



Annual Management Plan Year 2022

22 February 2022

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1. Introduction

The Ombudsman's mission statement

Our mission is to help to support European citizenship.

We do this by listening to citizens, to our stakeholders, and by working with the institutions of the EU to help to create a more accountable, transparent, ethical and effective administration.

The Treaty on the functioning of the European Union empowers the Ombudsman to carry out inquiries into maladministration in the activities of the Union's institutions, bodies, offices and agencies, with the exception of the Court of Justice in its judicial role. Inquiries may be carried out in response to complaints, or on the Ombudsman's own initiative. The Ombudsman's independence is guaranteed by the Treaties.

The Charter of Fundamental Rights includes the right of EU citizens to complain to the Ombudsman. Companies, associations, and third country nationals resident in the EU also enjoy this right. The Ombudsman can deal with complaints about breaches of Charter rights, as well as other cases of maladministration. The Ombudsman therefore empowers citizens by helping them to realise their fundamental rights.

The Ombudsman promotes good governance and a culture of public service by helping the EU administration to work openly, effectively, and with integrity.

The Ombudsman's Internal Charter of Good Practice sets out the standards and principles that guide the office's activities and interactions with stakeholders. They are:

- Leadership in problem solving
- Independence and neutrality
- Innovative approaches to dispute resolution
- Systemic thinking
- External awareness and curiosity
- Responsiveness
- Empathy
- Openness and engagement

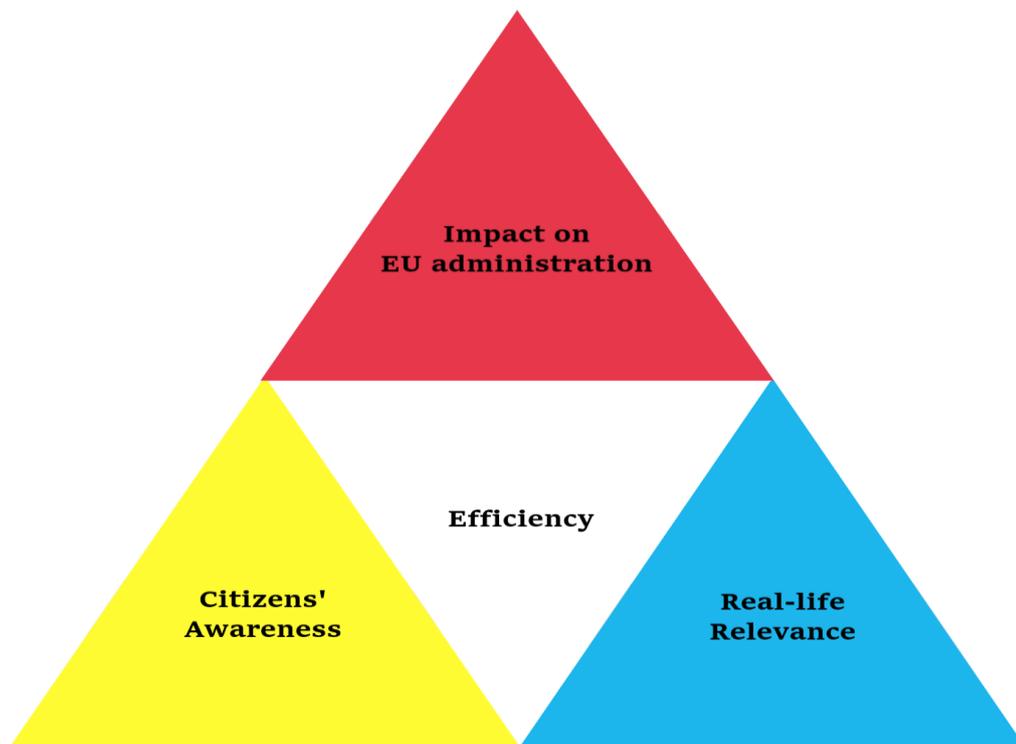
The Annual Management Plan for 2022 (AMP 2022) is the second based on the 'Towards 2024' Strategy adopted by the Ombudsman in December 2020. It is based on an overall budget of EUR 12 222 108 and 73 posts.



2. Multi-Annual perspective

The Ombudsman's multi-year strategy *Towards 2024* is to combine and achieve four **mutually reinforcing** objectives.

1. We aim to achieve **lasting positive impact** on the EU administration, to the benefit of all European citizens and residents.
2. To help achieve that, our work must continue to be of **real-life relevance** to all of us.
3. To enable this impact, we must continue to increase **citizens' awareness** of our work Europe wide.
4. Given our limited resources, we have become very **efficient** in recent years. However, more can be done.





3. The organisation of the office

To support the implementation of the Strategy 'Towards 2024', the Ombudsman adopted a new organisational structure in 2020. The implementation of the new structure was completed in 2021. The description and role of the various entities of the Office are set out below.

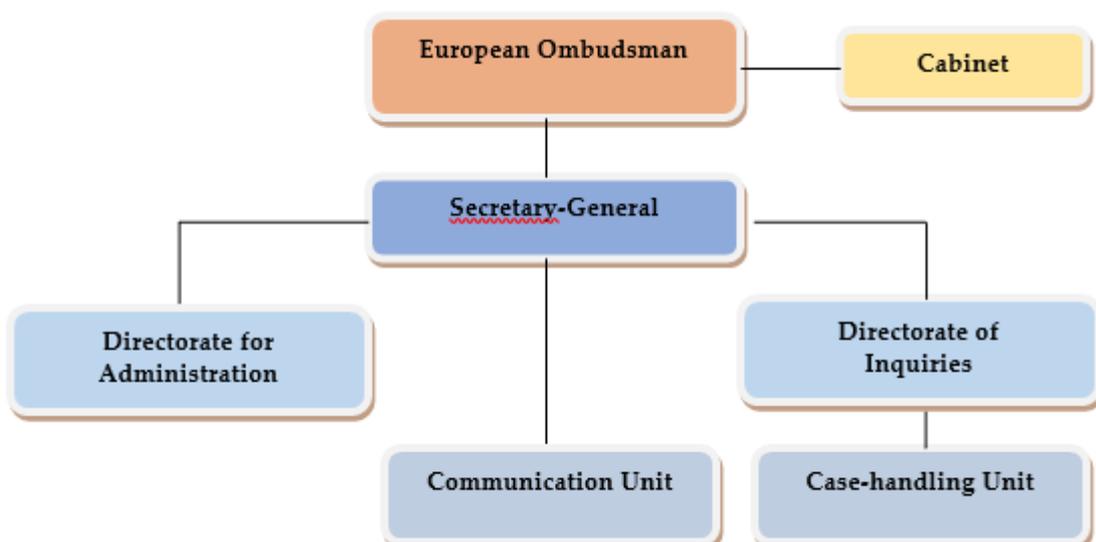
The **Cabinet (CAB)** works under the direct instruction of the Ombudsman. It advises and assists the Ombudsman to help ensure implementation of her vision, strategy and objectives. Cabinet members also liaise and represent the Ombudsman externally and draft speeches and articles on behalf of the Ombudsman.

The **Secretary-General (SG)** is responsible for the overall management of the office and for ensuring coordination and implementation of the Ombudsman's strategy. The Director of Inquiries, the Director for Administration and the Head of the Communications Unit report directly to the Secretary-General.

The **Directorate of Inquiries (DIR-INQ)**, which includes the **Case-handling Unit (CHU)** implements the Ombudsman's strategy in the area of complaints and inquiries.

The **Directorate for Administration (DIR-ADM)** is responsible for all matters related to the institution's administration, human resources, budget, buildings, IT and records management. The Directorate establishes and implements the appropriate internal control mechanisms and prepares information for the various budgetary control authorities.

The **Communication Unit (COMM)** supports the Ombudsman's objective of increasing citizens' awareness of the office and co-ordinates the Ombudsman's relations with the European Network of Ombudsmen.





4. Actions for 2022

The focus of the Annual Management Plan is mainly on new activities or changes that are needed to achieve the office's high level objectives.

The tables below are organised under five themes that the Office will focus on in 2022. They list the actions to be taken in 2022 under each theme and indicate the owner and the targeted Strategy objectives and KPIs.

This section also includes information on planned actions to strengthen or develop the internal control standards that will be prioritised in 2022.

Theme 1 - Enhancing the Ombudsman's impact in key areas

Actions	Owner(s)	Targeted Strategy objectives and KPIs
1 Finalise and adopt new implementing provisions.	DIR-INQ/ CAB	Efficiency Real-life relevance Impact KPIs 1-2-3-4-7
2 Commission a study on the active publication of environmental information by international financing entities.	DIR-ADM/ DIR-INQ	Impact Real-life relevance
3 Contribute to the review of the EU's implementation of the CRPD by drafting the EO's contribution and following how the Commission delivers its Strategy for the Rights of Persons with Disabilities 2021-30.	DIR-INQ	Citizens' awareness Real-life relevance
4 Create a user-friendly online portal on access to documents, as a resource for experts and potential complainants, including promotion to raise awareness.	DIR-INQ/ COMM/ICT	Real-life relevance Citizens' awareness KPIs 1-2-3-4-5-6
5 Conduct a review of the Fast-Track procedure at the end of the year 2022.	DIR-INQ	Real-life relevance Efficiency
6 Focus on transparency in EU environmental decision making through strategic inquiries and initiatives.	DIR-INQ	Real-life relevance Impact
7 Draw up and implement a work plan for strategic work 2022-24.	DIR-INQ	Impact, Efficiency
8 Complete guidance notes on thematic areas of work of the Office and publish on the website tailored content on the Office's thematic areas of work.	DIR-INQ/ COMM/ICT	Impact Efficiency Citizens' awareness KPIs 1-2-4-5a



Theme 2 - Engaging with stakeholders

Actions	Owner(s)	Targeted Strategy objectives and KPIs
9 Organise, jointly with the French Ombudsman, an ENO conference on the digital divide and the potentially exclusionary effect of online administrations on vulnerable groups, such as elderly people.	COMM/ DIR-INQ (ICT support)	Impact Real-life relevance
10 Organise a strategic event with external stakeholders.	COMM	Real-life relevance KPIs 1-2
11 Organise an academic conference on the evolving role of the European Ombudsman.	DIR-ADM/ DIR-INQ/ COMM	Impact Real-life relevance Citizens' awareness
12 Organise online seminars for experts from ENO offices, including one to define the level of web accessibility for persons with disabilities and identify possible improvements.	COMM/ DIR-INQ	Real-life relevance
13 Strengthen cooperation with international organisations, such as the OECD.	DIR-INQ/ COMM	Real-life relevance

Theme 3 - Ensuring dynamic and relevant communications and outreach

Actions	Owner(s)	Targeted Strategy objectives and KPIs
14 Implement the Office's new logo.	COMM/All	Impact KPIs 5-6
15 Expand the video production to increase the visibility of the Office.	COMM	Citizens' awareness KPIs 1-2-5-6
16 Publish the EOexpress report on the Office's activities on the website.	COMM/ICT	Citizens' awareness KPIs 5-6
17 Launch a new website section that lays out the impact of the EO's work, including promotion to raise awareness.	COMM	Impact Citizens' awareness KPIs 1-2-5a-6
18 Provide a timeline of key steps in inquiries within the complainants' account online.	DIR-INQ/ICT	Efficiency KPI 4



Theme 4 - Improving the management and the security of documents, information and data

Actions	Owner(s)	Targeted Strategy objectives and KPIs
19 Review internal policies on records management and internal public access policies to ensure they are up to date and reflect technological advances.	DIR-ADM/ DIR INQ/ DPO	Efficiency
20 General training and continuous awareness raising on document management requirements.	DIR-ADM	Efficiency KPI 9c
21 Acquire the Q-sign functionality in ARES to certify signatures in our document management system.	DIR-ADM	Efficiency
22 Put in place measures and processes to implement the Office's EUCI decision.	DIR-ADM	Efficiency
23 Adopt an Information policy and an ICT Security policy.	DIR-ADM	Efficiency
24 Enable interaction with the complainant through the online account throughout the life of the complaint.	DIR-ADM	Efficiency Real-life relevance KPI 4

Theme 5 - Strengthening efficiency and resilience

Actions	Owner(s)	Targeted Strategy objectives and KPIs
25 Review and, where necessary, revise the Office's internal rules and policies.	DIR-ADM	Efficiency
26 Consolidate the use of already obtained SYSPER tools (doc engine & personal files).	DIR-ADM/HR (ICT support)	Efficiency
27 Complete the mapping of jobs/functions of the Office; identify core competences and skills & finalise the drafting of the Office's learning and development policy.	DIR-ADM (& all managers)	Efficiency KPI 9c
28 Reorganise the work of the IT team with focus on versatility, resilience, increase of backup capacities and collaboration with external contractors.	DIR-ADM	Efficiency
29 Further develop peer to peer and line manager and team meeting structures to increase efficiency and knowledge management.	DIR-INQ	Efficiency
30 Enhance the functionalities of CMS to better support the work of users.	DIR-ADM/ DIR-INQ	Efficiency KPI 7
31 Further simplify the handling of information requests and of outside the mandate and failure to reply complaints.	DIR-ADM/ DIR-INQ	Efficiency KPIs 7-9b



Actions to reinforce our internal control standards

Internal Control Standard (ICS)	Effectiveness Requirement criteria	Planned actions to improve or develop controls	Owner(s)
ICS 2- Ethical and organisational values	Staff must be kept aware of relevant ethical values and of any associated rules and procedures.	Further refine the Office's policies on ethics and good conduct & obtain the SYSPER module on ethics.	DIR-INQ/ Ethics correspondents
ICS 4 - Staff appraisal and development	Have a framework policy that guides the learning and development initiatives.	Finalise the drafting of the L&D policy. (see also action 27 above)	DIR-ADM
ICS 8 - Processes and procedures	To be effective, all internal financial and control processes must comply with the Financial Regulation and be documented adequately	Review the financial policies, the charters of financial actors and the exception register to ensure alignment with the Financial Regulation.	DIR-ADM
ICS 10- Business continuity	To be effective, business continuity measures need to be constantly adapted to structural and operational changes in an institution.	Review the business continuity process from the beginning in line with BCI guidelines and align it with the EP's approach.	DIR-ADM/All
ICS 11- Document Management	Appropriate processes must be in place to ensure that document management is secure and efficient (in particular as regards retrieving appropriate information)	(i) Organise general training and continuous awareness raising on document management requirements. (see also actions 19&20 above) (ii) Ensure implementation of the EUCI decision. (see also action 22 above)	DIR-ADM
ICS 13- Accounting and financial reporting	The Office must ensure business continue in the area of accounting	Evaluate the feasibility of outsourcing the accounting activities.	DIR-ADM



5. Measuring and reporting on our performance

Progress in achieving our objectives is measured using Key Performance Indicators (KPIs). They are set out below, together with targets for 2022. The KPIs and relevant targets are reviewed and, if necessary, revised on an annual basis.

Key Performance Indicators, measurement and targets for 2022

KPI	Measurement	Targets	Strategy objectives
KPI 1	Percentage of complaints within the mandate	35%	Real-life relevance Citizens' awareness
KPI 2	Number of inquiries opened in cases of public importance (complaints, strategic inquiries and strategic initiatives)	50	Impact on EU administration Real-life relevance
KPI 3	Acceptance rate (previous year's results – composite indicator) Rate of positive follow-up to solution proposals, recommendations and suggestions		Impact on EU administration Real-life relevance
	3a - Overall acceptance rate	80%	
	3b - Acceptance rate in cases of public importance	80%	
	3c - Acceptance rate in Covid-19 related cases (for as long as relevant)	80%	
KPI 4	Perception of our key stakeholders (satisfaction score based on complainant feedback survey)	> 3.12 out of 5	Impact on EU administration Real-life relevance
KPI 5	Web activities (composite indicator)		Citizens' awareness Real-life relevance
	5a - Visitors to the website	600 000	
	5b - Advice given through the interactive guide to contact a member of the European Network of Ombudsmen	10 000	
KPI 6	Social media activities (composite indicator)		Citizens' awareness Real-life relevance
	6a - Increase of followers on social media	+5%	
	Twitter	+15%	
	LinkedIn	+25%	
	Instagram		
	6b - Number of visits to the website through links posted on our social media channels	3 500	
KPI 7	Handling of complaints and inquiries (composite indicator)		Efficiency
	7a - Proportion of cases in which the admissibility decision is taken in one month	95%	
	7b - Average duration of inquiries	150 days	
	7c - Clearance rate (cases closed compared to new cases registered in the reference period)	100%	
KPI 8	Budget implementation (composite indicator)		Efficiency
	8a - Rate of budget implementation	92%	
	8b - Proportion of payments made within 30 days	100%	
KPI 9	Management of Human Resources (composite indicator)		Efficiency
	9a - Occupation rate of establishment plan posts	95%	
	9b - Percentage of workforce dedicated to core activities	65%	
	9c - Average number of training days per staff member	5	



6. Resources for the implementation of the 2022 priorities

6.1. Human resources

The table below shows the allocation of human resources in the various operational entities and the categories of processes of the Operating Framework each of these entities is predominantly involved with.

	Allocation of resources	Management processes	Core processes	Supporting processes
Ombudsman Cabinet	Head of Cabinet: 1 AD: 2 Contract agent: 1		X	
Secretariat-General (Management and coordination)	Secretary-General: 1 AD: 1 AST: 1	X		
Directorate of Inquiries (including Complaint Handling Unit)	Director: 1 Head of Unit: 1 AD: 22 AST: 1 AST SC: 1 Contract agents: 3 Trainees: 7	X	X	
Directorate for Administration	Director: 1	X		X
HR	AD: 2 AST: 6			X
Finance	AD: 1 AST: 2 AST-SC: 2			X
Process & documents management, business continuity and infrastructure	AD: 3 AST: 10 AST-SC: 2 Contract agent: 1 Trainee: 1		X	X
Communication Unit	Head of Unit: 1 AD: 2 AST: 3 AST-SC: 1 Contract agent: 1 Trainee: 1	X	X	



6.2. Budgetary resources by operational line

Budget Lines	Resources (EUR)
A-1 6 1 2 Further training	90 000
A-2 0 0 0 Rent	1 030 000
A-2 0 0 1 Fitting out and installation work	178 000
A-2 0 0 2 Cleaning, maintenance and energy consumption	162 000
A-2 0 0 3 Security and surveillance of buildings	272 000
A-2 1 0 0 Purchase, servicing and maintenance of IT	260 000
A-2 1 2 Furniture	3 000
A-2 1 6 Vehicles	12 000
A-2 3 0 0 Stationery, office supplies and miscellaneous	5 500
A-2 3 0 1 Postage on correspondence and delivery charges	3 000
A-2 3 0 2 Telecommunications	7 000
A-2 3 0 3 Financial charges	700
A-2 3 0 4 Other expenditures	3 500
A-2 3 0 5 Legal costs and damages	1 000
A-2 3 1 Translation and interpretation	315 000
A-2 3 2 Support for activities	160 000
A-3 0 0 Staff mission expenses	120 000
A-3 0 2 Reception and representation expenses	2 000
A-3 0 3 Meetings in general	25 000
A-3 0 4 Internal meetings	25 000
A-3 2 0 0 Documentation and library	5 000
A-3 2 0 1 Archive resources	3 000
A-3 2 1 0 Communication & publications	110 000
A-3 3 0 0 Studies	10 000
A-3 4 0 0 Miscellaneous expenses	2 400



Emily O'Reilly

Annex: Visual representation of the key management documents



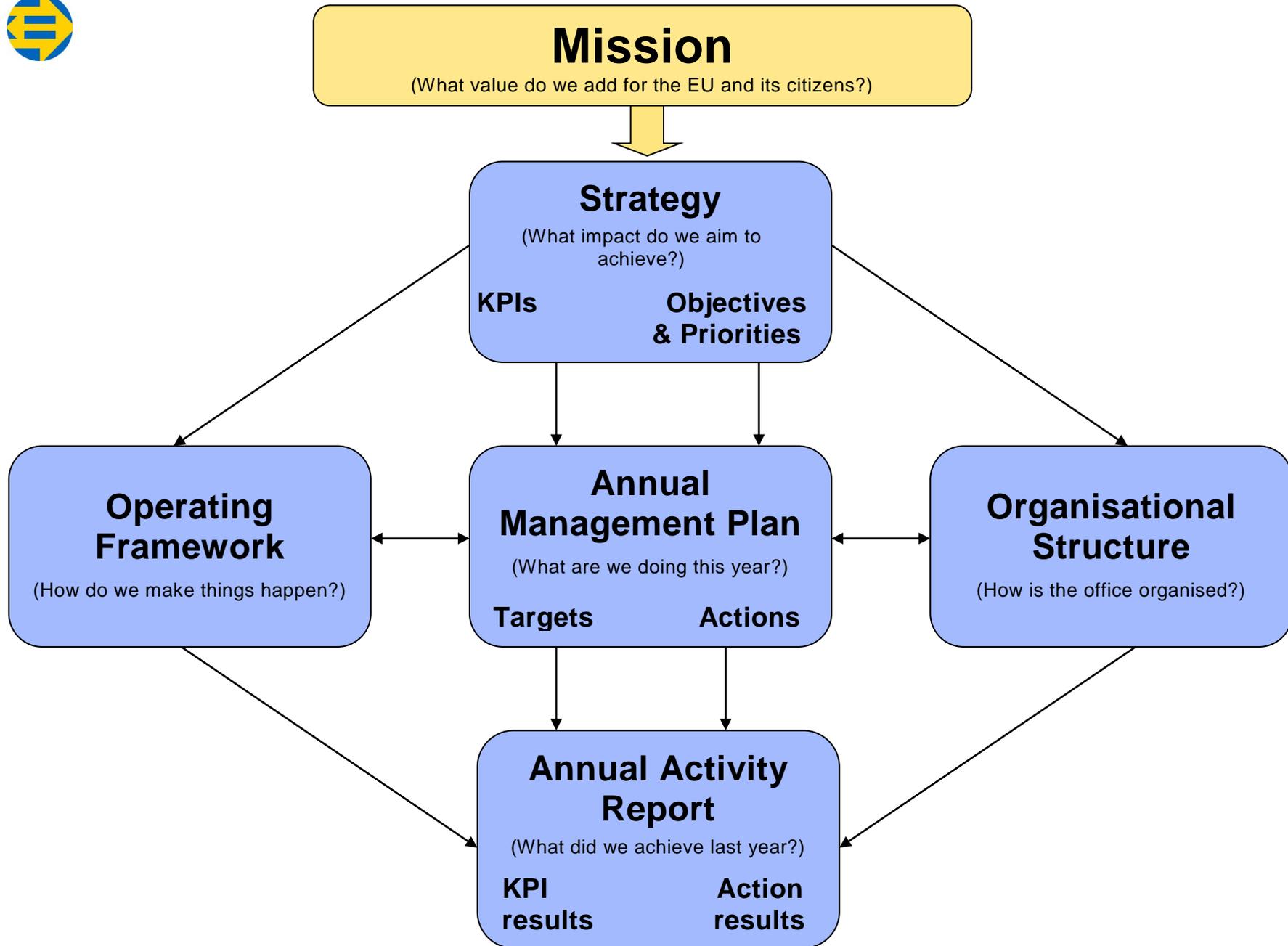
Annex: Visual representation of the key management documents of the Ombudsman's Office

Key management documents and how they relate to one another

We produce a number of documents that help us to guide and manage our activities in line with the mission statement.

They also contribute to the external accountability of the office and are all publicly available. Some are required by law. Others are produced voluntarily by the Office.

These documents aim at answering different questions, as shown in the visual representation below.





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