



The NRO Office of the Ombuds works with personnel at all levels of the organization by helping to resolve conflicts, facilitating communication, and assisting in raising issues and collecting feedback on emerging or systemic concerns. The Ombuds offers voluntary consultation and provides information, guidance, and assistance in developing options to address employees' concerns without fear of retaliation or reprisal.

Government civilian, military, and contract employees—as well as external consumers of NRO products, programs, and services—may bring the full scope of issues to the Ombuds, including the mission, organization, policies, programs, practices, and systemic issues of the NRO.

#### FOR MORE INFORMATION, CONTACT

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# OMBUDS

IN EVERY CONFLICT  
LIES AN OPPORTUNITY



## OFFICE OF THE OMBUDS

## THE OFFICE OF THE OMBUDS SERVES:

- Military
- Cadre
- Other Government Agencies' employees assigned/detailed to the NRO
- Contractors supporting the NRO



## WHAT THE OMBUDS CAN DO:

- Serve as a confidential sounding board for exploring problems
- Facilitate communication between parties
- Expand problem-solving options for workplace concerns
- Mediate or negotiate solutions for individuals or for work between teams
- Help navigate processes or systems
- Address issues outside of existing formal processes or systems
- Serve as a neutral third party in conversations
- Provide training to help improve the workplace environment or manage conflict
- Conduct team listening sessions to help air concerns
- Provide anonymity (except to the Ombuds)

## THE NRO OMBUDS IS...



### CONFIDENTIAL

Personnel initially contacting the Ombuds are assumed to be seeking the Ombuds' services with maximum confidentiality. Information and identification shared with the Ombuds will not be disclosed without the person's permission, with rare exceptions, such as a threat of imminent risk of serious physical harm.



### IMPARTIAL

The Ombuds functions as an impartial, neutral, and unbiased resource. The Ombuds fairly and objectively examines all sides of an issue and advocates productive communication. The Ombuds promotes equitably administered processes but does not represent any one person.



### INFORMAL

The Ombuds is an informal and "off the record" resource. The Ombuds does not make business or policy decisions, adjudicate issues, or conduct formal investigations.



### INDEPENDENT

The Ombuds is free of interference in performance of their duties and reports directly to the NRO's top leadership.