

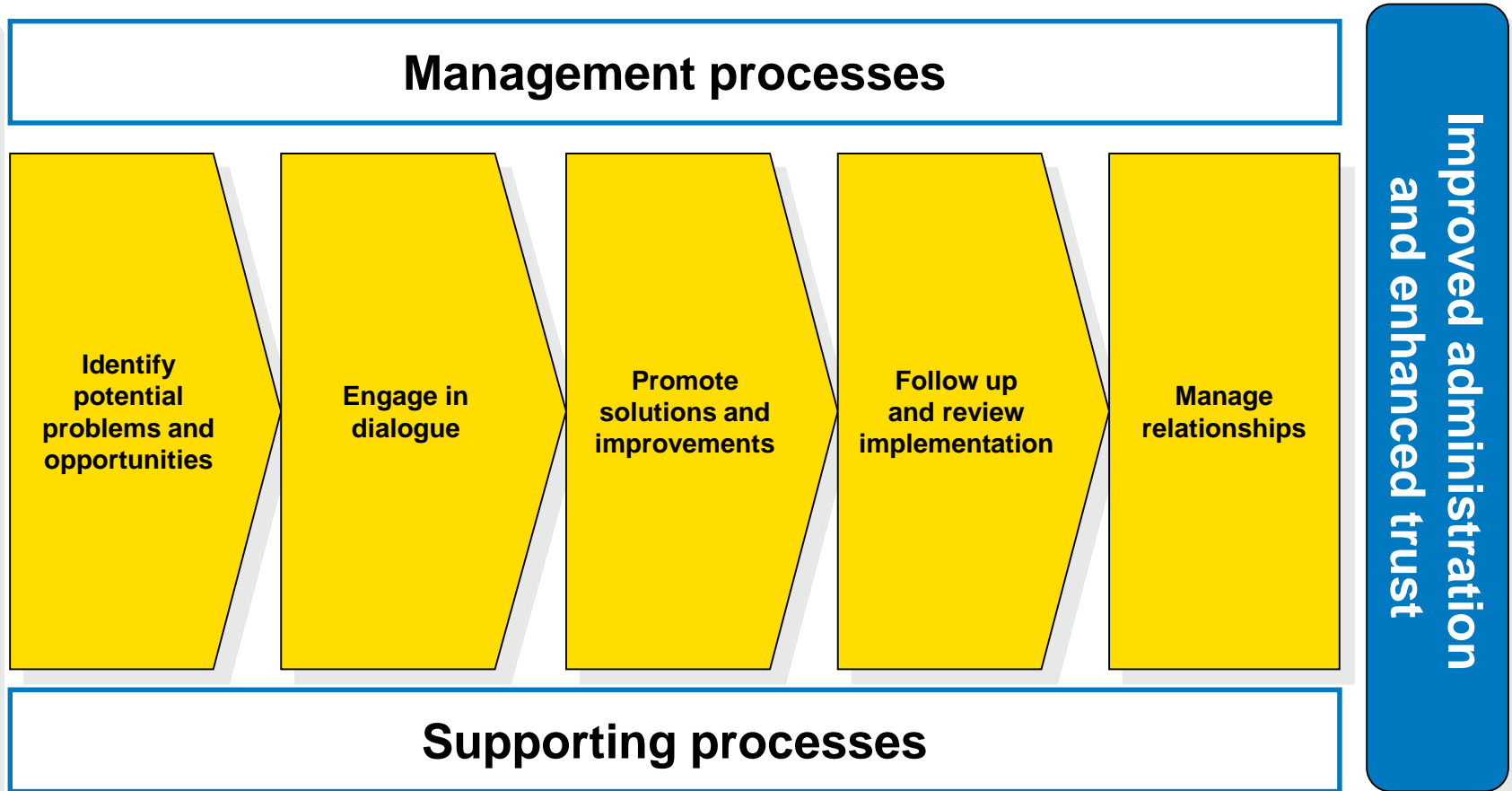
# OPERATING FRAMEWORK AND KEY PROCESSES



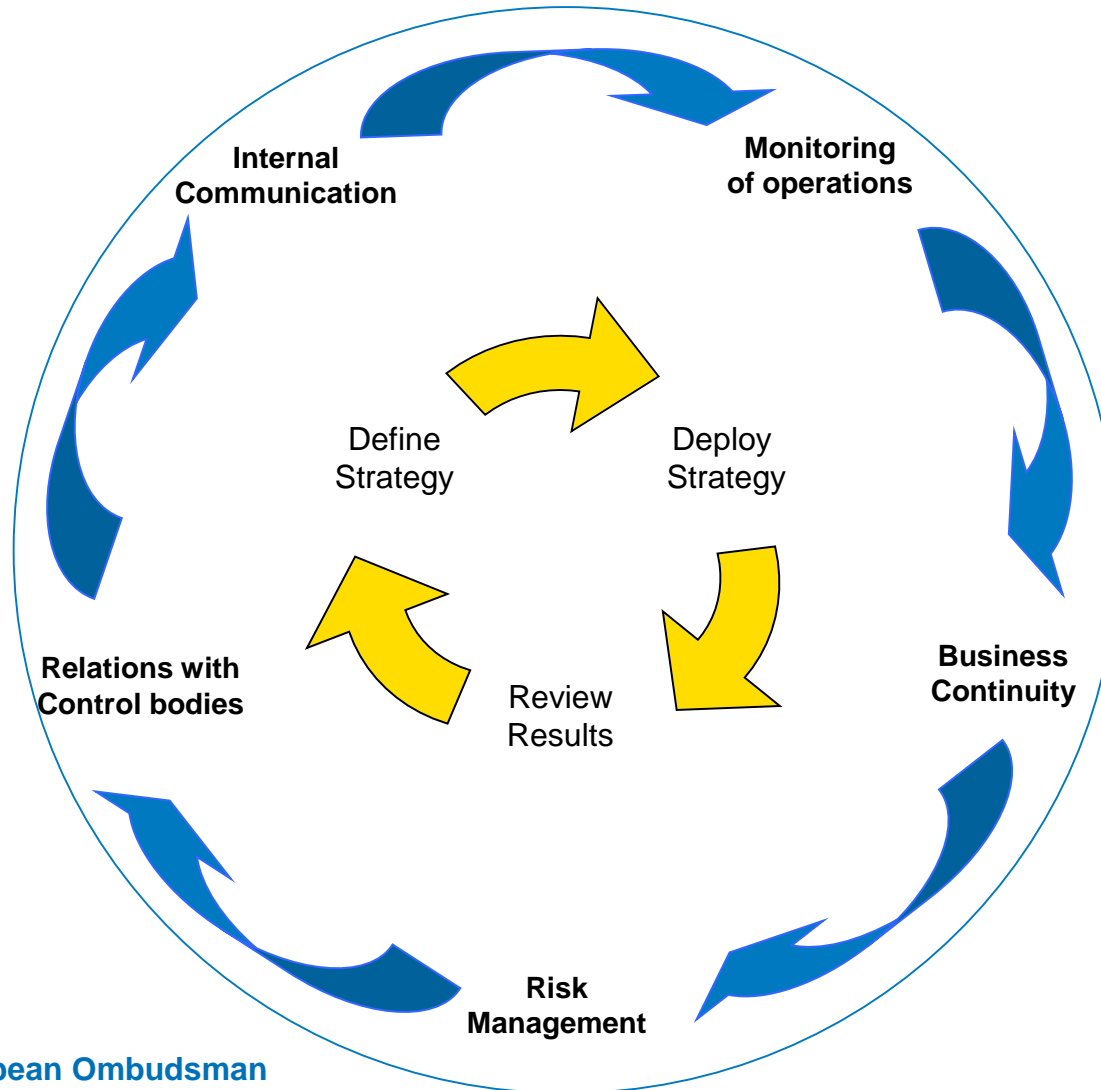
European Ombudsman

V7- December 2018

# Operating Framework



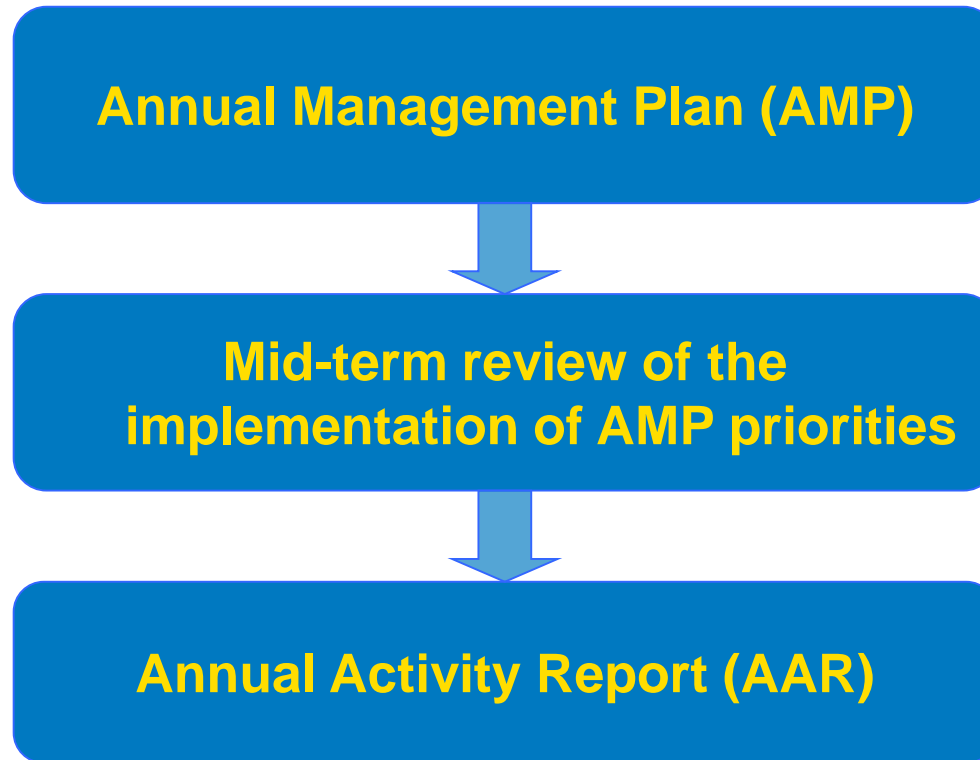
# 1. Management processes



# 1.1 Define Strategy



## 1.2 Deploy Strategy



## 2. Identify potential problems and opportunities

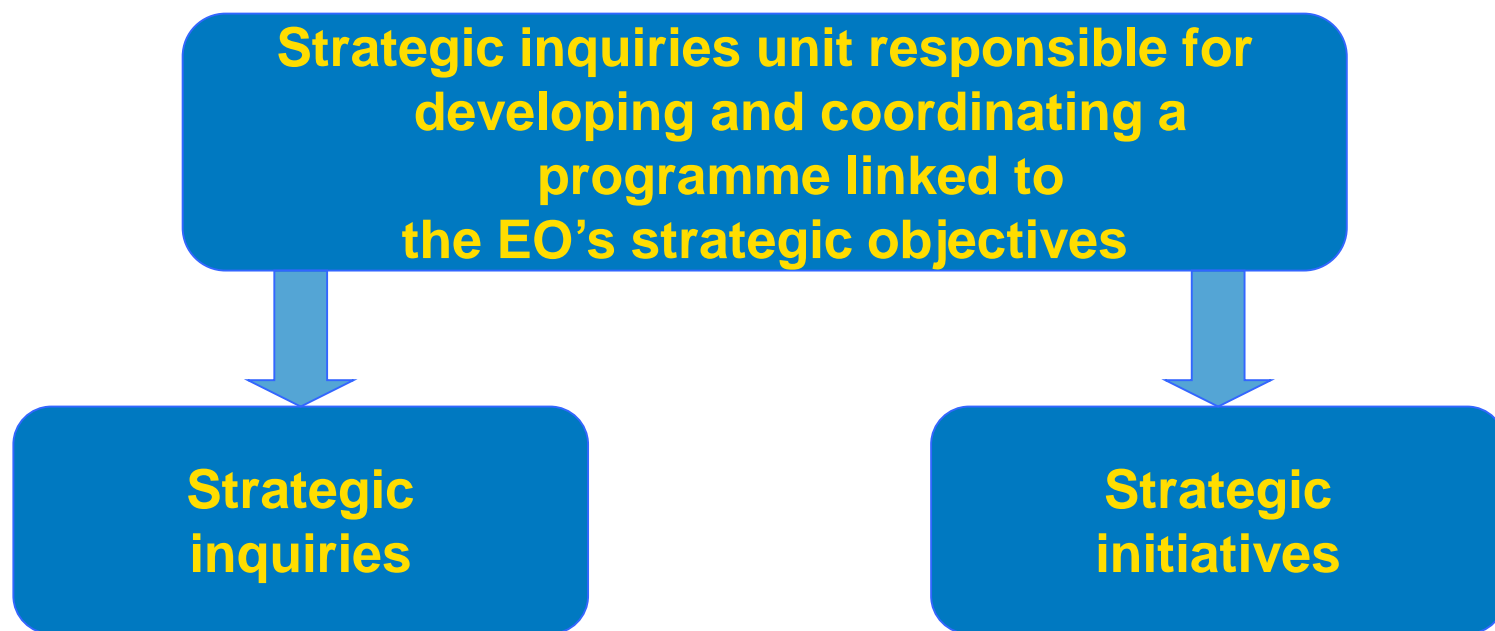
2.1 Proactive identification of systemic issues in the EO's fields of activity

2.2 Complaints

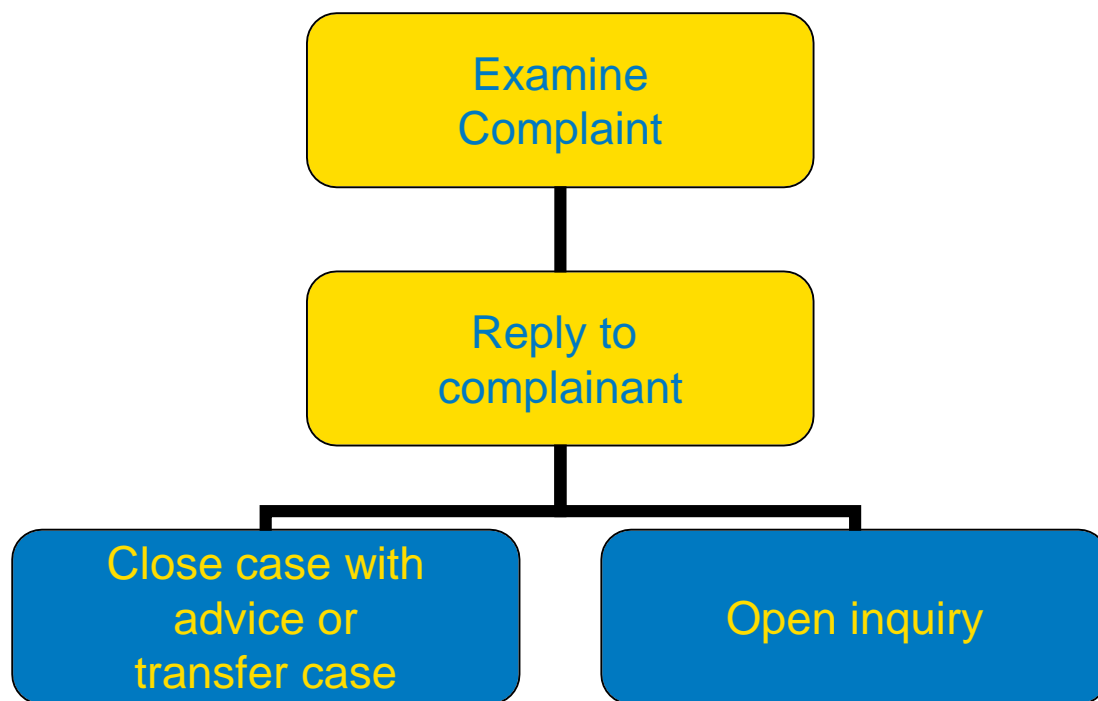
2.3 Other stakeholder input



## 2.1 Proactive identification of systemic issues in the EO's fields of activity

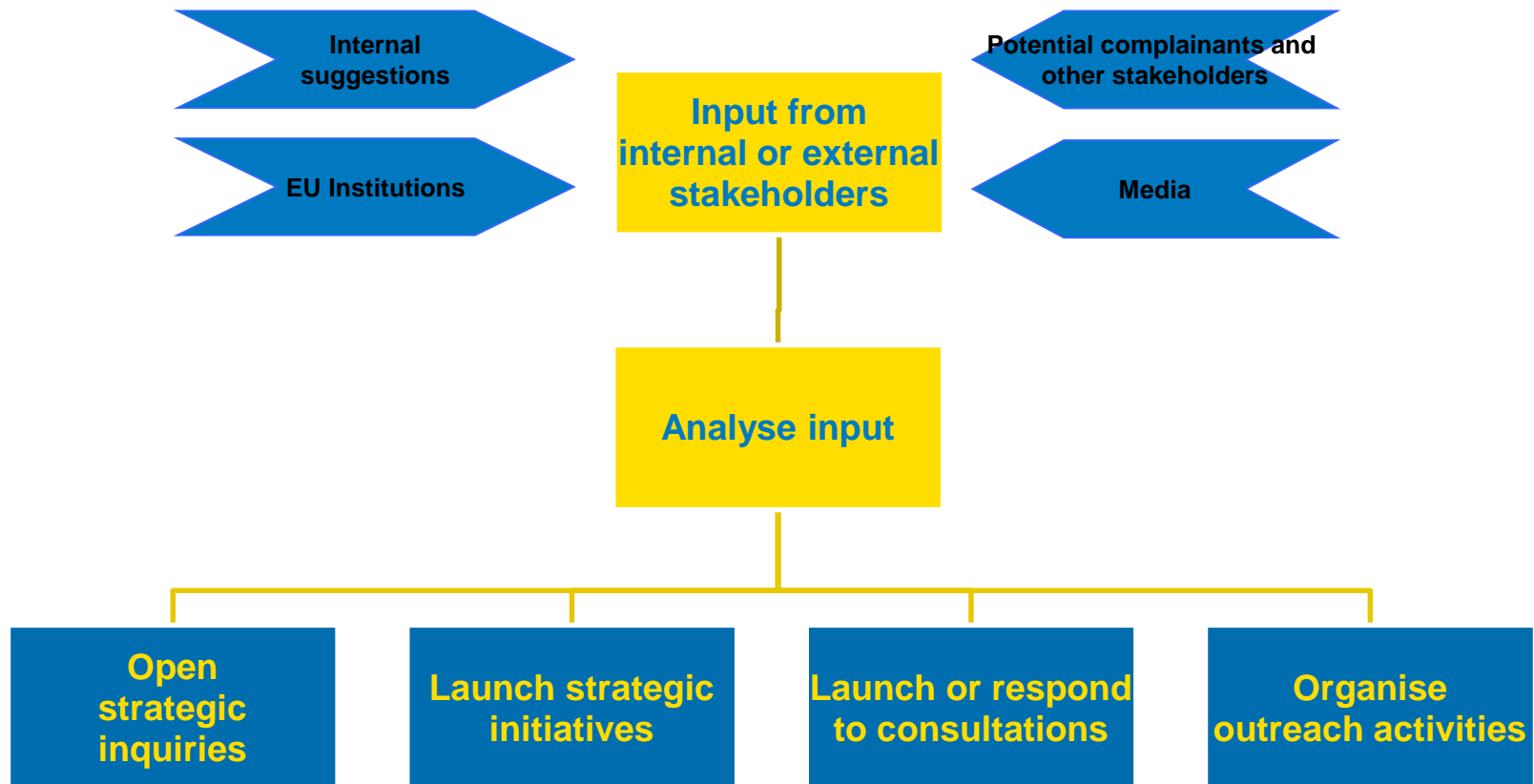


## 2.2 Complaints





## 2.3 Other Stakeholder input



# 3. Engage in dialogue

In the context of

3.1 Inquiries

3.2 Strategic initiatives

3.3 Consultations

3.4 Outreach and other activities



## 3.1 Inquiries

### Investigating complaints

Fast-Track inquiries  
(Regulation 1049/2001)

Inquiries in the  
public interest

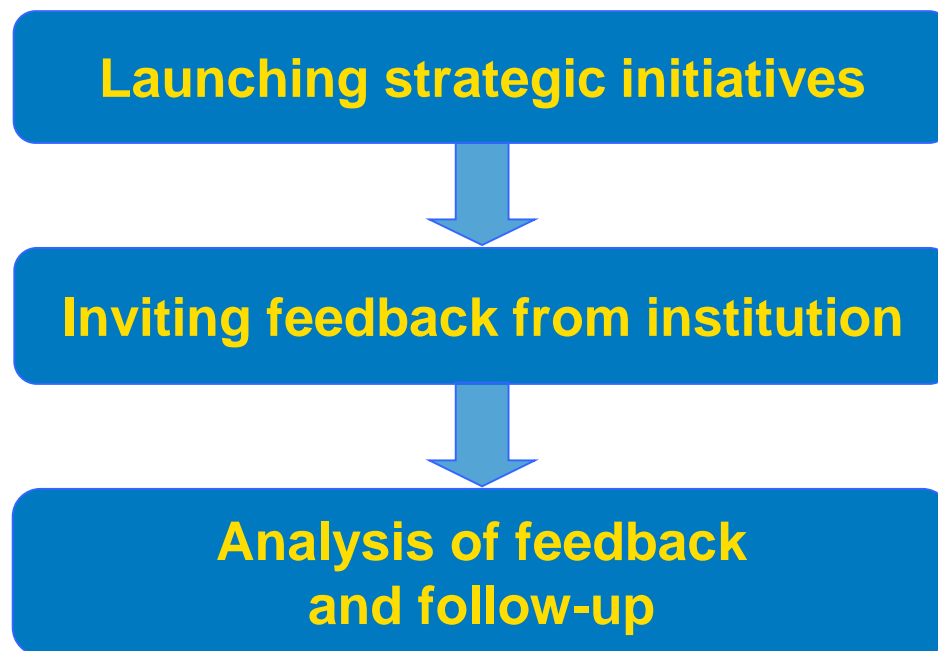
### Strategic (own-initiative) inquiries

### Queries from the ENO

### Joint/parallel inquiries with the ENO



## 3.2 Strategic initiatives



## 3.3 Consultations

### Responding to consultations

Public consultations launched by EU institutions, requests from Committees of the European Parliament or from other stakeholders, ...

### Launching consultations

Public, European Network of Ombudsmen, EDPS, ...



## 3.4 Outreach and other activities

**Meetings and events with institutions  
and other stakeholders**

**Target group activities**

**Proactive use of media,  
including active social media engagement**



## 4. Promote solutions and improvements

4.1 Evaluation and recommendations in the inquiry process

4.2 Issuing general guidance

4.3 Informing and persuading



## 4.1 Evaluation and recommendations

**Solutions**

**Recommendations**

**Suggestions**

**Special Reports**





## 4.2 Issuing general guidance

**Guidelines for EU civil servants**

**Guidelines on good administration**

**Sharing and promoting  
best practices**

**Joint statements with the European  
Network of Ombudsmen**



## 4.3 Informing and persuading

**Publishing recommendations**

**Publishing thematic and  
guidance papers**

**Presentations to target audiences**

**Press releases and interviews**

**Organising thematic events**



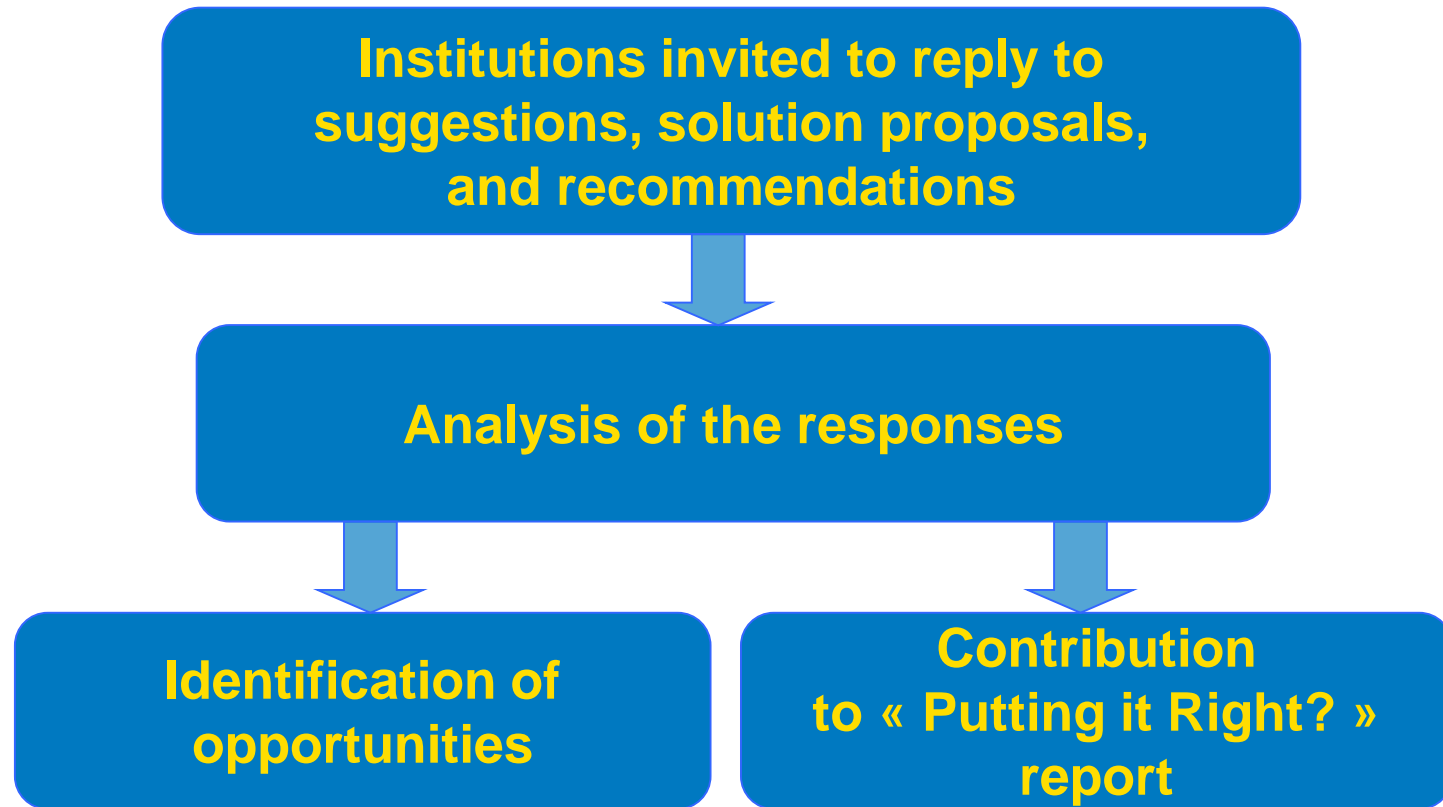
# 5. Follow-up and review implementation

5.1 Compliance analysis

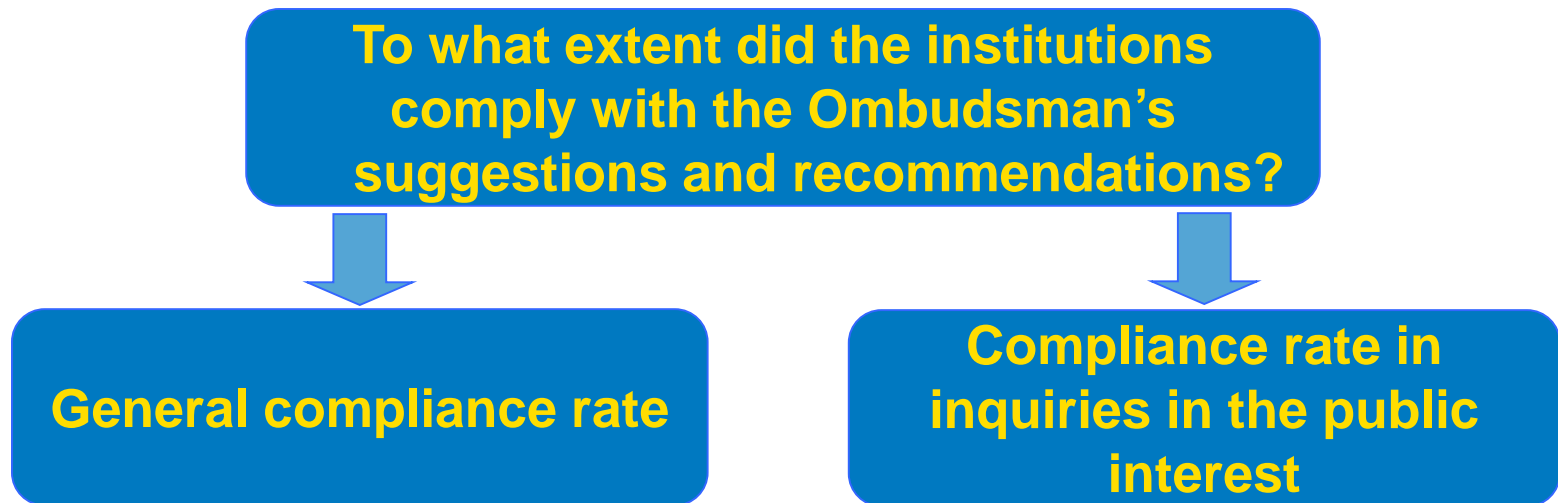
5.2 Compliance rate



## 5.1 Compliance analysis



## 5.2 Compliance rate



# 6. Manage relationships

6.1 Relations with complainants

6.2 Relations with the European Parliament

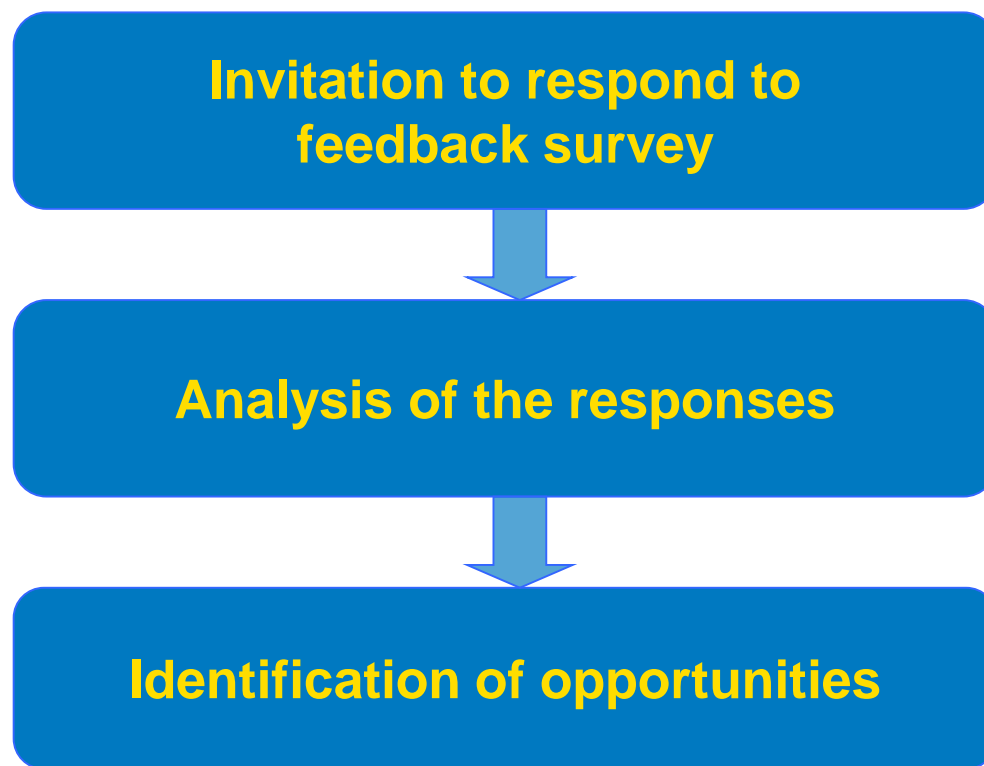
6.3 Relations with the European Network of Ombudsmen

6.4 Relations with other stakeholders

6.5 Recognising excellence in EU public service



## 6.1 Relations with complainants



## 6.2 Relations with the European Parliament

**Annual Reports**

**Special Reports**

**Meetings with MEPs**

**Appearances before Committees**





## 6.3 Relations with the European Network of Ombudsmen

**Transfer of cases**

**Parallel investigations**

**Queries**

**Seminars, workshops and other events**

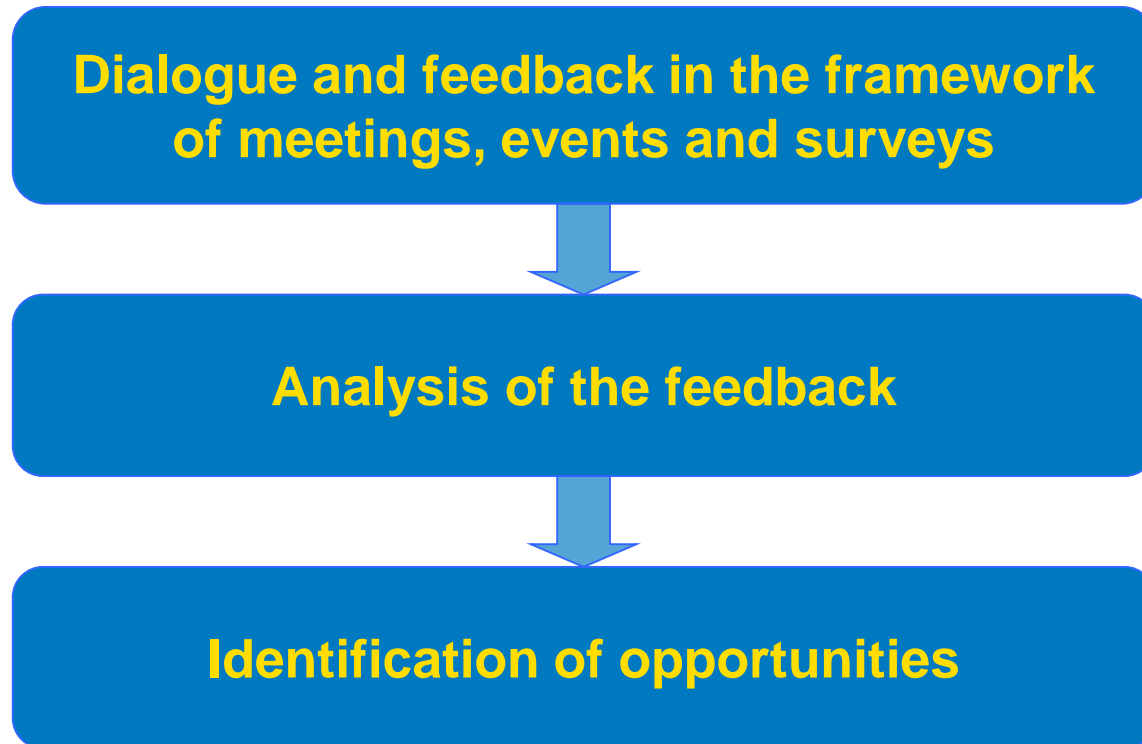
**Electronic discussion forum and daily news service**

**Newsletter**



## 6.4 Relations with other stakeholders

(EU institutions, media, NGOs, ...)



## 6.5 Recognising excellence in EU public service



# 7. Supporting processes

7.1 People

7.2 Finances

7.3 Information management

7.4 ICT

7.5 Administration



# 7.1 People

**Implementing the HR Framework  
and related policies**

**Ethics & good conduct**

**Working environment and  
conditions**

**Recruitment**

**Learning & Development**

**People management**

**Internal & external communication**



## 7.2 Finances

**Preparation of Estimates**

**Budget Execution**

Financial Management

Asset Management

Procurement

Financial Reporting

**Accounting**

**Internal Audit**



## 7.3 Information Management

**Complaints management  
system**

**Register of non-complaints  
related documents**

**Historical archiving**

**Public Access to  
information  
and documents**

**Data protection**



## 7.4 ICT

### **IU1-ICT coordinates priorities and implements projects**

**Management of  
external procurement**

**Maintenance and updating  
of existing systems**

**Management of  
hardware, servers and  
standard applications**

**Relations with external  
service providers**

**Management of  
framework contracts**

**Preparation of budget  
and reporting on the  
implementation of priorities**





## 7.5 Administration

