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ICANN  
STAFF ACCOUNTABILITY SUBGROUP MEETING

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Okay. This is Avri. We may as well start.  
Do we have the recording going?  
>> This meeting is now being recorded.  
>> AVRI DORIA: Thank you.

This is Avri, as I said. Not as many people as I would like. Hopefully some will drift in. I'm sending out a reminder as we speak. I think it was really more important to get this discussion on the record and recorded so we have it to work from.

Very much appreciate Krista and being her for the call and her husband has been for many calls, he's a member -- a participant in much of the work we have been doing in WS2.

Just to follow formalities, the Agenda basically has one substantive item. That's a discussion with Krista and Herb, Complaints Officer and Ombuds in terms of what it is that they do, the roles and responsibilities and how that fits in with some of the ideas that we have been tossing around as responses to some of the issues that got discussed earlier in the group.

For completeness sake, I got the two reports listed here, but really there is no uptick on them.

The action item which was to invite the Complaints Officer was obviously completed and then we have the schedule update and any other business and the calendar and any other business and we'll talk briefly about our next meeting at the end and whether

we're actually canceling the other meeting this week or not.

Any changes anybody would want to make to that Agenda?

Okay. A vacation day for Herb. Thank you for coming.

Okay. Just checking to make sure that those of us that are not staff all have, you know, our completed updated SOIs but I don't see anyone on the call that wouldn't.

Is there anybody just on the telephone that I do not see in the Adobe Connect room? Okay. We'll assume there isn't.

In which case that's done for the intro.

I would like to basically turn the floor over to you, first, Krista, and, you know, I know you said you were preparing something. Does Brenda have any slides you need or do you not need any?

>> KRISTA PAPAC: No, I don't have any slides. No. She doesn't have any.

>> AVRI DORIA: Okay.

>> KRISTA PAPAC: Thank you, Avri, everybody for having me here. I appreciate it.

I'm Krista Papac, the Complaint Officer for the ICANN organization. Today I was going to just try to familiarize everybody with the role since it is newly established here at ICANN I thought I would first review the objectives of the office and the value we believe it will deliver. Then I was going to talk about the types of complaints that should be coming to the complaints office and maybe give you a few examples.

I wanted to dig in a little bit into the issues and analysis table. Avri had provided, and I know you have been working on, where you have listed several issues and kind of talk through the ones that I think would be -- would fit easily or nicely potentially into an area that could be addressed by complaints or things that could be referred to the complaints office.

With that, I'll start with objectives: In the simple forms, the objective of the complaints office is to receive complaints to research them, collect facts, review the information, analyze what information is collected and then resolve those issues as openly as possible. The complaints office is meant to be a neutral office. It is really being established so that the community has a place to go to deal with unresolved issues related to the organization and the different services and things that we provide.

One of the other values of having this and reporting on this in a transparent way is it creates a public history of issues that have been raised. How they were addressed. We don't really have that now. Things are addressed one-off and there is not always a publication of that or other people that

may be interested in that can go look at, see what happens and then it demonstrates accountability for the organization. It is just another way for us to be accountable.

Another objective of the complaints office is to help the organization build on its effectiveness and to increase transparency. We want to be able to show our stakeholders that the ICANN organization holds itself accountable for the work it is delivering. If there are areas of opportunity, you know, we're happy to identify those and work to fix them and again to report on that transparently. If you think about it, transparency, this type of transparency really is a form of communication which we hope continues to build on trust and improved relationships between the organization itself and the community and the stakeholders we support.

Another objective of the office is to aggregate the complaints, data in a centralized location. We don't currently have that and by aggregating all of this information it creates visibility that we don't have today. Then we can use that aggregated data to identify trends to think about those things and to solve for the bigger trends or the systematic or operational things that may not be visible if it was not all aggregated in one place.

Then, of course, it streamlines the process for handling complaints because it becomes -- there is a process, there is a centralized location and you're not -- people aren't forced to go from department to department trying to figure out where they can submit their concern.

So some -- you know, the type of things that the complaints office will handle kind of moving on to the next major bucket here, complaints regarding the organization that don't fall into an existing complaint. For example, complaints -- sorry. Examples of existing complaint mechanisms to just be clear are things like the contractual compliance department. The bylaw mandated issues, the requests, the ombudsman, the documentary information disclosure policy -- testing my acronyms on a Monday, that's good -- those are the existing complaint mechanisms. And we're meant to cover things that don't fall in those or if someone went under those, compliance, you were dissatisfied with how it is handle and you can go to the complaints office and submit something.

The type of things we sort of anticipate so far, again, this is all new, it -- we'll know more and more as time goes on but issues related to processes to the timing of when people are getting responses or information that they have requested. The levels of staff support, someone may take issue with that, that they want to submit. Accessibility to information is another example. Just to maybe give a few examples for context that I

have made up, these aren't -- we don't have anything published yet. There is nothing -- I can't point you to the webpage yet to have you look at ones we have received. Folks may be unhappy with how a big billing issue was resolved, a Contracting Party in particular is unhappy with how the billing issue is resolved. That could come to the Complaint Officer. Someone may have gone through a process with staff and feel that stash over reached or didn't follow-through the way they were supposed to. That could be something that is potentially sent to the complaints office. Someone believes the process is broken, an operational process that they're using or it is inefficient so look for contracted parties if a registered operator is changing who provides the back end services and they're unhappy with that process they can come to the complaints office. If somebody has an issue with how applying for a fellowship program -- applying to the if he low ship program worked they could potentially talk to the complaint office about that.

Things like that.

Just to name a few examples that I kind of pulled out of thin air.

Kind of moving on, I'll go ahead, move on to your issue analysis table and thank you, Avri for sending this along. I was able to look through it and I think -- because you have been working on this document it will help you to have me talk -- you know, kind of map the complaint office to some of these issues that have been identified. I picked a few examples from the table that appear to fit with the complaint offers or could potentially fit with the complaint office depending on the circumstances. The first one, issue one, I think actually fits squarely into the complaints office.

This is the issue about community participants wanting a place that they can safely raise and work through concerns about staff accountability or performance.

This is really a good example of why the complaints office was established and, you know, just reiterating what I said earlier, the complaints office is meant to be neutral and to -- when something comes in, to pull up fast to talk to the parties that were involved, effected, et cetera, take a look at what happened and to see if there is an opportunity to do something differently or correct something.

I think it is also important to note that the complaints office -- I can't -- the office can't guarantee a satisfactory outcome, but rather the issues are going to be looked at, they're going to be triaged, problems are solved where possible and that we're reporting on them with the appropriate amount of transparency.

That's related to issue 1. Another one I thought that

could potentially be a good fit for the complaint office is issue 2. This is one where staff might be seen as crossing the line from policy implementation back to policy development or decision-making related to the policy development. It -- you know, depending on the circumstances this could potentially end up with the complaints office as well. If it is an issue about the organization or about members of the organization which are employees, staff, our contractors as well, that's something you could come to the complaints office about. You know, have it looked at. Again, facts collected, et cetera.

I also want to point out here, I think this group is familiar with this, but just in case, as a reminder, there is also this process flow project that Teresa's team has been working on. We have a project name for it, you may be familiar with it, it is HubbaBubba, a form of bubblegum from a long time ago. A brand of bubblegum from a long time ago. Not the case here, it is about HubbaBubba and that's a process flow project that's looking at, for instance, the policy development process because that's what we're referring to here to look at the flow, to provide the -- the process flow itself to provide clarity on roles and responsibilities, decision points, what are the mechanisms if there is an impasse somewhere along the line and to identify areas where there may be gaps in the current process that's established through, you know, the various ICANN mechanisms.

Another issue that I thought could be a good one for the complaints office is number 5 on your chart. Again, this is one of those where it sort of depends on what the situation is. This one talks about how staff might not be consistently meeting ICANN's accountability commitments in the way that -- in the way that staff is summarizing and responding to recommendations, concerns, et cetera, that come through public comment forums.

In this case, again, this is related to staff and the organization and someone feeling that maybe they didn't, you know, quite do what they were supposed to or things weren't handled correctly or the way that was expected. That could come to the complaints office.

The other thing I wanted to point out here, because I -- in my former life, before I was a complaint's officer I worked on the registry team and I had this actually come up once where there is actually mechanisms available including staff summary report inquiry process that people could leverage.

For instance, if people think the comments were not addressed, there is an existing process, the inquiry process as well as a couple of other things where you could submit that to -- it ends up going to the staff contact that was responsible for the report and in the case where this happened to me, it

kind of came in informally, but we realize we had missed something and we went back, fixed it, republished an updated report. That's another mechanism where people could follow that process and they could certainly come to the Complaints Officer if they feel that that's a better path for them.

In the last issue that I picked out that I thought was a good one potentially for the complaint office is issue number 8. This is the one -- it is sort of similar to number 1, but it kind of speaks directly to -- it is about issues with staff, but rather than raising the issue with the staff person in particular raising it with their managers and having the feeling that sometimes the managers, they don't quite get addressed. This is one that you could bring to the complaints office. It is another really good example of why it was established. You know, I think a lot of you have probably heard our CEO talk about the complaints office and how, you know, he thought that this was a really necessary thing for us. He -- I have been given a mandate by him to get to the bottom of things and to make sure I understand all sides of the issue and, you know, to me it was an important point to make that my role is again neutral and to make sure I'm looking into things and understanding both sides and that I'm making recommendations that are based on fact and are actionable and constructible.

With that, some of these other things, again, it sort of depends if something -- if it is related to the organization, if it is related to staff, related to processes, et cetera, potentially those could all come to the Complaints Officer.

One thing I kind of want to make sure that people understand too, people can submit anything to the complaints office. If it is a contractual compliance ticket, somebody -- it -- I would just refer them to the compliance process for reporting the inaccuracy.

If something happened and comes to the complaints offers, it doesn't necessarily belong here. I would work with the complainant and I would work with the other office or department, whatever, where it seems like it should be and get it rerouted accordingly.

That's the update that I have for all of you. I don't know -- I'll turn it back over to you, Avri and you can let us know how you would like to proceed.

>> AVRI DORIA: Thanks.

I'll look for any hands from the people that are here on questions.

I have one additional one I would like to ask you about. If you look in our tentative recommendation list we had one where we talked about -- I also want to ask Herb to sort of talk about the interface between you all and how all that works.

Perhaps that would be addressed to both of you.

There had been a suggestion, I believe it had originated with Herb that there might be a reason to develop -- it was either a three-part or a four-part group that contained the Complaints Officer, the Ombuds, you know, a representative from the community and perhaps this is the fourth aspect that came up in conversations I believe with someone from the board.

Sometimes when there wasn't something that didn't quite seem right for a Complaints Officer or Ombudsman or it was unclear where it belonged and there was confusion about it, that this group would be one that could sort of get together and sort of tackle some of the naughtier ones where no individual was able to untangle the knot and we haven't fully developed the theme yet. It did seem to be an approach that people were looking at with a certain amount of favor.

I wanted -- I expect that you saw that in the fourth column of the chart.

Wondering if you have any comment on that mechanism.

I see your hand up. If you could throw that in and then I will go to the list of hands.

>> KRISTA PAPAC: I misunderstand.

Thank you, Avri.

I'm not familiar with the proposal. You know, I understand what you just said.

From my perspective, it seems like it would be good to -- a couple of things, first to see how the complaints office works. It really has just started and to get a sense of what is reported and what those trends look like and if things are able to get resolved through that mechanism or as I said, if it really does belong somewhere else, you know, it is redirected and maybe they're not happy with how that happens so we'll go back to the accuracy complaint that belongs to compliance. Let's say they go through the compliance office and they have an issue with something. They come back to the Complaints Officer.

I guess, you know, giving -- being able to see how things work with this new office being established and -- you know, if it fills that gap the way we know it does, that we see it exists today and getting complaints addressed. The other thing, I wanted to let you know, one thing we're working on, with I speaks a little to what you're saying here, Avri, we're trying to create -- we have got our team working to design some infographic that will help people understand when they should direct something to the ombudsman, when directing something to complaints, when it should go to compliance, request for reconsideration, et cetera. And while it is easy to say it is -- it is a bit of a tough task but we do see a big need for that just to help people understand where they are most likely to get

-- you know, the best place to go with their issue.

Also, one last thing, if it helps internally here, particularly with the establishment of the complaints office because it adds a new mechanism to the mix. We have been coordinating internally with the various departments to just make sure that we're all understanding things and on the same page. Kind of understand where the differences are.

With that, I'll turn it back over to you, Avri.

>> AVRI DORIA: Thank you.

I've got Alan and Herb on the list. Alan, please.

>> ALAN GREENBERG: Thank you very much.

I have two questions: The first, in previous discussions and in private discussions we have talked about the reluctance of people to file complaints. In that case it was with the ombudsman because a lot of effectiveness of ICANN is in building relationships. If you're going to formally complain about someone, there is a chance that you are damaging that relationship and potentially the relationship with others. People have chosen in certain cases not to do that.

In your office you are now talking about making things completely open and transparent and publicizing things, not only are you complaining about someone but now everyone knows you're complaining about someone.

You mentioned compliance, a common statement made by various people, we sent in a complaint on complains, they closed it and we feel they closed it improperly. Would complaining to you about that as opposed to reopening it with compliance be something that you consider viable?

U.U. thank you.

>> AVRI DORIA: Krista, would you like to answer or should I go on to Herb and you will come back?

>> KRISTA PAPAC: I was stumbling with the mute button.

Thank you for the question, Alan.

The first part -- the first question is about the transparency and the relationships and kind of a concern that people may not -- maybe concerned about submitting a complaint because think don't want to damage the relationship. There is a few things I want to kind of touch on there. I thought about this a lot. I think I'll learn a lot more. I had thoughts on it. As things come in, things happen, I think I'll learn a lot more. Based on my best current thinking and discussions I have had with others here too, the first thing is it doesn't necessarily -- the complaint that gets submitted doesn't necessarily have to name people. It is also -- there is also an opportunity in -- we have recently published a frequently asked questions document that asked about the transparency level and the goal is to be as open and transparent as possible while, you



know, respecting private and/or private information. If the complainant wants something to be marked confidential we would -- we need to honor that. That's part of the concern -- I get there is a publication aspect but even if the person's name isn't in there, I'm going to need to go talk to them and other people and they'll know, you know, that someone is complaining. From that aspect of it, the way that -- we have been doing a lot of internal communication on this as well. It is as important to make sure that internally people understand what this is and they don't feel it is -- that it is something bad, that's as important as having the community understand this as well. There is a lot of internal communication from the organization's perspective, this is a positive thing, this is not -- it is really to help us all be better and it doesn't mean that we're terrible today or whatever, it just means we're working together to be better. We have complete executive buy-in starting with the CEO but down to the executive leadership and the Management Teams. I'm working really hard to establish relationships that -- I already have relationships internally but to kind of build on those and to grow them. To give people the sense that we're not coming after them, we're just trying to -- if something comes in and it effects them, we're trying to get to the bottom of it and see if there is an opportunity there. I also think in many cases that the folks that -- that something could potentially come in, they're not in the position to fix things because of the level they work at in the organization, this actually may be helpful to them in a lot of ways. Something that's beyond their reach to fix, but now that it has been escalated to the complaints offers, you know, it might -- there might be a way to help them.

I'm going to look at things much differently than pow -- potentially much different than the way that the department that handled it looks at it. I have a different viewpoint, perspective. I may see something that they don't see today because that that's what they do every day all day. I think that's a concern. I'm well aware of it. I'm really hoping that people use the -- that they don't use it because of this concern because I do think there is opportunities for us to do good things. If we don't know about it, we can't fix it. That's --

That's for consideration.

Resolving the compliant ticket, compliance closes it, it is not -- the person is not satisfied with the resolution, they come to the complaints office. What happens from there is going to depend on the circumstances.

That's why I said earlier, I want to set the expectation now that the complaint office can't guarantee a satisfactory outcome if the compliance ticket was closed because of the

contract, it says -- you know, it says clearly this or the policy that setup the rules say this. I can't change that obviously. I'm not empowered to do those sort of things.

If there was an issue though in the handling of the contractual compliance report or if something is off, you know, is questionable, whatever, that's something that I would dig in further. I hope that helps, Alan.

>> HERB WAYE: I want to briefly touch on some sort of a panel from the Ombuds officer and the members of the community.

That was thrown out there because there were a lot of ideas being brought forward of having the ombudsman as a reviewer of issues that may be seemed frivolous or, you know, something along that line whether it be with the DUIDT I think there was a situation. There was also potentially involvement of having the ombudsman with the empowered community I think it was of having some sort of an oversight into people that came forward to the empowered community with ideas. I don't recall, it was all in the past several months.

I have that you canned with Krista -- I haven't talked with Krista, these are ideas I offered as an option rather than having -- the DIDP request was a better one because if somebody goes to the files in DIDP request and it is refused for being, you know, frivolous, whatever, the only place that that person can then go to or one of the places is the ombuds. Having the ombuds review that creates a bit of a conflict of interest. If you have a panel of people instead of just the ombudsman then any member of that panel could requeue themselves from the decision-making process if there was a conflict of interest.

I have no idea if that will ever get off the ground.

Yeah. That's -- that's kind of where it stands with that.

The other -- the other point I think moving forward and Krista as done a good job of explaining her role, I see the conflicts that are brought to the Complaints Officer more being about what is happening than who is happening. That's going to be a lot of process related issues, a lot of issues about maybe policy, things like that. The interpersonal conflicts, I don't know if that's the place that they would feel comfortable going as -- the interpersonal conflicts -- it may be something because of the issue of confidentiality and that's going to go towards our communication strategy as we work together in the future of clearly identifying to people that if there is a confidentiality issue, interpersonal conflict or a relationship issue that the better place might be with the ombuds rather than the Complaints Officer unless, of course, it is an HR issue, a performance issue and in that case I would not have jurisdiction and potentially something that very likely Krista would also pass off to HR if there was a performance issue that came up.

Just my thoughts on the idea.

Thank you.

Thank you.

Greg, please.

>> GREG SHATAN: To some extent this has been answered but I hoped to perhaps get more direct comparison and contrasting of the ombudsman and accountability and the Complaint Officer positions with regard to confidentiality concerns and following on Alan's question because maybe ombuds to my mind, at least, it is an essential function or essential way and attribute that is confidentiality and it seems the complaints office is perhaps a 180 from that or am I not quite getting it?

Thanks.

>> KRISTA PAPAC: Thank you, Greg.

I'll just maybe make a response and Herb may want to add something specific to the ombudsman.

First of all, I want to make sure everybody is aware, Avri may have sent it around, we all get a lot of email, I don't know if everybody has seen it.

Herb and I actually last week published a blog clarifying the roles of the ICANN complaint office and the ombudsman and this conversation will be more in depth than that, just that blog is out how there for your information.

The visibility level in the blog talks -- there is a table in the blog that tries to address the kind of buckets, who reports to who and visibility level, that's one of them. As you know, the ombudsman is a confidential process, the Complaints Officer is a transparent process and the way we describe it in the blog is that transparency is the default but that some of that may be restricted by -- as requested by the complainant because again we don't -- you know, we want to -- we want to honor people's request for confidentiality and where we can.

The idea is, you know, first of all, just thinking from a principle perspective if -- by creating this office, about I creating this level of transparency we're able to bring things out that need to be looked at that need to be addressed and to also -- let other people that may be having -- by reporting on this stuff, you let other people know who may be having some of the same challenges that they can go look, see hey, this has been raised, it has been addressed, it is being addressed. If we don't have that stuff, we -- people don't come to us, we can't address it.

The level of transparency is intended for the complaint office and intended to be as transparent as possible.

The other thing to keep in mind, it is not transparent or confidential, they're not mutually exclusive, they may be part of a complaint that someone wants the name blacked out or we're

not -- obviously we're not publishing people's contact information so it is a transparent process. There may be some things that get -- you know, -- you know, that get -- that become confidential, some part of it t even then, whatever is confidential, we will still report on the issue and what happened at least a summary of if there is a had complaint about this type of -- whatever the issue was, here is how it was resolved, et cetera.

That level of transparency, I'm not going to speak to what the ombudsman does, I'll let her touch on that, but that's -- that's what I'm envisioning.

>> AVRI DORIA: Thank you.

While waiting to see if there are other people that have comments. This is Avri. I have a question. This came out of the blog chart that you did. You had mentioned it in the text that the borders between the two were fuzzy and when I was looking at it, that's one of the impressions I had, was that when you got to the scope and such that, you know, for example, both have investigated systematic issues of unfairness and such so the scope seems to very much overlap and if in my complaint I'm indicating it is an act of fairness then yes the ombudsman comes up as the role that's responsible for ensuring fairness and perhaps if I'm not speaking of fairness but some other principle then it is Complaints Officer.

Since fairness shows up I'm wondering how does one differentiate? How does someone with an issue with a complaint decide which of those two paths is right, does one path have priority? Can one in parallel go down both roads at the same time hoping that, you know, kind of when we play one parent against another, hoping that one parent will give us the answer we need, et cetera? Not that I think of the two of you as parents, but sometimes we behave that way.

That fuzziness at the moment has me sort of curious as to how you will determine does the complaint also is a no. No. No, that's an ombudsman issue and vice versa, does the person pick and whoever they go to it is right but they shut off the access to the other? How do these things work together and I didn't get that from the chart?

Thanks.

>> KRISTA PAPAC: A great question.

There are -- I think there are things that fit squarely with the ombudsman and squarely with me or that are more obvious.

For instance, if someone from the community comes to complain about someone from the community, that's not about the organization, that's absolutely not Krista or the Complaint Office.

Excuse me.

If someone says that the process is broken and I didn't get my thing because it is broken I think that pretty clearly comes to me.

In the places where things could go either way and I did actually speak -- I have had a lot of people reach out to me to talk about things that they think may be a complaint but they haven't been formally submitted.

I did have someone -- to me it is still confidential until there is an actual complaint. Someone did talk to me about something that the organization did that they thought was unfair. It is kind of what you're saying, one example of what I think you're getting at here, Avri. The conversation I had with them is -- in this case, it kind of could go either way. It was related to a process, they didn't think that the way that the outcome -- that the process worked and the outcome that they got was fair. It is also -- they think it is unfair. Right.

So I shared with them, you know, here is -- here are your options. You know, you can follow path A, the ombudsman, the path B, the complaints office, here is how they're different.

Let them choose which way they think.

To me, it is up to the complainant to use the analogy which parent they want to go talk to. I don't have children, so it is proof that I probably end up not a very good parent. I appreciate the analogy but I think it would really be up to the complainant to pick what they feel is the most appropriate path for their particular issue.

>> AVRI DORIA: Thank you.

I have Greg and Herb. But Herb wanted to respond to the same thing, is it okay --

>> HERB WAYE: Don't please ever treat me as a parent because my wife never does. I'm always at the other end of the spectrum. I'm used to that.

Definitely the shopping is going to happen. It happens now where with me where somebody will shotgun a complaint off to every conceivable -- you know, a registry, register a complaint process, ombudsman, you know, Department of Justice, the whole bit. So there are people that will be definitely seeing this as an opportunity to decision shop.

We'll deal with that, of course, we'll have to have discussions when that happens to see whether one of us takes the complaint or whether we both, you know, defer it to a third party if there is a register of the complaint process is also discussed in the email. That's definitely going to happen.

One thing, I think that people have a tendency to forget when the idea was come up with, I was one of the first he talked to. What stuck in my mind was his concern that people were

complaining to the organization about issues, the complaint was being directed to the appropriate manager or department to be dealt with and the complaint was dealt with. Was never documented.

That was his big issue at the time, that none of the things that were being dealt with by the organization, somebody is upset, they contact them, they pass it down the line and then the department head is contacted, the manager, that department head, manager talks to the employee, the employee corrects the issue or deals with the person who had filed -- that's unhappy. None of that was being documented. That's what the main focus for this at the beginning was and I think still is. So there is an educational aspect of that because I think those people are probably still doing the same thing and will continue to do the same thing. They will grab the department heads elbow at an ICANN meeting, steer them off to a corner saying I'm unhappy about this because somebody did this, whatever.

Now the department head will be able to say, okay, please contact Krista, the complaints office will log your complaint and deal with it. That's where everybody hopes this there eventually go and Krista, chime in -- it is a very simplistic view but kind of my perception of how it will go.

None of that will change my role in anyway other than possibly giving me an option rather than squirreling people off to compliance if they have an issue now I would be much more better enabled to send them off to compliance so that Krista can appropriately direct those types of complaints that don't come to me very often.

That's kind of where my view of this offsets.

Thank you.

>> AVRI DORIA: Thank you.

We have about 13 minutes left on the call. I just wanted to do the time check.

Greg, please.

>> GRE SHATAN: thank you. I'll try to keep my question under 13 minutes then.

Actually two comments: One, I think the distinction between what and who being the subject of the complaints vis-a-vis the ombudsman versus the officer is important and certainly there's concern that, for instance, compliance efforts seem to be -- aren't even transparent to those making the complaints to the compliance department and that's been an ongoing concern all that you find out is that the complaint is resolved so the satisfaction of the parties but you're not a party and so therefore you don't know anything. That's something to get beyond.

I think -- I don't want my earlier comment to be taken as

indicating that this has to be a completely confidential procedure because there is importance to the transparency and confidentiality and to be applied.

My question was whether -- since the complains officer is somewhat of a novel position I can only find a few instances of it when I'm using a popular search engine, which I won't use the brand name as a verb and make it generic, I can only find a few Complaint Officer positions existing. Are there standards or best practices and what is your benchmark? In essence, how does the Complaints Officer know when the Complaints Officer or the office is doing a good job other than the complaint seems to be resolved?

Thank you.

>> AVRI DORIA: Thank you, Greg.

I believe, Krista that was a question to you if you would like to take it.

>> KRISTA PAPAC: Thank you, Avri, thank you for the -- I think the first one was more of a comment than a question. The second one is a question.

I did want to -- I noted -- I didn't think you were wanting to minimize transparency by any means. I understood your comments but I didn't misunderstand your question earlier just so you know. I also want to say, you know, you commented about the compliance process and having an issue with what you feel is not transparent enough.

That is potentially something you could submit to the complaints office. I'm not shopping for complaints, by the way, I wanted to take the opportunity to point out something that, you know, if that's something that people take issue with, it is something that you have the complaints office look into and see what comes back.

As far as complaints office being -- officer being a novel position, I also did a lot of research on this. You know, this is pretty common, I personally was not that familiar with it, what I did find is it is the so-called Complaints Officer, there is similar job descriptions out there including problem resolution officer and a few others which I don't recall because that was several months ago.

What I did find it seems to be common in healthcare and government, which sort of makes a lot of sense because they both have a whole bunch of constituents that are -- constituents of the organization, but, you know, may not -- -- you know, be a direct customer, they may be an indirect customer. There is a lot of things that go on there. To what it is worth, that's interesting.

I have looked into those to get to your question, which is about how do you benchmark, measure the Complaint Officer, I

have been doing research trying to sort of understand that. I also will work -- am working closely with, you know, my boss, I'm sure you're aware, this has come up in the context of this call just about how staff was managed, not managed, you know -- I'm not sure how you exactly discuss this. How they set the goals, how they're measured, et cetera, and so, you know, one of the things, that will be a piece -- that's already a piece of how I'm measured and how the office is measured. You know, frankly the -- you will let me know, I mean, the community, you know, will let us know if they don't think it is successful or not working withal, what can be adjusted. I'm also looking at -- you know, I'll be establishing service level targets as part of building out the process which will be measured, actuals will be measured against what the targets are. I anticipate these types of things adjusting over time. We don't know what we don't know right now. We're -- you know, I'm using pragmatism, what -- reasonableness and things like that to sort of establish the targets and create the framework. As time goes on I anticipate that's going to have to flex and be adjusted to, you know -- to meet what the actual work end up being. You know, at the end of the date it is important that this works for the organization and that it works for the community and that, you know, people feel like, one, they're being heard, two, there is responsiveness and that they're getting -- the things that can be fixed are getting fixed.

I had a last point but I forgot it. It was the best one! Anyway, I'll save it for another day. Hopefully that helps a little bit to address your question, Greg.

>> AVRI DORIA: Thank you. Yeah.

I suppose that people will be able to complain about the complaints office not being fair or they'll be able to complain about the ombudsman to the other party should that come up or even to complain to each other so it is interesting to see how that works out.

I don't see anyone else with a hand up. I'm going to make a very strong point that everyone in the group that didn't make it to this call read through this transcript, the captioning. I thank Kelly for that very much. In terms of going back -- there may be other questions that come through that certainly I can send off to you or can do it through Patrick, however you prefer to do it. You are obviously welcome, Herb, you know that, Krista, I make the same invitation to you, not that it is a great, fun thing to do but you're welcome at any of the meetings we have as we discuss this going forward, we'll start taking what you have said and possible solutions we have had and start working them into a set of recommendations. I do want to make sure that we don't have any recommendations that sound alarm



bells with you all.

This is a process that we're supposed to be doing jointly in terms of our mandate.

Don't want to come out with anything that we haven't discussed with you all. May invite you again, but that would be a specific discussion, but I do want to say that, you know, you're welcome at our meetings any time because that will help us in terms of finishing, which is one of my strongest desires, finishing the work of this particular subteam.

Don't know -- let me see. I have some comments about my community, we'll see. You need to throw whatever is necessary at us. Yes, the service level targets are set. It will then be reported on actual service delivery.

With that, I just want to take a couple of minutes to talk about on the document update I was bad this weekend, I did not work on the report as I said I expected to, I actually took the weekend off. It was just too lovely out to force myself to sit and work.

I apologize.

I, therefore, will cancel the meeting we had for later this week. I had left that on the schedule just in case I or others had gotten a lot of content to discuss into the report and I wasn't the only one that took the weekend off so really have nothing new to discuss. I will ask that Brenda cancel the meeting we had for later this week and hopefully people who find themselves with that free hour can spend a little time in the report adding some of their content, some of their comments, some of their suggested text.

When we next meet, it will basically be to try to take a deeper step into the possible solutions that we have already put forward.

Having said that, does anyone else have any other business or any last comment for today's meeting.

If not, thank you, Krista, thank you, Herb, thank you Samantha, Teresa also for joining us today. Brenda, as well as, Kelly, the captioning is invaluable. I know I say that every time, thank you! Thank you, Patrick, for getting this set up.

Seeing no other hands, no other business, the meeting is adjourned.

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