
- Addressing the perils that can arise from “fake news”

PLUS! You will have the opportunity to participate in a case study and review a complex, high profile (and high volume) investigation.

Module 2

- Best practices when conducting an Ombuds-driven evaluation of Ombuds’ effectiveness and value for money
- Evolution of Ombuds organizations worldwide and the lessons for Canadian Ombuds
- Innovation in Ombuds work: systemic investigations done in collaboration with another Officer of the Legislature
- How to maintain an enthusiastic, productive and highly trained staff group
- Ensuring consistent delivery of high quality and innovative service in early resolution and investigative work

Register today at:

osgoodepd.ca/adv-ombuds

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

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

Program Directors



Nora Farrell

Ombudsperson
Algonquin/Liberty



Nadine Mailloux

Ombudsman
Ville de Montréal

Program Faculty Includes

Kwame Addo

Ombudsperson
Ryerson University

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

Ian Darling

Chair
Condominium Tribunal for Ontario

Nora Farrell

Ombudsperson
Algonquin/Liberty

Amy Fish

Ombudsperson
Concordia University

Dr. Josef Leidenfrost

Ombudsman for Students
Austria

Nadine Mailloux

Ombudsman
Ville de Montréal

Mary McFadyen

Ombudsman and Public Interest
Disclosure Commissioner
Province of Saskatchewan

John McGrath

Principal
McGrath Group

Charles Murray

Commissioner
Office of the 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

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

Tom Barber

Deputy Commissioner, Fair Practices Commission of the WSIB

Agenda

MODULE 1

February 1 and 2, 2021

Complex Investigations and Inside/Outside Perspectives on Ombuds Practice

Day 1

Monday, February 1, 2021

9:00 a.m. – 4:00 p.m.

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

Ombudsperson, Ryerson University

Jay Chalke

Ombudsperson, Province of British Columbia

Ian Darling

Chair, Condominium Tribunal for Ontario; formerly, Ombudsperson for Taron Warrant Corporation and former Ombudsperson for Fanshawe College

Nora Farrell

Ombudsperson, Algonquin/Liberty

Nadine Mailloux

Ombudsman, Ville de Montréal

Day 2

Tuesday, February 2, 2021

9:00 a.m. – 4:15 p.m.

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.
- #### Strategies for Interacting with the Media
- 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.

Faculty

Nora Farrell

Ombudsperson, Algonquin/Liberty

Amy Fish

Ombudsperson, Concordia University

Nadine Mailloux

Ombudsman, Ville de Montréal

John McGrath

Principal, McGrath Group

Raymonde Saint-Germain

Senator, Senate of Canada

Craig Thompson

Executive Director, Patient Ombudsman (Ontario)

MODULE 2

February 11 and 12, 2021

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

Day 1

Thursday, February 11, 2021

9:00 a.m. – 4:00 p.m.

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

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

Nora Farrell

Ombudsperson, Algonquin/Liberty

Nadine Mailloux

Ombudsman, Ville de Montréal

Day 2

Friday, February 12, 2021

9:00 a.m. – 4:15 p.m.

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

Nora Farrell

Ombudsperson, Algonquin/Liberty

Dr. Josef Leidenfrost

Ombudsman for Students (Austria)

Nadine Mailloux

Ombudsman, Ville de Montréal

Mary McFadyen

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Disclosure Commissioner, Province of
Saskatchewan

Charles Murray

Commissioner, Office of the Integrity
Commissioner, Province of New Brunswick

Jill Perron

Ombudsman, Province of Manitoba

Hélène Vallières

Deputy Ombudsman, Institutional Affairs
and Prevention, Québec Ombudsman

Earn an Osgoode/FCO Certificate!

A take-home exam will be distributed at the end of Module 2. Participants must attend both modules (all 4 program days) and successfully complete the exam 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/
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Registration Details

Fee per Delegate

Certificate program: \$2,995 plus HST

Individual modules: \$1,595 plus HST

Fees include attendance, program materials and 120-day access to program archives. 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

You will receive an Osgoode/FCO Certificate upon completion of **The Osgoode/FCO Certificate – Advanced Issues in Ombuds Practice**. Participants must attend all program days and successfully complete the post-program assessment to receive the Osgoode/FCO Certificate.

4 Convenient Ways to Register



Mail



Online



Fax



Call

Register today at:

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

Eligible CPD Hours – LSO (ON): 24h 30m (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 course/presentation materials were relevant and helpful.”

Margherita Finn

Director, Procurement, Inquiries and Reviews,
Office of the Procurement Ombudsman

“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

“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