



Management Plan 2017

PUBLICATIONS OFFICE OF THE EUROPEAN UNION



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INTRODUCTION

The Management Plan 2017 of the Publications Office sets out the main outputs and activities planned by the Office and explains how these outputs contribute to the achievement of the specific objectives defined in the Strategic Plan 2016-2020.

The Office will focus on strengthening its interinstitutional dimension, especially in so far as services and activities providing synergies and efficiencies to all EU institutions are concerned. The following elements of the Management Plan 2017 have a particular strategic relevance:

- Production: rationalisation of production activities concerning general publications (e.g. centralisation of contract management, networking of printing facilities);
- Access and reuse: achievement of a successful transition to the new EU Bookshop on the Publications Office Portal, and reduction of the overall number of self-standing websites managed by the Office;
- Long-term preservation: adoption of a comprehensive plan with a clear definition of the publications to be preserved (types and formats), as well as the respective roles and responsibilities of the Office and of the EU institutions;
- Resources: reduction of administrative overheads through process rationalisation and streamlined horizontal functions. In 2017 the Office will undergo a reorganisation focused on these objectives. In cooperation with DG DIGIT the Office will consolidate data centre operations in view of the need to move out of the Mercier building and relocate staff and infrastructure by the end of 2018.

Within this framework, the planned outputs for 2017 and their related indicators are detailed below.

PART 1. MAIN OUTPUTS FOR THE YEAR

General objective 11: To help achieve the overall political objectives, the Commission will effectively and efficiently manage and safeguard assets and resources, and attract and develop the best talents

SPECIFIC OBJECTIVE 11.1: AUTOMATED WORKFLOWS FOR MORE DYNAMIC WAYS OF PRODUCING AND PUBLISHING LEGAL CONTENT ARE OPTIMISED AND IMPLEMENTED

Official Journal of the European Union

In the context of the ever increasing electronic publishing, the Office will focus on adopting a more flexible, faster and simplified way of publishing. This will allow the handling of urgent political situations and will improve the production chain efficiency. In practical terms, work will start on the renewal of the workflow tool used for the production of the authentic Official Journal (PlanJO) as well as the ancillary workflow tools for the case-law (PlanJUR) and the special edition of the acquis (PlanDD). Work will also start on the renewal of the Official Journal production contract which ends on 31 March 2019.

A study will be launched on the changes triggered by the move from electronic signature to electronic seal. Furthermore, recommendations on the act-by-act publication of the Official Journal will be formally presented to the EU institutions for approval.

Case-law of the European Court of Justice

Based on a close cooperation with the European Court of Justice the new production and dissemination chain of the case-law will be further improved. This will ensure a modern and efficient working environment allowing for smooth and quick production and dissemination of the digital case-law.

The backlog will be completed and the backlog production mode (ensuring the publication of monthly volumes) will be abandoned. Production will focus on the daily publication in line with the judicial calendar of the European Court of Justice.

The new production contract for digital case-law will be signed in order to ensure current services and operations.

Production tool for the European Union's budget (CIBA)

The interinstitutional tool used for the production of the European Union's budget (CIBA¹) will be re-engineered in order to move from a monolithic system to a more robust modular system. A drafting tool will also be implemented to allow for web-based authoring by the different interinstitutional author services.

Supplement to the Official Journal

In line with the Commission Single Market Strategy and in close cooperation with DG GROW the preparation of a new generation of electronic notification forms will be launched. The Office will furthermore start developing a new tool for the reception of procurement notices. The Office will also enhance the production process, including an upgrade of the current tools and integration of the latest version of NUTS² codes. Monitoring and reporting tasks will be strengthened by implementing appropriate tools allowing for a closer follow-up of the publishing process.

Discussions will be held with the institutions on the possibilities to lower the cost of notices through the reduction of free-form text and the associated translation costs.

¹ CIBA: Common Integrated Budget Application.

² NUTS: Nomenclature of Territorial Units for Statistics.

Specific objective 11.1: Automated workflows for more dynamic ways of producing and publishing legal content are optimised and implemented		Non programme-based
Main outputs in 2017:		
Official Journal of the European Union		
Output	Indicator	Target ³
<i>Automation of the workflows</i>	<i>Percentage of manuscripts for which IMMC⁴ files are received from author services</i>	55%
<i>New workflow tools</i>	<i>Functional specifications Technical specifications Development and tests Go live</i>	<i>Functional specifications drafted</i>
<i>New OJ production contract</i>	<i>Ex ante evaluation Specifications drafted Publication of the call for tender and evaluation Signature of the contract</i>	<i>Ex ante completed First draft of the specifications ready</i>
<i>Authentication by electronic seal (mass signature)</i>	<i>Study Technical specifications Move from signature by physical persons to seal of legal entity</i>	<i>Study completed and technical specifications drafted</i>
<i>Act-by-act production of the Official Journal</i>	<i>Study Move to act-by-act production</i>	<i>Agreement by the institutions</i>
Case-law of the European Court of Justice		
Output	Indicator	Target
<i>Backlog production completed</i>	<i>Percentage of backlog completed</i>	100%
<i>New case-law production contract</i>	<i>Signature of the contract Successful closure of take-over period Start of operational phase</i>	<i>New contract fully operational</i>
Production tool for the European Union's budget (CIBA)		
Output	Indicator	Target
<i>New features for CIBA</i>	<i>Technical specifications Development Parallel run Go live</i>	<i>Technical specifications drafted Replacement of storage/retrieval solution</i>
Supplement to the Official Journal		
Output	Indicator	Target
<i>Production of the Supplement to the Official Journal in accordance with the directives in force</i>	<i>Average cost per notice</i>	< EUR 13,50

³ Throughout the document the target date is the end of 2017 except where otherwise provided.

⁴ IMMC: Interinstitutional Metadata Maintenance Committee. It is in charge of the definition and the maintenance of metadata standards for the exchange of information between and within the EU institutions.

SPECIFIC OBJECTIVE 11.2: COLLABORATIVE PRODUCTION SERVICES, OPTIMISED FOR MULTICHANNEL DISSEMINATION, ARE PROVIDED TO ALL EU INSTITUTIONS, AGENCIES AND BODIES

General publications

Monitoring of the needs and satisfaction levels of author services is critical. In this context, the development and improvement of the production workflow management system will be analysed to ensure this responds to the needs of author services in terms of diversity, quality and timeliness of production.

In the digital publishing world, multi-channelling and precise audience-targeting are essential, and there is a digital shift from pure paper-oriented production (reprints, posters, leaflets, etc.) to production for mobile devices. Digital only (app, e-book, web-pages, etc.) and multi-channel publications (paper, web-page, e-book, etc.) will be optimised for use on mobile devices.

In order to maximise the use of printing facilities within the EU institutions and to enhance interinstitutional synergies and efficiencies in the area of publications, efforts will be made to utilise the EU institutions' network of print shops for low value print jobs of general publications as an alternative to external contracts.

The use of a collaborative platform will be actively promoted so that the Office, external contractors and author services will have simultaneous access while being able to work jointly on the same file. The service will be free of charge for author services and training will be provided by the Office.

Structured templates will be developed to help author services and the Office produce structured content, improve discoverability and accessibility, accelerate the production process, comply with conventions of the Interinstitutional Style Guide, and reduce production costs (no repetition of layouting tasks, with pre-structured content for multichannel production). Both generic templates (e.g. off-the-shelf) for author services' use, as well as on demand customised templates for fast and cost-efficient multichannel production will be developed.

EU legislation requires that websites, including the publications contained therein, shall be accessible to visually impaired people. In close cooperation with the author services, the Office will continue to raise awareness, and offer training and implementation guidance. The Office will also start measuring the availability of accessible publications.

Contracts for graphic design, multimedia and data visualisation, pre-media, pre-press and XML, and layout and printing will be rationalised. An inventory of existing contracts will be drawn up together with the resources dedicated to production within the author services. A technology watch will also be maintained in order to promote and offer innovative publishing services.

Linguistic quality control

The Office will review with the language services of the EU institutions how to scale up the successful 2016 pilot of editing of the original text before translation in order to reduce production costs and publishing time for all parties. Actions to be pursued include reuse of final versions for recurring publications, provision of structured templates, and the adaptation of workflows where appropriate.

Work will be launched to modernise the Interinstitutional Style Guide, enabling users to download pre-packaged chapters or customised content on-the-fly from 2018.

Specific objective 11.2: Collaborative production services, optimised for multichannel dissemination, are provided to all EU institutions, agencies and bodies		Non programme-based
Main outputs in 2017:		
General publications		
Output	Indicator	Target
<i>General publications production</i>	<i>Percentage of fully satisfied clients for production of general publications (based on survey of all author services having produced with the Publications Office)</i>	90%
	<i>Increase of the percentage of titles produced for mobile devices</i>	10%
	<i>Increase of the percentage of invoiced print jobs produced via the interinstitutional network of internal print shops</i>	8%
<i>Collaborative production services</i>	<i>Increase of the number of titles produced using a collaborative platform with author services</i>	1 250
<i>Structured templates</i>	<i>Number of generic and customised structured templates provided to author services</i>	5
Linguistic quality control		
Output	Indicator	Target
Interinstitutional Style Guide website modernised	<i>'Quick win' development completed Study and technical specifications completed Development of front and back office launched</i>	<i>Done by the end of 2017</i>

SPECIFIC OBJECTIVE 11.3: STRUCTURING OF DATA [CONTENT (IFC) AND METADATA (IMMC)] IS FACILITATED THROUGH SYNERGIES IN TOOLS AND FORMATS ON THE INTERINSTITUTIONAL LEVEL

Interoperability of document formats

The Office chairs the Interinstitutional Formats Committee (IFC), including its subgroups⁵. In the scope of the IFC two standards for the implementation of a fully interoperable future exchange of information in the scope of the legislative procedure are being developed: the Common Vocabulary (CoV) and the Common Exchange Model (CEM).

A first draft of the CoV⁶ has been submitted for approval by the EU institutions. Following the adoption by the EU institutions, further developments will be carried out in order to complete and extend the CoV. The work will be based on further examples of document type 'regulation' as well as a first set of examples for the document types 'directive' and 'decision'. The progress of the CoV depends directly on both the approval and the contributions of the EU institutions.

The CEM will be elaborated on the basis of the CoV. The CEM provides the specifications for the implementation of the future exchange format for documents that are exchanged between the institutions in the scope of the legislative procedure.

Standardisation of metadata

The standardisation of metadata to facilitate transmission of documents is managed by the Interinstitutional Metadata Maintenance Committee (IMMC). It is chaired by the Office and its main task is the maintenance and further development of the IMMC information exchange protocol.

IMMC workflows are already fully or at least partially in use by the Commission (Official Journal documents and preparatory documents), the Council (Official Journal documents and preparatory documents for the ordinary legislative procedure) and the Court of Justice (case-law documents). In 2017, the use of the IMMC based workflows will be further extended to transmissions from the European Parliament (legislative preparatory documents) as well from the European Court of Auditors, the Committee of the Regions and the European Economic and Social Committee. The existing workflows will also cover documents concerning other types of legislative procedures (for the Council) and new types of documents related to the internal decision-making process.

The new publishing infrastructure based on the IT system newCERES⁷ and its related services (validation, conversion, etc.) based on the IMMC protocol will be extended and consolidated. In addition, during 2017 IMMC based workflows for general publications and for consolidated versions of legal acts will be put in place. newCERES will be complemented with a data warehouse to guarantee an efficient and complete reporting on dissemination activities.

⁵ There are currently two subgroups: Common Vocabulary and Format Guidelines.

⁶ The CoV currently covers document types exchanged in the scope of the ordinary legislative procedure. The work consists in analysing the different document types in order to identify the structural components. Each of these components are described and integrated in the CoV, together with the hierarchical relationships between the components.

⁷ CERES: Common Electronic Reception System. The main feature of CERES is to provide a manageable reception and validation tool for all electronic deliveries to be published by the Office's portals. During the validation process other formats or descriptive data can be generated.

With the IMMCbuilder⁸, a tool will be made available to support the EU institutions and the Office's business units with the implementation of their IMMC exchanges. The tool will reduce the complexity of the technical implementation of an IMMC exchange and will facilitate the maintenance of IMMC implementations, in particular the adoption of the IMMC protocol by the EU institutions with a low frequency of exchanges.

EuroVoc – the multilingual thesaurus of the EU

Standardisation activities are currently supported by VocBench. VocBench is an open source production tool identified as the corporate solution for production of controlled vocabularies. It is already used for the maintenance of EuroVoc and is being extended to other controlled vocabularies managed by the Office such as the authority tables. The new version of VocBench will be published as open source software on Joinup and should be available by September 2017.

Two updates of EuroVoc will be published instead of one. This will increase the flexibility to adapt and add concepts to the vocabulary for the benefit of the users.

Specific objective 11.3: Structuring of data [content (IFC) and metadata (IMMC)] is facilitated through synergies in tools and formats on the interinstitutional level		Non programme-based
Main outputs in 2017:		
Interoperability of document formats		
Output	Indicator	Target
<i>Synergies in structuring of data at interinstitutional level</i>	<i>Number of example documents covered by the Interinstitutional Formats Committee's (IFC) Common Vocabulary for the semantic structuring of the documents' content</i>	6
<i>Common Exchange Model</i>	<i>Adoption by the responsible governance authorities</i>	<i>Initial version adopted by the end of 2017</i>
Standardisation of metadata		
Output	Indicator	Target
<i>Extension of publishing chains based on IMMC on the side of the Publications Office</i>	<i>Number of new publishing chains based on IMMC exchange that have been put into production</i>	5 new chains
<i>Institutions delivering documents via IMMC based workflows</i>	<i>Number of institutions using IMMC based workflows</i>	6 institutions in total
<i>Data warehouse for an efficient and complete reporting about the dissemination activity</i>	<i>Development of the initial version of the new CERES data warehouse</i>	<i>Initial version of data warehouse is available</i>

⁸ The IMMCbuilder has been developed to facilitate the implementation of IMMC exchanges in the scope of the project PublicAccess.eu. It is envisaged to extend its usage to supplementary use cases.

<i>Adoption of the IMMCbuilder for the implementation of IMMC exchanges</i>	<i>Use of the IMMCbuilder by a first group of external and internal stakeholders</i>	<i>IMMCbuilder is used to facilitate at least 3 IMMC exchanges</i>
EuroVoc – the multilingual thesaurus of the EU		
Output	Indicator	Target
<i>Availability of production version of VocBench on Joinup</i>	<i>Publication of new version of VocBench on Joinup</i>	<i>Availability in September 2017</i>
<i>EuroVoc updates</i>	<i>Number of EuroVoc updates published during the year</i>	<i>2</i>

SPECIFIC OBJECTIVE 11.4: EU DIGITAL INFORMATION AND DATA ARE ARCHIVED, PRESERVED OVER TIME AND EXTENDED TO NEW CONTENT TYPES

Long-term preservation

Reliability (high availability, performant infrastructure, no data losses) is a core functionality of a digital archive. An indicator for the reliability of the service is the availability of the underlying technical infrastructure.

The initial version of the (digital) Preservation Plan, which will define the digital preservation strategy of the Publications Office and its stakeholders, will be adopted. This is a prerequisite for the envisaged certification of EUDOR⁹, the digital archiving service of the Office, as a trusted digital repository.

In 2016 the archiving system, EUDOR V2, was replaced by a new long-term preservation service called EUDOR V3. The migration of the existing data to EUDOR V3 is ongoing and will be finalised by mid-2017.

Web preservation

The long term preservation of websites of the EU institutions will be ensured in collaboration with the Historical Archives of the EU in Florence. Four crawls of the europa.eu domain will be carried out annually, and further discussions with the EU institutions will take place to define the required service level.

Specific objective 11.4: EU digital information and data are archived, preserved over time and extended to new content types		Non programme-based
Main outputs in 2017:		
Long-term preservation		
Output	Indicator	Target
<i>Availability of the long-term digital preservation service</i>	<i>Long-term digital archive system (EUDOR) – availability of the service (hardware, network, IT systems)</i>	<i>≥ 99%</i>
<i>Preservation Plan</i>	<i>Adoption of the Preservation Plan</i>	<i>Initial version finalised by mid-2017</i>
<i>New long-term preservation service</i>	<i>Migration of data from EUDOR V2 to EUDOR V3</i>	<i>Finalised by mid-2017</i>

⁹ EUDOR: European Union Document Repository, the long-term digital archive of the EU institutions managed by the Publications Office.

SPECIFIC OBJECTIVE 11.5: EU AUTHENTIC INFORMATION IS EASILY ACCESSIBLE ONLINE AND ITS DISCOVERABILITY IS ENHANCED

EUR-Lex – access to EU law

The user experience, stability, and performance of EUR-Lex will be improved by tackling the technical issues affecting the application. Navigation and search features will take into account users' feedback, following an extensive usability study launched in 2016, and access will be ensured to more collections and documents. In particular, documents transmitted to the Office in the framework of PublicAccess.eu project will be made visible in the new internal procedure view on EUR-Lex, showing the preparatory stages of the decision-making process within the Commission (e.g. draft implementing acts and draft delegated acts).

EUR-Lex will be promoted via training actions addressed to the EU institutions and to practitioners in the Member States. Additionally, a workshop will be organised for exchange of best practices with the national law publishing websites.

TED – access to public procurement

The TED¹⁰ website will be improved on the basis of the information gained from users' surveys and accessibility studies. In its Special Report on the access to the public procurement of the EU institutions¹¹ the European Court of Auditors recommended a common electronic one stop shop for procurement activities to allow economic operators to find all relevant information in a single online location and to interact with the EU institutions through this website. The European Court of Auditors also recommended effective ex post monitoring of procurement activities through the setting up of a single public repository of information related to procurement contracts.

Such developments will be considered as part of TED eTendering together with other eProcurement modules. In particular, following ECA's recommendations, the Office will strive to create a one stop shop for public procurement information originating from all EU institutions (e.g. information on low-value contracts awarded or annual information on specific contracts based on a framework contract).

CORDIS – dissemination of EU-funded research results

CORDIS¹² services support the European Parliament's and Council call for transparency and open access as regards publicly funded research as well as the European Commission's strategy to disseminate and exploit research results funded under Horizon 2020 and previous framework programmes, including Joint Undertakings and the European Institute of Innovation & Technology results. The objective is that CORDIS becomes a central platform for all information on the results of the projects, providing advanced tools for users to search the information and visualise the results. In addition,

¹⁰ TED: Tenders Electronic Daily, the online version of the *Supplement to the Official Journal*, dedicated to European public procurement.

¹¹ Special Report No 17/2016: *The EU institutions can do more to facilitate access to their public procurement*.

¹² CORDIS: the Community Research and Development Information Service. Under the Multiannual Financial Framework 2014-2020, CORDIS is financed within Horizon 2020 on a budget line co-delegated by DG Research.

the Office will contribute to the impact of EU-funded research results through enhanced CORDIS Results in Brief¹³ and multilingual and multichannel Results Packs¹⁴.

Specific objective 11.5: EU authentic information is easily accessible online and its discoverability is enhanced		Non programme-based
Main outputs in 2017:		
EUR-Lex – access to EU law		
Output	Indicator	Target
<i>Consolidation of legal acts</i>	<i>Number of new consolidated versions of legal acts produced</i>	1 900
<i>Smooth production of the Summaries of EU legislation</i>	<i>Number of drafted / redrafted and updated summaries loaded in CELLAR¹⁵ and available for EUR-Lex</i>	500
<i>Complete and improve the collections of legal documents</i>	<i>Legal documents: number of notices available via EUR-Lex</i>	990 000
TED – access to public procurement		
Output	Indicator	Target
<i>Access to public procurement notices</i>	<i>Number of documentary units (notices) loaded on TED website during the year</i>	485 000
<i>eProcurement</i>	<i>Number of contracting authorities publishing via eTendering</i>	95
CORDIS – dissemination of EU-funded research results		
Output	Indicator	Target
<i>Dissemination of research results to support their exploitation</i>	<i>Number of enhanced 'Results in brief' about FP7 and Horizon 2020 research</i>	600

¹³ Enhanced Results in Brief: In-depth multilingual articles dedicated to dissemination so as to support the exploitation of the results of the projects financed by the Framework Programmes and targeting the audience that can best use the results: enterprise and industry, decision makers or researchers, depending on the nature of the project.

¹⁴ Result Packs: Thematic collections of exploitable research results for specialised audiences.

¹⁵ CELLAR: Repository storing all metadata and digital content managed by the Publications Office in a harmonised and standardised format. The storage in the CELLAR makes data implicitly available on the internet.

SPECIFIC OBJECTIVE 11.6: THE VARIOUS COLLECTIONS OF EU CONTENT ARE AVAILABLE THROUGH A SINGLE POINT OF ACCESS BASED ON COMMONLY AGREED STANDARDS

The Publications Office Portal

New collections will be included in the OP Portal, thus streamlining access to significant parts of managed EU content. In particular, EU Bookshop, as well as Whoiswho and EU Vocabularies (MDR¹⁶ and EuroVoc) sites, will be integrated into the OP Portal; this will allow the phase out of the old platforms and websites.

Additionally, widgets will be supported by the OP Portal. This will allow the author services to embed content managed by the Office into their websites, thus facilitating access for the end users.

Specific objective 11.6: The various collections of EU content are available through a single point of access based on commonly agreed standards		Non programme-based
Main outputs in 2017:		
The Publications Office Portal		
Output	Indicator	Target
<i>Identification, cataloguing and archiving of publications</i>	<i>General publications: number of notices (works) available in CELLAR* * A notice (work) covers all linguistic versions and available formats for a given title in CELLAR</i>	<i>100 000</i>
<i>To ensure transparency in the field of EU-commissioned studies</i>	<i>Number of studies available for public consultation on EU Bookshop</i>	<i>8 500</i>
<i>Integration of EU Bookshop into the OP Portal</i>	<i>EU Bookshop on the OP Portal</i>	<i>Done by mid-2017</i>
<i>Integration of Whoiswho and EU Vocabularies (MDR and EuroVoc) sites into the OP Portal</i>	<i>Whoiswho and EU Vocabularies on the OP Portal</i>	<i>Done by the end of 2017</i>
<i>Widgets on the OP Portal</i>	<i>Number of author services using the widgets</i>	<i>5</i>

¹⁶ MDR: Metadata Registry. Registry for metadata definitions, controlled vocabularies (authority tables) and other reference data for consultation, validation and reuse purposes.

SPECIFIC OBJECTIVE 11.7: THE OFFICE IS THE INFORMATION HUB FOR POLICY MAKERS, MARKET ACTORS AND CIVIL SOCIETY AS REGARDS THE DISSEMINATION AND REUSE OF PUBLIC EU DATA. CONTENT-LINKING FROM VARIOUS SOURCES IS ENABLED THROUGH SYNERGIES AND INTEROPERABILITY WITH OTHER EU INSTITUTIONS, AGENCIES AND BODIES

EU Open Data Portal

The EU Open Data Portal is identified as a key tool for data management in the recent Communication on Data, Information and Knowledge Management at the Commission. The EU Open Data Portal will contribute to a better strategic use of data across the EU institutions.

New datasets will be introduced so that all EU institutions and all Commission's DGs holding major datasets are represented on the EU Open Data Portal. A catalogue of interinstitutionally reusable visualisation tools will be established, and visualisations of high-value datasets will be published on the EU Open Data Portal (such as the EU budget). Special attention will be given to visualising data related to EU research projects and in particular CORDIS data.

European Legislation Identifier

European secondary legislation and the consolidated texts are currently accessible through ELI references at document level. Efforts will be focused on increasing the granularity of ELI references in order to allow users to directly link to document fragments. The ELI Steering Committee, chaired by the Office, will provide targeted technical assistance to those Member States newly implementing ELI. Reusable software solutions will also be developed to foster the adoption of the solution.

Specific objective 11.7: The Office is the information hub for policy makers, market actors and civil society as regards the dissemination and reuse of public EU data		Non programme-based
Content-linking from various sources is enabled through synergies and interoperability with other EU institutions, agencies and bodies		
Main outputs in 2017:		
EU Open Data Portal		
Output	Indicator	Target
<i>Increase the number of available EU datasets</i>	<i>Number of datasets on EU Open Data Portal</i>	<i>10 000</i>
<i>Establishment of a catalogue of interinstitutionally reusable visualisation tools</i>	<i>Catalogue available</i>	<i>Done by the end of 2017</i>
European Legislation Identifier		
Output	Indicator	Target
<i>ELI links at document fragment level</i>	<i>Study Technical specifications Testing and deployment</i>	<i>Study completed and technical specifications drafted</i>

PART 2. MAIN ORGANISATIONAL MANAGEMENT OUTPUTS FOR THE YEAR

A. Human resource management

Staff engagement and well-being, and gender-balanced management

The outcomes of 2016 Commission staff survey have been encouraging for the staff engagement at the Office: with 69%, the staff engagement index it is not only higher than it was in 2014 (+6%) but also above the overall Commission index (+4%) and very close to the 2020 target (70%). The findings have been analysed and actions will be put in place, e.g. aiming to enhance the flow of communication in the Office. In this context, the Director-General will endorse a communication plan centred among others on the revamping the way the Senior Management communicates. The Office also approaches the target set to 50% for the staff well-being: 40% in 2016, which is an increase of more than 10% compared to the 2014 survey.

With 35.3% of female representation in the middle management, the Office still has to reach its 40% target by 2019. It will continue its efforts in order to attract and promote women in middle management positions and towards an effective and gender-balanced management.

Resource efficiency

Having to cope with noticeable staff cuts since 2013, the challenge will be to ensure optimum staff levels and skill profiles for operational activities in the context of increased production volume, improved quality, enhanced scope of information services provided to the EU citizens, and development of new services for the users and stakeholders.

The aim is to achieve resource efficiency through:

- organisational efficiency: Units and Directorates will be rationalised with possible suppression and/or amalgamation, in particular the HR Unit in the context of Commission HR modernisation strategy¹⁷;
- operational efficiency: the number of contracts will be rationalised with the reduction of cascade contracts, combining of contract lots, and amalgamation of contracts where possible. Furthermore, workflows of operational systems will be replaced with modular systems providing a basis for further integration with other IT workflows and corporate IT tools;
- project management: the management of IT projects will be reviewed to reduce the administrative burden and improve budget management;
- reallocation of staff: in view of the successive annual returns of posts to the Commission Central Services, every vacant post (retirement, external mobility) is put in a reserve. Some of these posts (above the quota to be returned) will be reallocated in line with the priorities and challenges of the Management Plan;
- acquisition of required skills: the few remaining recruitment possibilities will be used to acquire specialised and technical profiles in relation to the new paradigm of handling born-digital information. Replacement of generalist and horizontal profiles (in the family of administrative support and coordination) will be done via internal mobility or transfer from other DGs or institutions;

¹⁷ Within the HR Modernisation project, implemented according to the Communication on Synergies and Efficiencies of April 2016, HR services will be delivered by an Account Management Centre (AMC) inside DG HR. Each DG will have an HR Business Correspondent, responsible for defining HR strategy and taking HR decisions, in consultation with the management of the DG, as well as ensuring that the DG gets the HR service it needs, in cooperation with the AMC. The Publications Office will move to the new way of working in 2017 and it will be supported by AMC 6, which will also serve DGT, ESTAT and OIL. Definition of HR strategy and priority actions to make progress towards the Strategic Plan targets are the responsibility of the HR Business Correspondent and will continue to be addressed in the Office's Management Plan and Annual Activity Report.
The proposal of reorganisation will include the creation of two principal adviser positions.

- training focus: resources will be devoted to priorities, such as supporting redeployed staff, managing change, upgrading and acquiring skills and know-how in relation to priority areas (managing digital information, semantic web, metadata, long-term preservation, etc.).

New premises for the Office

In March 2016 the owner of the Office's main building unexpectedly withdrew plans to extend the lease, meaning new premises must be found. While the Office for Infrastructure and Logistics in Luxembourg (OIL) is responsible for the property procedure, the Office will devote resources to the following priorities:

- collaboration with OIL on the acquisition of a new building to house all staff of the Office;
- communication with staff as soon as the property prospecting notice is published, and again once the contract is signed;
- transfer of the Office's administrative and publications archives;
- preparation for the physical move in 2018, through inventory reduction and disposal of any non-essential items.

With the Mercier building move before end 2018, data centres facilities of the Office should be also moved to a new location before the end of 2017.

The Office's data centres (Mercier – Eufo2) are included in the local data centres consolidation project launched by DG DIGIT in 2014. The Office will closely cooperate with DG DIGIT to reach an agreement on housing of the data centres' IT infrastructure by the end of 2017 and on their hosting beyond 2017. This consolidation project will lead to cost reduction, greater automation, enhanced business continuity and stronger IT security.

Objective: The DG deploys effectively its resources in support of the delivery of the Commission 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

Main outputs in 2017:

Resource efficiency

Output	Indicator	Target
<i>Optimum occupation of permanent posts</i>	<i>Average occupancy rate of permanent posts</i>	95%
<i>Management of budget for training</i>	<i>Percentage of budget resources devoted to technical and specialised training</i>	> 55%
<i>New organisation chart</i>	<i>New organisation chart in place</i>	<i>Done by mid-2017</i>
<i>Public procurement contracts rationalisation</i>	<i>Number of contracts managed by the Office</i>	<i>Decrease by 10%</i>
<i>Update of the financial management tool</i>	<i>Implementation of the DEFA¹⁸ system</i>	<i>Done by the end of 2017</i>

¹⁸ DEFA: replacement of DEMED (*Démande d'édition*) and FACTELEC (*Factures électroniques*).

New premises for the Office		
Output	Indicator	Target
<i>New building for all the Office's staff</i>	<i>Staff rehoused on time and in adequate conditions</i>	<i>Selection of final successful bid and signature of contract by 4Q 2017</i>
<i>Move of the Office's data centres</i>	<i>Housing of the IT infrastructure</i>	<i>Done by the end of 2017</i>
	<i>Strategy on the hosting of the IT infrastructure</i>	<i>Done by the end of 2017</i>

B. Financial Management: Internal control and Risk management

Regular financial control is conducted, general problems addressed by recommendations; evaluations are planned and executed according to Commission guidelines, risks are analysed and actions are undertaken to manage them.

Procurement procedures are carried out in compliance with the principles and rules governing public procurement at the EU institutions and according to sound financial management. Foreseeing correctly the overall scope and amount of services at the time of the launch of a tendering procedure ensures better competition and therefore also better results in terms of value for money.

Compliance with payment time limits in line with Article 92 of Regulation (EU, Euratom) No 966/2012 is regularly monitored and reported upon. Controls and procedures are set up in order to process commercial invoices as efficiently as possible and above all to pay on time the contractors, in line with the ongoing Commission initiatives to speed up cash flow to beneficiaries of EU funds.

Objective 1: Effective and reliable internal control system giving the necessary guarantees concerning the legality and the regularity of the underlying transactions

Main outputs in 2017:

Output	Indicator	Target
<i>Ex-post controls</i>	<i>Coverage of ex-post controls in percentage of transactions</i>	<i>15%</i>
<i>Procurement management</i>	<i>Negative opinions from CAM (Comité des achats et des marchés)</i>	<i>0</i>

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

Main outputs in 2017:

Output	Indicator	Target
<i>Cost-effectiveness of controls</i>	<i>Overall costs of controls</i>	<i>≤ 6%</i>
<i>Timely execution of payments</i>	<i>Percentage of payments made within time limits</i>	<i>> 99%</i>
	<i>Time to pay</i>	<i>< 15 days</i>

Objective 3: Minimisation of the risk of fraud through application of effective anti-fraud measures, integrated in all activities of the DG, based on the DG's anti-fraud strategy (AFS) aimed at the prevention, detection and reparation of fraud

Main outputs in 2017:

Output	Indicator	Target
<i>Analysis of the register of exceptions</i>	<i>Number of penalty and other contract condition overrides in the register of exceptions</i>	<i>< 20</i>

C. Better Regulation

Not applicable.

D. Information management aspects

Data, Information and Knowledge Management

Data, information and knowledge are strategic assets. In accordance with the communication on Data, Information and Knowledge Management at the European Commission adopted by the College on 18 October 2016, the Office will promote better gathering, sharing and use of information and knowledge among staff and with other Commission Directorates-General.

The Director-General of the Office is a member of the new Information Management Steering Board and has committed to contribute to delivering of the strategy and to ensure coherence between actions, to prioritise them and to oversee their implementation, both at corporate level and locally.

The Information Management Steering Board is supported by the Information Management Team (IMT), composed of experts from the Directorates-General represented in the Board. In the Office, the definition of data, information and/or knowledge management strategies and priority actions to make progress towards the Strategic Plan targets is the responsibility of the Office's IMT member and will continue to be addressed in the Office's Management Plan and Annual Activity Report.

Document management

Document management is monitored by producing regular reports on non-filed documents, non-closed tasks, NomCom¹⁹ files not used for one year etc.; awareness is raised and information is shared through a dedicated network and other means of communication (e.g. guidance on the Office intranet, lunchtime conferences). Information sessions and communication actions will be held in 2017 in order to improve management of documents, mainly about how to increase their retrievability in order to foster exchange of knowledge.

Reporting

In view of the preparation of the Management Committee meetings, the Office sends out to the Management Committee members the draft agenda as well as all related documents, within the deadlines laid down in the Management Committee Rules of Procedure. Moreover, as an interinstitutional office and service provider, the Office fulfils

¹⁹ NomCom: Nomenclature commune. It is the application for the centralized management of the Commission's documents filing plan.

reporting obligations towards the EU institutions represented in the Management Committee, to the Commission, whose administrative and financial procedures are applicable to the Office, as well as to all EU institutions using the Office's services. Furthermore, in order to ensure a smooth information flow between the Office and the EU agencies, the Office regularly informs the EU agencies of any decisions of the Management Committee that have an impact on the services that it provides to them.

Objective: Information and knowledge in your DG is shared and reusable by other DGs. Important documents are registered, filed and retrievable		
Main outputs in 2017:		
Document management		
Output	Indicator	Target
<i>Filing of documents</i>	<i>Percentage of registered documents that are not filed</i>	$\leq 1\%$
<i>Sharing of information</i>	<i>Percentage of HAN (Hermes-Ares-NomCom) files readable/accessible by all units in the Publications Office</i>	98%
<i>Sharing of information between DGs</i>	<i>Percentage of active HAN files shared with other DGs</i>	1%
Reporting		
Output	Indicator	Target
<i>Produce and propose reports and documents</i>	<i>Percentage of documents forwarded to the Management Committee within the time-limit</i>	100%

E. External communication activities

Not applicable.

F. Examples of initiatives to improve economy and efficiency of financial and non-financial activities

The Office is responsible for the development and administration of a new tool, the Interinstitutional Database of EU Studies, which aims to provide a single point of access for all EU studies from planning to completion. This tool should also contribute to the reduction of the number of duplicate studies commissioned across the institutions and thus save both financial and human resources.

The Office will seek efficiencies through central coordination of production services for publications and reduction of the overall number of production contracts used by the EU institutions.

ANNEXES TO THE MANAGEMENT PLAN

Annex 1. Tables

Not applicable: performance tables are included in the body of the document.