



European
Commission

Management Plan 2020

DG TRANSLATION

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INTRODUCTION

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

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

- implementing the new **outsourcing framework contracts (TRAD19)** and completing the automation of the outsourcing workflow started in 2019;
- preparing the **new computer-assisted translation (CAT) environment**;
- upgrading the technical infrastructure of the translation memory database **Euramis**;
- selecting translators in at least seven languages for temporary positions;
- setting up a full-fledged **Irish department** with two units;
- completing the rollout of **ePoetry**, an application for submitting requests for linguistic services;
- adopting an **editing and clear writing strategy**;
- forming a **Centre of Excellence for Language Technologies** together with DG CNECT, DG DIGIT and DG SCIC.

Due to the exceptional situation of the COVID-19 pandemic, in the course of 2020, DGT may need to make further adjustments to its activities and working methods to attain as far as possible the objectives and targets set out in this management plan and the strategic plan for 2020-2024.

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

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

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

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

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

In line with its framework documents, in 2020 DGT will:

- continue to **deliver translation** and other linguistic services that fully meet its customers' needs. DGT will edit a high proportion of the Commission's most important initiatives and propose an **editing and clear writing strategy** tying in with the Commission's objective to communicate clearly European policy priorities;
- focus on quality-related aspects of the new outsourcing contracts (TRAD 19), quality features of Euramis² and related metadata, ex-post quality checks of Commission autonomous acts and, more generally, developing a concept for regular ex-post checks aimed at collecting evidence on the overall **quality of DGT production**. It will also develop and structure a training path on quality-related issues and strengthen its quality management network;
- continue **integrating terminology-related linguistic data** into the translation workflow by using new features of the recently acquired computer-assisted translation tool and IATE 2³. DGT will carry out business analyses and prepare the technical development of this terminology integration work⁴;
- update its **Outsourcing Framework** to include the concept of **partnership** and the guidelines for evaluating outsourced translations to adapt them to the new outsourcing framework contracts (TRAD19);
- update the **service-level agreements** it currently has with 36 Commission departments to take account of new security, workflow and format-related aspects;

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

³ EU's terminology database.

⁴ The terminology integration work is due to be finalised in 2021.

- continue to provide **eTranslation**, its neural machine translation (NMT) service, to meet the growing demand for machine translation in Commission departments. eTranslation is also used internally as a component of DGT's translation environment (see specific objective 7.2) and in Member States' public administrations, EU institutions and on EU platforms to overcome language barriers (see specific objective 7.1). A series of upgrades is planned to further improve the performance of eTranslation for different language combinations and expand its use for different text-types;
- continue its work to bring **Irish to full language regime**⁵ by building capacity via a temporary agent selection procedure to recruit translators and assistants and giving Irish the same structure as other non-procedural language departments. To this end, DGT will submit a reorganisation request to create the Irish Language Department in Brussels. Some staff may be located in Grange, Ireland;
- continue to cooperate with the Irish authorities to find synergies and tap the potential benefits of increasing the volume of available **Irish language data**, both via the transfer of aligned translations of national legislation and via the Irish government-funded work placement scheme to translate selected parts of EU law. In this context, DGT will organise the yearly **high-level event with the Irish authorities** to discuss developments and cooperation on translation into Irish.

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

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

DGT's annual IT master plan sets out a vision to develop DGT's IT landscape and sets milestones for key development projects. As set out in the IT master plan and in line with the mandates of DGT's IT governance bodies (IT and Data Steering Committee and its subcommittees for language applications and workflow systems) and user groups (for machine translation, Euramis and CAT, and workflow systems), in 2020 DGT will:

- analyse how to best integrate into its workflow server components of the **computer-assisted translation (CAT) tool** it uses. This will make it easier to engage in collaborative work and to share translation memories and term bases in real time. DGT will also assess the benefits of migrating to the latest version of the CAT tool;
- develop features in the current version of the CAT tool to support and harmonise the **evaluation and performance assessment of freelance translations**;

⁵ By 1 January 2022, as stipulated in Council Regulation 2015/2264.

- complete the **automation of the outsourcing workflow** started in 2019 to improve workflow efficiency and to speed up the process;
- complete the rollout of **ePoetry**, an application for submitting requests for language services. This will provide DGT's customers with a more user-friendly and intuitive interface and with modern web services that facilitate integration with other corporate IT systems;
- develop and maintain as necessary the current **Trèfle** system used to outsource translations and carefully monitor with DG DIGIT the development of the **eProcurement** environment to ensure stability and compatibility with DGT's needs;
- adapt the **style guide checker** used by editors to reflect the rules of the revised Commission Style Guide. DGT will also continue to work together with the Secretariat-General and DG DIGIT on the new collaborative drafting tool **EdiT**;
- carry out the technical background work necessary to develop the '**Euramis Next Generation**' (Euramis-NG)⁶ platform. Most of the work will concern developing the technical infrastructure, server-based modules and the underlying data structure. The first version of the platform will be deployed by the end of the year. Improving the quality of the linguistic data in Euramis will be one of the key aspects in DGT's new data strategy (see part 2, section D);
- continue to improve **eTranslation** results on the basis of input from translators⁷, who will also be tasked with tagging translations with metadata to improve data management in line with DGT's data strategy;
- work on **indicators for measuring data quality** (see also part 2, section D);
- continue to closely cooperate with other EU translation services, by continuing to manage a number of shared **interinstitutional tools** (eTranslation, Euramis, Quest, DocFinder and Elise), and be a partner in the IATE terminology database project.

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

⁶ Euramis (European advanced multilingual information system) is a key resource for DGT and an important component of the workflow used by many other EU translation services. DGT's multi-annual goal is to revamp the technological platform of Euramis and enrich its content with metadata in order to provide contextual information in the translation tools that will facilitate efficient re-use of linguistic data.

⁷ eTranslation is an indispensable component of DGT's translation environment. The system is based on high-quality human translations produced by DGT's translators, which means that it is specifically suited to needs of DGT and Commission departments. In addition to feeding high-quality linguistic data into the system, translators also provide feedback on specific machine translation issues and evaluate machine translation results.

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

DGT will continue to develop its **resources mix** to achieve a more flexible structure, combining permanent and temporary in-house staff, outsourcing and language technology support. To meet demand for translation in the Commission while further improving resource efficiency, DGT will draw on a flexible and modular resources mix. To this end, in 2020 DGT will:

- maintain the level of **in-house translation capacity** in line with its post allocation: up to 66 recruitments on posts, 103 contract agent contracts, and 30 posts regularised, with a contribution to the central redeployment pool of 42 posts. DGT's **Strategic HR Plan** (see also part 2, section A) will reflect the outcome of the Multiannual Financial Framework negotiations;
- compensate for adjustments to staffing levels by integrating **outsourcing** as a flexible resource to cover part of the demand, calibrated according to its fluctuations. As of 1 July, DGT will start working with **new outsourcing framework contracts (TRAD19)** and new evaluation rules with the aim of improving the reliability of outsourcing by building **a close partnership with freelancers**. To support these changes, DGT will update its outsourcing framework and the guidelines for evaluating outsourced translations and will train managers and staff;
- launch selection procedures to **recruit temporary agent** translators for seven target languages (see also part 2, section A), in order to bring in new expertise while increasing the flexibility of its internal resources;
- continue to recruit **contract staff** to compensate for work patterns: up to 81 contract extensions and 22 contract agent recruitments, in line with DGT's post allocation;
- focus its **training** strategy on: a) digital skills; and b) domain competence; with selected translators following an in-depth course in computational linguistics;
- continue cooperation with the translation services of other EU institutions to maintain the joint **workload balancing scheme**;
- **speed up the translation process** with the help of a new CAT tool environment (on server-based architecture), by systematic uploading of freelance translations into Euramis, and by improving machine translation (eTranslation) results.

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

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

Being a reference in the world of translation, the aim of DGT's outreach activities is to bring together translation stakeholders (universities and research centres, national, regional and local authorities, translation professionals and the language industry). The aim is to: 1) give visibility to the world of translation and languages and 2) promote the development of the translation profession in Europe. In 2020, DGT's main outreach activities will include:

- the **Translating Europe Forum (TEF)**, DGT's annual conference bringing together the translation community and young professionals from all over Europe to share knowledge and discuss developments in the profession. The focus in 2020 will be on the role of translation in the era of platforms. Furthermore, it will run a series of **national Translating Europe workshops** for translation stakeholders at local level and will explore synergies with national language and terminology networks;
- supporting the **European Master's in Translation (EMT)** network focusing on deepening cooperation between academia and the language industry. On 29-30 October in Leipzig, the EMT network will discuss the state of language technology training and how to better integrate the conclusions of the **2020 language industry survey**. The meeting will be linked to a larger event on developments in translation as a profession and future training needs for translation professionals. It will also be part of DGT's "**Translation all around us**" campaign in Germany (see also last bullet point);
- fostering contacts and **cooperation with national administrations**, including public translation services in the Member States, through language and terminology networks. It will focus in particular on **promoting eTranslation** among Member States' public administrations (see also specific objective 2.1);
- preparing the work programme for the **presidency** of the Interinstitutional Committee for Translation and Interpretation (**ICTI**) and its executive and coordination committees for translation, which DGT will hold in 2021-2022;
- cooperating with the language services of other international organisations (in particular UN and EU organisations, various national institutions and academic bodies) in the framework of the International Annual Meeting on Language Arrangements, Documentation and Publications (**IAMLADP**) and in the International Annual Meeting on Computer-Assisted Translation and Terminology (**JIAMCATT**);
- running the **Visiting Translator Scheme** to foster contacts with universities, public institutions (ministries, research institutes and other public bodies), international organisations and private companies. The overall objectives of the scheme are to engage and cooperate with outside experts, develop in-house expertise, promote eTranslation and collect multilingual data;
- running **Juvenes Translatores**, a translation contest for secondary schools to promote language learning, and a series of public events linked to the **European Day of Languages (EDL)** (26 September);
- running a visibility campaign "**Translation all around us**" (**#DiscoverTranslation**) to boost the image of the translation profession in areas

outside the language industry, such as companies (including SMEs), other professions and sectors, public administrations and NGOs.

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

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

General objective 2: A Europe fit for the digital age

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

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

In 2020, the work on eTranslation will focus on:

- **promoting the use of eTranslation in Member States' administrations.** It will do so through its network of field officers (e.g. by organising specific Translating Europe workshops), the COTSOES⁸ Working Group on New Technologies and in cooperation with DG CNECT. The language departments will do this through events they attend or organise with their contacts in their respective countries;
- promoting eTranslation for **machine-to-machine use**⁹, to provide translation on EU platforms such as the European Online Dispute Resolution (ODR) platform and the Europa website. This makes it possible to achieve multilingual communication when human translation cannot be provided;
- contributing to a new multilingual digital platform for the **Conference on the Future of Europe** to enable multilingual communication between members of the

⁸ The Conference of Translation Services of European States (COTSOES) was set up to promote cooperation among central government language professionals. Currently, 48 services from 20 different countries are members of COTSOES.

⁹ Machine-to-machine use covers everything from use by internal analytical systems and metadata (such as the European Data Portal) to direct public-facing websites.

public across Europe, to ensure digital multilingualism and facilitate the flow of information between all parties. Throughout the year, DGT will work together with DG DIGIT and DG COMM to integrate eTranslation to provide **multilingual coverage** of the platform's dynamic content;

- participating in the **5th Conference on Machine Translation** (WMT20), with a competitive element, benchmarking eTranslation against the main automatic translation systems produced by industry and academia.

Following the signature of the Memorandum of Understanding on the CEF Automated Translation Platform by DG CNECT, DG DIGIT, DG SCIC and DGT, which extends the scope of their collaboration to language technologies beyond automated translation, the four DGs will form a **Centre of Excellence in language technologies**.

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

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

Introduction

In line with the **political guidelines** issued by President von der Leyen, DGT will modernise its way of working, focusing in 2020 on the following aspects:

- modernising its resources mix to bring in a more flexible resource structure;
- a pilot project on upskilling a selection of DGT linguists in computational linguistics;
- collating its internal control guidance in a comprehensive Control Strategy;
- implementing a digital solutions modernisation plan; and
- framing its Data Strategy@DGT.

Internal control

The internal control framework¹⁰ supports sound management and decision-making. It notably ensures that risks to the achievement of objectives are taken into account and reduced to acceptable levels through cost-effective controls.

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

¹⁰ [Communication C\(2017\)2373 – Revision of the Internal Control Framework](#)

A. Human resource management

In 2020, DGT will draft its **Strategic HR Plan**, aligning it with the modernisation path to bring in a more flexible resource structure, combining permanent and temporary staff, outsourcing and language technology.

In line with the discussions with DG HR, DGT will launch **temporary agent selection procedures for translators** for seven target languages: Danish, English, Finnish, German, Italian, Swedish and Irish. DGT will also draw on the list of successful candidates from the temporary agent selection procedure for Irish translators to build capacity in the Irish language department needed to implement the 2015 Council Regulation on extending and phasing out the temporary Irish language derogation¹¹.

In step with the training plan for 2020, DGT's learning and development offer will focus on courses for staff to develop their **digital proficiency** and **language-specific thematic competences** (legal, financial, economic and scientific), on organisational development and on further professional training for current and incoming managers. DGT will repeat the **mentoring project for aspiring managers** and run specific training courses for managers to develop their management skills, with a focus on change management.

As part of the ongoing modernisation of translation, and DGT's response to the acceleration of technological development and the widespread use of artificial intelligence in the language industry, DGT will start a pilot project to **upskill a selection of DGT linguists in computational linguistics**. The aim is to equip them to work together with the computational linguists in the informatics unit and correctly convey translation needs and expectations. The project will run in close collaboration with academia (EMT universities).

Following the Commission's **2018 Staff Survey** and the subsequent development plan submitted to DG HR, DGT will continue follow-up action to remedy the areas of concern expressed in the survey and to keep staff informed about progress made. DGT will also keep staff informed and involve them in discussions to **shape the future of translation**.

In the same vein, DGT will keep its staff informed of developments regarding its **future premises** in Brussels and Luxembourg. Specific areas of action on these fronts are set out in DGT's communication priorities and rolling plan for 2020.

Please see the performance table for this part on page 5 of the Annex.

¹¹ Council Regulation (EU, Euratom) 2015/2264.

B. Sound financial management

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

DGT has a **fully centralised financial circuit for payments**, which involves controlling 100% of payments for legality and regularity, irrespective of the budget line. The managing unit is responsible for the operational verification of the invoices. For outsourcing, all delivered translations will continue to be quality controlled and evaluated by a qualified translator before invoices are issued in the payment circuit. The finance unit always carries out the financial verification of invoices and authorises payment.

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

In 2020, all sub-delegations will continue to be granted directly by the Director-General, instead of via a cascade system. The finance unit will continue to provide **monthly financial reporting**, including on the budget execution rate, non-compliance and exception reporting. In line with the guidelines on chargeback between Commission DGs, DGT will continue to request **co-delegations with other DGs**.

Please see the performance table for this part on page 5 of the Annex.

C. Fraud risk management

In 2020, DGT will update its **anti-fraud strategy**, taking into account improvements made to the Commission's new, state-of-the-art anti-fraud strategy adopted in April 2019. The update will be accompanied by an awareness campaign.

DGT has several documents detailing its financial and operational control strategies and a range of reporting tools and indicators showing that controls are in place and functioning well, though this needs to be documented in an overall control strategy. DGT will draw up an all-encompassing **control strategy** in 2020.

DGT will implement the action plan on evaluating its **local financial systems** carried out by DG BUDG in 2019. The objective was to ascertain whether the internal control systems produce sufficiently accurate and complete information in a timely fashion in order to prepare the annual accounts and produce reliable reporting, both for management and for regulatory compliance purposes.

Please see the performance table for this part on page 6 of the Annex.

D. Digital transformation and information management

As member of the **Information Management Steering Board**, in 2020, DGT will continue to contribute actively to the implementation of the strategy for data, knowledge and information management, in particular concerning multilingual aspects. In line with the 2018 European Commission Digital Strategy, and to prepare the **digital solutions modernisation plan**, in 2020 DGT will organise two digital modernisation workshops (CATE 2020 and EdiT). In cooperation with DG DIGIT, DGT will detail further modernisation initiatives regarding the business capabilities and associated processes and solutions that it owns.

DGT has aligned the objectives of its **knowledge management** action plan 2020 with the priorities set out in the Commission's communication¹² and work programme. They include preventing knowledge loss, capturing the knowledge acquired and exchanged in DGT, and structuring and improving access to codified knowledge. Action planned for 2020 includes the knowledge management scan, developing e-learning modules and making DGT's learning portal Sophia fully user-centric.

Digital skills are essential for translators and assistants. In 2018, DGT assessed the level of digital confidence of its staff and drew up a list of L&D measures to tackle any gaps and improve digital competence. This process will continue in 2020. DGT will launch the second round of digital skills self-assessment with two questionnaires, one for translators and another for translation unit assistants. The results will be used to update DGT's training modules, create new modules or address areas for individual development.

By investing deeper in linguistic data management, in 2020 DGT will finalise its new **Data Strategy@DGT** focusing on two dimensions: data quality¹³ and data quantity¹⁴. As a first step towards this strategy, DGT drafted the document, "Data Management @DGT". It describes DGT's main data assets, and covers in particular the process of collecting and creation of data, access, sharing, and its use as well as the relevant IT systems. It also

¹² Communication on Data, Information and Knowledge Management (C (2016) 6626).

¹³ This means ensuring that relevant data and information are available to the largest extent for all relevant actors, processes and applications.

¹⁴ This is understood as data acquisition strategies for Euramis, IATE and eTranslation (internal or external).

provides an overview of the existing data governance and the responsibilities of the relevant actors. A list of DGT's data assets is included on the corporate data catalogue.

In line with the corporate framework "Data governance and data policies at the European Commission" of 2019, DGT has included data governance in the mandate of its IT Steering Committee. This will ensure a holistic and coherent application of data governance principle to DGT's IT systems and data assets.

DGT has already taken all the necessary steps to prepare and implement the processing operations and tasks required under the Commission's **data protection** action plan¹⁵ and comply with the rules in full. DGT's Data Protection Coordinator will continue to assist DGT controllers and assistant controllers in their tasks and inform staff about latest developments and guidelines.

Please see the performance table for this part on page 6 of the Annex.

E. Sound environmental management

DGT's continuous efforts in the area of environmental management have placed it at the forefront in the Commission, as DGT ranked joint first in the comparative benchmarking exercise for 2019. DGT's Eco-Management and Audit Scheme (EMAS) action plan has been identified as a best practice case for other DGs in the EMAS network to follow.

DGT has identified three priorities in its EMAS action plan for 2020:

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

Local initiatives will include communication and knowledge about EMAS matters, waste sorting and recycling, energy saving, mobility, paperless working and food and drink consumption. Once the Commission's framework is defined, DGT will review its plan and assess it against Commission-wide measures.

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

Please see the performance table for this part on page 7 of the Annex.

¹⁵ C (2018) 7432.

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

The **new framework contracts for external translations** are expected to contribute to a considerable increase in the quality of external translations, following the results of the pilot project. This will have a positive impact on the volume of work needed by translators to evaluate and quality control external translations. In addition, automating the administrative part of outsourcing will reduce the **administrative burden** for translators and assistants in the language departments, and for staff in DGT's outsourcing unit.

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

ANNEX: Performance tables

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

General objective 7

- Specific objective 7.1

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

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

Main outputs in 2020:

Output	Indicator	Target
Total production (official languages)*	Number of pages processed internally and outsourced	31 December 2020
Total production (non-EU languages)*	Number of pages processed internally and outsourced	31 December 2020
Recruitment of additional staff** and creation of the Irish department	Successful creation of unit GA.O, GA.O2 and part of unit GA.O1 in Grange, Ireland	By 31 December 2020
Use of eTranslation by customer DGs*	Number of pages submitted to the eTranslation service	Increase compared to 2019
Inform DGs about the use of eTranslation	DGs informed (Y/N)	All DGs by 31 December 2020
Total editing production in English*	Number of pages edited	31 December 2020
Clear writing training events delivered by DGT trainers	Number of clear writing training events delivered	≥40 by 31 December 2020
Clear writing and editing strategy	Adopted by DGT management	By 31 December 2020
Service-level agreements (SLA) in place between DGT and DGs	Share of requesting DGs with a service-level agreement with DGT out of all requesting DGs	>90%

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

**The target refers to AD translators, either officials or other staff.

- Specific objective 7.2

General objective 7: A modern, high-performing and sustainable European Commission		
<i>Specific objective 7.2: DGT's state-of-the art language tools and technology enhance the efficiency and quality of translation work</i>		
Main outputs in 2020:		
Output	Indicator	Target
Use of the output of previous translations stored in Euramis translation memories for current translation requests	Re-usability rate	Maintain 2019 level or increase
Translation corpora size	Total number of segments available in Euramis	Increase compared to 2019 (in proportion to annual production)
IATE complete entries	Share of IATE complete entries	Increase compared to 2019
Incident tickets issued by DGT's operational support team in the category 'Incidents linked to user's knowledge'	Number of incident tickets issued	Decrease compared to 2019
Development of features in the CAT tool supporting the evaluation and performance assessment of freelance translations	Features developed	By 31 December 2020
Roll out of ePoetry	Deployment of ePoetry to all customer DGs	By 31 December 2020
Adapt the style guide checker used by editors	Update to reflect the rules of the revised Commission Style Guide (Y/N)	By 31 December 2020

- Specific objective 7.3

General objective 7: A modern, high-performing and sustainable European Commission		
<i>Specific objective 7.3: Fluctuating demand is managed through a flexible resources mix</i>		
Main outputs in 2020:		
Output	Indicator	Target
Pages translated externally as a percentage of the total number of translated pages delivered by DGT*	Outsourcing rate	31 December 2020
Outsourced documents marked 'very good' or 'good'	Freelance quality rate	31 December 2020 (maintain or increase)
Running new temporary agent recruitment processes for 7 language departments, including Irish	Number of temporary agents recruited	Start of recruitment before 31 December 2020
Organisation of L&D events according to learning needs analysis and priorities	Percentage of priority L&D areas covered by one or more L&D event	100%

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

- Specific objective 7.4

General objective 7: A modern, high-performing and sustainable European Commission		
Specific objective 7.4: Multilingualism is promoted and development of the translation profession is supported		
Main outputs in 2020:		
Output	Indicator	Target
Juvenes Translatores contest	Juvenes Translatores organised (Y/N)	By 31 December 2020
European Day of Languages events	Number of European Day of Languages events organised in the Member States	60 by 31 October 2020
Translating Europe Forum conference	TEF conference organised (Y/N)	Before 31 December 2020
Translating Europe Workshops in Member States	Number of workshops organised	35 by 31 December 2020
EMT Network meeting	EMT Network meeting organised (Y/N)	Before 31 December 2020
Visiting Translator Scheme	Number of VTS visits	20 by 31 December 2020
DGT participation in IAMLADP & JIAMCATT groups	Number of IAMLADP & JIAMCATT groups of which DGT is a member	≥5
Joint training venture on clear writing organised under IAMLADP	Joint training venture on clear writing organised (Y/N)	Before 31 December 2020
External communication actions		
Output/result	Indicator	Target
Social media campaign for the main outputs listed above	Traffic and engagement on DGT's social media channels (insights from Socialbakers and Hootsuite – EC official tools): Facebook / Twitter / Instagram – follow count	Maintain minimum 6% growth yearly (2019 figures: 83 541 / 10 422 / 3 177)
	Number of interactions per 1000 fans	Facebook ≥ 3.0 (average per post) Twitter ≥ 6.0 (average per tweet) Instagram ≥ 10.0 (average per post) (2019 averages: 2.9 / 7.1 / 9.02)

General objective 2

- Specific objective 2.1

General objective 2: A Europe fit for the digital age		
<i>Specific objective 2.1: eTranslation is used in Member States' public administrations, EU institutions and on EU platforms to overcome language barriers</i>		
Main outputs in 2020:		
Output	Indicator	Target
eTranslation embedded in EU public administrations websites	Number of EU public administrations with eTranslation embedded in their websites	Increase compared to 2019
eTranslation incorporated in EU platforms	Number of EU platforms with eTranslation incorporated	Increase compared to 2019
Use of eTranslation by Member State public administrations	Number of pages produced by eTranslation requested by Member State public administrations	Increase compared to 2019
Use of eTranslation by EU institutions (excluding the translation services)	Number of pages produced by eTranslation requested by EU institutions (excluding the translation services)	Increase compared to 2019
Use of eTranslation on EU platforms (ODR, SOLVIT etc.)	Number of pages produced by eTranslation for EU platforms (ODR, SOLVIT etc.)	Increase compared to 2019
External communication actions		
Output/result	Indicator	Target
Translating Europe workshops and other events on eTranslation	Number of events organised	5 by 31 December 2020
Inform Member States about the use of eTranslation	Member States informed* (Y/N)	All Member States informed by 31 December 2020

* Including with help from FOs.

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

A. Human resource management

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

Main outputs in 2020:

Output	Indicator	Target
Female representation in middle management	Number of 1 st time female recruitments on a middle management position	5 by 31 December 2020
Higher involvement of staff in decision processes with direct impact on them	Number of staff forums and similar events organised	3 by 31 December 2020
Pilot project on upskilling in computational linguistics	Pilot project on upskilling in computational linguistics started	end-September 2020
Creation of a management pipeline	Launch mentoring project for aspiring managers	31 December 2020
Follow-up to 2018 Staff Survey	Implementation of the actions identified in DGT's action plan	Action plan implemented by 31 December

B. Sound financial management

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

Main outputs in 2020:

Output	Indicator	Target
Effective controls: Legal and regular transactions	Risk at payment	remains <2 % of relevant expenditure
	Estimated risk at closure	remains <2 % of relevant expenditure
Efficient controls	Budget execution	remains >98%
	Time-to-pay	remains >96%
Economical controls	Overall estimated cost of controls	remains ≤25% of funds managed

C. Fraud risk management

Objective: The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission Anti-Fraud Strategy (CASF)¹⁶ aimed at the prevention, detection and correction¹⁷ of fraud

Main outputs in 2020:

Output	Indicator	Target
Updated DGT anti-fraud strategy (including action plan)	DGT anti-fraud strategy and action plan approved by senior management	By 31 December 2020
Organisation of awareness raising campaign on anti-fraud strategy	Awareness raising campaign on anti-fraud strategy organised (Y/N)	By 31 December 2020
Drawing up a comprehensive control strategy	Comprehensive control strategy drawn up (Y/N)	By 31 December 2020

D. Digital transformation and information management

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

Main outputs in 2020:

Output	Indicator	Target
Translators trained in core digital skills, including computational linguistics	DGT training modules on core digital skills designed and followed* (Y/N)	By 31 December 2020
Knowledge management scan	Knowledge management scan completed	By 31 December 2020
Revamp of the learning platform Sophia	Sophia revamped	By 31 December 2020
E-learning modules	Number of courses developed	6 by 31 December 2020
Data Strategy@DGT	Data Strategy@DGT adopted	By 31 December 2020

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

¹⁶ Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

¹⁷ Correction of fraud is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.

E. Sound environmental management

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

Main results and outputs in 2020:

Output	Indicator	Target
Lower energy consumption as a result of closing down buildings during the Christmas and New Year's holiday period	Total energy consumption (%)	-1% in total energy consumption compared with 2019
Paperless working methods brought in, e.g. e-signatories, financial circuits and collaborative working tools	Number of new initiatives brought in	1 by 31 December 2020
EMAS plan reviewed and assessed against Commission-wide priorities	Plan revised and updated	By 31 December 2020