



European  
Commission

# Management plan 2022

DG TRANSLATION

## Contents

INTRODUCTION .....	3
PART 1. Delivering on the Commission’s priorities: main outputs for 2022 .....	5
PART 2. Modernising the administration: main outputs for 2022.....	11
A. Human resource management .....	11
B. Sound financial management .....	13
C. Fraud risk management .....	14
D. Digital transformation and information management.....	14
E. Sound environmental management.....	16
F. Initiatives to improve economy and efficiency of financial and non-financial activities .....	17
Annex: Performance tables.....	19
PART 1. Delivering on the Commission’s priorities: main outputs for the year.....	19
PART 2. Modernising the administration: main outputs for 2022 .....	23

## INTRODUCTION

Multilingual law making and communication are a hallmark of the EU and a reflection of its cultural diversity. The **Directorate-General for Translation (DGT)** supports the Commission's decision-making process and **enables the Commission to implement decisions, uphold the EU treaties and communicate its day-to-day work in all EU official languages**. By making information available to people in a language they understand, DGT helps the Commission to better communicate with EU citizens and make the EU more open, accountable and democratic, ensuring that its citizens can enjoy their rights to the full.

DGT contributes to the Commission's general objectives:

**7: a modern, high-performing and sustainable European Commission** by providing a world-class quality **translation** service in the EU's 24 official languages and an **editing** service in the drafting process to make the language clear, correct and more concise; and

**2: Europe fit for the digital age** by providing a secure and reliable in-house neural machine translation system, **eTranslation**, based on high-quality human translations produced by DGT, for use in DGT translation workflows, in other Commission departments, in other EU institutions, on EU digital platforms, in national administrations and in SMEs.

This management plan translates the objectives and targets set out in **DGT's strategic plan for 2020-2024** into outputs for 2022. All seek to address DGT's main challenges outlined in the strategic plan. The primary reference by which DGT steers its operations remains the **2016 Communication on translation** <sup>(1)</sup>, which integrates translation into the Commission's decision-making process and aims to make the translation process as efficient as possible so that all resources — human, financial, technological — are put to the best possible use.

To this end, DGT will recruit staff from the reserve lists of the temporary agent selection procedures for translators (Danish, Finnish, German, Swedish) that will become available in 2022 and organise new **temporary agent selection procedures** for translators (Croatian, Dutch, English, Hungarian and Portuguese) and translation assistants (Danish, Greek, Hungarian, Irish, and Maltese). It will also prepare for the next **call for tenders for outsourcing translation** that should be launched in 2023 (TRAD-23).

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<sup>(1)</sup> Communication to the Commission 'Translation as part of the Commission's decision-making process', COM(2016) 2000.

DGT will continue improving the performance of its IT landscape and application of data-driven technologies by rolling out new versions of the commercial **CAT tool** <sup>(2)</sup> used by its translators and its translation memory database **Euramis NG** <sup>(3)</sup>. It will complete the transition to **ePoetry**, the in-house application that Commission departments use to submit requests for translation and other linguistic services to DGT, to fully integrate web services. DGT's **eTranslation advisory service** will become fully operational to promote eTranslation and provide Commission departments with guidance on its use.

In its role as a world reference for translation, DGT will also continue to support the development of the translation profession by carrying out a range of external communication and **outreach activities**, listed under specific objective 7.4.

At the onset of the COVID-19 pandemic in 2020, DGT adapted swiftly to **new working conditions**, demonstrating resilience and flexibility. Building on the experience gained since then, and in line with the upcoming Commission-wide HR strategy and the decision on working time and hybrid working, DGT will adapt its working methods further to enable staff to successfully combine telework and work from the office.

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<sup>(2)</sup> DGT's translators use a commercial computer-assisted translation (CAT) tool selected following a public tender.

<sup>(3)</sup> Large-scale linguistic data assets in the form of a translation memory database built up and curated by DGT staff since the mid-1990s.

## **PART 1. Delivering on the Commission's priorities: main outputs for 2022**

### **General objective 7: A modern, high-performing and sustainable European Commission**

#### **Specific objective 7.1: Linguistic services in 24 languages support the Commission's decision-making process, policies and implementing work**

DGT fulfils its mission to provide **high-quality translations and other linguistic services in 24 languages** by applying a set of professional principles and rules that are enshrined in framework documents covering three main pillars: quality management, terminology work and outsourcing. The fourth pillar is the production and maintenance of quality linguistic data, set out in DGT's data strategy.

In line with its framework documents, in 2022 DGT will:

- Continue to **provide translation** and other linguistic services that meet its customers' needs. DGT will edit the Commission's most important initiatives and continue raising awareness about **editing and clear writing** by implementing the 2020 clear writing strategy.
- Conclude a service-level agreement with the newly established HERA service and continue updating, where relevant, the existing **service-level agreements** with Commission departments.
- Start preparing the **next call for tenders for the outsourcing of translation**, that should be launched in 2023 (TRAD-23), while continuing to hone the smooth functioning of the current outsourcing framework contracts (TRAD-19).
- Implement a **full language regime in Irish** as of 1 January 2022 by ensuring full integration of the newly recruited translators in both Brussels and the extended field office in Grange, County Meath (Ireland), running an internal competition for Irish translators to increase the ratio of permanent translation staff and continuing cooperation with the Irish authorities and other Irish translation services in the EU institutions to develop and maintain Irish translation capacity.
- Finalise the transition to the new **ePoetry** application to aid the management of translation requests, both manual and machine-to-machine requests.
- Continue to provide **eTranslation** to meet the demand for machine translation in the Commission, in the EU institutions and on EU websites and platforms (see also specific objective 2.1). It will explore – in close cooperation with the requesting services – the scope for a workflow based on treating eTranslation output (MT+ workflow) that would be used to meet a share of current demand to alleviate workload in situations when standard procedures are not possible.
- Continue to implement consistently DGT's reference model for **quality management** by carrying out a study about sampling confidence for the evaluation of outsourced translations and the common ex-post analysis of the quality of its

production; defining the new MT+ workflow and include it in DGT's quality management framework.

- Explore the possible application of machine learning to linguistic data management, e.g. to evaluate the quality of terminology data in IATE.
- Roll out the **eTranslation advisory service** created in 2021 to promote eTranslation, provide guidance on its use, quality and fitness-for-purpose, collect and analyse feedback, and provide support on technical implementation. It will also design a regular reporting mechanism on eTranslation as part of DGT core business.

Please see the performance table for this specific objective in the annex, on page 19.

### Specific objective 7.2: DGT's state-of-the art language tools and technology enhance the efficiency and quality of translation work

DGT's digital master plan for 2021-2024 covers the four main pillars of DGT's digital transformation: technology, data, people and processes.

The main activities in these areas for 2022 are defined by DGT's governance bodies (IT and Data Steering Committee, subcommittees for language applications and workflow systems) and user groups (for machine translation, Euramis and computer-assisted translation, and workflow systems). They will comprise:

- Rolling out the latest version of the commercial **CAT tool** used by DGT translators to improve and modernise the translation environment. This will help translators collaborate on translation projects in real time by enabling them to exchange linguistic data via a shared platform and/or web editor. DGT will roll out the minimum viable product to DGT users in cooperation with DIGIT.
- Rolling out the first version of the '**Euramis Next Generation**' platform. This will enrich the language data stored in Euramis with contextual metadata and so facilitate the efficient re-use of previous translations stored in Euramis (see also Part 2, Section D).
- Defining the implementation strategy and plan for the **eDGT project** that will fundamentally review and adapt the existing workflow applications in DGT. As an end-to-end platform, eDGT will cover all aspects of DGT's core business in a single, well-integrated IT system, enabling data-driven decision-making and automation.
- Completing phase 4 of the process to **automate the outsourcing workflow** that started in 2019 to improve workflow efficiency and speed up the process.
- Maintaining and adapting as necessary the current **Trèfle** system used to outsource translations, preparing to decommission this application and presenting the related business case to the Commission's central IT governance.
- Continuing to improve the linguistic quality of **eTranslation output** on the basis of input from translators by releasing some 130 engine updates for different language combinations and improving the underlying translation technology.
- Continuing to closely cooperate with other EU translation services to manage the shared **interinstitutional tools** (eTranslation, Euramis, Quest, DocFinder and Elise),

and as partner in the IATE terminology database project. Together with its partners, DGT will also resume work to assess how the new CAT tool components and other tools could improve cooperation between EU translation services.

Please see the performance table for this specific objective in the annex, on pages 19-20.

### Specific objective 7.3: Fluctuating demand is managed through a flexible resources mix

DGT will continue to optimise its flexible and modular **resources mix**, combining permanent and temporary in-house staff, outsourcing and language technology. The aim is to meet the Commission's noticeably increasing demand for translation, while further improving resource efficiency and without compromising on the necessary level of quality. In 2022, DGT will:

- Allocate resources (posts for in-house staff and budget for external staff) in line with DGT's resources and succession plans to secure **in-house capacity** and the continuity of key functions in the units and departments. It will recruit staff from the upcoming reserve lists of the **temporary agent selection procedures** for translators (Danish, Finnish, German, Swedish) and organise new temporary agent selection procedures for translators (Croatian, Dutch, English, Hungarian and Portuguese) and assistants (Danish, Greek, Hungarian, Irish and Maltese).
- Adopt and implement its **DGT-specific HR policy implementation plan** for the period 2022-2027, consistent with the upcoming Commission-wide HR strategy.
- Continue to use **outsourcing** as a flexible resource to manage demand fluctuations and compensate for adjustments to staffing levels.
- Make optimum use of its budget for **external staff**, recruiting contract agents, seconded national experts and interim agents.
- Run **knowledge management** projects (see Part 2, Section D). In 2022, DGT will focus its **training** offer on language-specific thematic training on legal texts, digital skills, management and organisational development. DGT will pursue and evaluate its pilot project to upskill selected linguists in computational linguistics. The training and development paths designed to expand the data skills of quality officers and terminologists launched in 2021 will pick up speed in 2022.
- Continue cooperation with the translation services of other EU institutions on the **workload balancing scheme**.
- Conduct a business analysis as a basis for streamlining processes in all areas of DGT's core business with the objective to simplify working arrangements and enable greater automation and better exploitation of data for decision-making. This will feed into the **eDGT project**.

Please see the performance table for this specific objective in the annex, on page 20.

## Specific objective 7.4: Multilingualism is promoted and development of the translation profession is supported

Being a reference in the world of translation, the aim of DGT's outreach activities is to bring together translation and language stakeholders: universities and research centres, national, regional and local authorities, translation professionals and the language industry. The purpose is to:

1. give visibility to the world of translation and languages
2. promote the development of the translation profession in Europe, and
3. promote and encourage clear writing in Europe.

DGT's main outreach activities in 2022 will include:

- Organising the **Translating Europe Forum**, DGT's annual conference bringing together the translation community and young professionals from all over Europe to share knowledge and discuss developments in the profession. DGT will also run a series of **Translating Europe workshops** in the Member States for translation stakeholders and explore synergies with national language and terminology networks.
- Supporting the **European Master's in Translation (EMT)** network by organising two network meetings in 2022. The focus will be on translation in the digital age and accessibility in translation, aiming to give fresh impetus to translation-related research. The network will also organise the second round of the **EMT Challenge**, a competition for students with a focus on machine translation and quality estimation.
- Fostering contacts and **cooperation with national administrations**, including public translation services in the Member States, through language and terminology networks. DGT will continue to focus on **promoting eTranslation** to Member State public administrations (see specific objective 2.1).
- Continue implementing — in close cooperation with DG SCIC — the work programme for the **Commission's presidency** of the interinstitutional committees for cooperation among translation and interpretation services. The priorities include language technology, working methods, recruitment, training, communication and multilingualism, outreach and resources, and sharing experience on hybrid working and management.
- Expanding the **clear writing for Europe** initiative by deepening cooperation with the translation and citizens' language services of the other EU institutions and with Member State public administrations.
- Cooperating with the language services of other **international organisations** (in particular UN and EU organisations, national institutions and academic bodies) in the framework of the International Annual Meeting on Language Arrangements, Documentation and Publications (IAMLADP) and in the International Annual Meeting on Computer-Assisted Translation and Terminology (JIAMCATT).
- Running the **Visiting Translator Scheme**, i.e. residential or online visits by DGT translators with the aim of boosting cooperation with universities, public institutions,



international organisations and private companies<sup>(4)</sup>. This complements DGT's efforts to boost the image of the translation profession in areas outside the language industry, such as companies (including SMEs), other professions and sectors, public administrations and NGOs via the communication campaign **#DiscoverTranslation**.

- Running *Juvenes Translatores*, a translation contest for secondary schools to promote language learning, and a series of public events linked to the **European Day of Languages** (26 September).

Depending on the circumstances, DGT may need to run some of these activities online.

DGT will promote its outreach work and results via its social media accounts, Europa web pages and network of field officers in the Member States. DGT sets out specific areas for action in its annual communication priorities and rolling plan.

Please see the performance table for this specific objective in the annex, on pages 20-21.

## **General objective 2: A Europe fit for the digital age**

### **Specific objective 2.1: eTranslation is used in Member States' public administrations, EU institutions and on EU platforms to overcome language barriers**

eTranslation is available to the EU institutions and other entities in the EU. To aid **cross-border communication**, the Commission provides and promotes eTranslation to public administrations and SMEs and makes it available to university staff and students, and to participants in the Digital Europe Programme. The steady increase in use over the years indicates that eTranslation is known within and outside the institutions, and that it meets a need and helps overcome language barriers.

To pursue this specific objective, in 2022 DGT will:

- Continue – in cooperation with DG COMM and DIGIT – expanding the use of eTranslation on **EU platforms**, with the main focus on the Europa website, by integrating and promoting eTranslation for **machine-to-machine use**<sup>(5)</sup> where appropriate and when human translation cannot be provided.
- Continue providing machine translation for the multilingual digital platform of the **Conference on the Future of Europe** until its conclusion in spring 2022, to enable multilingual communication between members of the public across Europe.

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<sup>(4)</sup> For more details on VTS, see [https://ec.europa.eu/info/departments/translation/visiting-translator-scheme-vts\\_en](https://ec.europa.eu/info/departments/translation/visiting-translator-scheme-vts_en).

<sup>(5)</sup> Machine-to-machine use covers everything from use by internal analytical systems and metadata (such as the European Data Portal) to direct public-facing websites.

- Participate in the **7th Conference on Machine Translation**, which has a competitive element, with the aim of benchmarking eTranslation against the main automatic translation systems produced by industry and academia.
- Continue, in cooperation with DG CNECT, to promote the use of eTranslation to local, regional and national administrations and pursue its communication campaign via Translating Europe Workshops and other events in the Member States.

In the context of its work on the Digital Europe Programme, DGT will contribute to the language technologies strand in cooperation with its partners (DG CNECT, DG SCIC and DG DIGIT). DGT will maintain and upgrade existing language tools (eTranslation, classification, name entity recognition and anonymisation) developed under the Connecting Europe Facility. It will continue work on the speech transcription service, including fully custom-built speech transcription models and engines reusable by external stakeholders. The four DGs will continue their cooperation in the **Centre of Excellence in language technologies**, in particular on automated speech-to-text transcription. The Centre, which combines the Commission's unique expertise in the EU's 24 official languages with cutting-edge technologies, will contribute to offering state-of-the-art language technology services to the EU institutions, Member State administrations and SMEs.

Please see the performance table for this specific objective in the annex, on pages 21-22.

## PART 2. Modernising the administration: main outputs for 2022

### Introduction

DGT continuously updates and modernises its way of working. In 2022, it will:

- Continue developing its **resources mix** comprised of in-house staff, outsourcing and language technology in line with DGT resources and succession plan for 2021 – 2027. It will also adopt and start implementing its **HR policy implementation plan** for 2022-2027, consistent with the upcoming Commission-wide HR strategy. The aim is to equip DGT with the resources it needs to be a modern and efficient translation service in the digital era.
- Work to reach its mid-term target of 16 first-time appointments of women managers, in support of the Commission's **gender policy**.
- Implement the **digital solutions modernisation plan**, focusing on modernising its workflow management system through the eDGT project, and supporting digital transformation in the translation profession.
- Further improve **data, information and knowledge management** in line with the actions set out in the DGT digital master plan for 2021-2024 and DGT's data action plan (in preparation).
- Assess the scope for further **automation of financial reporting**.
- Implement the 2022 EMAS action plan to make DGT even more environmentally sustainable. It will contribute to the Commission's work to become climate neutral by 2030 by implementing the upcoming '**Greening the Commission**' action plan in DGT.

### Internal control

The internal control framework <sup>(6)</sup> supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

**DGT** has established an internal control system tailored to its particular characteristics and circumstances. The effective functioning of the service's internal control system will be assessed on an ongoing basis throughout the year and be subject to a specific annual assessment covering all internal control principles.

### A. Human resource management

In 2022, DGT will adopt and start implementing its **HR policy implementation plan** for 2022-2027. This will be in line with the multiannual modernisation process ongoing to

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<sup>(6)</sup> [Communication C\(2017\)2373 - Revision of the Internal Control Framework](#)

bring in a more flexible resource mix, combining permanent and temporary staff, outsourcing and language technology. The strategy will include chapters on workforce and succession, learning and development, wellbeing, diversity and inclusiveness, and will reflect the corporate priorities outlined in the upcoming Commission-wide HR strategy. DGT will continue to analyse the current organizational set-up in the light of the projected gradual reduction of posts, the development of functions and professional profiles and the diversification of the resources mix, to establish an appropriate balance.

Together with DG HR and EPSO, DGT will launch **temporary agent selection procedures** for translators and assistants (see specific objective 7.3). DGT will draw on the list of successful candidates from the temporary agent selection procedures for Danish, German, Finnish and Swedish translators launched in 2021. It will raise the proportion of permanent staff in the Irish department by running a DGT-specific internal competition for Irish translators.

DGT employs a competent and engaged workforce, and contributes to **gender equality** at all levels of management to effectively deliver on the Commission's priorities and core business. DGT currently has 65% female managers. To reach its interim milestone of **16 first-time appointments of women in middle management** as set out in its strategic plan for 2020-2024, DGT aims to make 6 first-time appointments in 2022, as opportunities become available by vacant posts.

To further mainstream **equality** aspects within DGT, in particular to raise awareness about the benefits of diversity and inclusion, DGT will organise training and info sessions for staff and dedicated workshops for managers. It will also promote among its staff corporate training on unconscious bias, harassment and other equality topics.

In step with the training plan for 2022 and the resources and succession plan adopted in 2021, DGT's learning and development offer will focus on **digital proficiency** for all staff, on **language-specific thematic competences** for translators (legal, financial, economic and scientific), on organisational development and further professional training for current and incoming managers. DGT will run specific training courses for managers to develop their management skills, with a focus on change management and people management, in particular to help managers adjust to changes following the COVID-19 pandemic.

As part of DGT's response to accelerating technological development and the widespread use of artificial intelligence in the language industry, DGT will continue and evaluate its pilot project to **upskill a selection of DGT linguists in computational linguistics**. The aim is to equip them to work together with computational linguists in the IT unit and correctly convey translation needs and expectations. The project will run in close collaboration with academia (EMT universities). Additional projects to upskill quality officers and terminologists in data-related skills, launched in 2021, will pick up speed in 2022.

Dealing with the COVID-19 pandemic has resulted in a different way of working, communicating and engaging with staff. The Commission's new HR strategy will reflect these changes, which DGT will take on board in its own HR policy implementation plan and

**internal communication** work. DGT will carry out targeted communication and staff engagement measures to accompany staff in the transition to a 'new normal' and adapt to flexible ways of working. DGT will keep its staff informed of possible developments on its **future premises** in Brussels and Luxembourg. Once the results of the 2021 staff survey are known, DGT will identify any follow-up measures needed.

Please see the related performance table in the annex, on page 23.

## **B. Sound financial management**

DGT manages administrative expenditure only, under the 'direct centralised management' mode. It has a **partly decentralised financial circuit for commitments**, which involves carrying out controls based on the estimated risk of the transaction, depending on the type of procurement. The managing unit is responsible for the operational initiation, verification and authorisation of commitments. Financial initiation and verification are performed by the finance unit, except for the budget lines related to external translation, where these steps are also carried out by the managing unit.

DGT has a **fully centralised financial circuit for payments**. The managing unit is responsible for the operational verification of the invoices. The finance unit always carries out the financial verification of invoices and authorises payment. In recent years, it has increasingly automated the checks on external translation invoices: most transactions are subject to batch verification and authorisation. Transactions identified as higher risk are checked manually, following a risk assessment.

**All controls are ex ante**, as DGT does not manage programmes or award grants. Any errors identified are corrected before contracts are signed or payment is authorised. Following a cost-benefit analysis, and given the automation of transactions for most of the budget, the intensive use of framework contracts, the structure of the financial circuits and the results of *ex ante* controls, no *ex post* controls are carried out on procurement processes. Where possible, e.g. for IT service providers or promotional items, DGT uses the **framework contracts** available to all Commission departments.

In 2022, all sub-delegations will continue to be granted directly by the Director-General, instead of via a cascade system. The finance unit will continue to provide **monthly financial reporting**, including information on the budget execution rate, non-compliance and exception reporting. In line with the guidelines on chargeback between Commission DGs, DGT will continue to request **co-delegations with other DGs**.

Please see the related performance table in the annex, on page 23.

## C. Fraud risk management

DGT's **anti-fraud strategy** was fully revised in 2020 based on a comprehensive risk and fraud assessment exercise. It identifies three main areas where fraud could potentially occur: the handling of sensitive, marked or classified information, financial procedures and public procurement.

In the **action plan** for the implementation of its anti-fraud strategy, DGT has identified actions to **prevent and detect fraud** as part of the anti-fraud cycle. DGT will ensure that the current mitigating measures are maintained:

- in the handling of **sensitive, marked and classified documents** by implementing clear and documented procedures and strict respect of the “need to know principle” and of the security notices issued by the Security Directorate. Particular attention will be given to procedures linked to the outsourcing of translations;
- in the field of **financial transactions and public procurement** by implementing the relevant financial circuits and the policy on conflict of interest reinforced in 2020, and by revising annually the list of sensitive functions.

Should fraud be detected, additional measures will be taken to investigate and take corrective action.

Please see the related performance table in the annex, on page 24.

## D. Digital transformation and information management

As a member of the **Information Management Steering Board**, DGT will continue in 2022 contributing actively to the strategy for data, information and knowledge management, in particular concerning multilingual aspects. It will continue working on **eDGT** to deliver an end-to-end modular and secure platform that covers all steps and tasks of DGT core business. Based on a solid business process analysis, the platform will enable automation of routine tasks through data-driven technologies and Artificial Intelligence. As such, eDGT will contribute to the Commission AI action plan currently developed by DG DIGIT.

DGT will launch additional **knowledge management** projects focusing on digital collaboration, knowledge sharing (within DGT and with requester DGs), welcoming newcomers and e-learning. The planned projects include setting up a network of M365 local champions, developing e-learning modules and video tutorials, drafting and disseminating abstracts of knowledge sharing events, and providing a one-stop-shop portal for digital resources licensed by DGT (databases, dictionaries and other terminological resources).

In line with the Commission-wide framework on data governance and data policies, DGT's IT and Data Steering Committee will continue to ensure a holistic and coherent application of **data governance** principles to DGT's IT systems and data assets.

To keep up with the pace of digital and technological change in the translation sector, DGT will carry out the third round of **digital skills** self-assessment for translators and translation assistants. Based on the results, DGT will update the training modules it offers staff, create new ones and plug any gaps and areas for individual development identified.

By investing more in linguistic data management, in 2022 DGT will continue implementing its **Data Strategy@DGT**, focusing on two key aspects of value:

- **Data quality.** DGT will ensure that relevant and reliable data and metadata are available to the greatest possible extent to all users, processes and applications. Euramis data will be enriched with metadata to provide contextual information in translation tools, thus facilitating their efficient re-use. This will make translation as effective and efficient as possible and will capitalise on past work and new technology that enable translations to be shared and reused in real time.
- **Data quantity.** DGT will pursue its strategies to acquire data to feed into Euramis, IATE and eTranslation, from both internal and external sources.

DGT will also explore the **use of AI and machine learning technologies** to draw maximum benefit from its wealth of language and operational data. In doing so it will closely follow corporate initiatives, and in particular the Innovation Framework, that is expected in early 2022.

DGT has already taken all the necessary steps to prepare and implement the processing operations and tasks required under the Commission's **data protection** action plan and to comply with the rules in full. DGT's data protection coordinator will continue to assist DGT controllers and assistant controllers and to inform staff of developments and guidelines.

DGT will continue to participate in the activities of the Commission-wide working group on training needs. Upon completion of e-learning modules, a training map for all staff concerned will be created at the corporate level by DG HR. Data Protection Controllers will regularly participate in unit meetings to raise awareness about data protection issues. DGT's Data Protection Coordinator will continue ensuring compliance with the data protection rules, in particular by keeping an updated inventory of all DGT data processing operations in the Commission's Data Protection Records Management System; assessing the compliance with general personal data protection principles; keeping the controllers in DGT informed about the rules and principles and checking whether the processing operations under their responsibility are compliant; ensuring the update of all DGT-specific privacy statements and their publication on DGTnet; organising and participating in specific DGT training for units, language departments and field officers on this topic.

DGT will continue to underscore the importance of **cybersecurity**, in support of Commission-wide initiatives, notably by implementing the decisions of the Information

Technology and Cybersecurity Board <sup>(7)</sup>. In collaboration with its partners in DIGIT's central Local Informatics Security Officers (LISO) team, DGT will ensure regular updates of its **information security plan**. One of the foundations of the eDGT project is that it will be cyber-secure 'by design' and implement the principle of security as defined in the corporate Digital Strategy <sup>(8)</sup>. In order to improve security practices and culture, as well as meeting the protection level required for the critical systems within DGT, DGT's IT and Data Steering Committee is considering the appointment of a System Security Officer.

DGT will continue to foster the cyber-aware culture of its staff and promote **cyber-awareness courses** and lunchtime talks provided by DG DIGIT, especially via its learning portal.

Please see the related performance table in the annex, on page 25.

## **E. Sound environmental management**

In 2022 DGT will continue to deliver on its longstanding commitment to sound environmental management, which has placed it at the forefront of Commission departments.

DGT's **Eco-Management and Audit Scheme (EMAS) action plan** for 2020-2022 was identified as best practice for other DGs in the EMAS network. DGT best practice in organising internal events will also be used as case studies/interviews in the second edition of the guidelines on organising sustainable meetings and events at the Commission. Furthermore, the successful **spring cleaning trail (in DGT)** became a Commission-wide action during the waste campaign in 2021, and DGT will maintain and expand it in 2022.

To contribute to the Commission's drive to become climate neutral by 2030 and in line with its EMAS action plan, DGT will promote staff engagement in environmentally friendly practices at work. It will carry out a range of centrally coordinated EMAS actions, including measures to **save energy and water**. It will raise staff awareness of **digital pollution**, both through DGT-specific activities and Commission-led activities in this field. DGT is a 'trans-Ardenne' Directorate-General and with the return to a 'new normal', travel between Brussels and Luxembourg is expected to progressively pick up. To **reduce the carbon footprint from business travels**, emphasis will therefore be put on shifting non-essential travel to video-conferencing. For essential travel, DGT will focus on promoting the use of public transport and facilitating carpooling among colleagues.

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<sup>(7)</sup> The Board ensures that business needs are supported by efficient, secure and resilient communication and information systems, in compliance with personal data protection principles.

<sup>(8)</sup> See section 3 of Communication C(2018) 7118 - [European Commission digital strategy: a digitally transformed, user-focused and data-driven Commission](#): '(...) DGs will ensure that their digital solutions are compliant with the Commission's IT-security and information-security policies and standards'.



DGT's EMAS team will spearhead progress in these areas by carrying out a range of activities. It will publish ECO-tips in a newsletter and organise regular EMAS training courses and workshops with the help of the OIB/OIL EMAS team and groups of experienced colleagues. It will also engage in centrally coordinated EMAS actions in the same areas.

DGT may revise these actions in light of the corporate priorities which the Commission should adopt in the context of the **Communication on Greening the Commission** and the potential new areas that will be included in the monitoring system. DGT will implement all the activities coordinated at central level to contribute to the political goal of greening the Commission.

Please see the related performance table in the annex, on page 26.

## **F. Initiatives to improve economy and efficiency of financial and non-financial activities**

In 2022, DGT will complete phase 4 of the process to automate the outsourcing workflow that it started in 2019. This will further reduce the **administrative burden** for translators and assistants in language departments and for staff in DGT's outsourcing unit.

Also, DGT will conduct a business analysis as a basis for streamlining processes in all areas of its core business. This analysis is one of the activities identified for the **eDGT project**, a transformative project with a multi-annual time horizon. While the translation workflow is currently managed with a number of separate IT applications, eDGT will be an end-to-end platform covering all steps and tasks of DGT's core business. Simplification and common working methods across DGT will allow for further automation and the use of advance technologies to support decision-making and will increase the overall efficiency of the service.

DGT will continue making improvements to **eTranslation** and providing this service to other EU institutions and bodies for an annual fee. It will generate economies of scale by avoiding costly local development or procurement. As an in-house solution to meet all machine translation needs without depending on third-party technology, eTranslation helps streamline IT solutions and protect EU IPR and data ownership.

In close cooperation with DG COMM and DIGIT, DGT will expand the language coverage on Europa and other EU platforms by incorporating eTranslation at **minimum marginal costs**. It will do so by using an eTranslation widget activated by default when new websites are created on the Europa Web Publishing Platform. This enables users to create an automatic machine translation of the web page at their request.

DGT started a 6-month pilot project with the Paymaster's Office (PMO) in February 2021, whereby the role of gestionnaires missions was centralised in PMO in line with the

Synergies and Efficiencies initiative. The project will run until mid-February 2022, when the decision on a possible permanent transfer of these functions to PMO will be taken.

## ANNEX: PERFORMANCE TABLES

### PART 1. Delivering on the Commission's priorities: main outputs for the year

<b>General objective 7: A modern, high-performing and sustainable European Commission</b>		
<b>Specific objective 7.1: Linguistic services in 24 languages support the Commission's decision-making process, policies and implementing work</b>		
<b>Main outputs in 2022:</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Total production (official languages)*	Number of pages processed internally and outsourced	31 December 2022
Total production (non-EU languages)*	Number of pages processed internally and outsourced	31 December 2022
Recruitment of additional staff for the Irish department	Total number of staff in the Irish department	65 by 31 December 2022
Ex post evaluation of DGT's translation production	Ex post evaluation report adopted (Y/N)	30 June 2022
Use of eTranslation by customer DGs*	Number of pages submitted to the eTranslation service	31 December 2022
Total editing production in English*	Number of pages edited	31 December 2022
Clear writing training events delivered by DGT trainers	Number of clear writing training events delivered	≥30 by 31 December 2022
Implementation of the Clear writing and editing strategy	Number of actions ongoing	≥ 7 by 31 December 2022
Service-level agreements in place between DGT and DGs	Share of requesting DGs with a service-level agreement with DGT out of all requesting DGs	>85%

\* This measures the products and services DGT delivers to its users. DGT's outputs are demand-driven; no quantitative targets can be set.

<b>General objective 7: A modern, high-performing and sustainable European Commission</b>		
<b>Specific objective 7.2: DGT's state-of-the art language tools and technology enhance the efficiency and quality of translation work</b>		
<b>Main outputs in 2022:</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Use of output from previous translations stored in Euramis translation memories for current translation requests	Re-usability rate	Maintain 2021 level or increase
eDGT-completion of the preparatory phase	Number of milestones completed for the preparatory phase	16 by 31 December 2022

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Translation corpora size	Total number of segments* available in Euramis	Increase compared to 2021 (in proportion to annual production)
IATE complete entries	Share of IATE complete entries	Increase compared to 2021

\* A 'segment' usually consists of a sentence or sentence-like unit (a heading, a title or an item in a list).

**General objective 7: A modern, high-performing and sustainable European Commission**

**Specific objective 7.3: Fluctuating demand is managed through a flexible resources mix**

**Main outputs in 2022:**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Pages translated externally as a percentage of the total number of translated pages delivered by DGT*	Outsourcing rate	31 December 2022
Outsourced assignments marked 'very good' or 'good'	Freelance quality rate	Maintain 2021 level or increase
Availability of reserve lists for the recruitment of temporary agents to language departments	Number of reserve lists available	5 by 31 December 2022
Organisation of L&D events according to learning needs analysis and priorities	Percentage of priority L&D areas covered by one or more L&D event	100%

\* No quantitative target can be set as outsourcing is demand-driven.

**General objective 7: A modern, high-performing and sustainable European Commission**

**Specific objective 7.4: Multilingualism is promoted and the development of the translation profession is supported**

**Main outputs in 2022:**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
<i>Juvenes Translatores</i> contest	Number of Member States with participating schools	All 27
European Day of Languages events	Number of European Day of Languages events organised in the Member States	60 by 31 October 2022
Translating Europe Forum conference	Stakeholder groups represented Based on participant surveys: Percentage of participants that found the event useful or interesting, or have gained new insights	≥ 4 >65%

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Translating Europe Workshops in Member States	Number of workshops organised Based on participant surveys: Percentage of participants that found the event useful or interesting, or have gained new insights	35 by 31 December 2022 >65%
EMT Network meetings organised	Number of EMT Network meetings organised	2 by 31 December 2022
Visiting Translator Scheme (VTS)	Number of VTS visits	20 by 31 December 2022
DGT participation in IAMLADP & JIAMCATT groups	Number of IAMLADP & JIAMCATT groups of which DGT is a member	≥4
<b>External communication actions</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Social media campaign for the main outputs listed above	Engagement (Socialbakers benchmarks) Facebook – the sum of reactions, comments and shares divided by the number of post published on the same profile Instagram – the sum of likes and comments divided by the number of post published on the same profile Twitter – the sum of replies, retweets and likes divided by the number of post published on the same profile	Facebook: Average Interactions per Post ≥50 Number of interactions per 1K fans ≥10  Instagram: Average Interactions per Post ≥50 Number of interactions per 1K followers ≥10  Twitter: Average Interactions per tweet ≥20 Number of interactions per 1K followers ≥5

**General objective 2: A Europe fit for the digital age**

**Specific objective 2.1: eTranslation is used in Member States' public administrations, EU institutions and on EU platforms to overcome language barriers.**

**Main outputs in 2022:**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
eTranslation embedded in EU public administrations' websites	Number of EU public administrations with eTranslation embedded in their websites	Increase compared to 2021
eTranslation incorporated in EU platforms	Number of EU platforms with eTranslation incorporated	Increase compared to 2021
Use of eTranslation by Member State public administrations	Number of pages produced by eTranslation requested by Member State public administrations	Increase compared to 2021

Use of eTranslation by EU institutions (excluding the translation services)	Number of pages produced by eTranslation requested by EU institutions (excluding the translation services)	Increase compared to 2021
Use of eTranslation on EU platforms (ODR, SOLVIT etc.)	Number of pages produced by eTranslation for EU platforms (ODR, SOLVIT etc.)	Increase compared to 2021
<b>External communication actions</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Translating Europe workshops and other events covering eTranslation	Number of events organised	5 by 31 December 2022

## PART 2. Modernising the administration: main outputs for 2022

### A. Human resource management

**Objective:** DGT employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business.

#### Main outputs in 2022:

Output	Indicator	Target
Higher involvement of staff in decision-making processes that have a direct impact on them	Number of topics on which staff is consulted ahead of a decision	3 by 31 December 2022
Pilot project on upskilling in computational linguistics	Pilot project completed (Y/N)	By 31 December 2022

### B. Sound financial management

**Objective:** The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions.

#### Main outputs in 2022:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	remains <2% of relevant expenditure
	Estimated risk at closure	remains <2% of relevant expenditure
Efficient controls	Budget execution	remains >98% of commitment appropriations
	Time-to-pay	remains >96% of payments (in value) on time
Economical controls	Overall estimated cost of controls	remains ≤10% of funds managed

## C. Fraud risk management

**Objective:** The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CAFS) <sup>(9)</sup> aimed at the prevention, detection and correction <sup>(10)</sup> of fraud.

### Main outputs in 2022:

Output	Indicator	Target
Implement DGT's anti-fraud strategy action plan:  - verify the secure handling of sensitive, marked or classified information  - verify compliance with the financial and procurement rules	DGT's anti-fraud strategy actions implemented:	
	- Update of BiAR <sup>(11)</sup> with possible incident reporting or change of procedures and follow-up given	2 per year (January and June 2022)
	- Verification of updates of procedures and template	2 per year (January and June 2022)
	- Verification of trainings for all newly appointed financial officers	1 for OIA, 2 for agents in the Finance unit (depending on prior knowledge)
	- Analysis of non-compliance and exception register	2 per year (January and June 2022)
	- Verification that the conflict of interest policy is implemented	2 per year (January and June 2022)
	- Verification of ABAC access rights	1 by 31 December 2022
	- Update of sensitive functions list	1 by 31 December 2022

<sup>(9)</sup> Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 196 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

<sup>(10)</sup> Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

<sup>(11)</sup> BiAnnual Report: report of the authorising officers by sub-delegation to the Director-General.



## D. Digital transformation and information management

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

### Main outputs in 2022:

Output	Indicator	Target
Digital training offer in line with needs	2022 self-assessment done (Y/N)	By 31 December 2022
E-learning modules developed	Number of courses developed	10 by 31 December 2022
Knowledge sharing abstracts published	Number of abstracts published	12 by 31 December 2022
M365 local champions network created	Number of knowledge sharing events on M365 organised by the network	6 by 31 December 2022
One-stop-shop portal for digital resources licensed by DGT (databases, dictionaries and other terminological resources)	Multi-device portal available to all DGT staff (Y/N)	By 31 December 2022
DGT Knowledge Base widely used	Number of user accesses and content updates	Increase compared to 2021
DGT data protection management system (DPMS) records reviewed	DGT DPMS records updated (Y/N)	By 31 December 2022
Participation of data protection coordinator in unit/department/field officers meetings	Number of meetings attended	5 by 31 December 2022
Implementation of the corporate principles for data governance for DGT's key data assets	Percentage of implementation of the corporate principles for data governance for DGT's key data assets	75% by 31 December 2022

## E. Sound environmental management

**Objective:** DGT takes account of its environmental impact in its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work, with the support of its respective EMAS Correspondents/EMAS Site Coordinators.

### Main outputs in 2022:

#### I. More efficient use of resources (energy, water, paper):

Output	Indicator	Target (2019 as baseline)
Staff awareness actions to reduce energy use in the framework of EMAS corporate campaigns	Number of actions <sup>(12)</sup>	3 by 31 December 2022
Participation in the end-of-year energy saving initiative, by closing DGT buildings over the Christmas and New Year's holiday period	Number of buildings participating	66% of DGT buildings participating
Staff awareness actions to reduce water use in the framework of EMAS corporate campaigns	Number of actions	2 by 31 December 2022

#### II. Reducing CO<sub>2</sub>, equivalent CO<sub>2</sub> and other atmospheric emissions

Output	Indicator	Target (2019 as baseline)
Optimise and gradually reduce carbon footprint from business travel	Kg CO <sub>2</sub> e emissions/km from DGT business travel	5% reduction in DGT's average CO <sub>2</sub> e emissions/km from business travel <sup>(13)</sup>
Promote the use of public transport and facilitate carpooling among colleagues for travel	DGT net portal set up to share information on upcoming business travel (Y/N)	By 31 December 2022
Raise staff awareness of digital pollution resulting in a gradual change of behaviour to avoid heavy emails, make greater use of ICT platforms and avoid unnecessary data storage.	Number of events organised	2 by 31 December 2022

#### III. Reducing and management of waste

Output	Indicator	Target (2019 as baseline)
Cleaning trail in DGT	Number of cleaning trails organised	2 by 31 December 2022

<sup>(12)</sup> Indicative actions include local staff awareness campaigns (e.g. info fairs) and messages by senior management.

<sup>(13)</sup> Based on data provided by the Commission's carbon footprint analysis (by HR.D.02), including business travel.