



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 |

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|---|--|-------------------|----|
| 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 |

Specific objective 4: DG Interpretation's conference organisation services meet Commission needs.

Not related to a spending programme

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 |
|-------------|-----------|--------|
|-------------|-----------|--------|

| | | |
|---|----------------|----------|
| 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.