

SELECTION NOTICE FOR TEAM LEADER – HUMAN RESOURCES

Reference number: ACER/2026/05

Position (job title):	Team Leader – Human Resources
Department / Team:	Human Resources team
Function Group / Grade for external publication	Temporary Staff AD8
Function Group / Grade for internal, interagency publication	Temporary Staff AD8 – AD9
Contract duration	5 years (with possibility of renewal)
Place of employment:	Ljubljana, Slovenia
Possible Starting date:	Q3 2026
Closing date for applications:	5 May 2026, 14:00 Ljubljana time

1. ABOUT THE AGENCY

The European Union Agency for the Cooperation of Energy Regulators (hereinafter referred to as “ACER”) is a European Union (“EU”) body, legally established by Regulation (EU) No 2019/942¹ and operational since 2011. ACER is central to the integration and well-functioning of the EU's electricity and natural gas markets.

1.1 Our purpose

Our overall purpose is achieving a transition of the European energy system in line with the political objectives set at leaders' level, reaping the benefits of increased energy market integration across Europe, and securing low-carbon supply at least possible cost for European businesses and citizens.

The Agency promotes:

- More competitive, integrated energy markets, offering consumers more choice,
- An efficient energy infrastructure and network, enabling energy to move freely across borders, the integration of renewable sources, and therefore ensuring a higher degree of security of supply,
- A monitored and transparent energy market securing consumers fair prices and limitation of market abusive behaviours.

In this respect, ACER:

- Complements and coordinates the work of the national energy regulatory authorities (NRAs),
- Participates in the development of European network rules,
- Takes, under certain conditions, binding individual decisions on terms and conditions for access and operational security for cross-border infrastructure, on cross-border cost allocation for Projects of Common Interest and on terms and conditions or methodologies for the implementation of network codes,

¹ Regulation (EU) No 2019/942 of the European Parliament and of the Council of 05 June 2019 (recast).

- Gives advice on broader energy related issues to European institutions,
- Monitors the internal markets in electricity and natural gas and reports on its findings,
- Monitors trading in wholesale energy products to detect and deter market abuse and ensure the integrity and transparency of EU wholesale energy markets in accordance with REMIT i.e., Regulation (EU) 2024/1106 of the European Parliament and of the Council of 11 April 2024 amending Regulations (EU) No 1227/2011 and (EU) 2019/942 as regards improving the Union's protection against market manipulation on the wholesale energy market.

1.2 ACER's evolving role

ACER is on a significant growth trajectory, marked by an expanding number and array of tasks in recent years. Our role as a collaborative agency within the framework of the EU's NRAs remains at the heart of our mission, complimented by a range of tasks that span various aspects of the EU energy system, encompassing monitoring of energy flows, wider system needs, and much more.

ACER is currently at a critical point, playing a key role in advancing EU energy market integration and bolstering market integrity and transparency; efforts that strike us as more crucial than ever. Our goal is to contribute with our capacities, insights, and creativity as an EU energy regulatory agency to a transition of the energy system that is affordable, secure, and decarbonized – a transition that takes place at the pace set by leaders across the EU.

ACER has been entrusted with additional responsibilities under the "Clean Energy for all Europeans" legislative package as well as the recently adopted legislative packages focusing on Gas Decarbonization, REMIT reform, and Electricity Market Design, aiming to bring transformative changes and further evolving the European energy landscape.

1.3 Who we are

ACER currently employs around 200 staff (statutory and non-statutory) and has an approved annual budget of € 48,925,538 in 2026. With the new responsibilities being assigned to its mandate, the Agency anticipates significant growth in the forthcoming years both in terms of financial and human resources.

ACER comprises seven Departments: Coordination, Operations and Legal; Electricity; Energy System Needs; Gas Hydrogen and Retail; Market Information and Transparency; Market Surveillance and Conduct; and REMIT Investigations. In addition, two wider, cross-organisational teams currently report directly to the Director, namely Strategy Delivery & Communications and HR & Facility Management. An updated ACER organigram is available [on our website](#).

1.4 Our ongoing journey of progress

ACER offers a dynamic and motivating workplace, where diversity is celebrated and where people's commitment and achievements contribute to building an organisation that is better than the sum of its parts. We strive towards becoming an innovative and engaging workplace, by committing continuously to invest in learning and development opportunities and by focusing on staff well-being and work-life balance.

We invest heavily in the professional development of staff, support a 'low on hierarchy, high on impact' organisational culture, prioritise personal relations and support an active constructive feedback culture, emphasizing the positives whilst not shying away from addressing the negatives.

Looking ahead, as a growing agency we recognize the importance of focusing on cross-organisational issues, encompassing both work practices and our broader work culture. We find this essential to maintain a cohesive, collegial work culture ("one ACER"), which is reinforced as we welcome a substantial number of new colleagues joining our agency in the coming years.

At ACER we believe in fostering a high-impact, high-performance type of environment, built on strong mutual trust, empowerment, personal responsibility, psychological safety, and teamwork at all levels.

2. WHAT WE LOOK FOR

The main purpose of the Human Resources Team Leader position is to lead and shape the Agency's human resources management by aligning HR strategies, policies, and processes with organisational objectives and regulatory requirements. The jobholder will ensure effective workforce planning, support management in decision-making, and drive organisational efficiency through continuous improvement of HR processes and structures. The jobholder will also coordinate HR activities across the Agency, provide leadership to the team, and contribute to the overall performance and strategic goals of ACER.

2.1 Competencies

All staff working at ACER share the following **core competencies**:

- **Cooperating:** working with others towards achieving work goals;
- **Delivering quality results:** focusing on achieving results while applying relevant processes and procedures to meet quality standards;
- **Communicating:** sharing relevant information clearly and concisely, sharing useful information with others as appropriate;
- **Problem solving:** having the ability to identify and raise issues or concerns and seeking to anticipate problems a positive and helpful manner;
- **Being service oriented:** complying with ACER's rules and procedures, providing support and delivering services with a view to provide added value;
- **Self-development and knowledge sharing:** ability to share knowledge to support team effectiveness, while seeking feedback to enhance own performance;
- **Valuing diversity:** welcoming and working respectfully, inclusively, and effectively with people from diverse backgrounds, while demonstrating respect and understanding of different points of view.

The jobholder will be required to have the following **specific / functional competencies**:

- **Leading & managing:** Serving as a role model in leading and supervising others, providing clear direction, fostering a dynamic and learning-oriented environment, and empowering the team. Contributing to key organisational decisions, ensuring alignment with ACER's mission, vision, and strategy, while maintaining oversight of team activities and their contribution to strategic goals. Considering the impact of decisions across ACER, consulting relevant stakeholders when needed, guiding others on complex decisions in line with rules, and leading change management initiatives while monitoring their implementation.
- **Managing projects:** Providing the resources necessary to plan, prepare, and execute projects, managing the balance between project needs and ongoing operations, and closing the learning cycle at team level.
- **Managing Human Resources:** Investing effort to understand people's needs and motivations, making others feel comfortable by showing genuine interest in what they say, acting as a role model for discretion in handling sensitive information in both written and oral communication, ensuring the team safeguards such information, and enabling others by providing constructive support to fully understand situations, consequences, and limitations.

2.2 The position

The jobholder will play a key role in contributing to the Agency's organisational effectiveness by aligning HR management with overall organisational performance.

Main responsibilities

The jobholder will perform a variety of tasks related to the main job purpose, among them:

HUMAN RESOURCES MANAGEMENT

Strategic HR Planning & Workforce Management

- Design and implement the Agency's Human Resource Management (HRM) Strategic Plan, in line with the Staff Regulations and implementing provisions.
- Plan and manage human resource needs, taking into account talents' management, mobility, workload evolution, and workforce composition.
- Design and implement strategies to ensure the Agency has the right staff, with the right skills, in the right positions.
- Contribute to the Agency's strategic planning and programming cycle, ensuring HRM input to Activity-Based Management (ABM), including the Single Programming Document (SPD) and Consolidated Annual Activity Report (CAAR).
- Drive wellbeing and equal opportunity strategies and policies for staff, to the benefit of an efficient and effective organisation.

Compliance, Policy & Audit

- Develop, maintain, and update the HR framework, including rules, policies, procedures, templates, guidelines, and manuals in alignment with the Agency's strategic objectives and regulatory requirements.
- Ensure compliance with applicable regulations and internal policies.
- Provide required information and documentation for audits and controls by the European Commission, Internal Audit Service and the European Court of Auditors.

HR Operations & Process Improvement

- Regularly review and re-engineer HR processes to streamline operations, enhance efficiency, and introduce automation where appropriate.
- Ensure timely handling of inter-service consultations and HR-related requests.

Advisory & Management Support

- Advise and support senior management on HR implications of strategic and operational decisions.
- Provide expert guidance on workforce planning, organisational development, talent management, staff wellbeing and HR best practices.

Coordination & Stakeholder Engagement

- Coordinate HR-related activities involving multiple departments across the Agency.
- Liaise with internal committees (e.g. Staff Committee, Joint Committees) on procedural and administrative matters, including participation in relevant working groups.
- Participate in the work of the Network of EU Agencies and Joint Undertakings (EUAN).

TEAM COORDINATION

- Provide effective leadership for the HR team ensuring that team members are motivated and constantly developing their skills and experience.
- Guide and supervise staff.

The jobholder may be required to work in other areas of ACER, according to needs and priorities, as determined by the Director. This currently also entails facility management which may be revisited in the future.

3. WHAT WE OFFER

3.1 What you can expect in the role

You will become part of a diverse, and motivated team of approximately thirteen people coming from different EU Member States. You will have the opportunity to develop your knowledge and competencies through both on-the-job and specialised training related to your profile and benefit from the ACER's Mentoring Scheme and development programmes.

3.2 Work-life balance

At ACER, we are committed to providing a healthy work-life balance, by offering the possibility of hybrid working arrangements that allow you to balance your professional and personal life effectively. With flexible working hours, you can tailor your schedule to suit your preferences, making it easier to manage your commitments both in and outside of work. We believe that a harmonious work-life balance is essential for everyone's well-being and productivity.

3.3 Conditions of employment

Pursuant to Article 2(f) of the CEOS, the successful candidate will be appointed by the Director as a Temporary Staff in Grade AD 8 for a period of 5 years, which may be renewed.

Pay and welfare benefits: The pay of staff members consists of a basic salary, allowances and other benefits. Depending on the individual family situation and the place of origin, the successful jobholder may be entitled to expatriation allowance (16% of the basic salary), household allowance, dependent child allowance, education allowance, pre-school allowance, reimbursement of removal costs, daily subsistence allowance, installation allowance and other benefits. Salaries are exempted from national tax; a Union tax is paid at source.

Additional benefits:

- Annual leave entitlement of two days per calendar month plus additional days for age, grade, 2,5 days' home leave if applicable, and in addition up to 19 ACER holidays per year;
- EU Pension Scheme (after 10 years of service);
- EU Joint Sickness and Insurance Scheme (JSIS), accident and occupational disease coverage, unemployment and invalidity allowance and insurance.

Examples of net monthly salary (as currently applicable in Slovenia) are provided below²:

AD8 Step 1 (Qualifications and up to 12 years of professional experience)		
Minimum final net salary (without any allowances)	Final net salary with expatriation allowance only	Final net salary with expatriation, household and 1 dependent child allowance
5,670.74 EUR	6,905.52 EUR	8,055.24 EUR

AD8 Step 2 (Qualifications and 12 or more years of professional experience)		
Minimum final net salary (without any allowances)	Final net salary with expatriation allowance only	Final net salary with expatriation, household and 1 dependent child allowance
5,871.75 EUR	7,158.41 EUR	8,327.75 EUR

² An estimation of net salary, including the deduction for tax, correction coefficient (currently at 86.6% for Slovenia) and social security, adding the allowances where relevant. Please note that allowances depend in any case on the personal situation of the candidate and are determined upon entry into service.

3.4 Why Slovenia?

Slovenia's breathtaking nature attracts many outdoor enthusiasts. From well-marked hiking trails and extensive cycling routes to challenging rock-climbing opportunities in the Julian Alps, the country provides many opportunities for outdoor exploration. Water sports, including kayaking on the Soča River and sailing along the coast, are popular pursuits. Additionally, winter sports enthusiasts flock to ski resorts such as Kranjska Gora. The country's expansive cave systems, including the renowned Postojna Cave, offer spectacular opportunities, while paragliding provides a unique aerial perspective of Slovenia's stunning terrain.

Central Location: Slovenia's central location in Europe makes it convenient for travel to other European countries. Ljubljana's proximity to other major European cities can be advantageous for business travel or personal exploration.

Quality of life: Ljubljana is known for its high quality of life. It's a relatively small and safe city with a charming old town, green spaces, and a vibrant cultural scene. For individuals looking for a good work-life balance, Ljubljana is an attractive option. You can enjoy a fulfilling career while still having plenty of time to pursue hobbies, travel, and socialise.

Cultural diversity and exploration: Ljubljana is a culturally diverse city with a rich history. For someone interested in experiencing different cultures and meeting people from various backgrounds, Ljubljana can offer a welcoming environment. Ljubljana is rich in history and culture, with museums, galleries, and historical landmarks scattered throughout the city. You can explore these cultural attractions at your own pace and delve into Slovenia's rich heritage.

Family friendly: Ljubljana provides a welcoming and family-friendly environment. The city's manageable size ensures convenience and accessibility to essential services such as schools, healthcare facilities, and recreational areas. The city's safe and pedestrian-friendly streets make it an ideal environment for families to explore together, whether it's visiting parks, museums, or participating in community events.

Kindergartens and Schools: All levels of education are offered by both public and private institutions in Slovenia. Private kindergartens and schools offer program in English, French and German besides Slovenian. Parents at ACER are free to enrol their children in a kindergarten of their choice. ACER also provides a contribution to the kindergarten fees for establishments in Ljubljana area.

An [Accredited European School](#) operates in Ljubljana as of September 2018 to allow dependent children of all ACER statutory staff (including Slovene nationals) to attend a (tuition-free) European-type multilingual education. The school successfully established all the Primary school levels (P1-P5), Secondary levels are currently available from S1 to S6, with the final S7 level being opened in September 2024/2025, when the first European Baccalaureate will be obtained.

In addition, in case the appropriate education level is not yet available for a child in the accredited European School, up to a certain ceiling, the Agency contributes to the tuition cost of each dependent child attending another international school in Ljubljana area. There are several international schools in Ljubljana (Ljubljana International School, French International School, Vector Academy, etc.). Some Slovenian public schools also offer a program in English as well as the International Baccalaureate program.

4. REQUIREMENTS

4.1 Eligibility criteria

Candidates will be considered eligible for the selection phase on the basis of the following formal criteria to be fulfilled by the deadline for applications:

4.1.1 General conditions

1. To be a national of a Member State of the European Union or Norway, Iceland and Liechtenstein.
2. To have a thorough knowledge of one of the official languages of the European Union³ or Norway, Iceland and Liechtenstein and satisfactory knowledge of a second of these languages (level B2 of CEFR⁴) to the extent necessary to perform their duties;
3. To be entitled to their full rights as a citizen;
4. To have fulfilled any obligations imposed by the applicable laws concerning military service;
5. To be physically fit to perform the duties linked to the post.⁵

4.1.2 Education

To have a level of education which corresponds to completed university studies of at least four (4) years, attested by a diploma

or

have a level of education which corresponds to completed university studies of at least three (3) years attested by a diploma and professional experience of at least one (1) year;

(Only study titles that have been awarded in the EU Member States or Norway, Iceland and Liechtenstein or that are subject to the equivalence certificates issued by the authorities in the said Member States shall be taken into consideration.)

N.B. The minimum of one year's professional experience required counts as an integral part of the diploma and cannot be counted towards the professional experience required below.

4.1.3 Experience

In addition to the above, by the application closing date, candidates must have acquired at least nine (9) years of relevant professional experience⁶ after obtaining the qualifications specified in point 4.1.2.

4.2 Selection criteria

The following criteria will be assessed when selecting the candidates for the interviews:

Essential criteria (minimum 0 and maximum 3 points per criterion)

- 1) Six (6) years of relevant professional experience in leading a Human Resources team.
- 2) Solid experience in developing HR-related strategy, EU policies and procedures and implementing of EU Staff Regulations.
- 3) Solid experience in planning, managing, control and supervision of the execution of staff-related budgetary expenditures within international organisation, in particular European Institutions, bodies and agencies.
- 4) Proven experience in setting priorities, planning and utilising resources efficiently to deliver results.

Advantageous (minimum 0 and maximum 1 point per criterion)

³ The languages of the EU are Bulgarian, Croatian, Czech, Danish, Dutch, English, Estonian, Finnish, French, Irish, German, Greek, Hungarian, Italian, Latvian, Lithuanian, Maltese, Polish, Portuguese, Romanian, Slovak, Slovene, Spanish, and Swedish.

⁴ Language levels of the Common European Framework of Reference: <http://europass.cedefop.europa.eu/resources/european-language-levels-cefr>

⁵ Before the appointment, a successful candidate shall be medically examined by one of the institutions' medical officers in order for the Agency to be satisfied that he/she fulfils the requirement of article 28(e) of the Staff Regulations of the Officials of the European Union.

⁶ Professional experience is considered only from the time the candidate obtained the diploma required for being eligible. At a later stage, the candidate will be asked to provide supporting documents confirming the length and the level of his/her professional experience.

- 1) Excellent interpersonal and communication skills, with the ability to demonstrate resilience and steer discussions toward optimal outcomes, while maintaining collaborative relationships with stakeholders at all levels, both internally and externally.
- 2) Experience in the HR dimensions of change management, governance, and organisational development at both strategic and/or operational levels, particularly in growing organisations.
- 3) Knowledge of the EU Financial Regulation.

5. SELECTION AND APPOINTMENT

The Selection Process will be organised in several consecutive stages⁷:

SCREENING AND SHORTLISTING (May 2026):

A Selection Committee will evaluate all the valid applications against the eligibility and the selection criteria. The group of the highest scoring Applicants, meeting all the eligibility and essential criteria and scoring at least 11 points out of the total 15 points of the selection criteria listed in 4.2. above, (hereinafter referred to as “Candidates”), shall be invited for a written examination (online). The number of candidates invited shall be, as a minimum, six (6).

WRITTEN EXAMINATION (May - June 2026):

Testing the knowledge and skills required for the post. The written test will be corrected anonymously.

ORAL INTERVIEW (May - June 2026):

Focusing on the following aspects:

- 1) Specific competencies and knowledge with reference to the selection criteria of the present selection notice;
- 2) General aptitudes to the extent necessary for the performance of the duties in accordance with article 12.2 of the Conditions of Employment of Other Servants (CEOS).

ESTABLISHMENT OF RESERVE LIST (June 2026):

The final score of each Candidate is the sum of the scores obtained on the written examination and the oral interview. All candidates achieving the overall qualifying mark of a minimum of 70% will be placed on the reserve list. The reserve list will be valid until 31/12/2027. Its validity may be extended by decision of the Director.

All candidates will be informed about the outcome after every stage of the selection procedure. Recruitment will be subject to budgetary availability and assignment of posts by the Budgetary Authority.

As part of our selection process, candidates will be asked to provide references from their former or current employments; for senior management positions, this would entail reference from a former or current superior, peer colleague, working at the same hierarchical level, and from a subordinate colleague.

Upon candidate’s consent, personal data of the short-listed candidates may be shared with other institutions, bodies, and agencies of the Union.

6. EQUAL OPPORTUNITIES

The Agency applies an equal opportunities policy and accepts and treats applications without distinction on grounds of sex, race, colour, ethnic or social origin, genetic features, language,

⁷ The timeline is indicative and may be adjusted in case of unforeseen circumstances that may affect the process.

religion, political or any other opinion, membership of a national minority, property, birth, disability, age, or sexual orientation.

ACER celebrates diversity! We are convinced that diversity is a strength in the workplace and that its harnessing will improve our productive environment, where everyone feels valued, where their talents are being fully empowered, and in which organisational goals are met.

The Agency is fully committed to the provision of equality of opportunity for all its employees through its employment practices, policies, and procedures. ACER undertakes to provide a working environment that is sensitive to differences in racial or ethnic origin, religion or belief, disability, age, sexual orientation, and gender. The Agency's way of working is based on a model of best practice whereby all employees can reach their full potential.

To this purpose, ACER applies a policy of equal opportunities and takes great care to avoid any form of discrimination in its selection and recruitment procedure: the Agency ensures that no employees nor job applicants is treated inequitably due to gender, marital or parental status, age, sexual orientation, disability, ethnicity, colour, citizenship/nationality or religious belief.

The Agency's premises are set up to accommodate the needs of people with disabilities: ACER constantly makes sure to arrange what candidates, visitors and staff consider necessary to enable them to take part in the activities of the Agency.

The Agency offers a complete set of family support measures, from parental and family leaves to kindergarten and school support, better to foster the performance of duties for colleagues with caring responsibilities.

Work opportunities at ACER are open to nationals of the 27 European Union Member States, Norway, Iceland, and Liechtenstein. Currently the Agency employs staff of 26 different nationalities.

7. DATA PROTECTION

The purpose of processing the data that candidates submit is to manage their application(s) in view of possible (pre)selection and recruitment at the Agency. Personal data is processed by and accessible to authorised Agency's personnel. In some cases, an external expert, equally bound by the same data protection principles, may assist the Agency in the selection of candidates. Upon your consent, personal data of the short-listed candidates may be shared with other institutions, bodies, and agencies of the Union.

The Agency adheres to and is regulated by Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC.

The Agency is supervised by EDPS (<http://www.edps.europa.eu>). For any further enquiries, candidates may contact the Data Protection Officer at DPO@acer.europa.eu. Candidates are invited to consult the privacy statement, which explains how the Agency processes personal data in relation to recruitment and selections, available on the [Agency website](#).

8. HOW TO APPLY?

We accept applications only through our [online tool](#) (no registration is needed, only a valid e-mail address). The candidates must complete all required sections of the application and upload their CV (in English), we do not accept applications submitted by e-mail, mail or any other means.

Please ensure that you thoroughly verify your eligibility criteria prior to submitting your application. Only eligible candidates (see eligibility criteria, under heading 4 of the selection notice) will be

assessed by the Selection Committee. Only complete applications registered via our online tool within the deadline will be considered.

Qualifications, skills and competences will be evaluated against the criteria and competencies, as outlined under heading 5 of the selection notice. Supporting documentation - such as certified copies of degrees, references, or proof of experience - should not be included with the initial application but may be requested later in the process.

Applicants are invited to elaborate clearly on how they meet the selection criteria through their experience and education in the CV. The evaluation is based solely on the contents and examples included in the applications, with reference to the selection criteria listed in the selection notice.

Once you have submitted your application, you will receive an automatic e-mail message confirming receipt of your application. Please ensure that the email address you provide is correct and that you check your email and spam/junk folders regularly.

All communications to candidates concerning this selection will be in English. Under no circumstances should candidates approach the Selection Committee, the Director or members of Senior Management directly or indirectly, concerning this recruitment. ACER reserves the right to disqualify any candidate who disregards this instruction.

If at any stage in the procedure it is established that any of the information a candidate provided is incorrect, the candidate in question will be disqualified.

For more information on the selection procedure, please consult [ACER's website](#).

9. APPEALS

Pursuant to Article 90(2) of the Staff Regulations of Officials and the Conditions of Employment of Other Servants, a candidate may submit a complaint against an act affecting him/her adversely. The complaint must be lodged within three months from the date of notification to the following address:

Human Resources Management
European Union Agency for the Cooperation of Energy Regulators (ACER)
Trg Republike 3
1000 Ljubljana – Slovenia

Should the complaint be rejected, pursuant to Article 270 of the Treaty on the Functioning of the European Union and Article 91 of the Staff Regulations of Officials and the Conditions of Employment of Other Servants, a candidate may request judicial review of the act. The appeal must be lodged within three months from the date of notification to the following address:

Registry
The General Court
Rue du Fort Niedergrünewald
L-2925 Luxembourg
Luxembourg

Any citizen of the European Union or any natural or legal person residing in a Member State may make a complaint about maladministration pursuant to Article 228(1) of the Treaty on the Functioning of the European Union. The complaint must be lodged within two years of becoming aware of the facts on which the complaint is based on, to the following address:

The European Ombudsman
1, Avenue du President Robert Schuman - BP 403
F-67001 Strasbourg Cedex

France

Please note that complaints to the European Ombudsman do not have the effect of suspending the period mentioned in Articles 90 and 91 of the Staff Regulations of Officials and Conditions of Employment of Other Servants for lodging complaints or submitting an appeal pursuant to Article 270 of the Treaty on the Functioning of the European Union. Please note also that under Article 2(4) of the [General conditions governing the performance of the Ombudsman's duties](#), any complaint lodged with the European Ombudsman must be preceded by the appropriate administrative approaches to the institutions and bodies concerned.