

Annual Management Plan

Year 2025

Interim version

09 January 2025



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1. Introduction

A new European Ombudsman was elected on 17 December 2024 and will take up her functions following the oath taking ceremony planned on 27 February 2025.

This Management Plan for 2025 is adopted by the current Ombudsman in order to provide the Office with an interim work programme until the newly elected Ombudsman formulates her strategy and establishes her priorities. This document may therefore be reviewed or replaced by a new management plan later in 2025.

For ease of planning and reference, it is based on the high-level objectives of the Strategy 'Towards 2024' and the current organisation of the Office. The work programme focuses primarily on advancing and completing ongoing projects and on ensuring business continuity and compliance with our legal and financial obligations.

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 resources available to the European Ombudsman in 2025 include an overall budget of EUR 15 558 918 and 75 posts.



2. The organisation of the office

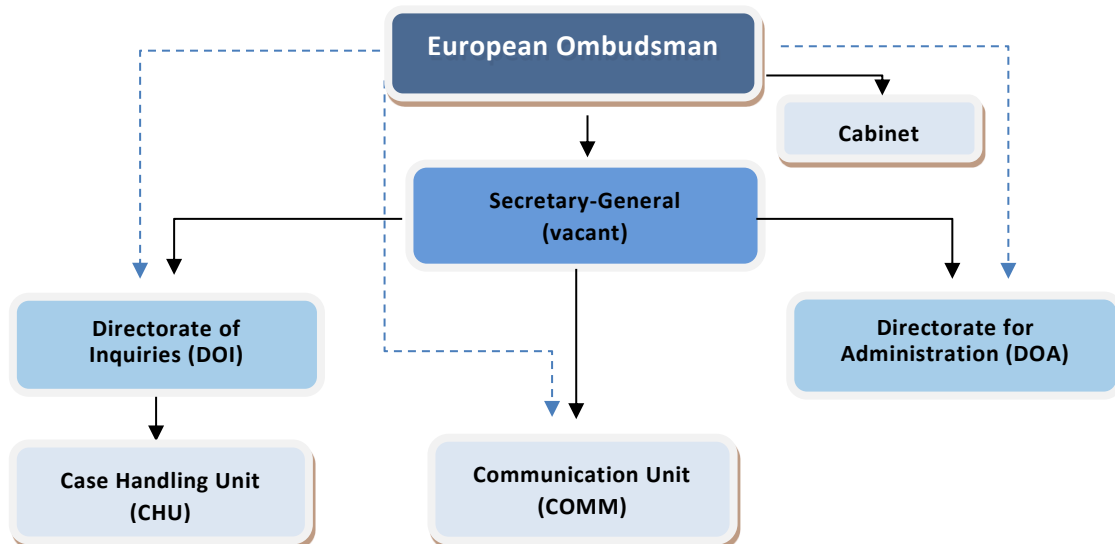
The **Cabinet (CAB)** works under the direct instruction of the Ombudsman. It advises and assists the Ombudsman to help ensure implementation of her vision, strategy and objectives. Cabinet members also liaise and represent the Ombudsman externally and draft speeches and articles on behalf of the Ombudsman.

The **Secretary-General (SG)** is responsible for the overall management of the office and for ensuring coordination and implementation of the Ombudsman's strategy. Since the retirement of the Secretary-General in September 2022, the Directors and the Head of the Communication Unit report directly to the Ombudsman. Coordination is done at the Directorates' level with the support of the Secretariat-General staff and the Ombudsman's Cabinet.

The **Directorate of Inquiries (DOI)**, which includes the **Case-handling Unit (CHU)** implements the Ombudsman's strategy in the area of complaints and inquiries, by uncovering maladministration and promoting good administration across the EU institutions, bodies, offices and agencies.

The **Directorate for Administration (DOA)**, is responsible for all matters related to human resources (THR), budget and finance (TFIN), process management, business continuity and infrastructure (TPBI). 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.





3. Operational objectives and actions for 2025

The table below is organised under the four high-level objectives of the strategy 'Towards 2024'. It sets out the operational objectives for 2025, the corresponding outputs and indicators and targets to measure implementation.

This section also includes information on planned actions to strengthen or develop the internal control standards to be prioritised in 2025.

ACHIEVE LASTING IMPACT ON THE EU ADMINISTRATION				
1	Operational objective: <i>Revisit key inquiry areas to assess impact</i>			
	Output	Indicator	Target	Owner(s)
	Identify areas to be assessed, such as delays in dealing with requests for public access to documents and artificial intelligence in the EU Administration, and propose follow-up actions.	Completion date	Q3/Q4	DOI
2	Operational objective: <i>Further enhance the mainstreaming of disability rights in EO work and office activities</i>			
	Output	Indicator	Target	Owner(s)
	As part of the Article 33(2) Framework, help determine EU follow-up after the review of EU institutions by the UN CRPD in March 2025.	Completion of internal document and mapping of subsequent potential inquiry work	Q2	DOI
3	Operational objective: <i>Recognise and encourage examples of good administration</i>			
	Output	Indicator	Target	Owner(s)
	Launch the European Ombudsman's Award for Good Administration.	Deadline for sending invitations to EU institutions to participate	Q3	COMM
4	Operational objective: <i>Celebrate the European Ombudsman's 30th anniversary</i>			
	Output	Indicator	Target	Owner
	Produce an online web story and video to highlight key cases, impact, achievements and facts about the Office and the Ombudsman's work.	Publication date	Q2	COMM



5	Operational objective: <i>Assess the follow-up of the full range of European Ombudsman suggestions</i>			
	Output	Indicator	Target	Owner(s)
	Produce a short report on the follow-up of suggestions.	Completion date KPI 3	Q4	DOI/TPBI

ENSURE REAL-LIFE RELEVANCE TO EUROPEAN CITIZENS				
6	Operational objective: <i>Engage in discussion with key stakeholders on important thematic areas and topical issues</i>			
	Output	Indicator	Target	Owner(s)
	Organise an ENO seminar/conference on a topic of relevance to EU citizens.	Implementation date	Q4	COMM
7	Operational objective: <i>Help citizens exercise their right to access EU documents</i>			
	Output	Indicator	Target	Owner
	Put in place a process to update the online guides on public access to EU documents.	Completion date KPI 1	Q2	DOI
8	Operational objective: <i>Enhance the use of AI in our case handling processes</i>			
	Output	Indicator	Target	Owner
	Identify processes and tools where AI could assist and produce an internal document that maps these and matches them with AI tools.	Completion date	Q3/4	DOI/ICT
	Integrate the Ombudsman's decisions to GPT@JRC.	Completion date	Q1	TPBI
	Set up a tool to regularly update GPT@JRC.	Completion date	Q2	TPBI



INCREASE CITIZENS' AWARENESS OF OUR WORK			
9	Operational objective: <i>Introduce the public to the new European Ombudsman's priorities</i>		
	Output	Indicator	Target
	Organise a press conference to introduce the new European Ombudsman and her priorities to the media.	Completion date	Q1/2
	Organise an in-house event to introduce the European Ombudsman to relevant stakeholders.	Implementation date	Q2
	Produce social media campaigns to publicise the European Ombudsman's priorities.	Publication date KPI 6	Q2
10	Operational Objective: <i>Showcase our work on Instagram</i>		
	Output	Indicator	Target
	Produce Instagram reels showing behind the scenes at the European Ombudsman.	Publication date	Q3
11	Operational objective: <i>Enhance the thematic presentation of cases on the website</i>		
	Output	Indicator	Target
	Analyse the effectiveness of filters 'by topic'.	Completion date	Q1/2
	Adapt the filters or keywords to satisfy the need.	Completion date	Q2

CONTINUE TO IMPROVE OUR EFFICIENCY

12	Operational objective: <i>Enhance internal communications</i>			
	Output	Indicator	Target	Owner(s)
	Improve the user-friendliness of the EO's Intranet 'SISTEO'.	Implementation date	Q3	COMM/ ICT
	Make an overview document of how the Communication Unit can help promote the Office's work available to all staff.	Implementation date	Q3	COMM
	Consolidate the existing knowledge management information on SISTEO by area of expertise.	Completion date	Q1	DOI- thematic teams
13	Operational objective: <i>Ensure high levels of ethical awareness</i>			
	Output	Indicator	Target	Owner(s)
	Carry out a staff survey on ethical matters.	Implementation date	Q3/4	DOA/SG
14	Operational objective: <i>Enhance the office's Learning & Development offer</i>			
	Output	Indicator	Target	Owner(s)
	Prepare learning paths for the main job profiles.	Draft learning paths for inquiries officers, managers, HR and Finance assistants KPI 9	Q3	DOA- THR/ All managers



15	Operational objective: <i>Upgrade and review the office's Human Resources corporate tools and policies</i>			
	Output	Indicator	Target	Owner(s)
	Keep abreast with the European Commission's Human Resources Transformation (HRT) project, which replaces SYSPER, identify priority modules, and prepare their introduction to our office.	Attendance of meetings on HRT progress	4 meetings	DOA-THR/ICT
		Identification of priority modules	2 modules	
Training of HR staff on the use of the new modules	3 staff members			
Review the HR policies and update them as appropriate	Number of policies reviewed Implementation date	5 Q4	DOA-THR	
16	Operational objective: <i>Improve analysis of EO website visits</i>			
	Output	Indicator	Target	Owner(s)
	Implement the use of <i>Europa Webanalytics</i> for analysis.	Completion date	Q1	TPBI/COMM
17	Operational objective: <i>Improve the full-text search of documents stored in the office's Case Management System (CMSEO) to improve knowledge management</i>			
	Output	Indicator	Target	Owner(s)
	Indexation of the documents.	% of indexation	100%	TPBI
	Identification and correction of documents that are not or only partly searchable.	% of fully searchable documents	100%	TPBI
18	Operational objective: <i>Improve the efficiency and usability of CMSEO</i>			
	Output	Indicator	Target	Owner(s)
	Continue work to optimise and enhance CMSEO, notably DOI priorities. Identify issues and work with ICT and registry to improve.	Implementation date	Q3/4	DOI/TPBI
	Improve the tool to implement the retention periods of personal data of complainants in CMSEO.	Completion date	Q4	TPBI/DOI



19	Operational objective: <i>Enhance interaction with complainants via their online account</i>			
	Output	Indicator	Target	Owner(s)
	Implement a feature that allows depositing correspondence with complainants directly into their online account.	IT feature installation date KPI 4	Q3	TPBI
	Discontinue sending of deposited documents by e-mail.	Implementation date	Q4	TPBI
20	Operational objective: <i>Implement an intuitive and reliable tool to enable more staff members in the EO's office to create and manage case-related statistics</i>			
	Output	Indicator	Target	Owner(s)
	Set up the tool for existing data.	Completion date	Q3	TPBI
	Train staff in the use of the tool.	Number of staff trained	5	TPBI/ COMM
21	Operational objective: <i>Enhance the inventory management</i>			
	Output	Indicator	Target	Owner(s)
	Review the inventory rules	Completion date	Q4	TFIN/ TPBI
22	Operational objective: <i>Replace financial system</i>			
	Output	Indicator	Target	Owner(s)
	Go-live with SUMMA, the next generation-corporate financial system, replacing ABAC	Implementation date KPI 8	Q3	TFIN
	Re-train staff currently working with ABAC	Completion date	Q3	TFIN



Actions to reinforce our internal control standards

Internal Control Standard (ICS)	Planned actions	Owner(s)
<p>ICS 1 - Mission The <i>raison d'être</i> of the European Ombudsman's office and the specific mission of each entity are clearly defined in up-to-date and concise mission statements.</p>	Review the Office's mission statement based on the newly elected Ombudsman's vision and priorities for the mandate.	CAB/All
<p>ICS 2 - Ethical and organisational values Management and staff are aware of, and share, appropriate ethical and organisational values and uphold these through their own behaviour and in decision-making.</p>	Adopt the new ethics decision and organise info sessions for all staff. Carry out an ethics awareness survey (see also operational objective 13).	DOA-THR
<p>ICS 5 - Objectives and performance indicators The European Ombudsman's objectives are clearly defined and updated when necessary. They are formulated in a way that makes it possible to monitor their achievement. Key performance indicators are established to help management evaluate and report on progress made in relation to set targets.</p>	Define the objectives for the new mandate and review the KPIs to ensure alignment with these objectives.	CAB/SG/ All
<p>ICS 8 - Processes and procedures The European Ombudsman's processes and procedures used for the implementation and control of its activities are effective and efficient, adequately documented and compliant with applicable provisions. They include arrangements to ensure segregation of duties and to track and give prior approval to control overrides or deviations from policies and procedures.</p>	Finalise the review of the financial policies to ensure alignment with the Financial Regulation.	DOA-TFIN
<p>ICS 10 - Business continuity Adequate measures are in place to ensure continuity of service in case of "business-as-usual" interruption. Business Continuity arrangements are in place to ensure that the European Ombudsman's office is able to continue operating to the extent possible whatever the nature of a major disruption.</p>	Ensure effective implementation of the business continuity measures (training, tests, and alternative procedures).	DOA/All



<p>ICS 11 - Document management Appropriate processes and procedures are in place to ensure that the European Ombudsman's document management is secure, efficient (in particular as regards retrieving appropriate information) and complies with applicable legislation.</p>	<p>Delete or archive complaints that have exceeded the retention period. (See also operational objective 18)</p>	<p>DOA-TPBI</p>
<p>ICS 12 - Information and communication ICT systems used and/or managed by the European Ombudsman's office are adequately protected against threats to their confidentiality and integrity.</p>	<p>Adopt an internal ICT security policy and take implementing measures.</p>	<p>DOA-TPBI</p>



4. 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 2025. The KPIs are based on the 'Strategy Towards 2024' and may thus be reviewed in the context of a new strategy.

Key Performance Indicators, measurement and targets for 2025

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 3a - Overall acceptance rate 3b - Acceptance rate in cases of public importance	80% 80%	Impact on EU administration Real-life relevance
KPI 4	Perception of our key stakeholders (satisfaction score based on complainant feedback survey)	> 3 out of 5	Impact on EU administration Real-life relevance
KPI 5	Web activities (composite indicator) 5a - Visitors to the website 5b - Advice given through the interactive guide to contact a member of the European Network of Ombudsmen	750 000 10 000	Citizens' awareness Real-life relevance
KPI 6	Social media activities (composite indicator) 6a - Increase of followers on social media Impressions engagement rate across the top three social media platforms Followers' growth across all social media platforms 6b - Number of visits to the website through links posted on our social media channels	+2.5% +5 000 4 500	Citizens' awareness Real-life relevance
KPI 7	Handling of complaints and inquiries (composite indicator) 7a - Proportion of cases in which the admissibility decision is taken in one month 7b - Average duration of inquiries 7c - Clearance rate (cases closed compared to new cases registered in the reference period)	95% 150 days 100%	Efficiency
KPI 8	Budget implementation (composite indicator) 8a - Rate of budget implementation 8b - Proportion of payments made within 30 days	93% 100%	Efficiency
KPI 9	Management of Human Resources (composite indicator) 9a - Occupation rate of establishment plan posts 9b - Percentage of workforce dedicated to core activities 9c - Average number of training days per staff member	95% 65% 5	Efficiency



5. Resources for the implementation of the 2025 priorities

5.1. 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 AST: 1	X	X	
Secretariat-General (Management & Coordination)	AD: 1 AST: 1	X		
Directorate of Inquiries (including Complaint Handling Unit)	Director: 1 Head of Unit: 1 AD: 30 AST: 2 Contract agents: 1 Trainees: 7	X	X	
Directorate for Administration	Director: 1 AST:1	X		X
HR	AD: 2 AST: 5			X
Finance	AD: 1 AST: 1 AST-SC: 2			X
Process & documents management, business continuity and infrastructure	AD: 3 AST: 10 AST-SC: 1 Contract agents: 3 Trainee: 1		X	X
Communication Unit	Head of Unit: 1 AD: 1 AST: 3 Contract agents: 3 Trainees: 1	X	X	
			X	



5.2. Budgetary resources by operational line

Budget Lines	Resources (EUR)
A-1 6 1 2 Training	90 000
A-2 0 0 0 Rent	1 058 000
A-2 0 0 2 Cleaning, maintenance and energy consumption	215 594
A-2 0 0 3 Security and surveillance of buildings	345 000
A-2 1 0 0 Purchase, servicing and maintenance of IT	372 236
A-2 1 2 Furniture	3 000
A-2 1 6 Vehicles	12 000
A-2 3 0 0 Stationery, office supplies and miscellaneous	3 500
A-2 3 0 1 Postage on correspondence and delivery charges	2 500
A-2 3 0 2 Telecommunications	4 500
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	245 000
A-2 3 2 Support for activities	179 000
A-3 0 0 Staff mission expenses	102 000
A-3 0 2 Reception and representation expenses	2 000
A-3 0 3 Meetings in general	72 000
A-3 0 4 Internal meetings	30 000
A-3 2 0 0 Documentation and library	1 000
A-3 2 0 1 Archive resources	6 000
A-3 2 1 0 Communication & publications	28 000
A-3 3 0 0 Studies	10 000
A-3 4 0 0 Miscellaneous expenses	2 400

Signed on 09/01/2025

Emily O'Reilly

Annex: Visual representation of the key management documents



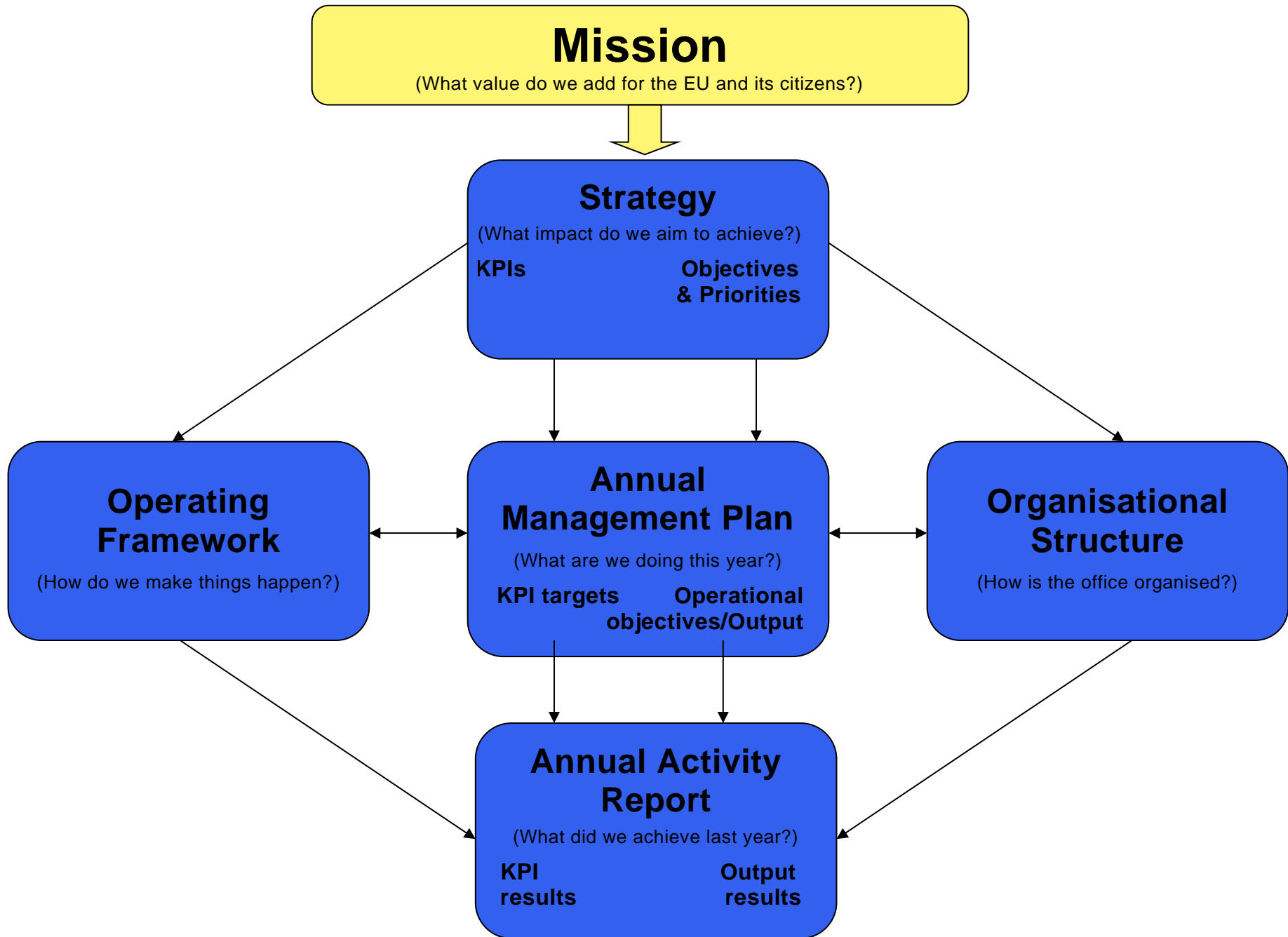
Annex: Visual representation of the key management documents

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 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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