



European
Commission

Strategic Plan 2020-2024

DG Interpretation

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INTRODUCTION

The strategic planning and programming cycle is the European Commission's performance management framework. Its purpose is to help ensure that the Commission achieves its objectives in an efficient and effective manner. The cycle encompasses the setting of objectives, the allocation of resources according to these objectives, risk management, as well as regular monitoring and reporting on progress towards the objectives set.

The political guidelines of President von der Leyen and the mission letters sent to all Members of the European Commission provide the political framework for the work of the Commission services for the duration of this mandate. These political priorities were translated by each of the Commission services into concrete and operational strategies that will shape their work for the duration of the mandate of this Commission. These of DG Interpretation (DG SCIC) are presented in this document.

This Strategic Plan has two main parts. Part 1 explains how DG SCIC's work will contribute to the Commission's political priorities. In this first part is included also external communication, because it is central to the policy process.

Part 2 reflects President von der Leyen's drive to modernise the Commission administration and transform the way it works. The European administration shall be improved especially through digital transformation, collaborative working methods and an increased focus on sustainability of its activities. Human resources management, sound financial management and fraud risk management are equally important and are also reflected in the part 2.

COVID-19 has a profound effect on all three strands of DG SCIC's portfolio. Meetings and conferences will not be the same after the crisis. The shift towards virtual and hybrid meetings and conferences will be a permanent feature of the post-COVID-19 reality thus having a lasting impact on the corporate services delivered by DG SCIC inside the Commission and beyond. The full impact of the pandemic will be unfolding throughout the period covered by this Strategic Plan and will influence the Commission's internal ways of working.

This said, DG SCIC will focus on three key objectives in the period 2020-2024:

- Facilitate the Institutions' multilingual decision-making process by meeting our customers' needs for quality interpretation in a changing environment;
- Support the functioning of a modern, digital and efficient Commission as 'domain leader' for meeting room management and conference organisation;
- Invest in skills and technologies supporting the transition towards a digital and sustainable organisation, promoting the digitisation of service delivery, including virtual and hybrid meetings and conferences, and the use of language technologies, in order to make our activities future-proof.

PART 1. Delivering on the Commission's priorities

A. Mission statement

The mission of DG Interpretation (DG SCIC) is to facilitate the multilingual democratic decision-making process in the EU. To achieve this, DG SCIC offers quality conference interpretation services and state-of-the-art services in corporate meeting rooms and conference management.

We, DG SCIC, deliver high quality **conference interpreting** into 24 EU official languages, many non-EU languages, as well as sign language. We manage a large pool of interpreters, whom we offer continuous professional support. We cooperate with universities in the EU and in candidate countries to train future conference interpreters. We share our extensive expertise in conference interpreting, develop knowledge and disseminate best practices and promote global standards in conference interpretation equipment and techniques. We contribute to capacity building in conference interpreting in non-EU countries.

We provide corporate solutions for **meeting room management**. We offer standardised state-of-the-art meeting room equipment, its maintenance and the related help desk together with other services such as digital signage, web streaming, protocol sound systems, on site-assistance etc.

We are the first port of call and centre of excellence for **corporate conference organisation**. We share our expertise and offer guidance to line services with the necessary tools. We manage a number of high priority conferences organised by the European Commission. We manage the Commission's Events Database and provide framework contracts for conference/event organisation.

B. Operating context



Interpretation: The EU operates in 24 official languages, agreed by Member States in the Council, as it is their exclusive right. This is the expression of a political will, reiterated after each EU enlargement. Language is part of people's identity, culture and history. Member States cherish linguistic diversity as a basic feature of Europe's multicultural heritage. DG SCIC's mandate is to support them in their democratic policy- and decision-making by providing the requested high quality interpretation in a cost effective manner.

DG SCIC is a demand-driven service with a unique business model. The provision of interpretation is political in nature while the delivery mode is highly entrepreneurial. It is therefore dependent on the way meetings are organised and run. Hybrid and virtual meetings were taking place with interpretation before the COVID-19 crisis but its advent institutionalised this trend and presents DG SCIC with new opportunities as it can expand its services as well as organisational challenges to harness this new potential.

DG SCIC bills its service¹ with over 60% of its cost covered by revenues. Unlike other fee generating services, it can however not use its revenue autonomously and directly but only through the Commission's budget mechanisms, with unspent surplus being used for salaries of the Commission's staff. Like an enterprise, DG SCIC ensures the viability of its service by investing in training of present and future interpreters as its main asset. While maintaining a high quality output, it is key that DG SCIC ensures cost-efficiency through a balanced recruitment and deployment ratio between staff and freelancers.

DG SCIC is the largest interpretation service in the world and a recognised global standard and trendsetter for the entire linguistic community and related industry. Yet, in the ever-changing technological and societal landscape, it must also constantly invest in the digital upskilling of its permanent and non-permanent staff and in the modernisation and/or

¹ All external customers are billed. The main ones are the Council, the European Economic and Social Committee and the Committee of the Regions.

automation of its tools and processes. This brings both opportunities and challenges that are further elaborated below.

Room and Conference Management: the provision of conference management and state-of-the-art audio-visual services, video conferencing and web streaming in the meeting rooms of the Commission are features intrinsically linked to the provision of interpretation and on which DG SCIC has over the years built up unique in-house knowledge and capacity. Since the Synergy and Efficiency Review², these capacities and know-how have been systematically scaled up and DG SCIC has become a domain leader for both activities. The COVID-19 crisis is a game changer for the delivery of corporate meeting room and conference management services. A number of adaptation measures in both domains has been put in place as early as the first half of 2020 to respond to the COVID-19 crisis and the urgent need for virtual and hybrid meetings and conferences. Further adaptations to the post-COVID-19 context will be required.

DG SCIC is a corporate, horizontal service, which must operate in sync with other domain leaders, notably SG, DG HR, BUDG, COMM, DIGIT, OIB and OIL to achieve common objectives such as the collaborative workplace of the future and an integrated service approach. Again, cost-efficiency, the professionalization of a public service and a rigorous approach to modernisation and digitisation are the drivers for our roll-out of DG SCIC's domain leadership. Greening efforts to achieve a climate-neutral Europe must be factored in the way Commission services work, notably on meeting space and conference management.

² SEC(2016)170 final and C(2019) 2329.

C. Strategy

DG SCIC contributes through the provision of interpretation, meeting room management services and conference organisation to the achievement of all general objectives of the present European Commission. However, it contributes most significantly to the following two objectives:

- A modern, high-performing and sustainable European Commission
- A Europe fit for the digital age

General objective: A modern, high-performing and sustainable European Commission

The Commission seeks to be an agile public administration that attracts skilled and motivated staff and is easily accessible to citizens. Digitalisation and new technologies bring opportunities in this respect. DG SCIC aims to contribute to achieving the ambitious objective towards a modern, high performing and sustainable European Commission in several aspects.

The COVID-19 crisis is **accelerating digital transformation**. Travel and meeting patterns might not be the same after the pandemic, but multilingual communication will still be crucial to build trust and to enable decisions that can unite and bring the European Union forward. DG SCIC will be further integrating **multilingualism in remote or hybrid meetings**.

While natural language processing technologies are not able to match human conference interpreters, they are developing at a rapid pace and they can help improve interpreters' work if they can be implemented in a secure way, protecting the confidentiality of EU meetings. To this end, DG SCIC decided to launch the **Interpreters' Digital Toolbox** project. Its aim is to modernise the terminology and documentation management by providing interpreters with an integrated digital interface to facilitate meeting preparation (e.g. extraction of terminology based on specific language combinations) as well as to facilitate their work in the booth (easy access to meeting documents with links to terminology databases and glossaries). The tool will also help to facilitate the work for meeting organisers by providing a single meeting documentation portal. In the long run, the Digital Toolbox might be upgraded with novel features based on speech recognition technology.

To maintain high service quality and optimise its use of resources, DG SCIC decided to invest in **modernising the corporate management tools for the provision of interpretation** in the Commission, the Council and other EU institutions and bodies. The first phase of the project will focus on improving the management of documents for interpreters in Council meetings. A second, more complex stage, will involve digitising the management of interpretation requests for customers other than the Commission. Another strand will be to use advanced data analytics in the assignment of interpreters and in reporting and monitoring capabilities to further optimise the use of resources.

As a **domain leader for meeting room and conference management**, DG SCIC can contribute to the modernisation of the institution **by optimising the user experience and facilitating effective communication**. The physical space setup or the choice of the virtual meeting platform, the visual design concept and the use of audio-visual technology play a significant role in facilitating interaction and communication in a meeting or conference setting.

DG SCIC aims to continue its progressive upgrading of meeting rooms in Commission buildings by installing **state-of-the-art design, standardised, scalable, easy-to-use and integrated solutions**, which also drastically reduce the costs of maintenance and technical support. The meeting room fitting will be adapted to the size of the room and its prime use. The meeting rooms rollout will increase the corporate pool of medium-size meeting rooms available to Commission services and optimise the occupancy rate of meeting rooms.

To optimise the customer journey further, DG SCIC has launched a project to set up a new **user-centric corporate tool for the management of meeting rooms (MIRA - Meeting-management and Interpretation Reservation Application)** and meeting services. The new tool will be an easy to use one-stop-shop tool for all Commission staff to request services from DG SCIC (interpretation and meeting services). This new tool will support requests for various types of meetings and technical setups, in line with the evolution towards having more participants connected remotely. It will allow optimising the workflows inside DG SCIC thereby enhancing the efficiency and quality of the work of the different teams involved in meeting room management. The new tool will cater for the changing landscape of the workplace by ensuring interoperability with other systems. The first phase of the project should be operational in 2021.

As a corporate domain leader, DG SCIC provides direct **conference management support to a limited number of flagship conferences** linked to the Commission's political priorities: in-house conference managers work in partnership with line DG organisation teams to ensure a smooth organisation, including financial management, security and protocol aspects related to the presence of high-level guests or speakers. In addition, DG SCIC offers a range of services to **professionalise the conference managers' community** across the Commission, including **online tools** and access to framework contracts. DG SCIC keeps an **overview of conference activities** inside the Commission through the Events Database. It also provides **guidance and sets standards** for the conference management community, for greening conferences, introducing digital tools, such as the participants' registration tools, organising virtual or hybrid conferences, etc.

DG SCIC is a strong advocate of **sustainable and digital solutions** in the conference domain and is committed to putting in place actions that enable Commission services to lead by example when organising conferences and public events. Conferences, organised to engage with either the public or a specialist audience, are high visibility events. The experience of any participant attending a Commission conference has a direct impact on the image of the Commission. Under the new Commission mandate, DG SCIC will continue to promote **green and digital solutions** to reduce the environmental impact of

Commission conferences and to ensure that the Commission ‘walks the talk’ and mainstreams climate protection and digital transformation in its daily work.

The imminent end of lifespan of the Albert Borschette building, the Commission’s current conference centre, and the decision to launch the **future conference centre project** is an opportunity for the Commission to equip itself with a modern flagship space designed to deliver on the commitment to communicate better and to enter into a true dialogue with EU citizens. DG SCIC will continue to work closely with OIB – the service in lead for this project – to ensure that the future conference centre meets the need of the Commission, for a modern, state-of-the-art meeting and conference venue.

External communication will support DG SCIC’s contribution to a modern, high-performing and sustainable European Commission by identifying relevant target audiences and using the appropriate channels and digital tools to achieve the greatest impact.

Interpretation

Specific objective 1: Interpreting services meet our customers' priorities and demand and are effectively managed

To facilitate the multilingual democratic decision-making process in the EU, DG SCIC provides quality interpretation and, in the case of the Commission, meeting facilities. Both are limited resources that DG SCIC allocates according to its customers' needs and priorities.

DG SCIC has adapted to a new reality and provides distant interpretation reliably by using new delivery modes, such as the Simultaneous Interpreting Delivery Platforms (SIDPs), in addition to on-site interpretation. The demand for hybrid and virtual meetings has grown exponentially. DG SCIC provides future-proof interpretation services adapted to its customers' needs and contributes substantially to the efficient functioning of institutional multilingualism. DG SCIC shall pursue its work on new forms of delivering and organising interpretation to further adapt to an evolving world, to remain fit-for purpose and to be a standard setter in the interpretation profession.

The use of languages in EU meetings is a highly sensitive matter. Failing to provide interpretation into/from a requested language can have political consequences, and even prevent the timely adoption of legislative acts. That is why a **high satisfaction of demand for interpretation** is essential.

This demand, driven by legislative activity and the pace of the EU political agenda, fluctuates in time without an established pattern. DG SCIC's challenge is to strike the right balance between high satisfaction of demand and the best use of human and financial resources. That is even more complex as DG SCIC partly relies on freelancers whose availability needs to be secured well ahead, while real needs are only known at the very last moment.

DG SCIC closely monitors the satisfaction of demand and the use of resources. In this context, it will review the way **staff interpreters' availability is monitored and managed**, including the on-duty ('reserve') and the optimal ratio between freelance and staff interpreters.

DG SCIC aims to satisfy its customers' demand in a **cost-effective way**. Therefore, it will undertake to better align the price³ charged for its services with the DG's cost structure, while keeping in mind the political importance of delivering interpretation where needed.

³ DG SCIC invoices its external customers for the interpretation provided. The billing unit in use (i-slot) represents roughly half a day of an interpreter. The cost is calculated by dividing the expected remuneration costs for staff and freelance interpreters and indirect costs by the expected volume of interpretation to be provided. When demand is significantly different from what was expected when the i-slot price was set (January n-1), DG SCIC's budget is no longer balanced, as most costs are fixed.

The **modernisation of the corporate management tools for the provision of interpretation**, including the fully digitalised distribution of meetings documents and management of interpretation requests, enhanced reporting and analysis of data and a modernised assigning tool, will reduce handling risks, improve anticipation of needs and optimise the use of resources. It will contribute to sustainability and sound management. It would also involve an interoperability solution for the Council and other customers using the Commission's interpretation services.

Specific objective 2: The quality of interpretation meets our customers' needs

Multilingual communication is a hallmark of Europe's cultural diversity and a **cornerstone of participatory democracy**, which enhances the **citizens-driven legitimacy** of the Union. It brings Europe closer to citizens as they see that 'Europe speaks their language' and acts as an incubator for participatory democracy, which enables citizens to **understand and engage** with the European project.

The Union will not survive as a project of its elites communicating among each other in one lingua franca only. President von der Leyen pledged to give Europeans a greater say on what the Union does and how it works for them. In her political guidelines, she insisted that Europeans must have an active part in setting the Union priorities and its level of ambition.

The complex and diverse meetings, which take place at the EU Institutions require quality interpretation, provided according to professional quality standards, by interpreters having excellent analytic and communication skills and language combinations adapted to the needs of the meeting participants. These quality standards are applied at selection and recruitment procedures. DG SCIC continuously provides support to its interpreters through **life-long linguistic and thematic learning** and invests in their **digital upskilling**. It also provides them with the **digital tools** necessary for their work, in particular when they prepare for a meeting.

The quality of interpretation is measured by a biennial **Customers' Satisfaction Survey**. DG SCIC responds to customers' views and takes measures to improve quality even further.

DG SCIC will continue to invest in **capacity development** by supporting universities, which provide conference interpreting training, with a view to setting standards, practices and benchmarks, and build a pool for future recruitments not only for EU languages, but also for those of the candidate countries. For some languages, specific action is taken and will be developed further. In this context, DG SCIC cooperates closely with DG Translation and the Irish authorities and academia to develop Irish capacity in the run up to phasing out the Irish language derogation by 2022, in line with the final decision about the derogation and the overall priorities of the service. Moreover, and in relation to the withdrawal of the UK from the EU, DG SCIC will continue to work actively on a number of contingency measures given the expected general shortage of English-speaking staff interpreters, such as focusing its recruitment on polyvalent interpreters, who can work both in English and Irish.

Such tailored measures can also be developed for other languages where DG SCIC has no other means to secure succession.

In addition, DG SCIC shares its extensive expertise in conference interpreting, develops knowledge and disseminates best practices through its interactive, open to all **Knowledge Centre on Interpretation** and will further consolidate its role as a reference point for the interpreting community as a whole.

DG SCIC also promotes **global standards** in conference interpretation equipment and techniques.

DG SCIC stands ready to support the **Conference on the future of Europe**. For the Conference to be a success, the pan-Europe debate must take place in all 24 official languages of the Union. Only a multilingual debate can reflect Europe's diversity and truly give the voice to European citizens. DG SCIC can offer multilingual support for the Commissioners' dialogues with national Parliaments, social partners, regional and local authorities, civil society and EU citizens. DG SCIC has experience in providing interpretation tailored to specific needs, including in online multilingual streaming.

Finally, DG SCIC, together with partner DGs (mainly from the external relations family), manages a number of **international cooperation projects in non-EU countries**⁴ in the field of interpreter training with public administrations and universities, aiming at **capacity building**.

These cooperation projects reflect the economic, political and cultural priorities of the EU's external action, in particular as regards strategic partners such as Africa and China or the promotion of Sustainable Development Goals (SDG 4 and 8: skills, education, decent jobs, sustainable economic growth). They represent an integral part of public diplomacy and people-to-people contacts, and enhance widespread understanding and visibility of the EU in partner countries.

External communication actions support capacity development, promoting multilingualism, languages, the interpreting profession as well as DG SCIC as a reference point for conference interpretation on a global level. To inspire young generations to pursue a conference interpreter career, DG SCIC will continue communicating via various digital communication channels as well as reaching out to stakeholders at language shows and organising tailor-made awareness-raising campaigns. Tailor-made external communication actions, mainly dedicated posts on social media in all 24 EU official languages, will also promote DG SCIC's support to the Conference on the Future of Europe as well as the Conference itself.

⁴ China (EU-China Interpreter Training Programme – EUCITP, the longest-standing cooperation venture between the EU and China), Macao, Cuba, Russia, Mongolia and Pan-African Consortium in Interpretation and Translation (PAMCIT).

Support and assistance to conferences, events and meetings

As corporate domain leader for meeting room and conference management, DG SCIC's objective is to contribute to improving the organisational performance and to modernising the Commission as a public administration. Our main drivers are **cost-efficiency**, **digitalisation** and **professionalisation** of the services. Greening and the **efforts towards a climate neutral Europe** are also strongly factored in our work, by making meetings and conferences more sustainable. Working closely with central services and other domain leaders, we will continue to facilitate effective communication with a wide range of stakeholders by fostering a more collaborative and integrated service approach. DG SCIC took a number of measures to adapt to the post-COVID-19 reality and responds to new needs linked to the current acceleration of digitalisation and to the change of meeting patterns.

Meeting room management

Specific objective 3: Modern meeting room services are available for the European Commission

The main objective is to manage Commission meeting rooms efficiently by providing standard state-of-the-art equipment and standard servicing of meeting rooms. DG SCIC will continue to enlarge the portfolio of meeting rooms and centralise corporate meeting room management – including user support and maintenance. The aim is to **provide better meeting services** to DGs, to **reduce under-occupancy and costs** (design and operational costs and generate price reductions with suppliers and contractors). However, it is also necessary to **invest in the progressive modernisation** of all meeting rooms across the Commission. Meeting rooms with standardized digital equipment and technologies will offer **better accessibility** to persons with disabilities and **allow the use of collaborative, remote and modern working methods**. Future meetings will also be **more environmentally friendly**.

DG SCIC contributes to the reflection on the workplace of the future and is associated in the upcoming major building projects: LOI 130 and Future conference centre in Brussels.

Specific objective 4: Improved customer journey through high-quality digital solutions and workflows in meeting room management

DG SCIC's aim as a domain leader is to **professionalise the Commission's meeting room management**, while reducing overall costs. It also results in an increase of overall productivity, an improvement of the Commission's image and an increase in staff satisfaction. Apart from scaling up and standardising meeting room equipment and services, it is also very important to further **improve the customer's journey**, by making booking and the use of meeting rooms as easy and intuitive as possible.

DG SCIC's IT tool for interpretation requests and meeting room management is being progressively adapted. Over the next years, it will be fully re-designed to support simpler, more user-centric processes for requesting meeting room services.

Conference Organisation

Specific objective 5: Modern and sustainable conference organisation services are available for the European Commission

Conferences are an important means for the EU to engage with the wider public and to shape EU policies together. As a corporate domain leader, DG SCIC is the first port of call and a centre of excellence for conference organisation. It shares its expertise and offers guidance. Moreover, DG SCIC provides direct assistance to selected conferences linked to political priorities of the Commission.

The **environmental dimensions of conference management** will be very important in the coming years. DG SCIC provides guidance to DGs on how to organise conferences more sustainably. To this end, a 7-step checklist has been compiled and is part of the standard information provided at kick-off meetings for conferences organised with direct involvement of DG SCIC. Other awareness raising actions include dedicated presentations at meetings of the Conference Correspondents Network, the co-organisation of a *sustainable events and conferences competition* with EMAS, and highlighting sustainability as a topic in intranet articles and presentations on conference organisation and in DG SCIC's conference wiki.

The corporate framework contract for event management ensures maximum sustainability of conferences as it is based on a **sustainable-by-default** principle. It obliges contractors to provide sustainable options for services such as travel, accommodation, catering, signposting and others wherever possible, by default.

Catering having a large share of the environmental footprint of conferences, DG SCIC works with OIB, responsible for contractual arrangements for in-house catering, to help ensure a greater sustainability of conference catering in Commission premises, including the provision of alternatives to plastic bottles.

In a bid to extend the toolbox for sustainable events further, DG SCIC aims to **explore possibilities for calculating and offsetting negative environmental impacts** of conferences. DG SCIC is collaborating with DG CLIMA and EMAS to tap into developments at corporate level. Bridging the gap until a corporate solution is in place, DG SCIC is considering including services linked to promotional items (for example a symbolic certificate or a bracelet with an equivalent offset included in the price) in a new framework contract for sustainable promotional items to be concluded in 2020. This would be optional for DGs and could raise the sustainability profile of conferences organised by Commission services.

Virtual and hybrid conferencing will play a crucial role in reducing the carbon footprint of Commission conferences. Demand for digital conferences has surged due to the COVID-19 crisis. DG SCIC, in cooperation with other services responsible, in particular DG DIGIT, will further adapt delivery of its services to be able to support virtual and hybrid conferencing in best possible ways.

Furthermore, SG SCIC will strive to put in place the organisational and technological solutions to **support the Conference on the Future of Europe**.

Specific objective 6: The conference organisation community is further professionalised and engaged

DG SCIC's objective is to provide modern and professional conference management services for the Commission. To do this successfully, our decentralised domain leadership model relies on working hand-in-hand with line DGs. **Building, maintaining and further professionalising** DGs' conference organisation capacity as well as **providing user-friendly tools and services** are key factors.

Through the network of conference correspondents, DG SCIC engages with the community of practice, distributes information and guidance. DG SCIC also requires conference correspondents to act as contact persons within their DGs and to distribute relevant information and guidance. Further professionalisation of the community of practice is a crucial objective.

Furthermore, DG SCIC supports the conference management community with the tools they need. The **Events Database** provides information on conference activity of DGs and serves as a one-stop-shop for conference services, including conference management, registration and framework contracts. The **Conference wiki** offers comprehensive information on conference management, including project management guidance, procedures to follow and contracts that are available. Individual and ad-hoc assistance to service users is ensured through a **Conference Helpline**.

Continued professionalisation of the community and provision of user-friendly services to line DGs will further enhance ease and efficiency of event management for DGs and offer a modern and professional event experience to participants, further fostering DG SCIC's role as a domain leader in conference management.

General objective: A Europe fit for the digital age

Voice is the interface of the future and natural language processing is one of the fastest developing branches of artificial intelligence. Major companies on the market have heavily invested in language technology and large language datasets as they see the commercial potential of voice based services. Significant progress have been achieved in recent years regarding speech transcription and closed captioning of videos, thus enhancing accessibility of audio-visual content and meetings and improving how organisations work. However, the main language technology providers are located outside Europe and the language coverage of speech recognition technology currently available is limited.

Europe has become conscious of the need to safeguard and tap into the potential of its data assets, and is determined to put in place a European approach to artificial intelligence. The Union should seize the opportunity to develop European multilingual speech services that can be the backbone of future voice based technology for all 24 EU official languages.

The **European multilingual speech recognition project** will help to safeguard Europe's sovereignty and offer a cutting-edge advantage to European industry on the global market. The European approach should be developed in full respect of clear rules on data ownership whilst **safeguarding confidentiality and privacy**.

Specific objective 7: A European speech recognition technology is used by the EU institutions and the public

DG SCIC holds a unique dataset of digital recordings in all EU languages and have a first-hand experience in organising multilingual meetings and conferences. In cooperation with DG CNECT, DGT and DG DIGIT, it will create multilingual speech services, which will **improve the quality and efficiency of work in policy DGs**, for instance by providing automated transcription of meetings (both virtual and physical), instant captioning, automated translation or summarisation. They can also 'augment' human linguists in their daily work (i.e. by providing terminology support to interpreters in the booth). At a later stage, the European multilingual technology could be extended to other EU institutions and Member States' administrations as well as to European industry. Developing EU-based technologies will offer an incentive for the European industry to develop new services based on speech recognition technology. The Commission will ensure compliance with data reusability principles whilst guaranteeing confidentiality and data privacy of users. Data curation, data management and ethical and privacy aspects will be part of the groundwork.

DG SCIC will also continue to cooperate with other services with a view to set up a **Centre of Excellence for Language Technologies**. This Centre of Excellence will be the 'umbrella' for projects and initiatives in the area of language technologies, from eTranslation to terminology and speech services.

D. Key performance indicators

KPI	Target
Standby rate and reserve of staff and freelance interpreters, excluding periods of low interpretation activity (% of available working time) (Objective: Interpreting services meet our customers' priorities and demand and are effectively managed)	15%
Coverage of i-slot cost by i-slot price (in %) (Objective: Interpreting services meet our customers' priorities and demand and are effectively managed)	93% ⁵
Satisfaction with the quality of interpretation expressed by our users (Objective: The quality of interpretation meets our customers' needs)	85%
Number of corporate meeting rooms (rooms with interpretation or with over 50 seats) (Objective: Modern meeting room services are available for the European Commission)	90 rooms
Satisfaction of conference participants (Objective: Modern and sustainable conference organisation services are available for the European Commission)	80%

⁵ The 'i-slot' is the accounting unit used by DG SCIC for interpretation and its underlying cost. It depends on some elements that are beyond DG SCIC's control. Interpretation services are provided under institutional/public expenditure management rules, but are at the same time demand-driven. This combination causes some rigidity for resource management, like a single price for all languages to ensure equality of treatment of languages and users. In addition, important changes in political and economic priorities during the long time span between the preparation of the budget and its execution may reduce the number of meetings with interpretation, for which however the appropriate resources need to be secured in advance. Given the current uncertain international sanitary and economic context, the above KPI is set with a lower target than previously to better match reality.

PART 2. Modernising the administration

President von der Leyen wants to modernise the European Commission administration and transform the way it works. A modern, diverse and flexible European Commission with a skilled and dedicated workforce is crucial in delivering on the issues that matter the most. Each of the Commission's services will contribute to the transformation.

DG SCIC is already well-advanced in the area of **gender equality**. Besides, it will also ensure its staff is **well-skilled** and **highly motivated** to deliver on the Commission's priorities.

DG SCIC protects the financial interests of the European Union by its **sound financial management** and efficient **fraud risk management**.

With its innovative digital projects, DG SCIC will significantly contribute to the **full digitalisation** of the Commission. The DG will also ensure that its workforce has the digital skills they need.

Such as Europe shall become the first climate neutral continent, DG Interpretation will practice a **sound environmental management**. A new Green SCIC initiative has been launched to carry out a number of environmental initiatives at DG level.

As a modern public administration, the Commission implements an internal control framework inspired by the highest international standards. The Commission's system covers all the principles of internal control identified in the Committee of Sponsoring Organizations of the Treadway Commission 2013 Internal Control framework, including financial control, risk management, human resource management, communication and the safeguarding and protection of information. DG SCIC has established an internal control system tailored to its particular characteristics and circumstances and regularly assesses its implementation and overall functioning. This assessment is based on indicators, the most strategic of which are listed in this section of the Strategic Plan.

A. Human resource management

In order to ensure the effective management of human resources and to optimise the capacity to deliver on priorities in this Strategic Plan, DG SCIC will develop a local HR strategy with a medium to long-term outlook (3–5 years) consistent with the overall corporate HR strategy.

DG SCIC middle management is female to great extent – 61%. In the next years, emphasis will be put on reaching the established **female quota** for the first assignment on a middle management posts, i.e. five first appointments by the end of 2022. This target was established in 2020 with a reference date of December 2019.

DG SCIC staff has replied positively to staff engagement statements in the Staff Opinion Survey 2018. The DG's development plan and HR strategy includes actions aiming at **maintaining the high level of staff engagement** (75%) and, on the other hand, tackling the points of concern. Solid communication of pertinent questions and feedback on actions undertaken are among the priority actions.

In line with the Commission general objectives and DG SCIC's specific targets, the emphasis in the HR strategy is on sustainability of qualified staff, preparing staff to digital age and the actions, which aim to maintain the high staff engagement. With this aim, continuous efforts are taken to implement the actions agreed with staff following the Staff Opinion Survey in 2018, as well as professional support and training actions to staff. These actions include creation of a professionalisation path for conference managers, digital upskilling by way of awareness raising campaigns, trainings as well as structured informal learning opportunities. In addition to agreed actions, the Staff survey development plan includes increased efforts to flag actions stemming from the Staff survey results as such. The aim of this way of communicating is to highlight the given responses to staff's requests.

B. Sound financial management

Considering the limited number of transactions managed by DG SCIC, it has opted for decentralised financial circuits with central counterweight for commitments and centralised financial circuits for payments, except for management of freelance interpreters expenditure, managed in another unit but subject to *ex post* controls. All legality and regularity control results are performed against checklists and documented in writing. Such controls are reinforced by a set of monthly and quarterly accounting controls and a yearly revision of the Responsible Authorising Officers (RAO) access rights in ABAC against updated sub-delegations.

Tender specifications above estimated value of €15 000 are reviewed by a finance officer before being submitted for approval to the RAO.

Negative visas, exception and non-compliance notes are analysed twice a year in order to identify and remedy possible weaknesses in the internal control systems.

On revenue side, a fully integrated information system gives guarantee that any delivered interpretation service is subject to correct invoicing.

DG SCIC's main objective is for the coming 5 years is to maintain the level of effectiveness of the control system - in order to be able to keep a low estimated risk at closure. An additional objective is to continue following up developments in the IT tools to adjust its controls to novelties and keep them as cost-effective as possible. Unit meetings and contacts with the community of the financial actors in the operational units are other tools used to improve cost-effectiveness of controls in financial area.

Over the coming 5 years, financial management shall be considerably affected by:

- the replacement of ABAC2 by **SUMMA**;
- the introduction of **e-procurement suite**.

As a result of the introduction of these **new systems**, certain aspects of the organisation of the financial circuits shall need revision and training. A number of controls currently manually performed could be automated thanks to effective integration of these tools.

C. Fraud risk management

DG SCIC is classified as a low risk DG as its spending is in quantity and quality or typology not posing any particularity. Hence, the issue of anti-fraud measures is dealt with in the wider context of ethical behaviour in a professional context.

The DG has established its own Anti-Fraud Strategy back in 2015, with updates in 2016 and 2018. The strategy itself remains valid until a new version is adopted by the Director-General. As the analysis of the 2019 Commission Anti-Fraud Strategy (CAFS) has shown to be more concentrated on shared management and data analysis, there are no immediate effects on DG SCIC's strategy. The DG will follow up the awareness raising aspects from that Commission wide strategy. One aspect of this is that the DG has nominated an Anti-Fraud Correspondent who acts also as OLAF contact point and is a member of the FPDNetwork organised by OLAF.

Fraud risk analysis has been built on the basis of **interviews**. The analysis is updated on the basis of numerous sources of information: interviews and other contacts with colleagues in charge of the various DG SCIC activities, analysis of negative visas, exceptions and non-compliance notes, analysis of possible EDES cases, impact of modified procedures on internal control system, etc. DG SCIC will support and benefit from the 2019 CAFS in particular on the actions A.I.3 (professional ethics – lead DG HR) and A.I.4 (awareness raising – lead OLAF).

D. Digital transformation and information management

The Commission's Digital Strategy⁶ sets out an ambitious and comprehensive vision for a fundamental change of the way the Commission uses digital technologies in all its activities. The strategy calls on Commission services to modernise their business processes by developing new innovative digital solutions or evolving the existing ones in line with the principles of the strategy.

DG SCIC is committed to contribute to this transition towards a fully digitalised Commission. For DG SCIC, this means that this process should cover all working areas of the DG, i.e. interpretation, meeting room management, and conference organisation.

⁶ C(2018) 7118 final.

DG SCIC's modernisation agenda revolves around five new digital projects. These projects will be the main drivers for the transition towards a greener, more modern, and more connected DG. In 2020-2024, the DG will progress with implementation of the five IT projects that make up the DG's modernisation plan for this period:

- Implement the use of **Simultaneous Interpretation Delivery Platforms** (SIDPs) for the provision of interpretation in meetings with remote participants. While the introduction of SIDPs was accelerated by the COVID-19 crisis, the trend of hybrid or fully virtual multilingual meetings is expected to continue beyond the crisis. As the project joins the set of video and web-conferencing tools at the Commission, DG SCIC will work together with DG DIGIT and DG HR on the implementation of the roadmap for use of these technologies in the future. DG SCIC will continue its work within ISO to support and standardise the still new and evolving technology of SIDPs.
- Initiation of a project to modernise the workflow for requesting meeting rooms and meeting services (MIRA), as a follow up to the "Synergies and Efficiencies Review" initiative which provides that DG SCIC should provide a **new corporate tool for management of meeting rooms, meeting and interpretation services**.
- **Modernisation of the corporate management tools for the provision of interpretation** to comply with the principles of once-only and fully digital workflows, in particular with our customers, to improve distribution of documents, to enhance reporting and data analysis and to modernise programming tools.
- Implementation of the **Interpreter's Digital Toolbox** to enable a paper-smart workflow for meeting preparation, embedding new technologies such as automated terminology extraction and document annotation.
- In cooperation with DG CNECT, DG DGT and DG DIGIT, creation of a multilingual **Speech Recognition** model that would help improve the efficiency of Commission services by providing for example meeting transcripts and video subtitling.

In addition, DG SCIC will continue **modernising its processes for managing the pool of accredited freelance interpreters**, from accreditation tests to inclusion in the inter-institutional Joint List, recruitment and payments. The processing and storage of their personal files and documents will be upgraded and digitised, in accordance with applicable administrative, operational and security requirements.

DG SCIC is well aware of the current acceleration of digitalisation, as well as of change of meeting patterns, and it is ready to respond to emerging needs with new projects, in order to keep the DG fit for the new challenges.

In line with supporting the Commission's data, information and knowledge management strategy⁷, DG SCIC will also be promoting **more digitised ways of working** among its managers and staff, while paying attention to a good change management in this field. Its

⁷ C(2016) 6626 final.

'Teams Champion' will contribute to the exchange of good practices at corporate level on how to better use online collaborative tools.

DG SCIC's IT projects aim is to **improve the use of the DG's data assets** to improve its working methods and benefit the Commission as a whole. For example, data management, data sharing and data protection are at the centre of the development process for the new tool for the management of meeting rooms and meeting services (MIRA). The inventory of the Commission's meeting rooms will serve as the 'master data' for the room booking. The project for modernisation of programming and planning tools aims to streamline the digital workflows, in particular with regard to the data exchanges with our external customers (e.g. Council and Committees). The project proposes several solutions that are based on principles such as interoperability with other institutions and improvement of the use of data. DG SCIC is working together with other DGs in the area of Speech Recognition. For this project, DG SCIC is providing audio-visual data enriched with relevant metadata. The aim of this project is to use this data to create a multilingual speech recognition solution that covers all official EU languages. It will be important that the data that are used to create the Automatic Speech Recognition models remain under the control of the Commission to avoid security risks. Therefore, the project will respect the applicable rules on data management, data sharing and data protection.

Protection of personal data is a fundamental right guaranteed by Article 8 of the Charter of Fundamental Rights as well as by Article 16 of the TFEU. The Regulation 2018/1725 on the protection of personal data aligned the obligations of the European institutions with those applicable in the Member States. For the Commission, compliance is not only a legal obligation, but also a political commitment since our institution is determined to lead by example.

As DG SCIC holds significant amounts of personal data, it is important that senior and middle management stay updated on data protection issues, for example new case law or taking up best practices. This will ensure that DG SCIC stays up to date and is following the tried and tested procedures to protect the personal data of all internal and external stakeholders.

Given the complexity of the issues, it is also of particular importance that the DG has standard packs of information available, covering different data protection issues at different levels – for example if you are a data subject, the information you need could be considerably less than the needs of a controller or processor. DG SCIC understands that there is a clear, overwhelming need to be as transparent and user-friendly as possible when dealing with the processing of personal data and this will be reflected in the information given to all DG SCIC's collaborators.

In addition, as a corporate domain leader for **conference management support**, where DG SCIC conference managers work in partnership with DG organisation teams to ensure smooth organisation, DG SCIC has been appointed as 'corporate holder' of data processing. In this context, it plans to prepare guidance on the issue of the processing of personal data in the context of meetings and events. By bringing all the internal stakeholders together in

Commission working group, concrete guidance and follow-up contact information can be made more generally available and help organising DGs in their work.

E. Sound environmental management

A new **Green SCIC initiative** has been launched in November 2019 to ensure that there is a clear link between EMAS and DG level. Actions already ongoing at DG level include a paper-smart booth initiative to reduce the quantity of paper customers print for meetings with interpretation, promoting use of reusable water bottles, recycling old audio-visual and IT equipment, providing guidance on how to make conference organisation more sustainable. These initiatives will be continued and expanded where relevant.

An ideas fair was held at the end of January 2020 in order to **collect ideas from staff** on how to make DG SCIC more sustainable. This was followed up by an on-line survey, asking staff to prioritise among the many valuable and creative ideas collected. The findings will be translated into specific projects and serve as a basis for local action during the current Commission mandate. Initiatives will thus revolve around:

- reducing waste
- better use of resources
- information and awareness raising.

Concrete examples include food donations of catering leftovers, a campaign encouraging staff to switch off office equipment and lights as well as a sustainability themed all-staff day.

Other future actions will focus on the kind of **behavioural change** and other changes required to reduce the Commission's carbon footprint. DG SCIC's EMAS team is an observer to the study commissioned by DG CLIMA on making the Commission climate neutral and will be proud to support climate neutrality by helping to implement relevant measures adopted as part of the future action plan on greening the Commission.

An **EMAS action plan** will be proposed by the Green SCIC Committee for approval by the Senior Management board of DG SCIC, incorporating the actions outlined above.

ANNEX: Performance tables

PART 1. Delivering on the Commission's priorities

General objective: A modern, high-performing and sustainable European Commission		
Impact indicator 1: Image of the European Union Explanation: This indicator is based on the question 'In general, does the EU conjure up for you a very positive, fairly positive, neutral, fairly negative or negative image?' The indicator gives the share of positive and fairly positive views on this question Source of the data: Eurobarometer		
Baseline (2019)	Interim milestone (2022)	Target (2024)
43%	Increase	Increase
Impact indicator 2: Staff engagement index in the Commission Explanation: Staff engagement measures staff's emotional, cognitive and physical connection to the job, organisation and the people within it Source of the data: European Commission		
Baseline (2019)	Interim milestone (2022)	Target (2024)
69%	Increase	Increase
Impact indicator 3: Percentage of female representation in management in the Commission Explanation: This indicator gives the percentage of female representation at middle and senior management level in the European Commission Source of the data: DG HR		
Baseline (2019)	Interim milestone (2022)	Target (2024)
40.5%	Increase	50%
Impact indicator 4: Environmental performance in the Commission Explanation: This indicator looks at percentage reductions compared to 2014 levels. It gives the weighted average for eight Commission sites participating in the Eco-Management and Audit Scheme (EMAS) on specific core parameters. The sites are Commission buildings in Brussels and Luxembourg, as well as JRC sites Geel (Belgium), Petten (the Netherlands), Seville (Spain), Karlsruhe (Germany), and Ispra (Italy), along with DG SANTE at Grange (Ireland) Source of the data: Environmental Statement 2018 results (pg. 23)		
Baseline (2018)	Interim milestone (2020)	Target (2024)
<i>Energy consumption of buildings (MWh / person):</i>		
-8.8%	-5.2%	Achieve greater reduction
<i>Water use (m³ / person):</i>		
-9.5%	-5.4%	Achieve greater reduction
<i>Office paper consumption (sheets /</i>		

<i>person / day):</i>		
-32%	-34%	Achieve greater reduction
<i>CO₂ emissions from buildings (tonnes / person):</i>		
-24%	-5.1%	Achieve greater reduction
<i>Waste generation (tonnes / person):</i>		
-15%	-9.7%	Achieve greater reduction

Specific objective 1: Interpreting services meet our customers' priorities and demand and are effectively managed		Not related to a spending programme
Result indicator 1: Percentage of customers' requests for interpretation that DG SCIC is able to satisfy		
Explanation: For main external customers, DG SCIC measures satisfaction of demand for interpretation, based on the availability of interpreters (staff and freelancers). This indicator measures the share of active languages requested that DG SCIC is able to provide. For the most used languages (EN, FR, DE, IT, ES) this indicator is currently close to 100%, for less widely used languages demand may be more difficult to meet. This target is based on the assumption that available resources remain stable.		
Source of data: SCICView		
Baseline (2019)	Interim milestone (2022)	Target (2024)
96%	95%	95% ⁸
Result indicator 2: Standby rate and reserve of staff and freelance interpreters, excluding periods of low interpretation activity (% of available working time)		
Explanation: Monitoring the amount of standby, which goes beyond the reserve necessary to offer flexibility to meet additional needs, enables DG SCIC to check whether it manages resources efficiently. French, German, English, Italian and Spanish, the most widely used languages, are a representative sample for this purpose.		
Source of data: SCICView		
Baseline (2019)	Interim milestone (2022)	Target (2024)
18,1%	15%	15%
Result indicator 3: Coverage of i-slot cost by i-slot price (in %)		
Explanation: The i-slot cost is calculated by dividing the expenses related to the provision of interpretation and linked activities (staff, freelance interpreters, parts of training, IT, missions) by the expected amount of interpretation to be provided. Staff remuneration and freelance interpreters' salary adjustments are fixed costs, beyond DG SCIC's control. This indicator shows the effectiveness of DG SCIC's efforts to keep variable cost stable or reduce it.		
Source of data: Budget and Finance Unit		

⁸ This target is considered in line with available resources. A marginal increase of the satisfaction could entail a far bigger increase in costs (i.e. hiring of freelance interpreters from outside of Brussels at an extra cost for the service). This is the reason why the target is set below the baseline.

Baseline (2019)	Interim milestone (2022)	Target (2024)
91.3% (i-slot price: 498 €, i-slot cost: 546 €)	92%	93%
Result indicator 4: Progress of modernisation of the corporate management tools for the provision of interpretation		
Explanation: This modernisation project runs over 5 years. It comprises several milestones described in DG SCIC's Digital Modernisation Plan. The first one is the business process analysis to be run in parallel with the automation of information flows with customers.		
Source of data: DG SCIC.C3		
Baseline (2019)	Interim milestone (2022)	Target (2024)
Key processes are not automated, in particular the information flows with main external customers, are managed through email exchanges	Management of Council documents for interpreters is digitised.	Key interpretation management processes, including information flows with main external customers, are automated.

Specific objective 2: The quality of interpretation meets our customers' needs	Not related to a spending programme	
Result indicator 1: Progress of digitalisation of meeting preparation and terminology management		
Explanation: The implementation of the Interpreter's Digital Toolbox will enable a paper-smart workflow for meeting preparation, embedding new technologies such as automated terminology extraction and document annotation.		
Source of data: DG SCIC.C3		
Baseline (2019)	Interim milestone (2022)	Target (2024)
Interpreters use various tools to prepare for meetings, including paper documents	At least 50% of meetings can be prepared fully online with a streamlined documentation interface	At least 85% of meetings can be fully prepared online (documents and creation of event-specific terminology glossaries)
Result indicator 2: Satisfaction with the quality of interpretation expressed by our users		
Explanation: The indicator measures quality according to users' perception and enables identifying possible areas of improvement. It is measured in percentages of respondents who express satisfaction over a series of questions out of the total number of respondents in a representative sample of meetings in a particular week.		
Source of data: DG SCIC's Customer Satisfaction Survey		
Baseline (2017)	Interim milestone (2022)	Target (2024)
90%	85%	85% ⁹

⁹ This target is considered in line with available resources. A marginal increase of the satisfaction could entail a far bigger increase in costs (i.e. hiring of freelance interpreters from outside of Brussels at an extra cost for the service). This is the reason why the target is set below the baseline.

Specific objective 3: Modern meeting room services are available for the European Commission		Not related to a spending programme
Result indicator 1: Number of Commission DGs benefiting from corporate meeting room services		
Explanation: This indicator reflects the number of DGs included in the roll-out of DG SCIC's meeting room services by zone		
Source of data: Collection of data every 6 months via the room management tool and on the basis of hand-over reports between DG SCIC and each DG		
Baseline (2019)	Interim milestone (2022)	Target (2024)
n/a	30	36
Result indicator 2: Number of corporate meeting rooms (rooms with interpretation or with over 50 seats)		
Explanation: This indicator reflects the number of large or specific meeting rooms (rooms with interpretation booths) that are available for all DGs but whose reservation is centrally managed by DG SCIC		
Source of data: Room management tool		
Baseline (2019)	Interim milestone (2022)	Target (2024)
60	82	90
Result indicator 3: Number of DGs and Executive Agencies using the audio-visual framework contract		
Explanation: This indicator reflects the number of DGs and Executive Agencies that signed specific contracts and/or delegated budget to DG SCIC in order to sign specific contracts based on DG SCIC's audio-visual framework contracts		
Source of data: Regular monitoring on use of the framework contract		
Baseline (2019)	Interim milestone (2022)	Target (2024)
n/a	36	42
Result indicator 4: Number of meeting rooms with DG SCIC's support and technical maintenance		
Explanation: This indicator reflects the number of meeting rooms that are technically managed and supported by DG SCIC following the roll-out of DG SCIC's meeting room services by zone		
Source of data: Room inventory		
Baseline (2019)	Interim milestone (2022)	Target (2024)
150	550	700

Specific objective 4: The customer journey is improved through high-quality digital solutions and workflows in meeting room management		Not related to a spending programme
Result indicator 1: Customer satisfaction with audio-visual services offered in meeting rooms		
Explanation: This indicator reflects the overall score obtained from a periodic user survey sent to Commission's staff using meeting rooms managed by DG SCIC		
Source of data: Measured via surveys every 2 years		
Baseline (2019)	Interim milestone (2022)	Target (2024)

n/a	At least 75%	At least 80%
Result indicator 2: Occupancy rate of Commission meeting rooms		
Explanation: The IT tool for interpretation request and meeting room management (MIRA) is being redesigned to support simpler, more user-centric processes of requesting DG SCIC's services. The tool will allow an increase of the meeting rooms occupancy rate thanks to more efficient sharing of the meeting rooms.		
Source of data: DG SCIC.C3		
Baseline (2019)	Interim milestone (2022)	Target (2024)
60% (an estimate)	65%	75%

Specific objective 5: Modern and sustainable conference organisation services are available for the European Commission	Not related to a spending programme	
Result indicator 1: Satisfaction of conference participants		
Explanation: This indicator is related to services delivered by DG SCIC. It reflects the average scores given by conference participants in a survey sent after each conference.		
Source of data: Ongoing surveys of conference participants		
Baseline (2019)	Interim milestone (2022)	Target (2024)
80%	80%	80% ¹⁰
Result indicator 2: Satisfaction of customer DGs, agencies and services		
Explanation: This indicator is related to services delivered by DG SCIC. It reflects the average scores obtained from DGs to whom conference organisation services were provided, in debriefing minutes and a yearly survey.		
Source of data: Debriefing minutes and a yearly survey		
Baseline (2019)	Interim milestone (2022)	Target (2024)
92%	80%	80% ¹¹
Result indicator 3: Progress in putting in place a mechanism to calculate environmental impacts of conferences		
Explanation: This indicator reflects progress in putting in place a mechanism to calculate and to subsequently reduce and offset negative environmental impacts of conferences.		
Source of data: to be defined		

¹⁰ Measurement of end customer satisfaction has been revamped in order to make results more specific and relevant. As the survey will be sent to conference participants rather than to the DG's conference organisers, satisfaction rates will be influenced by factors beyond DG SCIC's control (content, speaker selection etc.); a target rate of 80% provides for this, while still aiming for a high satisfaction rate overall.

¹¹ Measurement of end customer satisfaction has been revamped in order to make results more specific and relevant. At the same time, the customer base has been expanded significantly and working methods have been streamlined, including the introduction of a framework contract. A target rate of 80% takes these changes and their possible impact into consideration whilst still aiming for a high satisfaction rate overall.

Baseline (2019)	Interim milestone (2022)	Target (2024)
n/a	Report on possible mechanisms for calculation and offsetting	Offsetting mechanism in place

Specific objective 6: The conference organisation community is professionalised and engaged		Not related to a spending programme
Result indicator 1: Satisfaction of users with the professionalisation training path offered by DG SCIC		
Explanation: This indicator relates to future training offered by DG SCIC. A targeted training offer is needed for the conference community. The satisfaction rate of training participants will be measured through a post-event survey to monitor relevance to professional needs.		
Source of data: to be defined		
Baseline (2019)	Interim milestone (2022)	Target (2024)
n/a as the post for professionalisation is newly created	n/a as beginner-level training course is just in place	70%
Result indicator 2: Satisfaction of conference correspondents with DG SCIC's domain leadership		
Explanation: This indicator measures, in live polls during network meetings, the percentage of conference correspondents' considering DG SCIC activities in the domain (including the role of the conference correspondents network) useful for conference management in their DG/service, on a scale from 1 to 5.		
Source of data: Poll about usefulness and involvement of the Network of Conference Correspondents		
Baseline (2019)	Interim milestone (2022)	Target (2024)
65%	70%	70% ¹²

General objective: A Europe fit for the digital age		
Impact indicator 1: Aggregate score in the Digital Economy and Society Index (DESI)¹³		
Explanation: DESI is a composite index that summarises relevant indicators on Europe's digital performance and tracks the evolution of EU Member States in digital competitiveness. Higher values indicate a better performance		
Source of the data: DESI		
Methodology for calculating the indicator: The DESI index is calculated as the weighted average of the five main DESI dimensions: 1 Connectivity (25%), 2 Human Capital (25%), 3 Use of Internet (15%), 4 Integration of Digital Technology (20%) and 5 Digital Public Services (15%)		
Baseline (2019)	Interim milestone (2022)	Target (2024)
52.45	Increase	Increase

¹² Due to the high turnover among Conference Correspondents, it is difficult to obtain a continuous improvement of the relationship with the domain leader.

¹³ EU28 data. EU27 data not available.

Impact indicator 2: Digital skills¹⁴

Explanation: The basic digital skills indicator looks at selected activities performed by individuals aged 16 to 74 on the internet in the four specific areas (information, communication, problem solving, content creation). It is assumed that individuals having performed certain activities have the corresponding skills; therefore, the indicator can be considered as a proxy of the digital competences and skills of individuals. Finally, based on the performance in the four specific areas, an overall digital skills indicator is calculated as a proxy of the digital competences and skills of individuals ('no skills', 'low', 'basic' or 'above basic'). The basic digital skills indicator shows the share of individuals with 'basic' and 'above basic' skills

Source of the data: Eurostat (Eurostat online data code: [isoc_sk_dskl_i](#) and [isoc_sk_cskl_i](#))

Baseline (2019)	Interim milestone (2022)	Target (2024)
Basic digital skills: 56%	63%	67%

Specific objective 7: A European speech recognition technology is used by the EU Institutions and the public

Related to the IT 'Global envelope' and a spending programme – CEF and Digital Europe Programme

Result indicator 1: Number of languages supported by the speech recognition tool

Explanation: The project is first focussing on the languages that represent some of the most used languages in Commission meetings, and where existing technological solutions and sufficient data sets are available.

Source of data: Connecting Europe Facility programme report

Baseline (2019)	Interim milestone (2022)	Target (2024)
0	5	10

¹⁴ New methodology for the calculation of this indicator is currently under development. This indicator might be revised.

PART 2. Modernising the administration

A. Human resource management

Objective: DG SCIC employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business	
Indicator 1: Number and percentage of first female appointments to middle management positions	
Source of data: SCIC View	
Baseline (female representation in management) (2019)	Target (2022)
61%	Quantitative target for female first appointments to middle management positions: 5
Indicator 2: DG SCIC's staff engagement index	
Source of data: Commission staff survey	
Baseline (2018)	Target (2024)
75%	75%

B. Sound financial management

Objective: The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions	
Indicator: Estimated risk at closure	
Source of data: DG SCIC's Annual Activity Report (Budget and Finance Unit)	
Baseline (2019)	Target (2024)
0,5%	< 2% of relevant expenditure

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy¹⁵ aimed at the prevention, detection and correction¹⁶ of fraud

Indicator: Implementation of the actions included in DG SCIC's anti-fraud strategy over the whole strategic plan lifecycle (2020-2024)

Source of data: DG SCIC's Annual Activity Report, DG SCIC's anti-fraud strategy, OLAF reporting

Baseline (2019)	Target (2024)
100% of action points implemented on time	100% of action points implemented on time

D. Digital transformation and information management

Objective: DG SCIC is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission

Indicator 1: Degree of implementation of the digital solutions modernisation plan¹⁷

Source of data: DIGIT and DG SCIC.C3

Baseline (2018)	Interim milestone (2022)	Target (2024)
Simultaneous Interpretation Delivery Platforms (SIDPs) – 36%	100%	100%
MIRA – New corporate tool for management of meeting rooms, meeting and interpretation services – 50%	100%	100%
Interpreter's Digital Toolbox – 39%	100%	100%

Indicator 2: Percentage of DG SCIC's key data assets for which corporate principles for data governance have been implemented

Source of data: EC data inventory

Baseline	Interim milestone	Target
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¹⁵ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

¹⁶ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

¹⁷ The European Commission Digital Strategy (C(2018)7118) calls on Commission services to digitally transform their business processes by developing new innovative digital solutions or make evolve the existing ones in line with the principles of the strategy. At the beginning of the year n+1, the Solution Owner and IT Investments Team will assess the progress made on the basis of the proposed modernisation plan. For each of the 3 solutions, a table will reflect – per principle – the progress achieved during the last year.

(2019)	(2022)	(2024)
35%	50%	80%
Indicator 3: Percentage of staff attending awareness raising activities on data protection compliance		
Source of data: DG SCIC.C3		
Baseline (2018)	Interim milestone (2020)	Target (2024)
0%	Newcomers – 100% Data protection awareness when organising meetings or events (guidance booklet – ready for distribution) Audience – for all meeting organisers, Commission DPCs	100% of staff

E. Sound environmental management

Objective: DG SCIC takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work