European
Commission

Strategic Plan 2016-2020*

DG TRANSLATION

* The current Commission's term of office runs until 31 October 2019. New political orientations provided by the incoming Commission for the subsequent period will be appropriately reflected in the strategic planning process.

Contents

PART 1. Strategic vision for 2016-2020

A. Mission statement

DGT's overarching goal is to provide the European Commission with high-quality translation and other language services. We strive to promote the European Union's multilingual character by making sure the Commission produces clearly written documents, in all the official languages and in others as well.

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

Our vision

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

B. Operating context

Obligations

Translation in the European Commission is based on articles in the treaties expressing the general principles of the rule of law and democratic rights[1] and on Council **Regulation No 1 of 15 April 1958[2]**, which determine the rules governing the languages of the EU's institutions and require that all binding legal acts are drafted in all official EU languages.

DGT plays a central role in multilingual law making as it delivers 23 of the 24 equally authentic language versions of the legislation proposed and adopted by the Commission. It also enables colleagues in the Commission to read, understand and then monitor the correct application of EU legislation. DGT endeavours to ensure that all language versions convey the same meaning so that texts can be interpreted and applied in a uniform way and produce the same legal effect (multilingual concordance). DGT thus contributes to the legitimacy and transparency of the law-making process.

Challenges given the context

The trend over the past ten years has been a clear overall increase in demand for translation. The need for multilingual digital content has also become more prominent, whether for public-facing websites, portals or public consultations.

DGT therefore faces the following challenges:

> ➢ Meet the translation and editing needs of the Commission in a context of decreasing resources, while continuing to provide high quality translation and language services
> ➢ Implement succession planning and HR policy within its constraints of structure and location
> ➢ Develop a forward-looking IT architecture to underpin its core business

How does DGT operate to deliver its priorities?

> ➢ *It manages demand*

DGT is a demand-driven service. Given the context of an overall increase in demand for translation in the Commission and pressure on staffing size, it applies a demand management policy to align resources to best meet demand. This includes establishing and prioritising categories of documents to be translated and laying down rules on document length and the number of language versions. DGT concludes service-level agreements with its customer DGs for documents for which translation is not mandatory but regarded by the customer DG as necessary or useful.

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[1] Articles 24 and 342 TFEU, Articles 10, 11 of TEU.
[2] OJ 17, 6.10.1958, p. 385–386

➢ *It uses a blend of resources*

DGT uses a blend of internal, external and IT resources to meet demand for its services. It operates in a context of tight deadlines, which require flexibility and teamwork. Given the Commission's legislative role and the need for linguistic concordance across legal texts, DGT aims to translate legal and high priority political documents internally. Its staff is recruited following stringent selection procedures. They follow training and continuous professional development to hone their skills in languages, IT, thematic expertise and so forth, in order to respond swiftly to high priority requests.

DGT's business model involves outsourcing part of its production to highly qualified contractors, selected and managed in line with public procurement rules.

➢ *It develops and maintains a state-of-the-art IT environment*

DGT staff must be equipped with the right tools to ensure accuracy, consistency and efficiency in their work. It develops workflow applications to manage DGT's production and language applications to support the linguistic work of DGT's translators. This work also produces benefits for our institutional partners, since four of the five interinstitutional IT tools that are shared and jointly financed by the partner institutions are developed and managed by DGT.

DGT runs a machine translation system (MT@EC), which is available to all EU officials in 552 language combinations. MT@EC is a data-driven system designed to give readers an instant, basic understanding of a text. It is suitable also for online services funded or supported by the Commission or for overcoming language barriers in the rapid exchange of information across borders. As a corporate tool, MT@EC enables data to be processed safely, thus guaranteeing confidentiality of data and protecting the Commission's intellectual property rights.

➢ *It engages with interinstitutional and external partners*

DGT does not operate in isolation. It plays an active part in interinstitutional cooperation between the language services of the EU to achieve efficiencies and savings by avoiding any unnecessary overlap of work and investments by sharing good practices, tools and resources, and by carrying out joint activities and projects.

In order to produce high quality work and improve terminology, DGT engages with language experts at national level, freelance contractors, translation service providers and universities. It runs targeted projects and networks to connect and exchange expertise with its stakeholders, such as universities running the European Masters in Translation programme, national authorities, translators' associations/professional organisations, translation service providers, citizens and schools.

C. Strategy

As do all central services, DGT contributes to the Commission's general objective 11 of effectively and efficiently managing and safeguarding its assets and resources, and attracting and developing the best talents. The specific objectives identified stem from this general objective. In addition, by making legislation and information available to people in a language they understand, DGT helps the Commission to communicate better with EU citizens and make the EU more open, accountable and democratic, contributing to the Juncker Commission's priority 10, 'Union of democratic change'.

The primary tool by which DGT will steer its operations over the 2016-2020 period is the new communication to the Commission[3], which seeks to further integrate translation and editing in the Commission's decision-making and legislative production process by promoting more corporate discipline. The aim is to make that process more efficient so that translation resources are put to the best possible use and achieve maximum effectiveness. This feeds into one of the overarching Commission objectives, 'Better Regulation': designing laws which achieve their objectives in the most efficient and effective way possible. This encompasses the quality of output (EU legislation) and of the underlying decision-making process. Given the EU's multilingual law-making environment, the process includes translation and editing, since linguistic quality and legal accuracy are essential requirements in EU legislation across all language versions.

Given the challenges identified in the previous section, DGT's strategy for the next four years will encompass the following main elements:

➢ *Providing greater responsiveness to meet the political priorities*

DGT will continue providing a high quality service for its customers by using a flexible blend of internal and external resources. Quality in translation naturally encompasses linguistic quality and legal accuracy, but also efficiency of its processes. With its teams of professional in-house translators and editors able to respond swiftly to high priority and confidential requests, it supports the Commission's legislative role and the need for high quality and linguistic concordance across legal texts. To achieve this goal DGT will further intensify relations with customer DGs through the Portfolio Managers. This focused two-way communication will further contribute to the efficiency of the overall translation process. Over the 2016-2020 period, DGT will aim to **increase its responsiveness** by applying shorter deadlines for political priority documents, in order to provide faster translation to meet the most pressing political needs.

➢ *More systematic outsourcing*

DGT will calibrate its working methods over the next five years to deliver high quality translation with fewer staff. To compensate for the reduction in staff while meeting high demand for its services, it will progressively **increase outsourcing**. In order to accomplish this, it will be necessary to secure the appropriate budgetary commitment over the years to come. It will frame and implement a strategy for a more systematic and pro-active use of qualified contractors and will prepare for the change in working methods that this will entail.

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[3] [to be adopted].

DGT will assess requests for translations that are not mandatory with its partner DGs, provide those that are nonetheless necessary and desirable via outsourcing and service-level agreements, and charge back the cost of outsourcing these translations to requesting DGs.

> ➢ *New IT environment*

In the medium term, DGT will steer its IT system towards a modular state-of-the-art computer assisted translation environment that will support quality and efficiency in translation management and production. Building on its extensive experience in the field of computer-assisted translation tools, it will select a new server-based computer-assisted translation environment in 2018-19 in preparation for rollout in DGT in 2020. This will require preparatory work in DGT and at interinstitutional level. It will be an opportunity to review DGT's main business processes and IT systems and adapt and optimise them to a server-based architecture. In addition to IT tools for translation proper, DGT will continue to improve its automated pre-processing information systems, terminological and language resources and workflow tools.

DGT will work together with SG to develop the translation module in D*e*cide[4] so that all Commission staff can factor in and plan the translation stage of policy making. This work will include developing an online authoring environment to support more coherent drafting and facilitate the translation process by avoiding the need to retranslate repetitive content.

DGT will also improve the linguistic and service quality of its machine translation system (MT@EC). In cooperation with DG CONNECT, DGT will develop MT@EC as the main constituent of the automated translation platform in the Connecting Europe facility, enabling Member States to overcome language barriers when operating across borders.

> ➢ *Building capacity to translate into Irish*

DGT will prepare to implement the 2015 Council Regulation on extending and phasing out the temporary Irish language derogation by the beginning of 2022. It will have to **build capacity in the Irish** language unit to meet the projected demand, and will build up terminology and language resources in the Irish language. In cooperation with its counterparts in the other institutions and with the Irish authorities, DGT will monitor progress in the areas specified in the Council Regulation on the Irish derogation: relevant recruitment, the capacity of external service providers, increased cooperation on language resources, and issues related to the availability of the *acquis* in Irish. It will also report to the Council on progress made to build capacity in these areas, as set out in the Regulation.

> ➢ *Supporting cross-DG work on digital communication*

DGT supports the thematic, silo-breaking approach of the Juncker Commission by supplying resources to the multi-DG digital transformation team and thereby participating in the creation of the new multilingual web presence with its thematic content structure.

Over the coming four years, the Europa site will be restructured and much web content will be re-written. The digital transformation project is therefore likely to generate an additional stream of web editing and translation demand.

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[4] The Commission's internal workflow application to manage the decision-making process.

General objective: **To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents**	
Impact indicator: Trust in the European Commission **Source of the data**: Eurobarometer on Public Opinion in the European Union	
Baseline (2015)	**Target** (2020)
40% tend to trust	Increase
Impact indicator: Staff engagement index in the Commission **Source of the data**: European Commission	
Baseline (2014)	**Target** (2020)
65.3%	Increase

DGT contributes to the Commission's general objective 11 of effectively and efficiently managing and safeguarding its assets and resources, and attracting and developing the best talents. It contributes to overall staff engagement in the Commission; for the DGT-specific part see part 2A on page 18.

DGT is committed to provide the linguistic services that the Commission needs to function as a multilingual organisation, which is transparent, accountable and reaches out to its citizens. To achieve this, DGT employs **highly qualified internal staff** and uses **external contractors** tested in stringent selection or tendering processes. It develops and makes extensive use of state-of-the-art electronic translation tools. It has developed a **machine translation** system (MT@EC) based on DGT's translation memories, which it makes available to Commission staff, other EU institutions, and soon to national administrations to help them overcome language barriers when operating across borders.

Contributing to the quality of EU legislation entails making sure texts are as **concise, clear and accessible** as possible, and easy to comply with. DGT contributes by ensuring that the quality of its output complies with the highest professional standards. It will also aim to increase the impact of the clear writing campaign by working with other services to help staff draft more clearly at source.

To put in practice DGT's core values, it organises **continuous professional training** to develop and retain staff by investing in organisational and talent management and in the training of its translators, helping them to develop required subject matter expertise, new language skills and other skills useful to adapt to changes in the profession. Its Strategic HR Plan, which covers succession planning, learning and development priorities, and its Knowledge Management Framework, are key HRM tools for attracting, managing and developing the best talents.

DGT pursues six specific multiannual objectives to deliver on the general objective:

1) DGT meets the Commission's needs by delivering high quality translation and editing services
2) DGT makes efficient use of its human and financial resources and manages fluctuating demand by increasing the level of outsourcing
3) DGT has the capacity to provide high-quality translation into Irish
4) DGT has a modular state-of-the-art computer assisted translation environment to support quality and efficiency in the translation process
5) DGT creates synergies in interinstitutional translation by cooperating with its partners in the institutions and by jointly developing IT tools

6) DGT promotes the role of translation and professional cooperation through outreach work.

Specific objective 1: DGT meets the Commission's needs by delivering high quality translation and editing services

Result indicators:

1. Customer satisfaction rate

Percentage of clients who express satisfaction with DGT's services

Source: Customer satisfaction survey (Yearly survey enabling DGT to measure whether the quality of its service meets its clients' expectations and to detect areas needing improvement.)

Baseline 2013	Interim milestone	Target
	2018	2020
82.5%	84%	85%

2. Deadline compliance rate

Proportion of pages produced (all versions) within the deadline as a percentage of the total number of pages produced (all versions)

Source: DGT- management information scoreboard

Baseline 2009	Interim milestone	Target
	2018	2020
95 %	97 %	99 %

3. Correction rate

The ratio between the number of translations formally corrected during one year and the number of translations of the same year and the preceding two years that can be subject to such corrections.

Source: DGT Stat, ManDesk

Baseline 2015	Interim milestone	Target 2020
	2018	
0.42%	< 0.5%	< 0.5%

4. Share of major Commission initiatives edited

Source: Agenda Planning, SG Vista, ManDesk

Baseline 2015	Interim milestone	Target 2020
	2018	
12 %	45 %	65 %

5. Direct requests for MT@EC by individual users and web services

Source: MT@EC statistics

Baseline 2015	Interim milestone	Target 2020
	2018	
2 million pages	3 million pages	4 million pages

DGT will actively support the Commission's work by delivering services that meet its customers' needs and that meet the highest standards of accuracy and timeliness. DGT's commitment to ensuring the high quality of its translation services, in terms of productivity and efficiency, will be supported by measures to match demand with available resources. It has a **Customer Relations**

service supported by Portfolio Managers, whose role it is to forge closer relationships with customer DGs to gain a thorough understanding of mutual needs and thus tailor its services to meet the needs.

In order to ensure that translation planning is as efficient as possible, DGT will promote stronger corporate discipline through its **Communication on translation**, to better factor translation into the Commission's overall decision-making process[5]. It will do so by taking a number of measures, including closer customer relations, setting clear translation deadlines and clear criteria for non-mandatory translations, and timing the translation of legislative proposals after inter-service consultation (ISC) has ended. The aim of timing translation after ISC (where possible) is to limit the occurrence of multiple successive versions to the minimum necessary and unavoidable, contributing to a more efficient use of translation and quality control resources.

DGT has put in place a **Quality Management Framework**,[6] which lays down the principles and key processes for providing a high-quality translation service and an output that complies with the highest professional standards. The framework comprises several initiatives, for instance: Translation Quality Guidelines, by which DGT aims at improving both efficiency and text quality, focusing on the purpose and risks involved in translating different types of texts. These guidelines are also used to support the risk assessment part of translation management, providing for optimal use of resources and quality control to ensure the texts are fit for their intended purposes. One of the effects of strengthening DGT's quality assurance measures is expected to be fewer corrigenda. To track this, DGT has developed a specific indicator on the number of corrigenda and correcting acts.

DGT has a strategic objective of helping to improve the quality of documents and web content produced by Commission services. Upstream of the drafting process, DGT will give initial **clear writing training** to all new officials as part of their induction training on entering service. It will support more detailed clear writing training provided under DG HR's framework contracts and will itself provide targeted training to groups of drafters before they start work on major initiatives. It will also review and develop the online resources that it makes available to support drafters as they write. After documents are drafted, DGT will focus its **specialist editing resources** on improving the quality of an increasing share of major Commission legislative initiatives through editing, to make the language of these documents more 'correct, comprehensive, clear and consistent', a stated aim of the Better Regulation agenda.

DGT has developed a **Terminology Framework** to anchor terminology work, which is key to ensure consistency of translation. This is crucial to the efficiency of the translation process and the quality of our translations, especially with regard to legal certainty. DGT's terminology work involves making terminology publicly available through the multilingual web-based terminology database IATE (InterActive Terminology for Europe).

DGT will continue to encourage the use of **machine translation** by its customer DGs for suitable documents with language combinations that yield good results and with appropriate safeguards. To this end, DGT will closely monitor the need to increase its capacity to offer post-editing services for these documents and language combinations. As from 2015, DGT's customer satisfaction survey, which used to be run every two years, will be organised on a yearly basis.

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[5] Draft communication on translation (to be adopted; see ISC DGT/2016/512669).
[6] Ares(2014)799428 of 19.02.2014.

Specific objective 2: DGT makes efficient use of its human and financial resources and manages fluctuating demand by increasing the level of outsourcing		
Result indicator: **1. Outsourcing rate** Proportion of pages translated externally as a percentage of the total number of translated pages delivered by DGT *Source: DGT- management information scoreboard*		
Baseline 2015	**Interim milestone**	**Target** 2020
	2018	
27 %	33 %	37 %

As an internal service provider, DGT is demand-driven and translation demand has shown substantial fluctuations over time. To handle fluctuating demand for quality delivery while making efficient use of its human and financial resources, DGT's business model involves **outsourcing** part of its production to highly qualified contractors, selected and managed in line with public procurement rules.

DGT will frame and implement an **outsourcing strategy** in order to cope with the current or increased level of translation demand and the planned reduction of DGT's internal staffing levels over the next couple of years, while ensuring that contractors provide their services at the required quality level. Under the new strategy, DGT will gradually allocate more financial resources to outsourcing (to meet the projected need to increase by 2 percentage points each year) and adjust its internal processes to translation demand in order to ensure the most cost efficient use of available resources. The projected increase in outsourcing is an estimated average for DGT as a whole, which may vary depending on the freelance market for each language. The yearly need to increase outsourcing will be calibrated according to the development of demand. By consolidating and improving existing outsourcing practices, the outsourcing framework will also seek to strengthen relations with our freelance partners. Thus this approach to outsourcing will include a number of elements, such as:

- Optimised communication with freelance contractors (through seminars, webinars, translation briefs, feedback);
- Systematic pre-processing of documents for outsourcing;
- Systematic evaluation of outsourced translations;
- Quality control of outsourced translations in accordance with the translation quality guidelines.

Specific objective 3: DGT has the capacity to provide high-quality translation into Irish			
Result indicator: 1. Number of AD translator officials in the Irish department *Source: DGT- internal statistics*			
Baseline 2015	**Interim milestone**		**Target:** 2020[7]
	2017	2019	
11	25	45	45

To implement the 2015 Council Regulation phasing out the derogation applying to the use of the Irish language for EU legislation by the beginning of 2022, DGT will **prepare for a full language regime** in Irish, together with the translation services of the other institutions. It will adopt a roadmap for 2016-21 to implement the gradual reduction of the scope of the derogation, featuring milestones for the recruitment of Irish translators and assistants, building necessary freelance capacity, developing cooperation on language resources and addressing issues related to the availability of the *acquis*.

To steer this work, it will set up a **joint structure together with the Irish authorities** for regular monitoring of the progress made.

DGT will gradually **build up its Irish department** to meet the increase in demand, recruiting successful candidates from the EPSO translator competitions planned in 2016 and 2018, supplemented if necessary by temporary staff.

DGT will provide on-the-job training and language training in procedural languages to ensure as swift as possible integration of Irish translators in DGT and the wider organisation. It will promote the need to train future translators for Irish within the EMT (European Master's in Translation) network and it will develop supporting initiatives in cooperation with the Irish authorities.

Special emphasis will be given to improving **MT@EC for the Irish language**.

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[7] In order to be fully operational in 2022, the Irish department needs to be staffed with 60 translators in 2021

Specific objective 4: DGT has a modular state-of-the-art computer assisted translation environment to support quality and efficiency in the translation process		
Result indicator:		
1. KIAPI Euramis re-usability indicator		
Source: MT@EC & Euramis statistics		
Baseline	**Interim milestone**	**Target**
2016	2018	2020
30 %	35 %	40 %

DGT will build a modular state-of-the-art **computer assisted translation (CAT) environment** to support quality and efficiency in translation management and production. The shift from a stand-alone working environment to a server-web-based architecture offers also the opportunity to re-think traditional working methods, taking an overarching enterprise architecture approach. The future tools should allow DGT translators to work equally efficiently in their office or telework and collaborate on translation projects, in real-time or via standardised information exchanges, between themselves, with freelance contractors and with translators from other EU institutions.

The new CAT environment should seamlessly integrate translation memories (Euramis), terminology resources (IATE) and machine translation (MT@EC) in order to make translation as efficient as possible and capitalise on past work and shared knowledge. It should allow DGT's linguistic resources to be continuously enriched with validated high quality data and will result in a steady reduction over time of segments that need to be translated from scratch.

DGT will measure to what extent the output of previous translations stored in Euramis translation memories can be used for current translation requests. The segments are considered re-usable if the level of similarity is above a certain threshold expressed as a percentage. The indicator prepared and agreed in the framework of the interinstitutional KIAPI (Key Interinstitutional and Activity Performance Indicators) working group is based upon the results for all segments of all pre-processed documents for all language pairs during one year and therefore represents an average of all translation requests received during that year.

DGT will also improve the **MT@EC machine translation** engines and translation memories as corrections made by translators should help the system 'learn' over time. The aim is to receive initial input from tools on all segments. Since MT@EC is the basis for the automated translation platform of the Connecting Europe Facility (CEF.AT), this will also produce higher quality and faster results for users outside of DGT: professional translators in EU institutions, public service operators that use CEF.AT and the wider general public.

In addition to computer-assisted translation tools, DGT's translation management tools will be adapted to facilitate **translation workflow management**, with the emphasis on paperless electronic workflows — inside DGT, between DGT and its customers and with freelance translators.

DGT's strategy regarding its IT environment will look beyond translation proper to include the entire Authoring-Translation-Publication (ATP) chain (in cooperation with the SG, DIGIT and OP), as this will bring benefits for translation and for the other users involved. The development of the corporate

platforms D*e*cide and LegisWeb is likely to have a major impact on the work of DGT. Development of an online editing environment for authors would trigger a shift from the translation of documents to the translation of content, so DGT will monitor these developments and play its part in managing this change. Making DGT's vast and reliable linguistic resources (translation memories, terminology) and tools available in the authoring environment will support more coherent drafting, facilitate the translation process and reduce the need for wholescale translation of repetitive content.

Specific objective 5: DGT creates synergies in interinstitutional translation by cooperating with its partners and by jointly developing IT tools		
1. Number of shared interinstitutional training events *Source: DGT internal statistics*		
Baseline	**Interim milestone**	**Target**
2015	2017	2020
200	250	300

DGT is part of the Interinstitutional Committee for Translation and Interpretation (ICTI) and related bodies (the Executive Committee for Translation (ECT) and the Coordination Committee for Translation (CCT)). Finding synergies with other services is important for resource efficiency.

Over the 2016-2020 period, DGT will help develop a **communication solution for the interinstitutional translation workflow**. The tool will consist of a central inter-institutional database enabling the translation services of the three institutions involved in the Ordinary Legislative Procedure (OLP) to store and exchange in close-to-real-time contextual information relevant for translating legislative documents under the OLP. This will improve communication among the three services and contribute to better quality of EU law in all official languages, while streamlining the translation process across institutions and avoiding overlaps. To facilitate traceability of OLP files, DGT will also explore with SG the scope for putting in place a unique identifier for those files.

DGT will contribute to **joint work to develop a new computer assisted translation environment** with its partner services with a view to adopting a common approach for designing and implementing the new environment. With the aim of achieving economies of scale and enabling cooperation, it will also progress work on a joint negotiated service contract to continue using the current CAT tool (acquired following a joint tender) until the next call for tender is published. DGT will continue to manage the four tools (MT@EC, Euramis, Quest, DocFinder) that it develops and makes available to other institutions to produce efficiency gains.

DGT will continue to create opportunities for **exchanging experience and knowledge** via jointly organised management events and via flexible methods for staff exchanges with the other institutions. Its learning and development team will step up work to share training resources and avoid overlaps in the area of learning and development.

Specific objective 6: DGT promotes the role of translation and professional cooperation through outreach work		
Result indicator: 1. Engagement rate on social media: community activity on posts[8] *Source:* ENGAGOR		
Baseline	**Interim milestone**	**Target**
2015	2018	2020
Facebook 13.2, Twitter 11.9	Facebook ≥ baseline Twitter ≥ baseline	Facebook ≥ 2018 level Twitter ≥ 2018 level

In its outreach work, DGT aims to **link up with translation stakeholders** (universities and research centres, national, regional and local authorities, (potential) translators, translation service providers, the language industry) with the purpose of sharing knowledge, giving visibility to the translation and language industry and promoting the development of the translation profession in Europe. This requires a joined-up approach to connect with its stakeholders, both centrally and in the Member States, through meetings, visits, conferences and social media.

DGT fosters **contacts with national language communities** for the principal purpose of maintaining high quality in translation. These networks include public translation services in the Member States, national experts and terminology specialists, and the focus is on maintaining contacts so that DGT can access local expertise to feed into terminology and translation quality work. DGT will step up this important work by running or participating in networks with national language communities, ensuring that each language department is connected with a national language network.

Through its '**Translating Europe**' initiative, DGT will reach out to its stakeholders to make the translation profession more visible, share good practice, develop joint projects, and promote a diversified and sustainable market for professional translators in Europe. It will organise a yearly Translating Europe Forum to bring together the translation community at headquarters and a series of national workshops organised by DGT field officers in the Commission's representations in the Member States to share knowledge and ideas regarding developments in the profession.

DGT coordinates the network of universities that offer the **European Masters' in Translation programme** for the purpose of developing excellence in translation training, preparing future translators to work in-house or for the market and of feeding knowledge back in the spirit of continuous development of the service and of the profession. Over the next four years it will focus on cooperation between universities and the industry, on employability and on training the trainers.

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8. The ECN Code of Conduct on measurement and evaluation of communication activities recommends a standardised approach to long term result indicators (outcome oriented) and the EC benchmarks for Facebook: 6.68 and Twitter: 10.22. The values for these indicators are calculated automatically by the Commissions tool ENGAGOR. They give an indication on how much of our followers are engaged with the content we post on social media accounts of DGT.

D. Key performance indicators (KPIs)

Result indicators:

1. Customer satisfaction rate

Percentage of clients who express satisfaction with DGT's services

Source: Customer satisfaction survey (Yearly survey enabling DGT to measure whether the quality of its service meets its clients' expectations and to detect areas needing improvement.)

Baseline	Milestone	Target
2013	2018	2020
82.5%	84%	85%

2. Deadline compliance rate

Proportion of pages produced (all versions) within the deadline as a percentage of the total number of pages produced (all versions)

Source: DGT- management information scoreboard

Baseline	Milestone	Target
2009		
	2018	2020
95 %	97 %	99 %

3. Outsourcing rate

Proportion of pages translated externally as a percentage of the total number of translated pages delivered by DGT

Source: DGT- management information scoreboard

Baseline	Milestone	Target
2015	2018	2020
27 %	33 %	37 %

4. Percentage of women in middle management

Source: data to be provided by DG HR

Baseline	Milestone	Target
2015	2018	2019
44 %	47%	50 %

PART 2.   Organisational management

A. Human Resource Management

Objective (mandatory): The DG deploys effectively its resources in support of the delivery of the Commission's priorities and core business, has a competent and engaged workforce, which is driven by an effective and gender-balanced management and which can deploy its full potential within supportive and healthy working conditions.		
Indicator 1: Percentage of women in middle management **Source of data:**		
Baseline 2015: 44 %	Milestone 2018	Target 2019
	47%	50 %
Indicator 2: Percentage of staff who feel that the Commission cares about their well-being **Source of data:** Commission staff survey		
Baseline 2014: 31 %	Milestone 2018	Target 2020
	Increase to be at or above Commission average	Increase to be at or above Commission average
Indicator 3: Staff engagement index **Source of data:** Commission staff survey (DGT-specific figures)		
Baseline 2014: 72 %	Milestone 2018	Target 2020
	72%	≥ 72 %

The Strategic HR Plan,[9] which covers succession planning and learning and development priorities, is DGT's key HRM tool for attracting, managing and developing the best talents.

Training, staff development and knowledge management

DGT seeks to empower its staff and invest in them to develop their competencies and skills in a changing professional world. Ongoing staff reductions and changes to working methods due to new tools and a new outsourcing policy will trigger the need for **continuous professional development** opportunities (subject-matter training, management and soft skills, language training, etc.). DGT's strategic HR approach will therefore include both a quantitative planning of resources in line with evolving priorities and will plan for the upcoming Commission decisions regarding talent and career management, mobility of managers and non-managing staff.

In order to prepare colleagues for taking up a middle management role, DGT has a range of **talent management** initiatives including mentoring and assigning deputising and coordination roles to interested colleagues to enable them to gain managerial experience. DGT will refine and update these initiatives to prepare for the increased mobility in its population of managers that will stem from the changes to HR policy.

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[9] Ares(2015)5327231.

The underlying principles of **knowledge management** in DGT are defined in the Knowledge Management Framework.[10] It aims to develop, maintain and share accumulated expertise and knowledge in DGT. The framework includes an action plan identifying the priorities for 2015-2017, especially knowledge sharing with customer DGs and with external networks.

Healthy working conditions and staff wellbeing

Effective and efficient management of resources also encompasses a **suitable working environment**, including state-of-the-art IT tools and healthy working conditions. With a view to moving to new premises in Luxembourg after completion of the new JMO building in 2021-24, DGT will continue to promote flexible working conditions and office sharing. In the meantime, given its location both in Brussels and Luxembourg across seven different buildings, DGT will pay special attention to the availability of sufficient meeting rooms and videoconferencing facilities (including personal videoconferencing) in order to promote communication and collaborative working.

DGT will continue to raise awareness of **ergonomics** by giving priority to the prevention of health problems related to extensive computer use and providing ergonomic furniture and mice. DGT will also further support the organisation of regular sport and wellbeing activities run by its own staff on DGT premises, and of annual events under the DGT fit@work label.

The indicator concerning the percentage of staff who feel that the Commission cares about their wellbeing has in previous years reflected concern among part of DGT's population about the safety of the JMO building. DGT is confident that the percentage will rise following the move out of the JMO, hence its target to at the least reach the Commission average of 35%. It will continue to offer staff training courses and awareness-raising initiatives on the promotion of a **respectful working environment**. DGT values the diversity of ideas and people and fosters respect at work, based on team spirit and the sharing of knowledge, experience and skills. It promotes a healthy work-life balance with flexible working arrangements, including teleworking. Regarding the overall satisfaction of staff, DGT aims to remain systematically in the top 10 Commission services.

Gender balance

In December 2015, 44 % of middle managers were women (38 out of 87). By 2019, DGT aims to increase this to 50 %. With 13 posts in language departments due to become vacant by 2018 and 8 middle managers in horizontal and support units becoming subject to mobility (5-year rotation rule), DGT is in a good position to reach this target of **full gender parity in management**. When a gender imbalance is identified, language departments are invited to encourage female staff to take part in the mentoring scheme and offer specific training courses to prepare for management positions.

Staff engagement

DGT aims to remain well above the Commission average on staff engagement. The Commission survey revealed that DGT scored above average for six out of the seven indicators making up the staff engagement index. It will focus on giving more support for **training and development**. It will also improve internal communication by extending staff consultations, promoting collaborative work and providing opportunities for staff to engage with other parts of the DG and with management.

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[10] Ares(2014)3705236.

Financial Management: Internal control and Risk management

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

DGT manages **administrative expenditure only**, under the 'direct centralised management' mode. It has a partly decentralised financial circuit in place for commitments, where checks are carried out in function of the estimated risk of the transaction, resulting from the procurement type. The managing unit is responsible for operational initiation, verification and authorisation of the commitment. Financial initiation and verification are performed in the finance unit.

DGT has a **fully centralised financial circuit for payments**, where 100% of payments are checked for legality and regularity, irrespective of the nature of the budget line. The managing unit is responsible for initiation and operational verification of the invoice. Financial verification of the invoice and authorisation of payment is always carried out by the finance unit.

All checks are ex-ante, as DGT does not manage any programmes or award any grants. Any errors identified are corrected before signature of the contract or authorisation of payment.

DGT's financial circuits will remain centralised for all its payment aspects in the Budget and Finance Unit. All sub-delegations will continue to be granted directly by the Director-General himself, instead of via a cascade system.

DGT keeps an up-to-date central register of all framework contracts and procurement procedures used in DGT in order to ensure the timely provision of external services in line with sound and efficient financial management principles (economy, efficiency and effectiveness).

Following the abolishment in 2015 of the local internal audit function in DGs, DGT will continue to provide risk management and internal control measures through awareness raising for all managers, comprehensive risk and fraud assessment exercises and monthly financial reporting, including exception reporting.

In line with the guidelines on chargeback between Commission DGs, DGT will continue to request **cross/co-delegations with other DGs** to further optimise the management of administrative budget (mainly outsourcing and IT).

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions	
Indicator 1: Estimated residual error rate *Where necessary specific residual error rates would be calculated for each programme managed or for expenditure with a common risk profile.* **Source of data:** internal, ex-ante control	
Baseline	Target
2014: 0 %	0 %
Indicator 2: Estimated overall amount at risk for the year for the entire budget under the DGs responsibility. *Percentage of non-controlled payments that could be irregular* **Source of data:** internal, ex-ante control	
Baseline	Target
2014: <2% of the budget managed	0 %
Indicator 3: Estimated future corrections **Source of data:** internal, ex-ante control	
Baseline	Target
2014: 0 %	0 %

In relation to outsourced translations, DGT's lawyers and financial experts will continue to scrutinise all tendering documents and framework contracts. Members of opening and selection committees will need to declare the absence of conflict of interest. Furthermore, all outsourced translations are subject to an evaluation by a qualified translator before the payment is processed.

In relation to IT outsourcing, all external staff will continue to be recruited through DIGIT's framework contracts, after 'ex-ante' checks carried out by DIGIT. The quality of the services delivered is systematically monitored by supervisory and quality control measures for every IT project.

Objective 2: Effective and reliable internal control system in line with sound financial management.
DGs are requested to reach a conclusion on cost effectiveness of controls. **The indicator n°1 below is a mandatory indicator, which needs to be supported by additional reliable indicators**. *DG's have the choice between either **a) comparing costs and benefits** or **b) calculating the cost of controls over expenditure that could be compared with a reference, (overall cost of control per distinct control system)**. One of the two methods can be followed.*

Indicator 1: Conclusion reached on cost effectiveness of controls
Source of data: internal

Baseline: 2014	Target
Yes	Yes

Indicator 2: Cost of control effectiveness
Ex-ante control cost on the two main procurement processes representing 85% of the budget
Source of data: internal

Baseline: 2014	Target
12 %	10 %

For financial circuits (from order to payment) 12% of the total payment amount is currently dedicated to controls. The non-financial benefits of control include better value for money, deterrent effects, efficiency gains, system improvements and compliance with regulatory provisions.

In terms of **quality control of outsourced work**, which at the same time represents the most significant portion of financial transactions, DGT contracting involves a special '**dynamic ranking' system** to ensure consistent quality throughout the period covered by framework contracts. Every month, suppliers' quality scores are reviewed on the basis of their work and the price/quality ratios and rankings are adjusted accordingly.

To assess the relative efficiency of the controls, these indicators have to be tracked over several years and/or to be compared with relevant benchmarks. DGT is satisfied that the indicators evolve in the right direction and aims at a target of 10% of the budget managed by 2020.

In the future, controls will become even more automated, particularly with the introduction of the eTrèfle system in 2017, which will further reduce the cost and improve efficiency.

Objective 3 (mandatory): Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud.
Indicator 1 (mandatory — information available in DG's AFS): Updated anti-fraud strategy of DG…, elaborated on the basis of the methodology provided by OLAF
Source of data: internal

Baseline	Interim Milestone	Target
DGT's anti-fraud strategy was adopted in 2014. It will be reviewed in 2016.	none	Update every 2 years, as set out in the AFS

B. Better Regulation (only for DGs managing regulatory *acquis*)

Objective (mandatory): Prepare new policy initiatives and manage the EU's *acquis* in line with better regulation practices to ensure that EU policy objectives are achieved effectively and efficiently.

Indicator 1 (mandatory — monitored by the DGs concerned): Percentage of Impact assessments submitted by DG… to the Regulatory Scrutiny Board that received a favourable opinion on first submission.

Explanation: The opinion of the RSB will take into account the better regulation practices followed for new policy initiatives. Gradual improvement of the percentage of positive opinions on first submission is an indicator of progress made by the DG in applying better regulation practices.

Source of data:

Baseline 2015	Interim Milestone 2016	Target 2020
68 % = Commission average in 2014: *To be adjusted by DG to reflect own situation.*	*Positive trend compared to DG's 2014 situation.*	*Positive trend compared to DG's 2016 situation.*

Indicator 2 (mandatory — monitored by the DGs concerned): Percentage of the DG's regulatory *acquis* covered by ex-post evaluations and Fitness Checks not older than five years.

Explanation: Better Regulation principles foresee that regulatory acquis is evaluated at regular intervals. As evaluations help to identify any burdens, implementation problems, and the extent to which objectives have been achieved, the availability of performance feedback is a prerequisite to introduce corrective measures allowing the acquis to stay fit for purpose.

Relevance of Indicator 2: The application of better regulation practices would progressively lead to the stock of legislative acquis covered by regular evaluations to increase.

Source of data:

Baseline 2015	Interim Milestone 2016	Target 2020
Percentage of the DG's regulatory acquis covered by ex-post evaluations and Fitness Checks not older than seven years. *- To be identified by the DG.*	*Yearly increase of 25 % of the gap between baseline and target.*	*70 % of EU acquis covered by evaluations*

C. Information management aspects

Objective (mandatory): Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable	
Indicator 1 (mandatory — data to be provided by DG DIGIT): Percentage of registered documents that are not filed[11] (ratio) **Source of data:** *Hermes-Ares-Nomcom (HAN)[12] statistics*	
Baseline 2015	Target 2020
1.96%	1,50%
Indicator 2 (mandatory — data to be provided by DG DIGIT): Percentage of HAN files readable/accessible by all units in the DG **Source of data:** *HAN statistics*	
Baseline before 2016	Target 2020
63.61%	77%
Indicator 3 (mandatory data to be provided by DG DIGIT): Percentage of HAN files shared with other DGs **Source of data:** *HAN statistics*	
Baseline before 2016	Target 2020
4.6%	6%

The underlying principles of Information Sharing activities in DGT are defined in the **Knowledge Management Framework**[13], including an Action Plan that identifies the main priorities for 2015-2017. Knowledge sharing within DGT, with the requester DGs and with external networks will be further developed. This includes informal knowledge, best practices and smart working methods.

DGT will seek to improve search and retrieval of all documents by fully indexing them, adopting a shared-by-default policy to document management and setting up a search service permitting cross-platform search (network drives, MyIntracomm, DGTnet and wikis) at DGT level.

DGT manages incoming and outgoing administrative documents in line with the rules laid down in the e-Domec policy on document archiving and management. It has a specific workflow for translating sensitive documents (SECEM) and classified documents are handled in 'secure translation rooms' in Brussels and Luxemburg. In doing so DGT contributes to the **security** culture of the Commission. DGT will review the workflow and environment for translating classified documents in order to optimise operations, without reducing the necessary security measures at Commission level.

Indicator 6 (optional): The number of knowledge sharing events		
Source of data: Syslog		
Baseline	Interim milestone	Target
2015	2018	2020
40	≥50	≥60

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[11] Each registered document must be filed in at least one official file of the *Chef de file*, as required by the e-Domec policy rules (and by ICS 11 requirements). The indicator is to be measured via reporting tools available in Ares.
[12] Suite of tools designed to implement the e-Domec policy rules.
[13] Ares(2014)3705236

D. External communication activities

<table>
<tr><td>Objective (mandatory): Citizens perceive that the EU is working to improve their lives and engage with the EU. They feel that their concerns are taken into consideration in European decision making and they know about their rights in the EU.</td></tr>
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Indicator 1 (mandatory — provided in a ready-to-use form by DG COMM): Percentage of EU citizens having a positive image of the EU
Every DG should aim to contribute to it and, considering its area of work, explain how it aims at enhancing the positive image of the EU.

Definition: Eurobarometer measures the state of public opinion in the EU Member States. This global indicator is influenced by many factors, including the work of other EU institutions and national governments, as well as political and economic factors, not just the communication actions of the Commission. It is relevant as a proxy for the overall perception of the EU citizens. Positive visibility for the EU is the desirable corporate outcome of Commission communication, even if individual DGs' actions may only make a small contribution.
Source of data: Standard Eurobarometer (DG COMM budget) [*monitored by DG COMM here*].

Baseline: November 2014	Target: 2020
Total 'Positive': 39 % Neutral: 37 % Total 'Negative': 22 %	Positive image of the EU ≥ 50 %

By making information available to people in a language they understand, DGT helps the Commission to communicate better with EU citizens and make the EU more open, accountable and democratic.

Through its outreach activities (see specific objective 1.6) DGT, in cooperation with DG EAC, seeks to promote the role of languages and the translation profession in the EU. This contributes to the overall objective by **engaging with the outside world and sharing information**. DGT pursues this objective via flagship projects such as *Juvenes Translators* (for schools) and public events linked to the European Day of Languages in Member States open to a wide audience (universities and research centres, national, regional and local authorities, (potential) translators, translation service providers, the language industry, civil society, schools, the media and the wider general public).

DGT **field officers** in the Commission's representations in the Member States play a key role in outreach. They help magnify the impact of the Commission's communication by translating press and communication material, by adapting the language to the national readership (**localisation**) and by helping to create web content in the local language. DGT internal and external communication priorities and actions are detailed on a yearly basis in DGT's communication and outreach strategy that is endorsed by DGT senior management.