

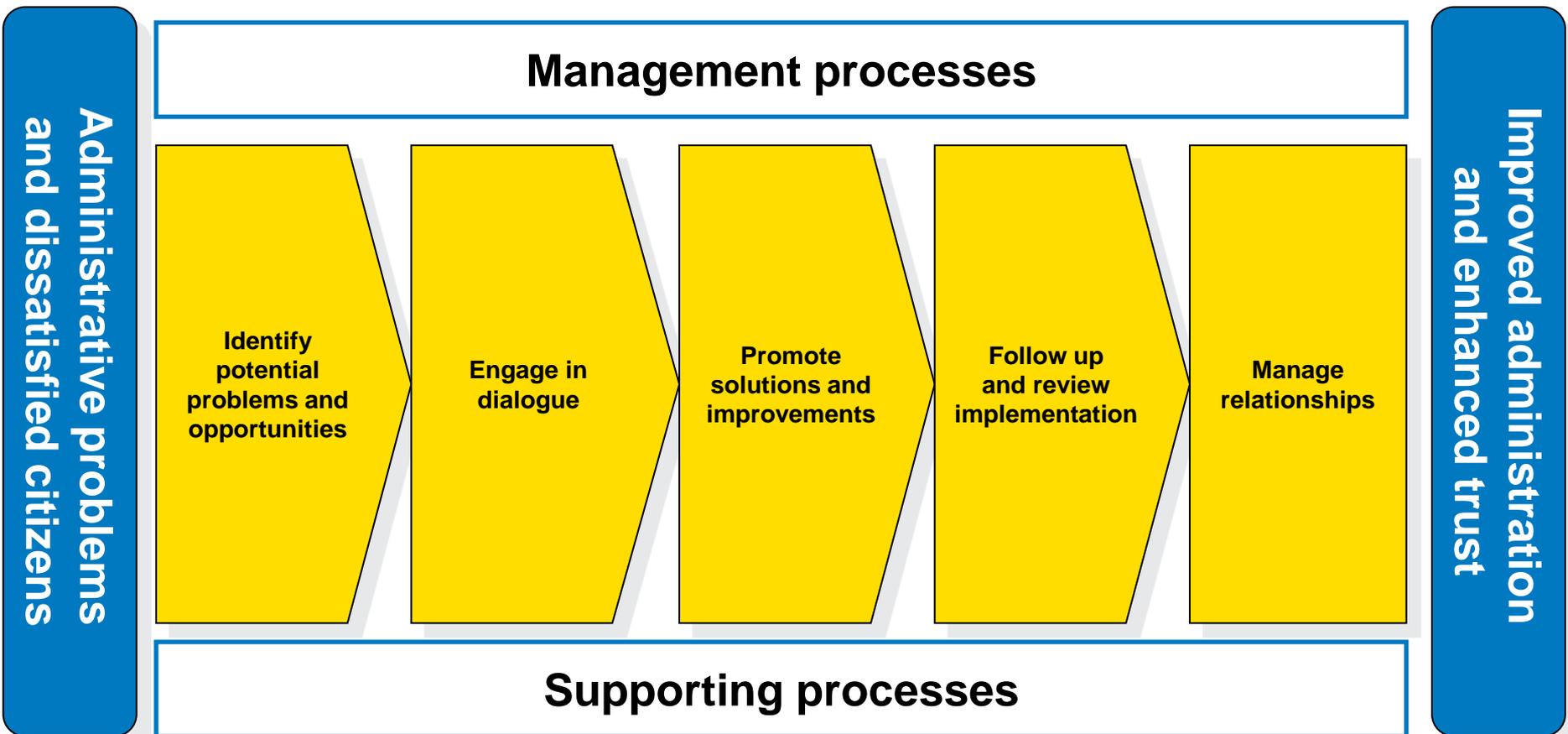
OPERATING FRAMEWORK AND KEY PROCESSES



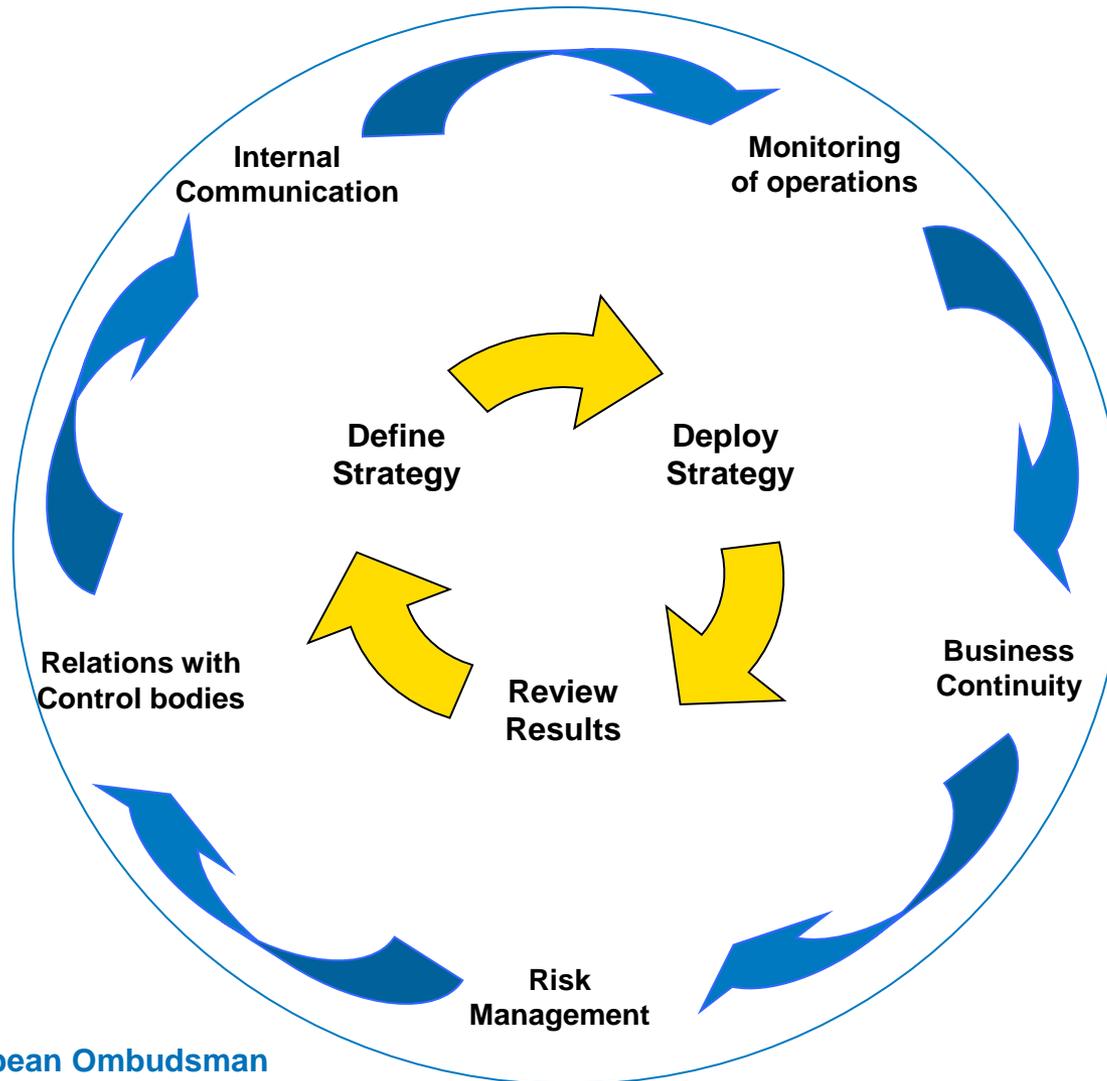
European Ombudsman

V4-December 2015

Operating Framework



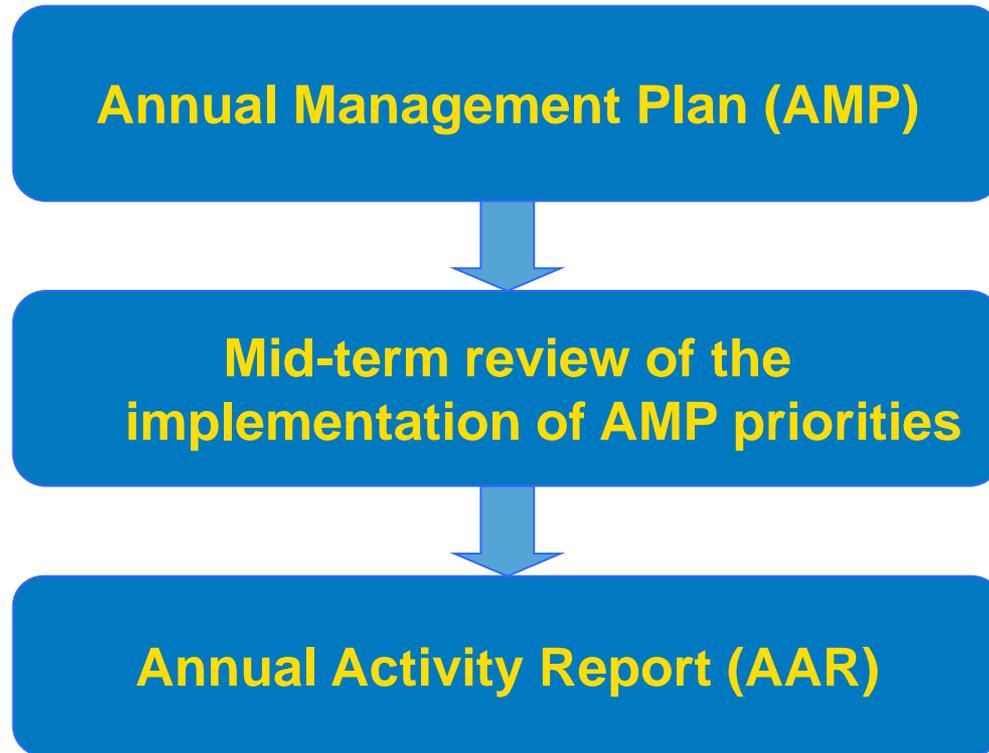
1. Management processes



1.1 Define Strategy



1.2 Deploy Strategy



2. Identify potential problems and opportunities

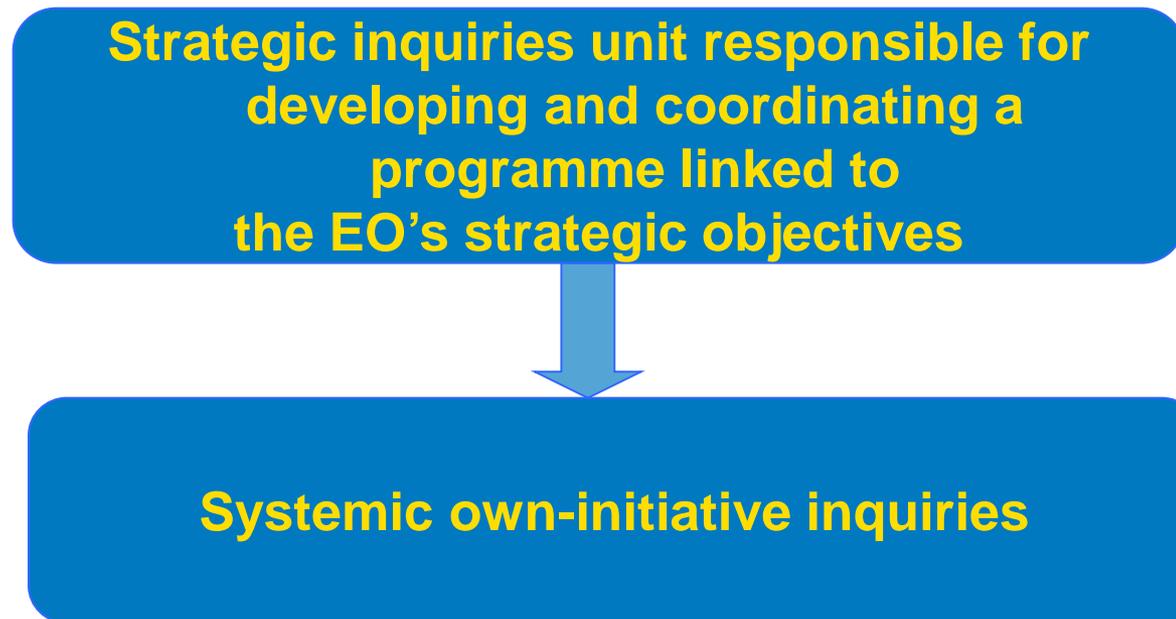
2.1 Proactive identification of systemic issues in the EO's fields of activity

2.2 Complaints

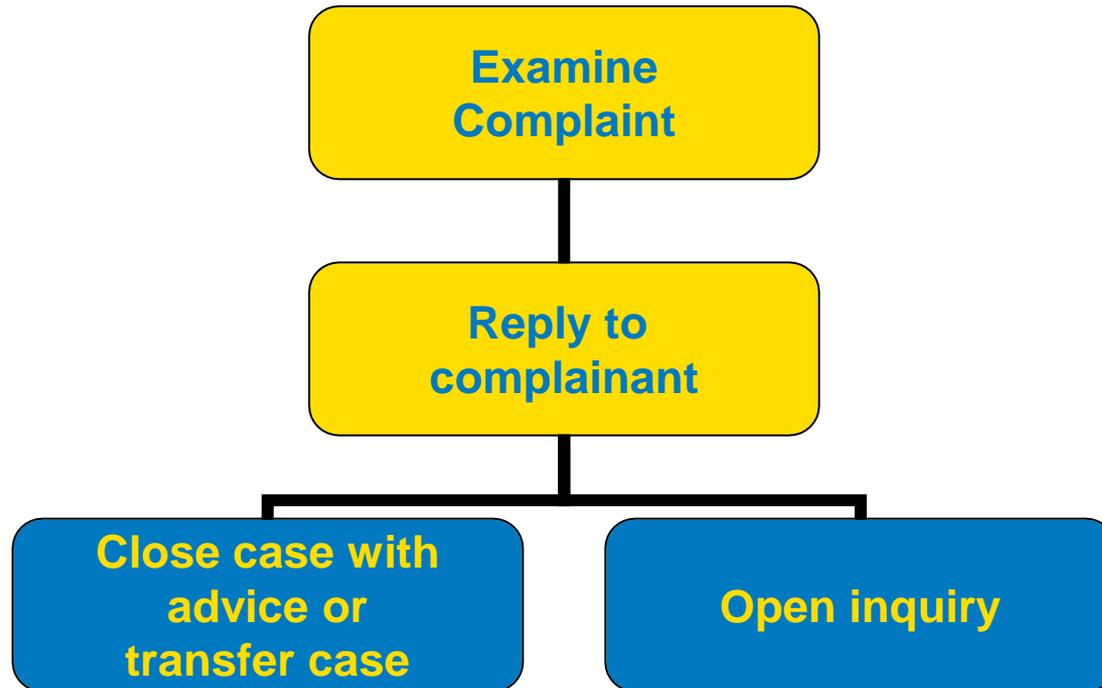
2.3 Other stakeholder input



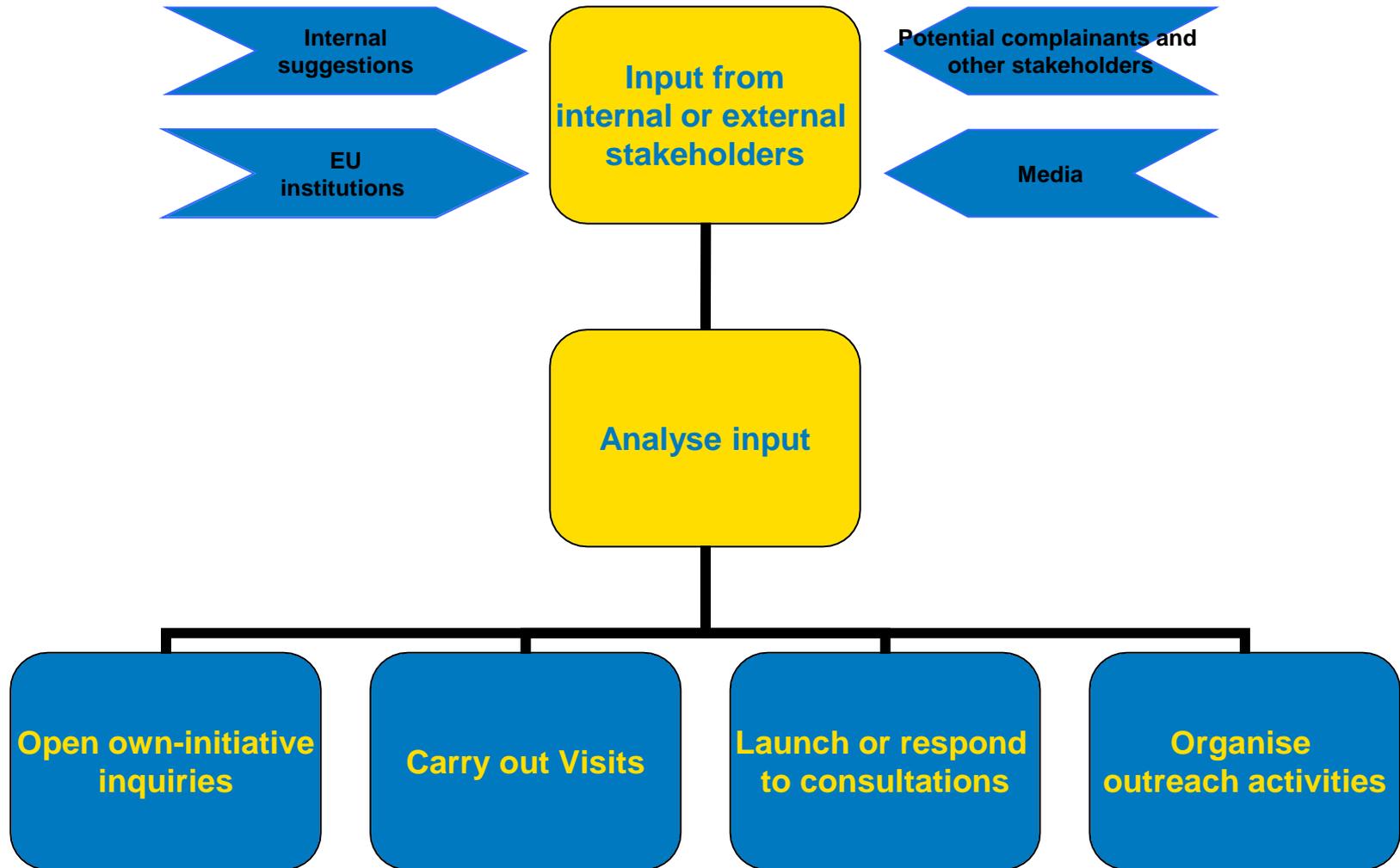
2.1 Proactive identification of systemic issues in the EO's fields of activity



2.2 Complaints



2.3 Other Stakeholder input



3. Engage in dialogue

In the context of

3.1 Inquiries

3.2 Consultations

3.3 Outreach activities



3.1 Inquiries

Investigating complaints

Own-initiative inquiries

Visits to Agencies

Queries from the Network



3.2 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, ...



3.3 Outreach activities

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

Target group activities

Proactive use of media





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

Critical remarks

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
and guidance**

Presentations to target audiences

Press releases and interviews

Organising thematic events



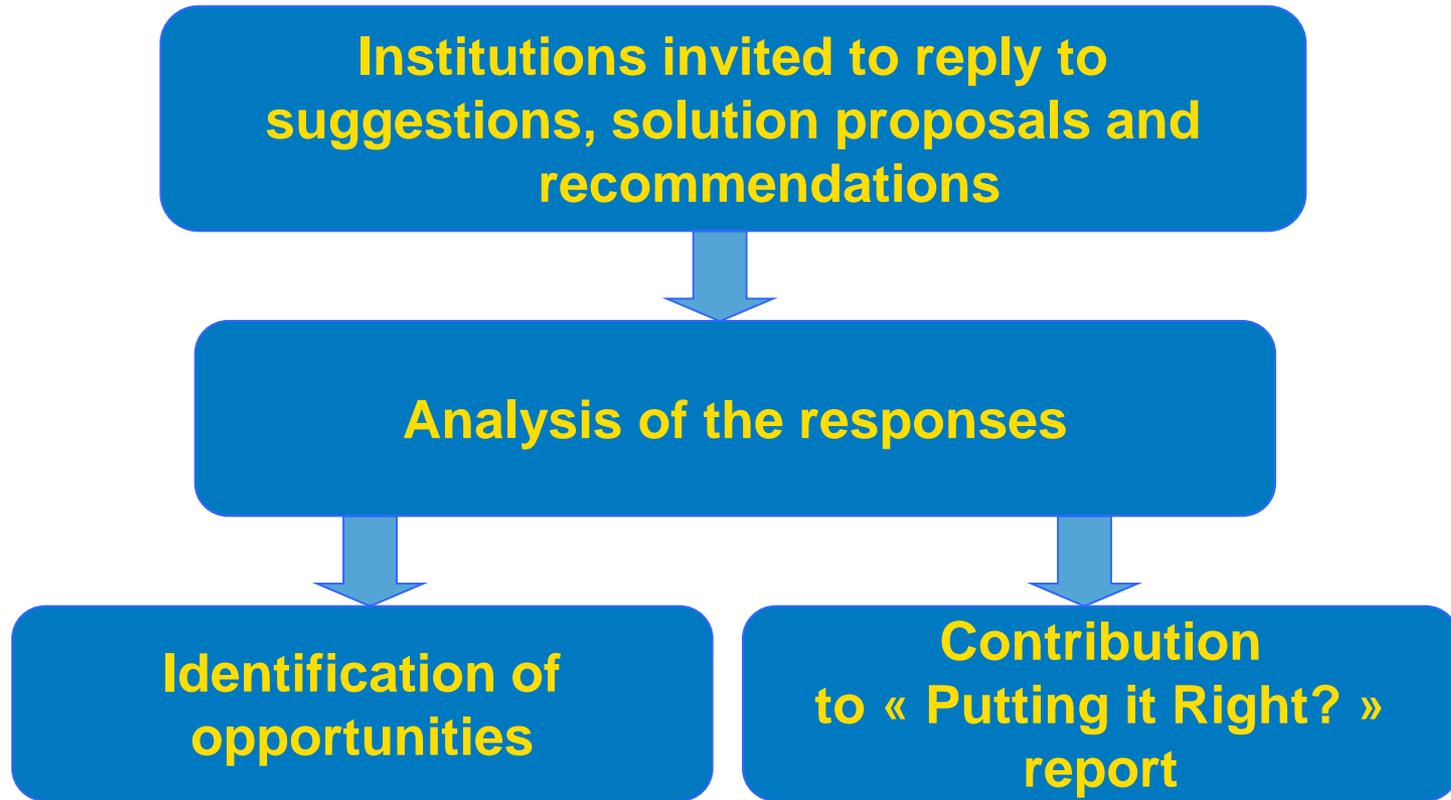
5. Follow-up and review implementation

5.1 Compliance analysis

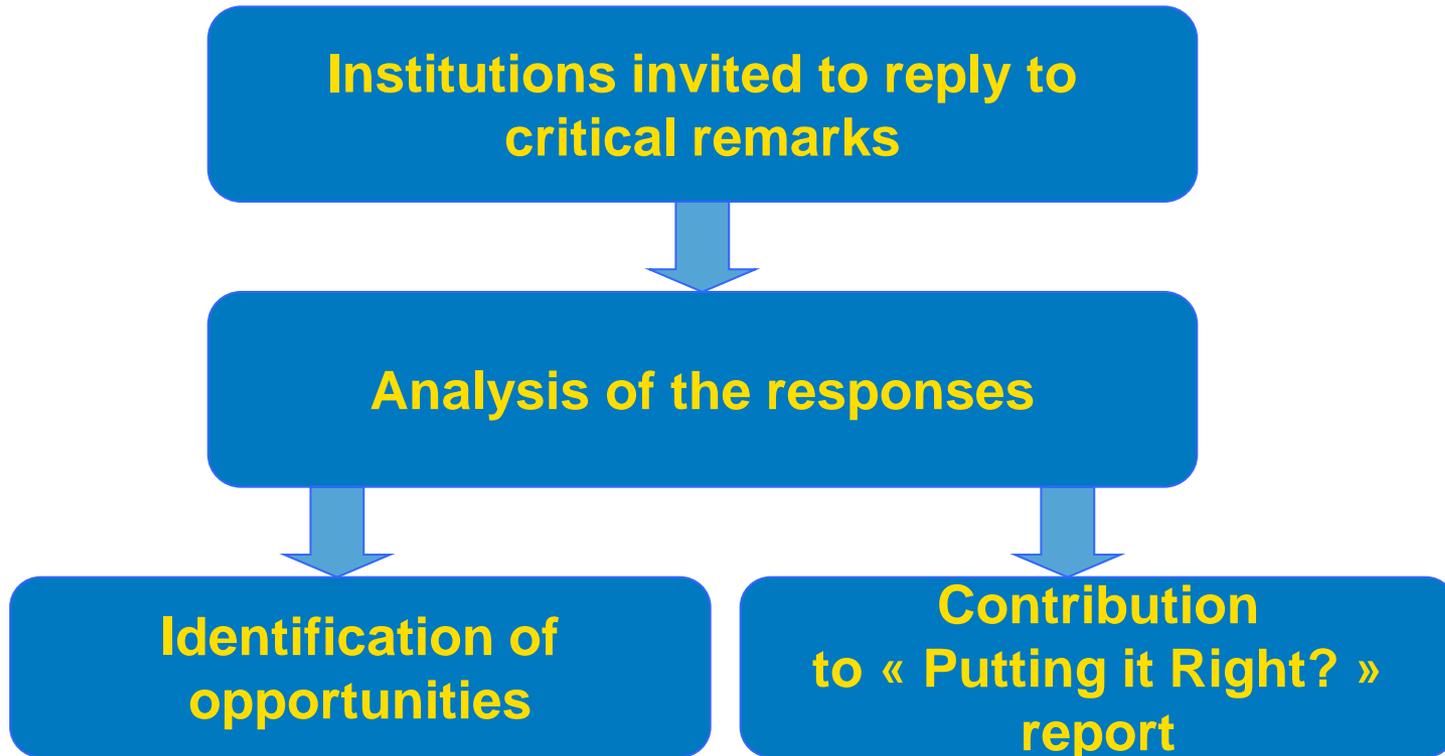
5.2 Follow-up to critical remarks



5.1 Compliance analysis



5.2 Follow-up to critical remarks



6. Manage relationships

6.1 Relations with complainants

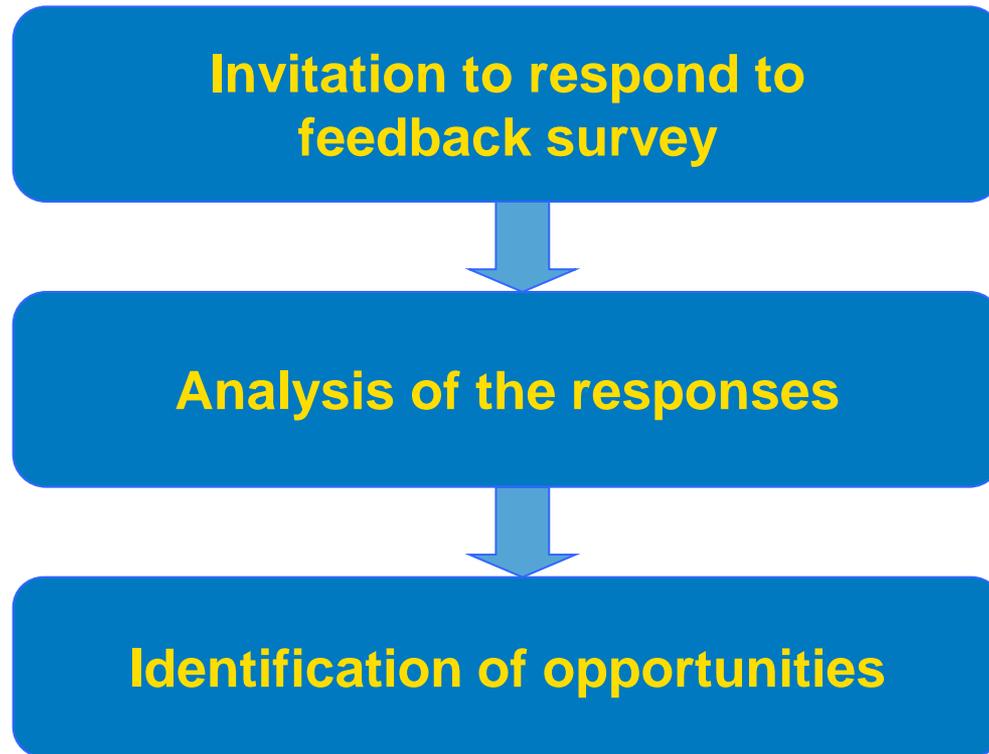
6.2 Relations with the European Parliament

6.3 Relations with the European Network of Ombudsmen

6.4 Relations with other stakeholders



6.1 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 and other events

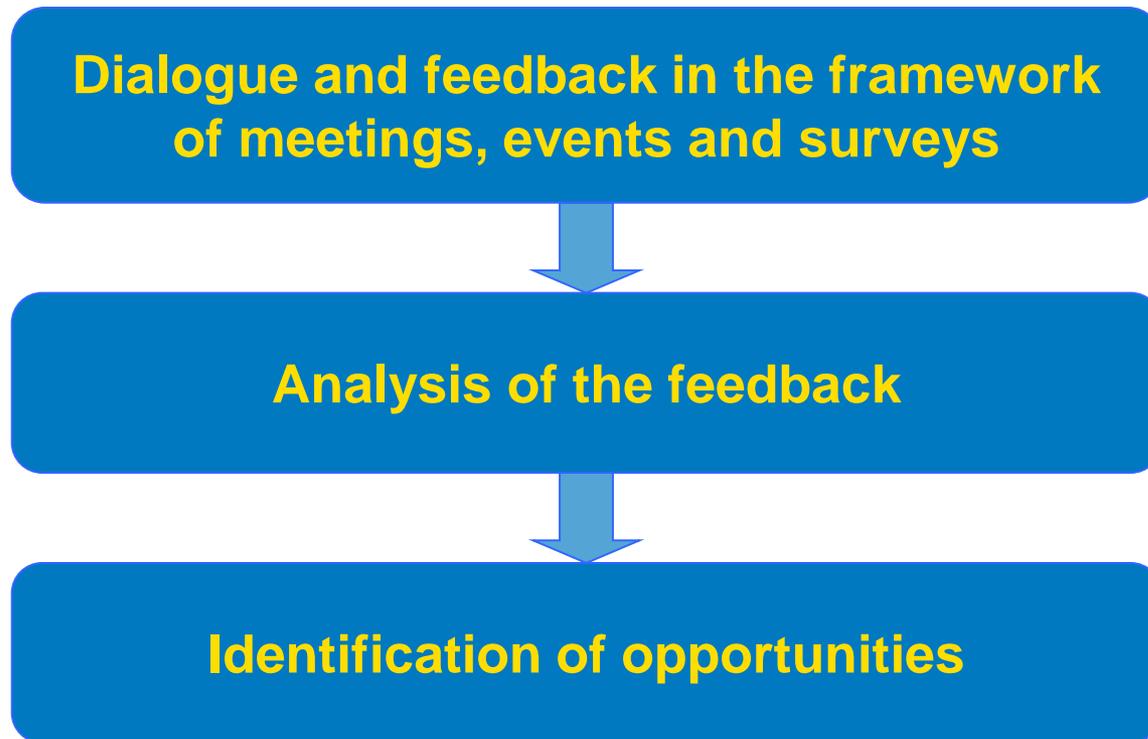
**Electronic discussion forum and
daily news service**

Newsletter



6.4 Relations with other stakeholders

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



7. Supporting processes

7.1 People

7.2 Finances

7.3 Information management

7.4 ICT

7.5 Administration



7.1 People

Recruitment

Training

Appraisal and career development

Leaving the institution



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

ICT Sector 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

