



**DECISION OF THE MANAGEMENT BOARD  
OF THE TRANSLATION CENTRE FOR THE BODIES OF THE EUROPEAN UNION  
ADOPTING THE PROGRAMMING DOCUMENT 2020-2022 – CT/CA-002/2019/02EN**

THE MANAGEMENT BOARD OF THE TRANSLATION CENTRE FOR THE BODIES OF THE EUROPEAN UNION,

Having regard to Council Regulation (EC) No 2965/94 of 28 November 1994 setting up a Translation Centre for the Bodies of the European Union ('the Translation Centre'), as last amended by Council Regulation (EC) No 1645/2003 of 18 June 2003,

Having regard to the Financial Regulation of 22 September 2019 applicable to the Translation Centre for the Bodies of the European Union (Ref. CT/CA-028/2019EN),

Whereas:

- (1) The Management Board shall adopt a programming document containing multi-annual and annual programming on the basis of a draft prepared by the Director;
- (2) The Centre shall send to the Commission, the Parliament and the Council the draft programming document no later than 31 January each year as well as any later updated version of that document;

HAS ADOPTED AS FOLLOWS:

**Article 1**

The programming document 2020-2022 for the Translation Centre, as annexed to this decision, is hereby adopted.

**Article 2**

This decision shall enter into force on the date of its adoption.

Done at Luxembourg, 13 November 2019

For the Management Board.

Rytis Martikonis  
Chairman



Annex: Programming document 2020-2022 of the Translation Centre



**PROGRAMMING DOCUMENT**  
**2020-2022**  
**OF THE TRANSLATION CENTRE**  
**FOR THE BODIES OF THE EUROPEAN UNION**

CT/CA-002/2019/02EN

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## Foreword

The world of translation is continuing to evolve. The stakes are high and technology has proven its readiness to bring about considerable change. This development is a source of opportunities, but also comes with risks, as the temptation to resort to cheap and readily available translation services has never been greater.

Beyond its ongoing mission to provide linguistic services for its clients, between 2020 and 2022 the Translation Centre will continue to implement its digital transformation strategy as the foundation of a new and sustainable economic model.

The Centre will work closely with the European Union Intellectual Property Office to implement its transformation plan, which will enable it to offer services that are increasingly aligned with the fast-changing world of translation and the evolving needs of its clients. By making better use of available state-of-the-art technologies and by preparing for those of the future, the Centre aims to position itself as an essential and legitimate partner in the multilingual communication strategies of its clients.

Alongside the benefits expected from this transformation, including increased client satisfaction, higher service quality and reduced costs, in particular due to greater use of translation memories and other tools such as machine translation, the Centre is focusing on increasing its productivity while maintaining excellent timeliness in deliveries. Its aim is to ensure service continuity for its clients with a sustainable economic model based on the intelligent use of new technology and staff expertise, which is the cornerstone of the value added by the Centre.

It is against this backdrop that the multi-annual plan presented in this document has been prepared.

Benoît Vitale  
Acting Director

## List of Acronyms

|             |   |
|-------------|---|
| AACC        | Authority authorised to conclude contracts of employment                              |
| ABC/ABB/ABM | Activity based costing/Activity based budgeting/Activity based management             |
| ABAC        | Accounting system of the European Commission  |
| AD          | Administrator   |
| AST         | Assistant   |
| AST/SC      | Secretarial staff   |
| B2B         | Business-to-business  |
| BCMS        | Business Continuity Management System   |
| CA          | Contract staff  |
| CAT         | Computer-Assisted Translation   |
| CdT         | Centre de traduction (Translation Centre for the Bodies of the European Union)        |
| CEOS        | Conditions of employment of other servants of the European Union                      |
| CMS         | Content Management System   |
| CSF         | Client Satisfaction Form  |
| DG JUST     | Directorate-General for Justice and Consumers   |
| DTMC        | Design Terminology Maintenance Console  |
| eCdT        | Translation Centre's system for the management of the translation workflow            |
| EEA         | European Economic Area  |
| EFQM        | European Foundation for Quality Management  |
| EFTA        | European Free Trade Association   |
| EPPO        | European Public Prosecutor's Office   |
| EQC         | <i>Ex post</i> quality check  |
| EPSO        | European Personnel Selection Office   |
| ERA         | European Union Agency for Railways  |
| EU          | European Union  |
| EUIPO       | European Union Intellectual Property Office   |
| EUR         | Euro  |
| EUTM        | European Union trade mark   |
| FFR         | Framework Financial Regulation  |
| FG          | Function Group  |
| FTE         | Full-time equivalent  |
| GIP         | General Implementing Provisions   |
| HDB         | Harmonised Database   |
| HR          | Human Resources   |
| IAMLADP     | International Annual Meeting on Language Arrangements, Documentation and Publications |
| IATE        | Inter-Active Terminology for Europe   |
| ICS         | Internal Control Standard   |
| ICT         | Information and Communication Technologies  |
| ICTI        | Interinstitutional Committee for Translation and Interpretation                       |
| i2 LTW      | Interinstitutional Language Technology Watch Network                                  |
| IMG         | Interinstitutional IATE Management Group  |

|            |   |
|------------|---|
| ISO        | International Organisation for Standardisation                                |
| IT         | Information Technology  |
| JIAMCATT   | International Annual Meeting on Computer-Assisted Translation and Terminology |
| JTV        | Joint Training Ventures   |
| JU         | Joint Undertaking   |
| KPI        | Key Performance Indicator   |
| MCM        | Multilingual Communications Management  |
| MIPS       | Missions Integrated Processing System   |
| MSPP       | Multiannual Staff Policy Plan   |
| MT         | Machine translation   |
| MT@EC      | Machine translation system of the European Commission                         |
| N/A        | 'Not applicable' or 'not available' (depending on context)                    |
| ODR        | Online dispute resolution   |
| OF         | Officials   |
| OIL        | Office for Infrastructure and Logistics in Luxembourg                         |
| RCD        | Registered Community design   |
| SDL Studio | SDL Trados Studio   |
| SKPI       | Strategic Key Performance Indicator   |
| SNE        | Seconded national experts   |
| SSC        | Single safety certificate   |
| TA         | Temporary staff   |
| TMC        | Terminology Maintenance Console   |
| UPCA       | Unified Patent Court  |
| VAT        | Value added tax   |

## Mission Statement

The Centre's primary mission is to provide translations and related language services to a large number of EU agencies and bodies in line with agreed quality criteria, deadlines and prices. EU institutions that have their own translation services may, on a voluntary basis, avail of the Centre's services in accordance with arrangements to be agreed between the parties. The Centre's secondary mission is to contribute to rationalising the use of resources and to harmonising procedures in the field of EU translation through interinstitutional cooperation.

The Centre's dual mission is defined in the legislation underpinning its existence – Council Regulation (EC) No 2965/94 of 28 November 1994, as amended by Council Regulation (EC) No 2610/95 of 30 October 1995, which expanded the Centre's original mission, and by Council Regulation (EC) No 1645/03 of 18 June 2003.

The Centre's activities are geared towards facilitating and supporting effective multilingualism in the EU agencies and bodies. While it is first and foremost the linguistic shared service provider for the EU agencies and bodies, the Centre is also a partner to the translation services in the EU institutions. The Centre provides translations from and into all the official EU languages and into other non-EU languages.

### The Centre as a linguistic shared service provider for the EU agencies and bodies

The Centre offers a wide range of services to its clients, namely:

- translation, revision, modification and editing of documents,
- translation of EU trade marks and designs,
- additional services, such as terminology, language consultancy, subtitling, etc.

### The Centre as a partner at interinstitutional level

As a member of the Interinstitutional Committee for Translation and Interpretation (ICTI), the Centre plays its role in the cooperation which takes place between the language services of the EU institutions. It participates in interinstitutional initiatives that aim to achieve economies of scale by sharing working methods, rationalising the use of resources and harmonising procedures in EU translation. The most noteworthy interinstitutional project is IATE, the InterActive Terminology for Europe database, which the Centre has been managing on behalf of the EU institutions since 2003.

## Section I: General context

### Study on the Translation Centre as the linguistic shared service provider for the EU agencies and bodies

This Programming Document 2020-2022 has been developed in the context of the “Study on the Translation Centre as the linguistic shared service provider for the EU agencies and bodies”. The Study concluded that the rationale for the Centre as the linguistic shared service provider for the EU agencies, bodies and offices remains fundamentally valid. Nevertheless, the Study clearly identified that the Centre needed to become more effective, efficient and relevant to its clients while at the same time putting the Centre onto a more sustainable footing.

In order to implement the recommendations arising from the Study, the Centre has developed a strategic approach which is rooted in a vision of transforming the Centre during the transition period (2019-2020). The strategic approach forms the basis for the development of the Centre’s transformation plan, which sets out the detailed actions to be undertaken in order to put in place a new business model for the Centre from 2021 and has been adopted by the Centre’s management board in March 2019. The Centre’s transformation vision is to implement a financially sustainable business model based on translation technologies including machine translation and the provision of added value services to clients.

Under its Strategy 2016-2020, the Centre’s strategic vision is to become a centre of excellence for the provision of language services for the EU agencies and bodies by 2020. The Centre’s transformation vision is linked to the Centre’s strategic vision and it reinforces the need for structural change. During the period covered by this programming document, the Centre will continue to focus on delivering high quality services in a timely manner for its clients and it will continue to undertake the necessary measures to transform the Centre in order to deploy its new business model from 2021 onwards.

#### Areas of activity

The Centre’s primary mission is to provide translations and related language services to the EU agencies and bodies in addition to providing such services to the EU institutions, as needs arise. Its secondary mission is to contribute to rationalising the use of resources and harmonising procedures in the field of EU translation through interinstitutional cooperation. In the framework of the Activity Based Budgeting approach deployed at the Centre, the areas of activity are grouped as follows: core operational activities, support activities, and management and supervision activities.

##### 1. Core operational activities

The Centre’s core operational activity is the provision of language services, which consist mainly of translation, modification, editing and revision of documents, as well as the translation of EU trade marks and designs, in accordance with agreed quality criteria and delivery deadlines. The development of new services and new technologies is an integral part of this activity. In addition, the core operational activity includes the Centre’s second mission of participating in interinstitutional cooperation by contributing to rationalising resources and harmonising procedures in the field of EU translation.

## 2. Support activities

As the Centre is an autonomous EU body, it has its own administrative and technical support functions for human resources, finances, procurement, infrastructure and logistics in order to provide whatever support is necessary for its core business activity. Support activities are also necessary for coordinating major cross-departmental projects aimed at delivering business solutions which provide greater effectiveness and lead to improved services for clients.

## 3. Management and supervision activities

These activities aim at a well-functioning and well-managed Centre, with effective and efficient processes and a robust internal control system. The Centre must ensure compliance with the Staff Regulations and the Financial Regulation applicable to EU bodies and institutions, the reliability, legality and regularity of its operations, the effectiveness of its internal control standards, and compliance with its quality management approach. These activities cover the strategic and multi-annual planning and programming cycle and ensure continuous operations by the careful planning, execution and monitoring of various processes and projects. These activities require informed decisions on optimising workflows, internal structures and working methods. In order to provide assurances that the Centre's activities are performed in such a way as to achieve the expected results, the Centre reports to the supervisory and control bodies (its management board, the budgetary authority, the European Commission and the audit bodies).

External outreach and communication activities are embedded into the management and supervision activities. Providing information to its stakeholders and ensuring good communication with them are key factors that enable the Centre to fulfil its mission successfully. Communication actions aim to promote the Centre by showcasing it to its external stakeholders: clients, interinstitutional and international committees, universities and EU member states.

## Section II: Multi-annual work programme 2020-2022

### 1. Multi-annual objectives

The Centre's Strategy 2016-2020, adopted by the management board on 26 October 2016, sets out the strategic goals and objectives for 2016-2020:

| Strategic goals   | Strategic objectives   |
|---|--|
| 1. Position the Centre as a partner in the holistic provision of language services to clients | 1.1 Deliver an improved quality management approach                                  |
|   | 1.2 Strengthen the proactive approach to client engagement                           |
|   | 1.3 Optimise the range of language services offered to clients                       |
| 2. Enhance operational effectiveness and efficiency   | 2.1 Build a dynamic, client oriented organisation                                    |
|   | 2.2 Optimise the Centre's business model with a view to improving its sustainability |
|   | 2.3 Promote a culture of integrity that ensures transparency and accountability      |
| 3. Contribute to interinstitutional cooperation   | 3.1 Strengthen the Centre's contribution to interinstitutional cooperation           |
|   | 3.2 Contribute to interinstitutional projects  |

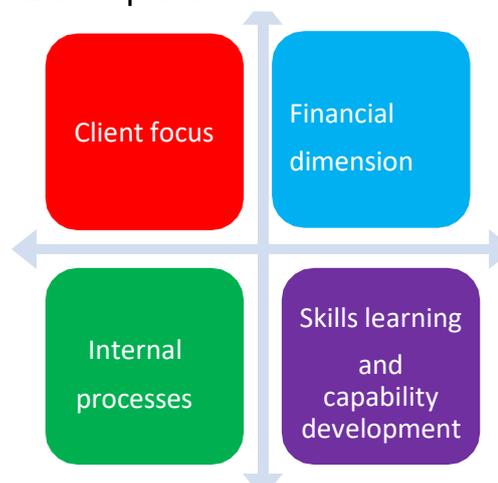
The strategic goals and objectives are implemented through a set of strategic initiatives, which are collections of finite-duration discretionary projects and programmes performed along with the organisation's day-to-day operational activities in the framework of the Centre's multi-annual work programmes.

An effective performance measurement system drives the Centre towards the achievement of its strategic goals and is the basis for management decision making. The strategic key performance indicators (SKPIs) and their components have been developed taking into account five key sustainability areas (organisational, human, relational, financial and environmental) and using the classic balanced scorecard perspectives (client focus, financial dimension, internal processes and skills learning and capability development). The implementation of the Strategy is therefore monitored on a strategic and operational level using a set of key performance indicators as set out below.

#### Key Sustainability Areas



#### Balanced Scorecard Perspectives



| Organisational                                     |  |   |
|--|--|---|
| Strategic KPI and their KPI components             | Objective(s)   | Initiative(s)   |
| <b>Quality of the service</b>                      |  |   |
| Client perception of service quality (survey)      | 1.2 Strengthen the proactive approach to client engagement.  | 1.2.2: Enhance client satisfaction  |
| Client complaints about service quality            | 1.2 Strengthen the proactive approach to client engagement.  | 1.2.2: Enhance client satisfaction  |
| Availability of IT systems                         | 2.2 Optimise the Centre's business model with a view to improving its sustainability.  | 2.2.2: Further develop the Centre's client base and operational capacity to adapt to its clients' needs   |
| Timeliness of delivery                             | 1.1 Deliver an improved quality management approach.   | 1.1.1: Ensure timeliness of delivery and improve the quality of language services   |
| <b>Quality of the product</b>                      |  |   |
| Client perception of product quality (survey)      | 1.2 Strengthen the proactive approach to client engagement.  | 1.2.2: Enhance client satisfaction  |
| Client complaints about product quality            | 1.2 Strengthen the proactive approach to client engagement.  | 1.2.2: Enhance client satisfaction  |
| Quality assurance effort (by in-house translators) | 1.1 Deliver an improved quality management approach.<br>1.2 Strengthen the proactive approach to client engagement.<br>2.1 Build a dynamic, client oriented organisation.  | 1.1.1: Ensure timeliness of delivery and improve the quality of language services<br>1.2.1: Ensure that the Centre works in partnership with its clients from the creation to the delivery of multilingual services<br>2.1.2: Create a more integrated collaborative framework with external language service providers   |
| <b>Operational excellence</b>                      |  |   |
| Throughput efficiency of the core business process | 1.1 Deliver an improved quality management approach.<br>1.3 Optimise the range of language services offered to clients.<br>2.1 Build a dynamic, client oriented organisation.<br>2.2 Optimise the Centre's business model with a view to improving its sustainability. | 1.1.2: Optimise processes and streamline workflows<br>1.3.1: Modularise language services to ensure maximum responsiveness to clients' needs<br>1.3.2: Continue to develop integrated IT solutions<br>2.1.1: Continue to invest in staff development and drive staff engagement<br>2.1.2: Create a more integrated collaborative framework with external language service providers<br>2.2.1: Leverage the use of information technology<br>2.2.2: Further develop the Centre's client base and operational capacity to adapt to its clients' needs |

|  |  |  |
|--|--|--|
| Working environment  | 2.1 Build a dynamic, client oriented organisation.   | 2.1.1: Continue to invest in staff development and drive employee engagement   |
| Process maturity   | 1.1 Deliver an improved quality management approach.<br>1.3 Optimise the range of language services offered to clients.  | 1.1.2 Optimise processes and streamline workflows<br>1.3.2: Continue to develop integrated IT solutions  |
| Resilience (business continuity)   | 2.2 Optimise the Centre's business model with a view to improving its sustainability.  | 2.2.2: Further develop the Centre's client base and operational capacity to adapt to its clients' needs  |
| Project management (success rate of projects delivered on time and on budget with all required features) | 2.1 Build a dynamic, client oriented organisation.<br>2.3 Promote a culture of integrity that ensures transparency and accountability.<br>3.2 Contribute to interinstitutional projects. | 2.1.1: Continue to invest in staff development and drive employee engagement<br>2.3.1: Ensure transparency through an enhanced controlling function<br>3.2.2: Develop and implement the IATE2 project and provide the necessary IT support |

| Human                                  |  |  |
|--|--|--|
| Strategic KPI and their KPI components | Objective(s)   | Initiative(s)  |
| Talent management                      |  |  |
| Expertise and polyvalence              | 2.1 Build a dynamic, client oriented organisation.   | 2.1.1: Continue to invest in staff development and drive employee engagement   |
| Training effort (skills learning)      | 2.1 Build a dynamic, client oriented organisation.   | 2.1.1: Continue to invest in staff development and drive employee engagement   |
| Transparency                           |  |  |
| Climate favourable to change           | 2.1 Build a dynamic, client oriented organisation.   | 2.1.1: Continue to invest in staff development and drive employee engagement   |
| Climate favourable to transparency     | 2.1 Build a dynamic, client oriented organisation.<br>2.3 Promote a culture of integrity that ensures transparency and accountability. | 2.1.1: Continue to invest in staff development and drive employee engagement<br>2.3.2: Progress towards an integrated management system built on a robust risk management and internal control framework |

| Relational                             |   |  |
|--|---|--|
| Strategic KPI and their KPI components | Objective(s)  | Initiative(s)  |
| Reputation and image                   |   |  |
| Client relations (survey)              | 1.2 Strengthen the proactive approach to client engagement.   | 1.2.2: Enhance client satisfaction   |
| Interinstitutional relations (survey)  | 3.1 Strengthen the Centre's contribution to interinstitutional cooperation.<br>3.2 Contribute to interinstitutional projects. | 3.1.1: Acquire, develop and share best linguistic practices at interinstitutional level<br>3.2.1: Develop and implement the IATE2 project and provide the necessary IT support |

| Financial   |   |  |
|---|---|--|
| Strategic KPI and their KPI components  | Objective(s)  | Initiative(s)  |
| Value for clients   |   |  |
| Value for clients (survey)  | 1.2 Strengthen the proactive approach to client engagement.<br>2.3 Promote a culture of integrity that ensures transparency and accountability.                           | 1.2.2: Enhance client satisfaction<br>2.3.1: Ensure transparency through an enhanced controlling function                        |
| Market share/presence (% of clients translating more than 1000 pages per annum) | 1.2 Strengthen the proactive approach to client engagement.   | 1.2.2: Enhance client satisfaction   |
| Business development (success rate of new agreements)                           | 1.2 Strengthen the proactive approach to client engagement.   | 1.2.2: Enhance client satisfaction   |
| Value for institutions (IATE development)                                       | 3.2 Contribute to interinstitutional projects.  | 3.2.2: Develop and implement the IATE2 project and provide the necessary IT support  |
| Financial effectiveness   |   |  |
| Expenses Title 1 - Staff  | 2.2 Optimise the Centre's business model with a view to improving its sustainability.<br>2.3 Promote a culture of integrity that ensures transparency and accountability. | 2.2.1: Leverage state-of-the-art translation technologies<br>2.3.1: Ensure transparency through an enhanced controlling function |

|   |   |  |
|---|---|--|
| Expenses Title 2 - Buildings, equipment and miscellaneous operating expenditure | 2.2 Optimise the Centre's business model with a view to improving its sustainability.<br>2.3 Promote a culture of integrity that ensures transparency and accountability. | 2.2.1: Leverage state-of-the-art translation technologies<br>2.3.1: Ensure transparency through an enhanced controlling function |
| Expenses Title 3 - Operational expenditure                                      | 2.2 Optimise the Centre's business model with a view to improving its sustainability.<br>2.3 Promote a culture of integrity that ensures transparency and accountability. | 2.2.1: Leverage state-of-the-art translation technologies<br>2.3.1: Ensure transparency through an enhanced controlling function |
| Number of staff   | 2.1 Build a dynamic, client oriented organisation.  | 2.1.1: Continue to invest in staff development and drive employee engagement   |
| IT investment in new projects and initiatives                                   | 2.2 Optimise the Centre's business model with a view to improving its sustainability.   | 2.2.1: Leverage state-of-the-art translation technologies  |
| Budget forecast accuracy (revenue)  | 2.3 Promote a culture of integrity that ensures transparency and accountability.  | 2.3.1: Ensure transparency through an enhanced controlling function  |
| Budgetary planning efficiency (expenditure)                                     | 2.3 Promote a culture of integrity that ensures transparency and accountability.  | 2.3.1: Ensure transparency through an enhanced controlling function  |
| Financial outturn of the year   | 2.2 Optimise the Centre's business model with a view to improving its sustainability.   | 2.2.2: Further develop the Centre's client base and operational capacity to adapt to its clients' needs                          |
| Volume of invoiced work (documents and EU trade marks)                          | 2.2 Optimise the Centre's business model with a view to improving its sustainability.   | 2.2.2: Further develop the Centre's client base and operational capacity to adapt to its clients' needs                          |

| Environmental  |   |   |
|--|---|---|
| Strategic KPI and their KPI components   | Objective(s)  | Initiative(s)   |
| <b>Consumption and waste</b>   |   |   |
| Materials and resources (paper saved as a result of paperless workflow management) | 1.3 Optimise the range of language services offered to clients.<br>2.3 Promote a culture of integrity that ensures transparency and accountability. | 1.3.2: Continue to develop integrated IT solutions<br>2.3.1: Ensure transparency through an enhanced controlling function |
| Waste management (SuperDrecksKëscht® award renewal)                                | 2.3 Promote a culture of integrity that ensures transparency and accountability.  | 2.3.2: Progress towards an integrated management system built on a robust risk management and internal control framework  |

## 2. Executive summary

The actions to be undertaken by the Centre during the 2020-2022 period have been developed in the context of the Centre's strategic approach to the implementation of the recommendations in the Study<sup>1</sup> and in line with both the Programme Initiation Document (PID) agreed with the EUIPO and the Centre's Transformation Plan<sup>2</sup>. Following on from the Study the Centre will undertake a number of strategic actions during the transition period (2019-2020) in order to deploy a new business model from 2021.

The Centre will focus on harnessing the benefits arising from translation technologies, in particular machine translation, in order to improve its translation process and develop added value services for its clients. This means that the Centre will modularise its translation services and provide a post-editing service of machine translation output for its clients. Subject to a cost benefit analysis of added value services and in the context of ensuring the Centre's financial sustainability, new services such as transcription, automatic subtitling and voiceover will be developed. Following the analysis undertaken in 2018 to identify a new tool to manage the translation of EU trade marks, eCdT will become a unique hub for the management of all translation requests at the Centre, including EU trade marks.

Building upon the work undertaken by the European Commission in the area of technology, the Centre will cooperate closely with DG Translation to develop customised machine translation engines in selected areas and integrate them in the Centre's workflow. This will facilitate the work undertaken by the Centre's in-house translators and external language service providers and enhance their output. During the 2020-2022 period and depending on the results of a feasibility study, the Centre will start to complement outsourcing of translations with machine translation and post-editing of machine translation output and will implement a new policy in this area with the aim of reducing the cost of outsourcing translation.

The Centre will undertake several actions to enhance its quality management approach during the 2020-2022 period. Following the revision of the Translation Quality Assurance Management Model based on a data-driven approach to the revision of outsourced translation, eCdT will be configured to support the implementation of this approach.

The Centre will fine-tune its translation process following the integration of the relevant principles of the ISO 17100:2015 standard for translation services and the ISO 18587:2017 standard for post-editing of machine translation output. The Centre will also review the indicative turnaround times for its services in conjunction with the actual turnaround times achieved. In order to increase the Centre's efficiency, activities in the area of workflow automation will continue over the entire programming cycle. The Centre will continue to implement business rules to automate the distribution of work, both to its in-house translators and external language service providers. The time saved on these activities will be used to deepen the analysis and the handling of source documents which will lead to quality improvements.

As part of its proactive client engagement approach, the Centre will continue to meet its clients bilaterally and it will also create a single operational point of contact to facilitate client relations on an operational level. Special focus will also be placed on the exchange of best practice by organising the annual

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<sup>1</sup> Study on the Translation Centre as the linguistic shared service provider for the EU agencies and bodies

<sup>2</sup> Document No CT/CA-012/2019EN

Translation Contact Network meeting and by organising client/topic specific seminars on a periodic basis. In order to improve its engagement with its external language service providers, the Centre will intensify its communication with them by organising information sessions and webinars. 2020 will be a red letter year for the Centre and it will organise an event to celebrate its 25<sup>th</sup> anniversary during that year.

During the 2020-2022 period, the Centre will continue to focus on retaining talent and on offering training and development opportunities in order to maximise staff potential in the work environment. The key strategic elements in the field of training will be to invest in the development of strategic capabilities (e.g. quality assurance and project management, post-editing of machine translation output and management of translation memories), to reinforce succession planning and to continue to offer professional development prospects to staff. In the area of talent management, the Centre will implement talent management initiatives, the overall development of staff and their performance by reinforcing staff skills and competencies in order to build organisational efficiency.

The 2020-2022 period will be accompanied by a strengthening of the versatility and adaptability of the Centre's staff, particularly in the management of the workflow. The Centre will continue to redeploy staff, as needs arise, and to train them to manage the entire workflow or to replace colleagues performing other tasks, as required. This is intended to strengthen the Centre's back up plans, to support the business continuity strategy, to enhance staff skills, to create career opportunities and to foster improved motivation.

Prior to the deployment of its new business model in 2021, the Centre will revisit its cost base and will begin to implement key measures in order to reduce its costs. Such measures will include the reduction of outsourcing to external language service providers as a result of the benefits arising from machine translation technology, the introduction of new business rules for internal distribution. The Centre will also redesign and implement an Activity Based Costing (ABC), Activity Based Budgeting (ABB) and Activity Based Management (ABM) model which will enable the Centre to evaluate activity-based decisions in terms of their expected economic consequences.

Finally, it should be noted that the period 2020-2022 will find the Centre at a junction between its current and its new strategies. Strategy 2021-2025 is planned to be finalised during 2020.

### 3. Multi-annual work programme

| Strategic Plan 2016-2020  |   |  | Implementation of strategic initiatives through specific actions in annual work programmes     |   |  |  |  |
|---|---|--|--|---|--|--|--|
| Strategic goal  | Strategic objective                                 | Strategic initiative   | 2018   | 2019  | 2020   | 2021   | 2022   |
| 1. Position the Centre as a partner in the holistic provision of language services to clients | 1.1 Deliver an improved quality management approach | 1.1.1 Ensure timeliness of delivery and improve the quality of language services | 1.5 Ensure on-time delivery of services to clients   | 1.5 Ensure on-time delivery of services to clients  | 1.5 Ensure on-time delivery of services to clients   | Ensure on-time delivery of services to clients   | Ensure on-time delivery of services to clients   |
|   |   |  |  | 1.6 Analyse the indicative turnaround times of language services  | 1.6 Review the indicative turnaround times of language services  |  |  |
|   |   |  | 1.6 Integration of the relevant ISO 17100:2015 standard principles in the translation process  | 1.7 Integration of the relevant ISO18587:2017 (Post-editing of machine translation output) standard principles in the translation process | 1.7 Fine-tune the translation process after the integration of the relevant ISO 17100:2015 (Requirements for translation services) and ISO 18587:2017 (Post-editing of machine translation output) standard principles |  |  |
|   |   |  | 1.7 Implement measures identified in the 'Translation Quality Assurance Action Plan 2017-2018' | 1.9 Implement measures identified in the 'Translation Quality Assurance Action Plan 2019-2020'  | 1.8 Implement measures identified in the 'Translation Quality Assurance Action Plan 2019-2020'   | Implement measures identified in the 'Translation Quality Assurance Action Plan 2021-2022' | Implement measures identified in the 'Translation Quality Assurance Action Plan 2021-2022' |

| Strategic Plan 2016-2020  |   |   | Implementation of strategic initiatives through specific actions in annual work programmes |  |  |  |  |
|---|---|---|--|--|--|--|--|
| Strategic goal  | Strategic objective                                 | Strategic initiative                              | 2018   | 2019   | 2020   | 2021   | 2022   |
|   |   |   | 1.8 Monitor translation quality <i>ex post</i> (documents and EU trade marks)              | 1.11 Monitor translation quality <i>ex post</i>  | 1.10 Monitor translation quality <i>ex post</i>  | Monitor translation quality <i>ex post</i>   | Monitor translation quality <i>ex post</i>         |
|   |   |   |  | 1.15 Involve interested clients in the Centre's quality assurance process  |  |  |  |
|   |   |   |  | 1.10 Base the Centre's Translation Quality Assurance Management Model on a risk-based approach for the revision of outsourced translations | 1.9 Configure in eCdT the requirements of a data-driven approach for the revision of outsourced translations | Start use in eCdT the data-driven approach for the revision of outsourced translations | Assess the use of the data-driven approach in eCdT |
| 1. Position the Centre as a partner in the holistic provision of language services to clients | 1.1 Deliver an improved quality management approach | 1.1.2 Optimise processes and streamline workflows | 1.25 Develop and implement additional automated workflows in eCdT                          | 1.28 Develop and implement additional automated workflows in eCdT  |  |  |  |
|   |   |   | 1.18 Finetune the eCdT in-house translators' module  | 1.20 Assess the functioning of the eCdT in-house translators' module and, if necessary, adjust it  |  |  |  |

| Strategic Plan 2016-2020 |                     |                      | Implementation of strategic initiatives through specific actions in annual work programmes  |   |   |   |      |
|--------------------------|---------------------|----------------------|---|---|---|---|------|
| Strategic goal           | Strategic objective | Strategic initiative | 2018  | 2019  | 2020  | 2021  | 2022 |
|                          |                     |                      | 2.7 Update the Centre's data dictionary and data ownership and verify the integrity of the reporting system for the second part of the data model | 2.5 Analyse the development needs for reporting purposes in eCdT  | 2.3 Depending on the results of the analysis, proceed to implement the reporting module in eCdT                 | Finalise the implementation of the reporting module in eCdT |      |
|                          |                     |                      | 2.1 Proceed to implement the action plan in relation to document management and the new document registration system                              | 2.1 Continue to implement and update, if necessary, the action plan in relation to document management  |   |   |      |
|                          |                     |                      | 1.26 Undertake an analysis in order to identify a new tool to manage the translation of EU trade marks  | 1.29 Depending on the results of the analysis, and following consultation with the EUIPO, begin the integration of the new tool to manage the translation of EU trade marks | 1.26 Finalise the integration of the new tool to manage the translation of EU trade marks as a back-up solution |   |      |

| Strategic Plan 2016-2020  |  |   | Implementation of strategic initiatives through specific actions in annual work programmes             |  |  |      |      |
|---|--|---|--|--|--|------|------|
| Strategic goal  | Strategic objective  | Strategic initiative  | 2018   | 2019   | 2020   | 2021 | 2022 |
| 1. Position the Centre as a partner in the holistic provision of language services to clients | 1.2 Strengthen the proactive approach to client engagement | 1.2.1 Ensure that the Centre works in partnership with its clients from the creation to the delivery of multilingual services | 1.15 Finalise developments to support the EUIPO's Multilingual Communications Management (MCM) project | 1.19 Finalise developments to support the EUIPO's Multilingual Communications Management (MCM) project |  |      |      |
|   |  |   |  |  | 1.13 Raise awareness among clients about the need to provide source documents of sufficient linguistic quality |      |      |
|   |  |   | 3.16 Organise the annual meeting of the Translation Contact Network                                    | 3.15 Organise the annual meeting of the Translation Contact Network                                    |  |      |      |
|   |  |   |  |  | 3.15 Organise an event to celebrate the 25 <sup>th</sup> anniversary of the Centre                             |      |      |

| Strategic Plan 2016-2020  |  |                                   | Implementation of strategic initiatives through specific actions in annual work programmes                                  |  |  |   |  |
|---|--|-----------------------------------|---|--|--|---|--|
| Strategic goal  | Strategic objective  | Strategic initiative              | 2018  | 2019   | 2020   | 2021  | 2022   |
| 1. Position the Centre as a partner in the holistic provision of language services to clients | 1.2 Strengthen the proactive approach to client engagement | 1.2.2 Enhance client satisfaction | 1.9 Complete the integration of the new client feedback workflow in eCdT  | 1.12 Provide the existing client feedback module (CSF) in the new client portal in eCdT (client part)                                      | 1.11 Launch the new client feedback system which will be based on two modules: the CVR (corrected version request) module and the client satisfaction module, both interconnected with the client portal (see EUIPO-CdT PID) | . Launch a survey to assess the clients' satisfaction with the new feedback system (CVR) and assess the new client feedback system  | Implement improvements resulting from the assessment in 2021 |
|   |  |                                   | 1.21 Create a workflow to feed the final versions of translations into the Centre's translation memories, whenever feasible | 1.22 Continue to develop the workflow to feed the final versions of translations into the Centre's translation memories, whenever feasible | 1.20 Start to develop an alignment service in order to feed the Centre's translation memories with the final versions of translations provided by clients in cases where the bilingual files are not provided                | Finalise the development of an alignment service in order to feed the Centre's translation memories with the final versions of translations provided by clients in cases where the bilingual files are not provided |  |

| Strategic Plan 2016-2020 |                     |                      | Implementation of strategic initiatives through specific actions in annual work programmes                    |  |  |   |  |
|--------------------------|---------------------|----------------------|---|--|--|---|--|
| Strategic goal           | Strategic objective | Strategic initiative | 2018  | 2019   | 2020   | 2021  | 2022   |
|                          |                     |                      | 3.15 Implementation of the action plan arising from the 2017 external survey of the Centre's key stakeholders | 3.14 Assess the Centre's image and attractiveness among its key stakeholders: External survey conducted and results analysed     | 3.12 Start the implementation of the action plan arising from the 2019 external survey of the Centre's key stakeholders                          | Finalise the implementation of the 2019 action plan and assess the Centre's image and attractiveness among its key stakeholders: External survey conducted and results analysed | Start the implementation of the action plan arising from the 2021 external survey of the Centre's key stakeholders |
|                          |                     |                      | 3.14 Organise and follow up visits to/by clients  | 3.13 Organise and follow up visits to/by clients   |  |   |  |
|                          |                     |                      |   | 1.14 Organise client/topic specific seminars   |  |   |  |
|                          |                     |                      |   | 3.19 Promote the Centre as a reference in the translation field (video on the Centre to be undertaken and made available online) | 1.14 Raise awareness amongst clients of the risks involved in using translation technology indiscriminately, without recourse to skilled support |   |  |

| Strategic Plan 2016-2020  |  |   | Implementation of strategic initiatives through specific actions in annual work programmes       |  |  |   |      |
|---|--|---|--|--|--|---|------|
| Strategic goal  | Strategic objective  | Strategic initiative  | 2018   | 2019   | 2020   | 2021  | 2022 |
|   |  |   |  | 3.18 Improve the Centre's practices with regard to contacts with clients (e.g. establish account managers for certain clients, examine clients' interest in establishing 'antennae' at the Centre) | 3.16 Create a single operational point of contact for clients to make it easier to manage client relations on an operational level                               | Assess the functioning of the single operational point of contact           |      |
| 1. Position the Centre as a partner in the holistic provision of language services to clients | 1.3 Optimise the range of language services offered to clients | 1.3.1 Modularise language services to ensure maximum responsiveness to clients' needs | 1.20 Extend the web translation service to the Liferay platform                                  | 1.21 Extend the web translation service (via a generic B2B solution) to other platforms with the assistance of clients   | 1.17 Finalise the extension of the web translation service (via a generic B2B solution) to other platforms or versions with the assistance of clients, if needed |   |      |
|   |  |   | 1.13 Analyse the feasibility of offering modularised services based on clients' identified needs | 1.16 Depending on the results of the feasibility analysis, develop a proof of concept for the implementation of modularised translation services   | 1.15 Configure eCdT for the implementation of modularised translation services   | Implement modularised translation services, e.g. post-editing and alignment |      |

| Strategic Plan 2016-2020 |                     |                      | Implementation of strategic initiatives through specific actions in annual work programmes |   |  |   |      |
|--------------------------|---------------------|----------------------|--|---|--|---|------|
| Strategic goal           | Strategic objective | Strategic initiative | 2018   | 2019  | 2020   | 2021  | 2022 |
|                          |                     |                      |  | 1.18 Undertake a financial analysis on the impact of post-editing on external language service providers and clients                                    |  |   |      |
|                          |                     |                      |  | 1.17 Undertake a cost-benefit analysis with regard to new added value services (e.g. transcription service, automatic subtitling and voiceover service) | 1.16 Finalise the cost-benefit analysis with regard to new added value services (e.g. transcription service, automatic subtitling and voiceover service) | Subject to the results of the cost-benefit analysis, implement transcription, automatic subtitling and voiceover services |      |
|                          |                     |                      |  |   | 1.18 Implementation of a new translation memories update service   |   |      |

| Strategic Plan 2016-2020  |  |   | Implementation of strategic initiatives through specific actions in annual work programmes                     |   |  |      |      |
|---|--|---|--|---|--|------|------|
| Strategic goal  | Strategic objective  | Strategic initiative                              | 2018   | 2019  | 2020   | 2021 | 2022 |
| 1. Position the Centre as a partner in the holistic provision of language services to clients | 1.3 Optimise the range of language services offered to clients | 1.3.2 Continue to develop integrated IT solutions | 1.24 Assess the potential integration of machine translation engines in the linguistic pre-processing workflow | 1.24 Start to integrate customised machine translation engines (such as public health, intellectual property case law) and the terminology content of IATE in the translation process for in-house and external translators | 1.22 Finalise the integration of customised machine translation engines (such as public health, intellectual property case law) and the terminology content of IATE in the translation process for in-house and external translators |      |      |
|   |  |   |  | 1.27 Analyse the financial feasibility of integrating machine translation in the segments provided to external language service providers   | 1.25 Depending on the results of the financial feasibility analysis, integrate machine translation in the segments provided to external language service providers   |      |      |

| Strategic Plan 2016-2020 |                     |                      | Implementation of strategic initiatives through specific actions in annual work programmes |  |  |   |      |
|--------------------------|---------------------|----------------------|--|--|--|---|------|
| Strategic goal           | Strategic objective | Strategic initiative | 2018   | 2019   | 2020   | 2021  | 2022 |
|                          |                     |                      |  | 1.26 Analyse the feasibility of reducing outsourcing of translations by complementing it with machine translation and post-editing of machine translation output | 1.24 Depending on the results of the feasibility study, complement outsourcing of translations with machine translation and post-editing of machine translation output | Outsource post-editing of machine translation output  |      |
|                          |                     |                      |  | 1.33 Analyse the technical feasibility of integrating bilingual files in the Centre's pre-processing workflow for the EU institutions                            | 1.29 Analyse the financial impact of integrating bilingual files in the Centre's pre-processing workflow for the EU institutions                                       | Depending on the results of the analysis, implement the exchange of bilingual files for the EU institutions |      |
|                          |                     |                      |  | 1.25 Identify other options besides eTranslation for the development of customised machine translation engines   | 1.21 Develop customised Translation Centre engines in intellectual property case-law and public health and potentially in other areas                                  |   |      |
|                          |                     |                      |  |  | 1.23 Identify and exploit adaptive translation technologies interactively integrated with translation tools  |   |      |

| Strategic Plan 2016-2020                            |   |  | Implementation of strategic initiatives through specific actions in annual work programmes   |  |   |      |   |
|---|---|--|--|--|---|------|---|
| Strategic goal                                      | Strategic objective                               | Strategic initiative   | 2018   | 2019   | 2020  | 2021 | 2022  |
|   |   |  | 1.22 Complete the analysis on the potential integration of an online translation tool in eCdT  | 1.23 Depending on the results of the analysis and the results of the CATE interinstitutional call for tender, begin to integrate the online translation tool in eCdT                     |   |      | Optimise the integration of the online translation tool in eCdT |
|   |   |  | 1.31 Undertake an analysis on how to efficiently integrate Euramis in eCdT   | 1.32 Update Euramis automatically with the Centre's translation memory content   |   |      |   |
| 2. Enhance operational effectiveness and efficiency | 2.1 Build a dynamic, client oriented organisation | 2.1.1 Continue to invest in staff development and drive staff engagement | 2.2 Undertake a feasibility study on e-recruitment on a new platform. Depending on the results of the analysis, develop the new e-recruitment tool | 2.2 Depending on the results of the feasibility study and the status of the interagency e-recruitment project, investigate other options for the development of a new e-recruitment tool | 2.1 Depending on the results of the feasibility study and the status of the interagency e-recruitment project, select the best option for the development of a new e-recruitment tool |      |   |

| Strategic Plan 2016-2020                            |   |   | Implementation of strategic initiatives through specific actions in annual work programmes              |   |  |   |  |
|---|---|---|---|---|--|---|--|
| Strategic goal                                      | Strategic objective                               | Strategic initiative  | 2018  | 2019  | 2020   | 2021  | 2022   |
|   |   |   | 3.12 Develop key staff capabilities (e.g. quality and project management)                               | 3.11 Develop key staff capabilities (e.g. post-editing of machine translation output, quality assurance and project management, management of translation memories) | 3.11 Develop key staff capabilities (e.g. post-editing of machine translation output, management of translation memories)      | Develop key staff capabilities (e.g. post-editing of machine translation output, management of translation memories)      | Develop key staff capabilities (e.g. post-editing of machine translation output, management of translation memories) |
|   |   |   | 3.13 Enhance the Centre's capacity to identify and develop leadership and managerial skills among staff | 3.12 Revise the back-up plans and the Centre's Adaptability/ Versatility scheme to strengthen adaptability throughout the organisation                              | 3.9 Implement talent management initiatives  | Implement talent management initiatives   | Implement talent management initiatives  |
|   |   |   |   |   | 3.10 Build capacity to translate into Irish to prepare for the end of the Irish language derogation planned for 1 January 2022 | Build capacity to translate into Irish to prepare for the end of the Irish language derogation planned for 1 January 2022 |  |
| 2. Enhance operational effectiveness and efficiency | 2.1 Build a dynamic, client oriented organisation | 2.1.2 Create a more integrated collaborative framework with | 1.11 Organise periodic online seminars for external language service providers                          | 1.13 Organise webinars/information sessions for external language service providers   | 1.12 Organise webinars/information sessions for external language service providers  | Organise webinars/information sessions for external language service providers  | Organise webinars/information sessions for external language service providers                                       |

| Strategic Plan 2016-2020                            |  |  | Implementation of strategic initiatives through specific actions in annual work programmes |  |  |  |      |
|---|--|--|--|--|--|--|------|
| Strategic goal                                      | Strategic objective  | Strategic initiative                             | 2018   | 2019   | 2020   | 2021   | 2022 |
|   |  | external language service providers              |  | 2.10 Establish provisions in the calls for tenders for addressing unacceptable quality produced by external language service providers |  |  |      |
| 2. Enhance operational effectiveness and efficiency | 2.2 Optimise the Centre's business model with a view to improving its sustainability | 2.2.1 Leverage the use of information technology |  |  | 1.19 Implement the new computer-assisted translation (CAT) tool selected via the CATE 2020 interinstitutional call for tenders |  |      |
|   |  |  | 2.3 Begin to implement the paperless e-procurement tool                                    | 2.3 Complete the implementation of the paperless e-procurement tool  |  |  |      |
|   |  |  |  | 2.8 Analyse and implement a platform to manage the request of clients' budget forecasts  |  |  |      |
|   |  |  |  | 2.9 Deploy certain IT systems to the cloud   | 2.5 Continue to deploy certain IT systems to the cloud   | Continue to deploy certain IT systems to the cloud |      |

| Strategic Plan 2016-2020                            |  |  | Implementation of strategic initiatives through specific actions in annual work programmes  |   |  |   |   |
|---|--|--|---|---|--|---|---|
| Strategic goal                                      | Strategic objective  | Strategic initiative   | 2018  | 2019  | 2020   | 2021  | 2022  |
|   |  |  |   | 1.8 Define the Centre's policy on the use of machine translation  |  |   |   |
| 2. Enhance operational effectiveness and efficiency | 2.2 Optimise the Centre's business model with a view to improving its sustainability | 2.2.2 Further develop the Centre's client base and operational capacity to adapt to clients' needs | 3.17 Approach new EU bodies to seek cooperation agreements                                  | 3.16 Approach new EU bodies to seek cooperation agreements  | 3.13 Approach new EU bodies to seek cooperation agreements   | Approach new EU bodies to seek cooperation agreements | Approach new EU bodies to seek cooperation agreements   |
|   |  |  | 3.18 Marketing of the Centre's services   | 3.17 Marketing of the Centre's services   | 3.14 Marketing of the Centre's services  | Marketing of the Centre's services                    | Marketing of the Centre's services  |
| 2. Enhance operational effectiveness and efficiency | 2.3 Promote a culture of integrity that ensures transparency and accountability      | 2.3.1 Ensure transparency through an enhanced controlling function                                 | 3.3 Evaluate the results of the Activity Based Budgeting/Activity Based Management approach | 3.1 Develop a more in depth Activity Based Costing/Activity Based Budgeting/Activity Based Management approach for the 2020 budget and beyond | 3.1 Use the technical model to allow simulations in Activity Based Budgeting based on the information provided by Activity Based Costing |   |   |
|   |  |  |   | 3.2 Enhance the controlling function ( <i>ex post</i> evaluation of new services, projects and activities)                                    |  | Analyse the cost of financial controls                | Depending on the results of the analysis on the cost of financial controls, undertake the necessary actions |
|   |  |  | 3.10 Undertake a mid-term review of the Strategy 2016-2020                                  | 3.3 Start the preparation of the draft Strategy 2021-2025   | 3.2 Finalise the preparation of the draft Strategy 2021-2025   |   |   |

| Strategic Plan 2016-2020 |                     |  | Implementation of strategic initiatives through specific actions in annual work programmes |  |   |  |  |
|--------------------------|---------------------|--|--|--|---|--|--|
| Strategic goal           | Strategic objective | Strategic initiative   | 2018   | 2019   | 2020  | 2021   | 2022   |
|                          |                     |  |  | 3.4 Submit the Centre's transformation plan 2019-2020 to the management board for adoption                     |   |  |  |
|                          |                     | 3.11 Analyse the recommendations identified in the study on the Centre with regard to the evolution of the Centre's business model |  | 3.5 Implement the Centre's transformation plan 2019-2020   | 3.3 Implement the Centre's transformation plan 2019-2020                                  |  |  |
|                          |                     |  |  | 2.6 Analyse the implications of the potential transition by the European Commission to a new accounting system |   |  | Migrate to the new accounting system of the Commission from 2022 |
|                          |                     |  |  | 2.7 Analyse the legal aspects of e-signature   | 2.4 Following the results of the analysis, begin to implement e-signature, as appropriate | Finalise the implementation of e-signature, as appropriate |  |
|                          |                     |  |  |  | 3.17 Revamp the Centre's intranet   |  |  |

| Strategic Plan 2016-2020                            |   |   | Implementation of strategic initiatives through specific actions in annual work programmes  |   |   |   |      |
|---|---|---|---|---|---|---|------|
| Strategic goal                                      | Strategic objective   | Strategic initiative  | 2018  | 2019  | 2020  | 2021                                      | 2022 |
| 2. Enhance operational effectiveness and efficiency | 2.3 Promote a culture of integrity that ensures transparency and accountability | 2.3.2 Progress towards an integrated management system built on a robust risk management and internal control framework | 3.4 Undertake a business continuity client survey and maintain the BCMS (business continuity management system)                                       | 3.6 Enhance the Business Continuity Management System (BCMS) by integrating, as appropriate, the results of the client survey                         | 3.4 Consider the improved integration of services provided by external service providers in the Centre's BCMS                                     | Enhance the maturity of the Centre's BCMS |      |
|   |   |   |   | 3.10 Undertake a benchmarking of business process management tools, involving the integration of risks and controls, as implemented in other agencies | 3.8 Based on the results of the benchmarking, undertake a feasibility study for the improvement of the Centre's business process management tools |   |      |
|   |   |   | 2.6 Depending on the results of the feasibility study, undertake the preliminary steps required for an initial environmental assessment of the Centre | 2.4 Undertake an initial environmental assessment of the Centre   | 2.2 Define an action plan corresponding to the results of the initial environmental assessment of the Centre                                      |   |      |

| Strategic Plan 2016-2020                        |  |  | Implementation of strategic initiatives through specific actions in annual work programmes |   |  |   |   |
|---|--|--|--|---|--|---|---|
| Strategic goal                                  | Strategic objective  | Strategic initiative   | 2018   | 2019  | 2020   | 2021  | 2022  |
|   |  |  | 3.6 Implement actions to comply with the Internal Control Standards (ICS)                  | 3.7 Implement actions to comply with the Internal Control Standards (ICS) | 3.5 Implement actions to comply with the Internal Control Standards (ICS)  | Implement actions to comply with the Internal Control Standards (ICS) | Implement actions to comply with the Internal Control Standards (ICS) |
|   |  |  |  | 3.8 Revise and document processes and procedures                          | 3.6 Revise and document processes and procedures   | Revise and document processes and procedures                          | Revise and document processes and procedures                          |
|   |  |  |  | 3.9 Perform the quality audit programme                                   | 3.7 Perform the quality audit programme  | Perform the quality audit programme                                   | Perform the quality audit programme                                   |
| 3. Contribute to interinstitutional cooperation | 3.1 Strengthen the Centre's contribution to interinstitutional cooperation | 3.1.1 Acquire, develop and share best linguistic practices at interinstitutional level | 1.30 Offer Joint Training Ventures (JTV)   | 1.31 Offer Joint Training Ventures (JTV)                                  | 1.28 Offer Joint Training Ventures (JTV)   | Offer Joint Training Ventures (JTV)                                   | Offer Joint Training Ventures (JTV)                                   |
|   |  |  |  |   | 1.30 Establish a central repository of information to follow up and centralise information on interinstitutional cooperation on an operational level |   |   |
| 3. Contribute to interinstitutional cooperation | 3.2 Contribute to interinstitutional projects                              | 3.2.1 Develop and implement the IATE2 project and provide the necessary IT support     | 1.28 Deliver the IATE2 database and publicise the new database                             | 1.30 Provide technical and organisational support for the IATE2 database  | 1.27 Provide technical and organisational support for the IATE2 database   | Provide technical and organisational support for the IATE2 database   | Provide technical and organisational support for the IATE2 database   |

## 4. Human and financial resources – outlook for years 2020-2022

### 4.1. Overview of the past and current situation

At the end of 2018, the Centre employed 183 staff, namely 50 officials and 133 temporary staff. Following a decision by the budgetary authority, the establishment plan 2018 was reduced from 195 to 193 posts. Taking this reduction into consideration, the vacancy rate for officials and temporary staff for 2018 stood at 5.2% and the turnover for 2018 was 5.4%. One official retired during 2018 and another official was transferred to the European Commission. The vacant temporary and official posts at the end of 2018 were a finance assistant, a legal assistant, an HR administrator (all in the Administration Department), two assistants in the IT Department, a linguistic administrator in the Translation Department and two administrators and an assistant in the Translation Support Department. Some of the aforementioned posts have either been filled or are in the process of recruitment, or in the process of selection.

During 2018, the Centre appointed one official (Head of Human Resources Section) and recruited six temporary staff and five contract staff on long-term contracts, two in FG IV, one in FG III and two in FG II. In addition, it recruited four contract staff on short-term contracts, three in FG IV and one in FG III. The Centre managed 14 agency staff contracts (8 headcounts) and organised the selection of six trainees. The Centre organised two internal competitions (Head of Human Resources Section and Linguistic administrator with the main language English), four external selection procedures for temporary staff, three inter-agency mobility selection procedures for temporary staff, two external selection procedures for contract staff and two contract staff selection procedures based on EPSO lists. Furthermore, five internal job offers for officials were published. Altogether around 1 212 applications were received for different procedures. Further details on the recruitment policy are set out in Annex IV.

In order to achieve cost efficiency gains, the Centre proactively started optimising its structure from 2009 and progressively decreased its establishment plan posts from 233 posts in 2009 to 193 posts in 2018. The Centre has fully complied with the Communication from the Commission to the Parliament and the Council on Programming of human and financial resources for decentralised agencies 2014-2020.

The Centre has optimised its working methods and implemented cost efficiency measures through its business model, including a reorganisation of its structure, a reduction of the number of posts, a revision of the type of posts needed and the levels at which recruitment is undertaken. Taking all this into account, the Centre has reached a baseline in terms of the critical mass of staff required to function properly and any further staff reductions would undermine its activities.

The Centre's total budget revenue reached EUR 41.2 million in 2018 which was 2.7 million less than in 2017. Revenue from clients (Title 1) reached EUR 39.5 million which was EUR 3.1 million less than in 2017, and less than the EUR 43.1 million forecast in the Centre's amending budget 1/2018. The Centre's expenditure reached EUR 44.8 million in 2018, compared with EUR 46.0 million in 2017. This decrease of 2.8% is mainly explained by a decrease in operational expenditure for translations outsourced to external language service providers and a decrease of staff expenditure due to a higher vacancy rate. Staff expenditure decreased even after taking into consideration the 1.5% salary adjustment with effect from July 2018, as well as the costs associated with the career progression of the Centre's staff, in line with the Staff Regulations. For operational expenditure, compared with 2017, the Centre outsourced fewer pages

in 2018 and this led to lower outsourcing costs. Further details on the Centre's revenue and expenditure in 2018 are presented in Annex II.

## 4.2 Resource programming for the years 2020-2022

### 4.2.1. Financial resources (detailed data provided in Tables in Annex II)

#### Justification

##### Revenue:

It is envisaged that the Centre's total budget revenue for 2020 will reach EUR 47.1 million. For 2021 and 2022, the estimates are EUR 46.0 million and EUR 42.6 million respectively. The Centre does not currently receive a contribution from the EU budget. Instead, the Centre's main revenue comes from its clients as payments for the services which the Centre provides. Additional revenue comes from the Centre's management of interinstitutional projects (IATE terminology database), a financial contribution from the Luxembourg government towards the Centre's rental charges and other miscellaneous revenue (the Centre hosts a data centre for ERA and sublets part of its office space to the Commission (Chafea)). The revenue from these actions is recorded as other revenue in Chapter 40. The Centre may also enter into revenue transfers from its reserves and the surplus carried over from the previous financial year. Revenue from Titles 1-4, namely excluding amounts from the reserves and the previous year's surplus, is envisaged to reach EUR 44.1 million in 2020, EUR 43.6 million in 2021 and EUR 41.7 million in 2022. As a comparison, the forecast revenue for 2019 in Titles 1-4 is envisaged to reach EUR 42.1 million.

#### *Title 1. Payments from the agencies, offices, institutions and bodies*

The Centre's forecast revenue is largely based on the estimates provided by its clients for the years 2020-2022 including the possible impact of savings per client calculated by the Centre. It must therefore be underlined that the estimated revenue for all three years is subject to change, depending on clients' actual needs and their budgets. On the basis of clients' forecasts, the estimated revenue for 2020 in Title 1 is EUR 42.8 million compared with EUR 40.8 million in 2019. Furthermore, the forecast revenue follows a downward trend with estimates of EUR 42.3 million in 2021 and EUR 40.4 million in 2022. In addition, the estimated revenue from clients for 2020 is higher than the revenue received from clients in 2018 by EUR 3.2 million. The individual forecasts from clients continue to fluctuate. For 18 clients, the forecast for 2020 has changed by more than 20% compared with 2019.

#### *Title 5. Surplus carried over from the previous financial year and transfers from the reserves.*

The Centre has used the possibility of transferring to revenue the resources from the 'Reserve for stability pricing'. The Centre has transferred to revenue EUR 2 826 950 in 2020 and EUR 2 380 050 in 2021 and EUR 939 600 in 2022 from the 'Reserve for stability pricing', thereby using the full reserve of EUR 6 146 637. This transfer, together with measures undertaken to reduce expenditure, balances the budget in 2020. However, based on client forecasts for 2020-2022, it is envisaged that the reserve for stability pricing may be entirely used by 2022.

## Expenditure:

The Centre's forecast expenditure for the years 2020-2022 is as follows: EUR 47.1 million in 2020, EUR 46.0 million in 2021 and EUR 45.1 million in 2022. For 2020, the Centre's forecast for expenditure in Titles 1-3 has been increased by 4.4% compared with the budget for 2019. However, it decreases in 2021, namely by 2.2% compared with 2020, and it decreases by 2.0% in 2022 compared with 2021.

In comparison with the outturn for 2018, the expenditure in 2020 is 5.2% higher. Firstly, this increase from 2018 to 2020 is due to the envisaged salary adjustments in 2019 and 2020 as well as other expenditure that is also subject to indexations which are likely to lead to higher expenditure in 2020. Secondly, this increase from 2018 to 2020 is also due to the investment required by the Centre in order to implement the projects arising from the recommendations of the "Study on the Translation Centre as the linguistic shared service provider for the EU agencies and bodies". However, these increases in Titles 1 and 2 are partly compensated by the stabilisation of the Title 3 as a result of reducing the volume of outsourcing to external language service providers.

Notwithstanding overall increase from 2018 to 2020 in staff costs, other index-linked costs and IT costs including the cost for the transformation plan, the Centre has taken several measures to reduce its budget expenditure. The main action has been to significantly reduce expenditure appropriations in the majority of budget items to cover only what is expected to be needed. This means that the Centre has reduced its margin to a minimum across key budget lines and its flexibility is therefore severely reduced. Higher salary indexations, price increases for the Commission's services, IT investment for the transformation plan or higher costs than forecast for the outsourcing of translation could therefore necessitate reprioritisations in the Centre's budget in order to avoid any new increase. All of this means that the Centre will have to do more with less resources and capitalise on an increased use of available translation technology.

### *Title 1. Staff*

The budget for Title 1, 'Staff', in 2020 is EUR 27.5 million, 4.6% higher (EUR 1.2 million) than that for 2019. The Centre's budget provides for potential annual salary adjustments, estimated at 1.8% per annum, as well as biennial step advancements and promotions. The budget is based on an establishment plan of 193 posts, as approved by the budgetary authority for 2018. The budget also includes the Centre's financial contribution to the European Schools. The full contribution is estimated at around EUR 360 000 which will be made from 2022 onwards. The Centre has agreed to contribute 50% of the costs in 2020 and 75% of the costs in 2021. The budget also takes into account factors such as the turnover ratio and staff work patterns. The estimates for 2021 and 2022 follow the same assumptions and the retention of an establishment plan of 193 posts for those years and reach EUR 28.1 million and EUR 28.7 million respectively.

### *Title 2. Buildings, equipment and miscellaneous operating expenditure*

The budget for Title 2, 'Buildings, equipment and miscellaneous operating expenditure', is EUR 7.8 million in 2020. It has increased by 10.8% compared with 2019. The main reason for the increase is due to IT investment linked to the implementation of the projects arising from the recommendations of the "Study on the Translation Centre as the linguistic shared service provider for the EU agencies and bodies".

The expenditure in Title 2 includes expenditure for the hosting of a data centre for ERA and for the office space that is sublet to the Commission (Chafea). In conformity with the principle of universality, the revenue received from ERA and the Commission is recorded as revenue, as opposed to offsetting the expenditure.

In 2021 and 2022, the Centre estimates that expenditure in Title 2 will be EUR 7.7 million and EUR 7.5 million respectively. This reflects IT investments which are required in order to respond to clients' needs through the implementation of the actions set out in this programming document and includes a limited margin for indexations of various goods and services.

### *Title 3. Operational expenditure*

The budget for Title 3, 'Operational expenditure', covers the outsourcing of translation services, technical services related to language services and interinstitutional cooperation. It is EUR 11.7 million in 2020 which is stable compared with the budget for 2019. It is EUR 2.4 million less (- 17.0%) than the 2018 outturn.

The budget for external translation services constitutes the main part of the title's budget, namely 92.1% in 2020. The actual cost of these services depends on a number of factors, such as changes in the ranking of suppliers under existing framework contracts and the prices agreed under future framework contracts which also depends on economic developments in the Member States. The budget is estimated at EUR 10.8 million in 2020, EUR 9.5 million in 2021 and EUR 8.2 million in 2022. The amounts are in line with the forecast volumes as well as with the Centre's expectation that the investment in translation technologies will have a positive impact on the expenditure for external translation services. Clearly, real expenditure will heavily depend on the actual demand from the Centre's clients and the actual impact of translation technologies.

The forecast for interinstitutional cooperation in 2020 is EUR 0.7 million, that is 6.9% lower than in 2019, reflecting the plans for the IATE terminology database (IATE2) and the forecasts provided for the other interinstitutional tools. In 2021 and 2022, forecast expenditure reaches EUR 0.6 million per annum. To a large extent, these amounts are matched by the revenue the Centre receives for its services within the context of interinstitutional cooperation.

### **Budget Outturn and cancellation of appropriations**

The total budget outturn to carry forward from 2018 to 2019 was EUR -645 104. The negative balance is mainly due to low usage of the reserve for stability pricing totalling EUR 0.3 million after incorporation of optimistic client forecasts in the amending budget 2018. Revenue collected by the Centre in 2018 was EUR 41.2 million, and payments made together with appropriations carried over reached EUR 44.8 million, which means that the Centre's activities in 2018 led to a deficit of EUR 3.6 million. The balance of the outturn account for the financial year 2018 after taking into consideration cancellations of appropriations previously carried over (EUR -0.3 million) shows a deficit of EUR 3.3 million.

A total of 5.1% of the budget appropriations in Titles 1-3, EUR 2.4 million, were cancelled. Further details on the Centre's budget outturn for 2018 are presented in Annex II.

## 4.2.2. Human resources

### Resource outlook over the years 2020 to 2022

#### A) New tasks

Following the introduction of subtitling in 2015, a new web translation service has been added to the Centre's portfolio in 2018. This service has been developed for clients who use Drupal 7 compatible platforms for their website content management systems (CMS), with translations being uploaded directly to the client's CMS by the Centre. Subject to a cost-benefit analysis and in the context of ensuring the Centre's financial sustainability, the Centre will introduce other new added value services for clients during the period covered by this programming document (e.g. transcription, automatic subtitling and voiceover services).

#### B) Growth of existing tasks

The Centre has experienced an increase of over 50% in its client portfolio from 41 clients in 2009 to 65 clients in 2018 (see list of clients in Annex XI). The addition of these new clients, most of whom are legally obliged to work with the Centre for their linguistic services, has resulted in an increase in translation volumes. The diversification of the client base, and in particular the highly technical domains of the new clients, has also required the Centre to launch a series of new specialised calls for tenders (e.g. for terminology work and in the financial field), an activity which requires significant internal human resources.

As a consequence of the adoption of the Fourth Railway Package extending the ERA's mandate, there could be additional translation needs for complex or technical documents and those that are non-standard. In 2020, the Centre should start providing the linguistic services requested within this framework. A significant increase in translation for Eurojust is expected from 2020 onwards following the amendment of Eurojust's Founding Regulation which was adopted in November 2018 and will be applicable one year after its entry into force. Following the establishment of the European Public Prosecutor's Office (EPPO), whose Regulation was adopted and entered into force at the end of 2017, the Centre will need to be ready to meet the EPPO's linguistic needs. A steady need for translation should arise once the EPPO starts investigations and prosecutions from 2021 onwards.

The Centre has engaged with DG GROW to investigate the possibility of collaborating with the Centre in the context of the Single Digital Gateway Regulation which was formally adopted on 1 October 2018. Under the Single Digital Gateway, national and EU information on topics related to the Single Market will be made accessible through a single portal managed by the Commission. Once the arrangement is signed with DG GROW, the Centre will be required to translate the web pages for the Member States during 2020-2021.

Following the progress made in 2017 with the ratification of the Agreement on the Unified Patent Court (UPCA), the Centre's negotiations with the Unified Patent Court may result in a possible cooperation agreement which may entail additional linguistic needs to be met by the Centre. The establishment of a new European Labour Authority (ELA) as a new decentralised EU Agency may impact the translation forecasts currently provided by EU-OSHA, ETF, Cedefop, Eurofound and DG EMPL.

The Centre will expand its services to meet the EUIPO's requests for specific tools or products, using the latest technologies in the translation field. Customised machine translation engines will be built with the assistance of the Commission in the intellectual property case law area. Automatic B2B connections will

be developed for the exchange of bilingual files. A new tool will be developed to manage the translation of EU trade marks. The EUIPO has been involved in the financing of projects which will largely benefit all the Centre's clients. This will enable the Centre to realise specific projects arising from the recommendations of the "Study on the Translation Centre as the linguistic shared service provider for the EU agencies and bodies".

From a technical point of view, the extensive use of IT tools in the core business area (e.g. SDL Trados Studio, MultiTrans, SDL WorldServer, etc.) makes it necessary to continuously maintain, update and enrich all linguistic assets. Large and well-maintained linguistic assets are essential to keep translation costs competitive while preserving quality and ensuring value for money. In this respect, the Centre will increase its focus on the systematic maintenance of its translation memories and on training customised machine translation engines in order to improve translation quality. The Centre will continue to avail itself of opportunities in the area of language technologies to increase the efficiency and the quality of the services delivered to its clients. The Centre will continue to focus on reducing the volume of outsourcing to external language service providers by complementing outsourcing with machine translation and post-editing of machine translation output.

Following the decision by Council Regulation aiming at achieving a full Irish language regime as of 1 January 2022, the EU institutions will need to provide Irish language services at the same level as other EU official languages. This will happen through a gradual phasing out of the Irish language derogation by 2022. It is possible that Irish will be the first language to become a full official and working language of the EU without first having the full *acquis* translated. The Centre, like all EU language services, will have to address the consequences of this. For example, it will be necessary to develop Irish language resources, i.e. terminology and corpora for the translation of administrative documents and specifically for the translation of EU trade marks for the EUIPO (glossaries, lists of goods and services). This will lead the Centre to request over time four posts (three Irish language translators and one English language translator to compensate for the transfer of the existing Irish language translator who is currently integrated into the English team). Requests for additional Establishment Plan posts will also be made should there be any enlargement of the European Union with the addition of new languages.

### C) Contextual changes

While the impact on the Centre of the decision by the United Kingdom to leave the EU is difficult to assess while the negotiations are ongoing, the Centre has undertaken an initial analysis of the possible consequences of Brexit on its activities. The EU budget allocated to certain agencies may decrease as a result of Brexit which may have a negative impact on the overall volume of translations. The Centre expects temporary disruptions with regard to the translation of documents requested by the European Medicines Agency and the European Banking Authority as a result of their relocation from the UK to the Netherlands and France in 2019. With regard to its external contractors which are based in the UK, the Centre will take the necessary steps insofar as these contracts are concerned in order to prepare for Brexit. Future calls for tenders will provide for the necessary steps to be taken with regard to UK contractors following Brexit. With regard to human resources, the number of UK staff members at the Centre is minimal. Any decisions taken by the Centre in the context of Brexit will be in line with EU rules.

#### D) Efficiency gains

In order to achieve cost efficiency gains, the Centre proactively started optimising its structure from 2009 and progressively decreased its Establishment Plan posts from 233 posts in 2009 to 193 posts in 2018. During this period, the Centre optimised its working methods, introduced Commission tools (ABAC, SYSPER and MIPS) and improved the efficiency of outsourcing to its external language service providers through the group assignment procedure.

The improvement of the quality of the Centre's translation memories through regular maintenance and the integration of machine translation in the Centre's workflow will also result in efficiency gains and will decrease the volume of outsourcing to external translation service providers. While the Centre will harness the benefits arising from translation technologies, it will still be essential to provide quality assurance with a solid team of skilled translators and revisers.

The Centre will continue to focus on actions aimed at enhancing its efficiency. The improvement of eCdT, the Centre's workflow management tool, will continue. Following the deployment of eCdT to the Centre's external language service providers in 2015, to its clients in 2016 and to its in-house translators in 2017, the introduction of business rules to automate repetitive tasks started in 2017 and it continues. To date, the automations introduced have reduced the time spent on pre-, mid- and post processing, service monitoring, work distribution and outsourcing. In addition, the widespread use of translation memories contributes to the consistency of documents while also ensuring improved quality assurance. In order to achieve further efficiency gains, the Centre intends to reduce the outsourcing of translations by complementing it with machine translation and post-editing of machine translation output.

#### E) Negative priorities/decrease of existing tasks

The Centre has already reached a baseline in terms of the critical mass of staff required in order to function properly and considers that it is essential to maintain the existing level of staff in order to respond to clients' needs. Given the volume of pages to be translated, the capacity of the Centre's in-house translators and the workflow management staff in the Translation Support Department is considered to be optimal. Therefore, it has to be concluded that negative priorities cannot be set in the core business (Translation Department and Translation Support Department).

As regards administrative support functions (HR, procurement, finances, infrastructure and logistics, ICT infrastructure, helpdesk services and telecommunications), the number of staff carrying out the said functions is minimal. This is supported by the fact that the results of the Centre's annual job screening exercises are comparable with the results of those exercises undertaken by the Commission and other EU agencies. The Centre's annual job screening exercises have been undertaken since 2014 in line with the common benchmarking methodology for EU agencies and the details are published in the Centre's annual activity reports.

It is important to mention that most of the staff reductions undertaken were implemented in the Centre's support functions. The coordination of the direct management supervision activities (performance and effectiveness reviews, quality control, risk assessment, internal control self-assessments), the outreach to the Centre's key stakeholders and the support functions provided by the Administration and IT departments are considered essential for the effective functioning of the Centre. The Centre believes that it has reached

a cost-efficient structure and that any additional reductions in the support services would have a consequential negative impact on the overall service provided to clients.

**F) Redeployment of resources in view of budgetary constraints:**

Over the past number of years, the Centre has modified its establishment plan by redeploying posts, either permanently or temporarily, and by reducing the number of establishment plan posts from 233 posts in 2009 to 193 posts in 2018. In particular, the Centre has internally redeployed resources to its core business insofar as possible.

The policy to recruit contract staff will be used whenever possible and where the posts concerned are not identified as key posts.

**G) Conclusion on evolution of resources** The Centre needs to retain a critical mass of establishment plan posts in order to fulfil its functions and service its clients' needs. The reduction from 233 posts to 193 posts during the period from 2009 to 2018 has undoubtedly had an impact on the Centre's capacity to deliver for its clients. In light of this significant staff reduction, the Centre considers that it has reached the critical mass of staff required.

Since the Centre's business model is primarily based on outsourcing to external language service providers, the quality assurance subsequently undertaken in-house is critical in order to ensure that high quality services are delivered to clients. In general, the Centre's in-house language teams consist of 4 staff with slightly larger teams for the languages most in demand by clients. If these teams were to be reduced, this would seriously jeopardise the Centre's ability to deliver for its clients. In an environment of fluctuating volumes, the Centre needs to maintain its operating capacity. In the context of responding in a timely manner to its clients' increasingly complex needs, it is of paramount importance to preserve a critical mass of translators and support staff capable of dealing with various requests, such as the translation of classified or sensitive, non-classified documents, or very urgent or urgent documents which either cannot be outsourced due to the nature of the documents involved or due to the deadlines involved.

Given the limited numbers of staff employed in a range of essential functions in an increasingly demanding administrative and legislative environment, it is important to give due consideration to the Centre's need to retain a level of stability in its establishment plan posts which is at the critical mass level. It is crucial not to underestimate the current and future staffing needs of the Centre. In view of its small size and the fluctuating and increasingly complex demands of its clients, there is limited scope for further optimisation. In this context, it is imperative that the Centre retains its capacity to deliver high quality linguistic services for its clients. Therefore, the Centre considers that it is important that no further staff reductions are implemented since it requires a critical mass of establishment plan posts in order to function properly.

The recommendations included in the 'Study on the Translation Centre as the linguistic shared service provider for the EU agencies and bodies' have been used as a reference point for the Centre's transformation towards a new business model. This will entail numerous actions planned for the period 2019-2020 for improvements and innovations which should be brought about by the Centre's existing staff. Thus, it is imperative that the existing level of staff is retained. Any further reduction in the Centre's staff will jeopardise the implementation of the transformation plan and will severely hinder the transition to the new business model.

## Section III: Work Programme 2020

### 1. Executive summary

The work programme 2020 presents the Centre's planned operational activities which are grouped under three areas of activity (i.e. core operations, support, management and supervision). It lists the key milestones to be reached in 2020 and shows how they relate to the strategic actions set out in the Strategy 2016-2020. The human and financial resources necessary for the implementation of each activity are also outlined.

In the context of a future new business model envisaged for 2021, the work programme 2020 includes a number of actions arising from the recommendations of the "Study on the Translation Centre as the linguistic shared service provider for the EU agencies and bodies". A number of these actions are already underway and new ones are planned for 2020 as part of the Centre's transformation plan.

The core operational area covers all of the Centre's activities which are related to the provision of language services. Core operations are split into five categories, namely service level, quality assurance, analysis and development, projects relating to core operational activity included in the Centre's project portfolio, and interinstitutional cooperation. During 2020, the Centre will continue to deliver its services in line with agreed quality criteria and agreed deadlines, it will continue to invest in improving the quality of its linguistic assets and will progress key projects relating to its core operational activity.

In order to harness the benefits arising from translation technologies, the Centre will continue to integrate machine translation in its workflow and will progress the development of customised machine translation engines in specific domains. In view of the implementation of modularised translation services eCdT will be configured and the Centre will finalise the cost-benefit analysis with regard to introducing new added value services for clients. The Centre will finalise the integration of the new tool as a back-up solution to manage the translation of EU trade marks. Following the revision of the Centre's Translation Quality Assurance Management Model, the eCdT workflow will be configured to support the revision of outsourced translations based on a data-driven approach.

The support activities aim at ensuring a well-functioning work environment at the Centre. They comprise tasks within legal, human resources, finance, IT, infrastructure and logistics. In order to increase efficiencies the Centre will start implementing e-signature. Additionally, subject to the results of a feasibility study and the status of the interagency e-recruitment project, the Centre will select the best option for the development of a new e-recruitment tool. Finally, in 2020 the Centre will continue to, gradually, deploy certain IT systems to the cloud.

The management and supervision area spans optimisation and improvement, risk management, internal control and quality management, strategic competences and skills to enhance adaptability, and client-oriented and internal communication activities. The Centre will finalise in 2020 its draft Strategy 2021-2025 and will continue to implement its transformation plan 2019-2020.

The Centre will focus on a number of client-oriented and internal communication actions in order to improve its engagement with its clients and its staff and will also focus on developing key staff capabilities. In the

area of financial management, the Centre will define a technical model to allow simulations in Activity Based Budgeting based on the information provided by Activity Based Costing. The quality management approach and risk management system will be diligently reinforced throughout the Centre. Based on the internal control self-assessments, the Centre's management will continue to improve compliance and effectiveness in key areas of its internal control system and in documenting its processes and procedures.

## 2. Activities: Key milestones to be reached by the end of 2020

### 2.1. Core operational activities

The Centre has grouped its core operational activities in several subgroups, namely: service level, quality assurance, analysis and development, interinstitutional cooperation, core projects and operational support.

The Centre will further improve its service level to clients in terms of timeliness of delivery and quality of language services provided to clients. Following the 2019 analysis, a revision of the indicative turnaround times of language services is planned for 2020. The quality improvement initiatives and actions in the area of core business operations identified in the Centre's Translation Quality Assurance Action Plan 2019-2020, will be completed during 2020. This work will particularly focus on delivering an improved quality assurance service and added value for clients while enabling the Centre to become more efficient and effective. The Centre will also raise awareness among clients about the need to provide source documents of sufficient linguistic quality as well as of the risks involved in using translation technology indiscriminately, without recourse to skilled support. Following the revision of the Translation Quality Assurance Management Model which incorporates the data-driven approach to the revision of outsourced translations, the eCdT workflow will be configured to support the implementation of the data-driven revision approach.

Following the identification of the development needs for reporting purposes the Centre will proceed to implement the reporting module in eCdT. Additionally, following engagement with the EUIPO, the Centre will finalise the integration of the new tool to manage the translation of EU trade marks as a back-up solution. The Centre will implement the various projects listed in the Programme Initiation Document agreed with the EUIPO (e.g. exchange of bilingual files, automatic update of translation memories with the files revised by clients) as well as the actions from the Centre's transformation plan.

In order to enhance its service offer to clients and following the development of a proof of concept for the implementation of modularised translation services eCdT will be configured in view of the implementation of the modularised translation services. The Centre will finalise the cost-benefit analysis for introducing new added value services (e.g. transcription, automatic subtitling and voiceover services). In 2020, the Centre expects to enhance its system for measuring client satisfaction by launching its new CVR (corrected version request) feedback module allowing clients to request a corrected version of a delivered document (after-sales service) with the possibility to express their satisfaction, and allowing the Centre to process these requests through all stages of the workflow. The Centre will also launch a new module to collect the clients' general satisfaction with the Centre's services. Both modules will be interconnected with the Client Portal to ease the user experience. The Centre will also finalise the extension of the web translation service to other platforms with the assistance of clients and it will implement a new translation memories update service.

Based on the results of the feasibility study undertaken in 2019, the Centre will start complementing the outsourcing of translations with machine translation and post-editing of machine translation output with a view to further improving the efficiency and timeliness of the language services delivered to clients. The customised machine translation engines (such as public health, intellectual property case law), developed in collaboration with DG Translation, will continue to be integrated in the Centre's workflow.

Considering the Centre's high reliance on external language service providers for the provision of translation services, it is essential to strengthen the Centre's relationship with them. The Centre is planning to create and publish online tutorials, to organise webinars and information sessions to keep them informed about new developments. In the same context, in order to improve its engagement with clients, the Centre will continue to organise client/topic specific seminars.

As part of the Centre's second mission in the field of interinstitutional cooperation and in its capacity as lead partner of the IATE Management Group (IMG), the Centre will continue to provide technical and organisational support for IATE. 2020 will be the year to capitalise on the new IATE's state-of-the-art and flexible architecture and technologies in order to explore new avenues in language technology. The interoperability, which is already in place for EUR-Lex and CAT tools, will be further explored and exploited for other interinstitutional tools. Looking into ways to enhance the language processing features of IATE and their benefits for EU translators in particular and language professionals in general will also be on the agenda.

## 2.2. Support activities

The support activities aim at providing a well-functioning work environment at the Centre and mainly encompass actions and tasks within the IT and Administration departments.

Based on the results of the analysis undertaken in 2019 on the legal aspects of electronic signatures, the Centre will initiate the implementation of e-signature as appropriate to its environment (types of documents or document categories for which it would be appropriate to use).

Subject to the results of a feasibility study undertaken in 2018 and the status of the interagency e-recruitment project, the Centre will select the best option for the replacement of its technically outdated e-recruitment tool in 2020 with a view to increasing the efficiency of its recruitment process. Where feasible and where there is no added value to keep it in-house, the Centre will continue to move some IT systems to the cloud. The expected result is to increase the availability of IT systems and to maximise the use of the Centre's IT resources for the core business needs.

## 2.3. Management and supervision activities

The management and supervision area spans optimisation and improvement, risk management, internal control and quality management, strategic competences and skills to enhance adaptability, and client-oriented and internal communication activities.

Client engagement forms an integral part of the Centre's management activities. In this context, the Centre will start to implement the action plan developed following the external survey commissioned in 2019 with

some of its key stakeholders (the EU agencies and bodies, the EU institutions and its external language service providers).

Meeting clients to gather feedback and identifying ways of strengthening cooperation remains a recurrent and important activity. The Centre will continue to organise its annual meeting of the Translation Contact Network with its clients. The creation of new EU agencies and bodies will be followed up along with engaging with relevant stakeholders to negotiate cooperation agreements. The Centre will continue to market and promote its services. Social media such as Facebook, Twitter, YouTube will be used to disseminate information, to promote the Centre as a reference in the translation field and to raise awareness about multilingualism in the EU.

In order to achieve excellence, investing in the Centre's staff is crucial. This is achieved by recruiting and retaining talent and by offering the training and development opportunities in order to maximise staff potential in the work environment. The main focus of the Centre's training programme is to invest in the development of strategic capabilities (e.g. post-editing of machine translation output, quality assurance and project management, translation memory management), to reinforce succession planning and to continue to offer professional development prospects to its staff. Specialised training (subject matter) will continue to be delivered for the benefit of the Centre's staff.

In the area of talent management, the Centre will implement initiatives to enhance its capacity to identify and develop the leadership and managerial skills of its staff. Talent management will focus on managerial excellence, the overall development of staff and their performance by reinforcing staff skills and competencies in order to build organisational efficiency.

In the area of financial management, the Centre will define a technical model to allow simulations in Activity Based Budgeting based on the information provided by Activity Based Costing. The Centre will finalise its draft Strategy 2021-2025, which will be submitted for adoption by the management board in October 2020 and it will complete the implementation of its transformation plan 2019-2020.

### Strategic initiatives to implement the Strategy 2016-2020

Strategic initiatives are collections of finite-duration discretionary projects and programmes, outside the organisation's day-to-day operational activities, that are designed to help the organisation achieve its targeted performance. In 2020, the Centre's Strategy 2016-2020 will be implemented through specific actions pertaining to the following strategic initiatives:

| Initiatives |   | Activity Areas                     |                       |  |
|-------------|---|------------------------------------|-----------------------|--|
| No.         | Description   | 1. Core operational activities     | 2. Support activities | 3. Management and supervision activities |
| 1.1.1       | Ensure timeliness of delivery and improve the quality of language services  | 1.5, 1.6, 1.7, 1.8, 1.9, 1.10,     |                       |  |
| 1.1.2       | Optimise processes and streamline workflows   | 1.26                               | 2.3                   |  |
| 1.2.1       | Ensure that the Centre works in partnership with its clients from the creation to the delivery of multilingual services | 1.13,                              |                       | 3.15                                     |
| 1.2.2       | Enhance client satisfaction   | 1.11, 1.14, 1.20                   |                       | 3.12, 3.16                               |
| 1.3.1       | Modularise language services to ensure maximum responsiveness to clients' needs   | 1.15, 1.16, 1.17, 1.18, 1.19       |                       |  |
| 1.3.2       | Continue to develop integrated IT solutions   | 1.21, 1.23, 1.22, 1.24, 1.25, 1.29 |                       |  |
| 2.1.1       | Continue to invest in staff development and drive staff engagement  |                                    | 2.1                   | 3.9, 3.10, 3.11                          |
| 2.1.2       | Create a more integrated collaborative framework with external language service providers                               | 1.12                               |                       |  |
| 2.2.1       | Leverage the use of information technology  | 1.19                               | 2.5                   |  |
| 2.2.2       | Further develop the Centre's client base and operational capacity to adapt to clients' needs                            |                                    |                       | 3.14, 3.13                               |
| 2.3.1       | Ensure transparency through an enhanced controlling function  |                                    | 2.4                   | 3.1, 3.2, 3.3, 3.17                      |
| 2.3.2       | Progress towards an integrated management system built on a robust risk management and internal control framework       |                                    | 2.2                   | 3.4, 3.5, 3.6, 3.7, 3.8                  |
| 3.1.1       | Acquire, develop and share best linguistic practices at interinstitutional level  | 1.28, 1.30                         |                       |  |
| 3.2.1       | Develop and implement the IATE2 project and provide the necessary IT support  | 1.27                               |                       |  |

### 3. Specific actions/activities and human and financial resources required for 2020 in order to achieve the Centre's objectives

#### 3.1. Core operational activities

| Link with the Strategy 2016-2020  |  |   |               |                      | Reference:<br><br>Strategic objective /<br>[Strategic initiative] |
|---|--|---|---------------|----------------------|---|
| Strategic objective 1.1: Deliver an improved quality management approach<br>Strategic objective 1.2: Strengthen the proactive approach to client engagement<br>Strategic objective 1.3: Optimise the range of language services offered to clients<br>Strategic objective 2.1: Build a dynamic, client oriented organisation<br>Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation<br>Strategic objective 3.2: Contribute to interinstitutional projects |  |   |               |                      |   |
| Ref.  | Specific activity/action   | Indicator/Output  | Target 2020   | Expected result 2019 |   |
| <i>Service level</i>  |  |   |               |                      |   |
| 1.1   | Translate, modify, edit and revise documents in accordance with agreed quality criteria  | Number of pages of documents translated, modified, edited and revised | 313 316 pages | 285 448 pages        |   |
| 1.2   | Translate EU trade marks in accordance with agreed quality criteria  | Number of pages of EU trade marks translated                          | 305 289 pages | 328 717pages         |   |
| 1.3   | Translate and revise term lists according to agreed quality criteria (including Terminology Maintenance Console (EUIPO) terms and designs) | Number of terms translated and revised                                | 83 009 pages  | 118 459 terms        |   |
| 1.4   | Subtitle videos  | Number of minutes of videos subtitled                                 | 654 minutes   | 705 minutes          |   |

| Link with the Strategy 2016-2020  |  |  |   |  | Reference:<br><br>Strategic objective /<br>[Strategic initiative] |
|---|--|--|---|--|---|
| Strategic objective 1.1: Deliver an improved quality management approach<br>Strategic objective 1.2: Strengthen the proactive approach to client engagement<br>Strategic objective 1.3: Optimise the range of language services offered to clients<br>Strategic objective 2.1: Build a dynamic, client oriented organisation<br>Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation<br>Strategic objective 3.2: Contribute to interinstitutional projects |  |  |   |  |   |
| Ref.  | Specific activity/action   | Indicator/Output   | Target 2020   | Expected result 2019   |   |
| 1.5   | Ensure on-time delivery of services to clients   | Percentage of deadlines met<br>Rate of renegotiated deadlines  | >99% of deadlines met<br><br>≤8%  | >99% of deadlines met<br><br>≤10%  | 1.1 / [1.1.1]   |
| 1.6   | Review the indicative turnaround times of language services  | Review of turnaround times of language services undertaken   | 100% (review of turnaround times of language services undertaken)   | 100% (analysis of turnaround times of language services undertaken)              | 1.1 / [1.1.1]   |
| <i>Quality assurance</i>  |  |  |   |  |   |
| 1.7   | Fine-tune the translation process after the integration of the relevant ISO 17100:2015 (Requirements for translation services) and ISO 18587:2017 (Post-editing of machine translation output) standard principles | Percentage of fine-tuning of the translation process following the integration of relevant ISO 17100:2015 and 18587:2017 standard principles | 100% (Fine-tuning of the translation process following the integration of relevant ISO 17100:2015 and 18587:2017 standard principles) | 100% of relevant ISO 18587:2017 principles integrated in the translation process | 1.1 / [1.1.1]   |

| Link with the Strategy 2016-2020  |  |   |   |   | Reference:<br><br>Strategic objective /<br>[Strategic initiative] |
|---|--|---|---|---|---|
| Strategic objective 1.1: Deliver an improved quality management approach<br>Strategic objective 1.2: Strengthen the proactive approach to client engagement<br>Strategic objective 1.3: Optimise the range of language services offered to clients<br>Strategic objective 2.1: Build a dynamic, client oriented organisation<br>Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation<br>Strategic objective 3.2: Contribute to interinstitutional projects |  |   |   |   |   |
| Ref.  | Specific activity/action   | Indicator/Output  | Target 2020   | Expected result 2019                                |   |
| 1.8   | Implement measures identified in the 'Translation Quality Assurance Action Plan 2019-2020'               | Percentage of implemented actions included in the Translation Quality Assurance Action Plan 2019-2020 | 100% implemented actions  | 50% implemented actions                             | 1.1 / [1.1.1]   |
| 1.9   | Configure in eCdT the requirements of a data-driven approach for the revision of outsourced translations | Configuration of eCdT for a data-driven approach for the revision of outsourced translations          | 100% (eCdT configured for a data-driven approach for the revision of outsourced translations) | 100% (Translation Quality Management Model revised) | 1.1 / [1.1.1]   |

| Link with the Strategy 2016-2020  |  |  |  |  | Reference:<br><br>Strategic objective /<br>[Strategic initiative] |
|---|--|--|--|--|---|
| Strategic objective 1.1: Deliver an improved quality management approach<br>Strategic objective 1.2: Strengthen the proactive approach to client engagement<br>Strategic objective 1.3: Optimise the range of language services offered to clients<br>Strategic objective 2.1: Build a dynamic, client oriented organisation<br>Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation<br>Strategic objective 3.2: Contribute to interinstitutional projects |  |  |  |  |   |
| Ref.  | Specific activity/action                   | Indicator/Output   | Target 2020  | Expected result 2019   |   |
| 1.10  | Monitor translation quality <i>ex post</i> | Number of <i>ex post</i> quality checks (EPQC) on translations provided to clients<br><br>Percentage of excellent translations provided to clients following <i>ex post</i> quality control<br><br>Percentage of fit for purpose translations provided to clients following <i>ex post</i> quality control<br><br>Percentage of poor translations provided to clients following <i>ex post</i> quality control | EPQC undertaken on a quarterly basis on translations provided to clients<br><br>25%<br><br>72%<br><br>3% | EPQC undertaken on a quarterly basis on translations provided to clients<br><br>25%<br><br>72%<br><br>3% | 1.1 / [1.1.1]   |

| Link with the Strategy 2016-2020  |   |   |   |   | Reference:<br><br>Strategic objective /<br>[Strategic initiative] |
|---|---|---|---|---|---|
| Strategic objective 1.1: Deliver an improved quality management approach<br>Strategic objective 1.2: Strengthen the proactive approach to client engagement<br>Strategic objective 1.3: Optimise the range of language services offered to clients<br>Strategic objective 2.1: Build a dynamic, client oriented organisation<br>Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation<br>Strategic objective 3.2: Contribute to interinstitutional projects |   |   |   |   |   |
| Ref.  | Specific activity/action  | Indicator/Output  | Target 2020   | Expected result 2019  |   |
| 1.11  | Launch the new client feedback system which will be based on two modules: the CVR (corrected version request) module and the client satisfaction module, both interconnected with the client portal (see EUIPO-CdT PID) | New client feedback system is launched  | 100%  | 100% (existing client feedback module provided in the new client portal)              | 1.2 / [1.2.2]   |
| 1.12  | Organise webinars/information sessions for external language service providers  | Number of webinars/information sessions organised for external language service providers | At least one webinar/information session held for external language service providers | At least one webinar/information session held for external language service providers | 2.1 / [2.1.2]   |
| 1.13  | Raise awareness among clients about the need to provide source documents of sufficient linguistic quality   | Preparation of an information package as part of the booklet "Writing for Translation"    | Updated booklet "Writing for Translation"   | N/A   | 1.2 / [1.2.1]   |
| 1.14  | Raise awareness amongst clients of the risks involved in using translation technology indiscriminately, without recourse to skilled support   | Run awareness sessions during the Translation Contact Network meeting                     | One awareness session during the Translation Contact Network meeting                  | N/A   | 1.2 / [1.2.2]   |

| Link with the Strategy 2016-2020  |   |  |   |  | Reference:<br><br>Strategic objective / [Strategic initiative] |
|---|---|--|---|--|--|
| Strategic objective 1.1: Deliver an improved quality management approach<br>Strategic objective 1.2: Strengthen the proactive approach to client engagement<br>Strategic objective 1.3: Optimise the range of language services offered to clients<br>Strategic objective 2.1: Build a dynamic, client oriented organisation<br>Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation<br>Strategic objective 3.2: Contribute to interinstitutional projects |   |  |   |  |  |
| Ref.  | Specific activity/action  | Indicator/Output   | Target 2020   | Expected result 2019   |  |
| <i>Analysis and development</i>   |   |  |   |  |  |
| 1.15  | Configure eCdT for the implementation of modularised translation services   | Configuration of eCdT for the implementation of modularised translation services           | Depending on the results of the proof of concept and the feasibility study, eCdT configuration undertaken | 100% (Development rate of a proof of concept for the implementation of modularised translation services) | 1.3 / [1.3.1]  |
| 1.16  | Finalise the cost-benefit analysis with regard to new added value services (e.g. transcription service, automatic subtitling and voiceover service)         | Percentage of cost-benefit analysis for the introduction of new added value services       | 100% (cost-benefit analysis undertaken)   | 50% (cost-benefit analysis undertaken)   | 1.3 / [1.3.1]  |
| 1.17  | Finalise the extension of the web translation service (via a generic B2B solution) to other platforms or versions with the assistance of clients, if needed | Percentage of implementation of the web translation service on other platforms or versions | 100% (B2B solution for planned platforms or versions)   | 100% (B2B solution for other platforms)  | 1.3 / [1.3.1]  |
| 1.18  | Implementation of a new translation memories update service   | Availability of the translation memories update service                                    | Service is available  | N/A  | 1.3 / [1.3.1]  |

| Link with the Strategy 2016-2020  |  |  |                                   |   | Reference:<br><br>Strategic objective /<br>[Strategic initiative] |
|---|--|--|-----------------------------------|---|---|
| Strategic objective 1.1: Deliver an improved quality management approach<br>Strategic objective 1.2: Strengthen the proactive approach to client engagement<br>Strategic objective 1.3: Optimise the range of language services offered to clients<br>Strategic objective 2.1: Build a dynamic, client oriented organisation<br>Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation<br>Strategic objective 3.2: Contribute to interinstitutional projects |  |  |                                   |   |   |
| Ref.  | Specific activity/action   | Indicator/Output                         | Target 2020                       | Expected result 2019  |   |
| 1.19  | Implement the new computer-assisted translation (CAT) tool selected via the CATE 2020 interinstitutional call for tenders  | Implementation rate of new CAT tool      | 100% (new CAT tool implemented)   | N/A   | 2.2 / [2.2.1]   |
| <i>Projects relating to the core operational activity included in the Centre's project portfolio</i>  |  |  |                                   |   |   |
| 1.20  | Start to develop an alignment service in order to feed the Centre's translation memories with the final versions of translations provided by clients in cases where the bilingual files are not provided | Development rate of alignment service    | 50% (alignment service developed) | 100% (Development rate of the workflow to feed the final versions of translations into the Centre's translation memories) | 1.2 / [1.2.2]   |
| 1.21  | Develop customised Translation Centre engines in intellectual property case-law and public health  | Engines in the two areas are operational | 100%                              | N/A   | 1.3 / [1.3.2]   |

| Link with the Strategy 2016-2020  |   |   |             |   | Reference:<br><br>Strategic objective /<br>[Strategic initiative] |
|---|---|---|-------------|---|---|
| Strategic objective 1.1: Deliver an improved quality management approach<br>Strategic objective 1.2: Strengthen the proactive approach to client engagement<br>Strategic objective 1.3: Optimise the range of language services offered to clients<br>Strategic objective 2.1: Build a dynamic, client oriented organisation<br>Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation<br>Strategic objective 3.2: Contribute to interinstitutional projects |   |   |             |   |   |
| Ref.  | Specific activity/action  | Indicator/Output  | Target 2020 | Expected result 2019  |   |
| 1.22  | Finalise the integration of customised machine translation engines (such as public health, intellectual property case law) and the terminology content of IATE in the translation process for in-house and external translators | Integration rate of customised machine translation engines and terminology content of IATE in the translation process for in-house and external translators | 100%        | 50%   | 1.3 / [1.3.2]   |
| 1.23  | Identify and exploit adaptive translation technologies interactively integrated with translation tools  | A report is drafted on the capacity of the Centre to exploit new translation technologies   | 100%        | N/A   | 1.3 / [1.3.2]   |
| 1.24  | Depending on the results of the feasibility study, complement outsourcing of translations with machine translation and post-editing of machine translation output   | Percentage of pages translated in-house with machine translation and post-editing of machine translation output   | 10%         | Analysis on the outsourcing of post-editing of machine translation output completed | 1.3 / [1.3.2]   |

| <p style="text-align: center;"><b>Link with the Strategy 2016-2020</b></p> <p style="text-align: center;">Strategic objective 1.1: Deliver an improved quality management approach<br/> Strategic objective 1.2: Strengthen the proactive approach to client engagement<br/> Strategic objective 1.3: Optimise the range of language services offered to clients<br/> Strategic objective 2.1: Build a dynamic, client oriented organisation<br/> Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation<br/> Strategic objective 3.2: Contribute to interinstitutional projects</p> |   |   |  |  |  | Reference: |
|---|---|---|--|--|--|------------|
| Ref.  | Specific activity/action  | Indicator/Output  | Target 2020  | Expected result 2019   | Strategic objective / [Strategic initiative] |            |
| 1.25  | Depending on the results of the financial feasibility analysis, integrate machine translation in the segments provided to external language service providers | Integration rate of machine translation in the segments provided to external language service providers | 100% of translation requests for EU languages analysed using machine translation for potential integration in the segments provided to external language service providers | 100% of financial feasibility analysis undertaken (of integrating machine translation in the segments provided to external language service providers) | 1.3 / [1.3.2]                                |            |
| 1.26  | Finalise the integration of the new tool to manage the translation of EU trade marks as a back-up solution  | Integration rate of the tool to manage the translation of EU trade marks                                | 100%   | 40%  | 1.1 / [1.1.2]                                |            |
| <b>Interinstitutional cooperation</b>   |   |   |  |  |  |            |
| 1.27  | Provide technical and organisational support for the IATE2 database   | Implementation rate of IATE2 features according to the interinstitutional project plan 2020             | 100% of planned developments of IATE2 according to the interinstitutional project plan 2020  | 100% of planned developments of IATE2 according to the interinstitutional project plan 2019  | 3.2 / [3.2.1]                                |            |

| Link with the Strategy 2016-2020  |   |  |             |  | Reference:<br><br>Strategic objective /<br>[Strategic initiative] |
|---|---|--|-------------|--|---|
| Strategic objective 1.1: Deliver an improved quality management approach<br>Strategic objective 1.2: Strengthen the proactive approach to client engagement<br>Strategic objective 1.3: Optimise the range of language services offered to clients<br>Strategic objective 2.1: Build a dynamic, client oriented organisation<br>Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation<br>Strategic objective 3.2: Contribute to interinstitutional projects |   |  |             |  |   |
| Ref.  | Specific activity/action  | Indicator/Output   | Target 2020 | Expected result 2019   |   |
| 1.28  | Offer Joint Training Ventures (JTV)   | Number of JTV offered  | 1           | 1  | 3.1 / [3.1.1]   |
| 1.29  | Analyse the financial impact of integrating bilingual files in the Centre's pre-processing workflow for the EU institutions                     | Percentage of feasibility analysis on the integration of bilingual files in the Centre's pre-processing workflow for the EU institutions | 100%        | 50% of the analysis undertaken<br>(Technical feasibility planned for 2019) | 1.3 / [1.3.2]   |
| 1.30  | Establish a central repository of information to follow up and centralise information on interinstitutional cooperation on an operational level | Repository established   | 100%        | N/A  | 3.1 / [3.1.1]   |

Resources necessary for 2020 in order to achieve the core operational activity objectives

Human resources (rounded figures)

|              | Officials   |     | Temporary agents (TA) |     | Contract staff (CA) |          | Total        | % of staff   |
|--------------|-------------|-----|-----------------------|-----|---------------------|----------|--------------|--------------|
|              | 30.2        | AD  | 78.7                  | AD  | 11.8                | FG IV    | 120.6        | 54.5%        |
|              | 0.0         | AST | 11.2                  | AST | 8.4                 | FG I-III | 19.6         | 8.9%         |
| <b>Total</b> | <b>30.2</b> |     | <b>89.9</b>           |     | <b>20.2</b>         |          | <b>140.2</b> | <b>63.4%</b> |

Financial resources (by budget title)

| Budget       |   | EUR               | % of budget  |
|--------------|---|-------------------|--------------|
| Title 1      | — Staff   | 20 078 036        | 42.6%        |
| Title 2      | — Buildings, equipment, and miscellaneous operating expenditure | 4 430 295         | 9.4%         |
| Title 3      | — Operational expenditure                                       | 11 383 424        | 24.2%        |
| <b>Total</b> |   | <b>35 891 755</b> | <b>76.2%</b> |

### 3.2. Support activities

| Link with the Strategy 2016-2020  |   |  |   |   |   |
|---|---|--|---|---|---|
| Strategic objective 1.1: Deliver an improved quality management approach                                  |   |  |   |   |   |
| Strategic objective 2.1: Build a dynamic, client oriented organisation                                    |   |  |   |   |   |
| Strategic objective 2.2: Optimise the Centre's business model with a view to improving its sustainability |   |  |   |   |   |
| Strategic objective 2.3: Promote a culture of integrity that ensures transparency and accountability      |   |  |   |   |   |
| Ref.  | Specific activity/action  | Indicator/Output   | Target 2020   | Expected result 2019  | Reference:<br>Strategic objective /<br>[Strategic initiative] |
| <i>Projects relating to support activities included in the Centre's project portfolio</i>                 |   |  |   |   |   |
| 2.1   | Depending on the results of the feasibility study and the status of the interagency e-recruitment project, select the best option for the development of a new e-recruitment tool | Selection of best option for the development of a new e-recruitment tool                       | Best option selected for the development of a new e-recruitment tool                                      | 100% (options investigated for the development of a new e-recruitment tool) | 2.1 / [2.1.1]   |
| 2.2   | Define an action plan corresponding to the results of the initial environmental assessment of the Centre  | Action plan corresponding to the results of the initial environmental assessment of the Centre | Action plan corresponding to the results of the initial environmental assessment of the Centre is defined | Initial environmental assessment undertaken                                 | 2.3 / [2.3.2]   |
| 2.3   | Depending on the results of the analysis, proceed to implement the reporting module in eCdT   | Implementation rate of the reporting module in eCdT  | 50%   | Analysis of the development needs for reporting purposes undertaken         | 1.2 / [1.1.2]   |
| 2.4   | Following the results of the analysis, begin to implement e-signature, as appropriate   | Implementation rate of e-signature, as appropriate   | 50%   | Analysis of the legal aspects of e-signature undertaken                     | 2.3 / [2.3.1]   |

| Link with the Strategy 2016-2020  |  |  |                                     |   | Reference:<br>Strategic<br>objective /<br>[Strategic<br>initiative] |
|---|--|--|-------------------------------------|---|---|
| Strategic objective 1.1: Deliver an improved quality management approach<br>Strategic objective 2.1: Build a dynamic, client oriented organisation<br>Strategic objective 2.2: Optimise the Centre's business model with a view to improving its sustainability<br>Strategic objective 2.3: Promote a culture of integrity that ensures transparency and accountability |  |  |                                     |   |   |
| Ref.  | Specific activity/action   | Indicator/Output                                   | Target 2020                         | Expected result 2019  |   |
| 2.5   | Continue to deploy certain IT systems to the cloud (subject to outcomes of relevant feasibility studies) | Deployment rate of certain IT systems to the cloud | 100% of identified systems deployed | 100% of the predefined list of IT systems (list based on the study in progress) | 2.2 / [2.2.1]   |

Resources necessary for 2020 in order to achieve the support activity objectives

Human resources (rounded figures)

|              | Officials   |     | Temporary agents (TA) |     | Contract staff | (CA)     | Total       | % of staff   |
|--------------|-------------|-----|-----------------------|-----|----------------|----------|-------------|--------------|
|              | 5.8         | AD  | 3.7                   | AD  | 0.0            | FG IV    | 9.4         | 4.3%         |
|              | 4.7         | AST | 35.4                  | AST | 6.8            | FG I-III | 46.9        | 21.2%        |
| <b>Total</b> | <b>10.5</b> |     | <b>39.1</b>           |     | <b>6.8</b>     |          | <b>56.3</b> | <b>25.5%</b> |

Financial resources (by budget title)

| Budget  | EUR              | % of budget  |
|---|------------------|--------------|
| Title 1 — Staff   | 5 465 551        | 11.6%        |
| Title 2 — Buildings, equipment, and miscellaneous operating expenditure | 2 865 024        | 6.1%         |
| Title 3 — Operational expenditure                                       | 239 198          | 0.5%         |
| <b>Total</b>  | <b>8 569 773</b> | <b>18.2%</b> |

### 3.3. Management and supervision activities

| Link with the Strategy 2016-2020   |  |  |  |   | Reference:<br><br>Strategic objective /<br>[Strategic initiative] |
|--|--|--|--|---|---|
| Strategic objective 1.1: Deliver an improved quality management approach<br>Strategic objective 1.2: Strengthen the proactive approach to client engagement<br>Strategic objective 2.1: Build a dynamic, client oriented organisation<br>Strategic objective 2.2: Optimise the Centre's business model with a view to improving its sustainability<br>Strategic objective 2.3: Promote a culture of integrity that ensures transparency and accountability |  |  |  |   |   |
| Ref.   | Specific activity/action   | Indicator/Output   | Target 2020                            | Expected result 2019  |   |
| <i>Optimisation and improvement</i>  |  |  |  |   |   |
| 3.1  | Use the technical model to allow simulations in Activity Based Budgeting based on the information provided by Activity Based Costing       | Technical model for allowing simulations in ABB based on the information provided by ABC | 100%                                   | 100% (Development rate of a more in-depth Activity Based Budgeting/Activity Based Management approach for the 2020 budget and beyond) | 2.3 / [2.3.1]   |
| 3.2  | Finalise the preparation of the draft Strategy 2021-2025   | Preparation rate of the draft Strategy 2021-2025   | 100%                                   | 50%   | 2.3 / [2.3.1]   |
| 3.3  | Implement the Centre's transformation plan 2019-2020   | Implementation rate of the Centre's transformation plan                                  | 100% (transformation plan implemented) | 50% (transformation plan implemented)   | 2.3 / [2.3.1]   |
| <i>Risk management, internal control and quality management</i>  |  |  |  |   |   |
| 3.4  | Consider the improved integration of services provided by external service providers in the Centre's Business Continuity Management System | Enhancement rate of the BCMS   | 100%                                   | 100%  | 2.3 / [2.3.2]   |

| Link with the Strategy 2016-2020   |   |   |   |   | Reference:<br><br>Strategic objective /<br>[Strategic initiative] |
|--|---|---|---|---|---|
| Strategic objective 1.1: Deliver an improved quality management approach<br>Strategic objective 1.2: Strengthen the proactive approach to client engagement<br>Strategic objective 2.1: Build a dynamic, client oriented organisation<br>Strategic objective 2.2: Optimise the Centre's business model with a view to improving its sustainability<br>Strategic objective 2.3: Promote a culture of integrity that ensures transparency and accountability |   |   |   |   |   |
| Ref.   | Specific activity/action  | Indicator/Output  | Target 2020   | Expected result 2019  |   |
| 3.5  | Implement actions to comply with the Internal Control Standards (ICS) | Percentage of very important recommendations fully implemented  | 90% of very important recommendations outstanding on 1 January 2020 fully implemented | 90% of very important recommendations outstanding on 1 January 2019 fully implemented | 2.3 / [2.3.2]   |
| 3.6  | Revise and document processes and procedures                          | Percentage of revised/documented procedures and processes (including re-ranking procedure, mandatory requirements for translation requests, guidelines on source documents and formats, communication mechanism during translation process) | 95% of processes and procedures documented and up to date                             | 90% of processes and procedures documented and up to date                             | 2.3 / [2.3.2]   |
| 3.7  | Perform the quality audit programme                                   | Number of quality audits performed  | At least two quality audits performed   | Three quality audits performed  | 2.3 / [2.3.2]   |

| Link with the Strategy 2016-2020   |   |  |   |   | Reference:<br><br>Strategic objective /<br>[Strategic initiative] |
|--|---|--|---|---|---|
| Strategic objective 1.1: Deliver an improved quality management approach<br>Strategic objective 1.2: Strengthen the proactive approach to client engagement<br>Strategic objective 2.1: Build a dynamic, client oriented organisation<br>Strategic objective 2.2: Optimise the Centre's business model with a view to improving its sustainability<br>Strategic objective 2.3: Promote a culture of integrity that ensures transparency and accountability |   |  |   |   |   |
| Ref.   | Specific activity/action  | Indicator/Output   | Target 2020                               | Expected result 2019  |   |
| 3.8  | Based on the results of the benchmarking, undertake a feasibility study for the improvement of the Centre's business process management tools | Feasibility study for the improvement of the Centre's business process management tools  | Feasibility study completed               | Benchmarking study completed  | 2.3 / [2.3.2]   |
| <i>Strategic competences and skills to enhance adaptability</i>  |   |  |   |   |   |
| 3.9  | Implement talent management initiatives   | Percentage of implementation of talent management initiatives  | Talent management initiatives implemented | Back-up plans and adaptability/versatility scheme revised                         | 2.1 / [2.1.1]   |
| 3.10   | Build capacity to translate into Irish to prepare for the end of the Irish language derogation planned for 1 January 2022                     | Status of reserve lists  | Reserve lists established                 | N/A   | 2.1 / [2.1.1]   |
| 3.11   | Develop key staff capabilities (e.g. post-editing of machine translation output, management of translation memories)                          | Percentage of staff identified to receive training in post-editing of machine translation output, management of translation memories | 60% of staff identified                   | Key staff will be trained in quality assurance and translation project management | 2.1 / [2.1.1]   |

| Link with the Strategy 2016-2020   |   |  |   |   | Reference:<br><br>Strategic objective /<br>[Strategic initiative] |
|--|---|--|---|---|---|
| Strategic objective 1.1: Deliver an improved quality management approach<br>Strategic objective 1.2: Strengthen the proactive approach to client engagement<br>Strategic objective 2.1: Build a dynamic, client oriented organisation<br>Strategic objective 2.2: Optimise the Centre's business model with a view to improving its sustainability<br>Strategic objective 2.3: Promote a culture of integrity that ensures transparency and accountability |   |  |   |   |   |
| Ref.   | Specific activity/action  | Indicator/Output   | Target 2020   | Expected result 2019                                  |   |
| <i>Client-oriented actions</i>   |   |  |   |   |   |
| 3.12   | Start implementing the action plan arising from the 2019 external survey of the Centre's key stakeholders                     | % of implementation  | 50%   | External survey conducted and results analysed        | 1.2 / [1.2.2]   |
| 3.13   | Approach new EU bodies to seek cooperation agreements   | Number of cooperation agreements signed with new EU bodies | Cooperation agreements signed with new bodies, if any | Cooperation agreements signed with new bodies, if any | 2.2 / [2.2.2]   |
| 3.14   | Marketing of the Centre's services  | Number of marketing activities undertaken                  | 1   | 1   | 2.2 / [2.2.2]   |
| 3.15   | Organise an event to celebrate the 25th anniversary of the Centre   | Event for the 25 <sup>th</sup> anniversary of the Centre   | Event is organised                                    | N/A   | 1.2 / [1.2.1]   |
| 3.16   | Create a single operational point of contact for clients to make it easier to manage client relations on an operational level | Single operational point of contacts for clients created   | 100%  | N/A   | 1.2 / [1.2.2]   |
| <i>Communication</i>   |   |  |   |   |   |
| 3.17   | Revamp the Centre's intranet  | Revamped intranet in place                                 | 100%  | N/A   | 2.3 / [2.3.1]   |

Resources necessary for 2020 in order to achieve the management and supervision activity objectives

Human resources (rounded figures)

|              | Officials   |     | Temporary agents |  | (TA) | Contract staff | (CA)     | Total       | % of staff   |
|--------------|-------------|-----|------------------|--|------|----------------|----------|-------------|--------------|
|              | 9.0         | AD  | 7.7              |  | AD   | 0.2            | FG IV    | 17.0        | 7.7%         |
|              | 2.3         | AST | 4.4              |  | AST  | 0.8            | FG I-III | 7.5         | 3.4%         |
| <b>Total</b> | <b>11.3</b> |     | <b>12.1</b>      |  |      | <b>1.0</b>     |          | <b>24.5</b> | <b>11.1%</b> |

Financial resources (by budget title)

| Budget       |   | EUR              | % of budget |
|--------------|---|------------------|-------------|
| Title 1      | — Staff   | 1 995 312        | 4.2%        |
| Title 2      | — Buildings, equipment, and miscellaneous operating expenditure | 551 381          | 1.2%        |
| Title 3      | — Operational expenditure                                       | 68 878           | 0.2%        |
| <b>Total</b> |   | <b>2 615 572</b> | <b>5.6%</b> |

## Annexes

### Annex I: Resource allocation per Activity 2020-2022

#### Summary of human and financial resources necessary for 2020 in order to achieve the objectives

| Activities                            | Human resources (*) |            |           |            |           | Financial resources (**) |                  |                   |          | Total budget      | Budget (%)    |
|---------------------------------------|---------------------|------------|-----------|------------|-----------|--------------------------|------------------|-------------------|----------|-------------------|---------------|
|                                       | Total (%)           | Total      | Officials | TA         | CA        | Title 1                  | Title 2          | Title 3           | Title 10 |                   |               |
| Core operational activities           | 63.4%               | 140.2      | 30.2      | 89.9       | 20.2      | 20 078 036               | 4 430 295        | 11 383 424        | 0        | 35 891 755        | 76.2%         |
| Support activities                    | 25.5%               | 56.3       | 10.5      | 39.1       | 6.8       | 5 465 551                | 2 865 024        | 239 198           | 0        | 8 569 773         | 18.2%         |
| Management and supervision activities | 11.1%               | 24.5       | 11.3      | 12.1       | 1.0       | 1 995 312                | 551 381          | 68 878            | 0        | 2 615 572         | 5.6%          |
| Provisions                            |                     |            |           |            |           |                          |                  |                   |          |                   |               |
| <b>Overall totals</b>                 | <b>100.0%</b>       | <b>221</b> | <b>52</b> | <b>141</b> | <b>28</b> | <b>27 538 900</b>        | <b>7 846 700</b> | <b>11 691 500</b> | <b>0</b> | <b>47 077 100</b> | <b>100.0%</b> |

(\*) Expressed in headcounts.

(\*\*) Rounded figures.

Summary of human and financial resources necessary for 2021 in order to achieve the objectives

| Activities                            | Human resources (*) |            |           |            |           | Financial resources (**) |                  |                   |          | Total budget      | Budget (%)    |
|---------------------------------------|---------------------|------------|-----------|------------|-----------|--------------------------|------------------|-------------------|----------|-------------------|---------------|
|                                       | Total (%)           | Total      | Officials | TA         | CA        | Title 1                  | Title 2          | Title 3           | Title 10 |                   |               |
| Core operational activities           | 63.4%               | 140.2      | 30.2      | 89.9       | 20.2      | 20 506 875               | 4 278 073        | 11 132 891        | 0        | 35 917 840        | 76.1%         |
| Support activities                    | 25.5%               | 56.3       | 10.5      | 39.1       | 6.8       | 5 590 510                | 2 840 996        | 203 896           | 0        | 8 635 401         | 18.3%         |
| Management and supervision activities | 11.1%               | 24.5       | 11.3      | 12.1       | 1.0       | 2 038 815                | 532 631          | 58 713            | 0        | 2 630 159         | 5.6%          |
| Provisions                            |                     |            |           |            |           |                          |                  |                   |          |                   |               |
| <b>Overall totals</b>                 | <b>100.0%</b>       | <b>221</b> | <b>52</b> | <b>141</b> | <b>28</b> | <b>28 136 200</b>        | <b>7 651 700</b> | <b>11 395 500</b> | <b>0</b> | <b>47 183 400</b> | <b>100.0%</b> |

(\*) Expressed in headcounts.

(\*\*) Rounded figures.

Summary of human and financial resources necessary for 2022 in order to achieve the objectives

| Activities                            | Human resources (*) |            |           | Financial resources (**) |           |                   |                  |                   |          | Total budget      | Budget (%)    |
|---------------------------------------|---------------------|------------|-----------|--------------------------|-----------|-------------------|------------------|-------------------|----------|-------------------|---------------|
|                                       | Total (%)           | Total      | Officials | TA                       | CA        | Title 1           | Title 2          | Title 3           | Title 10 |                   |               |
| Core operational activities           | 63.4%               | 140.2      | 30.2      | 89.9                     | 20.2      | 20 940 044        | 4 121 481        | 9 858 572         | 0        | 34 920 098        | 75.4%         |
| Support activities                    | 25.5%               | 56.3       | 10.5      | 39.1                     | 6.8       | 5 716 427         | 2 824 168        | 182 714           | 0        | 8 723 309         | 18.9%         |
| Management and supervision activities | 11.1%               | 24.5       | 11.3      | 12.1                     | 1.0       | 2 082 729         | 514 851          | 52 614            | 0        | 2 650 193         | 5.7%          |
| Provisions                            |                     |            |           |                          |           |                   |                  |                   |          |                   |               |
| <b>Overall totals</b>                 | <b>100.0%</b>       | <b>221</b> | <b>52</b> | <b>141</b>               | <b>28</b> | <b>28 739 200</b> | <b>7 460 500</b> | <b>10 093 900</b> | <b>0</b> | <b>46 293 600</b> | <b>100.0%</b> |

## Annex II: Financial resources

### Annex II. Table 1: Expenditure

| Expenditure  | 2019                      |                        | 2020                      |                        |
|--|---------------------------|------------------------|---------------------------|------------------------|
|  | Commitment appropriations | Payment appropriations | Commitment appropriations | Payment appropriations |
| Title 1 - Staff expenditure                        | 26 322 200                | 26 322 200             | 27 538 900                | 27 538 900             |
| Title 2 - Infrastructure and operating expenditure | 7 079 400                 | 7 079 400              | 7 846 700                 | 7 846 700              |
| Title 3 - Operational expenditure                  | 11 703 700                | 11 703 700             | 11 691 500                | 11 691 500             |
| Title 10 – Reserves                                | 645 104                   | 645 104                |                           |                        |
| <b>TOTAL EXPENDITURE</b>                           | <b>45 750 404</b>         | <b>45 750 404</b>      | <b>47 077 100</b>         | <b>47 077 100</b>      |

| EXPENDITURE   | Commitment appropriations |             |                   |                 |                   |                   |                   |
|---|---------------------------|-------------|-------------------|-----------------|-------------------|-------------------|-------------------|
|   | Executed Budget 2018      | Budget 2019 | Draft Budget 2020 |                 | VAR 2020/2019 (%) | Draft Budget 2021 | Draft Budget 2022 |
|   |                           |             | Agency request    | Budget forecast |                   | Budget Forecast   | Budget Forecast   |
| Title 1 - Staff expenditure                               | 24 367 576                | 26 322 200  | 27 538 900        |                 | 4.62%             | 28 136 200        | 28 739 200        |
| Salaries & allowances                                     | 20 469 101                | 22 232 700  | 23 066 600        |                 | 3.75%             | 23 479 700        | 23 900 100        |
| - Of which Establishment Plan posts                       | 18 979 947                | 20 560 700  | 21 246 100        |                 | 3.33%             | 21 624 600        | 22 009 900        |
| - Of which external personnel                             | 1 489 154                 | 1 672 000   | 1 820 500         |                 | 8.88%             | 1 855 100         | 1 890 200         |
| Expenditure relating to staff recruitment                 | 177 957                   | 205 900     | 216 500           |                 | 5.15%             | 219 100           | 221 700           |
| Employer's pension contribution                           | 3 166 071                 | 3 276 000   | 3 415 000         |                 | 4.24%             | 3 476 500         | 3 539 000         |
| Mission expenses  | 64 179                    | 82 000      | 104 100           |                 | 26.95%            | 108 000           | 109 500           |
| Socio-medical infrastructure                              | 257 664                   | 262 200     | 456 300           |                 | 74.03%            | 567 500           | 677 800           |
| Training  | 155 608                   | 176 000     | 191 400           |                 | 8.75%             | 194 700           | 198 000           |
| External Services   |                           |             |                   |                 |                   |                   |                   |
| Receptions, events and representation                     | 1 096                     | 2 500       | 2 500             |                 | 0.00%             | 2 500             | 2 500             |
| Social welfare  | 75 900                    | 84 900      | 86 500            |                 | 1.88%             | 88 200            | 90 600            |
| Other staff related expenditure                           |                           |             |                   |                 |                   |                   |                   |
| Title 2 - Infrastructure and operating expenditure        | 6 309 111                 | 7 079 400   | 7 846 700         |                 | 10.84%            | 7 651 700         | 7 460 500         |
| Rental of buildings and associated costs                  | 2 930 857                 | 3 032 200   | 3 116 700         |                 | 2.78%             | 3 213 500         | 3 334 700         |
| Information, communication technology and data processing | 2 885 407                 | 3 428 600   | 3 958 300         |                 | 15.45%            | 3 689 800         | 3 378 300         |

| EXPENDITURE   | Commitment appropriations |             |                   |                 |                      |                   |                   |
|---|---------------------------|-------------|-------------------|-----------------|----------------------|-------------------|-------------------|
|   | Executed Budget<br>2018   | Budget 2019 | Draft Budget 2020 |                 | VAR 2020/2019<br>(%) | Draft Budget 2021 | Draft Budget 2022 |
|   |                           |             | Agency request    | Budget forecast |                      | Budget Forecast   | Budget Forecast   |
| Movable property and associated costs                   | 48 397                    | 54 300      | 54 000            |                 | -0.55%               | 54 500            | 54 500            |
| Current administrative expenditure                      | 230 891                   | 223 500     | 230 200           |                 | 3.00%                | 232 900           | 237 000           |
| Postage / Telecommunications                            | 105 416                   | 153 200     | 261 500           |                 | 70.69%               | 261 500           | 261 500           |
| Meeting expenses  | 28 160                    | 8 000       | 37 000            |                 | 362.50%              | 22 000            | 17 000            |
| Running costs in connection with operational activities | 43 208                    | 57 500      | 59 000            |                 | 2.61%                | 57 500            | 57 500            |
| Information and publishing                              | 9 225                     | 22 000      | 30 000            |                 | 36.36%               | 20 000            | 20 000            |
| Studies   | 27 550                    | 100 000     | 100 000           |                 | 0.00%                | 100 000           | 100 000           |
| Other infrastructure and operating expenditure          |                           |             |                   |                 |                      |                   |                   |
| Title 3 - Operational expenditure                       | 14 081 029                | 11 703 700  | 11 691 500        |                 | -0.10%               | 10 235 500        | 8 923 900         |
| External translation services                           | 12 990 565                | 10 610 000  | 10 830 000        |                 | 2.07%                | 9 510 000         | 8 280 000         |
| Expenditure relating to interinstitutional cooperation  | 797 780                   | 722 800     | 673 200           |                 | -6.86%               | 642 800           | 643 900           |
| Expenditure linked to the eCdT programme                | 292 684                   | 370 900     | 188 300           |                 | -49.23%              | 82 700            |                   |
| Title 10 - Reserves                                     |                           | 645 104     |                   |                 | -100.00%             |                   |                   |
| TOTAL   | 44 757 716                | 45 750 404  | 47 077 100        |                 | 2.90%                | 46 023 400        | 45 123 600        |

| EXPENDITURE   | Payment appropriations |             |                   |                 |                   |                                   |                                   |
|---|------------------------|-------------|-------------------|-----------------|-------------------|-----------------------------------|-----------------------------------|
|   | Executed Budget 2018   | Budget 2019 | Draft Budget 2020 |                 | VAR 2020/2019 (%) | Draft Budget 2021 Budget Forecast | Draft Budget 2023 Budget Forecast |
|   |                        |             | Agency request    | Budget forecast |                   |                                   |                                   |
| Title 1 - Staff expenditure                               | 24 367 576             | 26 322 200  | 27 538 900        |                 | 4.62%             | 28 136 200                        | 28 739 200                        |
| Salaries & allowances                                     | 20 469 101             | 22 232 700  | 23 066 600        |                 | 3.75%             | 23 479 700                        | 23 900 100                        |
| - Of which Establishment Plan posts                       | 18 979 947             | 20 560 700  | 21 246 100        |                 | 3.33%             | 21 624 600                        | 22 009 900                        |
| - Of which external personnel                             | 1 489 154              | 1 672 000   | 1 820 500         |                 | 8.88%             | 1 855 100                         | 1 890 200                         |
| Expenditure relating to staff recruitment                 | 177 957                | 205 900     | 216 500           |                 | 5.15%             | 219 100                           | 221 700                           |
| Employer's pension contribution                           | 3 166 071              | 3 276 000   | 3 415 000         |                 | 4.24%             | 3 476 500                         | 3 539 000                         |
| Mission expenses  | 64 179                 | 82 000      | 104 100           |                 | 26.95%            | 108 000                           | 109 500                           |
| Socio-medical infrastructure                              | 257 664                | 262 200     | 456 300           |                 | 74.03%            | 567 500                           | 677 800                           |
| Training  | 155 608                | 176 000     | 191 400           |                 | 8.75%             | 194 700                           | 198 000                           |
| External services   |                        |             |                   |                 |                   |                                   |                                   |
| Receptions, events and representation                     | 1 096                  | 2 500       | 2 500             |                 | 0.00%             | 2 500                             | 2 500                             |
| Social welfare  | 75 900                 | 84 900      | 86 500            |                 | 1.88%             | 88 200                            | 90 600                            |
| Other staff-related expenditure                           |                        |             |                   |                 |                   |                                   |                                   |
| Title 2 - Infrastructure and operating expenditure        | 6 309 111              | 7 079 400   | 7 846 700         |                 | 10.84%            | 7 651 700                         | 7 460 500                         |
| Rental of buildings and associated costs                  | 2 930 857              | 3 032 200   | 3 116 700         |                 | 2.78%             | 3 213 500                         | 3 334 700                         |
| Information, communication technology and data processing | 2 885 407              | 3 428 600   | 3 958 300         |                 | 15.45%            | 3 689 800                         | 3 378 300                         |
| Movable property and associated costs                     | 48 397                 | 54 300      | 54 000            |                 | -0.55%            | 54 500                            | 54 500                            |
| Current administrative expenditure                        | 230 891                | 223 500     | 230 200           |                 | 3.00%             | 232 900                           | 237 000                           |
| Postage / Telecommunications                              | 105 416                | 153 200     | 261 500           |                 | 70.69%            | 261 500                           | 261 500                           |
| Meeting expenses  | 28 160                 | 8 000       | 37 000            |                 | 362.50%           | 22 000                            | 17 000                            |
| Running costs in connection with operational activities   | 43 208                 | 57 500      | 59 000            |                 | 2.61%             | 57 500                            | 57 500                            |
| Information and publishing                                | 9 225                  | 22 000      | 30 000            |                 | 36.36%            | 20 000                            | 20 000                            |
| Studies   | 27 550                 | 100 000     | 100 000           |                 | 0.00%             | 100 000                           | 100 000                           |
| Other infrastructure and operating expenditure            |                        |             |                   |                 |                   |                                   |                                   |
| Title 3 - Operational expenditure                         | 14 081 029             | 11 703 700  | 11 691 500        |                 | -0.10%            | 10 235 500                        | 8 923 900                         |
| External translation services                             | 12 990 565             | 10 610 000  | 10 830 000        |                 | 2.07%             | 9 510 000                         | 8 280 000                         |
| Expenditure relating to interinstitutional cooperation    | 797 780                | 722 800     | 673 200           |                 | -6.86%            | 642 800                           | 643 900                           |
| Expenditure linked to the eCdT programme                  | 292 684                | 370 900     | 188 300           |                 | -49.23%           | 82 700                            |                                   |
| Title 10 - Reserves                                       |                        | 645 104     |                   |                 | -100.00%          |                                   |                                   |
| TOTAL   | 44 757 716             | 45 750 404  | 47 077 100        |                 | 2.90%             | 46 023 400                        | 45 123 600                        |

## Annex II. Table 2 – Revenue

| REVENUES   | 2019                             | 2020              |
|--|----------------------------------|-------------------|
|  | Revenues estimated by the agency | Budget Forecast   |
| EU contribution  |                                  |                   |
| Additional EU funding: ad hoc grants and Delegation agreements |                                  |                   |
| Other Revenue  | 45 750 404                       | 47 077 100        |
| <b>TOTAL REVENUES</b>  | <b>45 750 404</b>                | <b>47 077 100</b> |

| REVENUES  | Revenues                          |             |                   |                 |                   |                   |                   |
|---|-----------------------------------|-------------|-------------------|-----------------|-------------------|-------------------|-------------------|
|   | Executed Budget 2018 <sup>3</sup> | Budget 2019 | Draft Budget 2020 |                 | VAR 2020/2019 (%) | Draft Budget 2021 | Draft Budget 2022 |
|   |                                   |             | Agency request    | Budget forecast |                   | Budget forecast   | Budget forecast   |
| <b>1 REVENUE FROM FEES AND CHARGES</b><br>(including balancing reserve from previous years surplus)       | 39 531 565                        | 40 764 800  | 42 772 500        |                 | 4.93%             | 42 281 900        | 40 409 400        |
| <b>2 EU CONTRIBUTION</b>  |                                   |             |                   |                 |                   |                   |                   |
| - Of which assigned revenues deriving from previous years' surpluses                                      |                                   |             |                   |                 |                   |                   |                   |
| <b>3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)</b>                            |                                   |             |                   |                 |                   |                   |                   |
| - Of which EEA/EFTA (excl. Switzerland)   |                                   |             |                   |                 |                   |                   |                   |
| - Of which candidate countries  |                                   |             |                   |                 |                   |                   |                   |
| <b>4 OTHER CONTRIBUTIONS</b>  | 734 003                           | 764 300     | 664 600           |                 | -13.04%           | 646 200           | 654 400           |
| - Of which additional EU funding stemming from ad hoc grants (FFR Art.7)                                  |                                   |             |                   |                 |                   |                   |                   |
| - Of which additional EU funding stemming from delegation agreements (FFR Art.8)                          |                                   |             |                   |                 |                   |                   |                   |
| <b>5 ADMINISTRATIVE OPERATIONS</b>  | 929 574                           | 609 050     | 624 750           |                 | 2.58%             | 632 550           | 640 550           |
| - Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58) |                                   |             |                   |                 |                   |                   |                   |

<sup>3</sup> The 2018 figures will be finalised following the preparation of the provisional accounts 2018.

| REVENUES  | Revenues                          |             |                   |                 |                   |                   |                   |
|---|-----------------------------------|-------------|-------------------|-----------------|-------------------|-------------------|-------------------|
|   | Executed Budget 2018 <sup>3</sup> | Budget 2019 | Draft Budget 2020 |                 | VAR 2020/2019 (%) | Draft Budget 2021 | Draft Budget 2022 |
|   |                                   |             | Agency request    | Budget forecast |                   | Budget forecast   | Budget forecast   |
| 6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT |                                   |             |                   |                 |                   |                   |                   |
| 7 CORRECTION OF BUDGETARY IMBALANCES              |                                   | 3 612 254   | 3 015 250         |                 | -16.53%           | 2 462 750         | 939 600           |
| TOTAL   | 41 195 142                        | 45 750 404  | 47 077 100        |                 | 2.90%             | 46 023 400        | 42 643 950        |

## Annex II. Table 3: Budget outturn and cancellation of appropriations

### Calculation budget outturn

| Budget outturn   | 2016        | 2017        | 2018        |
|--|-------------|-------------|-------------|
| Reserve from the previous years' surplus (+)                                       | 4 629 333   | -128 219    | 2 115 924   |
| Revenue actually received (+)  | 41 767 595  | 43 886 356  | 41 195 142  |
| Payments made (-)  | -41 570 759 | -42 214 334 | -41 455 513 |
| Carry-over of appropriations (-)   | -3 630 253  | -3 815 047  | -3 302 204  |
| Cancellation of appropriations carried over (+)                                    | 482 644     | 317 986     | 246 930     |
| Adjustment for carry over of assigned revenue appropriation from previous year (+) |             |             |             |
| Exchange rate differences (+/-)  | 1 941       | 632         | -9          |
| Adjustment for negative balance from previous year (-)                             | -1 808 720  | 4 068 550   | 554 626     |
| TOTAL  | -128 219    | 2 115 924   | -645 104    |

### **Budget outturn**

Revenue collected by the Centre decreased by 6.1% in 2018 compared with 2017, and by 1.0% compared with 2016. Six of the Centre's clients have chosen to benefit from an advance payment mechanism established by the Centre, which resulted in the Centre receiving additional budget revenue of EUR 1.5 million in 2018 for services to be delivered in 2019. This instrument has been put in place to assist the Centre's clients in reducing their carried-over budget appropriations. In 2017, the Centre received advance payments of EUR 3.3 million for services to be delivered in 2018, and the net impact of the advance payments 2017-2018 resulted in lower revenue in 2018 of EUR 1.8 million.

The revenue without impact of advance payments would lead to a slight decrease of EUR -0.9 million compared with 2017 (EUR -2.7 million with impact of advance payments). Due to the implementation of the new pricing structure, the average unit price of translation services is 16% below the list price for standard documents. The payments and carry-over of appropriations decreased by EUR 1.3 million (-2.76%) in 2018. EUR 246 930 of the appropriations carried over to 2018 were cancelled.

The Centre carried forward budget outturn EUR 2.1 million from 2017 into 2018. This operation improved the budget result to be carried over to 2019. The changes in the Centre's reserves also had an impact on the budget outturn to carry forward. In 2018, the Centre used EUR 300 000 of the 'Reserve for exceptional investments' for eCdT. In order to balance the budget in 2018, the Centre had to use EUR 254 626 from the 'Reserve for stability pricing'. Those three operations added some EUR 2 670 550 to the budget outturn 2018. The usage of the reserve for stability pricing to balance the budget is in line with the Centre's efforts to reduce its surplus and reserves.

The Centre applies a mechanism for the automatic reimbursement of the budget surplus to clients. The mechanism is activated if the positive budget outturn exceeds EUR 1 million. As the balance of the budget outturn for 2018 amounted to EUR -3 315 655, there was no reimbursement to clients in 2018. Due to worse than expected collection of revenues and particularly lower collection of advance payments in 2018, the budget outturn to carry forward achieved EUR -0.6 million and this amount will be integrated in the amending budget 1/2019

### **Cancellation of commitment appropriations**

By the end of 2018, 94.9% of the budget for Titles 1-3 had been consumed in terms of commitments and consequently 5.1% of the appropriations were cancelled (compared to 6.9% in 2017).

### **Cancellation of payment appropriations for the year and payment appropriations carried over**

The Centre has non-differentiated appropriations, and the cancellation of payment appropriations for the year is therefore the same as the cancellation of commitment appropriations for the year. Of the payment appropriations carried over from 2017 to 2018, 6.5% were cancelled, compared with 8.8% in 2017. This corresponds to EUR 246 930. 55% of the cancellations concerned staff related expenditure from title 1 such as missions, agency staff and trainings. Some 22% of the cancellations concerned IT expenditure.

## Annex III. Human resources – quantitative

### Annex III. Table 1: Staff population and its evolution; Overview of all categories of staff

| Staff population  |        | Actually filled as of 31.12.2017 | Authorised under EU Budget 2018 <sup>4</sup> | Actually filled as of 31.12.2018 | Authorised under EU Budget 2019 <sup>5</sup> | Actually filled as of 31.12.2019 | Draft EU budget 2020 | Envisaged in 2021 | Envisaged in 2022 |
|---|--------|----------------------------------|--|----------------------------------|--|----------------------------------|----------------------|-------------------|-------------------|
| Officials   | AD     | 42                               | 44   | 41                               | 45   |                                  | 45                   | 45                | 45                |
|   | AST    | 11                               | 11   | 9                                | 7  |                                  | 7                    | 7                 | 7                 |
|   | AST/SC | 0                                | 0  | 0                                | 0  |                                  | 0                    | 0                 | 0                 |
| TA  | AD     | 89                               | 90   | 88                               | 90   |                                  | 90                   | 90                | 90                |
|   | AST    | 46                               | 46   | 43                               | 49   |                                  | 49                   | 49                | 49                |
|   | AST/SC | 1                                | 2  | 2                                | 2  |                                  | 2                    | 2                 | 2                 |
| Total <sup>6</sup>  |        | 189                              | 193  | 183                              | 193  |                                  | 193                  | 193               | 193               |
|   |        |                                  |  |                                  |  |                                  |                      |                   |                   |
| CA GFIV   |        | 12.3                             | 13   | 11.3                             | 16   |                                  | 14                   | 14                | 14                |
| CA GF III   |        | 4.3                              | 6  | 5.4                              | 9  |                                  | 9                    | 9                 | 9                 |
| CA GF II  |        | 9.7                              | 9  | 6.4                              | 5  |                                  | 5                    | 5                 | 5                 |
| CA GFI  |        | 0                                | 0  | 0                                | 0  |                                  | 0                    | 0                 | 0                 |
| Total CA <sup>7</sup>   |        | 26.3                             | 28   | 23                               | 30   |                                  | 28                   | 28                | 28                |
| SNE <sup>8</sup>  |        | 0                                | 0  | 0                                | 0  |                                  | 0                    | 0                 | 0                 |
| Structural service providers <sup>9</sup>                             |        | 7                                | 6.5  | 6.5                              | 6.5  |                                  | 7                    | 7                 | 6                 |
| TOTAL   |        | 222.3                            | 227.5  | 212.5                            | 229.5  |                                  | 228                  | 228               | 227               |
| External staff <sup>10</sup> for occasional replacement <sup>11</sup> |        | 3.9                              |  | 4.8                              |  |                                  |                      |                   |                   |

<sup>4</sup> As authorised for officials and temporary staff (TA) and as estimated for contract staff (CA) and seconded national experts (SNE). Additional contract staff that were authorised following the agreement with the Commission's DG JUST for the provision of translation services in the framework of the Regulation on consumer online dispute resolution and the Directive on alternative dispute resolution were taken out of the contract staff credits in 2018.

<sup>5</sup> As authorised for officials and temporary staff (TA) and as estimated for contract staff (CA) and seconded national experts (SNE).

<sup>6</sup> Headcounts

<sup>7</sup> FTE

<sup>8</sup> FTE

<sup>9</sup> Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature, for instance in the area of information technology. At the Commission, the following general criteria should be fulfilled: 1) no individual contract with the Commission; 2) on the Commission premises, usually with a PC and desk; 3) administratively followed by the Commission (badge, etc.) and 4) contributing to the value added of the Commission. FTE

<sup>10</sup> FTE

<sup>11</sup> For instance replacement due to maternity leave or long-term sick leave.

Annex III. Table 2 – Multi-annual staff policy plan 2020-2022

| Category and grade | Establishment Plan in EU Budget 2018 |     | Filled as of 31/12/2018 <sup>12</sup> |     | Modifications in 2018 in application of flexibility rule <sup>13</sup> |    | Establishment Plan in voted EU Budget 2019 |     | Modifications in 2019 in application of flexibility rule <sup>14</sup> |    | Establishment Plan in Draft EU Budget 2020 |     | Establishment Plan 2021 |     | Establishment Plan 2022 |     |
|--------------------|--------------------------------------|-----|---------------------------------------|-----|--|----|--|-----|--|----|--|-----|-------------------------|-----|-------------------------|-----|
|                    | Officials                            | TA  | Officials                             | TA  | Officials  | TA | Officials                                  | TA  | Officials  | TA | Officials                                  | TA  | Officials               | TA  | Officials               | TA  |
| AD 16              | 0                                    | 0   | 0                                     | 0   |  |    | 0  | 0   |  |    | 0  | 0   | 0                       | 0   | 0                       | 0   |
| AD 15              | 0                                    | 0   | 0                                     | 0   |  |    | 0  | 0   |  |    | 0  | 0   | 0                       | 0   | 0                       | 0   |
| AD 14              | 0                                    | 1   | 0                                     | 1   |  |    | 0  | 1   |  |    | 1  | 1   | 1                       | 1   | 1                       | 1   |
| AD 13              | 1                                    | 0   | 1                                     | 0   |  |    | 1  | 0   |  |    | 1  | 0   | 1                       | 0   | 1                       | 0   |
| AD 12              | 16                                   | 10  | 6                                     | 7   |  |    | 17   | 11  |  |    | 16   | 11  | 16                      | 11  | 16                      | 11  |
| AD 11              | 8                                    | 3   | 9                                     | 3   |  |    | 7  | 4   |  |    | 8  | 5   | 8                       | 5   | 8                       | 5   |
| AD 10              | 6                                    | 6   | 5                                     | 6   |  |    | 8  | 5   |  |    | 8  | 5   | 8                       | 5   | 8                       | 5   |
| AD 9               | 4                                    | 11  | 5                                     | 5   |  |    | 4  | 12  |  |    | 5  | 13  | 5                       | 13  | 5                       | 13  |
| AD 8               | 3                                    | 22  | 8                                     | 15  |  |    | 1  | 21  |  |    | 0  | 21  | 0                       | 21  | 0                       | 21  |
| AD 7               | 5                                    | 19  | 4                                     | 15  |  |    | 6  | 24  |  |    | 5  | 26  | 5                       | 26  | 5                       | 26  |
| AD 6               | 1                                    | 16  | 2                                     | 24  |  |    | 1  | 12  | +1   |    | 1  | 8   | 1                       | 8   | 1                       | 8   |
| AD 5               | 0                                    | 2   | 1                                     | 12  |  |    | 0  | 0   |  |    | 0  | 0   | 0                       | 0   | 0                       | 0   |
| Total AD           | 44                                   | 90  | 41                                    | 88  |  |    | 45   | 90  | +1   |    | 45   | 90  | 45                      | 90  | 45                      | 90  |
| AST 11             | 0                                    | 0   | 0                                     | 0   |  |    | 0  | 0   |  |    | 0  | 0   | 0                       | 0   | 0                       | 0   |
| AST 10             | 0                                    | 0   | 0                                     | 0   |  |    | 0  | 0   |  |    | 1  | 0   | 1                       | 0   | 1                       | 0   |
| AST 9              | 5                                    | 0   | 2                                     | 0   |  |    | 4  | 0   | -2   |    | 3  | 1   | 3                       | 1   | 3                       | 1   |
| AST 8              | 1                                    | 2   | 2                                     | 2   |  |    | 1  | 2   |  |    | 1  | 2   | 1                       | 2   | 1                       | 2   |
| AST 7              | 2                                    | 4   | 2                                     | 2   |  |    | 0  | 5   | -1   |    | 0  | 4   | 0                       | 4   | 0                       | 4   |
| AST 6              | 1                                    | 5   | 1                                     | 5   |  |    | 1  | 6   |  |    | 1  | 7   | 1                       | 7   | 1                       | 7   |
| AST 5              | 2                                    | 18  | 1                                     | 13  |  |    | 1  | 19  | -1   |    | 1  | 20  | 1                       | 20  | 1                       | 20  |
| AST 4              | 0                                    | 12  | 1                                     | 12  |  |    | 0  | 12  |  |    | 0  | 12  | 0                       | 12  | 0                       | 12  |
| AST 3              | 0                                    | 5   | 0                                     | 8   |  |    | 0  | 5   |  | +3 | 0  | 3   | 0                       | 3   | 0                       | 3   |
| AST 2              | 0                                    | 0   | 0                                     | 1   |  |    | 0  | 0   |  |    | 0  | 0   | 0                       | 0   | 0                       | 0   |
| AST 1              | 0                                    | 0   | 0                                     | 0   |  |    | 0  | 0   |  |    | 0  | 0   | 0                       | 0   | 0                       | 0   |
| Total AST          | 11                                   | 46  | 9                                     | 43  |  |    | 7  | 49  | -4   | +3 | 7  | 49  | 7                       | 49  | 7                       | 49  |
| AST/SC 6           | 0                                    | 0   | 0                                     | 0   |  |    | 0  | 0   |  |    | 0  | 0   | 0                       | 0   | 0                       | 0   |
| AST/SC 5           | 0                                    | 0   | 0                                     | 0   |  |    | 0  | 0   |  |    | 0  | 0   | 0                       | 0   | 0                       | 0   |
| AST/SC 4           | 0                                    | 0   | 0                                     | 0   |  |    | 0  | 0   |  |    | 0  | 0   | 0                       | 0   | 0                       | 0   |
| AST/SC 3           | 0                                    | 0   | 0                                     | 0   |  |    | 0  | 1   |  |    | 0  | 1   | 0                       | 1   | 0                       | 1   |
| AST/SC 2           | 0                                    | 2   | 0                                     | 2   |  |    | 0  | 1   |  |    | 0  | 1   | 0                       | 1   | 0                       | 1   |
| AST/SC 1           | 0                                    | 0   | 0                                     | 0   |  |    | 0  | 0   |  |    | 0  | 0   | 0                       | 0   | 0                       | 0   |
| Total AST/SC       | 0                                    | 2   | 0                                     | 2   |  |    | 0  | 2   |  |    | 0  | 2   | 0                       | 2   | 0                       | 2   |
| TOTAL              | 55                                   | 138 | 50                                    | 133 |  |    | 52   | 141 | -3   | +3 | 52   | 141 | 52                      | 141 | 52                      | 141 |

<sup>12</sup> The difference between the 2018 establishment plan posts and the posts actually filled as of 31/12/2018 (for example AD12 posts) is the result of under occupation of the posts and the requirement to publish vacancies in line with Article 29 of the Staff Regulations and the provisions foreseen in the General Implementing Provisions for temporary staff under Article 2(f) of CEOS.

<sup>13</sup> In line with Article 38(1)(a) and (b) of the Financial Regulation applicable to the Translation Centre, the management board may modify, under certain conditions, the establishment plan by in principle up to 10% of the posts authorised.

<sup>14</sup> Ibid.

## Annex IV. Human resources – qualitative

### Recruitment policy

The Establishment Plan of the Centre includes both officials and temporary staff. The Centre also avails itself of contract staff and structural service providers, whereas there are no seconded national experts. For its recruitment, the Centre organises internal, interagency, interinstitutional and external selection procedures. In addition, internal competitions for the establishment of staff are also organised.

#### a. Officials

The Centre appointed its first official in 2001 in line with the policy approved then by the Management Board which was to recruit officials to fill: a) managerial posts; b) posts for administrative/executive staff in key positions; and c) certain posts for translators with the relevant experience in order to ensure 'institutional memory'.

The vast majority of officials have been appointed internally, whereas it has often been difficult to attract officials from agencies or institutions by means of transfers. However, over time, the added value for the Centre of employing officials appears to be the ability to retain certain AD staff. In contrast, for AST staff it seemed counterproductive to employ officials. Based on this evidence, the Management Board reviewed the Centre's staff policy in 2011 and set new guidance. These recommendations related, among others, to discontinuing the recruitment of new officials for AST posts, employing temporary agents for AD posts, while allowing, within reason, the recruitment of officials for translator posts. In fact, in the area of translation, there is indeed an argument for pursuing a similar policy to the EU institutions which also employ translators, and therefore continue to use officials to some extent.

#### Selection procedure

The selection procedures for officials comply with the provisions laid down in Annex III of the Staff Regulations. The Centre implements the EPSO General Rules governing Open Competitions, which provide a summary of all relevant principles and practices, and is designed to guide selection boards in their work and decisions.

The Centre has organised internal competitions both for general profiles and for specific profiles in the Administration Department and for some language teams with a view to establishing reserve lists from which the Centre can recruit.

These competitions are open to staff working at the Centre who have at least three years' seniority in service as temporary staff and, with the change of the Staff Regulations and the CEOS in 2014, are also open to contract staff in function groups II, III and IV on condition of having completed at least three years of service in the Centre and based on further conditions as specified in Article 82(7) of the CEOS.

Once the Staff Committee has issued its opinion, the competition notice is published following the approval of the Appointing Authority. This notice must include the specifications set out in Annex III of the Staff Regulations (the nature of the competition; the kind of competition – whether it is on the basis of either qualifications or tests, or on both qualifications and tests; the type of duties and tasks involved in the post to be filled and the function group and grade offered, etc.).

Selection boards comprise a Chair designated by the Appointing Authority and members designated by both the Appointing Authority and the Staff Committee. They have an uneven number of members. For each competition, at least one member external to the Centre's staff is appointed in order to guarantee the transparency of the procedure. He or she must also have expertise in the field of the competition concerned in order to be able to assess the applicants' performance.

Selection boards must draw up a list of applicants who meet the specific criteria laid down in the competition notice, in particular those requirements relating to qualifications or professional experience. Admission is based on the application form and requisite supporting documents received by the deadline for submitting applications.

If the Appointing Authority decides to organise written tests, the nature of the examinations which applicants must sit is announced in the competition notice. The content of the written tests is determined by the selection board concerned. Each test is evaluated by two assessors in accordance with instructions given by the selection board. If there is a significant difference between the evaluations of these two assessors, a third assessor must be appointed to evaluate the test papers. The third assessor's evaluation will be taken by the selection board to be definitive. In order to guarantee compliance with the principle of impartiality, applicants' papers are anonymous at the marking stage.

Interviews with a selection board are individual. This oral stage in the procedure serves to assess the applicants' general and/or specific knowledge, their skills, and their knowledge of the languages specified in the competition notice. In order to guarantee consistency in the oral test, selection boards draw up a marking grid in accordance with the information given in the competition notice. The selection board ensures that all applicants are allocated the same amount of time.

Once they have deliberated and decided on the final results, the selection boards draw up reserve lists which they forward to the Appointing Authority. Applicants are informed of the results at the end of a competition.

### **Entry grades**

For internal competitions, the Centre applies the conditions laid down in Article 31 of the Staff Regulations. If the Centre publishes a vacancy notice on the basis of the provisions laid down in Article 29(1)(a) and (b) of the Staff Regulations, its grades may be different from the grades identified for a particular recruitment. Indeed, the above-mentioned procedures allow vacancies to be published with a range of grades that may differ slightly from the grades envisaged for recruitment. Whatever the case, 'requests for transfer' will not lead to promotion.

### **b.1 Temporary staff on long-term employment**

The Centre employs temporary staff on long-term employment to perform tasks of a permanent nature that are directly linked to the core activity or the Centre's administrative or organisational management (administrative support, IT, etc.).

This strategy guarantees an institutional 'memory' and maintains the expertise acquired over the years in specific areas. In addition to this, the advantage of offering long-term temporary posts is that it provides

the opportunity to attract people with solid EU expertise from the other agencies or institutions. Indeed, given the particularity of the legal framework in which it operates, the Centre requires specific skills and knowledge which are not always available in the private sector.

It should also be borne in mind that the Centre will continue to respond to clients' evolving workload forecasts, e.g. by looking for potential areas for cost reduction. Therefore, whenever suitable, the Centre will also continue to resort to long-term contract staff instead of temporary staff. Whenever a temporary staff post becomes available, the Authority authorised to conclude contracts of employment carefully examines the suitability of reclassifying the post into a long-term contract post. This approach applies to all posts at the Centre (core business and support), except for managerial positions.

### Type of key functions

The profiles of temporary staff on long-term employment are the same as those for officials.

### Selection procedure

Article 56 of the Conditions of Employment of Other Servants, adopted in 2014, requires each agency to adopt, in accordance with Article 110(2) of the Staff Regulations, general provisions on the procedures governing the engagement and use of temporary staff referred to in Article 2(f) of the CEOS. This is a new category of temporary staff which is exclusively engaged by the EU agencies. Thus, on the basis of a model decision for which the European Commission had given its *ex ante* agreement, the Management Board of the Centre adopted in October 2015 a decision laying down general implementing provisions on the procedure governing the engagement and use of temporary staff under Article 2(f) of CEOS.

A vacant post may be filled by internal mobility, by mobility between EU agencies or through engagement following an external selection procedure. The Authority authorised to conclude contracts of employment ('AACC') may establish an order of priority between those options.

#### Filling a post by means of internal mobility

The AACC may fill a post in the interests of the service by reassigning a member of temporary staff 2(f) of the Centre in accordance with Article 7 of the Staff Regulations. This reassignment in the interests of the service has no impact on the current contract of employment of the temporary staff with the Centre. The AACC may also decide to fill a post following internal publication. The post is published at the grade bracket corresponding to the type of post to be filled. Internal mobility is reserved for temporary staff 2(f) who are engaged within the Centre in the function group and grade belonging to the grade bracket indicated in the internal publication.

The AACC must issue an internal notice describing the process applicable to all internal selection procedures. It may also decide to apply a selection procedure that better suits the interests of the service.

#### Filling a post by means of mobility between EU agencies

The AACC may decide to advertise a vacant post for temporary staff 2(f) by means of interagency publication, with a view to attracting temporary staff 2(f) that are employed by all other agencies referred to in Article 1a(2) of the Staff Regulations. That publication may be done at the same time as or following

the internal publication. The interagency publication for the post is in principle published at the same grade bracket as the internal publication. There may be limitations in the upper grade though.

Mobility between agencies is reserved for temporary staff 2(f) who are within their agency in a function group and grade corresponding to the published grade bracket and function group. The agency and the selected staff member conclude a contract of employment which ensures continuation of the person's employment and career in the category of temporary staff 2(f). That contract is concluded without interruption of the contract concluded with the agency of origin. This serves the purpose of facilitating their mobility between agencies.

The interagency publication specifies *inter alia*: the nature of the selection (interagency selection); the function group, the type of post and grade bracket; the type of duties to be performed; the general conditions and qualifications required for the post; the specific conditions required for the post; and the closing date for applications.

#### Filling a post through engagement following external selection

The AACC may decide to fill a post through an external selection procedure. To that end, the AACC has to examine the existing reserve list(s) and then either select a candidate from such lists or organise a selection procedure, by launching an external selection at one single grade. The external publication may take place at the same time as internal and, if relevant, interagency publication or at a later stage.

The selection procedure is conducted to the same standards of EPSO competitions organised for officials with equivalent profiles and number of applicants. The selection notice specifies *inter alia*: the nature of the selection, including the profile and the number of persons to be selected; the function group, the type of post/post title and grade; the type of tests; the type of duties to be performed; the general and specific conditions and qualifications required for the post; the required knowledge of languages; the closing date for applications; the validity of the reserve list; and the agency or agencies involved.

The selection notice shall be published on the website of the Centre, on the EPSO website, as well as, if appropriate, on internet job boards and/or in the international, local and specialist press. The Permanent Representations of the Member States to the European Union and representatives of Member States who sit on the Management Board of the Centre or of the agencies concerned may also be used as communication channels.

#### Entry Grades

Temporary staff 2(f) selection procedures are organised at one of the following grades:

- a) AST/SC 1 to AST/SC 2 for the function group AST/SC;
- b) AST 1 to AST 4 for function group AST; or
- c) AD 5 to AD 8 for function group AD.

For highly specialised positions, subject to the limits established by Article 53 of the CEOS, the Centre may engage a member of temporary staff 2(f) at grades AD 9, AD 10, AD 11, or on an exceptional basis at grade AD 12. Those engagements need to be duly justified.

### **Length of the contract**

With the exception of the Director's post, the Centre has for the time being identified all posts for temporary staff as being of long duration. Temporary members of staff are offered a three-year renewable contract at the time of recruitment. This contract may be extended for three more years and, following a first renewal, for an indefinite period. Contracts may be extended only in the interests of the service and within the limits of Article 8 of the CEOS.

### **b.2 Temporary staff on short-term employment**

In duly justified cases, the AACC may decide to conclude contracts with a limited perspective in time. Such contracts are justified in particular for projects of limited duration, for cases where the Centre needs to avail itself of up-to-date knowledge in a specific area or for replacement of absences. In such cases, the AACC clearly informs the candidate, in the offer letter, contract, any potential renewal of contract and, where relevant, in the selection notice, that the contractual relationship with the agency is time limited.

The post of Director is for a short-term member of temporary staff. This position is offered for a limited period of five years with the possibility of one renewal.

### **Type of key functions**

The profiles of temporary staff on short-term employment are the same as those for temporary staff on long-term employment.

### **Selection procedure**

The selection procedure is conducted to the same standards of EPSO competitions organised for officials with equivalent profiles and number of applicants. It relies, in addition to examination of the applications, on one or more written and oral test(s). Such test(s) involve at least:

- a) an anonymous qualifying part;
- b) a part aimed at assessing the specific competencies required for the post(s);
- c) a part aimed at assessing the general competencies required of EU temporary staff 2(f).

The selection procedure is conducted by a selection committee appointed by the AACC and composed of at least three members consisting of one chair, at least one member from the Administration Department and one member designated by the Staff Committee. The members of the selection committee are chosen from officials or temporary staff whose function group and grade is at least equal to that of the post to be filled.

The selection procedure is organised by one of the following entities:

- a) EPSO, at the request of one or more agencies;
- b) a group of agencies; or
- c) the Centre.

### **Entry Grades**

The entry grades of temporary staff on short-term employment are the same as those of temporary staff on long-term employment.

## Length of the contract

Such contracts may be concluded for a fixed period, or, only in duly justified cases, for a limited period. In the latter case, the contract is concluded for the duration of the particular task.

### c.1 Contract staff on long-term employment

The general implementing provisions on the procedures governing the engagement and the use of contract staff at the Centre have been in place since 2009. However, the Centre is waiting for new rules which will be based on a common model decision for all agencies for which the European Commission will give its *ex ante* agreement.

The Centre recruits both contract staff on long-term employment and for short-term periods. The Centre is aware of the risk and potential difficulties of having contract staff on long-term employment, temporary staff and officials working side-by-side, carrying out similar tasks under different conditions of employment. The Centre's management has analysed the risk and has decided that it is acceptable. However, the Centre will try to use contract staff on long-term employment mainly, but not exclusively, for staff carrying out manual and administrative support service tasks.

## Type of key functions

The profiles of contract staff on long-term employment are the same as those of temporary staff on long-term employment.

## Selection procedure

The Centre may recruit long-term contract staff using two different selection procedures.

### Selection procedure using the EPSO database

In this case, the Centre appoints a Selection Committee (including members from the Staff Committee). The Selection Committee invites for interview the candidates considered to be the most suitable, on the basis of the job description, from among the list of applicants already validated by EPSO. Minutes of Committee meetings are drawn up, setting out the reasons for any decision taken. Applicants are then informed of the outcome of the interview.

### Selection procedure carried out by the Centre

The Centre advertises vacancy notices, specifying the criteria concerning general and specific competencies and key qualifications required, duration of employment, function group and grade, and the main steps of the selection procedure (via the Centre's website, EPSO website, Permanent Representations of the Member States and, if necessary, in international, local and specialist press or other appropriate channels). It then appoints a Selection Committee (including members from the Staff Committee) which evaluates applications and selects those that best match the profile and qualifications required as per the vacancy notice.

The Selection Committee organises written tests in accordance with the level and profile of the vacancy. The aim of the test is to assess each applicant's general aptitudes, language skills, knowledge of the EU and specific competencies. The content of the written test is determined by the Selection Committee

concerned. In order to guarantee compliance with the principle of impartiality, applicants' papers are anonymous at the marking stage.

The Selection Committee organises interviews with the successful applicants. The interview is intended to assess each applicant in terms of his/her personal qualities in relation to the profile sought, his/her abilities, general knowledge and knowledge specific to the post. The interviews also assess the applicant's capacity to work within a multicultural environment, his/her motivation and personality, and his/her oral language skills.

The Selection Committee draws up a reserve list, which is valid for up to 12 months from the date of establishment and may be extended by the AACC. Minutes of Committee meetings are drawn up, setting out the reasons for any decision taken. Applicants are then informed of the outcome of the selection.

At the request of the Centre, EPSO is to provide assistance to the Centre in its selection procedures, in particular by providing and/or defining written tests.

### **Entry Grades**

Contract staff are engaged:

- in function group I: grade 1;
- in function group II: grades 4 or 5 depending on experience;
- in function group III: grades 8, 9 or 10 depending on experience;
- in function group IV: grades 13, 14 and 16 depending on experience.

### **Length of the contract**

Contract members of staff on long-term employment are offered a two-year renewable contract at the time of recruitment. This contract may be extended for four more years and, in the event of a second renewal, for an indefinite period.

## **c.2. Contract staff on short-term employment**

### **Type of key functions**

This type of contract aims at covering the absence of officials and temporary staff or work on projects limited in time. Contract staff on short-term employment and with contracts of limited duration clearly cannot be taken into consideration for the long-term stability of the Centre and cannot ensure institutional knowledge and memory.

The Centre recruits such contract staff in order to:

- strengthen capacity in support functions for work on projects of limited duration;
- replace officials/temporary staff (AD, AST, AST/SC) on maternity leave, sick leave, parental or family leave, or who are working part-time.

### **Selection procedure**

The Centre may recruit short-term contract staff using two selection procedures.

#### Selection procedure using the EPSO database

In this case, the Centre appoints a Selection Committee (including members from the Staff Committee). The Selection Committee invites for interview the candidates considered to be the most suitable, on the basis of the job description, from among the list of applicants already validated by EPSO. Minutes of Committee meetings are drawn up, setting out the reasons for any decision taken. Applicants are then informed of the outcome of the interview.

#### Selection procedure carried out by the Centre

Where there is no current list of successful candidates or where no candidate on such a list meets the requirements for a particular vacancy, and should the engagement of a member of the contract staff for replacement purposes be required either very quickly or for a short-term replacement, the following selection procedure applies:

- vacancy notices are published on the Centre's website for at least two weeks and, where necessary, an additional advertisement is published in a local newspaper, specifying the criteria concerning general and specific competencies and key qualifications required;
- the Centre appoints a Selection Committee (including members from the Staff Committee) which evaluates the applications and selects those that best match the profile and qualifications required;
- the Selection Committee invites for interview the selected applicants on the basis of the job description set out in the vacancy notice. The interview aims at evaluating each applicant in terms of his/her language skills and personal and professional skills. On the basis of the results of the interviews, the Selection Committee makes its decision in writing, setting out the reasons for any decision taken. Applicants are informed of the outcome of the interview.

#### **Entry Grades**

The entry grades of contract staff on short-term employment are the same as those of contract staff on long-term employment.

#### **Length of the contract**

Contracts concluded to recruit contract staff for quick replacements may not exceed six months, whereas contracts concluded for short-term replacements are limited to the maximum duration of a single leave covered by Articles 42, 42a, 42b and Title IV 'Working conditions' of the Staff Regulations. Both types of contract may only be renewed for another fixed term or for an indefinite duration if the contract staff member has passed a selection procedure of the long-term type.

#### **d. Seconded national experts**

The Centre has explored the possibility of using seconded national experts. After having conducted an analysis based on the experience of the European Commission and the EU agencies in this regard, the Centre concluded that there was no advantage to using this type of staff. This finding was particularly based on the administrative burden imposed by the selection procedure but also the cost that the procedure

represents in terms of the allowances payable. Therefore, the Centre concluded that it was more economically sound to recruit contract staff.

#### e. Structural service providers

##### Key tasks assigned

The tasks assigned to structural service providers are of a highly technical nature and require very specific competences.

In the IT Department, the structural service providers ensure the continuity of the service and the maintenance of applications (mainly Client Portal, Freelance Portal, Business Objects reporting and eCdT).

##### Tender procedure

The Centre participated in an interinstitutional call for tenders organised by the European Parliament (ITS19 and ITUSS17) for the external service provision of IT services.

##### Duration of current contract

The ITUSS17 contract was signed in July 2018 with an initial period of validity of two years. The contract could be extended up to a maximum period of validity of four years.

The framework contracts for each Lots of ITS19 will be signed in once awarded by the EP with an initial period of validity of two years. The contract could be extended up to a maximum period of validity of four years. In case the new framework contracts are not available, the Centre will launch the required procedure to ensure the continuity of the services provided by these contracts.

## Appraisal of performance and promotion/reclassification

### Appraisal procedure:

In principle, implementing rules adopted by the Commission to give effect to the Staff Regulations apply by analogy to the agencies. However, by way of derogation, an agency may submit to the Commission for its agreement implementing rules, which are different from those adopted by the Commission. In this particular matter, the Standing Working Party, which includes representatives of the agencies and the Commission, had established that the Commission's provisions on appraisal were not suited for the agencies, in particular as its scope did not cover temporary staff under Article 2(f) of the CEOS. For this reason, the Centre requested a derogation from the application of the Commission's rules by analogy.

The Standing Working Party then drafted model decisions for appraisals in agencies on which the Commission gave its *ex ante* agreement. On this basis, the Centre's Management Board adopted new General Implementing Provisions (GIP) on appraisals for officials, temporary and contract staff in October 2015. These provisions are in line with Article 43 of the Staff Regulations and Article 87(1) of the CEOS with regard to staff appraisals, as well as with Article 44, paragraph 1, with regard to the blocking of advancements in step. The rules apply as from 2016 for the appraisals relating to the 2015 reference period.

The new appraisal system applicable to the Centre's staff provides regular and structured feedback in order to improve performance and contribute to future career development. In particular, it assesses the individual qualitative performance in terms of efficiency, ability and conduct in the service. The annual report contains also a statement as to whether the jobholder's performance has been satisfactory. Furthermore, the jobholder's advancement in step is made conditional on his or her performance not having been evaluated as unsatisfactory in the last finalised annual report. Regarding officials in grade AST5 or above, the report shall, at the jobholder's request, contain an opinion as to whether he or she has the potential to carry out an administrator's function.

The provisions include: the conducting of an annual appraisal procedure for all staff; the possibility for the jobholder to carry out a self-assessment; the organisation of an annual dialogue between the jobholder and the reporting officer; the confirmation of unsatisfactory performance by the countersigning officer; the possibility for the jobholder to lodge an appeal with the appeal assessor; the opportunity to assess training successfully completed by the jobholder and to review the jobholder's training needs and objectives.

Two appeals were introduced in 2018 for the 2017 annual appraisal exercise.

### Promotion/reclassification procedures:

With regard to the promotion and reclassification policies, three new General Implementing Provisions (GIP), based on the common model decisions defined by the European Commission for all agencies, were adopted by the Management Board in March 2016. In addition to officials and temporary staff, they concern for the first time contract staff.

The number of promotions/reclassifications is decided on the basis of Article 6 and Annex I (B) of the Staff Regulations as well as budgetary considerations. Promotions and reclassifications imply a comparative examination of the merits of the officials/temporary staff eligible for promotion, which are in turn based on

their annual staff reports, the use in the performance of their duties of languages other than their main languages (for which they have produced evidence of a thorough knowledge in accordance with Article 28(f) of the Staff Regulations) and, where appropriate, the level of responsibility exercised.

The new GIP on promotion/reclassification clearly stipulate the conditions to be met in order to be considered for promotion/reclassification (seniority in grade of at least 2 years, the demonstration before the first promotion after recruitment of an ability to work in a third working language, as defined by the common provisions adopted on this subject, etc.).

The number of promotions and reclassifications awarded in 2018 was reduced compared to the initial forecast and the posts available for promotion and reclassification in the 2018 budget. Three appeals were lodged to the Joint Promotion and Reclassification Committee in 2018.

The tables below include figures on the promotion of officials and reclassification of temporary and contract staff in 2018 based on staff in activity on 1 January 2017. The average number of years in grade of promoted or reclassified staff members is calculated in order to show the career speed of staff.

Table 1 – Reclassification of temporary staff / promotion of officials

| Category and grade  | Staff in activity at 01.01.2017 |            | Number of staff members promoted/reclassified in 2018 |           | Average number of years in grade of promoted/reclassified staff members |
|---------------------|---------------------------------|------------|---|-----------|---|
|                     | Officials                       | TA         | Officials   | TA        |   |
| AD 16               | 0                               | 0          | 0   | 0         |   |
| AD 15               | 0                               | 0          | 0   | 0         |   |
| AD 14               | 0                               | 1          | 0   | 0         |   |
| AD 13               | 1                               | 0          | 0   | 0         |   |
| AD 12               | 4                               | 5          | 0   | 0         |   |
| AD 11               | 11                              | 5          | 0   | 1         | 9.83  |
| AD 10               | 6                               | 4          | 1   | 0         | 12.12   |
| AD 9                | 5                               | 7          | 2   | 0         | 4.50  |
| AD 8                | 10                              | 11         | 2   | 0         | 4.02  |
| AD 7                | 3                               | 16         | 0   | 1         | 6.83  |
| AD 6                | 4                               | 24         | 1   | 2         | 3.95  |
| AD 5                | 0                               | 15         | 0   | 3         | 5.23  |
| <b>Total AD</b>     | <b>44</b>                       | <b>88</b>  | <b>6</b>  | <b>7</b>  |   |
| AST 11              | 0                               | 0          | 0   | 0         |   |
| AST 10              | 0                               | 0          | 0   | 0         |   |
| AST 9               | 3                               | 0          | 0   | 0         |   |
| AST 8               | 3                               | 2          | 0   | 0         |   |
| AST 7               | 2                               | 2          | 0   | 0         |   |
| AST 6               | 1                               | 2          | 0   | 0         |   |
| AST 5               | 1                               | 11         | 1   | 1         | 6.33  |
| AST 4               | 3                               | 16         | 0   | 2         | 4.33  |
| AST 3               | 0                               | 11         | 0   | 2         | 2.98  |
| AST 2               | 0                               | 5          | 0   | 1         | 4.83  |
| AST 1               | 0                               | 0          | 0   | 0         |   |
| <b>Total AST</b>    | <b>13</b>                       | <b>49</b>  | <b>1</b>  | <b>6</b>  |   |
| AST/SC 6            | 0                               | 0          | 0   | 0         |   |
| AST/SC 5            | 0                               | 0          | 0   | 0         |   |
| AST/SC 4            | 0                               | 0          | 0   | 0         |   |
| AST/SC 3            | 0                               | 0          | 0   | 0         |   |
| AST/SC 2            | 0                               | 0          | 0   | 0         |   |
| AST/SC 1            | 0                               | 0          | 0   | 0         |   |
| <b>Total AST/SC</b> | <b>0</b>                        | <b>0</b>   | <b>0</b>  | <b>0</b>  |   |
| <b>Total</b>        | <b>57</b>                       | <b>137</b> | <b>7</b>  | <b>13</b> |   |

Table 2 – Reclassification of contract staff

| Function Group | Grade | Staff in activity at 01.01.2017 | Number of staff members reclassified in 2018 | Average number of years in grade of reclassified staff members |
|----------------|-------|---------------------------------|--|--|
| CA IV          | 18    | 0                               | 0  |  |
|                | 17    | 0                               | 0  |  |
|                | 16    | 1                               | 0  |  |
|                | 15    | 0                               | 0  |  |
|                | 14    | 8                               | 1  | 2.62   |
|                | 13    | 4                               | 1  | 2.91   |
| CA III         | 12    | 0                               | 0  |  |
|                | 11    | 0                               | 0  |  |
|                | 10    | 3                               | 0  |  |
|                | 9     | 1                               | 0  |  |
|                | 8     | 0                               | 0  |  |
| CA II          | 7     | 0                               | 0  |  |
|                | 6     | 2                               | 0  |  |
|                | 5     | 6                               | 0  |  |
|                | 4     | 3                               | 1  | 3.00   |
| CA I           | 3     | 0                               | 0  |  |
|                | 2     | 0                               | 0  |  |
|                | 1     | 0                               | 0  |  |
| Total          |       | 28                              | 3  |  |

In line with the adoption of the new Staff Regulations and the CEOS in 2014, the Centre adopted in March 2016 new General Implementing Provisions (GIP) on the reclassification of contract staff, based on the common model decision for the agencies, as agreed with the European Commission. Since the new legal framework for reclassification of contract staff has been established, the Centre took the necessary measures to reclassify contract staff for the first time in 2016 and continued with the reclassification exercise thereafter.

### Mobility (internal mobility, between the agencies and between the agencies and the institutions)

As soon as a post becomes available in the Centre, the Appointing Authority assesses whether or not the function is still relevant in light of the specific comments of the European Commission as set out in the MSPP 2014-2016. This approach may have an impact on internal mobility and mobility for officials.

#### *Internal mobility*

- Officials

When an official's post becomes vacant, the Centre publishes the vacancy in accordance with Article 29 of the Staff Regulations.

The Centre ascertains whether the post can be filled, in the first instance either by transfer or by appointment in accordance with Article 45a of the Staff Regulations, or by promotion within the organisation. This *modus operandi* gives officials who wish to advance in their personal development or to change jobs an opportunity to declare their interest in the vacancy.

If no suitable applicants are found inside the organisation, the Appointing Authority may fill the post either by recruiting a successful applicant from a reserve list, by publishing the post in the other institutions (Article 29(1)(b) of the Staff Regulations) and/or by holding an internal competition, open only to officials and temporary or contract staff as defined in Article 2 or 3(a) of the CEOS.

In 2018, two officials were transferred to other posts internally and one official was appointed following internal competition. The Centre published five posts internally in 2018.

- Temporary staff

When a post becomes vacant in a department and may be filled, the Centre first ascertains whether a member of staff matching the profile sought is already present within the organisation. This enables temporary staff wishing to further their personal development or to change jobs to declare their interest in the vacancy.

In 2018, the Centre published one temporary post internally. Furthermore, all interagency job market publications were open for application of internal temporary staff fulfilling the criteria.

- ✓ *Mobility between the agencies*

As the Centre adopted new general implementing provisions on the engagement and use of temporary staff under Article 2(f) in October 2015, it participates in the interagency job market in accordance with the provisions laid down in the implementing provisions. Mobility for temporary staff working in the agencies should therefore become easier.

In 2018, the Centre published three interagency job market publications and recruited one staff member.

- ✓ *Mobility between the agencies and the institutions*

Mobility between the Centre and the EU institutions in 2018 resulted in the transfer of one official from the Centre to the European Commission.

In 2018, the Centre did not publish any interinstitutional publications.

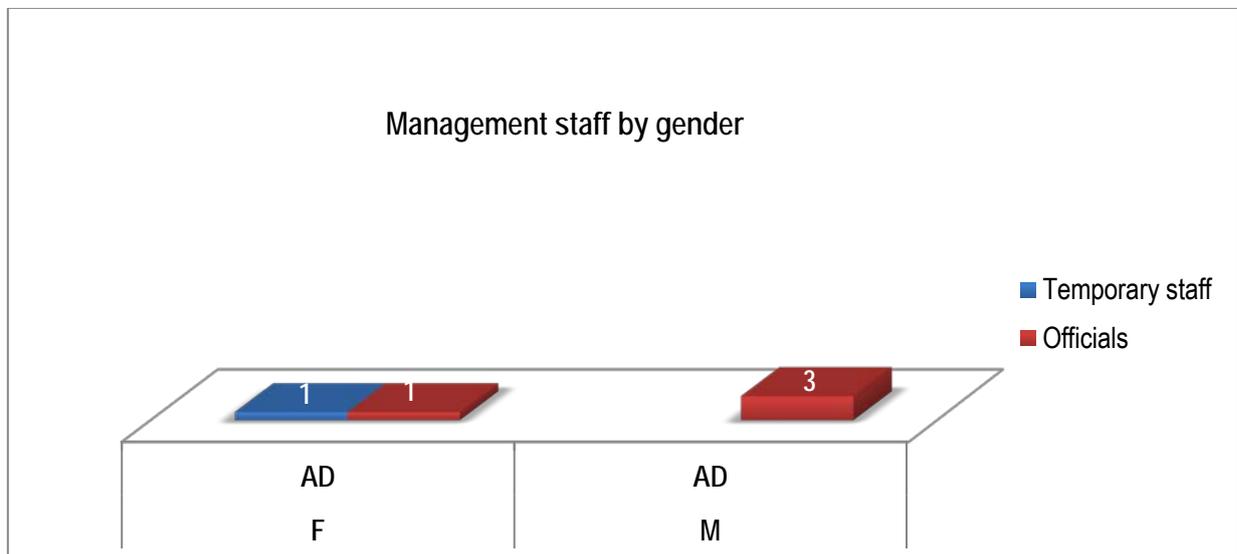
## Gender and geographical balance

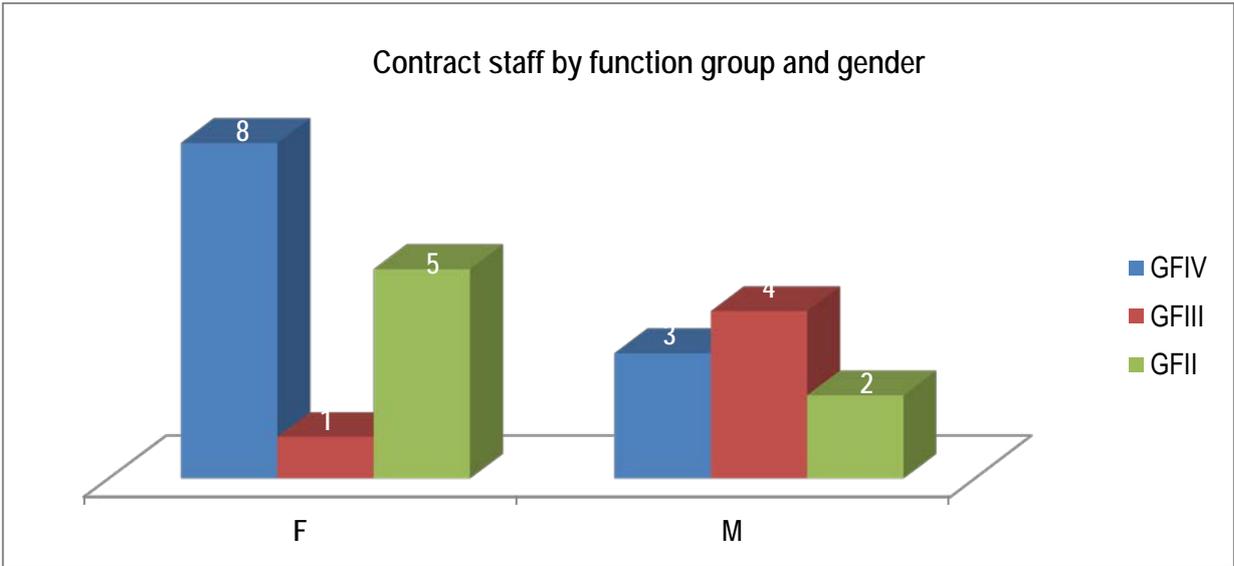
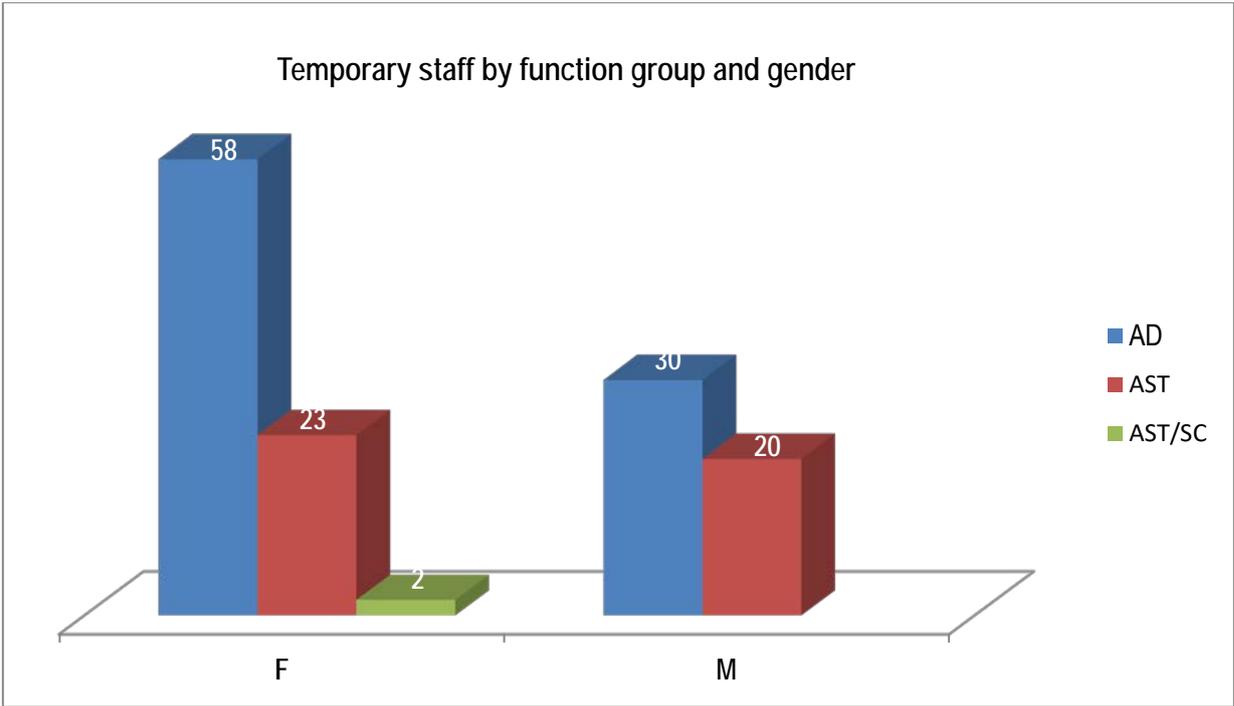
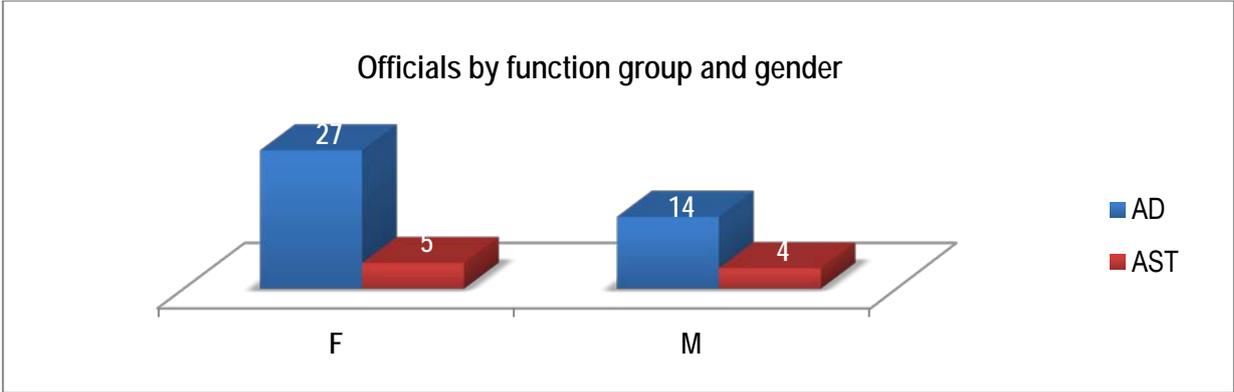
### Gender balance

An Equal Opportunities Policy was adopted by the Centre in 2006. Under this decision, the Centre has stated its full commitment to providing equal opportunities for all its employees through its employment practices, policies and procedures. The Centre's policy is based on a model of best practice for sustaining a work ethos whereby all employees can reach their full potential. The Centre ensures, both through the procedures in place and the fulfilment of the obligations under the Staff Regulations, that no employee or job applicant is treated unfairly on the grounds of gender, marital status, age, sexual orientation, disability, ethnicity or religious belief with regard to recruitment and selection, training and development, pay and working conditions, opportunities for career development and promotion.

The Centre also has flexitime and teleworking policies in place in order to help reconcile the personal and working life of its staff. Teleworking was first introduced in 2007 and was accepted as a positive practice by staff because it takes into account, amongst other criteria, the particular family situations of teleworkers. In 2018, the Centre adopted new implementing rules on teleworking and added occasional teleworking for all staff to the already established practice of structural teleworking. The Centre also has an anti-harassment policy in place to protect the dignity of the person in the workplace. As a good employer and in order to protect its staff, the Centre guarantees respect for the dignity of both genders in the workplace. In 2017, a procedure to select confidential counsellors was organised which resulted in the nomination of three new confidential counsellors.

### Staff figures on 31.12.2018





\*Figures for contract staff are presented as headcounts on 31/12/2018.

Geographical balance

Staff breakdown by nationality, type of contract and function group on 31.12.2018

| NATIONALITY   |                | STAFF |     |    |     |        |     |
|---|----------------|-------|-----|----|-----|--------|-----|
|   |                | OF    |     | TA |     |        | CA* |
|   |                | AD    | AST | AD | AST | AST/SC |     |
|    | Belgium        | 4     | 5   | 4  | 10  | 0      | 1   |
|    | Bulgaria       | 1     | 0   | 2  | 0   | 0      | 1   |
|    | Czech Republic | 2     | 0   | 3  | 0   | 0      | 0   |
|    | Denmark        | 1     | 0   | 3  | 0   | 0      | 0   |
|    | Germany        | 3     | 0   | 4  | 0   | 0      | 0   |
|    | Estonia        | 1     | 0   | 3  | 0   | 0      | 0   |
|    | Ireland        | 1     | 0   | 3  | 1   | 0      | 0   |
|    | Greece         | 1     | 0   | 5  | 2   | 0      | 0   |
|    | Spain          | 3     | 1   | 5  | 2   | 0      | 5   |
|    | France         | 4     | 3   | 8  | 19  | 2      | 3   |
|   | Croatia        | 0     | 0   | 2  | 0   | 0      | 2   |
|  | Italy          | 3     | 0   | 7  | 3   | 0      | 4   |
|  | Cyprus         | 0     | 0   | 0  | 0   | 0      | 0   |
|  | Latvia         | 2     | 0   | 2  | 0   | 0      | 1   |
|  | Lithuania      | 1     | 0   | 3  | 0   | 0      | 0   |
|  | Luxembourg     | 0     | 0   | 0  | 1   | 0      | 0   |
|  | Hungary        | 1     | 0   | 2  | 0   | 0      | 1   |
|  | Malta          | 1     | 0   | 3  | 0   | 0      | 0   |
|  | Netherlands    | 2     | 0   | 1  | 0   | 0      | 0   |
|  | Austria        | 0     | 0   | 1  | 0   | 0      | 0   |
|  | Poland         | 1     | 0   | 3  | 0   | 0      | 0   |
|  | Portugal       | 1     | 0   | 5  | 0   | 0      | 1   |
|  | Romania        | 2     | 0   | 4  | 4   | 0      | 2   |
|  | Slovenia       | 2     | 0   | 3  | 0   | 0      | 1   |
|  | Slovakia       | 2     | 0   | 3  | 1   | 0      | 0   |
|  | Finland        | 1     | 0   | 3  | 0   | 0      | 0   |
|  | Sweden         | 1     | 0   | 3  | 0   | 0      | 0   |
|  | United Kingdom | 0     | 0   | 3  | 0   | 0      | 1   |
| Total   |                | 41    | 9   | 88 | 43  | 2      | 23  |

\*Figures for contract staff are presented as headcounts on 31/12/2018

## Schooling

The Centre's staff benefit from all the facilities available to staff of the other institutions located in Luxembourg, namely: the European Parliament nurseries, private nurseries, after-school childcare and the Study Centre managed by the European Commission's Office for Infrastructure and Logistics (OIL), the European Schools, international schools, the French secondary school, the Luxembourg state nursery and primary schools, Luxembourg secondary schools and training centres and the University of Luxembourg.

Access to the European Schools is advantageous for children's education because the establishments are governed jointly by the governments of the EU Member States. In all these countries, the European Schools are legally regarded as public institutions, and equivalence is guaranteed between the different years in each EU country's education system and the years in the European School system. The Centre agreed on an SLA with DG HR and will start paying a financial contribution for the schooling of children in the European Schools I and II in Luxembourg on a pro-rata basis as from 2020. From 2022 a full contribution for the staff children will be paid by the Centre.

## Annex V. Building policy

|   | Name, location and type of building  | Other Comment   |
|---|--|---|
|   | Bâtiment DROSBACH<br>12E, rue Guillaume Kroll<br>L-1882 Luxembourg<br>Luxembourg                             | Offices   |
| Surface area (in square meters)<br>Of which office space<br>Of which non-office space<br>Of which archives<br><br>Parking space (places) in total | 7313<br>5745<br>943<br>624<br><br>150  | Out of the total office space rented, the Centre occupies 4955m <sup>2</sup> and the remaining office space of 790m <sup>2</sup> is sublet to the Commission (Chafea) since 1 January 2016.<br>11 parking places are sublet to the Commission and 9 to an external company. |
| Annual rent (in EUR)  | EUR 1 996 124  | Estimate of rent in 2020 as of 1 January 2020   |
| Income from subletting offices and parking places   | EUR 303 908  | Estimate of income from subletting offices and parking places in 2020 as of 1 January 2020  |
| Type and duration of rental contract  | Rental contract for office space until October 2021<br>Rental contract for parking spaces until October 2021 |   |
| Type and duration of rental contract for the additional office space  | Until October 2021 (the end of the rental contract)  | Same rental terms as the initial contract   |
| Host country grant or support   | Subvention from the Luxembourg government of EUR 243 250 up to 2020  |   |
| Present value of the building   | N/A  |   |

## Annex VI. Privileges and immunities

| Agency privileges  | Privileges granted to staff   |  |
|--|---|--|
|  | Protocol of privileges and immunities / diplomatic status   | Education / day care   |
| <p>In July 2014, the Centre signed a headquarters agreement with the host country, the Grand Duchy of Luxembourg. The Centre, its property, funding and assets enjoy immunity in Luxembourg from every form of judicial process. The Centre's premises are inviolable. Within the scope of its official activities, the Centre, its assets, income, property and its operations and transactions authorised by Regulation (EC) No 2965/94 are exempt from all forms of taxation, present and future.</p> | <p>Every 36 months, officials and other servants (temporary and contract staff) may purchase a car with a temporary exemption of VAT in the Grand Duchy of Luxembourg or in another EU Member State. The staff member must have a contract with the Centre (or an Institutions in Luxembourg) of at least six months and live in Luxembourg. The exemption is granted subject to reimbursement of the VAT relating to the selling of the previous car purchase with temporary VAT exemption. If the staff member leaves the Centre or moves abroad, he/she will have to reimburse VAT on the car.</p> | <p>The Centre's staff benefit from all the facilities available to staff of the other institutions located in Luxembourg, namely: the European Parliament nurseries, private nurseries, after-school childcare and the Study Centre managed by the European Commission's Office for Infrastructure and Logistics (OIL), the European Schools, international schools, the French secondary school, the Luxembourg state nursery and primary schools, Luxembourg secondary schools and training centres and the University of Luxembourg.</p> <p>The Centre applies all the provisions laid down in the Staff Regulations (annex VII) and in the general implementing rules regarding the education allowance. The education allowance is paid by the Centre and is granted to officials, temporary and contract staff, and to other beneficiaries legally entitled to this allowance.</p> |

### European schools

The staff members of the Centre have access to the two European schools in Luxembourg.

## Annex VII. Evaluations

The Centre's performance monitoring system is based on the alignment of the business objectives stated in the Centre's Strategy. In accordance with standard operating procedures, the Centre's management tracks the Centre's progress on the implementation of its work programmes and multi-year initiatives by conducting quarterly performance reviews of department dashboards, the mid-term Strategy review, the Centre's scorecard, and the Centre's risk register. The Centre's management also assesses its internal control system on an annual basis. The IT Steering Committee screens, approves and monitors improvement projects on a monthly basis. Budget analyses are reported to the Centre's Director on a monthly basis. In line with its Financial Regulation, the Centre undertakes ex ante and ex post evaluations of programmes and activities that entail significant spending. The Director reports on current developments and all issues of importance to the management board and in particular, in the form of an Annual Activity Report. The latter mirrors the structure of the Centre's work programme and provides all the necessary indicators to facilitate the management board's oversight duties. The Centre is audited on an annual basis by the Court of Auditors and by the Commission's Internal Audit Service.

A study on the Centre as the linguistic shared service provider for the EU agencies and bodies was undertaken by external consultants during 2017 and 2018 and it comprised an evaluation of the Centre. The Study contains 35 recommendations that have formed the basis of the Centre's transformation plan to be implemented in 2019-2020 with a view to deploying a new business model in 2021.

## Annex VIII. Risks

### Risks associated with the Centre's priorities for 2020

| No. | Date | Activity area                                   | Risk description  | Risk type                                 | Mitigating controls ( <u>already in place</u> )  | Residual   |        | Management response | Acceptance rationale                        | Action plan summary |               |          | Critical risk? |
|-----|------|---|---|---|--|------------|--------|---------------------|---|---------------------|---------------|----------|----------------|
|     |      |   |   |   |  | Likelihood | Impact |                     |   | Brief description   | Key personnel | Deadline |                |
| R.1 | 2008 | 1. Core operational activity: language services | Fewer client requests than forecast in the field of document translation could lead to a decrease in income and expenses. | Risk relating to the external environment | <p><i>Financial management:</i></p> <ul style="list-style-type: none"> <li>- Monthly Budget Report prepared and revenue monitoring performed</li> <li>- Regular communication with clients concerning translation volume forecasts in order to receive more reliable and precise forecasts in terms of the gap between the initial forecasts and the actual figures in place; forecast of translation work improved and in place</li> <li>- Annual update of the service cost analysis</li> <li>- Indicators (225, 235 and 329) for monitoring volume variations in the number of pages, pages invoiced vs forecast and revenue vs forecast in place</li> </ul> <p><i>Human resources management:</i></p> <ul style="list-style-type: none"> <li>- Inventory of tasks and skills for staff adaptability (facilitate mobility, ensure knowledge retention and continuity of service) in place</li> <li>- Screening of Establishment Plan posts performed on a regular basis</li> </ul> <p><i>Relationship management and communication:</i></p> <ul style="list-style-type: none"> <li>- Proactive coordination meetings and regular communication with existing and potential clients</li> <li>- Prospecting of new clients to increase the volumes of translation of documents performed</li> </ul> | 2          | 3      | Accept              | Mitigating controls in place are sufficient |                     |               |          | NO             |

| No. | Date | Activity area                                   | Risk description  | Risk type                                 | Mitigating controls ( <u>already in place</u> )   | Residual   |        | Management response | Acceptance rationale                        | Action plan summary |               |          | Critical risk? |
|-----|------|---|---|---|---|------------|--------|---------------------|---|---------------------|---------------|----------|----------------|
|     |      |   |   |   |   | Likelihood | Impact |                     |   | Brief description   | Key personnel | Deadline |                |
| R.2 | 2008 | 1. Core operational activity: language services | More client requests than forecast in the field of document translation could make it difficult to react promptly with adequate capacity management and could ultimately have an impact on quality. | Risk relating to the external environment | <p><i>Financial management:</i></p> <ul style="list-style-type: none"> <li>- Monthly Budget Report prepared and revenue monitoring performed</li> <li>- Regular communication with clients concerning translation volume forecasts in order to receive more reliable and precise forecasts in terms of the gap between the initial forecasts and the actual figures in place; forecast of translation work improved and in place</li> <li>- Indicators (225, 235 and 329) for monitoring volume variations in the number of pages, pages invoiced vs forecast and revenue vs forecast in place</li> </ul> <p><i>Human resources management:</i></p> <ul style="list-style-type: none"> <li>- HR needs reviewed regularly and, where necessary, proactive measures taken (e.g. reserve lists)</li> <li>- Inventory of tasks and skills for staff adaptability (facilitate mobility, ensure knowledge retention and continuity of service) in place</li> <li>- Reserve lists for contract staff and temporary staff kept updated to allow for readily available resources</li> <li>- Screening of Establishment Plan posts performed on a regular basis</li> </ul> <p><i>Operational activities:</i></p> <ul style="list-style-type: none"> <li>- Systematic use of translation memories and machine translation output</li> <li>- External workload adjustment by adapting the outsourcing rate</li> </ul> <p><i>Support activities:</i></p> <ul style="list-style-type: none"> <li>- Contract management: regular follow-up of the implementation of framework contracts (budget</li> </ul> | 3          | 3      | Accept              | Mitigating controls in place are sufficient |                     |               |          | NO             |

| No. | Date | Activity area                                   | Risk description  | Risk type                                 | Mitigating controls ( <u>already in place</u> )   | Residual   |        | Management response | Acceptance rationale | Action plan summary   |                                  |                        | Critical risk? |
|-----|------|---|---|---|---|------------|--------|---------------------|----------------------|---|----------------------------------|------------------------|----------------|
|     |      |   |   |   |   | Likelihood | Impact |                     |                      | Brief description   | Key personnel                    | Deadline               |                |
|     |      |   |   |   | consumption reporting twice a year) and regular evaluation of the needs of calls for tenders (volume forecasts, specific domains)<br>- Procurement planning: regular review of the procurement plan and regular evaluation of needs of calls for tenders  |            |        |                     |                      |   |                                  |                        |                |
| R.3 | 2008 | 1. Core operational activity: language services | Client requests in the field of EUTMs significantly lower than forecasts could lead to a decrease in income and expenses. | Risk relating to the external environment | <p><i>Financial management:</i></p> <ul style="list-style-type: none"> <li>- Monthly Budget Report prepared and revenue monitoring performed</li> <li>- Regular communication with clients concerning translation volume forecasts in order to receive more reliable and precise forecasts in terms of the gap between the initial forecasts and the actual figures in place; forecast of translation work improved and in place</li> <li>- Annual update of the service cost analysis</li> <li>- Concept of prices varying with the number of invoiced pages included in the price structure (fixed fee and price/page) of EUTMs</li> <li>- Indicators (225, 235 and 329) for monitoring volume variations in the number of pages, pages invoiced vs forecast and revenue vs forecast in place</li> <li>- Mechanism in place to adjust prices according to volume of EUTMs</li> </ul> <p><i>Human resources management:</i></p> <ul style="list-style-type: none"> <li>- Inventory of tasks and skills for staff adaptability (facilitate mobility, ensure knowledge retention and continuity of service) in place</li> <li>- Screening of Establishment Plan posts performed on a regular basis</li> </ul> <p><i>Relationship management and communication:</i></p> | 3          | 4      | Reduce              | N/A                  | <ul style="list-style-type: none"> <li>- Internal study on the impact on the sustainability of the Centre</li> <li>- The Centre will continue to liaise with its partner DG with regard to exploring options to balance the budget</li> </ul> | Director and Heads of Department | 2020/Q2<br><br>2020/Q4 | NO             |

| No. | Date | Activity area | Risk description | Risk type | Mitigating controls ( <u>already in place</u> ) | Residual   |        | Management response | Acceptance rationale | Action plan summary |               |          | Critical risk? |
|-----|------|---------------|------------------|-----------|---|------------|--------|---------------------|----------------------|---------------------|---------------|----------|----------------|
|     |      |               |                  |           |   | Likelihood | Impact |                     |                      | Brief description   | Key personnel | Deadline |                |
|     |      |               |                  |           | - Regular coordination with the client (EUIPO)  |            |        |                     |                      |                     |               |          |                |

| No. | Date | Activity area                                   | Risk description  | Risk type                                 | Mitigating controls ( <u>already in place</u> )   | Residual   |        | Management response | Acceptance rationale | Action plan summary   |                                 |                        | Critical risk? |
|-----|------|---|---|---|---|------------|--------|---------------------|----------------------|---|---------------------------------|------------------------|----------------|
|     |      |   |   |   |   | Likelihood | Impact |                     |                      | Brief description   | Key personnel                   | Deadline               |                |
| R.4 | 2011 | 1. Core operational activity: language services | A considerable decrease in income in the short term may in the short term jeopardise the Centre's operations. | Risk relating to the external environment | <p><i>Financial management:</i></p> <ul style="list-style-type: none"> <li>- Monthly Budget Report prepared and revenue monitoring performed</li> <li>- Annual update of the service cost analysis</li> <li>- Indicators (225, 235 and 329) for monitoring volume variations in the number of pages, pages invoiced vs forecast and revenue vs forecast in place</li> <li>- Increased prices approved by the management board for the 2019-2021 period</li> <li>- Budgetary Reserves in place (permanent pre-financing funds and reserve for the stability pricing)</li> </ul> <p><i>Governance:</i></p> <ul style="list-style-type: none"> <li>- Raise the budgetary authority's awareness of the Centre's situation</li> </ul> <p><i>Human resources management:</i></p> <ul style="list-style-type: none"> <li>- Inventory of tasks and skills for staff adaptability (facilitate mobility, ensure knowledge retention and continuity of service) in place</li> <li>- Screening of Establishment Plan posts performed on a regular basis</li> </ul> <p><i>Relationship management and communication:</i></p> <ul style="list-style-type: none"> <li>- Agreements signed with all clients</li> <li>- Encourage EU institutions to make use of the linguistic services of the Centre</li> <li>- Prospecting of clients to increase the volumes of translation of documents performed</li> <li>- Proactive engagement towards establishing the Centre as a partner/service provider for the EU institutions</li> </ul> <p><i>Performance Management</i></p> <ul style="list-style-type: none"> <li>- A transformation plan addressing recommendations from the Centre's Study and setting the scene for the new business model</li> </ul> | 3          | 4      | Reduce              | N/A                  | <p>-Internal study on the impact on the sustainability of the Centre</p> <p>The Centre will continue to liaise with its partner DG with regard to exploring options to balance the budget</p> | Director & Heads of Departments | 2020/Q2<br><br>2020/Q4 | YES            |

| No. | Date | Activity area                                   | Risk description  | Risk type                                 | Mitigating controls ( <u>already in place</u> )  | Residual   |        | Management response | Acceptance rationale                        | Action plan summary   |                                 |   | Critical risk? |
|-----|------|---|---|---|--|------------|--------|---------------------|---|---|---------------------------------|---|----------------|
|     |      |   |   |   |  | Likelihood | Impact |                     |   | Brief description   | Key personnel                   | Deadline                                  |                |
| R.5 | 2017 | 1. Core operational activity: language services | Failure by agencies to respect the spirit of their founding regulation with regard to their obligation to use the Centre as the linguistic shared service provider may jeopardise the sustainability of the Centre's business model | Risk relating to the external environment | <p><i>Governance:</i></p> <ul style="list-style-type: none"> <li>- Model decision of founding regulation for agencies in place by the Commission</li> <li>- Ongoing monitoring of the changes of the agencies' founding regulations</li> <li>- Raise the budgetary authority's and partner DG's awareness of the Centre's situation</li> <li>- Awareness raising of the European Commission (General Secretariat) and the Chairman of the Management Board of the Translation Centre</li> </ul> <p><i>Relationship management and communication:</i></p> <ul style="list-style-type: none"> <li>- Proactive coordination meetings and regular communication with existing and potential clients</li> </ul> | 4          | 3      | Reduce              | N/A   | <ul style="list-style-type: none"> <li>- Communicate the results of the Study on the Centre to key stakeholders</li> <li>- Awareness raising of the European Parliament Culture and Education Committee and the European Court of Auditor</li> <li>- Raise awareness amongst clients of the risks involved in using translation technology indiscriminately, without recourse to skilled support</li> </ul> | Director & Heads of Departments | 2020/Q1<br><br>2020/Q3<br><br><br>2020/Q4 | YES            |
| R.6 | 2018 | All activity areas of the Centre                | Due to limited staff and financial resources, difficulties may be encountered with the implementation of the projects included in the Centre's programme  | Risk relating to the external environment | <p><i>Relationship management and communication:</i></p> <ul style="list-style-type: none"> <li>- Work collaboratively with the EUIPO with regard to the implementation of specific projects</li> </ul> <p><i>Governance</i></p> <ul style="list-style-type: none"> <li>- Decision making process based on a reduced risk-appetite</li> <li>- Management Board working group for the monitoring of the implementation of the transformation plan</li> <li>- A governance structure in the programme management</li> </ul>  | 4          | 2      | Accept              | Mitigating controls in place are sufficient |   |                                 |   | YES            |

| No. | Date | Activity area                                   | Risk description   | Risk type                                 | Mitigating controls ( <u>already in place</u> )  | Residual   |        | Management response | Acceptance rationale                                | Action plan summary   |                        |          | Critical risk? |
|-----|------|---|--|---|--|------------|--------|---------------------|---|---|------------------------|----------|----------------|
|     |      |   |  |   |  | Likelihood | Impact |                     |   | Brief description   | Key personnel          | Deadline |                |
|     |      |   | initiation document (PID) and in the Centre's transformation plan.   |   |  |            |        |                     |   |   |                        |          |                |
| R.7 | 2019 | All activity areas of the Centre                | The lack of in-house resources with detailed knowledge of solutions developed with the support of external consultants combined with the lack of documentation on the solution may obstruct the effective functioning of the solution and delay future improvement projects. | Risk relating to People and Organisation  | <i>Human resources management:</i><br>- Recruiting and retaining the adequate competencies instead of using external resources<br><i>Information technology</i><br>- Ensure that solutions are well documented                               | 2          | 3      | Accept              | This is a normal/expected risk for the organisation |   |                        |          | NO             |
| R.8 | 2019 | 1. Core operational activity: language services | Unrealistic client expectations: The accelerated pace of translation technology disruption combined with strong client   | Risk relating to the external environment | <i>Relationship management and communication</i><br>- Explanatory note is communicated to clients through meetings and face to face interactions<br>- Preparation of an information package as part of the booklet "Writing for Translation" | 4          | 4      | Reduce              | N/A   | -Intensify the pedagogical process with respect the information contained to the explanatory note to clients and explain how the Centre works | Translation Department | 2020/Q4  | NO             |

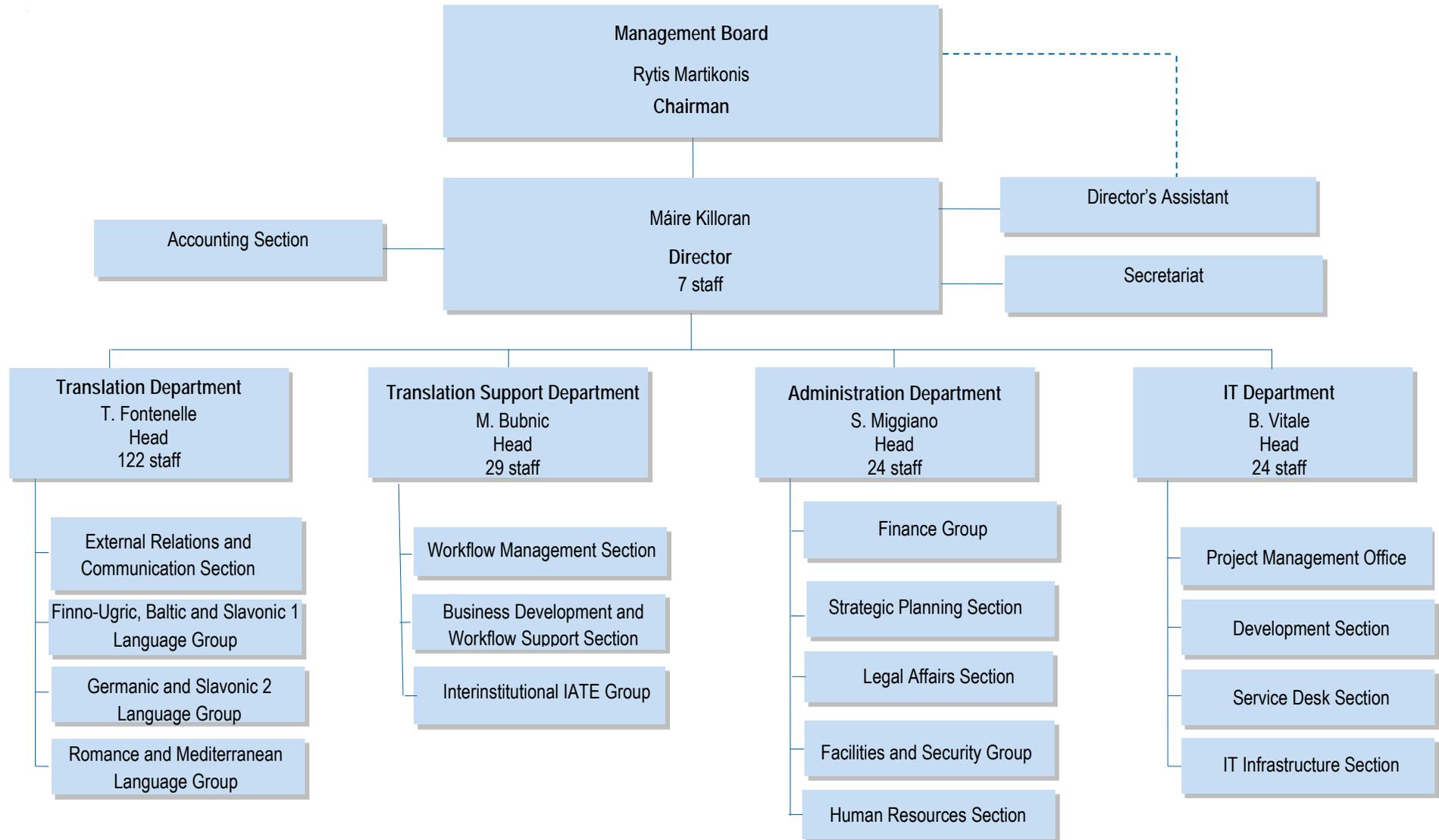
| No. | Date | Activity area                    | Risk description  | Risk type                                 | Mitigating controls ( <u>already in place</u> )   | Residual   |        | Management response | Acceptance rationale   | Action plan summary   |               |          | Critical risk? |
|-----|------|----------------------------------|---|---|---|------------|--------|---------------------|--|---|---------------|----------|----------------|
|     |      |                                  |   |   |   | Likelihood | Impact |                     |  | Brief description   | Key personnel | Deadline |                |
|     |      |                                  | expectations with regard to deadlines and pricing   |   |   |            |        |                     |  | -Provide updated guidance (Writing for Translation brochure)<br>-Communication campaign to manage expectations on machine translation |               |          |                |
| R.9 | 2019 | All activity areas of the Centre | Brexit outcome: Uncertainty resulting from Brexit on the Centre's capacity in English language and on the use of budget appropriations. The Centre will not be able to recruit English nationals as staff members | Risk relating to the external environment | <i>Financial management:</i><br>- Monthly Budget Report prepared and revenue monitoring performed<br>- Regular communication with clients concerning translation volume forecasts<br>- Annual update of the service cost analysis<br>- Indicators (225, 235 and 329) for monitoring volume variations in the number of pages, pages invoiced vs forecast and revenue vs forecast in place<br><i>Human resources management:</i><br>- Use the current derogation possibility to manage HR contracts<br>- Provision of a restriction clause in the call for tenders<br><i>Governance</i><br>- Follow closely the Brexit discussions | 5          | 3      | Accept              | No other possible mitigating controls to be put in place; the existing mitigating controls are as effective as possible. |   |               |          | NO             |

## Annex IX. Procurement plan 2020

Under Article 72(2) of the Centre's Financial Regulation, the annual work programme of the Centre is equivalent to a financing decision for the activities it covers. The procedures for public contracts to be launched in 2020 are detailed as follows.

|                                  |                   | Designation   | Type of procedure           | Tender launch date | Contract signature | Budget 2020 (EUR) | Total budget (Estimated – 4 years) |
|----------------------------------|-------------------|---|-----------------------------|--------------------|--------------------|-------------------|------------------------------------|
| CORE                             | LANGUAGE SERVICES | RAIL20 : Translation/revision services in the railway field from BG, CS, DA, DE,EL, ES, ET, FI, FR, HR, HU, IT, LT, LV, NL, PL, PT, RO, SK, SL and SV into EN | Open                        | Q1 2020            | 15/08/2020         | 37 500            | 400 000                            |
|                                  |                   | TERMINOLOGY20: Terminology services from EN into BG, CS, DA, DE,EL, ES, ET, FI, FR, GA, HR, HU, IT, LT, LV, MT, NL, PL, PT, RO, SK, SL and SV                 | Open                        | Q3 2020            | 27/02/2021         | n/a               | 300 000                            |
|                                  |                   | AO GEN20-01: Services of translation/revision in the General Field - All EU languages into EN except GA   | Open                        | Q2 2020            | 1/10/2021          | n/a               | 700 000                            |
|                                  |                   | AO GEN20-02: Services of translation/revision in the General Field - EN into All EU languages   | Open                        | Q2 2020            | 1/10/2021          | n/a               | 15 500 000                         |
|                                  |                   | AO GEN20-03: Services of translation/revision in the General Field - DE, ES, IT and NL into FR  | Open                        | Q2 2020            | 1/10/2021          | n/a               | 65 000                             |
|                                  |                   | AO GEN20-04: Services of translation/revision in the General Field - FR into DE, ES, IT and NL  | Open                        | Q2 2020            | 1/10/2021          | n/a               | 65 000                             |
|                                  |                   | AO TERM20: Services of translation/revision of term lists in various fields from EN into all official EU languages +IS + NO                                   | Negotiated procedure        | Q1 2020            | Q4 2020            | 5 000             | 60 000                             |
| SUPPORT                          | ADMINISTRATION    | Long term rental of service cars  | Open (Court of Justice) (*) | Q4 2020            | 01/07/2021         | 6 500             | 28 000                             |
|                                  |                   | Postal services   | Open (Commission)(*)        | Q3 2020            | 11/03/2021         | 12 000            | 50 000                             |
|                                  |                   | Transport of inter-institutional mail   | Open (Commission)(*)        | Q3 2020            | 01/04/2021         | 3 500             | 15 000                             |
|                                  |                   | Organisational Development and Collaborative Working services   | Open (Commission)(*)        | Q4 2019            | Q2 2020            | 7.500             | 40.000                             |
|                                  |                   | Language training services  | Open (Commission)(*)        | Q1 2020            | Q4 2020            | n/a               | 100 000                            |
|                                  |                   | Conference to celebrate 25th anniversary of the Translation Centre (conference room + catering)   | Negotiated procedure        | Q1 2020            | Q3 2020            | 30 000            | 30 000                             |
| SUPPORT                          | ICT               | WANS IV – Provision of services relating to high speed data links, internet and cloud connection services   | Open                        | Q4 2020            | Q2 2021            | n/a               | 1 540 000 (6 years)                |
| (*) Interinstitutional procedure |                   |   |                             |                    |                    |                   |                                    |

Annex X. Organisation chart  
Staff in place on 31.12.2018



## Annex XI – List of clients

| Common name / Abbreviation | Agencies / bodies / offices / institutions   |
|----------------------------|--|
| ACER                       | Agency for the Cooperation of Energy Regulators                                      |
| BBI JU                     | Bio-based Industries Joint Undertaking   |
| BEREC Office               | Office of the Body of European Regulators for Electronic Communications              |
| DG EMPL                    | European Commission Directorate-General for Employment, Social Affairs and Inclusion |
| Cedefop                    | European Centre for the Development of Vocational Training                           |
| CEPOL                      | European Union Agency for Law Enforcement Training                                   |
| Chafea                     | Consumers, Health, Agriculture and Food Executive Agency                             |
| CJEU                       | Court of Justice of the European Union   |
| Council                    | Council of the European Union  |
| CoR                        | European Committee of the Regions  |
| CPVO                       | Community Plant Variety Office   |
| Clean Sky 2 JU             | Clean Sky 2 Joint Undertaking  |
| DG JUST                    | European Commission Directorate-General for Justice and Consumers                    |
| EACEA                      | Education, Audiovisual and Culture Executive Agency                                  |
| EASA                       | European Union Aviation Safety Agency  |
| EASME                      | Executive Agency for Small and Medium-sized Enterprises                              |
| EASO                       | European Asylum Support Office   |
| EBA                        | European Banking Authority   |
| ECA                        | European Court of Auditors   |
| ECB                        | European Central Bank  |
| ECDC                       | European Centre for Disease Prevention and Control                                   |
| ECHA                       | European Chemicals Agency  |
| ECSEL JU                   | Electronic Components and Systems for European Leadership Joint Undertaking          |

| Common name / Abbreviation | Agencies / bodies / offices / institutions  |
|----------------------------|---|
| EDA                        | European Defence Agency   |
| EDPS                       | European Data Protection Supervisor   |
| EEA                        | European Environment Agency   |
| EEL2                       | European School Luxembourg II   |
| EESC                       | European Economic and Social Committee  |
| EFCA                       | European Fisheries Control Agency   |
| EFSA                       | European Food Safety Authority  |
| EIB                        | European Investment Bank  |
| EIGE                       | European Institute for Gender Equality  |
| EIOPA                      | European Insurance and Occupational Pensions Authority  |
| EIT                        | European Institute of Innovation and Technology   |
| EMA                        | European Medicines Agency   |
| EMCDDA                     | European Monitoring Centre for Drugs and Drug Addiction   |
| EMSA                       | European Maritime Safety Agency   |
| ENISA                      | European Union Agency for Cybersecurity   |
| EP – DG TRAD               | European Parliament – Directorate-general for Translation   |
| ERA                        | European Union Agency for Railways  |
| ERCEA                      | European Research Council Executive Agency  |
| ESMA                       | European Securities and Markets Authority   |
| ETF                        | European Training Foundation  |
| EUIPO                      | European Union Intellectual Property Office   |
| eu-LISA                    | European Union Agency for the Operational Management of large-scale IT Systems in the Area of Freedom, Security and Justice |
| EU-OSHA                    | European Agency for Safety and Health at Work   |

| Common name / Abbreviation | Agencies / bodies / offices / institutions                               |
|----------------------------|--|
| Eurofound                  | European Foundation for the Improvement of Living and Working Conditions |
| Eurojust                   | European Union's Judicial Cooperation Unit                               |
| Europol                    | European Union Agency for Law Enforcement Cooperation                    |
| F4E JU                     | European Joint Undertaking for ITER and the Development of Fusion Energy |
| FCH 2 JU                   | Fuel Cells and Hydrogen 2 Joint Undertaking                              |
| FRA                        | European Union Agency for Fundamental Rights                             |
| Frontex                    | European Border and Coast Guard Agency                                   |
| GSA                        | European Global Navigation Satellite Systems Agency                      |
| EuroHPC JU                 | European High-Performance Computing Joint Undertaking                    |
| IMI 2 JU                   | Innovative Medicines Initiative 2 Joint Undertaking                      |
| INEA                       | Innovation and Networks Executive Agency                                 |
| MAOC (N)                   | Maritime Analysis and Operation Centre (Narcotics)                       |
| Ombudsman                  | European Ombudsman   |
| OSGES                      | Office of the Secretary-General of the European Schools                  |
| REA                        | Research Executive Agency  |
| SatCen                     | European Union Satellite Centre  |
| S2R JU                     | Shift2Rail Joint Undertaking   |
| SESAR JU                   | SESAR Joint Undertaking  |
| SRB                        | Single Resolution Board  |