



Office of the Public
Defender of Rights

DEVELOPMENT STRATEGY

OF THE OFFICE OF THE PUBLIC DEFENDER OF RIGHTS FOR

2016–2021

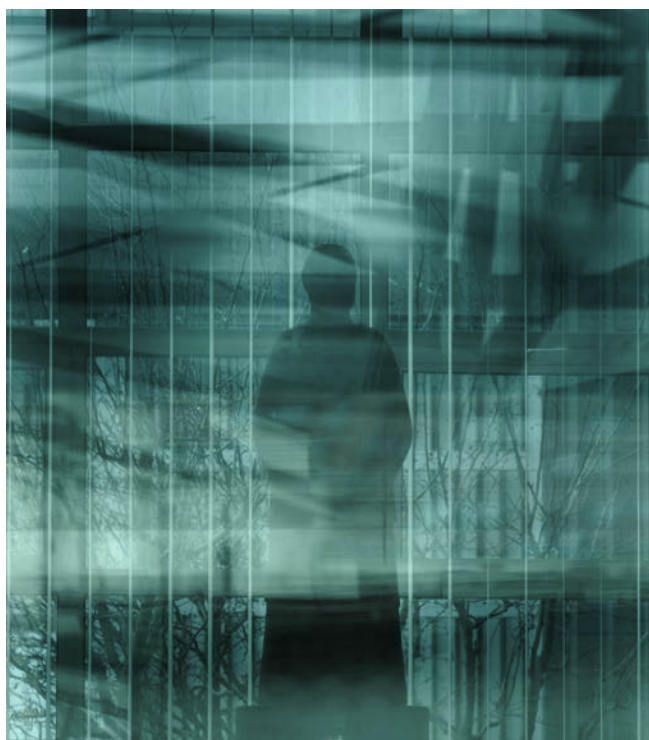
The Role of the Office of the Public Defender of Rights (hereinafter the “Office”) is to provide the Defender with services and support necessary to fulfil the Defender’s mission to:

- provide help to citizens and protect their rights and dignity;
- support good governance;
- prevent ill-treatment;
- strive for society without prejudice.

The missions of both the Defender and the Office follow from the duties imposed upon them by law. We deal with steps taken by authorities and facilities where people may be restricted on their freedom, as well as their compliance with the principle of equal treatment. To be able to fulfil our mission as well as possible, we need to give some thought to how well and efficiently we perform our tasks. We know that the following is important for us:

- **Professionalism** (expertise, speed, efficiency, comprehensibility)
- **Openness** (transparency, predictability, forthcoming attitude, including support the work-life balance)
- **Dignity** (partnership approach, mutual respect and respect to others, no prejudice, equal treatment)

We want you to know and respect us as an impartial, professional and open institution that contributes to good governance and protection of fundamental rights and dignity of people.



To achieve our vision, we wish that

- People perceive us as professionals who will provide help with a forthcoming attitude, quickly, efficiently and comprehensibly. The Office serves as an open, trustworthy and safe institution for its clients.
- Authorities and other entities affected by our activities¹ respect us as professionals who approach them as their partners and with respect to their work, but who nonetheless consistently, convincingly and impartially insist on remedying any maladministration. We wish to engage in mutual discussion, share experience, findings and best practices, and thus jointly contribute to reinforcing trust and confidence in law and in institutions serving our society.

¹ Facilities where people may be restricted on their freedom, private entities and thus all of those whose steps should be reviewed by the Public Defender based on the law, as well as those who are affected by our activities for other reasons.

Therefore, with a view to getting closer every day to achieving our vision, we set strategic goals for our Office in the area of managing human resources, quality and efficient use of our means in an environmentally sound manner.

»»»» 1/ Strategic goal: Effective system of managing and developing human resources

The Office is a stable and fair employer. Professionalism and satisfaction of our employees are important to us. Senior officers know their employees, are aware of their competences, strengths and weaknesses, know what they are motivated by and know the areas where they wish and need to develop. The employer is sensitive to the needs of his employees and approaches them on a case-by-case basis. Employees are regularly evaluated and remunerated according to previously set and transparent criteria. Employees wish to deliver best results, not because they have to, but because they strive to contribute to achieving the Office's mission. They are aware that it is also up to them, how this vision of the Office and common goals will be achieved.

1. activity: Maintain and develop professionalism and competences of employees
2. activity: Develop management and leadership skills of senior officers
3. activity: Strongly support equal treatment, gender balance and work-life balance

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The Office is a demanding and fair employer who supports professional growth, initiative, independence and responsibility. The Office is an employer who supports the work-life balance. Employees of the Office are loyal and proud to work in the Office and to hold a meaningful job. Employees know that it is our mission to help people.

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»»»» 2/ Strategic goal: Effective quality management system

Since we help the Defender fulfil her statutory role, it is of key importance for us to understand how she herself perceives her mission and what she considers her priorities. We strive to ensure that our help to people is fast, efficient, comprehensible and provided with a forthcoming attitude. To this end, we strive to improve efficiency and streamline our internal processes, mutual communication and transfer of information throughout the Office. We want to be perceived as a trustworthy and respected institution; it is important to us that the Office and the Public Defender of Rights are seen in positive terms. We therefore strive to inform the public as comprehensibly as possible of our activities and in



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We perform our tasks in a professional manner. We know what activities we want to pursue, why and when we want to do so. We regularly evaluate whether we have achieved our goals. We know that everything gets done faster and more efficiently if we communicate with each other.

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what situations we can offer our help. We want to be an organisation that takes its lessons and since there is only one Office of the Public Defender of Rights, we often learn from “older” and more experienced colleagues from foreign Ombudsman’s offices. However, we believe that we can also learn a lot from those with whom we are in everyday contact. We want to establish mutual co-operation with key partners that will be beneficial for both parties.

1. activity: Set up effective communication between the Defender and employees of the Office, as well as among the individual Departments of the Office
2. activity: Introduce and develop instruments to improve quality and management of processes
3. activity: Introduce and develop strategic management and planning of activities
4. activity: Systematically develop international cooperation
5. activity: Increase public confidence in the Defender and the Office

»»»» 3/ Strategic goal: Effective system of prudent use of means in an environmentally sound manner

The Office provides its employees with work conditions that enable them to perform their work well and efficiently. This means not only dignified and pleasant work environment, but also appropriate technical equipment, provision of access to information, data, professional resources and possibility to effectively share the necessary information. We know that we work with sensitive information and we therefore strive to achieve the highest possible standard of its protection, both in physical and electronic forms.

1. activity: **Manage the entrusted funds prudently and efficiently**
2. activity: **Strive to reduce our negative impact on the environment**
3. activity: **Introduce security standards in the area of cyber security**
4. activity: **Implement measures reducing the energy use intensity of our building**

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We believe that frugality will not limit us in achieving our goals. We are not indifferent to the trace we leave behind us.

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