



EUROPEAN COMMISSION
Directorate-General for Translation

The Acting Director-General



DG Translation

Management Plan 2012

(Policy area 31 'Language Services')

Date: 14 December 2011

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1. Mission statement

Our mission

Our core business is to provide the European Commission with high-quality translation and other language services. Our job is to respect 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 this information available to people in a language they understand, we help 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.

Our values

We value the **diversity of ideas and people** and foster a **respectful working environment** based on team spirit and the sharing of knowledge, experience and skills. We seek to empower our staff and invest in people to develop their competencies and skills in a changing professional world.

We are committed to delivering products and services that **fully meet the needs of our customers** in terms of quality, consistency and timeliness.

We observe the highest standards of **integrity, transparency and impartiality**.

2. The challenges for 2012

The European Union is facing its biggest challenge in a generation, and deeper European integration is the key to addressing it. The Commission Work Programme for 2012 will concentrate on growth and reforms, driven by a shared sense of priority and urgency. DGT is committed to playing its part and thus contributing to the performance of the Commission and of the European Union at large.

The three keywords for DGT in 2012 and beyond will therefore be **quality, flexibility** and **rigour**.

The **quality** of written documents, both originals and translations, is important both for the efficiency of the legislative process and for the Commission's image. DGT will continue to ensure the highest possible standards in terms of accuracy, timeliness, productivity and efficiency.

This will mean, in practice, striving for increased **flexibility**, i.e. understanding better the potential translation needs of the Directorates-General (DG) and other Commission services, making them more aware of DGT's constraints, and proposing tailor-made solutions based on a wide range of quality options ('fit for purpose') and an optimal use of resources (in-house, external or technological solutions). In particular, making optimal use of external resources will remain a crucial success factor in the translation process.

A major challenge for DGT will once again be to reconcile the peak workloads created by the political priorities of the Commission Work Programme, and their very short and imperative deadlines, with other translation obligations. To this end, DGT will seek, with the SG, client DGs and other Commission services, ways of ensuring that translation needs are factored in as far upstream as possible in the legislative process and will take the first steps towards shifting from demand management to a genuine client service. At the same time, DGT will continue to be fully involved in the redoubled multilingual communication effort that the Commission will have to deploy to show its citizens the added value of the EU.

The restrictions on the institutions' administrative expenditure proposed in the new Multiannual Financial Framework, and the suggested amendments to the Staff Regulations, will both have repercussions on DGT and will require an increased emphasis on **rigour**, i.e. planning and using DGT's resources in the most cost-efficient way. We shall, in 2012, have to prepare a sustainable staffing level for the years to come, focusing on succession planning and looking carefully at the allocation of posts for certain deficit languages. We will need to screen DGT's working methods with a view to making efficiency gains and savings, while remaining determinedly focused on our core business and our flagship initiatives. We shall have to make further improvements in our ICT environment in 2012, including the newest machine-translation software solutions, which will progressively be made available to other Commission services, and the integration of a new generation of computer-assisted translation tools.

Against this background, and based on a reflection process which began in 2009, DGT will in the course of 2012 intensify its work on pathways for change, to prepare for the challenges in the period up to 2020.

3. Activity 'Translation'

DGT enables the Commission to **fulfil its political and legal obligation** to prepare and monitor legislation in all official languages, and to **communicate** in the official languages of the EU.

T1 Objective T1 — Deliver high-quality translation services

A **high-quality translation service** is of the utmost importance for the legal certainty of the Commission's regulatory action, written communication and the legitimacy of the Commission's work. DGT, as the Commission's hub for translation, is therefore committed to delivering its services in accordance with the highest standards in terms of accuracy, timeliness, productivity and efficiency. This means choosing the most appropriate resources (in-house, external or technological solutions) to deliver the product or service requested, and taking the final responsibility for the quality of output.

With regard to accuracy, **quality control and assurance measures** are in place for all languages, complemented by a rigorous analysis of all feedback received and an ex-post quality control system. In addition to this, a pilot project aimed at measuring the effect of quality control will be launched and will cover at least 200 pages per language.

To make the translation process more efficient, DGT will continue to strive to optimise a range of internal services comprising computer-aided translation (including pre-processing), paper and electronic reference resources and a multilingual reference library. Terminology work is the key to the consistency of translations and hence legal certainty. This is why in 2012 DGT will implement a new **Terminology Framework** designed to make terminology an integral part of DGT's drive for quality.

DGT will continue its efforts to develop a **new Machine Translation Service**, taking into account the recommendations of the Interservice Task Force on Machine Translation. User access will be developed step-wise. In early 2012 the service will be available to all DGT staff, while development work will continue on offering a pilot service for the whole Commission.

Furthermore, in 2012 DGT will:

- identify and develop methods and best practices for appropriate quality assurance and the optimal use of internal and external resources during workload peaks;
- devote particular attention to the replacement of current framework contracts for outsourced translation in the field of EU policy and public administration. A package of 24 calls for tenders, one for each EU official language plus Croatian, was launched in 2011. Tender evaluation and contract signature will take the entire first half of 2012 at least.

▶ Result Indicators	▼ Target	▼ at XI 11
1. Deadline compliance (<i>percentage of translation requests for which all language versions have been delivered on time</i>)	95 %	98 %
2. Ex-post quality control system implemented in all departments	Yes	n.a.
3. Percentage of external translations rated good or better	$x \geq 90 \%$	91 %
4. Percentage of IATE entries (at language level) having definition and/or context	$x > 2011$	Average: 19 %
▶ Outputs		
◆ Total production (official EU languages)		
◆ Total production (other than official EU languages)		
◆ Movements in the database IATE		
◆ Terminology projects (language-specific and multilingual)		
◆ Coordinated approach to language networks		
◆ Availability of the pilot Machine Translation service for the whole Commission		
◆ Availability of Machine Translation service for DGT staff		
◆ Framework contracts for translation in the field of EU policy and public administration		
▶ Financial Information		
	▼ Budget	
1. External translation budget		13538000€

2. Library acquisitions	638 000€
3. Multilingual tools and databases (terminology)	100 000€

T2

Objective T2 — Enhance written multilingual communication

DGT supports the Commission in communicating Europe by processing multilingual websites and providing such language-related services as localisation, editing and linguistic advice. The ambition of DGT in this area for the coming year will be to further enhance the Commission's written multilingual communication by:

- **translating and editing Commission priority pages for the Europa website** in all the official languages; working in close contact with DG COMM and requesting DGs to identify real needs and define the appropriate level of multilingual coverage, and to help them make texts more web-friendly, concise and user-focused;
- **adapting messages** to the specific political, social and cultural context **through its Field Offices** (FOs) in the Member States;
- **providing support** for Commission drafters in the form of linguistic revision (editing) and linguistic advice, particularly for documents written in English and French. In this context and to further improve the clarity of Commission texts, DGT will continue to work on implementing the actions proposed in the Clear Writing Task Force report 'Clarity in the Commission'.

► **Result Indicators** ▼ **Target** ▼ **at XI 11**

1. Updated priorities for web translation in place	Yes	n.a.
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► **Outputs**

◆	Number of pages processed for the web
◆	Number of documents processed at Field Offices
◆	Implementation of action points stemming from the Clear Writing Task Force Report

► **Financial Information**

No budget	
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4. Activity 'Policy strategy and coordination'

This activity, closely related to the activity of Translation, is concerned with strategic planning within the service and efficient communication with DGT's partners and stakeholders inside and outside the institution.

P1

Objective P1 — Effectively match demand and supply

To ensure high-quality language-related services, it is essential to **match demand and supply effectively**.

This requires proactive interaction with the requesting services and stakeholders so as to optimise demand and improve workflow management. To this end DGT will make an in-depth analysis of the processes involved.

The **high workload peaks** experienced in 2011 made it necessary to increase efficiency while complying with all the other quality requirements to duly meet the Commission's political and strategic priorities. The upcoming restrictions on administrative expenditure are expected to strengthen the need for this approach in the years to come. DGT will use the lessons learned from coping with high workload peaks in specific periods of 2011 to prepare for such situations. To further improve programming and planning, to get work distributed more evenly throughout the year, and to obtain more reliable forecasts of translation needs, steps will be taken to enhance coordination and cooperation with the Secretariat General, client Directorates-General and other services of the Commission.

As part of its thinking on change management, DGT will take the first steps to switch from demand management to a **genuine client service**. Pilot projects will be launched with specific client Directorates-General and other services of the Commission to integrate DGT as far upstream as possible in the planning and drafting process.

To get a better idea of clients' needs, DGT will conduct a customer feedback survey in 2012. This will be completed by a specific customer satisfaction survey on DGT's editing service.

DGT will continue to conclude Service Level Agreements (SLAs) with Commission Directorates-General and honour the commitments in those already signed with a view to optimising demand management of documents not covered by the Translation Strategy.

▶ Result Indicators	▼ Target	▼ at XI 11
1. Satisfaction rate with DGT services ¹	x > 92 % ²	n.a.
2. Number of Service Level Agreements in force	x > 2011	32

▶ Outputs
◆ Report on the implementation of the Translation Strategy
◆ Pilot projects for improving client service and forward planning

▶ **Financial Information**

No budget

¹ Based on the customer feedback survey

² In 2009, 92 % of survey respondents rated DGT's overall quality of service as good or very good.

P2 Objective P2 — Promote the role of languages and translation in a multilingual Europe

DGT develops and maintains contacts with the translation industry, translation professions and national authorities and organisations in charge of translation. It has built the **EMT network** to set minimum standards for high-quality master's-level training for translators and to foster cooperation and best practices with a view to helping the translation profession and its market to develop.

DGT also maintains contacts with secondary schools in the EU through the **Juvenes Translatores contest** to promote foreign language learning in Europe and the particular art of translation. DGT conducts studies on translation and multilingualism to foster evidence-based policy-making and to promote new language technologies.

To make people more aware of DGT and of translation issues in general, DGT translators pay visits to universities and public institutions under the **Visiting Translator Scheme**. Whenever appropriate, DGT takes targeted action in the Member States to raise awareness of translation as an integral part of policy-making in the EU and of the importance of languages and translation in helping people understand each other, in close cooperation with DG EAC and DG Interpretation. In particular, dedicated events are organised in each Member State to celebrate the **European Day of Languages (EDL)**.

To promote translation as a career and the recruitment possibilities in the European translation services, **information sessions** will be organised in 2012 in countries for which linguist competitions are scheduled in the following twelve months (Latvia, Estonia, Italy, Ireland and the United Kingdom). DGT will continue to participate in language and job fairs and other such events.

► **Result Indicators** ▼ Target ▼ at XI 11

	▼ Target	▼ at XI 11
1. Number of EU Member States where at least one EDL event is organised	27	24
2. European language industry platform: number of items uploaded to the platform	200	130
3. Juvenes Translatores contest: number of Member States which have achieved the allocated number of schools	$x \geq [2011]$	24

► **Outputs**

◆ Organisation of a Presidency event in Cyprus on translation and multilingualism
◆ EMT conference on employability
◆ 6th round of the Juvenes Translatores Contest
◆ Conference on The European Language Industry Web Platform (LINDweb)
◆ Presentations and conferences on translation matters in the Member States
◆ Studies on translation and multilingualism
◆ Information activities to support the recruitment of highly qualified staff

► **Financial Information** ▼ Budget

1. Conferences and internal meetings	215 946€
2. (contribution by DG EAC)	(400 000€)
3. Studies	114 000€
4. External meetings	86 379€

P3 Objective P3 — Enhance interinstitutional and international cooperation in the field of translation and terminology

As in 2011, DGT will continue to be a driving force and constructive player in **interinstitutional cooperation**. Apart from the continuing work on interinstitutional tools, DGT sees it as a priority to finalise work on Key Interinstitutional Activity and Performance Indicators.

Optimising the usefulness of external translation will be crucial if translation services are to cope with their future challenges, and cooperation in this area should be strengthened in 2012. Ensuring a high level of qualifications, be it for existing staff or new recruits, will also be a key element in handling upcoming challenges in all translation services. DGT will therefore keep up its constructive interinstitutional cooperation with EPSO and will ensure that the ongoing work on an interinstitutional training pathway for translators is finalised.

With regard to preparing Croatia's accession, DGT will actively promote a culture of synergies and knowledge-sharing between the future Croatian translation departments of the different institutions. Translation services which already have Croatian staff (currently the Parliament and the Commission) will cooperate on aligning the *acquis* under the lead of DGT. Networking possibilities will be created (meetings, video-conferences) to promote close cooperation, for instance on terminology and the interinstitutional style guide.

Regarding **international cooperation** DGT will, as far as possible, promote common positions on the part of the EU translation services on the various issues discussed at international level. Some of the topics dealt with at interinstitutional level could also be suitable subjects for the international cooperation agenda. DGT's will seek a higher profile in international cooperation and particularly in IAMLADP. In 2012, international cooperation will also be instrumental in helping DGT build capacity for Chinese and Arabic. Terminology and recruitment are areas of particular development interest within the framework of international cooperation. DGT will revise its international cooperation strategy and prepare a report on its external representation activities with a view to raising its profile in the international arena.

▶ Result Indicators

	▼ Target	▼ at XI 11
1. Language-specific interinstitutional terminology meetings	x ≥ 23	n.a.
2. Percentage of training events organised by DGT to which other institutions were invited	x > 2011	90 %

▶ Outputs

◆ Implementing the Key Interinstitutional Activity and Performance Indicators
◆ Managing international terminology agreements
◆ Cooperation with international stakeholders

▶ Financial Information

	▼ Budget
Interinstitutional cooperation	493 000€

5. Activity 'Administrative support'

This activity covers the work of DGT's services which manage human resources, provide information and communication technologies, handle document administration and logistics, and carry out internal audits.

S Objective S — Provide administrative support for the Directorate-General

DGT's human resources management will continue to maintain an **appropriate staffing level** while taking into account the restrictions on administrative expenditure proposed in the new Multiannual Financial Framework and the changes suggested to the Staff Regulations. In 2012 particular attention will be given to **succession planning** and to the timely availability of EPSO competitions lists in CS, HU, LT, MT, PL and SK. Drawing on its experience from the 2004 and 2007 enlargements, DGT will continue to prepare for Croatian enlargement by taking on enough Croatian translators to ensure full translation into Croatian as of the date of accession.

Flexibility in the use of resources will become even more important in the future. With this in mind, the DGT teleworking scheme will be adapted in 2012 on the basis of an ongoing evaluation. In the field of **career management** one important challenge will be to implement the new appraisal and promotion system, which will require a considerable effort in terms of both communication and coordination. Action will be taken to stimulate the internal mobility of DGT staff and to achieve a more sustainable staffing policy for the Field Offices. To strengthen the **corporate culture** and a respectful working environment, follow-up will be given to the Staff Perception and Opinion Survey 2011 by improving communication between staff and management and enhancing management capacity.

Based on the needs identified in its annual Learning and Development Framework, DGT will continue to provide **subject-related, language and ICT training** to fill any current or future skills gaps and to offer personal and professional development opportunities. In this field, special consideration will be given to organisational development and to the implementation of an interinstitutional training pathway for translators. Building on past experience, best practices in the VTS scheme will be promoted to strengthen the scheme in terms of external representation, language learning, terminology projects and contacts with universities and national institutions. DGT will set up comprehensive arrangements to build up its capacity in Arabic and Chinese (see also objective P3).

DGT will continue to develop its **ICT environment** in 2012, as outlined in the IT Master Plan annexed to this Management Plan. The main developments in 2012 will focus on:

- an integrated environment (Desktops) for translators, support and demand management staff and managers. In the wake of Tradesk in 2011, Mandesk will be released to a pilot population in November 2012. The two desktops for translators and managers will be later merged into a single application;
- the new Machine Translation system (MT@EC): the advanced prototype of the automated workflow, using a flexible and open platform to accommodate potential high demand, will be available in March 2012. It will be tested with Commission users selected from within the Task Force on MT as of March 2012. The aim is to have a full service (offering bidirectional machine translation between at least English and all other official languages) running in the second half of 2013 for the whole Commission, with a view to meeting the Commission's internal translation needs;
- preparation for a corporate upgrade to the New Office Automation Platform (NOAP) and the deployment of a new computer-assisted-translation (CAT) tool, both of which will have a significant impact on the way translators work.

DGT's intranet is currently undergoing a modernisation drive which should be completed by mid-2012 and should reduce and rebuild content by dividing the existing site into two separate sectors: a common-core intranet of relevance to all DGT staff and a group-specific intranet of relevance to specific categories of staff (chiefly the language communities in the translation directorates).

In implementing the Commission's administrative procedures, DGT complies with the provisions and requirements in terms of **security and document management**.

DGT is committed to the principles of **Total Quality Management**. A revised CAF model tailor-made to the situation of DGT will be prepared to identify what needs to be done to respond to forthcoming changes in DGT.

▶ Result Indicators	▼ Target	▼ at XI 11
1. Staff level of the Croatian Language Entity	35	9
2. Degree of implementation of the IT Master Plan	90 %	91 %
3. Number of departments with AD posts occupied within $\pm 5\%$ of benchmarks	22	14
4. Percentage of non-permanent translators for EU 27	$x < [2011]$	9.4
5. Number of training days per official	8	8.7
6. Degree of implementation of audit follow-up action within deadlines	90 %	80 %

▶ Outputs	
◆ Timely resource allocation	
◆ Learning and Development Framework	
◆ IT Master Plan	
◆ Security policy action plan	
◆ Appropriate physical infrastructure	
◆ Implementation of the audit plan and the evaluation plan	
◆ Delivery of the final report on the DGT CAF 2012 self-assessment exercise	
▶ Financial Information ▼ Budget	
1. Training	836 942€
2. ICT development	909 000€
3. Multilingual tools and databases (others)	983 000€
4. Missions	980 000€
5. External staff	7 671 664€

L	Objective L — Ensure sound financial management and the legality and regularity of underlying transactions																			
<p>It is of the utmost importance for DGT to plan, implement and monitor its activities, having full regard for the principles of legality, regularity and sound financial management. In this context and in view of the budgetary restrictions, priorities will be aligned even more rigorously to the available resources.</p> <p>In the context of internal control, regular monitoring and reporting will be continued, to support the decision-making process. Public procurement procedures will be streamlined, and developments linked to Intellectual Property Rights matters (Machine Translation, IATE, QUEST, contacts with the language technology industry) will be closely monitored.</p>																				
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Glossary

AAR	<u>A</u> nnual <u>A</u> ctivity <u>R</u> eport
CWP	The <u>C</u> ommission's <u>W</u> ork <u>P</u> rogramme
DGT	<u>D</u> irectorate- <u>G</u> eneral for <u>T</u> ranslation
EDL	<u>E</u> uropean <u>D</u> ay of <u>L</u> anguages
EMT	<u>E</u> uropean <u>M</u> aster's in <u>T</u> ranslation network
FO	<u>F</u> ield <u>O</u> ffice
IATE	<u>I</u> nter <u>A</u> ctive <u>T</u> erminology for <u>E</u> urope, a terminology database for use by institutions and the general public (dissemination IATE). This tool replaces the former Eurodicautom terminology database.
ICT	<u>I</u> nformation and <u>C</u> ommunication <u>T</u> echnology
SLA	<u>S</u> ervice <u>L</u> evel <u>A</u> greement
TQM	<u>T</u> otal <u>Q</u> uality <u>M</u> anagement. TQM is a customer-focused management philosophy that seeks to continuously improve business processes using analytical tools and teamwork involving all employees.
VTS	<u>V</u> isiting <u>T</u> ranslator <u>S</u> cheme