

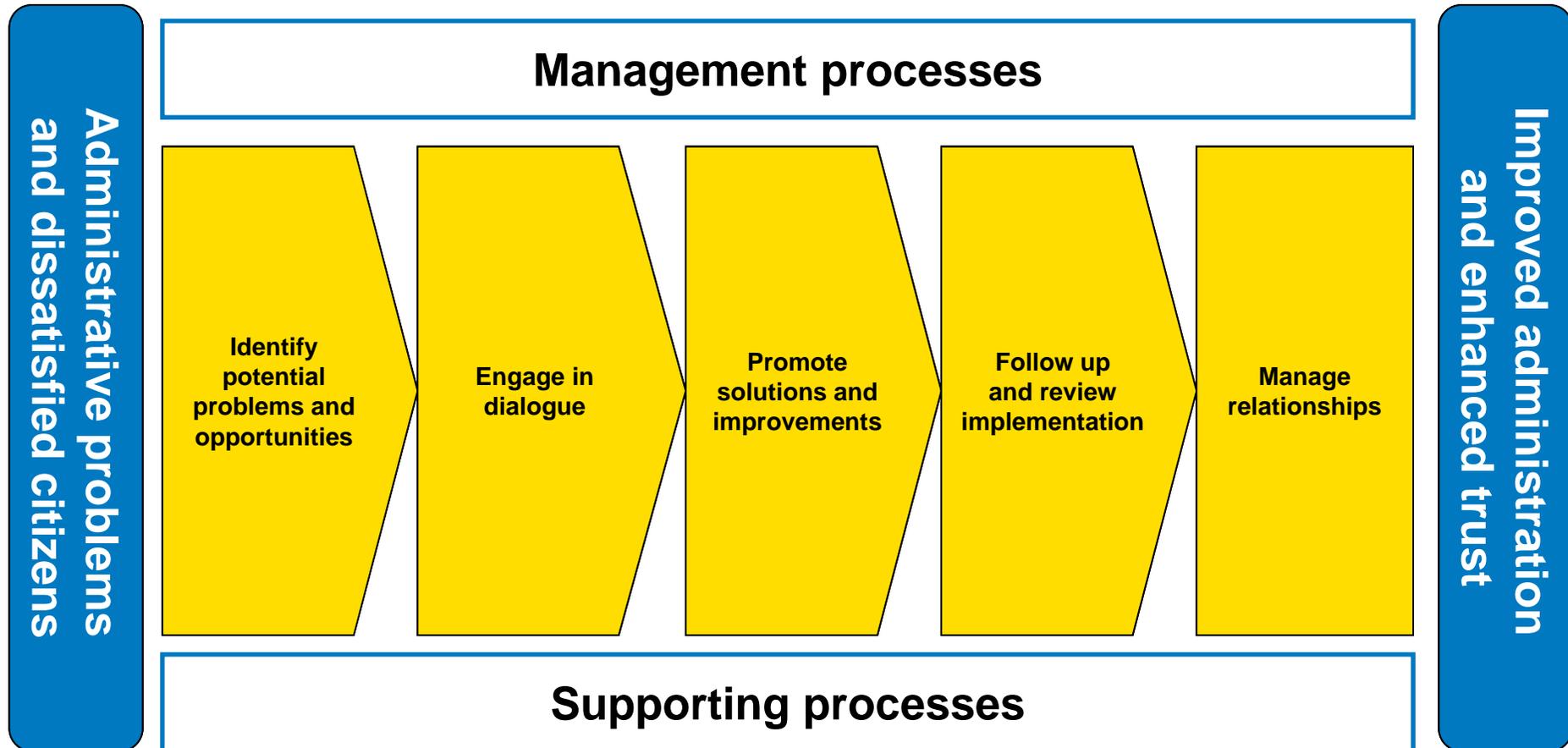
OPERATING FRAMEWORK AND KEY PROCESSES



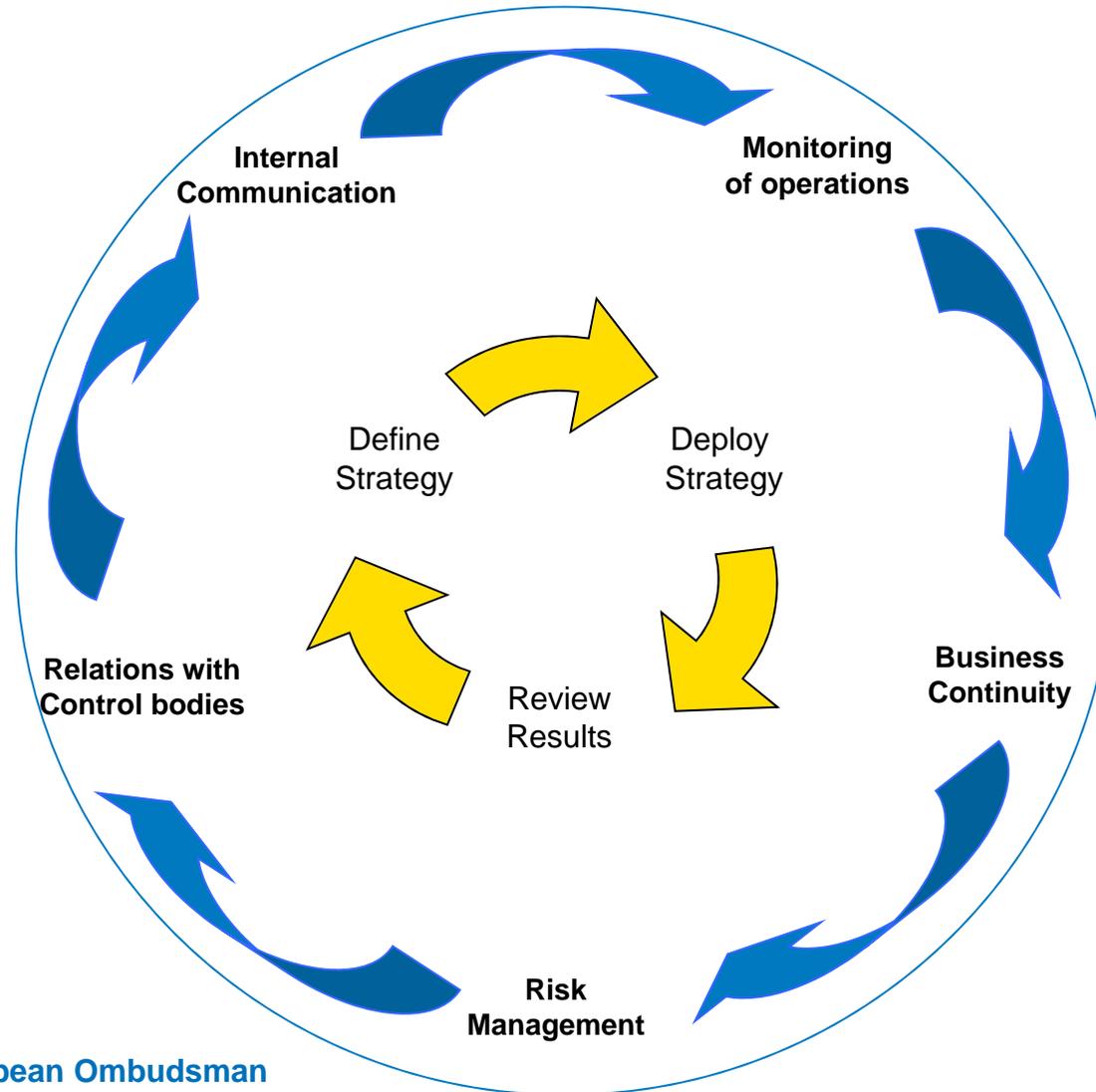
European Ombudsman

V6- December 2017

Operating Framework



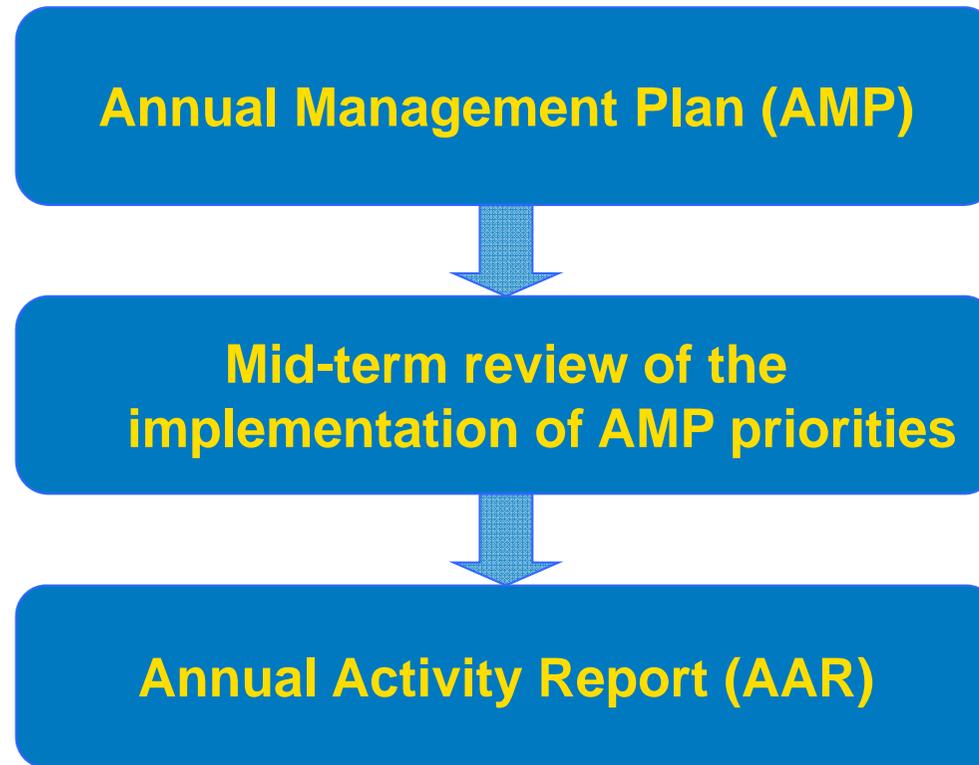
1. Management processes



1.1 Define Strategy



1.2 Deploy Strategy



2. Identify potential problems and opportunities

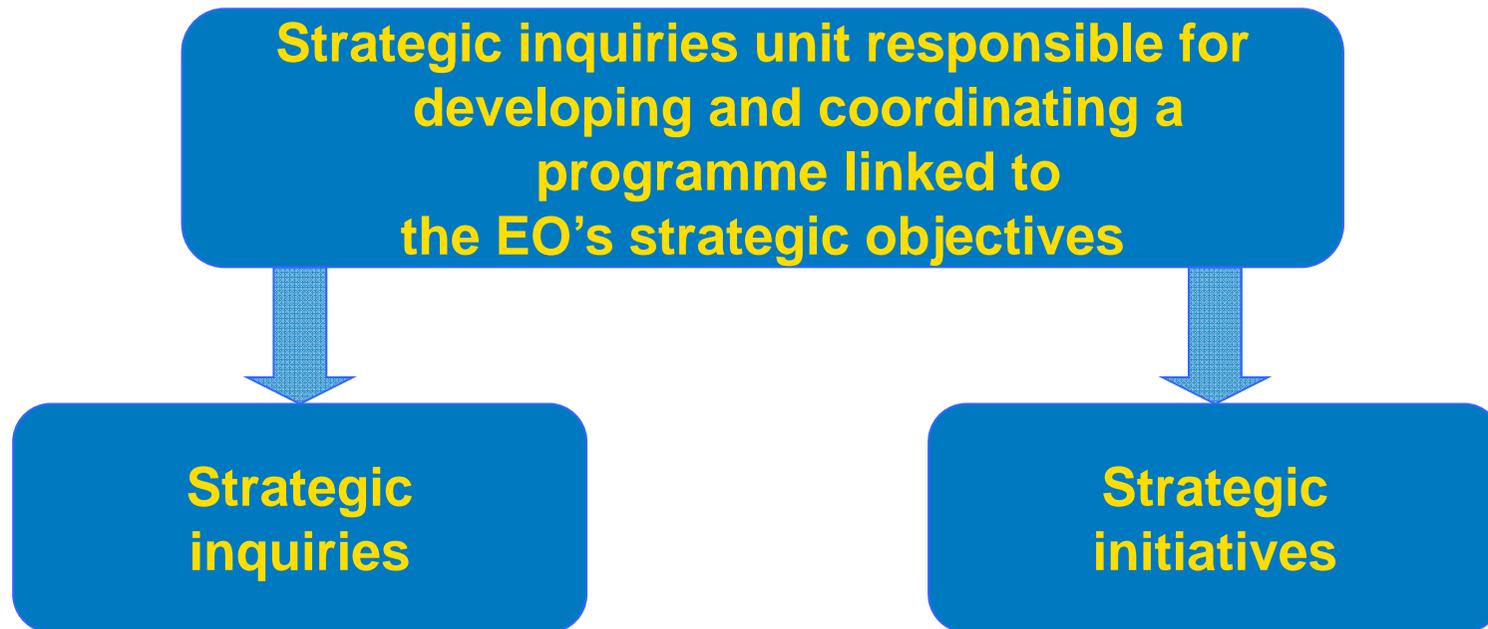
2.1 Proactive identification of systemic issues in the EO's fields of activity

2.2 Complaints

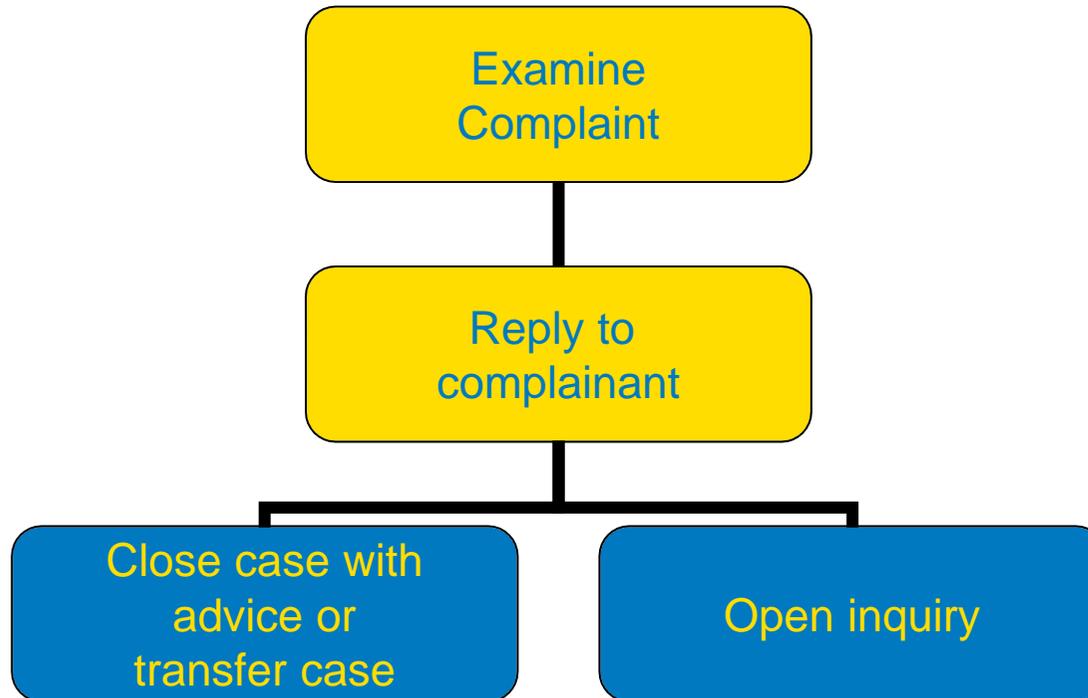
2.3 Other stakeholder input



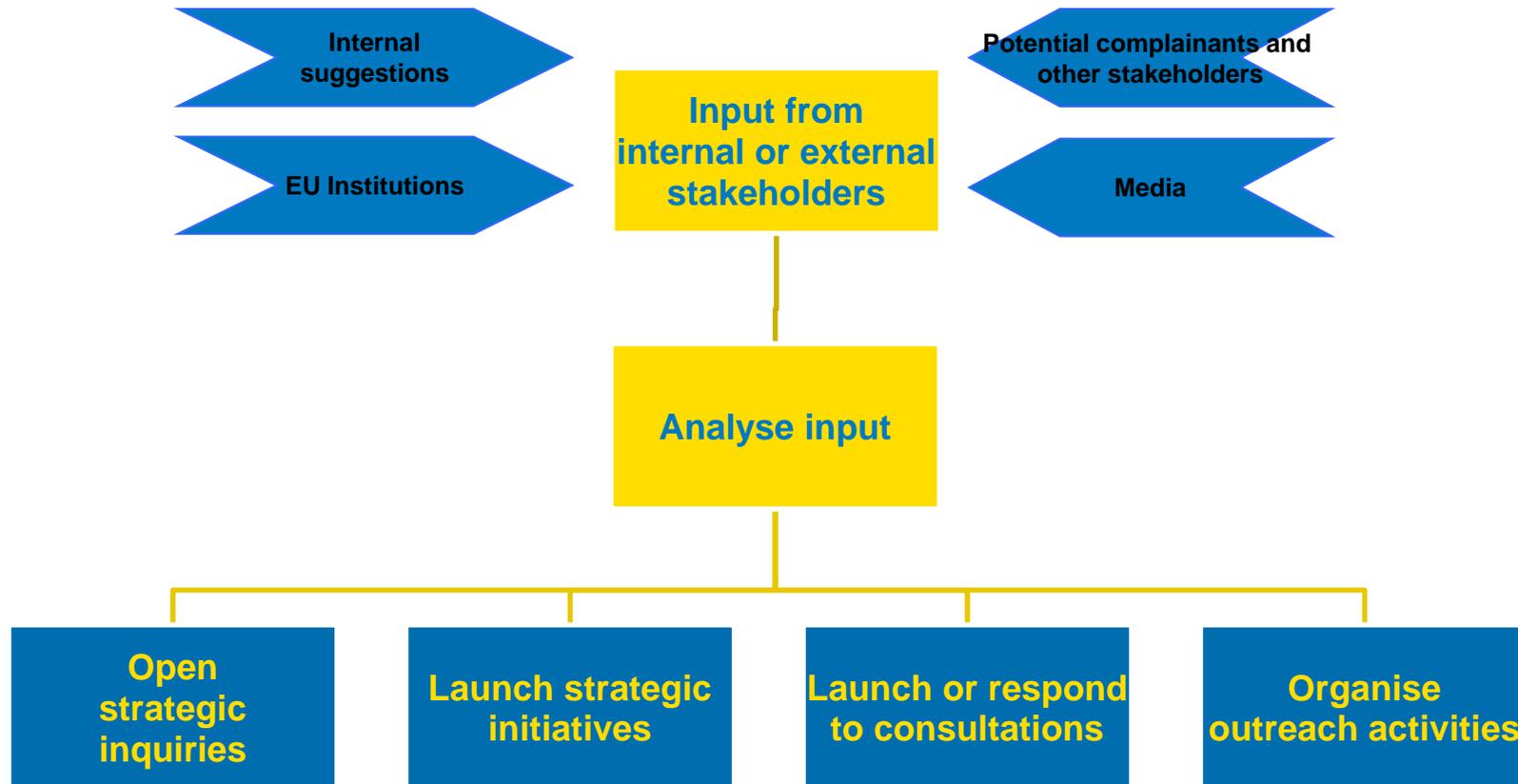
2.1 Proactive identification of systemic issues in the EO's fields of activity



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

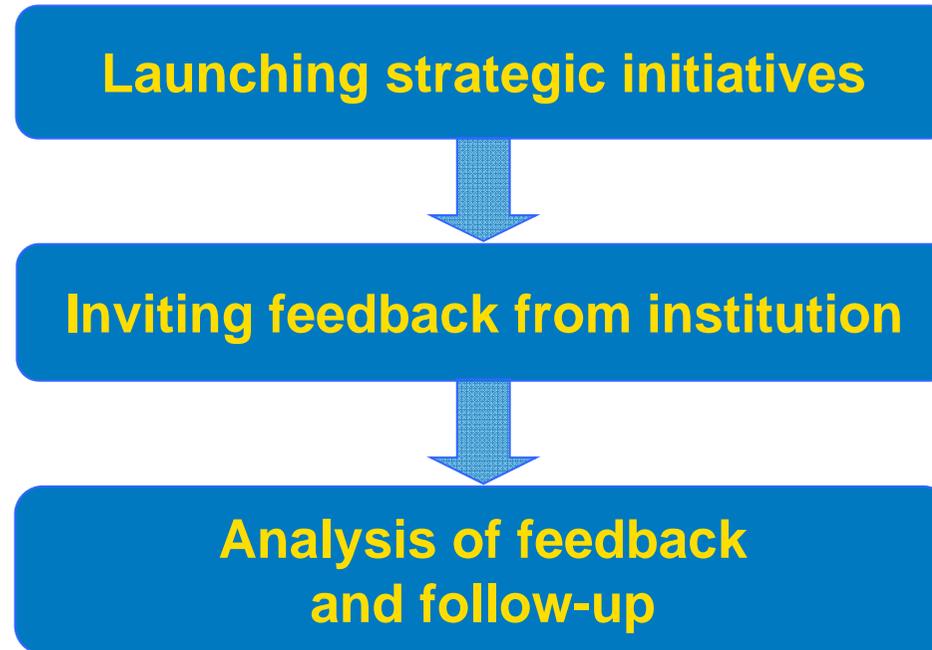
Strategic (own-initiative) inquiries

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



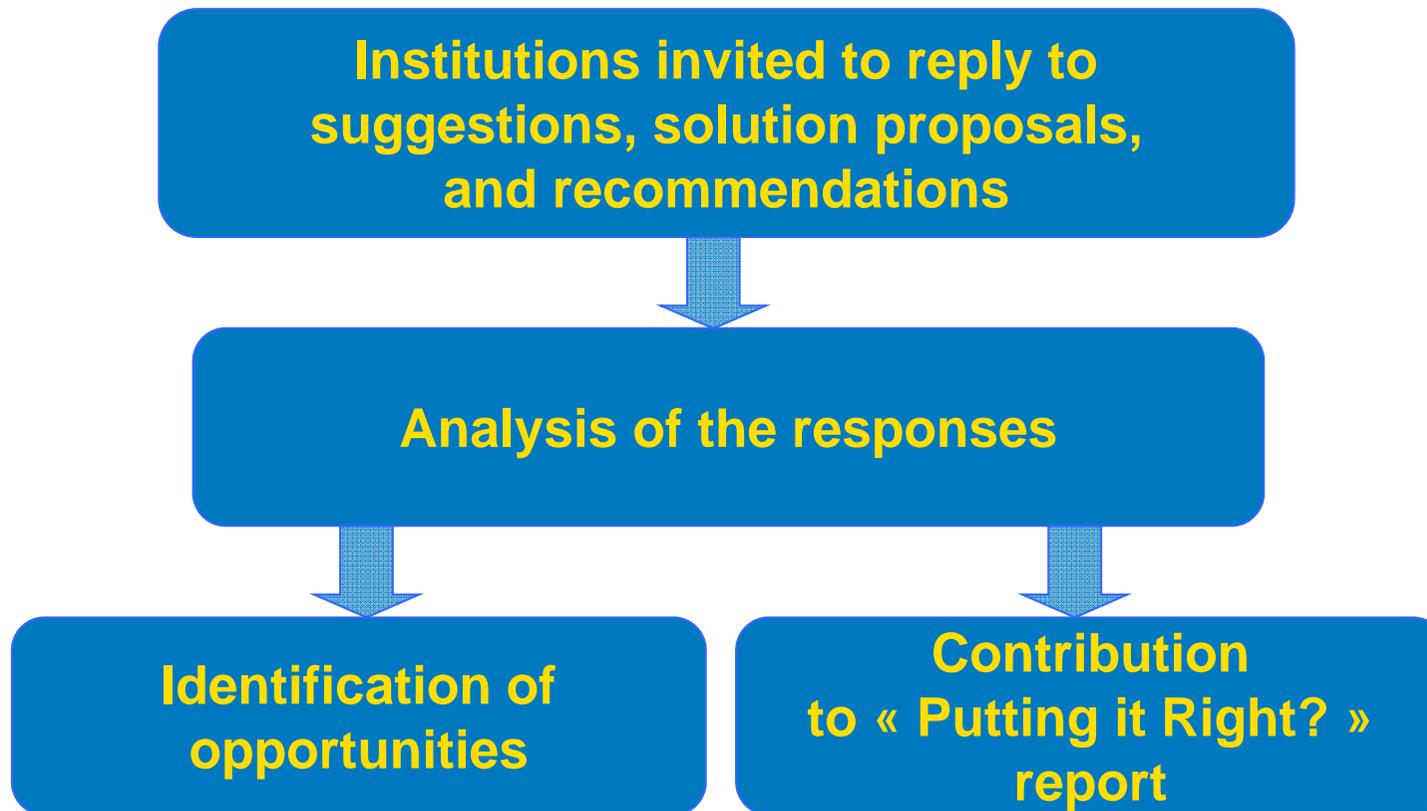
5. Follow-up and review implementation

5.1 Compliance analysis

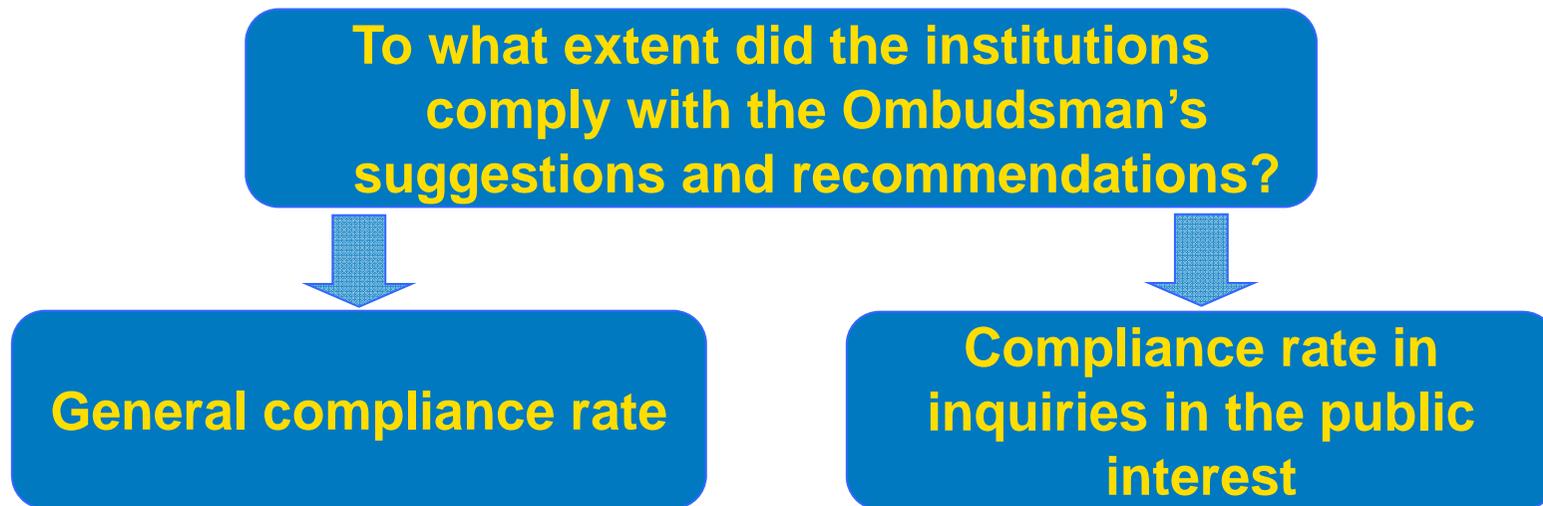
5.2 Compliance rate



5.1 Compliance analysis



5.2 Compliance rate



6. Manage relationships

6.1 Relations with complainants

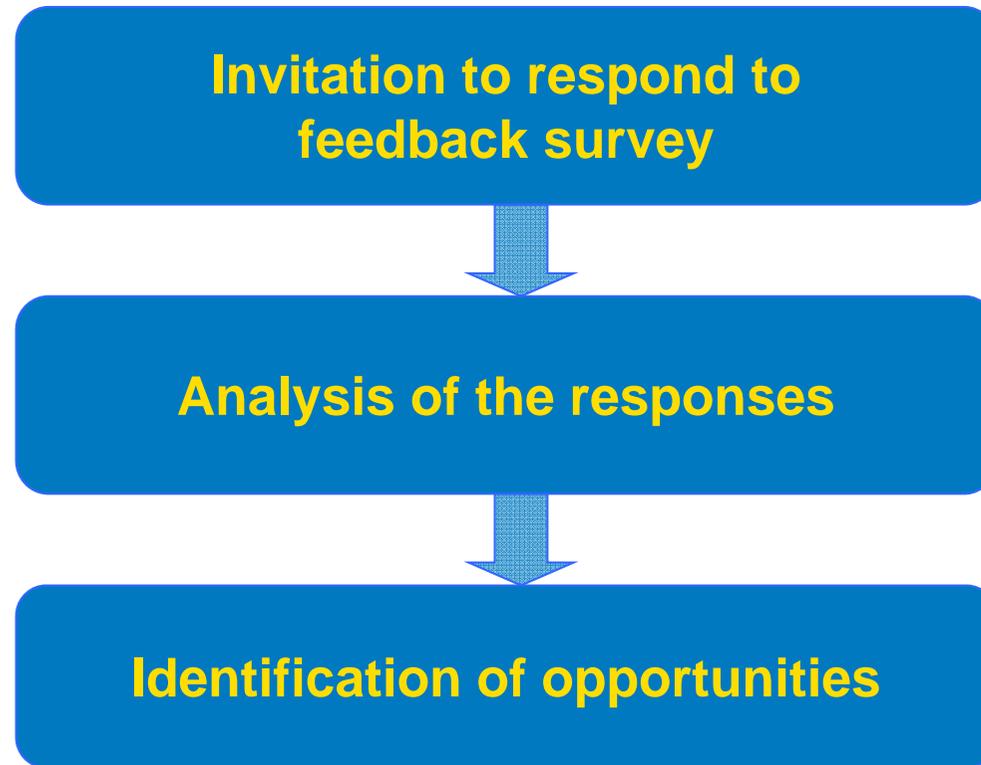
6.2 Relations with the European Parliament

6.3 Relations with the European Network of Ombudsmen

6.4 Relations with other stakeholders



6.1 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

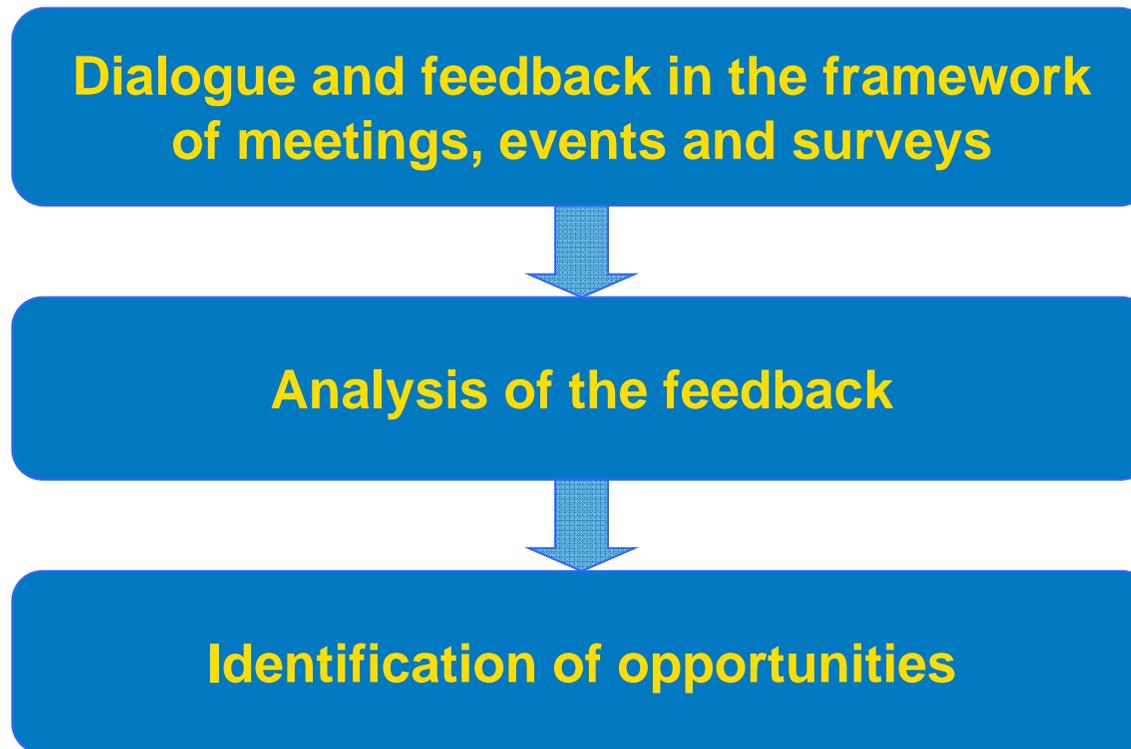
Electronic discussion forum and daily news service

Newsletter



6.4 Relations with other stakeholders

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



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

Definition of roles & responsibilities

**Working environment and
conditions**

Recruitment

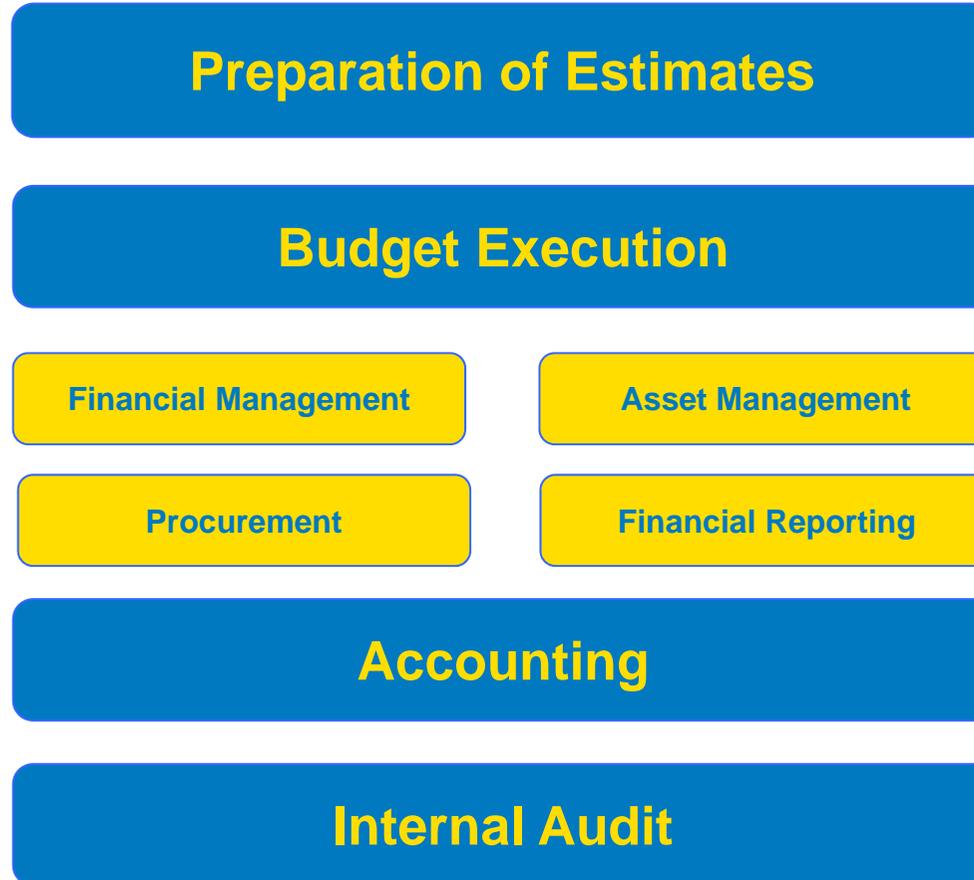
Learning & Development

People management

Internal & external communication



7.2 Finances



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

