Management Plan 2021

DG TRANSLATION

Contents

INTRODUCTION

Multilingual law making and communication are a hallmark of the EU and a reflection of its cultural diversity. The Commission's **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 machine translation system, **eTranslation**, for use in DGT translation workflows, in other Commission departments, in other EU institutions, on EU digital platforms and in national administrations.

This management plan translates the objectives and targets set out in **DGT's strategic plan for 2020-2024** into outputs for 2021. All seek to address DGT's main challenges outlined in the strategic plan for 2020-2024. The primary reference by which DGT steers its operations remains the **2016 Communication on translation**[1], which integrates translation into the decision-making process of the Commission 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. DGT will pursue its multiannual objectives, focusing in 2021 on:

- rolling out the **new computer-assisted translation (CAT) environment** and the first components of the **Euramis[2] Next Generation** linguistic database;
- rolling out the **new ePoetry tool** for all DGT customers to submit requests for linguistic services;

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[1] Communication to the Commission 'Translation as part of the Commission's decision-making process', COM(2016) 2000.

[2] Large-scale linguistic data assets in the form of a translation memory database built up and curated by DGT staff since the mid-1990s.

- piloting and assessing the most **efficient use of eTranslation** in the departments, supporting the full roll-out of eTranslation on the **Europa website** and integrating eTranslation in the platform for the **Conference on the future of Europe**;
- continuing work to **build up the Irish department** to bring Irish to full language regime and preparing the **second report to the Council** on progress in implementing Council Regulation (EU, Euratom) 2015/2264;
- organising procedures to select translators and assistants as **temporary staff** for at least four language departments, in line with DGT's succession plan;
- continuing cooperation to develop **partnerships with TRAD-19** outsourcing contractors and completing the related IT developments to support this work.

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

Due to the exceptional situation of the **COVID-19 pandemic**, which is expected to continue into 2021, DGT may need to make further adjustments to its working methods to attain the objectives and targets set out in this management plan and the 2020-2024 strategic plan. In doing so, it will seek to maintain and nourish the well-established team cohesion that enabled DGT to deliver successfully under specific and challenging circumstances in 2020.

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

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 2021 DGT will:

- continue to **provide translation** and other linguistic services that fully 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 clear writing strategy adopted in 2020.

- continue **integrating terminology-related linguistic data** into the translation workflow. DGT will complete the technical development of this integration project in parallel with the roll-out of the new server-based computer-assisted translation (CAT) tool (see specific objective 7.2).
- continue to develop quality-related features of its Euramis database and related metadata and start implementing the new methodology for regular ex post checks to track the overall **quality of DGT production.** DGT will also further assess the implications of neural machine translation for quality management.
- continue to hone the functioning of the TRAD-19 **outsourcing framework** contracts, especially quality-related aspects. It will consolidate the partnerships between DGT language departments and external service providers through structured contacts to optimise responsiveness, efficiency and quality of service.
- make sure that the gradual transition to **ePoetry**[3] ensures smooth management of the translation request system, both manual and machine-to-machine requests.
- continue to provide **eTranslation**, its neural machine translation service, to meet the growing demand for machine translation in Commission departments. DGT will use eTranslation internally as an integral part of its translation environment (see specific objective 7.2) and provide eTranslation to Member State public administrations, EU institutions and on EU platforms to overcome language barriers (see specific objective 2.1). It will carry out a series of upgrades to further improve the linguistic quality of eTranslation for several language combinations.
- work on designing complementary services building on eTranslation to meet the specific needs of customer DGs.
- continue its work to bring **Irish to full language regime** by recruiting staff from the ongoing temporary agent selection procedure (including recruitment to the extended field office to be created in Grange, Ireland), preparing to deliver the last incremental increase of translations. It will also submit the second **report to the Council** on progress in implementing Regulation (EU) 2015/2264 on extending and phasing out the temporary Irish language derogation and continue cooperating with the Irish authorities to increase the volume of available **Irish language data.**

Please see the performance table for this specific objective on page 1 of the annex.

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

DGT's annual IT master plan sets out a vision to develop DGT's IT landscape and milestones for key development projects. As set out in the IT master plan and in line with the related IT governance bodies (IT and Data Steering Committee, subcommittees for language

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[3] ePoetry is the new application for submitting requests for linguistic services.

applications and workflow systems) and user groups (for machine translation, Euramis and computer-assisted translation, and workflow systems), in 2021 DGT will:

- start integrating the server components of its third party **computer-assisted translation (CAT) tool** into its workflow and roll out the latest version of the CAT tool. This will make it easier to work collaboratively and to share translation memories and term bases in real time. DGT will define the scope of the first phase (minimum viable product) of the future client-server environment and roll out the minimum viable product to DGT users in cooperation with DIGIT.
- complete phase 3 of the process of **automating the outsourcing workflow** that started in 2019 to improve workflow efficiency and to speed up the process;
- maintain and adapt as necessary the current **Trèfle** system used to outsource translations and carefully monitor the development of the **eProcurement** environment to ensure stability and compatibility with DGT's needs;
- roll out the first components of the '**Euramis Next Generation**' (Euramis-NG)[4] platform. Improving the quality of the linguistic data in Euramis will be one of the key aspects in DGT's new data strategy (see part 2, section D).
- continue to improve the linguistic quality of **eTranslation output** on the basis of input from translators[5];
- work on **indicators for measuring data quality** (see part 2, section D);
- continue to closely cooperate with other EU translation services in managing shared **interinstitutional tools** (eTranslation, Euramis, Quest, DocFinder and Elise), and as partner in the IATE terminology database project. DGT will assess how the new CAT tool components and other tools can improve cooperation between EU translation services, particularly for the ordinary legislative procedure.

Please see the performance table for this specific objective on page 2 of the annex.

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[4] Euramis (European advanced multilingual information system) is a key resource for DGT and an important component of the workflow used by many other EU translation services. DGT's multi-annual goal is to revamp the technological platform of Euramis and enrich its content with metadata in order to provide contextual information in the translation tools that will facilitate efficient re-use of linguistic data.

[5] eTranslation is an indispensable component of DGT's translation environment. The system is based on high-quality human translations produced by DGT translators, which means that it is specifically suited to needs of DGT and Commission departments. In addition to feeding high-quality linguistic data into the system, translators provide feedback on specific machine translation issues and evaluate machine translation results.

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

DGT will continue to develop its **resources mix** to achieve a more flexible structure, combining permanent and temporary in-house staff, outsourcing and language technology. To meet the Commission's demand for translation while further improving resource efficiency, DGT will draw on a flexible and modular resources mix. To pursue this objective, in 2021 DGT will:

- allocate resources (posts and budget for external staff) in the first quarter of the year in line with the developing resources mix and succession plan to ensure **in-house capacity** and continuity of key functions in the units and departments;
- adopt and start implementing its **local HR strategy** for the period 2021-2027 (see part 2, section A) in line with the Commission-wide HR strategy to be published in Q1 2021 to steer the resources mix adjustment;
- compensate for adjustments to staffing levels by further integrating **outsourcing** as a flexible resource to cover a portion of the demand, calibrated in line with demand fluctuations. DGT will closely monitor the quantitative and qualitative performance of its contractors to further improve the reliability of outsourcing and build a close partnership with freelancers.
- launch selection procedures to **recruit temporary agent** translators and assistants for the languages identified in its multiannual succession planning (see part 2, section A).
- make optimum use of its budget for **external staff**, recruiting contract agents, seconded national experts and interim agents;
- run **knowledge management** schemes (see part 2, section D) and focus its **training** offer on language-specific thematic training, digital competences, management development and organisational development. 2021 will see the first results of the upskilling project in the area of computational linguistics. DGT will also implement the new training and development paths designed for quality officers and terminologists to build their technological and data skills.
- continue cooperation with the translation services of other EU institutions to assess the implementation and applicability of the **workload balancing scheme**;
- **speed up the translation process** by rolling out a new computer-assisted translation (CAT) tool environment (on server-based architecture), by systematically uploading freelance translations to Euramis, improving machine translation results and further integrating translation technology into DGT workflows.
- run pilot projects on the most efficient use of **machine** translation in the language departments.

Please see the performance table for this specific objective on page 2 of the annex.

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 stakeholders: universities and research centres, national, regional and local authorities, translation professionals and the language industry. The aim is to:

1. give visibility to the world of translation and languages and
2. promote the development of the translation profession in Europe.

In 2021, DGT will run most of these activities online when possible, due to COVID-19 related restrictions. DGT's main outreach activities in 2021 will include the following:

- 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 **national Translating Europe workshops** for translation stakeholders and will explore synergies with national language and terminology networks.

- supporting the **European Master's in Translation (EMT)** network, focusing on cooperation between academia and the language industry. In 2021, DGT will organise two EMT network meetings to discuss topics including the state of language technology training and how to follow up the conclusions of the 2020 language industry survey.

- fostering contacts and **cooperation with national administrations**, including public translation services in the Member States, through language and terminology networks. It will focus in particular on **promoting eTranslation** to Member State public administrations (see specific objective 2.1).

- implementing — in close cooperation with DG SCIC — the work programme for DGT's **presidency** of the Interinstitutional Committee for Translation and Interpretation and its executive and coordination committees for translation. The main topics will include language technology, working methods, personnel selection and recruitment, training, communication, outreach and resources, promoting eTranslation as the neural machine translation tool for EU institutions and sharing lessons learned during the COVID-19 lockdown.

- expanding its **clear writing campaign** by deepening cooperation with the translation 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 and in the International Annual Meeting on Computer-Assisted Translation and Terminology;

- running the **Visiting Translator Scheme** to foster contacts with universities, public institutions, international organisations and private-sector companies. The overall objectives of the scheme are to engage and cooperate with outside experts, develop in-house expertise, promote eTranslation and collect multilingual data. This complements DGT's visibility campaign (see last bullet-point). Depending on the situation regarding COVID-19, DGT may need to organise the visits in 2021 online.
- 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 (EDL)** (26 September);
- continuing and possibly expanding the visibility campaign **'Translation all around us' (#DiscoverTranslation)** 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.

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

Please see the performance table for this specific objective on page 3 of the annex.

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

The European Commission's proprietary machine translation system, eTranslation, is available to the EU institutions and beyond. To aid **cross-border communication**, the Commission provides and promotes eTranslation to public administrations and SMEs. eTranslation is also made available to university staff and students, and to participants in Connecting Europe Facility programmes (grant recipients). The steady increase in use indicates that the service is known within and outside the institutions, that eTranslation meets a need and helps overcome language barriers.

To pursue this specific objective, in 2021 DGT will:

- expand multilingualism on **EU platforms**, with the main focus on the Europa website, by integrating and promoting eTranslation for **machine-to-machine use**[6].

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[6] 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.

This enables multilingual communication when human translation cannot be provided. Following a pilot project on the Europa websites in the last quarter of 2020, DGT and DG COMM will continue their cooperation in supporting the widespread use of machine translation on Europa, where appropriate.

- continue providing machine translation for the multilingual digital platform for the **Conference on the Future of Europe** to enable multilingual communication between members of the public across Europe, to enable digital multilingualism, and to facilitate the flow of information between all parties.
- participate in the **6th 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.

In the context of its work on the Connecting Europe Facility Automated Translation Platform, DGT will develop language technologies in addition to automated translation. In cooperation with DG CNECT, DG SCIC and DG DIGIT, DGT will work on developing automatic transcription of spoken language to text. The four DGs will deepen their cooperation on the **Centre of Excellence in language technologies** launched in 2020.

Please see the performance table for this specific objective on page 4 of the annex.

PART 2. Modernising the administration: main outputs for the year

Introduction

In line with the **political guidelines** issued by President von der Leyen, DGT continuously updates and modernises its way of working. In 2021, it will:

- continue to adjust its **resources mix** comprised of in-house staff, outsourcing and language technology, and adopt and start implementing its **local HR strategy** for the period 2021-2027, consistent with the overarching Commission-wide HR strategy. The aim of the strategy is to equip the DGT with the resources it needs to be a modern and efficient translation service in the digital era.
- work towards reaching its mid-term target for first-time appointments of women managers, in support of the Commission's **gender policy.**
- implement the **digital solutions** modernisation plan and support digital transformation in the translation profession.
- further improve **data**, **information** and **knowledge management**.
- assess the scope for further **automation of financial reporting.**
- implement the 2021 EMAS action plan to make DGT even more environmentally sustainable and contribute to the Commission's **green priorities**.

Internal control

The internal control framework[7] 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 2021, DGT will adopt and start implementing its **local HR strategy** for the period 2021-2027, in line with the multiannual modernisation process ongoing to bring in a more flexible resource structure, combining permanent and temporary staff, outsourcing and language technology.

In line with the discussions with DG HR, DGT will launch **temporary agent selection procedures for translators and assistants** based on its multiannual succession plan. It will also draw on the list of successful candidates from the temporary agent selection procedure for Irish translators to build the capacity in the Irish language department needed to implement the 2015 Council Regulation on extending and phasing out the temporary Irish language derogation[8].

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. It will implement the measures in its target for first-time appointments of women to middle management posts in 2020-2022. DGT currently has 55% female managers. To further increase this share in line with Commission priorities, DGT aims to make **16 first-time appointments** of women in middle management by 2022, as opportunities become available by vacant posts.

In step with the training plan for 2021 and the succession plan, 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 on further professional training for current and incoming managers. DGT will organise a new round of **mentoring for aspiring managers** and it will run specific training courses for managers to develop their management skills, with a focus on change management and people management, in particular to support managers in dealing with the COVID-19 related changes.

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[7] [Communication C(2017)2373 — Revision of the Internal Control Framework](#)
[8] Council Regulation (EU, Euratom) 2015/2264.

As part of the ongoing modernisation work, and DGT's response to accelerating technological development and the widespread use of artificial intelligence in the language industry, DGT will continue 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).

Following the Commission's 2018 **staff survey** and the subsequent development plan submitted to DG HR, DGT will continue **follow-up action** to remedy the areas of concern expressed in the survey and keep staff informed of progress made. Once the results of the staff survey planned for 2021 are known, DGT will identify new follow-up measures, including those aimed at increasing the staff engagement index. In the same vein, DGT will keep its staff informed of developments regarding its **future premises** in Brussels and Luxembourg.

Dealing with the COVID-19 pandemic has resulted in a different way of working, communicating and engaging with staff. DGT will take these changes on board in its own HR strategy and **internal communication** work. DGT will support both the Commission-wide and DGT's specific HR strategy by carrying out targeted communication and staff engagement measures to accompany staff in the transition to a 'new normal'.

Please see the related performance table on page 5 of the annex.

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. Although most payments are subject to full manual legality and regularity checks, in recent years the checks on external translation invoices have been increasingly automated. This means that most transactions are subject to batch verification and authorisation, with manual checks of transactions identified as higher risk, following the 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, in particular for IT contracts, DGT uses the **framework contracts** available to all Commission departments.

In 2021, 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**.

The finance unit, with the help of the IT unit, will assess the scope to **further automate** financial reporting to achieve efficiency gains. It will expand its internal control team by an internal reorganisation and increase the follow-up of monitoring work carried out.

Please see the related performance table on page 5 of the annex.

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 financial circuits updated in 2018 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 would be taken to investigate and take corrective action.

Please see the related performance table on page 6 of the annex.

D. Digital transformation and information management

As a member of the **Information Management Steering Board**, in 2021, DGT will continue to contribute actively to the strategy for data, knowledge and information management, in particular concerning multilingual aspects. In cooperation with DG DIGIT, DGT will detail further modernisation initiatives regarding the business capabilities and associated processes and solutions that it owns.

DGT will develop additional **knowledge management** schemes, focusing on knowledge sharing (both within DGT and with requester DGs), on e-learning and on the digitisation of training and information services. Action planned for 2021 includes scaling up the production of e-learning modules, codifying and sharing the knowledge exchanged during key events by producing abstracts, and providing customised information services based on resources licensed by DGT. It will continue to regularly update the DGT Knowledge Base, which has proven to be an invaluable resource.

Digital skills are essential for DGT's staff. In 2020, DGT assessed the level of digital confidence in the language departments by carrying out a second round of digital skills self-assessment using two questionnaires, one for translators and another for translation unit assistants. Based on the results, in 2021 DGT will update the training modules on offer, create new training modules and address any identified gaps in digital competence and areas for individual development. In 2021, DGT will also assess the digital skills of staff in the Directorate for customer relations.

By investing deeper in linguistic data management, in 2021 DGT will adopt and start implementing its new **Data Strategy@DGT**, focusing on two key aspects of value:

- data quality: ensuring that relevant and reliable data and metadata are available to the greatest possible extent to all users, processes and applications;
- data quantity: strategies to acquire data for Euramis, IATE and eTranslation, from both internal and external sources.

In line with the Commission-wide framework 'Data governance and data policies at the European Commission', DGT's IT Steering Committee will continue to ensure a holistic and coherent application of data governance principle to DGT's IT systems and data assets. A list of DGT's data assets is included in the Commission-wide data catalogue.

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 dealing with 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 will continue to put emphasis on **cybersecurity** in line with the Commission initiatives, notably by implementing the decisions of the Information Technology and Cybersecurity Board[9] and participating in the Digital Stakeholders Forum[10]. In collaboration with the Local Informatics Security Officers (LISO) network, DGT will ensure regular updates of its **Information Security Plan** covering IT applications, as well as the proper implementation and follow-up of IT security recommendations resulting from the plan with the aim of ensuring full compliance with the Commission IT security rules. DGT will foster the cyber-aware culture of its staff, and will promote and encourage, especially via its learning portal, the offer of **cyber-awareness** courses and lunch talks provided by DG DIGIT.

Please see the related performance table on page 7 of the annex.

E. Sound environmental management

DGT's longstanding commitment to sound environmental management has placed it at the forefront in the Commission, with DGT winning multiple awards for several consecutive years. DGT's best practices will be incorporated in the second edition of the **EC guidelines on sustainable conferences and events**.

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 to follow. The overall purpose of its **EMAS action plan**, in line with the Commission's green priorities, is to increase awareness, visibility and staff engagement in environmentally friendly practices at work. The COVID-19 crisis has delayed implementation of some of these action points, but action to achieve the set objectives is continuous.

DGT has identified three priorities in its EMAS action plan for 2021:

- to strengthen the EMAS network and increase engagement in Commission-wide policies (**European Green Deal**);
- to give more visibility to EMAS issues in all levels of management; and

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[9] The Board ensures that business needs are supported by efficient, secure and resilient communication and information systems, in compliance with personal data protection principles.
[10] The Forum is a space for discussion between stakeholders, aimed at sharing knowledge, finding a common sense of purpose and proposing initiatives.

- to continue organising DGT-specific initiatives, including communication and knowledge sharing on EMAS matters, waste sorting and recycling, energy saving, mobility, paperless workflow and food and drink consumption.

DGT's EMAS team will facilitate progress in these priority areas through different activities, including by publishing ECO-tips in a newsletter and organising regular EMAS trainings and workshops with the help of OIB/OIL EMAS team and groups of experienced colleagues. It will also strive to eliminate single-use items from DGT's buildings and promote paperless workflow development in all Directorates by implementing actions laid out in the annual EMAS Action Plan. These actions include reducing printed materials in meetings and colour printing for promotional materials, avoiding distributing printed flyers and announcing events with only one big poster at the canteens/buildings entrance, refraining from printing for work/task distribution etc.

Once the Commission finalises its overarching framework governing environmental management, DGT will review its plan and assess it against the new measures.

DGT will continue to organise sustainable meetings and events in line with the **sustainable@work** guidelines.

Please see the related performance table on page 7 of the annex.

F. Example(s) of initiatives to improve economy and efficiency of financial and non-financial activities

Further automation of the administrative part of outsourcing will reduce the **administrative burden** for translators and assistants in the language departments, and generate efficiency gains in DGT's outsourcing unit. The systematic pre-processing of outsourced documents that meet agreed criteria also generates savings on the outsourcing budget and improves the quality of external translations.

Based on experience in managing the COVID-19 crisis, DGT will assess the scope to improve its **business continuity plan** and **preparedness for potential future crises**. It will assess the potential long-term effects of the COVID-19 crisis, in particular related to future working methods, and study different scenarios for managing any long-term effects.

DGT will also enable **extended multilingualism** on Europa and deliver a multilingual platform for the Conference on the future of Europe at **minimum marginal costs** by integrating eTranslation into the platforms.

ANNEX: Performance tables

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

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		
Main outputs in 2021:		
Output	**Indicator**	**Target**
Total production (official languages)*	Number of pages processed internally and outsourced	31 December 2021
Total production (non-EU languages)*	Number of pages processed internally and outsourced	31 December 2021
Recruitment of additional staff for the Irish department	Total number of staff in the Irish department	55 by 31 December 2021
Use of eTranslation by customer DGs*	Number of pages submitted to the eTranslation service	31 December 2021
Total editing production in English*	Number of pages edited	31 December 2021
Clear writing training events delivered by DGT trainers	Number of clear writing training events delivered	≥30 by 31 December 2021
Implementation of the Clear writing and editing strategy	Number of action points completed	≥ 5 by 31 December 2021
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	>90%

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

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

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

Main outputs in 2021:

Output	Indicator	Target
Use of output from previous translations stored in Euramis translation memories for current translation requests	Re-usability rate	Maintain 2020 level or increase
Translation corpora size	Total number of segments* available in Euramis	Increase compared to 2020 (in proportion to annual production)
IATE complete entries	Share of IATE complete entries	Increase compared to 2020
Incident tickets classified by DGT's operational support team into the category 'Incidents linked to user's knowledge'	Share of incident tickets issued	<5%

* 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 2021:

Output	Indicator	Target
Pages translated externally as a percentage of the total number of translated pages delivered by DGT*	Outsourcing rate	31 December 2021
Outsourced documents marked 'very good' or 'good'	Freelance quality rate	Maintain 2020 level or increase
Availability of reserve lists for the recruitment of temporary agents to language departments	Number of reserve lists available	4 by 31 December 2021
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 development of the translation profession is supported

Main outputs in 2021:

Output	Indicator	Target
Juvenes Translatores 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 2021
Translating Europe Forum conference	Stakeholder groups represented	≥ 4
Translating Europe Workshops in Member States	Number of workshops organised	35 by 31 December 2021
EMT Network meetings organised	Number of EMT Network meetings organised	2 by 31 December 2021
Visiting Translator Scheme	Number of VTS visits	20 by 31 December 2021
DGT participation in IAMLADP & JIAMCATT groups	Number of IAMLADP & JIAMCATT groups of which DGT is a member	≥5
Clear writing conference (with delegates from Member States and international organisations)	Number of participating Member States	Increase compared to 2020
	Number of participating IAMLADP organisations	≥10

External communication actions

Output/result	Indicator	Target
Social media campaign for the main outputs listed above	Traffic and engagement on DGT's social media channels (insights from Socialbakers and Brandwatch — EC official tools): Facebook / Twitter / Instagram — follow count	Maintain minimum 3% growth yearly: Facebook ≥250 more followers Twitter ≥500 more followers Instagram ≥100 more followers
	Number of interactions (likes/favs, comments, shares/retweets) per 1 000 fans	Facebook: ≥ 3.0 (average per post) Twitter: ≥ 3.0 (average per tweet) Instagram: ≥ 9.0 (average per post)

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 2021:

Output	Indicator	Target
eTranslation embedded in EU public administrations' websites	Number of EU public administrations with eTranslation embedded in their websites	Increase compared to 2020
eTranslation incorporated in EU platforms	Number of EU platforms with eTranslation incorporated	Increase compared to 2020
Use of eTranslation by Member State public administrations	Number of pages produced by eTranslation requested by Member State public administrations	Increase compared to 2020
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 2020
Use of eTranslation on EU platforms (ODR, SOLVIT etc.)	Number of pages produced by eTranslation for EU platforms (ODR, SOLVIT etc.)	Increase compared to 2020

External communication actions

Output/result	Indicator	Target
Translating Europe workshops and other events on eTranslation	Number of events organised	5 by 31 December 2021

PART 2. Modernising the administration: main outputs for the year

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 2021:

Output	Indicator	Target
Female representation in middle management	Number of first-time appointments of women to a middle management position	5 by 31 December 2021
Higher involvement of staff in decision-making processes that have a direct impact on them	Number of staff forums and similar events organised	3 by 31 December 2021
Pilot project on upskilling in computational linguistics	Pilot project on upskilling in computational linguistics completed	31 December 2021

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 2021:

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%
	Time-to-pay	remains >96%
Economical controls	Overall estimated cost of controls	remains ≤25% 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 (CASF)[11] aimed at the prevention, detection and correction[12] of fraud

Main outputs in 2021:

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[13] with possible incident reporting or change of procedures and follow-up given	2 per year (January and June 2021)
	- Verification of updates of procedures and template	2 per year (January and June 2021)
	- Verification of trainings to 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 2021)
	- Verification that the conflict of interest policy is implemented	2 per year (January and June 2021)
	- Verification of ABAC access rights	1 by 31 December 2021
	- Update of sensitivea functions list	1 by 31 December 2021

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[11] Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 — 'the CAFS Communication' — and the accompanying action plan, SWD(2019) 170 — 'the CAFS Action Plan'.

[12] Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

[13] 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 2021:

Output	Indicator	Target
DGT staff trained in core digital skills	DGT training modules on core digital skills designed and followed* (Y/N)	By 31 December 2021
E-learning modules developed	Number of courses developed	8 by 31 December 2021
Knowledge sharing abstracts published	Number of abstracts published	10 by 31 December 2021
DGT Knowledge Base widely used	Number of user accesses and content updates	Increase compared to 2020
Data Strategy@DGT	Data Strategy@DGT adopted	By 31 December 2021
DGT data protection management system (DPMS) records reviewed	DGT DPMS records updated	By 31 December 2021
Participation of data protection controllers in unit/department/ field officers meetings	Number of meetings attended	5 by 31 December 2021

* No quantitative target could be set as the indicator is dependent on needs expressed throughout the year.

E. Sound environmental management

Objective: DGT takes full account of its environmental impact in all its actions and actively promotes measures to reduce the related day-to-day impact of the administration and its work

Main results and outputs in 2021:

Output	Indicator	Target
Lower energy consumption as a result of closing down buildings during the Christmas and New Year's holiday period	Total energy consumption (%)	-1% in total energy consumption compared with 2020
Improved awareness of environmental actions in DGT	Number of ECO tips published	12 by 31 December 2021
Increased communication and knowledge sharing on EMAS matters with DGT staff	Number of EMAS trainings and workshops organised	5 by 31 December 2021
Paperless working methods brought in, e.g. e-signatories, financial circuits and collaborative working tools	Number of new initiatives brought in	1 by 31 December 2021
EMAS plan reviewed and assessed against Commission-wide priorities	Plan revised and updated	By 31 December 2021