



# **Management Plan 2017**

## **DG Translation**



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## INTRODUCTION

This management plan translates the objectives and targets set out in DGT's strategic plan for 2016-2020 into specific objectives for 2017, aiming to:

- Meet the translation and editing needs of the Commission in a context of decreasing human resources, while continuing to provide high quality services;
- Implement succession planning and HR policy within its constraints of structure and location;
- Develop a forward-looking IT architecture to underpin its core business.

The primary references by which DGT will steer its operations to meet these challenges are the Communication to the Commission on **translation as part of the Commission's decision-making process**<sup>1</sup> adopted in April 2016 and the results of reflections on ways to reduce the cost of translation services in the Commission. The aim is to make the translation process more efficient in the changing environment so that all resources – human, financial, technological – are put to the best possible use and achieve maximum effectiveness. Our customer relations teams will work closely with DGs to improve forecasts and better factor in the translation and editing stages in the decision-making process.

DGT will pursue its specific multiannual objectives, with a focus on:

- managing the process of continued staff reductions, requiring changes to staff professional development, working methods, and organisation of work. Its Strategic HR Plan will guide this process. DGT will **review processes** and working methods and identify a few that merit harmonisation.
- meeting unflagging demand; DGT will progressively increase **outsourcing** and prepare for the changes that this will entail. In addition to closely monitoring and refining the current system, it will assess alternatives, including those used by translation services of other European institutions.
- delivering the first increment to **increase translation into Irish** as part of the 5-year capacity building process to bring Irish to full language regime.
- finalising, with its partners, agreed specifications for an **interinstitutional IT solution** on the computer-assisted translation environment, enabling smoother interinstitutional cooperation on files and achieving efficiencies of scale for IT.
- working with other DGs on improving **corporate language services and tools** for the whole Commission, enabling it to operate efficiently in the multilingual decision-making environment. This includes machine translation (MT@EC), development of the drafting module in Decide, support for digital transformation of Europa web content and clear writing training for authors.
- outreach to the wider translation profession, particularly on training and skills development, the focus for the 2017 Translating Europe Forum.

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<sup>1</sup> COM(2016) 2000.

## PART 1 MAIN OUTPUTS FOR THE YEAR

### Specific objective 1 – DGT meets the Commission's needs by delivering high quality translation and editing services

DGT will continue to actively support the work of the Commission as the initiator of multilingual legislation by efficiently delivering the translation and editing services that fully meet its customers' needs, while aiming to reduce the cost of translation. In line with the new **Communication on translation**<sup>2</sup>, DGT will continue to be flexible and deliver to shorter deadlines documents to be adopted by oral procedure (political priorities) and urgent written procedures, while relying on DGs' corporate discipline to factor translation properly into the Commission's decision-making process. The following frameworks guide DGT's operations in key areas: quality management, terminology work and outsourcing (see specific objective 2):

**Quality management framework.** DGT will consolidate its Translation quality guidelines and Guidelines for the evaluation of outsourced translation. Quality management in 2017 will focus on raising awareness of rules and processes for evaluation, ex-post sample analysis of consistency of translations across language versions, and preparing the ground for a future translation quality assessment tool.

**Terminology.** DGT will implement its Terminology Framework to firmly anchor terminology work in its activities in order to ensure consistency of translation, following the terminology work programme for 2017. Verified multilingual terminology will be made publicly available through the web-based database IATE. Language departments' work on the term bases will be fed into IATE.

**Outsourcing.** To support the gradual increase of outsourcing, as defined in its Strategic Plan and Outsourcing Framework, DGT adopted a set of guidelines for the evaluation, marking and quality control of outsourced translations under the new outsourcing framework contract OMNIBUS-15. See Objective 2.

**Editing** improves the quality of written communication, making the language clear, correct and more concise. In its Strategic Plan, DGT focused on editing a greater share of the Commission's major initiatives, the aim for 2017 being to edit 40% of these. DGT will also provide clear writing training to new Commission officials and to targeted groups of drafters working on major documents or web content.

DGT will encourage DGs to use **machine translation** for content for which only a basic understanding is needed and for language combinations that yield good results. It will work on improving the linguistic quality of output and therefore the usefulness of machine translation also in the translation process. It will develop a usability indicator, monitor the need to increase light post-editing as an add-on to this service, and assess the need for and value of domain-specific engines.

In the context of reducing the **cost of translation**, DGT will review its processes and working methods and will identify a few sub-processes that merit harmonisation. A working group will analyse processes and will report to senior management by the end of the first quarter with recommendations and a roadmap for implementing changes to the sub-processes identified.

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<sup>2</sup> C(2016)2000

**Relevant general objective(s): To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talent**

**Specific objective 1: DGT meets the Commission's needs by delivering high quality translation and editing services**

**Main outputs in 2017:**

Output	Indicator	Target
Total production (official languages)*	Total number of pages processed internally and outsourced to produce the final result	31 December 2017
Total production (non EU languages)*	Total number of pages processed internally and outsourced to produce the final product	31 December 2017
Analysis of consistency of translations across language versions	Report on the sample analysis	30 September 2017
Use of machine translation by customer DGs*	Number of pages submitted to the MT@EC service	31 December 2017
Clear Writing training sessions	Number of sessions organised	26 sessions by 31 December 2017
Terminology – Finalisation of 950 mandatory concepts	Number of mandatory concepts finalised	950 concepts by 31 December 2017

*\* This measures the products and services DGT delivers to its users. Since DGT's outputs are demand-driven, no targets can be set*

**Specific objective 2 – DGT makes efficient use of its human and financial resources and manages fluctuating demand by increasing the level of outsourcing**

In order to strengthen its cooperation with its external contractors, DGT has structured and streamlined all the elements that make up its current outsourcing policy; its **Outsourcing Framework** is a reference for all involved in outsourcing. This approach will continue through:

- Closer communication with freelance contractors (through seminars, webinars, translation briefs, feedback)
- Systematic pre-processing of documents for outsourcing
- Quality control of outsourced translations in accordance with the translation quality guidelines

The **new contracts for outsourcing** (OMNIBUS-15) entered into force on 1 July 2016; this change will be monitored closely. Information sessions in the Member States involving the new contractors and the language departments are ongoing and will be completed by June 2017. DGT will draw up and implement an action plan to monitor the implementation of the outsourcing framework.

In order to prepare DGT for increased outsourcing and reductions in internal staffing levels, a working group on outsourcing will be set up to **analyse the current approach and the alternatives** used by the translation services of other European institutions. The group will also analyse how to keep the cost of quality control of outsourced translations as low as possible without jeopardising the quality of delivery. The group will report its results to senior management by the end of the first quarter.

**Relevant general objective(s): To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talent**

**Specific objective 2: DGT makes efficient use of its human and financial resources and manages fluctuating demand by increasing the level of outsourcing**

**Main outputs in 2017:**

Output	Indicator	Target
Proportion of pages translated externally as a percentage of the total number of translated pages delivered.	Outsourcing rate Baseline: 27 % (2015)	x ≥31 %
Info sessions organised in Member States with contractors and language departments.	Number of information sessions organised	23 sessions by 31 May 2017

### Specific objective 3 – DGT has the capacity to provide high-quality translation into Irish

The derogation on the use of the Irish language for EU law-making was extended (by Council Regulation 2015/2264) for a further five years, with a view to ending it on 31 December 2021. The scope of the derogation will become narrower over the same period. Together with the translation services of the other institutions, DGT will prepare for full language regime in Irish. The first incremental increase in 2017 will be translation of directives adopted by the European Parliament and the Council. DGT will continue to monitor progress made, and the joint EU-Ireland Monitoring Group will adopt an action plan to focus this work in 2017.

The two main priorities are to:

- start building up Irish **translation capacity** (in-house and freelance) in DGT to successfully implement the Council Regulation;
- enhance **cooperation with the other institutions and Irish partners** with regard to terminology and language resources and issues related to the Irish language *acquis*.

An **EPSO translator competition** for Irish translators and linguists was launched in 2016; reserve lists of successful candidates are expected in autumn 2017. The first milestone for DGT is to reach 25 translators and 5 assistants by end 2017. DGT will work closely together with the external translation providers to gradually build up outsourcing capacity for translation into Irish. It will organise an information seminar with Irish contractors in April 2017 and will devote part of the EU-IE 2017 stakeholders' conference on building up the freelance sector.

DGT will continue managing Irish content in the IATE database (InterActive Terminology for Europe) under the Project for **Irish terminology**, keeping in mind that further resources, such as a network of experts in the national ministries, need to be developed to cater for the increasing scope of translation. DGT will begin the operational phase of the project on translation of selected essential EU law for use in Irish translation memories. This is to partially compensate for the lack of the **Irish-language *acquis communautaire***. Its success will rely on input from all sides: DGT, other EU institutions and from the Irish Government.

**Relevant general objective(s): To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talent**

**Specific objective 3: DGT has the capacity to provide high-quality translation into Irish**

**Main outputs in 2017:**

Output	Indicator	Target
Recruitment of translators from the 2016 Irish translator competition list	Increase in the number of translators in the Irish Language Department (by 65%)	Reach benchmark of 25 translators by 31 December 2017

**Specific objective 4 - DGT has a modular state-of-the-art computer-assisted translation environment to support quality and efficiency in the translation process**

DGT will define its next-generation computer-assisted translation environment (CATE 2020) to the benefit of and in cooperation with all translation services in the EU institutions. This will include drafting specifications for the next CAT tool, and analysing the changes necessary to prepare the current workflow systems and language applications for a server-based CAT tool. An interinstitutional task force led by DGT in 2016 agreed to a common approach for the joint procurement and implementation of CATE 2020. In 2017, DGT will focus on:

- consolidating its **machine translation** system MT@EC to improve the linguistic quality of output and service, in line with the actions listed in the IT Master Plan for 2016-2020, and monitored by the MT user group. Work in 2017 will focus on improving the usefulness of MT in the translation process, defining an indicator on the re-use of MT output, organising training for translators on using MT@EC, and testing domain-specific engines;
- integration of **computer-assisted translation tools** and machine translation, preparation for a server-based CAT environment, and improving translation management systems (Mandesk, DGTStat) to meet user needs;
- cooperation with SG, DIGIT, OP and COMM on developing the Commission's corporate IT and web environment in order to further integrate all elements of the authoring-translating-publishing (ATP) chain;
- the roll-out of the second eTrèfle module to **manage the outsourced translation workflow**, streamlining processes to increase efficiency.

DGT will start measuring the reusability of previous translations stored in translation memories based on an indicator developed by the interinstitutional KIAPI working group. It will track the level of information available in memories, enabling an assessment of the return on investment in translation memories. DGT will record and evaluate the use of machine translation results in the translation process and assess the benefits of providing MT results also to external contractors.

**Relevant general objective(s): To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talent**

**Specific objective 4: DGT has a modular state-of-the-art computer assisted translation environment to support quality and efficiency in the translation process**

**Main outputs in 2017:**

Output	Indicator	Target
Preparations on track for interinstitutional CATE 2020 procurement	Tender documentation drafted, namely functional and technical specification and evaluation criteria	31/12/2017
Language-specific figures on the use of MT@EC by DGT's translators	Language-specific figures available	31/12/2017
Adaptations for next ManDesk release	New features available	31/7/2017
Roll-out of second eTrèfle module	The module is available	31/12/2017
Training to upgrade IT skills	Two sessions/week (Bxl and Lux)	31/12/2017

**Specific objective 5 – DGT creates synergies in interinstitutional translation by cooperating with its partners and by jointly developing IT tools**

In 2017, the presidency of the Executive Committee for Translation (ECT) and the Coordination Committee for Translation (CCT) will be transferred from the Commission (DGT) to the European Parliament.

DGT will promote more efficiency through close cooperation with the translation services of the other institutions in order to identify and achieve synergies for the optimal use of all available human, financial and technical resources.

- DGT will continue to manage a number of **interinstitutional tools** (MT@EC, Euramis, Quest, DocFinder and Elise) that are shared across EU institutions and services.
- DGT will continue chairing the interinstitutional **Language Technology Watch** network, currently focusing on designing the future IT environment for translation tools to be shared across institutions.
- The development of a **communication solution** for the interinstitutional translation workflow will allow the translation services involved in the Ordinary Legislative Procedure (OLP) to efficiently exchange information on the interinstitutional translation process of OLP files. The central repository database is on track and will be in production early 2017. The local modules to link to the central database from each translation services are still under development due to IT security issues. Pending a sustainable solution, the current tool, Elise, will be improved and its use promoted.
- The interinstitutional teams of translators working together on selected files under the **Ordinary Legislative Procedure** (OLP project) will submit their conclusions in 2017.
- DGT will continue to share **training** activities and avoid overlaps in the area of learning and development.
- DGT will participate in networks promoting interinstitutional cooperation in specific areas (key interinstitutional performance and activity indicators, human resources, staff exchanges, workload balancing, and outsourcing).

**Relevant general objective(s): To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talent**

**Specific objective 5: DGT creates synergies in interinstitutional translation by cooperating with its partners and by jointly developing IT tools**

**Main outputs in 2017:**

Output	Indicator	Target
Interinstitutional IT tool enabling translators to communicate information on a specific translation file seamlessly across institutions	Central and local modules of the communication tool available	31 December 2017
Conclusions of the OLP project	Conclusions adopted and available	31 December 2017

**Specific objective 6 – DGT promotes the role of translation and professional cooperation through outreach work**

The aim of DGT's outreach activities, set out in the DGT Communication Strategy 2016-20, is to inform and link up with translation stakeholders (universities and research centres, national, regional and local authorities, translation professionals, the language industry) with a view to 1) giving visibility to the world of translation and languages; and 2) promoting the development of the translation profession and a diversified and sustainable market for professional translators in Europe.

DGT's main outreach activities will focus on:

- **Translating Europe Forum (TEF)**: the annual TEF conference to bring together the translation community and young professionals from all over Europe to share knowledge and discuss developments in the profession;
- **Translating Europe Workshops**: a series of national workshops targeting local translation stakeholders and exploring synergies with national language and terminology networks;
- **European Masters in Translation (EMT) network**: DGT coordinates the network of EMT universities, aimed at improving the quality of translator training. The focus will be on the mid-term review of the network under this programming period, on developing a strategy for the next EMT generation, and on increasing cooperation and exchange between EMT members.
- DGT will continue fostering **contacts** – through language networks in particular – **with national administrations, language communities, including public translation services in the Member States**, to exchange good practices and improve terminology and translation quality.

**Relevant general objective(s): To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talent**

**Specific objective 6: DGT promotes the role of translation and professional cooperation through its outreach work**

**Main outputs in 2017:**

Output	Indicator	Target
TEF conference	TEF conference organised	31 October 2017
Translating Europe Workshops	Workshops organised in all Member States	31 December 2017
EMT network meetings	Meetings organised in Brussels and in Dublin	One meeting in each city by 30 November 2017
Language networks meetings	Number of meetings organised	24 meetings by 31 December 2017

## PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR 2017

### *A. Human resource management*

DGT's Strategic HR Plan will reflect the actions suggested in the framework of reducing the cost of translation. It focuses on a quantitative and qualitative planning of resources and identifies talent management initiatives to support middle management succession, mobility, and managing with reduced internal resources. It also sets out the **learning and development framework** for all DGT staff, taking into account the specific needs of all DGT entities.

New ways of working, increased outsourcing and mobility for middle managers call for well targeted thematic and IT training. DGT will expand the range of courses under DGT Academy and will design IT training to ensure an optimum use of all tools throughout the service. DGT's mentoring project for aspiring managers will be continued and specific training courses will be offered to managers to help them prepare for the new mobility programme. DGT will also continue to offer managers targeted training in a variety of formats to develop their management skills, with a focus on building strong teams, motivating colleagues and promoting collaboration.

The **HR Modernisation** project implemented according to the Communication on Synergies and Efficiencies of April 2016 makes changes to the way that HR services are delivered. HR services will be delivered by an Account Management Centre (AMC) in DG HR. Each DG will have an HR Business Correspondent, responsible for defining HR strategy and taking HR decisions, in consultation with the management of the DG, and for ensuring that the DG gets the HR service it needs, in cooperation with the AMC. DGT will move to the new way of working in 2017. It will be supported by AMC 6, which will serve DGT, ESTAT, OIL and OP. Defining the HR strategy and priority actions to make progress towards the Strategic Plan targets are the responsibility of the HR Business Correspondent and will continue to be addressed in the Management Plan and Annual Activity Report.

DGT's working group on the **cost of translation**, set up following the Communication to the Commission on the allocation of establishment posts for 2016, will steer progress on this front, in line with the decision on how to meet the aim of reducing the cost of translation.

DGT currently has a fairly gender-balanced middle management (48% of women managers in 2016) and is committed to reaching its 50% target in 2019. Specific schemes such as mentoring or appointment to acting management roles should encourage women (65% of AD officials in 2016) to take up managerial functions.

DGT will continue to promote a healthy and stimulating working environment to boost **staff engagement** by ensuring a good work-life balance and flexible working arrangements and by organising wellbeing activities. In line with the reinforced focus on **internal communication** at corporate level, DGT has set the following priorities: working better together, communicating across multiple sites, DGT in the bigger picture, and improving the effectiveness of communication activities and tools, which should help us improve on the elements of the staff engagement index that contributed to a one percentage point drop in comparison with previous year. Actions will be identified, taken and communicated to follow up on the 2016 central staff survey and DGT's staff perception and opinion survey.

**Objective: The DG deploys effectively its resources in support of the delivery of the Commission priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.**

**Main outputs in 2017:**

Output	Indicator	Target
Reorganisation of the HR function	New structure (Business Correspondents) in place	Join 2 <sup>nd</sup> wave of pilot in February 2017
Wellbeing activities to promote a healthy and stimulating working environment	Number of activities organised	5 activities by 31 December 2017
Maintain high level of female representation in middle management, in line with the 2019 target	Percentage of women among middle managers	48% by 31 December 2017
Follow-up action on the central staff survey and DGT's staff perception and opinion survey	Action plan	28 February 2017

**B. Financial Management: Internal control and risk management**

**Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions.**

**Main outputs in 2017:**

Output	Indicator	Target
Revision of checklists used in the procurement process	Number of checklists to be reviewed: 3 main ones	30 June 2017
Development of customised training sessions for staff dealing <i>occasionally</i> with finances	Number of staff concerned having followed customised training sessions: 24	31 December 2017

DGT will take action based on the recommendations resulting from the 2016 **Audit on Procurement**. The financial unit will provide checklists and develop customised and simplified training courses on procurement matters for staff occasionally dealing with financial files, focusing on DG-specific transactions.

Keeping up-to-date the central register of all contracts and procurement procedures should ensure monitoring of the timely provision of external services in line with sound and efficient financial management principles (economy, efficiency and effectiveness).

In line with the guidelines on chargeback between Commission DGs, DGT will request or grant cross/co-delegations with other DGs to optimise the management of its administrative budget (mainly outsourcing and IT).

**Objective 2: Effective and reliable internal control system in line with sound financial management.**

**Main outputs in 2017:**

Output	Indicator	Target
Revision of financial circuits including introduction of sample checks	Decreased cost of control	Cost of control = 10% in 2020

In 2015, the cost of control was at 12 % of the total payment amount. DGT aims to reduce this to 10 % by achieving better value for money, using deterrent effects, efficiency gains, system improvements and compliance with regulatory provisions. For example, system improvements have been introduced progressively since July 2016. Once their efficiency has been ascertained and the system is stable, the financial unit will revise the financial circuits in place to bring in sample checks of invoices paid to external providers of translation.

All outsourced translations will continue to be evaluated by a qualified translator before the payment is processed. Regarding IT outsourcing, all external staff will be recruited through DIGIT's framework contracts, using DIGIT's 'ex-ante' control.

**Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.**

**Main outputs in 2017:**

Output	Indicator	Target
Development of specific training paths for staff dealing <i>regularly</i> with finance (approx. 50 persons concerned) and bi-annual follow-up of their implementation	Number of staff having followed one of the three training paths identified (operational/financial initiating agents, verifying agents and authorising officers)	80 % of staff concerned having followed the full training path by 31 December 2017

DGT's Anti-Fraud Strategy, updated in 2016, identifies two areas where fraud could occur: the handling of sensitive, marked or classified information, and financial procedures. Therefore DGT will develop specific training paths for initiating and verifying agents and for authorising officers, based on the corporate training offer, complemented by DG-specific training where necessary.

**C. Better Regulation**

*Not applicable.*

#### **D. Information management aspects**

The Commission adopted a new corporate strategy for data, knowledge and information management in October 2016. The new strategy establishes a corporate framework while leaving room for DGs to develop and implement their own approaches tailored to their unique needs.

A new Information Management Steering Board has been created to oversee the implementation of the strategy, to ensure coherence between actions and to prioritise them. The Deputy Director-General of DGT has been appointed as member of the Board and DGT will therefore contribute actively to the implementation of this strategy in 2017.

In particular, we will promote **electronic workflows** for administrative procedures and raise awareness of the advantages of open and shared files in Ares. DGT aims to remain below the Commission average (3.5 %) for non-filed documents and increase its performance in internally shared files between units. DGT-wide information management will be improved through the 'enterprise search tool', developed by DIGIT. The tool will be available to all DGs by end of June 2017.

Based on the principles of the **Knowledge Management Framework**, the key priority in 2017 will be to further develop knowledge management schemes, especially knowledge sharing, within DGT and with the requester DGs.

<b>Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable.</b>		
<b>Main outputs in 2017:</b>		
Output	Indicator	Target
Deploy 'enterprise search tool'	The tool is available to all DGs. Tests performed	30 June 2017
Knowledge- sharing events	Number of sessions organised	50 by 31 December 2017
IT Tip of the week	Number of IT Tips published	40 by 31 December 2017

## **E. External communication activities**

DGT will organise a number of events in EU capitals and cities as part of the **European Day of Languages** (26 September) to raise awareness among the general public of the importance of language diversity and the advantages of mastering languages. This will be carried out in close cooperation with DG EAC and with DGT's field officers in the Member States. All these events will be communicated via an active social media presence on Facebook and Twitter, in close cooperation and coordination with DG COMM's social media team.

The 11<sup>th</sup> edition of the **Juvenes Translatores** contest will take place in 2017, encouraging secondary school students to develop professional skills.

DGT will continue to provide resources and expertise to the **digital transformation of the Commission's new web presence** until the end of 2017. Continuous multilingual user testing will make sure that users can find what they are looking for, as efficiently as possible. Within the new governance established for communication in 2016, DGT will continue to actively participate in the work of the Corporate Communication Steering Committee and the Communication Network and to share expertise with other DGs through the project teams.

**Objective: Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.**

### **Main outputs in 2017:**

Output	Indicator	Target
The 11 <sup>th</sup> edition of the <i>Juvenes Translatores</i> contest is organised in all Member States	Contest organised	30 November 2017
European Day of Languages events organised in EU capitals and cities in Member States	Events organised by all DGT field officers in the Member States	31 October 2017

### **Annual communication spending:**

Baseline (2016)	Estimated commitments (2017)
€200,000	€200,000

***F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities of the DG***

**- Streamlining of outsourcing workflow**

Based on the positive uptake of the pilot project on outsourcing with sdxliff files by 24 units and following the recommendation of the EuraCAT User Group, as of 1 October 2016 outsourcing with sdxliff files was introduced as the standard outsourcing method<sup>3</sup>.

**- Systematic application of pre-processing**

Systematic application of pre-processing to documents fulfilling commonly agreed criteria leads to savings of the outsourcing budget and improves the quality of external translations. In budgetary terms, savings are estimated at around €1.5 million per year.

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<sup>3</sup> Ares(2016)3438449 of 14.07.2016