

When citizens complain

The role of the Ombudsman
in improving public services



**Two-week study programme in the UK
for ombudsman offices, complaint-
handling and human rights
organisations**
10 to 21 May 2010

About the programme

“When Citizens Complain” is a special two-week study programme. Its main aims are:

- To examine the role of the ombudsman in improving public services in different countries
- To raise awareness of the importance of the ombudsman in dealing with governmental corruption and human rights violations, and in the promotion of good governance generally
- To examine ways in which ombudsman and human rights agencies can be made more effective
- To provide an opportunity for exploring a variety of systems and approaches in different countries.

Who is it for?

The programme is for ombudsmen and similar complaint-handling and human rights organisations and agencies and their senior staff. It will also be relevant for policy makers from countries which have an ombudsman system, which are in the process of setting one up or which are contemplating doing so.

How participants will benefit

The study programme will:

- Broaden participants’ knowledge of the concept and institution of the ombudsman and variations of the ombudsman model in different countries
- Provide an opportunity for participants to share with one another their own experience of the opportunities and challenges of the ombudsman, human rights organisations and similar agencies
- Enable participants to learn from the experience and expertise of UK ombudsman offices, relevant parliamentarians, lawyers, civil servants and leading ombudsman scholars and practitioners
- Develop participants’ practical skills in managing the business of their offices
- Assist participants in making international comparisons and identifying areas for developing and improving their own ombudsman systems.

What the programme will cover

The programme will cover issues of both practice and principle relating to the role of ombudsman and human rights organisations and will aim to provide a balance between tutorial sessions, discussions and appropriate visits. It is designed flexibly so that it can be adjusted in emphasis to meet the specific requirements of participants and their organisations.

A key element for sharing experience and best practice will be sessions during which individual participants will be invited to give informal presentations on their own office and ombudsman system. Participants will also be asked to describe their approach to handling a range of cases and will be involved in problem-solving exercises and discussion groups.

Programme outline

The programme includes seminar-style discussions; exchanges of information and experience from the countries represented; practical casework, action planning and a range of visits for example to the offices of the UK Parliamentary Ombudsman, a Local Government Ombudsman, the Independent Police Complaints Commission, a private sector ombudsman and other relevant complaint handling organisations and to the House of Commons Public Administration Select Committee.

Programme outline

Week 1	AM	PM
Day 1	<ul style="list-style-type: none"> – Welcome and introductions – The Ombudsman institution – The UK Ombudsman scene 	<ul style="list-style-type: none"> – Participants' informal presentations
Day 2	<ul style="list-style-type: none"> – The UK Ombudsman at work: case study – Organising and managing investigations 	<i>Visit to the Parliamentary and Health Service Ombudsman</i> <ul style="list-style-type: none"> – Achieving compliance with recommendations – Investigation techniques
Day 3	<ul style="list-style-type: none"> – The Ombudsman in a changing public service – Introduction to action planning 	<ul style="list-style-type: none"> – Dealing with Ombudsman and human rights complaints – <i>Visit to a human rights organisation</i>
Day 4	<ul style="list-style-type: none"> – The role of the Ombudsman in improving public services: the use of publications and the media – The work of the Housing Ombudsman Service: negotiation, mediation, arbitration techniques 	<i>Visit to the Centre for Employment Dispute Resolution (CEDR)</i> <ul style="list-style-type: none"> – Effective dispute resolution techniques – Dispute resolution in practice
Day 5	<ul style="list-style-type: none"> – Internal complaint handling systems – Techniques for dealing with difficult clients – Case study: international comparisons 	<ul style="list-style-type: none"> – Practical management skills: leadership, organisation skills and time management
Week 2	AM	PM
Day 6	<ul style="list-style-type: none"> – Managing an Ombudsman office – Optimising Ombudsman office communications – Putting it right: redress and remedies 	<ul style="list-style-type: none"> – Promoting good governance – Tackling corruption
Day 7	<i>Visit to the Independent Police Complaints Commission (IPCC)</i> <ul style="list-style-type: none"> – Learning from investigations – Publishing annual statistics 	<ul style="list-style-type: none"> – Making use of communication connections/working with related organisations – Syndicate work on cases
Day 8	<ul style="list-style-type: none"> – Annual reports and effective reporting – Participants' individual cases 	<i>Visit to the Public Administration Select Committee (PASC), House of Commons</i> <ul style="list-style-type: none"> – The work of the PASC and its relationship with the Parliamentary and Health Service Ombudsman
Day 9	<i>Visit to a private sector Ombudsman office</i> <ul style="list-style-type: none"> – Overcoming barriers to access: gender, race, literacy – The role of the Independent Assessor 	<ul style="list-style-type: none"> – The future of the Ombudsman institution: syndicate work
Day 10	<ul style="list-style-type: none"> – The Ombudsman institution: practical management issues – Open forum 	<ul style="list-style-type: none"> – Review of action planning – Review, feedback and scope for follow-up

We reserve the right to change the programme as necessary.

Application form

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10 to 21 May 2010

Please complete this application form and post or fax it to:

Clare Walters
Programme Manager
Public Administration International
10 Bayley Street
London WC1B 3HB UK
T +44 (0)20 7580 3590 **F** +44 (0)20 7580 4746 pai@public-admin.co.uk

Applications can also be sent by e-mail. Please see our website for details.
www.public-admin.co.uk

Please print clearly in black ink and in capital letters

Personal details

First name _____

Family name _____

Title (Prof. Dr. Mr. Mrs. Ms. etc.) _____

Nationality _____

Dietary requirements _____

Disabilities _____

Have you participated in a PAI study programme before? _____

If yes, which programme(s)? _____

Date of programme(s)? _____

Current position

Title of post _____

Employer _____

Address _____

Telephone _____

Fax _____

Email _____

Brief description of your main role and responsibilities _____

Application form

Education and professional training

Please provide brief details of your education and professional qualifications and training

School/college/university

Relevant professional qualifications or membership of professional bodies

Particular interests

Please indicate which aspects of the programme are of most interest to you

Sponsoring organisation

Who will pay your fees?

Who will pay your other costs such as travel and living costs?

Value Added Tax (VAT)

I certify that I am employed by the Government of _____
in furtherance of its sovereign activities (please refer to note on VAT under 'Fees and other costs')

Signature

Date

We reserve the right to cancel the programme if there are not enough participants to make it viable. In these circumstances, fees already received will be refunded in full.

Language

The programme will be conducted in English. Participants will be expected to have a good working knowledge of the language.

Location and arrival arrangements

The study programme will be based in central London and may include visits to relevant ombudsman offices outside London. On request, PAI can assist in finding suitable hotel accommodation and can arrange travel to and from the airport.

Fees and other costs

The fee for this two-week study programme will be £2,825. This includes tuition, travel to and from the airport in London, travel on scheduled visits¹ and documentation. UK Value Added Tax (VAT) will not be charged if applicants can provide written confirmation from their Government or its accredited representative that they are employed by the Government in furtherance of its sovereign activities. In all other cases, VAT (currently 17.5%) will be charged in addition to the fee. Payment in full must be received by PAI no later than 10 May 2010. Cheques should be made payable to Public Administration International. Alternatively, PAI is able to invoice individuals or government agencies. Payment by bank transfer is also acceptable.

If participants cancel their booking within 21 calendar days of the start of the programme we will charge £250 to cover administration costs. Alternatively, fees already received can be held as a credit towards the cost of future PAI study programmes.

Airfares, accommodation costs, daily travel (other than on visits scheduled in the programme), meals and living expenses are not included. We suggest that approximately £120 per person per day should be allowed for a modest standard of accommodation, local travel in the UK, meals and other incidental expenses. Participants requiring a higher

standard of accommodation (for example a 4 star hotel) will need to allow approximately £175 per person per day.

Discount

We offer a 10% discount on the tuition fee if a funding organisation sponsors more than three participants in any one calendar year. Please ensure that when you book your fourth participant (in any one calendar year) you let us know so that we can apply the discount.

Insurance

Participants are advised to arrange travel and health insurance cover before leaving their home country.

PAI and our contributors to the programme

PAI specialises in management consultancy and development services for organisations in and associated with the public sector worldwide. We provide advice and support for governments undergoing political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. The promotion of good governance and best practice are our key objectives. This programme is one of a number of specialist UK-based study programmes designed to meet the needs of public services worldwide.

Contributors to this special study programme include Dr Philip Giddings, University of Reading, Professor Gavin Drewry, Royal Holloway, University of London and Ms Beverley Wakem, Chief Ombudsman, New Zealand. Dr Giddings and Professor Drewry have lectured and written extensively on the role and impact of the ombudsman and have participated in many international ombudsman conferences and workshops. Ms Wakem has spent more than 30 years in and around the civil service (with 17 years in senior management or chief executive officer roles); consulting to the State Services Commission and as Deputy Chair of the Remuneration Authority.

¹Travel to and from the airport in London and travel on scheduled visits in the programme are provided at cost.

Funding/sponsorship

Several international funding bodies may consider applications for support.

Limited sponsorship may also be available for Commonwealth nationals from the Commonwealth Fund for Technical Co-operation (CFTC).

For consideration for CFTC support, applicants need to be nominated through GIDD Points of Contact (POC) in their own country and must complete the GID/1 nomination form, available from the POC. Applications from suitably-qualified women are particularly welcome.

Completed nomination forms should be sent to:

Director
Governance and Institutional
Development Division
Commonwealth Secretariat
Marlborough House, Pall Mall
London, SW1Y 5HX
T + 44 (0)20 7747 6349
F + 44 (0)20 7747 6335

The study programme is open to non-Commonwealth representatives.

How to apply

Please complete the attached Public Administration International application form and post or fax to:

Clare Walters
Programme Manager
Public Administration International
10 Bayley Street
London WC1B 3HB
UK
T +44 (0)20 7580 3590
F +44 (0)20 7580 4746
pai@public-admin.co.uk

Applications can also be sent by email. Please see our website for details.
www.public-admin.co.uk

If you would like to discuss the programme or to find out more about Public Administration International and our services, please contact:

Claire Cameron
Director
Public Administration International
T +44 (0)20 7580 3590
pai@public-admin.co.uk

We also have extensive experience of designing tailor-made programmes (from one day to two or three weeks) which can be run in your own country or in the UK to meet the specific needs of groups or individuals at all levels within your organisation. Please contact us if you would like further information.

Public Administration
International

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