



# **Management Plan 2017**

DG Interpretation



# Contents

|  |    |
|--|----|
| INTRODUCTION .....   | 3  |
| PART 1. MAIN OUTPUTS FOR THE YEAR .....                          | 4  |
| PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR..... | 10 |
| ANNEXES TO THE MANAGEMENT PLAN.....                              | 16 |
| <i>Annex 1. Tables</i> .....                                     | 16 |

## INTRODUCTION

DG Interpretation is the Commission service responsible for the provision of interpretation and conference services. As the Commission's interpreting service, DG Interpretation ensures that the right interpreters with the right languages are available at the right time, thus avoiding other services to deal with interpreter recruitment and management.

Particular emphasis is put on delivering quality interpretation to our customers, while ensuring that our service is as cost-effective as possible. Closely following our first key performance indicator, i.e. the coverage of i-slot costs by the i-slot price, will be again a priority in 2017.

Following the Communication of 4<sup>th</sup> April 2016 on Synergies and Efficiencies in the Commission - New Ways of Working" (SEC(2016) 170 final), DG Interpretation has been appointed as corporate domain leader for two domains, i.e. the management of corporate meeting rooms and for conferences/events organisation.

The definition of Commission wide standardised processes by DG Interpretation in these domains will contribute to the overarching general objective of effectively and efficiently managing resources.

| General objective   | Specific objective   | Outputs 2017  |
|---|--|---|
| 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 talents | Interpreting services meet our clients' demand and are cost-effective      | <ul style="list-style-type: none"> <li>▪ Depending on the final agreement on HR centralization needs regarding the synchronization of SCIC local systems with Sysper: Together with DIGIT and DG HR work out an IT solution ensuring proper transfer of data from Sysper to DG Interpretation's systems on interpreters' leave and absences in order to be able to assign teams with the right interpreters to the right meeting</li> </ul> |
|   | The quality of interpretation meets our clients' needs                     | <ul style="list-style-type: none"> <li>▪ 5<sup>th</sup> Customer Satisfaction Survey</li> <li>▪ Formalisation of a procedure to follow-up complaints</li> <li>▪ Enhancement of the use of the "Volontariat" application for enhanced matching between skills and assignment to meetings</li> <li>▪ Developing a cooperation with Cuba on capacity building in conference interpretation</li> </ul>  |
|   | Services provided in meetings meet Commission needs                        | <ul style="list-style-type: none"> <li>▪ Meeting rooms inventory</li> <li>▪ Framework contracts for audio-visual equipment and services</li> <li>▪ Catalogue of meeting room services</li> </ul>  |
|   | DG Interpretation's conference organisation services meet Commission needs | <ul style="list-style-type: none"> <li>▪ Completion of the corporate inventory of conferences</li> <li>▪ Broadened conference service catalogue</li> <li>▪ New framework contracts</li> <li>▪ Reporting on conference organisation</li> </ul>   |
|   | Human resources management   | <ul style="list-style-type: none"> <li>▪ Telephone cascade covering all SCIC staff</li> </ul>   |

|  |  |  |
|--|--|--|
|  |  | <ul style="list-style-type: none"> <li>▪ Awareness week on safety &amp; security</li> <li>▪ Forum for managers</li> <li>▪ Smooth transition to new office accommodation</li> <li>▪ All-staff event</li> </ul>  |
|  | Financial management: internal control and risk management | <ul style="list-style-type: none"> <li>▪ Definition of a sensitive functions strategy</li> <li>▪ Implementation of the ex-post control strategy</li> <li>▪ Compulsory anti-fraud training for specific functions</li> </ul>                                  |
|  | Information management                                     | <ul style="list-style-type: none"> <li>▪ Revision of existing notifications (retention schedules and conservation of information) following the revision of Data Protection Regulation 1049/2001</li> <li>▪ Paperless workflows for all documents</li> </ul> |
|  | External communication activities                          | <ul style="list-style-type: none"> <li>▪ Step up outreach activities (videos, exhibitions, fairs, etc.)</li> </ul>   |

## PART 1. MAIN OUTPUTS FOR THE YEAR

In 2017 DG Interpretation will focus on implementing the framework laid out by the "Communication on Synergies and Efficiencies in the Commission".

In the field of **meeting room management**, DG Interpretation will become the **Commission's competence centre for meeting room management and meeting technologies**. Extending existing activities will lead to the creation of a:

- 1) "Knowledge centre for meeting rooms" which will be responsible for setting up and maintaining the inventory of meeting rooms, advising DGs when defining meeting room needs, explaining the use of the meeting room framework contracts and acting as entry point for meeting requests. The launch of a new three-fold inter-institutional framework contract will enable services to purchase material for meeting rooms, to deal with complicated projects and to support processes (provision of technicians/operators, verification and maintenance of infrastructure);
- 2) "Management centre" for the daily management of meeting rooms, provision of technical and logistical support and the attribution of meeting rooms and associated services.

In the field of **conference organisation**, DG Interpretation will **create a community of conference correspondents** sharing best practices, deciding on new framework contracts accommodating the needs of DGs and defining harmonised policies for conference organisation. The **setting-up of the corporate conference register** – in close cooperation with DG COMM – will allow having an overview of events organised at DG and Commission level. And last but not least **centralising the design and drafting**

**of new conference related framework contracts** will broaden the service offer, harmonise procedures and lead to savings in financial and human resources.

In the field of **conference interpretation**, DG Interpretation will continue to meet its clients' needs, in particular regarding the quality of the interpretation delivered. One of the biggest challenges will be the revision in the Council of the framework for the provision of interpretation (the *pay-on-request* system).

### Interpretation and related activities

|  |                                     |
|--|-------------------------------------|
| <b>Relevant general objective: 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 talents</b> |                                     |
| <b>Specific objective 1: Interpreting services meet our clients' demand and are cost-effective</b>   | Not related to a spending programme |

The aim of DG Interpretation is to serve the interpretation needs of its clients by:

- providing the optimal assignment of interpreters to each meeting;
- ensuring the best possible quality of interpretation;
- creating an environment for the on-going professional development of staff interpreters;
- identifying where improvements can be made to better meet future needs.

The above aims are to be met making best use of available resources in the most cost-efficient manner.

In order to ensure that DG Interpretation is able to meet these aims, it makes use of non-permanent interpreters (ACIs) contracted on a daily basis allowing it to meet interpretation needs at the lowest possible cost. To this end, the actions below aim at ensuring around 70% of total ACI contracting takes place in the long and medium-term, allowing DG Interpretation to best adapt to changes in needs. Short-term and very short-term contracts are targeted to represent around 30% of total contracts, providing for the necessary flexibility to manage short-term changes and cancellations of interpretation requests.

At the same time, DG Interpretation needs to act to maintain a 'healthy' ACI population so that it is better able to meet needs in the coming years and, to some extent, contribute to promote entry into the profession. All of the policy-related outputs make a specific contribution to one or more of the above aims.

**Main outputs in 2017:****Important outputs**

| Output  | Indicator   | Target | Lead service                                 |
|---|---|--------|--|
| Together with DIGIT and DG HR work out an IT solution ensuring proper transfer of data from Sysper to DG Interpretation systems on interpreters' leave and absences in order to be able to assign teams with the right interpreters to the right meeting. | Number of data errors or conflicts when transferring data from Sysper to DG Interpretation's programming tool | 0      | S1 (in cooperation with S3, DIGIT and DG HR) |
| Progressive updates to ACI Webcalendar with new functions to improve efficiency of ACI recruitment and ACI use of the Webcalendar   | Successful introduction of each IT update with no major interruptions of service                              | 100%   | C2 (in cooperation with S3)                  |

**Specific objective: The quality of interpretation meets our clients' needs**

Not related to a spending programme

Cooperation with other EU interpreting services in exchange of staff interpreters (+/- 8 interpreters for each of the 6-month exchanges), ad hoc loans of interpreters or exchanges of ACI contracts, contributes to meeting a number of the aims of DG Interpretation. It promotes the development and application of the same standards across institutions. Furthermore, it contributes to the professional development of staff. This cooperation also enables services to optimise the use of resources by putting available staff and ACIs at the disposal of other services on an ad-hoc basis.

As quality of interpretation depends to a large extent on the speeches delivered by meeting participants, DG Interpretation will again organise around 50 awareness raising courses for Commission staff to help them to make best use of interpretation.

DG Interpretation continues to be actively involved in international cooperation with China, Russia, Macao and African countries by providing professional input to interpreter training institutes. For the first time in 2017, DG Interpretation will provide support to interpreting training in Cuba. At the request of Cuban authorities, DG DEVCO has agreed to make available the necessary funds to finance these activities. In accordance with the

needs expressed by Cuba, DG Interpretation is planning to organise several training courses financed from funds transferred by DEVCO via a sub-delegation.

| <b>Main outputs in 2017:</b>  |   |   |                                       |
|---|---|---|---------------------------------------|
| <b>Important outputs</b>  |   |   |                                       |
| Output  | Indicator   | Target  | Lead service                          |
| 5 <sup>th</sup> Customer Satisfaction Survey  | <ul style="list-style-type: none"> <li>▪ Satisfaction level of delegates</li> </ul>   | <ul style="list-style-type: none"> <li>▪ &gt;85%</li> </ul>                                 | S3                                    |
| Formalisation of a procedure to follow-up complaints and communicate them to all services concerned for consideration when assigning interpreters                                   | <ul style="list-style-type: none"> <li>▪ Implementation of procedure</li> </ul>   | <ul style="list-style-type: none"> <li>▪ 100%</li> </ul>                                    | Dir A (in cooperation with C2)        |
| Finalisation of the introduction of new WebDOR with further improvements and, if necessary, correction of IT issues   | Swift resolution of any IT issues and on-going introduction of further improvements   | 100%  | C2 (in cooperation with S3)           |
| Enhancement of Meeting Report feedback application to improve user-experience which should lead to a diversification of sources of feedback on quality                              | Percentage of Commission meetings getting feedback from meeting organisers on the quality of interpretation (currently 20%)   | 30%   | C2                                    |
| Enhancement of the use of the "Volontariat" application allowing better use of interpreter profiles and enhanced matching between skills and preferences and assignment to meetings | <ul style="list-style-type: none"> <li>▪ Percentage of interpreters who enter their profiles in the system</li> <li>▪ Feasibility study for the development of an IT solution to monitor that assignments correspond to profiles when interpreters are available</li> <li>▪ Swift resolution of any IT issues and, if necessary, on-going introduction of further improvements</li> </ul> | <ul style="list-style-type: none"> <li>▪ 30%</li> <li>▪ Delivery</li> <li>▪ 100%</li> </ul> | Dir A (in cooperation with C2 and S3) |
| Implementation of training activities for Cuba  | <ul style="list-style-type: none"> <li>▪ Training for trainers course</li> <li>▪ 5-month interpreter training course for beginners</li> <li>▪ 1-month skills enhancement course for qualified interpreters in 2017</li> </ul>   | 8 trainees + 4 trainers trained   | 01                                    |

## Conferences, events and meetings

| <b>Specific objective 3: Services provided in meetings meet Commission needs</b> |   | Not related to a spending programme           |              |
|--|---|---|--------------|
| <b>Main outputs in 2017:</b>   |   |   |              |
| <b>Important outputs</b>   |   |   |              |
| Output   | Indicator                                       | Target  | Lead service |
| Meeting rooms inventory  | Meeting rooms inventory                         | Creation by July 2017                         | S5           |
| Framework contracts for audio visual equipment and services                      | Framework contracts                             | Signature by February 2017                    | S5           |
| Catalogue of meeting room services   | Catalogue of services                           | Decision by Steering Board by June 2017       | S4           |
| Ticketing system for meeting room incidents                                      | Ticketing system                                | Implementation by end 2017 for non-SCIC rooms | S4           |
| Standardised solutions for audio visual equipment                                | Standard packages for most common meeting rooms | Definition of packages by end 2017            | S5           |
| Asset management for audio visual Equipment                                      | Agreement on asset management                   | Validation by Steering Board by end 2017      | S5           |

| <b>Specific objective 4: DG Interpretation's conference organisation services meet Commission needs</b> |                             | Not related to a spending programme          |              |
|---|-----------------------------|--|--------------|
| <b>Main outputs in 2017:</b>  |                             |  |              |
| <b>Important outputs</b>  |                             |  |              |
| Output  | Indicator                   | Target                                       | Lead service |
| Corporate inventory of conferences  | Event register              | Finalisation                                 | S6           |
| Broaden catalogue of conference services offered by DG Interpretation                                   | Broadened service catalogue | Service catalogue extended by September 2017 | S6           |
| Create new framework contracts in the field of  | New framework contracts     | New contracts                                | S6           |



|  |        |                           |    |
|--|--------|---------------------------|----|
| conference or event organisation   |        | created by end 2017       |    |
| Report on conference organisation activity at the Commission using the set of performance indicators | Report | Report issued by end 2017 | S6 |

## **PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR**

### ***A. Human resource management***

The HR Modernisation project implemented according to the Communication on Synergies and Efficiencies of April 2016 makes changes to the way HR services are delivered. HR services will be delivered by an Account Management Centre (AMC) inside 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, as well as ensuring that the DG gets the HR service it needs, in cooperation with the AMC.

DG Interpretation will move to the new way of working in 2017 and will be supported by AMC 7 which serves the following group of DGs: BUDG, DIGIT, EPSO, HR, OIB, PMO, SCIC.

Definition of 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 DG Management Plan and Annual Activity Report.

DG Interpretation has reached the Commission target for the female representation in middle management positions. Specific communication actions are organised in order to maintain the balanced gender representation in middle management functions, staff engagement and well-being. Further, communication on the changes brought about by the Synergies and Efficiencies review and moving to the new office accommodation is one of the priorities for 2017.

According to the 2016 Staff Survey, well-being score in DG Interpretation is clearly higher than the share of positive rates in overall Commission level, namely 68% of replies. However, given the low 34%-score in promoting physical activity, DG Interpretation shall contribute to promoting the corporate policy fit@work.

**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.**

An important aspect of human resource management in DG Interpretation is succession planning for interpreters. The units of DG Interpretation providing professional support for interpreters have set up a reflection group which will work on enhancing virtual and e-learning tools and activities.

But succession planning is not only targeted at current staff, but also at future recruitments by closely cooperating with universities in member states and candidate countries: in addition to Pedagogical assistance missions, virtual classes are used to complement in-situ assistance. Study visits and the further development of the Speech Repository (DG Interpretation's speech bank for training purposes) will continue to contribute to the training of future interpreters.

| <b>Main outputs in 2017:</b>   |  |          |
|--|--|----------|
| Output   | Indicator  | Target   |
| <b>Equal opportunities (female representation in middle management)</b>  |  |          |
| Maintain the current balanced representation rate  | Representation rate  | 50%      |
| <b>Well-being of staff</b>   |  |          |
| <p>Highlight the local fit@work actions</p> <ul style="list-style-type: none"> <li>▪ Regular weekly activities</li> <li>▪ Follow-up of the training "Prevention of psychosocial risks on the workplace" for management by establishing a forum for managers</li> <li>▪ Organisation of lunch-time conferences on the subject matter</li> </ul> | Well-being rating in Staff survey  | over 50% |
| Smooth transition to a new office accommodation  | Timely information on leaving B100                                       | 100%     |
| <b>Staff engagement</b>  |  |          |
| All-staff event as follow up to reflection groups  | Percentage of staff who participate                                      | 40%      |
| Awareness week on safety/security, including ethics, business continuity, IT security, access to information, etc.   | Satisfaction level of participants                                       | > 85%    |
| Setting-up of a telephone cascade in all units of DG Interpretation in order to ensure information flow from staff to the hierarchy in case of a crisis  | Percentage of units having a well-functioning telephone cascade in place | 100%     |
| Strengthening of the information flow and understanding of the cross-cutting priorities  | Level of positive responses in Staff Survey                              | 75%      |

|   |  |                      |
|---|--|----------------------|
| of the DG   |  |                      |
| Strengthening of the practice of "rotateurs" (staff interpreters working part of their time in administrative units) in order to widen their professional perspectives and motivation | Percentage of rotateur posts filled  | 100%                 |
| Revamping DG Interpretation's web presence by better presenting its services offered (interpretation, conference organisation and room management)                                    | Launch of the project  | Delivery by mid 2017 |
| <b>Professional support for interpreters (training)</b>   |  |                      |
| Further reflection on the possibility of creating a single platform for DG Interpretation's e-learning tools and activities.  | Report by the Reflection Group on e-learning   | Delivery             |
| <b>Succession planning</b>  |  |                      |
| Adequate succession planning via the work of the MARS group allowing for better targeting of future interpreter recruitments and defining priorities for language training            | A list per interpreting unit of possible departures and effects on language coverage in the unit | 23 lists             |

### ***B. Financial Management: Internal control and Risk management***

DG Interpretation has created an overall indicator of the cost of controls for all areas under direct management mode and related to the provision of interpreting and conference services. The controls involved cover the payments of non-permanent interpreters' remunerations (73% of available credit appropriations in 2016), other staff expenditure, procurement and grants.

**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 |
|---|---------------------|--------|
| Conclusion reached on cost-effectiveness of | Positive conclusion | Yes    |

|   |   |                      |
|---|---|----------------------|
| controls  |   |                      |
| Implementation of the ex-post control strategy                | Value of errors detected on the sampled transactions              | < 2%                 |
| Updated internal specific guidance for financial transactions | Delivery and distribution to staff involved in financial circuits | 100% by October 2017 |

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

**Main outputs in 2017:**

| Output   | Indicator | Target           |
|--|-----------|------------------|
| Awareness campaign on the use of notes of exception and non-compliance | Delivery  | 100% by end 2017 |

**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 |
|---|--|--------|
| Annual update of the anti-fraud strategy                                  | Updated strategy   | 100%   |
| Compulsory training for specific functions as identified in the DG's AFS. | Training followed by this population within 6 months from entry in service | 100%   |
| Regular participation in meetings of the anti-fraud network               | Presence at meetings   | > 80%  |

***D. Information management aspects***

By the end of the first semester 2017 DG Interpretation plans to have introduced paperless workflows for administrative documents, for documents related to calls for tender and for contract and payments files (except blue ink documents). The paperless workflows will help solve the problem DG Interpretation would have faced following the centralisation of HR functions with regard to the delivery and collection of paper files.

In order to improve transparency of files in the DG, the implementation of the new procedure requesting a justification for creating limited files will be continued in 2017.

The related indicators will be monitored to ensure it results in more open files being created.

In the management of information and data, it is important for the DG to be fully compliant with regulations, in particular for those regarding personal data. A proposal to update the Data Protection Regulation 1045/2001 will be launched in early 2017 and therefore a review of existing notifications, including retention schedules and the conservation of information, will be instigated during the year.

| <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              |
| Paperless workflows for administrative documents   | Percentage of electronic dossiers for administrative notes that circulate in the DG   | 100% end March 2017 |
| Paperless workflows for documents related to calls for tender  | Percentage of electronic dossiers for calls for tender that circulate in the DG       | 100% end July 2017  |
| Paperless workflows for contract and payments files ( <i>except blue ink documents</i> )   | Percentage of electronic dossiers for contracts and payments that circulate in the DG | >70% end July 2017  |
| Revision of existing notifications (retention schedules and conservation of information) following the revision of Data Protection Regulation 1045/2001                | Percentage of notifications revised   | 100% by end of 2017 |
| Monitoring of awareness-raising campaigns on openness of information to all – request to all HoUs to justify requests for limited access for new files created in 2017 | Percentage of files open within DG Interpretation                                     | 65% end of 2017     |

### **E. External communication activities**

External Communication in DG Interpretation serves first and foremost as an outreach and awareness-raising tool directed at potential new members of the profession. While DG Interpretation communicates in general on languages, multilingualism and (conference) interpretation, the ultimate objective is – depending on which language market we are working in - either to directly attract young people to interpreter training or to maintain awareness of the profession. A further objective is to support training communication to interpreter schools and interested members of the public. Finally, big picture, we communicate EU values of unity in diversity and openness and responsiveness of the European Commission.

**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  |
|---|--|---|
| Building audience on social media channels (YouTube, Facebook, Twitter) and preparing for specific communication campaigns related to interpreter training and selection  | Increase in followers  | 10% by end of year  |
| Outreach activities, in particular <ul style="list-style-type: none"> <li>▪ Video on the history of interpretation as contribution to celebration of 60 years of the Treaty of Rome</li> <li>▪ Participation in exhibitions and fairs (Commission Open Day, DRONGO Festival in Utrecht, exhibition on the "History of Interpretation in the EU")</li> </ul> | <ul style="list-style-type: none"> <li>▪ Delivery</li> <li>▪ Delivery</li> </ul> | <ul style="list-style-type: none"> <li>▪ 100% by February 2017</li> <li>▪ 100% by 2<sup>nd</sup> half 2017</li> </ul> |
| Creation of exhibition on the history, situation and future trends of interpreting in collaboration with our institutional partner interpreting services  | Organisation   | 100%  |

**Annual communication spending:**

| Baseline (2016) | Estimated commitments (2017) |
|-----------------|------------------------------|
| +/- €10.000     | +/- €10.000                  |

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

In 2017 DG Interpretation will award framework contracts following an inter-institutional call for tender for the provision of services and equipment in the field of audio-visual and conference technology.

The call for tender builds on the expertise gained from previous DG Interpretation's framework contracts and from contracts managed by DIGIT, OIB and by other Institutions.

With an overall amount of €60m, the new framework contracts will provide a key contribution to the implementation of the Synergies and Efficiencies Review. They will allow DGs and other Institutions to purchase and equip meeting rooms with pre-defined audio-visual packages. This will bring about a standardisation of the audio-visual solutions across Commission services and a reduction of the total cost of ownership.

## **ANNEXES TO THE MANAGEMENT PLAN**

### ***Annex 1. Tables***

Tables are included in the body of the document.