



Management Plan 2016

DG INTERPRETATION

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PART 1 Overview of main outputs for the year

Interpretation and related activities

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.

Specific objective 1: Interpreting services meet our clients' demand and are cost effective. Not related to a spending programme

In order to ensure that DG Interpretation can hire non-permanent interpreters (ACIs) at the lowest possible cost, **long-term and medium-term ACI recruitment should cover around 70% of total ACI recruitment**. This allows the service to start assigning interpreters to regular meetings 2 weeks in advance of the meetings. Short term and very short term recruitment is targeted to be around 30% of total ACI recruitment. This should allow the necessary flexibility to cope with short-term changes and cancellations of interpretation requests.

Another tool which contributes to keeping costs for interpretation low is DG Interpretation's **"Newcomers' scheme"**: newly recruited ACIs are offered 100 recruitment days, under the condition that they register Brussels as their domicile.

Main outputs in 2016:			
Policy-related outputs			
Description	Indicator	Target date	Lead service
Revision of long-term ACI recruitment targets, fine-tuning of numbers and profiles	40% of the expected total level of recruitment is long-term recruitment	December 2016	C2
Selective and gradual medium-term ACI recruitment post-arbitrage	The proportion of medium-term recruitment allows for flexibility while avoiding over-recruitment	December 2016	C2
Revision of the proportion of short-term and very short-term recruitment	+/- 30% of recruitment is short and very short term	December 2016	C2
Development in SCICView (DG Interpretation's statistical tool) allowing for automated collation of data on satisfaction of demand for Commission services	Report available	July 2016	C2, S3
Newcomers' scheme	Number of new ACIs registering Brussels as their professional domicile in order to be eligible for the scheme.	February 2016	C2

Specific objective 2: The quality of interpretation meets our clients' needs. Not related to a spending programme

DG Interpretation **provides interpretation in meetings covering a great variety of highly political and technical subjects**. In broad terms, interpreters are generalists who are expected to provide high-quality interpretation from all their languages in meetings dealing with very different subjects, which requires both a strong command of languages and an excellent knowledge of the various subject areas.

In this context, in 2016, DG Interpretation will continue to

- invest time and resources (around 8% of interpreters' available working time) in **training activities** covering both interpreters' working languages and their specific knowledge on subjects discussed in meetings;
- provide interpreters with **meeting documentation and terminology** to facilitate their understanding of the subjects discussed in the meetings;
- when possible, **improve the continuity in assignments** to ensure that meetings can benefit from interpreters knowledgeable about the subject area of those meetings.

Moreover DG Interpretation runs **awareness seminars for the delegates** who participate in multilingual meetings to help them make better use of the interpretation provided and to communicate better so that meetings with interpretation are more productive.

Through **inter-institutional cooperation with the other EU interpreting services**, DG Interpretation aims at developing and applying the same standards across institutions and agencies. This cooperation also enables services to optimise the use of resources by putting available staff and ACIs at the disposal of the other services on an ad hoc basis.

The **international cooperation projects** aim at training interpreters according to the standards developed in EU institutions, thus raising the level of quality interpretation.

Main outputs in 2016:			
Policy-related outputs			
Description	Indicator	Target date	Lead service
Language maintenance training	500 interpreter days in language maintenance courses including languages of upcoming presidencies	March 2017 (language courses run from Sept 2016 to March 2017)	C3
Thematic and professional skills training	850 interpreter days in thematic training	March 2017 (courses run from Sept 2016 to March 2017)	C3
	50% of thematic training conferences in the DG catalogue on subjects with lower satisfaction in Customer Satisfaction Survey	March 2017 (courses run from Sept 2016 to March 2017)	C3
Provision of the appropriate meeting documentation to interpreters so that they can prepare and work at meetings	80% of meetings with documentation in the Council, the Commission and the Committees (excluding missions)	ongoing	C3
Provision of the necessary terminology to interpreters for meetings they are working in	450 new or revised glossaries	Ongoing	C3
Awareness-raising actions for meeting participants so that multilingual communication with interpretation can be facilitated and improved	500 participants in awareness-raising actions	December 2016	C3
	Approx. 21 days	July 2016	C1
Exchange programme with the European Parliament and the Court of Justice to broaden interpreters' professional experience	8 interpreters participate in each of the exchanges	December 2016	C2

Enhanced WebDOR/Meeting report feedback to diversify sources of feedback on quality	30% of Commission meetings get feedback from meeting organisers on the quality of interpretation	Throughout 2016	C2
Enhanced focus on continuity of interpreter assignments to improve quality and motivation of staff	New “Volontariat” application implemented which helps to create interpreter profiles for a better matching between interpreters’ skills and preferences and the meeting to which they are assigned	February 2016	C2
Training support to Russian partner universities. It will be limited compared to 2015, subject to new developments in EU/Russia relations	Training provided	End 2016	01
Signature and implementation of new protocol for the training of Cantonese/Portuguese interpreters for Macao’s public administration (The Macanese government pays the cost of DG INTERPRETATION interpreters involved in the training actions)	New protocol signed	Ongoing	01
Continuation and conclusion of the training course for the Mongolian trainees who are trained for the ASEM summit 2016	5-month training course from Nov 2015-March 2016	End of March 2016	01
Implementation of the EUCITP (Chinese interpreter training project)	Training courses in Brussels and PA in China	Throughout 2016	01
Implementation of the Pamcit project: selection and support for local coordinator, coordination of PA	PA for Pamcit universities+ support for implementation of other project objectives (e.g. coordinator)	Throughout 2016	01
Follow-up on request from Cuba for interpreter training	Not defined yet	Not defined yet	01
Organisation of 6 to 10 meetings on inter-institutional level on interpreting issues	Participation in meetings	Ongoing	01

Conferences, events and meetings

Specific objective 3: Services provided in meetings meet Commission needs.

Not related to a spending programme

In 2016 DG Interpretation will contribute – as business domain leader - to setting up the framework **for implementing the centralisation of the corporate meeting room management in DG Interpretation** which will allow the Commission to make cost savings and to take full advantage of the latest technological trends.

In addition, the SCIC.S.4 Technical Compliance team has been appointed SPOC (**Single Point of Contact**) **for DG Interpretation for the New Conference Centre project**, intended to replace CCAB. DG Interpretation is part of the working party, together with OIB, which will accompany this project until its completion, foreseen for 2022. First deadline for this project is the completion of the specifications for the new conference centre by October 2016, so that a call for the expression of interest for building developers can be launched.

DG Interpretation will also continue to provide **web streaming services** (both multilingual and monolingual) for meetings held in Commission meeting room facilities it manages. Streaming transmissions are both live and on-demand.

Finally, DG Interpretation will continue to **operate and renovate the conferencing systems** needed for the provision of interpreting services and to **provide first line support** to users of the DG's technical equipment.

Main outputs in 2016:			
Policy-related outputs			
Description	Indicator	Target date	Lead service
Participation in Steering Committee and Project Team for the NCC project (NCC= New Conference Centre)	Preparation of Call for the Expression of Interest	October 2016	S4
Creation of a "Steering board" made up of central services (OIB, SCIC, DIGIT, COMM, HR, OIL and SG) and policy DGs using the new Webdor (DG Interpretation's meeting room management module) in order to suggest improvements to the common management system, to decide on technical adaptation to needs, to assess the needs of the institution, including the corporate conference centre (CCAB), and to advise on possible solutions.	Steering board created	2016	S3, S4, S5
Creation of a "one-stop-shop" service for meeting management	Creation	2016	DG
Adaptation of the current WebDOR to the Commission-wide requirements to ensure a more efficient meeting rooms allocation	New version of WebDOR available	Easter 2016	S3
Registration of Commission meeting rooms in WebDOR	All Commission meeting rooms are in WebDOR	December 2016	New "one-stop-shop" service
Common standard for meeting room equipment	Standard exists	December 2016	S4
Adaptation of DG Interpretation's mission statement to the decisions implementing the Synergy review.	Adapted mission statement available	March 2016	S3
Study of meeting rooms to establish a single audio-visual framework contract managed by DG Interpretation	Study completed and single audio-visual framework contract launched	December 2016	S5
Renovation of Berlaymont 13 th floor meeting rooms	Completion	December 2016	S5
Renovation meeting room in Charlemagne	Completion	April 2016	S5
Part 2 of renovation Press room in Berlaymont	Completion	October 2016	S5
Follow-up of the first Customer Satisfaction Survey on DG Interpretation's conference services	Completion	June 2016	S4, S5, S6

DG Interpretation provides a **fully-fledged conference organisation** service to Commission DGs or provides **consultancy** for setting up events.

Further to the "Synergies and Efficiency Review", DG Interpretation will become in 2016 the "**focal point**" for **event/conference organisation in the Commission**. The actions below will contribute to implementing this project and will allow the Commission to streamline conference organisation within the institution.

Main outputs in 2016:			
Policy-related outputs			
Description	Indicator	Target date	Lead service
Setting up of an "events register" for conference-related expenditures in the Commission	Event register set up	2016	S6
Creation of an "advisory board" dealing inter alia with the gradual centralisation in DG Interpretation of framework contracts related to conference organisation	"Advisory board" created	2016	S6
Preparation and presentation of the new conference management model to DGs via inter-service consultation to raise awareness and to ensure buy-in	New conferences management model presented to DGs	March 2016	S6
Reinforcement of DG Interpretation's conference capacity (College decision following a joint proposal from SCIC, HR and BUDG) with a particular focus on legal, communication and financial aspects)	Number of new staff in conference organisation	April-June 2016	S6
Survey of the current conference organisation in the Commission	Survey carried-out	June 2016	S6
Proposal of a plan to reduce the number of existing framework contracts by letting the ones deemed inefficient expire and replacing them with new corporate framework contracts	Number of framework contracts reduced	June 2016	S6
Establishment in cooperation with DG BUDG of common rules for renting venues in Brussels and, if possible, elsewhere by exploring the "market specificities" of the procurement directive	Rules for renting venues established	September 2016	S6
Annual report on conference organisation activity at the Commission via a set of performance indicators	Report issued	December 2016	S6
Further development of consultancy on conference organisation for Commission DGs	Consultancy services make up 40% of S6 services	December 2016	S6
Successful organisation of flagship conferences: <i>Maritime days, Green week, ICT proposers days, Digital assembly and PPPs info days</i>	90% satisfaction rate	December 2016	S6

PART 2 Organisational management outputs for the year

A. Human Resource Management

Objective 1: The DG deploys effectively its resources in support of the delivery of the Commission's 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.

The well-being rate in DG Interpretation is higher than EC average, but decreased in comparison to the previous staff survey. The drop in satisfaction is mostly due to the buildings where DG Interpretation colleagues work and over which it has little or no control.

In spite of high staff engagement, DG Interpretation management has decided to tackle the "I feel that my opinion is valued" aspect which scored lower than average in the staff survey's Staff engagement index. DG Interpretation management supports the view that open, structured and collective discussions can bring about initiatives which further increase the otherwise high engagement level.

Existing staff and AICs have to add new passive and active languages to enable DG Interpretation to replace the languages lost when staff retires. DG Interpretation interpreters need to have extended language combinations to be able to cover customers' needs in meetings. This is particularly important in the current context of the ageing of the interpreters' population, when many interpreters with extensive language combinations retire and recruitment of new staff is limited by budgetary constraints.

However, **succession planning** is not only related to the skills of current staff, but also to future recruitments: DG Interpretation therefore **supports training of future interpreters** by closely cooperating with universities in member states and candidate countries. In this field as well, DG Interpretation tries to make savings by replacing a significant number of pedagogical assistance mission days by e-learning in the form of virtual classes.

It is impossible for DG Interpretation to precisely define the long-term language cover needs of its customers because demand for interpretation from our biggest customer is subject to regular modifications. The output is therefore valid for 2016 and if there are no major changes in the pattern of demand it is expected to remain so in medium term as well.

The conclusion of the 2015 "Multiannual recruitment strategy" exercise was that **given the evolution of demand (-15.4% between 2013 and 2015) there is no need to launch new competitions in 2016.**

Previously launched competitions for Lithuanian, Maltese, Croatian and Czech will be completed in 2016. Most of the potential competition laureates are already temporary staff.

Main outputs in 2016:		
Description	Indicator	Target date
Equal opportunities (female representation in middle management)		
DG Interpretation's Action Plan to implement the Commission's new Diversity and Inclusion Strategy to be discussed by the equal opportunities group	Publication within two months after the publication of the corporate strategy	2016
Well-being of staff		
Highlight the local fit@work actions <ul style="list-style-type: none"> ▪ Four regular weekly activities ▪ Formation "politique de prévention des risques psycho-sociaux à la 	Implementation	End 2016

Commission" for HR unit, all staff and management in cooperation with the medical service ▪ Organisation of lunch-time conferences on the subject matter		
Implementation of the new decision concerning telework and flexible working methods to continue DG Interpretation's approach to a positive work-life balance for DG Interpretation administrative staff	Implementation	End 2016
Staff engagement		
Full day staff forum	Delivery	11 January 2016
Event of the French language unit to promote two-way communication and bring different levels of hierarchy closer to each other	Delivery	5 January 2016
Funding of team events to enable their organisation	Delivery	End 2016
Diversification of interpreters' tasks (e.g. pedagogical assistance, quality monitoring, participation in selection procedures, etc.)	Delivery	End 2016
Interpreter training		
Language acquisition training so that current staff can add new active and passive languages	40 active and passive languages are added by staff interpreters	December 2016
Support to ACIs (such as language stays and training vouchers) so that they add active and passive languages	20 languages are added by ACIs after receiving DG Interpretation support	December 2016
Interpreter competitions for Lithuanian, Maltese, Croatian and Czech languages	Completion of the 4 competitions	2016
Classic pedagogical assistance to universities	Delivery of maximum 450 mission days	End 2016
Organisation of "Virtual Classes" and diversification of contents and modules	Around 60 virtual classes are organised and contents and modules are diversified	End 2016
Speech Repository	300 new speeches are added, Portuguese and Dutch speeches are revised; the "Entities project" is developed (it will enable universities and EU Institutions to create their own speech catalogue within "My Speech Repository")	December 2016

B. Financial Management: Internal control and Risk management

Overarching objective: The Authorising Officer by Delegation should have reasonable assurance that resources have been used in accordance with the principles of sound financial management, and that the control procedures put in place give the necessary guarantees concerning the legality and regularity of the underlying transactions including prevention, detection, correction and follow-up of fraud and irregularities.

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 2016:

Description	Indicator	Target date
Ex-post control strategy	Implementation	End 2016

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

Main outputs in 2016:

Description	Indicator	Target date
Awareness campaign on the use of notes of exception and non-compliance	Delivery	May 2016

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 (78.4% of available credit appropriations in 2015), other staff expenditure, procurement and grants.

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 2016:

Description	Indicator	Target date
Update and dissemination of the interpreters' ethics guide which includes a specific item on anti-fraud	All ACIs and staff have received an updated version of the guide	June 2016
Compulsory training for specific functions	Training followed within 6 months from entry in service	End 2016
Regular participation in meetings of the anti-fraud network	Presence at 80% of meetings	End 2016

C. Information management aspects

Objective 4: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable

In order to facilitate the improved information flow within the DG and increase transparency, further evaluations should be undertaken to understand for what type of files and under what circumstances access is restricted. As the figure for documents that are not filed is already very low, **awareness campaigns** will be conducted in 2016, led either centrally by the Secretariat General or local initiatives – such as the e-sign campaign and the switch to digital archives. These actions will keep the item on the agenda and ensure that the baseline figure is maintained or even further reduced.

Main outputs in 2016:

Description	Indicator	Target
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Awareness-raising campaigns on openness of information to all	Implementation	End 2016
E-sign campaign	Implementation	End 2016
Campaign to switch to digital archives	Implementation	End 2016

D. External communication

Objective 1: 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.

DG Interpretation's external communication activities **mainly target young people with a view to promoting language learning** and, where appropriate, **interpreting studies**. Targeted markets for awareness campaigns in 2016: Croatia, Malta, Bulgaria.

Main outputs in 2016:		
Description	Indicator	Target date
Participation in language fairs: <ul style="list-style-type: none"> ▪ Oser le Monde ▪ Scotland Language Show, Glasgow ▪ EU Open Day, Berlaymont ▪ DRONGO Festival, Utrecht ▪ London Language Show ▪ Exolingua Berlin 	Delivery	22-23 January 2016 11-12 March 2016 28 May 2016 29 September 2016 October 2016 November 2016
Community management activities (Facebook, Twitter, YouTube, Podbean)	Delivery	End 2016
Video productions on <ul style="list-style-type: none"> ▪ physical effect of adding Croatian ▪ learning Portuguese as a passive language for SCIC interpreters: cultural reflections through language learning ▪ the 20th anniversary of the SCIC-Universities Conferences ▪ training Mongolian interpreters at SCIC for ASEM 2016 ▪ training of interpreter trainers: documenting the process ▪ SCIC technical services: instalments on headphones, technical compliance, foldable screens, streaming services ▪ Publicity spot for Maputo University interpreting studies in the framework of PAMCIT, the pan-African interpreting Masters courses 	Delivery	January 2016 February 2016 14 March 2016 15 July 2016 Summer 2016 Summer and Autumn 2016 Summer 2016
Audio productions for podcast channel, two per week on the finer points of interpreter training	Delivery	May 2016

Initiatives to improve economy and efficiency of financial and non-financial activities

In an effort to tackle the declining pass rates in accreditation tests for freelance interpreters and to use the financial resources more efficiently, DG Interpretation decided to work together with the European Parliament and Court of Justice to **introduce a pre-selection tool**. Pre-selection has the benefit of detecting candidates with true potential to pass an accreditation test and filter out candidates who lack the necessary linguistic and/or interpreting skills at an early stage. It should allow increasing the success rate at the accreditation test and save resources as pre-selection can be operated at a relatively low cost.

After having explored different methodologies by the means of three separate pilot projects, the Executive Committee on Interpretation (ECI) agreed to start implementing pre-selection tests on a large scale as of 2016. All tests for EU languages will be thus preceded by pre-selection tests. After one year of full implementation, the Institutions have committed to perform a thorough analysis of the results, weaknesses and synergies with a view to adapting the working methods.