DG Translation

Management Plan 2014

(Policy area 31 'Language Services')

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Part 1. Mission statement

Our mission

Our core business is to provide the European Commission with high-quality translation and other language services. Our job is to respect the European Union's multilingual character by making sure the Commission produces clearly written documents, in all the official languages and in others as well.

By making information available to people in a language they understand, we help the Commission to communicate better with EU citizens and make the EU more **open, accountable and democratic**. Our efforts underpin the EU's **legitimacy** and help ensure that its citizens can enjoy their rights to the full.

Our vision

We aspire to be a **full partner** in the legislative and communication processes, the hub for all translation-related activities at the Commission and a reference in the world of translation, while contributing to the development of each official language and the translation profession.

Our values

We value the **diversity of ideas and people** and foster a **respectful working environment** based on team spirit and the sharing of knowledge, experience and skills. We seek to empower our staff and invest in people to develop their competencies and skills in a changing professional world.

We are committed to delivering products and services that **fully meet the needs of our customers** in terms of quality, consistency and timeliness.

We observe the highest standards of **integrity, transparency and impartiality**.

Part 2. The challenges for 2014

President Barroso noted in his 2013 State of the Union address that one of the concerns for the EU and its Member States 'is to be coherent, not just take decisions, but afterwards be able to implement them on the ground'.

This is what we in DGT will do in 2014: our focus for next year is on the **implementation** of what we initiated in 2013.

Not only will we continue to deliver high-quality translation and other language services in accordance with our mission, but we will start implementing a detailed multiannual **succession plan,** aimed at ensuring DGT's operability in a context of staff cuts and staff turnover, so as to ensure that we maintain adequate capacity in all parts of the service.

We should not be complacent in this endeavour: we will need to shape a new future by combining our human talent with the optimal use of external and technological resources. This will mean further adapting our **working methods** – by exploiting the potential for rationalisation and simplification, especially as regards the preparatory work for translation — and our **tools**. Now that the new CAT tool has been launched, our efforts will be devoted to learning how to get the best out of it and on better integrating it into our ICT environment. As regards the Commission's machine translation service, **MT@EC**, the task for 2014 will be to add more corpora and direct language pairs and create domain-specific engines to adapt it to a wider audience, namely public administrations in the Member States.

In 2013 we launched our **customer relations service**. The challenge for 2014 is to ensure that with the range of activities on the ground, and building on the experience gained, it promotes better mutual understanding with our customers and improves DGT's forecasting capacity. To this end, we will continue mutual awareness-raising efforts through presentations and training actions, and enhance the individual analysis of customer DGs' internal planning and constraints, in line with the CWP priorities. We will work more closely with the SG and promote to customer DGs a more systematic integration of editing into the Commission's document workflow and a proper factoring in of translation time when policy initiatives are planned.

We will also continue to contribute to the **web rationalisation project** by slimming down web content still further and helping to develop an analytics tool intended to guide DGs towards more consistent language coverage of websites.

Finally, we will set about establishing closer ties and a more structured cooperation with all our translation stakeholders: centrally, through a **'Translating Europe' Forum**, with a view to exchanging good practices, finding synergies, and proposing research fields and possibly policy actions; and locally, by organising — through our network of field offices — a **European Day of Languages 'season'** to raise awareness of the advantages of mastering languages and the employability potential of language professions, especially among young people.

The five key performance indicators for DGT for 2014	
Indicator	Target 2014
1. Customer satisfaction rate (DGT's overall quality of service as perceived by requesting DGs)	$x \geq$ in 2013
2. Deadline compliance rate (Proportion of pages produced (all versions) within the deadline as % of the total number of pages produced (all versions))	$x \geq 95\,\%$
3. QC level 1 rate (Overall quality control rate for QC level 1 documents)	$x \geq 70\,\%$
4. Freelance quality (Proportion of freelance translations marked as 'good' or 'very good' as % of all freelance translations)	$x \geq 93\,\%$
5. Number of reservations about financial management	0

Part 3. Specific objectives for operational ABB activities

3.1. Activity 'Translation'

DGT enables the Commission to **fulfil its political and legal obligation** to prepare and monitor legislation in all official languages, and to **communicate** in the official languages of the EU.

	☒ Non-spending
Objective T1 — Deliver high-quality translation services	

A **high-quality translation service** is of the utmost importance for the legal certainty of the Commission's regulatory function, for multilingual written communication and therefore for the legitimacy of the Commission's work.

DGT, as the Commission's hub for translation, is committed to delivering its services in accordance with customer needs and the highest standards in terms of accuracy and timeliness.

- To this end, **quality control and assurance measures** are in place for all languages, complemented by rigorous analysis of all feedback received and an ex-post quality control system. A quality management network serves to improve the streamlining and coordination of quality assurance and control across all language departments. Furthermore, in 2013 DGT adopted a Quality Management Framework describing the key concepts and principles of quality management in DGT, which will serve as a basis for an annual quality work programme. These measures will further enhance the multilingual concordance of legislative texts and also help to improve DGT's translation corpora, thereby optimising computer-aided translation (including pre-processing).

- As **terminology work** is integral to DGT's drive for quality and key to the consistency of translations and hence to legal certainty, language departments will continue to implement a number of key, mandatory terminology projects, in line with DGT's Terminology Framework.

- As regards **multilingual written communication**, DGT will continue to contribute to the Commission's web rationalisation project by helping to redesign sites, and by editing and translating web texts (see also objective P1). DGT's field offices in the Member States will support the Commission's multilingual communication effort by adapting messages to the specific political, social and cultural context.

DGT's efforts to ensure the high-quality of its translation services in terms of productivity and efficiency are supported by the **optimal use of its in-house, external and technological resources**.

- Regarding **external translation**, following the expiry of most thematic framework contracts, tenders will be launched for new framework contracts. DGT will also continue to improve the procedure for evaluating the quality of freelance translations by identifying and harmonising best practices.

- As regards **machine translation**, the main focus for 2014 will be on improving usability and utility: seamlessly integrating the service into emails (Outlook) and documents (Word), adding more direct language pairs, adding more corpora, improving some other linguistic aspects, creating domain-specific engines and connecting more online services, like eJustice, TED (Tenders Electronic Daily), etc. This should further encourage the use of the tool at DGT and corporate level.

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Result indicators

	Baseline[1]	Target 2014[2]
1. Customer satisfaction rate *(Qualitative indicator*	2013: 82.5 %	x ≥ in 2013

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[1] Baselines are set for 2007 (main changes in 2007: introduction of the new Translation Strategy, accession of Romania and Bulgaria) or for the year when the indicator was used for the first time.

[2] All targets in the MP are set by extrapolation of past performance.

	about DGT's overall quality of service as perceived by requesting DGs) *Source: Customer satisfaction survey*		
2.	**Deadline compliance rate** *(Proportion of pages produced (all versions) within the deadline as % of the total number of pages produced (all versions))* *Source: DGT- Management Information Scoreboard*	2009: 95 %	x ≥ 95 %
3.	**QC level 1³ rate** *(Overall quality control rate for QC level 1 documents)* *Source: DGT- Management Information Scoreboard*	2010: ≥ 70 %	x ≥ 70 %
4.	**Freelance quality** *(Proportion of freelance translations marked as 'good' or 'very good' as % of all freelance translations)* *Source: DGT- Management Information Scoreboard*	2007: 93 %	x ≥ 93 %
5.	**Use of machine translation** (Average number of pages translated with MT@EC per working day) *Source: MT@EC Dashboard*	2013: 25 193	2014: 50 000

Main outputs in 2014		
Description	**Indicator**	**Target 2014**
Total number of pages processed internally and outsourced to produce the final product	**Total production** (official EU languages) *Source: DGT — Management Information Scoreboard*	These outputs measure the products and services DGT delivers to its users and stakeholders. Since DGT's outputs are demand-driven, no targets can be set.
Total number of pages processed internally and outsourced to produce the final product	**Total production** (non-EU languages) *Source: DGT — Management Information Scoreboard*	
Percentage of Commission IATE entries (all languages) having definition, context and/or note	**IATE entries having definition, context and/or note** *Source: DGT- internal statistics*	21.5 %

☒ Non-spending

Objective T2 — Integrate editing and clear writing into the Commission's document workflow

The purpose of editing is to improve the quality of Commission documents, making the language clear, correct and more concise. This gives readers a better understanding and perception of Commission documents and raises the quality of the original for translation. But editing is still not built into the Commission's document workflow in a systematic manner.

To address this, DGT will continue to provide services at both ends of the document workflow:

- Downstream of drafting, it provides an **editing service**, targeted at core Commission documents. In this context, DGT will follow up the recommendation made by a working group of Directors-General that editing be done before, rather than during inter-service consultations (ISCs), to maximise the efficiency of the ISC process.

- Upstream of document production, DGT runs the **Clear Writing** Campaign to raise awareness of the need for

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³ Quality Control level 1 corresponds to a high level of quality control, to be done by someone who did not do the translation, by revision or cross-reading. It concerns documents corresponding to political priorities and/or creating new legal obligations, documents arising from existing legal obligations and documents arising from the Commission's communication priorities.

and value of clear writing and to train drafters. It also runs the annual Clear Writing Awards to encourage and recognise quality drafting. Customised clear writing courses are organised in the DGs and an online resource, the Writer's Toolbox, is available to all Commission drafters. These services both stimulate demand for editing and improve the quality of documents that cannot be edited. Work on clear writing encompasses advocating change within the Commission so that document quality control is integrated more systematically into the Commission's document workflow.

Result indicators

	Baseline	Target 2014
1. **Satisfaction rate with the editing service** *Source: Customer satisfaction survey*	Customer satisfaction survey 2013 – 79.5 %	x ≥ in 2013
2. **Awareness of editing services** *Source: Customer satisfaction survey*	Customer satisfaction survey 2013 – 91 %	x ≥ in 2013

Main outputs in 2014

Description	Indicator	Target 2014
Number of requests for editing	**Requests for editing** *Source: DGT- Management Information Scoreboard*	x ≥ in 2013
Number of clear writing courses delivered	**Clear writing courses** *Source: DGT- internal statistics*	x ≥ 10

Part 4.   Horizontal activities

4.1.   Activity 'Policy strategy and coordination'

This activity, closely related to that of translation, is concerned with strategic planning within DGT and efficient communication with its partners and stakeholders in and outside the institution.

Objective P1 — Implement the 'Customer Relations Service'

One key objective of DGT's reorganisation in 2013 was to enhance customer orientation and service. After a promising start, in 2014 DGT will focus on intensifying the action of the Customer Relations Service in the following areas:

- **Strengthening the dialogue with customer DGs** will be done in two strands: through DGT's Planning unit and its contacts with the translation correspondents and other interlocutors, and through the Portfolio Managers, who will consolidate and upgrade relations with customer DGs with a view to gaining deeper insight into their overall work cycle and their global needs in terms of translation and other language services. This includes facilitating the mutual exchange of information between the customer DG and DGT, including on successive versions of documents, sharing information with other staff in DGT, identifying translators' specific training needs, providing post-production services in the form of debriefings, ex-post analyses or informal feedback to the customer DG, and obtaining the customer DG's feedback on implementation of the Translation Strategy, Service Level Agreements and the need for derogations. It also includes presenting to customer DGs the full range of DGT's products and services, including MT@EC.

- **Online public services:** DGT contributes (including with machine translation) to a number of online public services offered by the Commission. Examples of such services are the Internal Market Information System set up by DG MARKT, as well as the Your Voice in Europe site on public consultations. In 2013, the SG and DGT undertook to rationalise and improve the translation services offered in connection with public consultations, with the aim of ensuring wider language accessibility to consultation documents. Its implementation and impact on DGT will be monitored. DGT will continue to provide advice to DG SANCO and the Translation Centre concerning the provision of linguistic services, in particular on the use of MT@EC for the planned European Online Dispute Resolution System. This platform will allow consumers and traders in the EU to submit complaints online and to settle their disputes amicably.

- **Web rationalisation project**: DGT will continue to contribute to the rationalisation of the Commission's online presence, which is being slimmed down and made more coherent and user-focused. In the course of 2014, a proposal for a new overarching structure for the organisation of content on EUROPA, including a clickable prototype, will be implemented. An analytics tool to guide DGs towards an appropriate language coverage, based on user needs, will be tested, enabling pilot DGs to provide more consistent language coverage.

- **Service Level Agreements**: DGT will continue to conclude or renew SLAs with other Directorates-General and honour commitments in existing SLAs with a view to optimising the demand management of documents not covered by the Commission's Translation Strategy. A new model SLA will be used which is intended to facilitate negotiation and renewal of these instruments.

Indicators		
	Baseline	**Target 2014**
1. **Number of DGs having used the analytics tool to define the language coverage for their web sites** *Source: DGT — internal statistics*	2013: 0	11
2. **Number of service level agreements in force** *Source: DGT — internal statistics*	2008: 10	30

Objective P2 — Promote the role of languages and translation in a multilingual Europe, and professional cooperation at European and international level

- DGT will strive to establish closer ties and a more structured cooperation with all its stakeholders:

  - Centrally, this will take the form of a **'Translating Europe' forum**, where all elements of the translation world in Europe (language industry, universities, professional associations, national translation services, national institutes for languages, experts in the field of training, terminology, etc.) can meet with a view to exchanging good practices, finding synergies, and proposing research fields and possibly policy actions. Regarding research projects, DGT will support the creation of synergies through the 'All about translation' group created on Yammer. For its part, DGT will conduct two internal studies — 'Recruitment of Translators' and 'Benefits and Limitations of Machine translation' — and commission two external studies — 'Translation and Intellectual Property rights' and 'Translation as a public service/for public services'.

  - Locally, this will be done by organising, through its network of **field offices** in the Member States, a **European Day of Languages (EDL) 'season'** to raise awareness of the advantages of mastering languages and the employability potential of language professions, especially among young people. A number of diverse events will be organised in European capitals and cities based on a common, overarching theme, but taking into account specific national particularities.

- To **promote translation as a career** and draw attention to work opportunities in the European translation services, DGT will organise information campaigns on the recruitment competitions for DE, EL, ES and SV translators once they are launched. To raise awareness of DGT and translation issues in general, DGT translators will continue to visit universities and public institutions, as well as companies and other bodies of direct interest to our service under the **Visiting Translator Scheme**.

- A new **European Master's in Translation (EMT)** network will be established from eligible candidate universities that have expressed their interest in membership and a first general meeting will be organised in September. The **Juvenes Translatores (JT)** contest to identify the best young translators in the EU will take place for the eighth time.

- Cooperation with national experts and linguists through **language and terminology networks** and regular contacts managed by individual language departments will be intensified with a view to improving access to reliable terminological resources and thus the quality of terminology and translation.

- As regards **international cooperation**, the highlight for next year will be the organisation in Brussels of the annual meeting of IAMLADP in June 2014, together with SCIC and the language services of the European Parliament and the Council.

Indicators		
	Baseline	**Target 2014**
1. **Number of members in the EMT network** *Source: DGT- internal statistics*	2010: 54	x > 54
2. **Juvenes Translatores contest: number of Member States which have achieved the allocated number of schools** *Source: DGT- internal statistics*	2008: 20	28
3. **Number of Member States in which at least one EDL event is organised** *Source: DGT- internal statistics*	2009: 22	28

Objective P3 — Enhance interinstitutional cooperation in the field of translation

DGT will continue to be a driving force and constructive player in **interinstitutional cooperation**, which is key to guaranteeing the consistency and high quality of translations throughout the interinstitutional legislative procedure. DGT will continue to foster language-specific networks between translation services and joint training sessions, and to play a prominent role in the area of tool management and development as well as in the provision of legal advice to the interinstitutional bodies. The following projects will require specific attention in 2014:

- The Executive Committee on Translation (ECT) will launch a **series of projects aimed at enhancing cooperation in a number of areas linked to core business**, such as terminology, quality assurance, translation within the ordinary legislative procedure, work sharing, management of translation memories and sharing of rare expertise such as knowledge of non-EU languages.

- The other institutions' translation services will use **MT@EC** from 1 January on a shared-costs basis.

- New interinstitutional user groups will be set up to enhance the **interinstitutional IT governance** structure for tools managed by DGT and shared by other institutions. The supervisory and guiding level and the decision-making level are assured by the Consultative Committee on Translation (CCT) and the ECT respectively.

- DGT and SCIC will make the necessary preparations to take over the chair of the **ICTI** and its sub-organs from 1 January 2015.

- The harmonisation efforts on inter-institutionally comparable **key activity and performance indicators** (KIAPI) will continue, with a special focus on the re-usability of existing translation memories as input for new translation requests.

DGT is the parent DG of the **Translation Centre (CdT)** and represents the Commission on the Management Board. In cooperation with the CdT, as well as the relevant Commission services, DGT will monitor the implementation of the Common Approach which has been developed by the Commission to strengthen the governance and supervision, and the efficiency and accountability of EU agencies. The work includes revising the founding Regulation of the CdT, which will be carried out and probably finalised in 2014. Furthermore, DGT will lead the selection of a new director for the CdT.

Indicators

	Baseline	Target 2014
1. **Number of interinstitutional tool user groups set up and being operational** *Source: Records of interinstitutional decisions*	2013: 0	2
2. **Number of enhancement projects being finalised and reports adopted by the ECT** *Source: Records of interinstitutional decisions*	2013: 0	x ≥ 5

4.2.   Activity 'Administrative support'

This activity covers the work of the DGT services which manage human and financial resources, provide information and communication technologies, handle document administration and logistics, and carry out internal audits.

Objective S — Provide administrative support to the Directorate-General

To support the functioning of the service, DGT will focus on:

- **ensuring sustainable staffing levels** by implementing a multiannual succession plan, based on a new benchmark calculation method and through targeted post allocation exercises. Achieving this across all units depends on the timely availability of EPSO competition lists. DGT has requested competitions for DE, EL, ES and SV languages to be organised in 2014, with results expected in 2015. The ongoing discussions between DGT and DG HR should result in the publication of adequate AST competitions. In the Croatian language department, laureates of the 2012 and 2013 translators' competitions will be recruited to the available posts, gradually replacing the contract staff, and middle managers will be recruited from among the laureates of the AD9 and AD12 competitions;

- monitoring the implementation of the **new Staff Regulations**;

- identifying and promoting **best practices and smarter working methods** in DGT, enhancing translators' key competences with an emphasis on targeted language training, thematic and CAT tool training and on raising management awareness of new working methods, especially unlocking value and productivity through the use of new working tools;

- improving its **ICT environment** in order to provide better support for business processes. The work will focus mainly on improving the integration of the new CAT tool and improving the tools for translation workflow (ManDesk) and document management (TraDesk);

- further developing **machine translation** — on the basis of a revised MT@EC Vision document (see also objective T1) — and adapting the service to a wider audience, namely the public administrations of Member States.

Indicators

		Baseline	Target	
1.	**Number of departments with AD posts occupied within ± 5 % of** *benchmarks set for 2017* *Source: DGT- internal statistics*	2013: 12	Milestone: 2015: 22	Target: 2017: 24 (100 %)
2.	**Percentage of temporary agent translators** *Source: DGT- Management Information Scoreboard*	2013: 7.4 %	2014: x < [2013]	
3.	**Number of training days per official** *Source: DGT- internal statistics*	2007: 8	2014: 10	
4.	**Number of translators having reached the minimum level for translating from a language studied in the interest of the service** *Source: DGT- internal statistics*	2013: 50	2014: 92	
5.	**Number of language combinations for which the new machine translation service is operational** *Source: DGT- internal statistics*	2013: 58 direct language pairs	65	
6.	**User satisfaction with the ICT support, expressed in random follow-up calls** *Source: ITIC SLA DGT- DIGIT*	2009: 80 %	≥ 80 %	

Objective L1 — Ensure sound financial management and the legality and regularity of underlying transactions

DGT will continue to plan, implement and monitor its activities with full regard to the principles of **legality, regularity** and **sound financial management**. Accordingly, and in view of budgetary restrictions, priorities will be determined even more rigorously in the light of available resources. Since 2013 the main focus in the sound financial management area has been on adapting the electronic documentary resources to the real use of the translators. This has resulted in important savings in 2013 which will continue in 2014 as well.

As regards **internal control**, regular monitoring and reporting to support the decision-making process will be continued.

Indicators

	Baseline	Target 2014
1. **Number of reservations about financial management** *Source: DGT — Budget execution report*	2007: 0	0
2. **Value of exceptions reported** *Source: DGT — internal statistics*	2012: < 2 % of the amount of DGT's budget	< 2 % of the amount of DGT's budget
3. **Percentage of payments executed within the contractual deadlines** *Source: DGT — Budget execution report*	2007: 95 %	100 %
4. **Rate of implementation of DGT budget** *Source: DGT — Budget execution report*	2007: 96 %	100 %
5. **Absorption of budgetary backlog (*reste à liquider* — RAL)** *Source: DGT — Budget execution report*	2007: 91 %	100 %
6. **Degree of implementation of audit action plans within deadlines** *Source: DGT- internal statistics*	2009: 74 %	*100 %*

Objective L2 — Ensure fraud prevention and detection

DGT **fraud prevention** and **detection** activities will consist of periodically verifying that its processes are not vulnerable to fraud, and that participants in the process understand the purpose of the controls put in place and the processes to follow should a problem be suspected. While fraud is frequently associated with financial management, DGT understands that non-financial processes can also be vulnerable to fraud. Therefore the vulnerability analysis will cover both financial and non-financial processes.

Indicators

	Baseline	Target 2014
1. **Number of key processes analysed in terms of fraud vulnerability** *Source: DGT — internal statistics*	2013: 0	8