



DECISION OF THE MANAGEMENT BOARD
OF THE TRANSLATION CENTRE FOR THE BODIES OF THE EUROPEAN UNION
ADOPTING THE SINGLE PROGRAMMING DOCUMENT 2022-2024 - CT/CA-002/2021/01EN

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 21 September 2019 applicable to the Translation Centre for the Bodies of the European Union (Ref. CT/CA-028/2019EN),

Whereas:

- (1) in accordance with Article 40 of Regulation (EU, Euratom) 2018/1046, the Translation Centre shall send by 31 January each year to the Commission, the European Parliament and the Council its draft single programming document, as endorsed by its Management Board, containing its annual and multi-annual programming and corresponding human and financial resources planning;
- (2) the final single programming document shall be adopted by the Management Board;
- (3) the Translation Centre shall send any later updated versions of the single programming document, namely to reflect the Commission's opinion and the outcome of the annual budgetary procedure, to the Commission, the European Parliament and the Council.

HAS ADOPTED AS FOLLOWS:

Article 1

The single programming document 2022-2024 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, 20 October 2021

For the Management Board.

(Electronically signed)

Rytis Martikonis
Chairman

Annex: Single programming document 2022-2024 of the Translation Centre



SINGLE PROGRAMMING DOCUMENT
2022-2024
OF THE TRANSLATION CENTRE
FOR THE BODIES OF THE EUROPEAN UNION

CT/CA-002/2021/01EN

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Foreword

Considering developments in the Centre's activities over the last five years, it is clear that the Centre still has to build more resilience and bounce back; this is not just about getting back on track but about building strength and its capacity to accept all the opportunities coming its way. The Centre must learn from the past crisis and the pandemic, it has to anticipate future developments and find the right balance between strengthening its current activities and investing in a forward-looking approach.

Consolidation, resilience and looking to the future – these are the themes of this 2022-2024 Multiannual plan.

The new range of services emerging from the Centre's recent transformation plan must be strengthened by optimising each of the proposed services and the technologies deployed to deliver them, in tandem with more efficient control **over the use of resources. Improved cost control will boost the Centre's resilience**, allowing it to offer its services to clients at the fairest and most transparent prices. In addition, cost control will allow it to give estimates and respond more quickly, **also with more precision, to clients' specific demands**. This is another way for the Centre to increase its resilience and access new markets, most often with significant added-value.

A forward-looking approach will enable the Centre to anticipate fluctuating client requests rather than being left so vulnerable to the financial risk caused by them, as was the case in the past. Without wishing to predict the future, the Centre must examine the potential sources of opportunities and challenges of the years ahead. By identifying trends and potential hurdles, it will be able to map out development paths, to optimise its decision making and take action in the present to shape its future.

The course of action of this 2022-2024 Multiannual plan is defined by **taking control of the Centre's future**, growing stronger to acquire the means to implement a forward-looking approach, thereby boosting the **Centre's resilience**.

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
EPOC	<i>Ex post</i> quality check
EPSO	European Personnel Selection Office
ERA	European Union Agency for Railways
eTranslation	Neural machine translation system of the European Commission
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	Interactive 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
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 of the translation services of 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, transcription, automatic translation via neural machine translation, etc.

The Centre as a partner at interinstitutional level

As a member of the Interinstitutional Committee for Translation and Interpretation (ICTI), the Centre plays a 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

Following **the successful completion of the Centre's Transformation Plan¹** and its related Programme (the PID²) **developed and financed in cooperation with the EUIPO, the Centre's capabilities as a provider of linguistic services** is on a new trajectory. The projects implemented by the Centre in the recent past, draw heavily on translation technology and this has had a profound impact not only on the way the Centre is conducting its routine day-to-day business but also on its approach **and capacity in satisfying clients' needs** and expectations. It is foreseen that 2022-2024 will be a period in which the Centre will consolidate its revised business model and fine-tune it.

The Centre will review the functioning of the modularised translation services introduced by the transformation plan and, at the same time, will continue to develop added value services and to offer tailor-made solutions to its clients. The Centre will continue to focus on harnessing the benefits arising from translation technologies, in particular neural machine translation. Building upon the European Commission's development of the institutional neural machine translation system eTranslation and its own activities in the area of technology, the Centre will continue to identify and develop customised machine translation engines in selected areas and integrate them **into 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 period 2022-2024, the Centre will continue to progressively outsource the post-editing of machine translation output, with the aim of reducing the cost of outsourcing translations. At the same time, the Centre will assess and adjust the use of the data-driven approach in eCdT for the revision of outsourced translations. In order **to increase the Centre's efficiency, activities to fine-tune workflow automation** will continue over the entire programming cycle. Thus, the Centre will carry on with the implementation of business rules to automate the distribution of work, in particular concerning the new services, both for its in-house translators and external language service providers. The time saved in these activities will be used to deepen the analysis and handling of source documents and to manage translation assets. The Centre also envisages to implement an adapted version of eCdT together with interested interinstitutional partners.

As part of its proactive client engagement approach, the Centre will continue, as far as possible, to meet its clients bilaterally, enhance its B2B feature and also offer end-to-end services. Special focus will be placed on the exchange of information by continuing to organise Translation Contact Network meetings. In order to strengthen its engagement with its external language service providers, the Centre will intensify its communication with them by organising information sessions and/or webinars.

During the period 2022-2024, 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 key staff capabilities to keep up with the pace of technology adopted by the Centre (e.g. post-editing of machine translation output and management of translation memories). In the area of talent management, the Centre will

¹ Document No CT/CA-012/2019EN

² **The Translation Centre's Transformation** : PROGRAMME INITIATION DOCUMENT (PID)

implement initiatives for the overall development of staff and their performance by reinforcing staff skills and competencies in order to build organisational efficiency.

Section II

1. Multiannual work programme 2022-2024

1.1. Multiannual objectives

The **Centre's** 2016 Strategy, adopted by the Management Board on 26 October 2016, sets out the strategic goals and objectives for 2016-2020. On 23 September 2020 the Management Board adopted the extension of the 2016 Strategy (CT/CA-037/2016/02EN) to enable the Centre to draw up its Single Programming Document 2022-2024:

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

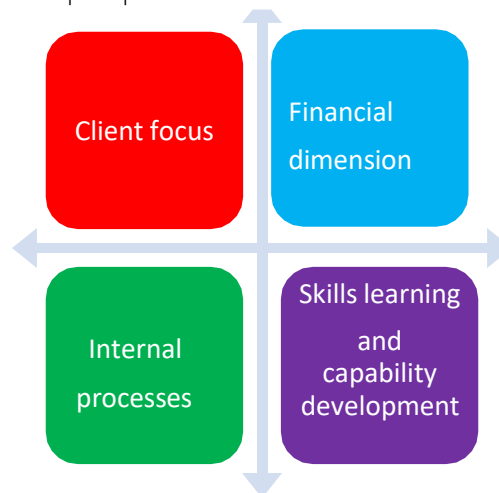
The strategic goals and objectives are implemented through a set of strategic initiatives, which are collections of finite-**duration discretionary projects and programmes performed along with the organisation's day-to-day operational activities in the framework of the Centre's** multiannual work programmes.

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)
Quality of the service		
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
Quality of the product		
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. 1.2 Strengthen the proactive approach to client engagement. 2.1 Build a dynamic, client-oriented organisation.	1.1.1: Ensure timeliness of delivery and improve the quality of language services 1.2.1: Ensure that the Centre works in partnership with its clients from the creation to the delivery of multilingual services 2.1.2: Create a more integrated collaborative framework with external language service providers
Operational excellence		

Throughput efficiency of the core business process	<p>1.1 Deliver an improved quality management approach.</p> <p>1.3 Optimise the range of language services offered to clients.</p> <p>2.1 Build a dynamic, client-oriented organisation.</p> <p>2.2 Optimise the Centre's business model with a view to improving its sustainability.</p>	<p>1.1.2: Optimise processes and streamline workflows</p> <p>1.3.1: Modularise language services to ensure maximum responsiveness to clients' needs</p> <p>1.3.2: Continue to develop integrated IT solutions</p> <p>2.1.1: Continue to invest in staff development and drive staff engagement</p> <p>2.1.2: Create a more integrated collaborative framework with external language service providers</p> <p>2.2.1: Leverage the use of information technology</p> <p>2.2.2: Further develop the Centre's client base and operational capacity to adapt to its clients' needs</p>
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	<p>1.1 Deliver an improved quality management approach.</p> <p>1.3 Optimise the range of language services offered to clients.</p>	<p>1.1.2 Optimise processes and streamline workflows</p> <p>1.3.2: Continue to develop integrated IT solutions</p>
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)	<p>2.1 Build a dynamic, client-oriented organisation.</p> <p>2.3 Promote a culture of integrity that ensures transparency and accountability.</p> <p>3.2 Contribute to interinstitutional projects.</p>	<p>2.1.1: Continue to invest in staff development and drive employee engagement</p> <p>2.3.1: Ensure transparency through an enhanced controlling function</p> <p>3.2.2: Develop and implement the IATE2 project and provide the necessary IT support</p>

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. 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 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. 3.2 Contribute to interinstitutional projects.	3.1.1: Acquire, develop and share best linguistic practices at interinstitutional level 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. 2.3 Promote a culture of integrity that ensures transparency and accountability.	1.2.2: Enhance client satisfaction 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. 2.3 Promote a culture of integrity that ensures transparency and accountability.	2.2.1: Leverage state-of-the-art translation technologies 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. 2.3 Promote a culture of integrity that ensures transparency and accountability.	2.2.1: Leverage state-of-the-art translation technologies 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. 2.3 Promote a culture of integrity that ensures transparency and accountability.	2.2.1: Leverage state-of-the-art translation technologies 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)
Consumption and waste		
Materials and resources (paper saved as a result of paperless workflow management)	1.3 Optimise the range of language services offered to clients. 2.3 Promote a culture of integrity that ensures transparency and accountability.	1.3.2: Continue to develop integrated IT solutions 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

1.2. Multiannual work programme

Strategic Plan 2016			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	Strategic objective	Strategic initiative	2020	2021	2022	2023	2024
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	1.9 Ensure on-time delivery of services to clients	1.9 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 Review the indicative turnaround times of language services	1.10 Introduce indicative turnaround times of any new services	1.18 Review the indicative turnaround times of all services	Assess the indicative turnaround time of all services	Assess the indicative turnaround time of all services
			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	1.11 Introduce 'post-editing of machine translation output' as a new requirement for external language service providers	1.11 Review the functioning of 'post-editing of machine translation output' as a new requirement for external language service providers	Assess the functioning of 'post-editing of machine translation output' for external language service providers	
			1.8 Implement measures identified in the 'Translation Quality Assurance Action Plan 2019-2020'	1.12 Implement measures identified in the 'Translation Quality Assurance Action Plan 2021-2022'	1.12 Implement measures identified in the 'Translation Quality Assurance Action Plan 2021-2022'	Implement measures identified in the 'Translation Quality Assurance Action Plan 2023-2024'	Implement measures identified in the 'Translation Quality Assurance Action Plan 2023-2024'

Strategic Plan 2016			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	Strategic objective	Strategic initiative	2020	2021	2022	2023	2024
			1.10 Monitor translation quality <i>ex post</i>	1.14 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>
			1.9 Configure in eCdT the requirements of a data-driven approach for the revision of outsourced translations	1.13 Start use in eCdT the data-driven approach for the revision of outsourced translations	1.13 Analyse the data and the impact of the implementation of the data-driven approach	Assess and adjust the use of the data-driven approach in eCdT	Assess and adjust 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			2.7 Upon client request, adapt end-to-end services, e.g. based on the Centre's B2B solution	Upon client request, adapt end-to-end services, e.g. based on the Centre's B2B solution	Upon client request, adapt end-to-end services, e.g. based on the Centre's B2B solution
			1.26 Finalise the integration of the new tool for managing the translation of EU trade marks as a back-up solution	1.25 Prepare an action plan to enhance the quality performance and retrieval rate of the new tool for managing the translation of EU trade marks	2.5 Implement the selected actions to enhance the quality performance and retrieval rate of the new tool for managing the translation of EU trade marks	Finalise and implement the developments of the selected actions to enhance the quality performance and retrieval rate of the new tool for managing the translation of EU trade marks	

Strategic Plan 2016			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	Strategic objective	Strategic initiative	2020	2021	2022	2023	2024
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			1.20 Organise bilateral meetings with clients to discuss client-specific service requests	Organise bilateral meetings with clients to discuss client-specific service requests	Organise bilateral meetings with clients to discuss client-specific service requests
					1.16 Organise training sessions for clients on how to enhance the output of machine translation		
					3.10 Development of a guide on writing for machine translation and promotion of the investment in quality of source-texts		
				3.15 Organise meetings of the Translation Contact Network	3.9 Organise meetings or events of the Translation Contact Network	Organise meetings or events of the Translation Contact Network	Organise meetings or events of the Translation Contact Network

Strategic Plan 2016			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	Strategic objective	Strategic initiative	2020	2021	2022	2023	2024
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	1.11 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)	1.15 Launch a survey to assess clients' satisfaction with the new feedback system (CVR) and assess the new client feedback system	1.14 Implement improvements resulting from the survey on the new client feedback system (CVR) conducted in 2021		
				3.12 Launch as of 2021 annual client satisfaction surveys using the new survey tool developed in cooperation with the EUIPO in 2020 (P1)	3.6 Conduct annual client satisfaction survey and implement the actions resulting from it.	Conduct annual client satisfaction survey and implement the actions resulting from it.	Conduct annual client satisfaction survey and implement the actions resulting from it.
					2.6 Implementation of action plan resulting from survey on the use of the Centre's mobile application		

Strategic Plan 2016			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	Strategic objective	Strategic initiative	2020	2021	2022	2023	2024
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	1.15 Configure eCdT for the implementation of modularised translation services	1.17 Implement modularised translation services, including those defined under the Programme Initiation Document agreed with the EUIPO	1.17 Review the functioning of modularised translation services		
			1.16 Finalise the cost-benefit analysis with regard to new added value services (e.g. transcription service, automatic subtitling and voiceover service)	1.18 Subject to the results of the cost-benefit analysis, implement new added value services	1.19 Review the new added value services	Review and assess new added value services introduced in previous year and adjust the services, if necessary	Review and assess new added value services introduced in previous year and adjust the services, if necessary
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	1.21 Develop customised Translation Centre engines in intellectual property case-law and public health and possibly in other areas	1.23 Identify and develop customised machine translation engines in other areas	1.23 Continue developing customised machine translation engines in other areas, subject to availability of relevant data	Continue developing customised machine translation engines in other areas, subject to availability of relevant data	Continue developing customised machine translation engines in other areas, subject to availability of relevant data

Strategic Plan 2016			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	Strategic objective	Strategic initiative	2020	2021	2022	2023	2024
			1.23 Identify and exploit adaptive translation technologies interactively integrated with translation tools	1.21 Continue identifying and exploiting adaptive translation technologies interactively integrated with translation tools	1.22 Continue identifying and exploiting adaptive translation technologies interactively integrated with translation tools	Continue identifying and exploiting adaptive translation technologies interactively integrated with translation tools	Continue identifying and exploiting adaptive translation technologies interactively integrated with translation tools
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	3.11 Develop key staff capabilities (e.g. post-editing of machine translation output, management of translation memories)	3.10 Develop key staff capabilities (e.g. post-editing of machine translation output, management of translation memories)	3.5 Develop key staff capabilities (e.g. post-editing of machine translation output, management of translation memories for newly-recruited staff)	Increase the proficiency level of translators on post-editing of machine translation output via training	Increase the proficiency level of translators on post-editing of machine translation output via training
			3.9 Implement talent management initiatives	3.8 Implement talent management initiatives	3.4 Implement talent management initiatives	Implement talent management initiatives	Implement talent management initiatives

Strategic Plan 2016			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	Strategic objective	Strategic initiative	2020	2021	2022	2023	2024
2. Enhance operational effectiveness and efficiency	2.1 Build a dynamic, client-oriented organisation	2.1.2 Create a more integrated collaborative framework with external language service providers	1.12 Organise webinars/information sessions for external language service providers	1.16 Organise webinars/information sessions for external language service providers	1.15 Prepare tutorials and training material for external language service providers	Prepare tutorials and training material for external language service providers	Prepare tutorials and training material for 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			1.24 Start implementing the actions defined in the eCdT evolution ² project related to the pre-processing	Finalise the implementation of the actions defined in the eCdT evolution ² project related to the pre-processing	
						Prepare a business case of a portable version of eCdT as Software-As-A-Service	
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	3.13 Approach new EU bodies to seek cooperation agreements	3.13 Approach new EU bodies to seek cooperation agreements	3.7 Approach new EU bodies to seek cooperation agreements	Approach new EU bodies to seek cooperation agreements	Approach new EU bodies to seek cooperation agreements
			3.14 Marketing of the Centre's services	3.14 Marketing of the Centre's services	3.8 Marketing of the Centre's services	Marketing of the Centre's services	Marketing of the Centre's services

Strategic Plan 2016			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	Strategic objective	Strategic initiative	2020	2021	2022	2023	2024
		capacity to adapt to clients' needs		3.17 Proactively explore any business opportunity by providing bespoke services	1.21 Proactively explore any business opportunity by providing bespoke services	Proactively explore any business opportunity by providing bespoke services	Proactively explore any business opportunity by providing bespoke 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			2.3 Based on the analysis of the costs, derived from the ABC methodology, introduce adjustments in terms of price of the new services, if necessary	Identify the impact of the ABM methodology on all the processes Introduce price adjustments for services, if necessary	Introduce price adjustments for services, if necessary
					2.4 Based on the analysis of the ABC methodology, identify the cost improvements for each activity		
					2.1 Develop or buy solution in order to manage the establishment of the budget	Implementation of the new budget and salary calculation modules?	?

Strategic Plan 2016			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	Strategic objective	Strategic initiative	2020	2021	2022	2023	2024
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 Consider the improved integration of services provided by external service providers in the Centre's Business Continuity Management System	3.2 Maintain the level of maturity of the Centre's Business Continuity Management System (BCMS)	3.1 Maintain the level of maturity of the Centre's Business Continuity Management System (BCMS)	Maintain the level of maturity of the Centre's Business Continuity Management System (BCMS)	Maintain the level of maturity of the Centre's Business Continuity Management System (BCMS)
					2.2 Further optimise the training management tool		
			3.5 Implement actions to comply with the Internal Control Standards (ICS)	3.4 Implement actions to comply with the Internal Control Framework (ICF)	3.2 Implement actions to comply with the Internal Control Framework (ICF)	Implement actions to comply with the Internal Control Framework (ICF)	Implement actions to comply with the Internal Control Framework (ICF)
			3.7 Perform the quality audit programme	3.6 Perform the quality audit programme	3.3 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 and know-how at interinstitutional level	1.28 Offer Joint Training Ventures (JTV)		1.27 Share the Centre's knowledge and expertise within the ICTI framework	Share the Centre's knowledge and expertise within the ICTI framework	Share the Centre's knowledge and expertise within the ICTI framework

Strategic Plan 2016			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	Strategic objective	Strategic initiative	2020	2021	2022	2023	2024
3. Contribute to interinstitutional cooperation	3.1 Strengthen the Centre's contribution to interinstitutional cooperation	3.1.2 Acquire, develop and share best linguistic solutions at interinstitutional level			1.26 Implement the adapted version of eCdT together with interested interinstitutional partners	Further adapt the interinstitutional eCdT platform	Further adapt the interinstitutional eCdT platform
3. Contribute to interinstitutional cooperation	3.2 Contribute to interinstitutional projects	3.2.1 Develop and implement the IATE project and provide the necessary IT support	1.27 Provide technical and organisational support for the IATE2 database	1.26 Provide technical and organisational support for the IATE database	1.25 Provide technical and organisational support for the IATE database	Provide technical and organisational support for the IATE database	Provide technical and organisational support for the IATE database

2. Human and financial resources – outlook for the period 2022-2024

2.1. Overview of the past and current situation

At the end of 2020, the Centre employed 185 staff, namely 47 officials and 138 temporary staff. Following a decision by the budgetary authority, the establishment plan 2020 maintained the same number of posts as in 2019, that is 193 posts. The vacancy rate for officials and temporary staff for 2020 stood at 4.15% and the turnover for 2020 was 3.29%. Two officials were transferred to the European Commission and the European Parliament. One official AST post became vacant and was converted in a temporary staff post. The vacant temporary and official posts at the end of 2020 were as follows: Director, Chief Accounting Officer **in the Director's Office, Head of Legal Affairs** section and a Facilities and Security assistant in the Administration Department, an administrator and an assistant in the IT Department, Head of Translation Department and an administrator in the Translation Support Department. For most of the aforementioned posts recruitment or selection processes are under way or have been completed.

During 2020, the Centre appointed one official (the Head of the Development Section in the IT Department) and recruited 12 temporary staff and seven contract staff members on long-term contracts: five in FG III and two in FG IV. In addition, it recruited one contract staff FG IV on short-term contract. The Centre had to put on hold the selections for trainees due to the global pandemic and managed 14 agency staff contracts (6 headcounts equivalent to 4.1 FTEs).

In 2020, the Centre organised one internal competition (Linguistic Administrator with Portuguese as main language), three external selection procedures for temporary staff, three inter-agency selection procedures for temporary staff, one external selection procedure for contract staff and two selection procedures for contract staff based on EPSO lists. In addition, seven internal job offers for officials and temporary staff were published and one interinstitutional vacancy. A total of around 327 applications were received for the various selection procedures. Further information on the **Centre's** recruitment policy is set out in Annex V.

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 and maintained the same number of posts in 2019 and 2020. The Centre has fully complied with the Communication from the Commission to the Parliament and the Council on the 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 in 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 – any further staff reductions would undermine its activities.

The Centre's total budget revenue reached EUR 43.9 million in 2020 which was 6.7 million more than in 2019. Revenue from clients (Title 1) reached EUR 42.9 million which was EUR 7.1 million more than in 2019, and more than the EUR 41.5 million forecast in the **Centre's amending budget 2/2020**. The **Centre's** expenditure reached EUR 42.2 million in 2020, compared with EUR 42.6 million in 2019. This decrease of 1.1% is mainly explained by a decrease in operational expenditure for translations outsourced to external language service providers and by optimising the internal resources. **Further details on the Centre's** revenue and expenditure in 2020 are presented in Annex II.

2.2. Outlook for the years 2022-2024

A) New tasks

Following the decision by Council Regulation (EU, Euratom) 2015/2264 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 official EU 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 having the full *acquis* translated. The Centre, like all EU language services, will have to address the ensuing consequences. 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 establish an Irish language group in 2022. For the moment, the Centre will allocate three new posts as Irish language translators (one AD7 official and two AD5 temporary staff) by redeploying internal resources, and will transfer the existing Irish language translator who is currently integrated into the English language group. A request for three additional resources (one AD7 official and two AD5 temporary staff) will be carefully justified and will be assessed during the next budgetary procedure.

B) Growth of existing tasks

The Centre will continue to introduce new added value and modularised services during the period 2022 to 2024 while the services introduced in 2021 are to be consolidated, namely:

- Automatic transcription: this service will consist in the conversion of audio/or video files into written text through the use of speech-to-text technologies without human post editing of the raw output.
- Paste ‘n’ Go translation: this service is intended for texts of up to four pages. Clients will just paste the text to be translated to a specific Client Portal webpage and, on delivery of the translation, copy it back to their own system.
- Automatic translation: **this service will produce translations combining the Centre’s translation memories and custom machine translation engines, without any quality control by translators or pre- or post-processing activities by the technical team.**

It should be noted that modularisation, also exemplified by the above new services, will bring about a variation in costs and subsequently in the price offered to clients.

The Centre has experienced an increase of over 60% in its client portfolio, from 41 clients in 2009 to 69 clients in 2020 (see list of clients in Annex XI). The addition of these new clients, has resulted in a more complex breakdown of 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. in the scientific field and for the post-editing of machine translation output) – an activity which requires significant internal human resources.

Following the establishment of a partnership, the Centre has become the linguistic provider for the European **Commission’s DG** GROW, the Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs. Under the Single Digital Gateway, national and EU information on topics related to the Single Market are made accessible through a single portal managed by the Commission. The Centre translates specific web pages for the Member States during 2020-2021 and potentially beyond that period.

The Centre has expanded 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 based on eTranslation have been built with the assistance of the Commission in the field of intellectual property and public health. The Centre has also developed its own neural machine translation engines in the same fields.

The fruitful cooperation between the Centre and EPPO resulted in a customised, on-premises installation of eTranslation. This will allow the EPPO to integrate eTranslation directly with their internal Case Management System and to benefit from the tool without having to face security constraints. The Centre will seek to develop this kind of solution for other clients handling sensitive documents.

Considering both the linguistic competencies and the strong technical skills of its teams, the Centre has fully reviewed its Language Consultancy service. This is now been offered as a bespoke service and it involves the creation and maintenance of customised neural machine translation engines, the design and set up of specific workflows, and the technical and linguistic pre-editing of the original. It should be noted, however, that as this is a new endeavour with no previous experience, it requires a significant amount of investment in terms of human resources and know-how. Starting from 2023 this new approach might require resources with specific competences for the analysis of patterns and trends in the linguistic area and be able to anticipate future developments and proactively respond to new demands.

Following the implementation of its neural machine translation policy in 2020 with a matrix based on metadata that determine which machine translation engine is the most useful for each specific client request, in 2022 the Centre will implement a multi-engine strategy integrating an automatic quality scoring system that will determine which machine translation proposals are the most suitable for submission to translators from those produced by different machine translation systems. In this way, only the best translations will be passed on to translators, so they will not spend their time analysing all the different possibilities before selecting which one to use. This activity will take place over the whole programming period.

The need for multilingualism is bound to grow in the coming years. The Commission has recently invited agencies and joint undertakings to communicate more about their work and the concrete benefits for EU citizens with a view to raising awareness of their contribution and their visibility in the outside world. This can only take place through multilingualism. The Centre is in an excellent position to develop and propose new added-value multilingual services. To do so, it needs to progressively expand its capacity to exploit new technologies. The creation of a small in-house language technology hub has already enabled the Centre to serve certain needs. To mention just a few examples, the Research Executive Agency (REA) had **requested an adaptation of the Centre's services (the Paste 'n' Go service** is a response to their needs), while the European Labour Authority (ELA) had asked for an extension of the eCdT workflow tool to be able to easily involve their National Authorities in the Member States in the translation process. Both features will be launched at the beginning of 2021.

While this has been done, in the coming years, the Centre aims to expand its offer by delivering end-to-end services. By this mean, the Centre will be able to deliver its end products directly to the clients' stakeholders in order to enhance and accelerate the validation process. Such an approach will also allow **clients to manage the Centre's deliverables more efficiently and will streamline the flow of information** between the Centre, its clients and their respective stakeholders. **The expansion of the Centre's capacity to respond to clients' custom needs will certainly need to be accompanied by a further strengthening of its dedicated language technology resources.**

2.3. Resource programming for the years 2022-2024

Financial resources

Revenue:

It is envisaged that the Centre's total budget revenue for 2022 will reach EUR 49.0 million. For 2023 and 2024, the estimates are EUR 48.9 million and EUR 48.8 million, respectively. The Centre does not receive a contribution from the EU budget. **The Centre's main revenue comes from its clients as payments for the services which the Centre provides³. Additional revenue comes from the Centre's management of interinstitutional projects (IATE terminology database), and other miscellaneous revenue (the Centre hosts a data centre for ERA).** The revenue from these actions is recorded as other revenue in Chapter 40. The Centre may also transfer revenue from its reserves and the surplus carried over from the previous financial year. It is envisaged that revenue from Titles 1-4, namely excluding amounts from the reserves and the **previous year's surplus**, will reach EUR 49.0 million in 2022, EUR 48.9 million in 2023 and EUR 48.8 million in 2024. As a comparison, the forecast revenue for 2021 in Titles 1-4 is envisaged to reach EUR '48.9 million.

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

The Centre's forecast revenue is based on the estimates provided by its clients for the period 2022-2024. It must therefore be stressed 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 2022 in Title 1 is EUR '48.1 million compared with EUR 47.7 million in 2021.** Furthermore, the forecast revenue remains at the same level with estimates of EUR 47.9 million in 2023 and EUR 47.9 million in 2024. In addition, the estimated revenue from clients for 2022 is EUR 5.2 million higher than the revenue received from clients in 2020. The individual forecasts from clients continue to fluctuate – for more than 20 clients, the forecast for 2022 has changed by more than 20% compared with 2021.

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

The Centre can **use the possibility of transferring resources from the 'Reserve for stability pricing'** to revenue. The Centre has not transferred any amount from the **'Reserve for stability pricing'** to revenue in 2022-2024.

Expenditure:

The Centre's forecast expenditure for the period 2022-2024 is as follows: EUR 49.0 million in 2022, EUR 48.9 million in 2023 and EUR 48.8 million in 2024. For 2022, **the Centre's forecast** for expenditure in Titles 1-3 has been increased by 1.4% compared with the amending budget 2/2021. However, it decreases in 2023, namely by 0.7% compared with 2022, and remains stable in 2024 compared with 2023.

In comparison with the outturn for 2020, the expenditure in 2022 is 14.2% higher. Firstly, this increase from 2020 to 2022 is due to the envisaged salary adjustments in 2021 and 2022 as well as other expenditure that is also subject to indexations which are likely to lead to higher expenditure in 2022 and many positions of responsibility have not been fulfilled (i.e. Director, Head of Department,...). Secondly, this increase from 2020 to 2022 is also due to the investment required by the Centre in order to implement the projects such as Teleworking and the end of life products.

³ The introduction of new services such as Automatic transcription have not been included in clients' revenues.

Notwithstanding the overall increase from 2020 to 2022 in staff costs, other index-linked costs and IT costs, the Centre will continue to implement measures to reduce its budget expenditure. The main action has been to significantly reduce expenditure appropriations to a minimum across key budget lines, including the introduction of teleworking as a new normal way of working and the mobility of IT workstations as a result of the new building strategy and new work methods.

Title 1. Staff

The budget for **Title 1, 'Staff'**, in 2022 is EUR 28.8 million, 6.2% higher (EUR 1.7 million) than that for 2021. **The Centre's budget provides for** possible annual salary adjustments, estimated at 1% per annum, as well as biennial step advancements and promotions. The 2022 budget is based on an establishment plan of 193 posts. **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 budget also takes into account factors such as the turnover ratio and staff work patterns. The estimates for 2023 and 2024 follow the same assumptions with an establishment plan of 193 posts, and reach EUR 29.1 million and EUR 29.4 million, respectively.

Title 2. Buildings, equipment and miscellaneous operating expenditure

The budget for Title 2, 'Buildings, equipment and miscellaneous operating expenditure', is EUR 8.3 million in 2022. It has decreased by 3.1% compared with 2021. The decrease is mainly due to the new negotiation related to the reduction of the surface of the building and the plan to increase the teleworking.

The expenditure in Title 2 includes expenditure for the hosting of a data centre for ERA. In conformity with the principle of universality, the revenue received from ERA is recorded as revenue, as opposed to offsetting the expenditure.

In 2023 and 2024, the Centre estimates that expenditure in Title 2 will reach EUR 8.3 million and EUR 7.8 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, the increase of the teleworking, the new negotiation related to the reduction of the surface of the building 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 and technical services relating to language services and interinstitutional cooperation. It amounts to EUR 11.1 million in 2022, which is lower in comparison with the amending budget 2/2021. It is EUR 0.1 million higher (1.0%) than the 2020 outturn. In 2023 and 2024, the Centre estimates that expenditure in Title 3 will reach EUR 10.4 million and EUR 10.6 million, respectively.

The budget for external translation services constitutes the main part of the title's budget, namely 93% in 2022. The actual cost of these services depends on a number of factors, such as languages combinations **of client's demands**, changes in the ranking of suppliers under existing framework contracts and the prices agreed under future framework contracts, which also depend on economic developments in the Member States. The budget is estimated at EUR 10.3 million in 2022, EUR 9.7 million in 2023 and EUR 9.8 million in 2024. The amounts are in line with the forecast volumes and **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 2022 is EUR 0.7 million, that is 2.7% lower than in 2021, reflecting the plans for the IATE terminology database

and the forecasts provided for the other interinstitutional tools. In 2023 and 2024, forecast expenditure reaches EUR 0.7 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.

Title 10. Reserves

The Centre has used the possibility of transferring resources to the 'Reserve for stability pricing' in order to build up the reserve. The Centre has transferred **to this 'Reserve for stability pricing'** EUR 926 000 for 2022, EUR 1 090 800 for 2023 and EUR 1 076 100 for 2024. The reserve therefore amounts to EUR 11 100 896 at the end of 2024.

Human resources

In the next years (2022-2024) the Centre will face a certain stability in terms of staff resources, although three additional FTEs will be requested. 2022 will see the creation of the Irish language translation group, relying on the support of existing resources, and will be made up of three staff members. In this respect, it should be noticed that 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. In particular, the Centre has internally redeployed resources to its core business insofar as possible. In light of this, the new Irish language group will be composed of one official (entry grade AD7) and two temporary staff members (entry grade AD5), to be recruited in the course of 2021. 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). Reshuffling the staff within the organisation in order to gain better efficiency and cope with the growth of existing tasks will be considered. In this respect one existing Irish language translator, who is currently integrated into the English language group, will be redeployed from the English to the newly created Irish language group. Additional resources (one AD7 official and two AD5 temporary staff members) will be requested in the next budgetary exercise, in order to avoid any negative impact on the Centre's priorities.

In the same period the Centre should continue to invest resources and focus on staff retention, also with the aim to limit the staff turnover. In order to ensure that this target is reached, it is important to invest on the existing staff, with a smart use of the appraisal and reclassification rules in place and by improving the working conditions. The Centre should continue to invest in learning and development initiatives, not only at individual level, but also with the organisation of training events for the development of horizontal skills.

2.4. Strategy for achieving efficiency gains

In order to achieve efficiency gains, the Centre progressively optimised its structure and working methods and has implemented cost efficiency measures throughout its business model. E.g. by introducing Commission tools (ABAC, SYSPER, MIPS and ARES). Recently, the Centre has introduced Systal, a new selection and recruitment tool covering all the phases of the selection procedures and enhancing the reliability and availability of candidate data and contributing to the Centre's paperless records. Building on the experience gained during the pandemic the Centre has identified areas where a change in working methods will move the Centre closer to its target of reducing its impact on the environment.

The Centre plans to invest in state-of-the-art technology for replacing obsolete tools that are reaching their end-of-life period. The investments will enhance the way activities –and their associated resources– are

planned on a yearly and multiannual basis. The new tools will improve and simplify how performance is measured, monitored and reported and how the implementation of audit recommendations is progressing. Future investments in this area will aim to facilitate the preparation of official programming (SPD) and reporting (CAAR) documents. The Centre also plans to implement and to optimise a new training management tool and to develop or buy a solution in order to manage the establishment of the budget.

The Centre has successfully completed the reengineering of its Activity Based Costing (ABC) and Activity Based Budgeting (ABB) methodology and it is now in a position to have accurate information on the actual cost of its products and services in a transparent way. The Centre will work to further evolve the integration of the Activity Based Management (ABM) into the above-mentioned methodology by incorporating a resource allocation system. This component will allow the Centre to obtain very precise information about the time spent by each agent on each activity and even to directly allocate certain costs to the various services offered by the Centre.

The Centre has taken further steps in embracing information technology for its administrative work by introducing eProcurement and eInvoicing solutions. Additionally, the introduction of eSignature will allow the Centre to be almost a paperless organisation and it will facilitate and accelerate the administrative procedures. The above initiatives may also have a positive impact on other areas such as logistics, environmental footprint and building capacity.

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. However, such technologies will not be adopted indiscriminately by the Centre. They will be assessed on the basis of their contribution to the **efficiency of the Centre's business model and not** purely on the basis of their availability on the market. Moreover, the technologies adopted by the Centre will be subject to a continuous assessment with respect to their contribution to quality enhancement.

The improvement of the quality of the Centre's translation memories through their systematic maintenance and the integration of neural machine **translation in the Centre's workflow will also result in efficiency gains** and will, whenever feasible, decrease the volume of outsourcing to external translation service providers. An additional step to reduce the outsourcing of translations will be the complementary use of machine translation and the post-editing of machine translation output. The Centre will analyse the impact of the implementation of the data-driven approach for the revisions of translations performed by external service providers and will continuously assess and adjust it.

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 with the fine-tuning** of business rules to automate repetitive tasks. The automations introduced over time have reduced the time spent on pre-, mid- and post processing, service monitoring, work distribution and outsourcing. Given the positive results achieved in this area, as recognised by the audit performed by the IAS of the Commission in 2019, the Centre has proposed its eCdT Software as a Service (SaaS) to any interested EU institution in 2019 with a view to sharing costs and rationalise working methods. This activity will continue over the programming period 2022-2024 to implement and further adapt the eCdT platform.

During the last years the Centre has improved its internal processes and now uses the same speech-to-text technology for transcription, automatic transcription and subtitling, with clear synergies between the three services and efficiency gains. The outsourcing of transcription and subtitling is now easier and the

delivery times to clients have been reduced. This effort will be continued during the period covered by this single programming document.

Given that the use of tools and technologies has been gaining importance in recent years, a dedicated Language Technology Team composed of experts in areas such as neural machine translation, speech recognition, artificial intelligence, data engineering, big data analysis, etc. has been set up within the Translation Support Department. In an effort to anticipate future developments and to affirm the prospective nature of its mandate, the team works on the investigation of possible new services to be offered to clients and on improvements of the current workflows.

2.5. 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 and the diversity of the services available to clients, the **capacity of the Centre's in-house translators and the workflow management staff** is considered to be optimal in order to deliver very urgent translations and trade marks on a daily basis. 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, finance, infrastructure and logistics, ICT infrastructure, helpdesk services and telecommunications), the number of staff carrying out these 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.**

It is important to mention that most of the staff reductions undertaken up to now 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.

Section III:

Work programme 2022

1. Executive summary

The work programme 2022 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 2022 and shows how they relate to the strategic actions set out in the Centre's Strategy. The human and financial resources necessary for the implementation of each activity are also outlined.

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 2022, the Centre will continue to deliver its services in line with agreed quality criteria and agreed deadlines, it will continue to invest in enhancing the quality of its linguistic assets and will pursue key projects relating to its core operational activity.

In order to harness the benefits arising from translation technologies, the Centre will continue to identify and exploit adaptive translation technologies interactively integrated with translation tools and to develop customised machine translation engines, and will share its knowledge and expertise in the pre-processing area.

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 develop or buy a solution in order to update its budget software and cost improvements for each activity will be identified where relevant. The Centre will further optimise its training management tool.

The Centre will start developing selected actions to enhance the quality performance and retrieval rate of the new tool for managing the translation of EU trade marks. It will implement the adapted version of eCdT together with the interinstitutional partners concerned.

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 continue its focus on developing key staff capabilities in relevant areas. Client-specific requests will be addressed on a bilateral basis and cooperation will be strengthened. 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 the internal control framework.

2. Activities: Key milestones to be reached by the end of 2022

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.

2.1. Core operational activities

The Centre will further upgrade its service level in terms of timeliness of delivery and quality of language services provided to clients. Following the introduction of reduced indicative turnaround times in 2021, the Centre will review the turnaround times of any new service. Quality improvement initiatives and actions in **the area of core business operations identified in the Centre's Translation Quality Assurance Action Plan 2021-2022**, will be finalised during the year as planned. 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. Moreover, the Centre will proactively explore any business opportunity by providing bespoke services.

Following the introduction of post editing of machine translation output as a new requirement for external language service providers, the Centre will review the functioning of post-editing of machine translation output. The importance of this lies in the fact that a percentage of the total volume of documents translated will be done using neural machine translation combined with post-editing done either by in-house or external language service providers, with a view to further improving the efficiency and timeliness of the language services delivered to clients. Following the implementation of the data-driven approach to the revision of outsourced translations, the Centre will analyse its impact.

The Centre will launch its annual survey on client satisfaction. Additionally, following the survey meant to **assess the clients' satisfaction with the new feedback system** – the CVR (corrected version request), the Centre will implement the improvements resulting from this **survey**.

To demonstrate the prospective dimension of its planned actions, the Centre will continue to identify and exploit adaptive translation technologies interactively integrated with translation tools and to develop customised machine translation engines in other areas (subject to availability of relevant data).

Considering the Centre's high reliance on external language service providers for the provision of translation services, it is essential to continue strengthening its relationship with them. To this end, the Centre will continue to prepare tutorials and training material to keep them informed about new developments.

As part of the Centre's second mission in the field of interinstitutional cooperation, the Centre will work within the ICTI framework to share its knowledge and expertise. Furthermore, in its capacity as lead partner of the IATE Management Group (IMG), the Centre will continue to provide technical and organisational support for the implementation of the IATE features according to the interinstitutional project plan 2022. Finally, aiming at offering the use of eCdT and its outsourcing module at interinstitutional level, the Centre will implement the adapted version of eCdT together with interested interinstitutional partners.

2.2. 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.

In 2022, the Centre will have to replace the financial tool used in order to manage the internal budgetary forecasts. Therefore, in 2022, the Centre will develop or buy a solution to manage its budget. The envisaged solution will also offer interoperability with other financial, management, and planning tools. The Centre will also invest in new tools to improve and simplify how performance is measured, monitored and reported. Further investments in this area will aim to facilitate the preparation of strategic documents. Additionally, following the implementation of a new training management tool in 2021, the Centre will further optimise it in order to capitalise on its full potential and make use of additional functionalities offered by the tool.

Based on the analysis of the costs, derived by the ABC methodology, the Centre will identify cost improvements for each activity and will introduce, if necessary, adjustments in terms of the price of new services.

Moreover, following engagement with the EUIPO and the assessment of possible actions, the Centre will start developing selected actions to enhance the quality performance and retrieval rate of the new tool for managing the translation of EU trade marks.

The Centre will also implement a new expanded workflow to involve, whenever needed, national authorities. This end-to-end service will enable the Centre to deliver its products directly to the clients' stakeholders, thus enhancing and accelerating the validation process. Such an approach will allow clients to manage the Centre's deliverables more efficiently and it will streamline the flow of information between the Centre, its clients and their respective stakeholders.

Finally, the Centre will implement the action plan resulting from the survey on the use of its mobile application 'eCdT4me

2.3. 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 legality and regularity of its operations, the effectiveness of its internal control system, and compliance with its quality management approach. These activities cover the strategic and multiannual planning and programming cycle and ensure continuous operations by the execution and monitoring of various processes and projects.

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.

Meeting clients to gather feedback and identifying ways of strengthening cooperation remains a recurrent and important activity. The Centre will organise bilateral meetings with clients for client-specific service requests, and it will continue to organise meetings or events of the Translation Contact Network on a regular basis.

The creation of new EU agencies and bodies will be followed up along with approaching and engaging with relevant stakeholders to seek and negotiate cooperation agreements. The Centre will continue to market

and promote its services and social media such as Facebook, Twitter and 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 key staff capabilities (e.g. post-editing of machine translation output, management of translation memories). In the area of talent management, the Centre will implement initiatives for the overall development of staff and their performance by reinforcing staff skills and competencies in order to build organisational efficiency.

Strategic initiatives to implement the Centre's Strategy

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 2022, the Centre's Strategy 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	1.9; 1.10; 1.11; 1.12; 1.13; 1.18		
1.1.2	Optimise processes and streamline workflows		2.5; 2.7	
1.2.1	Ensure that the Centre works in partnership with its clients from the creation to the delivery of multilingual services	1.16; 1.20		3.9; 3.10
1.2.2	Enhance client satisfaction	1.14;	2.6	3.6
1.3.1	Modularise language services to ensure maximum responsiveness to clients' needs	1.17; 1.19		
1.3.2	Continue to develop integrated IT solutions	1.22; 1.23		
2.1.1	Continue to invest in staff development and drive staff engagement			3.4; 3.5
2.1.2	Create a more integrated collaborative framework with external language service providers	1.15		
2.2.1	Leverage the use of information technology	1.24		
2.2.2	Further develop the Centre's client base and operational capacity to adapt to clients' needs	1.21		3.7; 3.8;
2.3.1	Ensure transparency through an enhanced controlling function		2.1; 2.3; 2.4	
2.3.2	Progress towards an integrated management system built on a robust risk management and internal control framework		2.2	3.1; 3.2; 3.3
3.1.1	Acquire, develop and share best linguistic practices and know-how at interinstitutional level	1.27		
3.1.2	Acquire, develop and share best linguistic solutions at interinstitutional level	1.26		
3.2.1	Develop and implement the IATE project and provide the necessary IT support	1.25		

3. Specific actions/activities and human and financial resources required for 2022 in order to achieve the Centre's objectives

3.1. Core operational activities

Ref.	Specific activity/action	Indicator/Output	Target 2022	Expected result 2021	Reference: Strategic objective / [Strategic initiative]
Link with the 2016 Strategy Strategic objective 1.1: Deliver an improved quality management approach Strategic objective 1.2: Strengthen the proactive approach to client engagement Strategic objective 1.3: Optimise the range of language services offered to clients Strategic objective 2.1: Build a dynamic, client-oriented organisation Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation Strategic objective 3.2: Contribute to interinstitutional projects					
<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	414 394 pages	383 165 pages	
1.2	Translate EU trade marks in accordance with agreed quality criteria	Number of pages of EU trade marks translated	197 221 pages	284 686 pages	
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	82 427 terms	107 659 terms	
1.4	Subtitle videos	Number of minutes of videos subtitled	180 minutes	1 576 minutes	

Ref.	Specific activity/action	Indicator/Output	Target 2022	Expected result 2021	Reference: Strategic objective / [Strategic initiative]
Link with the 2016 Strategy Strategic objective 1.1: Deliver an improved quality management approach Strategic objective 1.2: Strengthen the proactive approach to client engagement Strategic objective 1.3: Optimise the range of language services offered to clients Strategic objective 2.1: Build a dynamic, client-oriented organisation Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation Strategic objective 3.2: Contribute to interinstitutional projects					
1.5	Transcribe audio/video files	Number of minutes of audio/video files transcribed	500 minutes	296	
1.6	Automatically transcribe audio/video files	Number of minutes of audio/video files automatically transcribed	N/A ⁴	700	
1.7	Automatically translate documents	Number of pages of documents automatically translated	N/A ⁵	N/A	
1.8	Translate documents through the Paste 'n Go service	Number of pages of documents translated through the Paste 'n Go service	N/A ⁵	N/A	
1.9	Ensure on-time delivery of services to clients	Percentage of deadlines met Rate of renegotiated deadlines	>99% of deadlines met ≤8%	>99% of deadlines met ≤8%	1.1 / [1.1.1]
<i>Quality assurance</i>					

⁴ No forecast has been provided by clients

Ref.	Specific activity/action	Indicator/Output	Target 2022	Expected result 2021	Reference: Strategic objective / [Strategic initiative]
Link with the 2016 Strategy Strategic objective 1.1: Deliver an improved quality management approach Strategic objective 1.2: Strengthen the proactive approach to client engagement Strategic objective 1.3: Optimise the range of language services offered to clients Strategic objective 2.1: Build a dynamic, client-oriented organisation Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation Strategic objective 3.2: Contribute to interinstitutional projects					
1.10	Monitor translation quality <i>ex post</i>	Number of <i>ex post</i> quality checks (EPOC) on translations provided to clients Percentage of excellent translations provided to clients following <i>ex post</i> quality control Percentage of fit for purpose translations provided to clients following <i>ex post</i> quality control Percentage of poor translations provided to clients following <i>ex post</i> quality control	EPOC undertaken on a quarterly basis on translations provided to clients 25% 72% 3%	EPOC undertaken on a quarterly basis on translations provided to clients 25% 72% 3%	1.1 / [1.1.1]

Ref.	Specific activity/action	Indicator/Output	Target 2022	Expected result 2021	
<p style="text-align: center;">Link with the 2016 Strategy</p> <p style="text-align: center;">Strategic objective 1.1: Deliver an improved quality management approach Strategic objective 1.2: Strengthen the proactive approach to client engagement Strategic objective 1.3: Optimise the range of language services offered to clients Strategic objective 2.1: Build a dynamic, client-oriented organisation Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation Strategic objective 3.2: Contribute to interinstitutional projects</p>					
					Reference: Strategic objective / [Strategic initiative]
1.11	Review the functioning of 'post-editing of machine translation output' as a new requirement for external language service providers	Review and subsequent report completed	100%	N/A	1.1 / [1.1.1]
1.12	Implement measures identified in the 'Translation Quality Assurance Action Plan 2021-2022'	Percentage of implemented actions included in the Translation Quality Assurance Action Plan 2021-2022	100%	50% implemented actions	1.1 / [1.1.1]
1.13	Analyse the data and the impact of the implementation of the data-driven approach	Outsourced translations revised using the data-driven approach, based on a pilot project.	100%	100% of the outsourced translations in the last quarter revised using the data-driven approach	1.1 / [1.1.1]
1.14	Implement improvements resulting from the survey on the new client feedback system (CVR) conducted in 2021	All improvements resulting from the survey in 2021 are implemented	100%	N/A	1.2 / [1.2.2]

Ref.	Specific activity/action	Indicator/Output	Target 2022	Expected result 2021	Reference:
Link with the 2016 Strategy Strategic objective 1.1: Deliver an improved quality management approach Strategic objective 1.2: Strengthen the proactive approach to client engagement Strategic objective 1.3: Optimise the range of language services offered to clients Strategic objective 2.1: Build a dynamic, client-oriented organisation Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation Strategic objective 3.2: Contribute to interinstitutional projects					
1.15	Prepare tutorials and training material for external language service providers	Number of tutorials and training material released for external language service providers	At least one tutorial/video clip for external language providers	At least one tutorial/video clip for external language providers	2.1 / [2.1.2]
1.16	Organise training sessions for clients on how to enhance the output of machine translation	Training sessions delivered	Two training sessions	N/A	1.2 / [1.2.1]
<i>Analysis and development</i>					
1.17	Review the functioning of modularised translation services	Modularised translation services reviewed	100%	100% of the selected (modularised) new services implemented	1.3 / [1.3.1]
1.18	Review the indicative turnaround times of all services	Turnaround times of all new services reviewed	100%	Indicative turnaround times for any new services are introduced (100%)	1.1 / [1.1.1]
1.19	Review the new added value services	New added value services are reviewed and adjustments are made	100%	100% of the selected new (added value) services implemented	1.3 / [1.3.1]

Ref.	Specific activity/action	Indicator/Output	Target 2022	Expected result 2021	Reference:
<p style="text-align: center;">Link with the 2016 Strategy</p> <p style="text-align: center;">Strategic objective 1.1: Deliver an improved quality management approach Strategic objective 1.2: Strengthen the proactive approach to client engagement Strategic objective 1.3: Optimise the range of language services offered to clients Strategic objective 2.1: Build a dynamic, client-oriented organisation Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation Strategic objective 3.2: Contribute to interinstitutional projects</p>					
1.20	Organise bilateral meetings with clients to discuss client-specific service requests	Bilateral meetings for client-specific requests are organised	100%	N/A	1.2 / [1.2.1]
1.21	Proactively explore any business opportunity by providing bespoke services	Action plan defined and implemented	100%	100%	2.2 / [2.2.2]
<i>Projects relating to the core operational activity included in the Centre's project portfolio</i>					
1.22	Continue identifying and exploiting adaptive translation technologies interactively integrated with translation tools	Implementation rate of new translation technologies identified in 2020	100%	50%	1.3 / [1.3.2]
1.23	Continue developing customised machine translation engines in other areas, subject to availability of relevant data	Develop customised machine translation engines	100%	50% (Identification of customised machine translation engines in other areas)	1.3 / [1.3.2]
1.24	Start implementing the actions defined in the eCdT evolution ² project related to the pre-processing	Action plan implemented	50%	N/A	2.2 / [2.2.1]

Ref.	Specific activity/action	Indicator/Output	Target 2022	Expected result 2021	Reference: Strategic objective / [Strategic initiative]
Link with the 2016 Strategy Strategic objective 1.1: Deliver an improved quality management approach Strategic objective 1.2: Strengthen the proactive approach to client engagement Strategic objective 1.3: Optimise the range of language services offered to clients Strategic objective 2.1: Build a dynamic, client-oriented organisation Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation Strategic objective 3.2: Contribute to interinstitutional projects					
Interinstitutional cooperation					
1.25	Provide technical and organisational support for the IATE database	Implementation rate of IATE features according to the interinstitutional project plan 2022	100%	100% (<i>of planned developments of IATE according to the interinstitutional project plan 2021</i>)	3.2 / [3.2.1]
1.26	Implement the adapted version of eCdT together with interested interinstitutional partners	Number of adaptations	1	N/A	3.1 / [3.1.1]
1.27	Share the Centre's knowledge and expertise within the ICTI framework	Number of presentations to the ICTI members	1	N/A	3.1 / [3.1.1]

Resources necessary for 2022 in order to achieve the core operational activity objectives

Human resources (rounded figures)

	Officials		Temporary agents (TA)		Contract staff (CA)		Total	% of staff
	29.3	AD	79.3	AD	11.8	FG IV	120.4	54.5%
	0.0	AST	10.3	AST	8.3	FG I-III	18.6	8.4%
Total	29.3		89.6		20.1		139.0	62.9%

Financial resources (by budget title)

Budget	EUR	% of budget
Title 1 — Staff	20 629 661	42.1%
Title 2 — Buildings, equipment, and miscellaneous operating expenditure	4 840 482	9.9%
Title 3 — Operational expenditure	10 809 382	22.0%
Total	36 279 525	74.0%

3.2. Support activities

Link with the 2016 Strategy					Reference: Strategic objective / [Strategic initiative]
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 2022	Expected result 2021	
2.1	Develop or buy solution in order to manage the establishment of the budget	Solution bought or developed	100%	N/A	2.3 / [2.3.1]
2.2	Further optimise the training management tool	Training management tool optimised	100%	N/A	2.3 / [2.3.2]
2.3	Based on the analysis of the costs, derived from the ABC methodology, introduce adjustments in terms of price of the new services, if necessary	Price adjustments introduced (if necessary)	100%	N/A	2.3 / [2.3.1]
2.4	Based on the analysis of the ABC methodology, identify the cost improvements for each activity	Report on cost improvements	100%	N/A	2.3 / [2.3.1]
2.5	Implement the selected actions to enhance the quality performance and retrieval rate of the new tool for managing the translation of EU trade marks	Action plan is implemented	100%	100% of the action plan is developed	1.1 / [1.1.2]
2.6	Implementation of action plan resulting from survey on the use of the Centre's mobile application	Action plan implemented	100%	N/A	1.2 / [1.2.2]
2.7	Upon client request, adapt end-to-end services, e.g. based on the Centre's B2B solution	All incoming requests are analysed	100%	N/A	1.1 / [1.1.2]

Resources necessary for 2022 in order to achieve the support activity objectives

Human resources (rounded figures)

	Officials		Temporary agents (TA)		Contract staff (CA)		Total	% of staff
	5.7	AD	4.2	AD	0.0	FG IV	9.8	4.4%
	3.8	AST	34.6	AST	6.7	FG I-III	45.1	20.4%
Total	9.5		38.7		6.7		54.9	24.8%

Financial resources (by budget title)

Budget		EUR	% of budget
Title 1	— Staff	5 892 902	12.2%
Title 2	— Buildings, equipment, and miscellaneous operating expenditure	2 875 317	5.9%
Title 3	— Operational expenditure	206 951	0.4%
Total		9 065 170	18.5%

3.3. Management and supervision activities

Ref.	Specific activity/action	Indicator/Output	Target 2022	Expected result 2021	Reference: Strategic objective / [Strategic initiative]
<p style="text-align: center;">Link with the 2016 Strategy</p> <p style="text-align: center;">Strategic objective 1.1: Deliver an improved quality management approach</p> <p style="text-align: center;">Strategic objective 1.2: Strengthen the proactive approach to client engagement</p> <p style="text-align: center;">Strategic objective 2.1: Build a dynamic, client-oriented organisation</p> <p style="text-align: center;">Strategic objective 2.2: Optimise the Centre's business model with a view to improving its sustainability</p> <p style="text-align: center;">Strategic objective 2.3: Promote a culture of integrity that ensures transparency and accountability</p>					
<i>Risk management, internal control and quality management</i>					
3.1	Maintain the level of maturity of the Centre's Business Continuity Management System (BCMS)	Level of maturity	3	3	2.3 / [2.3.2]
3.2	Implement actions to comply with the Internal Control Framework (ICF)	Percentage of very important recommendations fully implemented	90% of very important recommendations outstanding on 1 January 2022 fully implemented	90% of very important recommendations outstanding on 1 January 2021 fully implemented	2.3 / [2.3.2]
3.3	Perform the quality audit programme	Number of quality audits performed	At least two quality audits performed	At least two quality audits performed	2.3 / [2.3.2]
<i>Strategic competences and skills to enhance adaptability</i>					
3.4	Implement talent management initiatives	Percentage of implementation of talent management initiatives	Talent management initiatives implemented	Talent management initiatives implemented	2.1 / [2.1.1]

Ref.	Specific activity/action	Indicator/Output	Target 2022	Expected result 2021	Reference: Strategic objective / [Strategic initiative]
<p style="text-align: center;">Link with the 2016 Strategy Strategic objective 1.1: Deliver an improved quality management approach Strategic objective 1.2: Strengthen the proactive approach to client engagement 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</p>					
3.5	Develop key staff capabilities (e.g. post-editing of machine translation output, management of translation memories) for newly-recruited staff	Percentage of staff identified to receive training in post-editing of machine translation output, management of translation memories	100%	100% of staff identified	2.1 / [2.1.1]
<i>Client-oriented actions</i>					
3.6	Conduct annual client satisfaction survey and implement the actions resulting from it	Client satisfaction survey conducted and action plan implemented	100%	N/A (1 Client satisfaction survey conducted and action plan implemented)	1.2 / [1.2.2]
3.7	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]
3.8	Marketing of the Centre's services	Number of marketing activities undertaken	1	1	2.2 / [2.2.2]
3.9	Organise meetings or events of the Translation Contact Network	Number of online or physical meetings held	1	2	1.2 / [1.2.1]

	<p style="text-align: center;">Link with the 2016 Strategy</p> <p style="text-align: center;">Strategic objective 1.1: Deliver an improved quality management approach</p> <p style="text-align: center;">Strategic objective 1.2: Strengthen the proactive approach to client engagement</p> <p style="text-align: center;">Strategic objective 2.1: Build a dynamic, client-oriented organisation</p> <p style="text-align: center;">Strategic objective 2.2: Optimise the Centre's business model with a view to improving its sustainability</p> <p style="text-align: center;">Strategic objective 2.3: Promote a culture of integrity that ensures transparency and accountability</p>				Reference:
Ref.	Specific activity/action	Indicator/Output	Target 2022	Expected result 2021	Strategic objective / [Strategic initiative]
<i>Communication</i>					
3.10	Development of a guide on writing for machine translation and promotion of the investment in quality of source-texts	Guide is published and promotion action organised	1	N/A	1.2 / [1.2.1]

Resources necessary for 2022 in order to achieve the management and supervision activity objectives

Human resources (rounded figures)

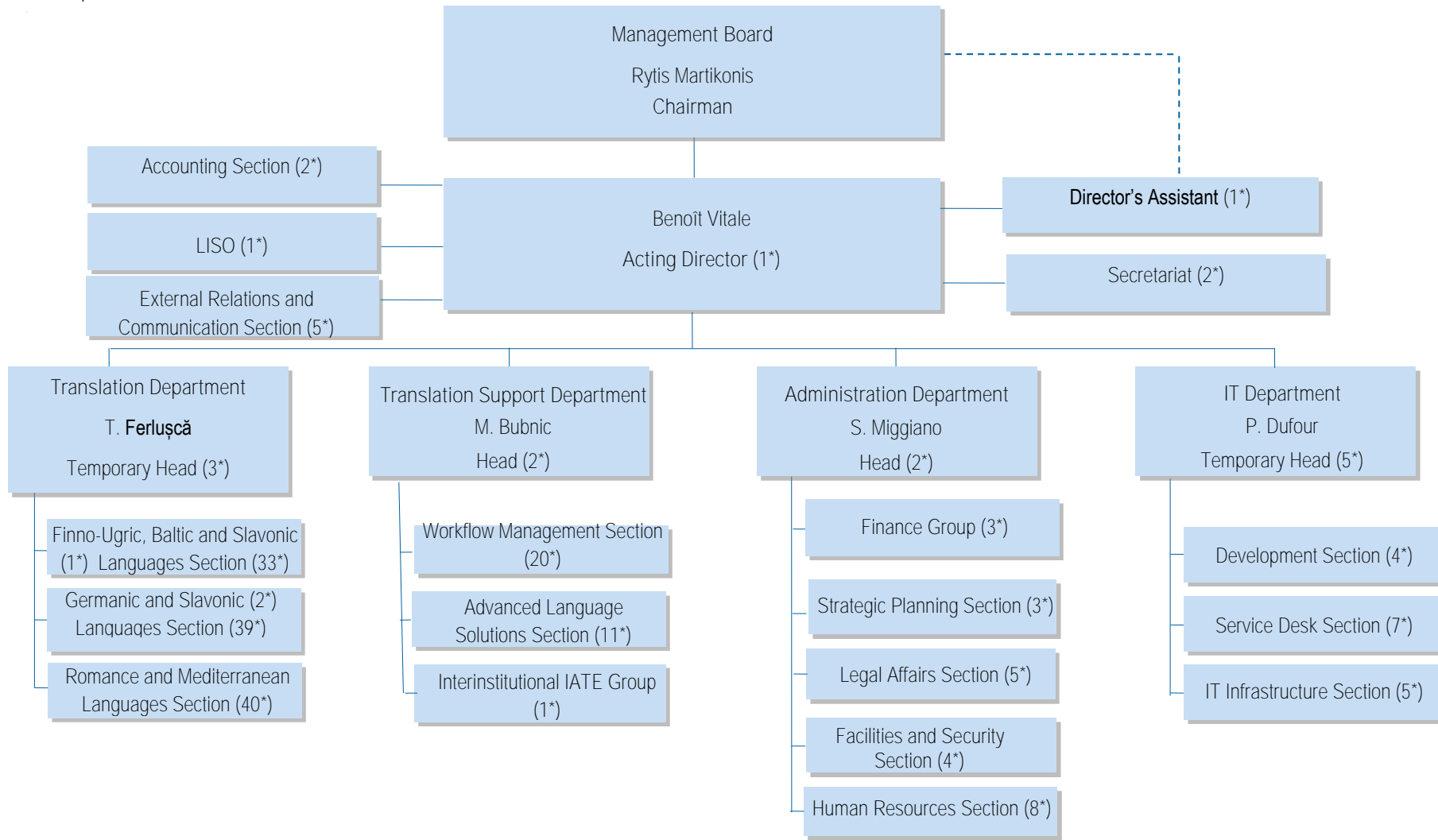
	Officials		Temporary agents		(TA)	Contract staff		(CA)	Total	% of staff
	11.0	AD	8.5		AD	0.2		FG IV	19.8	8.9%
	1.2	AST	5.2		AST	1.0		FG I-III	7.4	3.3%
Total	12.2		13.6			1.2			27.1	12.3%

Financial resources (by budget title)

Budget		EUR	% of budget
Title 1	— Staff	2 155 637	4.4%
Title 2	— Buildings, equipment, and miscellaneous operating expenditure	557 801	1.1%
Title 3	— Operational expenditure	52 967	0.1%
Total		2 766 405	5.6%

Annexes

Annex I: Organisation chart
Staff in place on 31.12.2020



(*) Number of headcounts

Annex II: Resource allocation per activity 2022-2024

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	62.9%	139.0	29.3	89.6	20.1	20 629 661	4 840 482	10 809 382	0	36 279 525	74.0%
Support activities	24.8%	54.9	9.5	38.7	6.7	5 982 902	2 875 317	206 951	0	9 065 170	18.5%
Management and supervision activities	12.3%	27.1	12.2	13.6	1.2	2 155 637	557 801	52 967	0	2 766 405	5.6%
Provisions									926 000	926 000	1.9%
Overall totals	100.0%	221	51	142	28	28 768 200	8 273 600	11 069 300	926 000	49 037 100	100.0%

(*) Expressed in headcounts.

(**) Rounded figures.

Summary of human and financial resources necessary for 2023 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	62.9%	139.0	29.3	89.6	20.1	20 848 538	4 786 830	10 184 182	0	35 819 551	73.3%	
Support activities	24.8%	54.9	9.5	38.7	6.7	6 047 569	2 924 245	206 871	0	9 178 685	18.8%	
Management and supervision activities	12.3%	27.1	12.2	13.6	1.2	2 178 493	552 825	52 946	0	2 784 264	5.7%	
Provisions									1 090 800	1 090 800	2.2%	
Overall totals	100.0%	221	51	142	28	29 074 600	8 263 900	10 444 000	1 090 8000	48 873 300	100.0%	

(*) Expressed in headcounts.

(**) Rounded figures.

Summary of human and financial resources necessary for 2024 in order to achieve the objectives

Activities	Human resources (*)			Financial resources (**)						Total budget	Budget (%)
	Total (%)	Total	Official s	TA	CA	Title 1	Title 2	Title 3	Title 10		
Core operational activities	62.9%	139.0	29.3	89.6	20.1	21 068 102	4 478 304	10 365 314	0	35 911 721	73.5%
Support activities	24.8%	54.9	9.5	38.7	6.7	6 112 061	2 760 522	209 315	0	9 081 897	18.6%
Management and supervision activities	12.3%	27.1	12.2	13.6	1.2	2 201 437	521 074	53 571	0	2 776 082	5.7%
Provisions									1 076 100	1 076 100	2.2%
Overall totals	100.0%	221	51	142	28	29 381 600	7 759 900	10 628 200	1 076 100	48 845 800	100.0%

Annex III: Financial resources

Annex III. Table 1 – Revenue

REVENUES	2022	2023
	Revenues estimated by the agency	Budget Forecast
EU contribution		
Additional EU funding: ad hoc grants and Delegation agreements		
Other Revenue	49 037 100	48 873 300
TOTAL REVENUES	49 037 100	48 873 300

REVENUES	Revenues						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
1 REVENUE FROM FEES AND CHARGES (including balancing reserve from previous years surplus)	42 949 640	47 663 700	48 101 600		0.92%	47 916 300	47 876 600
2 EU CONTRIBUTION							
- Of which assigned revenues deriving from previous years' surpluses							
3 THIRD COUNTRIES CONTRIBUTION (incl. EEA/EFTA and candidate countries)							
- Of which EEA/EFTA (excl. Switzerland)							
- Of which candidate countries							
4 OTHER CONTRIBUTIONS	628 653	689 100	663 100		-3.77%	683 500	694 600
- 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)							
5 ADMINISTRATIVE OPERATIONS	371 022	558 900	272 400		-51.26%	273 500	274 600
- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)							
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							

REVENUES	Revenues						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
7 CORRECTION OF BUDGETARY IMBALANCES		4 120 043			-100.00%		
TOTAL	43 949 315	53 031 743	49 037 100		-7.53%	48 873 300	48 845 800

Additional EU funding: grant, contribution and service-level agreements

REVENUES	2021	2022
	Revenues estimated by the Agency	Budget forecast
Total revenues		

REVENUES	Additional EU funding: grant, contribution and service-level agreements						
	Executed 2020	Estimated by the Agency 2021	2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Additional EU funding stemming from grants (FFR Art.7)							
Additional EU funding stemming from contribution agreements (FFR Art.7)							
Additional EU funding stemming from service level agreements (FFR Art. 43.2)							
TOTAL							

Annex III. Table 2: Expenditure

Expenditure	2022		2023	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	28 768 200	28 768 200	29 074 600	29 074 600
Title 2 - Infrastructure and operating expenditure	8 273 600	8 273 600	8 263 900	8 263 900
Title 3 - Operational expenditure	11 069 300	11 069 300	10 444 000	10 444 000
Title 10 – Reserves	926 000	926 000	1 090 800	1 090 800
TOTAL EXPENDITURE	49 037 100	49 037 100	48 873 300	48 873 300

EXPENDITURE	Commitment appropriations						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Title 1 - Staff expenditure	24 430 429	27 078 900	28 768 200		6.24%	29 074 600	29 381 600
Salaries & allowances	20 433 870	22 413 000	23 807 000		6.22%	24 047 400	24 289 300
- Of which establishment plan posts	19 141 095	20 739 500	21 813 200		5.18%	22 029 700	22 247 300
- Of which external personnel	1 292 774	1 673 500	1 993 800		19.14%	2 017 700	2 042 000
Expenditure relating to staff recruitment	167 059	292 600	224 400		-23.31%	226 200	231 700
Employer's pension contribution	3 133 287	3 445 500	3 548 400		2.99%	3 584 000	3 619 800
Mission expenses	8 146	36 700	76 600		108.72%	80 500	84 300
Socio-medical infrastructure	544 000	658 400	854 100		29.72%	872 900	888 000
Training	87 487	158 700	168 600		6.24%	172 100	175 400
External Services							
Receptions, events and representation		2 500	2 500		0.00%	2 500	2 500
Social welfare	56 579	71 500	86 600		21.12%	89 000	90 600
Other staff related expenditure							
Title 2 - Infrastructure and operating expenditure	6 725 501	8 534 100	8 273 600		-3.05%	8 283 900	7 759 900
Rental of buildings and associated costs	3 051 148	3 174 800	2 620 100		-17.47%	2 814 700	2 701 800
Information, communication technology and data processing	3 124 150	4 528 400	4 936 700		7.71%	4 708 900	4 338 600
Movable property and associated costs	39 148	61 700	61 700		0.00%	61 700	61 700

EXPENDITURE	Commitment appropriations						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Current administrative expenditure	202 725	256 600	243 000		-5.30%	240 900	244 500
Postage / Telecommunications	173 731	258 100	212 600		-17.63%	238 200	213 800
Meeting expenses	9 527	22 000	22 000		0.00%	22 000	22 000
Running costs in connection with operational activities	27 859	57 500	57 500		0.00%	57 500	57 500
Information and publishing	25 264	20 000	20 000		0.00%	20 000	20 000
Studies	71 950	100 000	100 000		0.00%	100 000	100 000
Other infrastructure and operating expenditure							
Title 3 - Operational expenditure	10 961 389	11 851 600	11 069 300		-6.60%	10 444 000	10 628 200
External translation services	10 073 213	10 350 000	10 350 000		-6.29%	9 725 000	9 900 000
Expenditure relating to interinstitutional cooperation	705 012	739 100	719 300		-2.68%	719 000	728 200
Expenditure linked to the eCdT programme	183 165	67 500					
Title 10 - Reserves		5 567 143	926 000		-83.37%	1 090 800	1 076 100
TOTAL	42 117 319	53 031 743	49 037 100		-7.53%	48 873 300	48 845 800

EXPENDITURE	Payment appropriations						
	Executed Budget 2020	Budget 2021	Draft Budget 2022		VAR 2022/2021 (%)	Envisaged 2023	Envisaged 2024
			Agency request	Budget forecast			
Title 1 - Staff expenditure	24 430 429	27 078 900	28 768 200		6.24%	29 074 600	29 381 600
Salaries & allowances	20 433 870	22 413 000	23 807 000		6.22%	24 047 400	24 289 300
- Of which establishment plan posts	19 141 095	20 739 500	21 813 200		5.18%	22 029 700	22 247 300
- Of which external personnel	1 292 774	1 673 500	1 993 800		19.14%	2 017 700	2 042 000
Expenditure relating to staff recruitment	167 059	292 600	224 400		-23.31%	226 200	231 700
Employer's pension contribution	3 133 287	3 445 500	3 548 400		2.99%	3 584 000	3 619 800
Mission expenses	8 146	36 700	76 600		108.72%	80 500	84 300
Socio-medical infrastructure	544 000	658 400	854 100		29.72%	872 900	888 000
Training	87 487	158 700	168 600		6.24%	172 100	175 400
External services							
Receptions, events and representation		2 500	2 500		0.00%	2 500	2 500
Social welfare	56 579	71 500	86 600		21.12%	89 000	90 600
Other staff-related expenditure							
Title 2 - Infrastructure and operating expenditure	6 725 501	8 534 100	8 273 600		-3.05%	8 283 900	7 759 900
Rental of buildings and associated costs	3 051 148	3 174 800	2 620 100		-17.47%	2 814 700	2 701 800
Information, communication technology and data processing	3 124 150	4 528 400	4 936 700		7.71%	4 708 900	4 338 600
Movable property and associated costs	39 148	61 700	61 700		0.00%	61 700	61 700
Current administrative expenditure	202 725	256 600	243 000		-5.30%	240 900	244 500
Postage / Telecommunications	173 731	258 100	212 600		-17.63%	238 200	213 800
Meeting expenses	9 527	22 000	22 000		0.00%	22 000	22 000
Running costs in connection with operational activities	27 859	57 500	57 500		0.00%	57 500	57 500
Information and publishing	25 264	20 000	20 000		0.00%	20 000	20 000
Studies	71 950	100 000	100 000		0.00%	100 000	100 000
Other infrastructure and operating expenditure							
Title 3 - Operational expenditure	10 961 389	11 851 600	11 069 300		-6.60%	10 444 000	10 628 200
External translation services	10 073 213	10 350 000	10 350 000		-6.29%	9 725 000	9 900 000
Expenditure relating to interinstitutional cooperation	705 012	739 100	719 300		-2.68%	719 000	728 200
Expenditure linked to the eCdT programme	183 165	67 500					
Title 10 - Reserves		5 567 143	926 000		-83.37%	1 090 800	
TOTAL	42 117 319	53 031 743	49 037 100		-7.53%	48 873 300	48 845 800

Annex III. Table 3: Budget outturn and cancellation of appropriations 2018 - 2020

Calculation of the budget outturn

Budget outturn	2018	2019	2020
Reserve from the previous years' surplus (+)	2 115 924	-645 104	-2 081 284
Revenue actually received (+)	41 195 142	37 288 115	43 949 315
Payments made (-)	-41 455 513	-38 939 951	-39 018 451
Carry-over of appropriations (-)	-3 302 204	-3 623 399	-3 098 868
Cancellation of appropriations carried over (+)	246 930	226 997	407 982
Adjustment for carry over of assigned revenue appropriation from previous year (+)			
Exchange rate differences (+/-)	-9	-197	-236
Adjustment for negative balance from previous year (-)	554 626	3 612 254	3 894 084
TOTAL	-645 104	-2 081 284	4 052 542

Budget outturn

Revenue collected by the Centre increased by 17.9% in 2020 compared with 2019, and by 6.7% compared with 2018. Three **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 1.4 million in 2020 for services to be delivered in 2021. This instrument **has been put in place to assist the Centre's clients in reducing their carried-over** budget appropriations. In 2019, the Centre received advance payments of EUR 0.35 million for services to be delivered in 2020, and the net impact of the advance payments 2019-2020 resulted in higher revenue in 2020 of EUR 4.1 million.

The revenue without impact of advance payments would lead to an increase of EUR 5.6 million compared with 2019 (EUR 6.7 million with impact of advance payments). Due to the implementation of the pricing structure, the average unit price of translation services is EUR 82 EUR, 12.8% below the list price for standard documents. The payments and carry-over of appropriations decreased by EUR 0.4 million (-1.1%) in 2020. EUR 407 982 of the appropriations carried over to 2020 were cancelled.

The Centre carried forward budget outturn EUR -2.1 million from 2019 into 2020. This operation reduced the budget result to be carried over to 2020. The changes **in the Centre's reserves also had an impact on the budget outturn to carry forward. In 2020, the Centre used EUR 188 300 of the 'Reserve for exceptional investments' for eCdT. In order to balance the budget in 2020, the Centre had to use EUR 3.7 million from the 'Reserve for stability pricing'. Those three operations** added some EUR 1 812 800 to the budget outturn 2020.

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. Due to an exceptional increase in revenue amounting to EUR 2 million for a terminology project, a significant decrease in expenditure due to COVID-19 and unfilled posts of responsibility (such as the posts of Director, Head of Department, etc.), the balance of the budget outturn for 2019 amounted to EUR 2.2 million, which will not be reimbursed to clients. Due to a better collection of revenues and a collection of advance payments in 2020, the budget outturn to carry forward achieved EUR 4.1 million and this amount will be integrated in the amending budget 1/2021.

Cancellation of commitment appropriations

By the end of 2020, 94.1% of the budget for Titles 1-3 had been consumed in terms of commitments and consequently 5.9% of the appropriations were cancelled (compared to 5.6% in 2019).

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 2019 to 2020, 11.3% were cancelled, compared with 6.9% in 2019. This corresponds to EUR 407 982. 29.4% of the cancellations concerned staff related expenditure from Title 1 such as missions, agency staff and trainings. In Title 2, 56.4% of the cancellations concerned IT and buildings expenditure.

Annex IV. Human resources – quantitative

Table 1 - Staff population and its evolution; Overview of all categories of staff

A. Statutory staff and SNE

Staff	Year 2020			2021	2022	2023	2024
ESTABLISHMENT PLAN POSTS	Authorised Budget	Actually filled as of 31/12/2020	Occupancy rate % ⁵	Authorised staff	Envisaged staff	Envisaged staff	Envisaged staff
Administrators (AD)	135	130	96.3	138	138	138	138
Assistants (AST)	56	53	94.6	53	53	53	53
Assistants/Secretaries (AST/SC)	2	2	100	2	2	2	2
TOTAL ESTABLISHMENT PLAN POSTS	193	185	95.8	193	193	193	193

EXTERNAL STAFF	FTE corresponding to the authorised budget	Executed FTE as of 31/12/2020 ⁶	Execution Rate %	Headcount as of 31/12/2020	2021 FTE corresponding to the authorised budget	2022 Envisaged FTE	2023 Envisaged FTE	2024 Envisaged FTE
Contract Agents (CA)	28	19.3	68.9	22	28	28	28	28
Seconded National Experts (SNE)	0	0	0	0	0	0	0	0
TOTAL EXTERNAL STAFF	28	19.3	68.9	22	28	28	28	28
TOTAL STAFF	221	19.3	68.9	207 ⁷	221	221	221	221

⁵ The occupancy rate is calculated as follows: $100 - \text{vacancy rate}$ (vacancy rate = number of vacant posts divided by the total number of authorised posts * 100).

⁶ Please provide the total number of CA in place at 31/12/N-1 no matter what is the source of funding. Detail in the footnote the number of CA financed from the EU contribution and the number of CA financed from other sources.

⁷ Actually filled in on 31/12/2020 (establishment plan and external staff).

B. Additional external staff expected to be financed from grant, contribution or service-level agreements

Human Resources	2021	2022	2023	2024
	Envisaged FTE	Envisaged FTE	Envisaged FTE	Envisaged FTE
Contract Agents (CA)	0	0	0	0
Seconded National Experts (SNE)	0	0	0	0
TOTAL	0	0	0	0

C. Other Human Resources

- Structural service providers⁸

	Actually in place as of 31/12/2020 ⁹
Security	1
IT	5
Other (<i>specify</i>)	3.5 (IATE)
Other (<i>specify</i>)	

- Interim workers

	Total FTEs in year 2020
Number	4.1 FTEs

⁸ Service providers are contracted by a private company and carry out specialised outsourced tasks of a horizontal/support nature. At the Commission, 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 added value of the Commission

⁹ FTEs

Table 2 – Multi-annual staff policy plan 2022, 2023, 2024

Function group and grade	2020				2021		2022		2023		2024	
	Authorised budget		Actually filled as of 31/12		Authorised budget		Envisaged		Envisaged		Envisaged	
	Permanent posts	Temporary posts	Permanent posts	Temporary posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts	Perm. posts	Temp. posts
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	1	1	1	0	1	1	1	1	1	1	1	1
AD 13	1	0	1	0	1	0	2	0	2	0	2	0
AD 12	16	11	9	3	16	12	13	6	13	6	13	6
AD 11	8	5	3	5	10	5	7	6	7	6	7	6
AD 10	8	5	4	6	7	5	8	6	8	6	8	6
AD 9	5	13	6	6	6	15	7	18	7	18	7	18
AD 8	0	21	6	16	0	23	6	23	6	23	6	23
AD 7	5	26	7	20	5	28	2	20	2	20	2	20
AD 6	1	8	4	19	0	3	0	12	0	12	0	12
AD 5	0	0	0	14	0	0	0	0	0	0	0	0
AD TOTAL	45	90	41	89	46	92	46	92	46	92	46	92
AST 11	0	0	0	0	0	0	0	0	0	0	0	0
AST 10	1	0	0	0	1	0	1	0	1	0	1	0
AST 9	3	1	4	0	2	2	2	2	2	2	2	2
AST 8	1	2	1	3	1	1	1	1	1	1	1	1
AST 7	0	4	0	1	1	5	1	5	1	5	1	5
AST 6	1	7	1	8	0	8	0	9	0	9	0	9
AST 5	0	20	0	15	0	19	0	17	0	17	0	17
AST 4	0	12	0	10	0	11	0	10	0	10	0	10
AST 3	0	4	0	10	0	2	0	4	0	4	0	4
AST 2	0	0	0	0	0	0	0	0	0	0	0	0
AST 1	0	0	0	0	0	0	0	0	0	0	0	0
AST TOTAL	6	50	6	47	5	48	5	48	5	48	5	48
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	1	0	1	0	1	0	1	0	1	0	1
AST/SC 2	0	1	0	1	0	1	0	1	0	1	0	1

AST/SC 1	0	0	0	0	0	0	0	0	0	0	0	0
AST/SC TOTAL	0	2	0	2	0	2	0	2	0	2	0	2
TOTAL	51	142	47	138	51	142	51	142	51	142	51	142
GRAND TOTAL	193		185		193		193		193		193	

- External Personnel

Contact Agents

Contract Agents	FTE corresponding to the authorised budget 2020	Executed FTE as of 31/12/2020	Headcount as of 31/12/2020	FTE corresponding to the authorised budget 2021	FTE corresponding to the authorised budget 2022	FTE corresponding to the authorised budget 2023	FTE corresponding to the authorised budget 2024
Function Group IV	14	8.8	9	14	14	14	14
Function Group III	14	7.6	11	14	14	14	14
Function Group II	0	2.9	2	0	0	0	0
Function Group	0	0	0	0	0	0	0
TOTAL	28	19.3	22	28	28	28	28

Seconded National Experts

Seconded National Experts	FTE corresponding to the authorised budget 2020	Executed FTE as of 31/12/2020	Headcount as of 31/12/2020	FTE corresponding to the authorised budget 2021	FTE corresponding to the authorised budget 2022	FTE corresponding to the authorised budget 2023	FTE corresponding to the authorised budget 2024
TOTAL	0	0	0	0	0	0	0

Table 3 – Recruitment forecasts 2022 following retirement/mobility or new requested posts (information on the entry level for each type of posts: indicative table)

Job title in the Agency	Type of contract (Official, TA or CA)		TA/Official		CA
			Function group/grade of recruitment internal (Brackets) and external (single grade) foreseen for publication*		
	Due to foreseen retirement/mobility	New post requested due to additional tasks ¹⁰	Internal (brackets)	External (brackets)	Recruitment Function Group (I, II, III and IV)

In the next years (2022-2024) the Centre will face a certain stability in terms of staff resources, but it will request the addition of three additional staff members for the creation of the Irish language group, which will also rely on the support of existing resources. 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 is in line with the Council Regulation (EU, Euratom) 2015/2264 aiming at achieving a full Irish language regime as of 1 January 2022. All EU institutions, including the Centre, will need to provide Irish language services at the same level as other official EU languages, which will happen through a gradual phasing out of the Irish language derogation by 2022. In the next budgetary exercise, the Centre will therefore request three new posts to cover the allocation of Irish language translators (one AD7 official and two AD5 temporary staff) and will transfer the existing Irish language translator who is currently integrated into the English language group.

Number of inter-agency mobility Year 2021 from and to the Agency:
 Chief Accounting Officer (TA AD10, moving from the European Union Aviation Safety Agency – EASA to the Centre)¹¹

¹⁰ Additional posts will be requested in the next budgetary exercise in order to build capacity to translate into Irish with a view to the end of the Irish language derogation planned for 1 January 2022

¹¹ Further inter-agency mobilities for 2021 may be organised during the year in case a vacancy will arise.

Annex V. Human resources qualitative

A. Recruitment policy

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Engagement of CA	Model Decision C(2019)3016	x		
Engagement of TA	Model Decision C(2015)1509	x		
Middle management	Model decision C(2018)2542	x		
Type of post	Model Decision C(2018)8800	x		

The Centre's establishment plan includes both officials and temporary staff. The Centre also avails itself of contract staff and structural service providers. 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.

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 staff members for AD posts, while allowing, within reason, the recruitment of officials for translator posts.

The competitions for officials comply with the provisions laid down in Annex III of the Staff Regulations.

A vacant post for temporary staff members may be filled by internal mobility, by mobility between EU agencies or through engagement following an external selection procedure. If the AACC decides to fill a post through an external selection procedure, the selection procedure is conducted to the same standards of EPSO competitions organised for officials with equivalent profiles and number of applicants.

Grade and function group corresponding to the tasks and level of the post

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.

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.

Members of the contract staff are engaged in the function group and grade envisaged in the Decision governing the conditions of employment of contract staff employed under the terms of Article 3a. 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. Contract staff on short-term employment are usually recruited in order to cover for 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.

Policy on duration of employment

With the **exception of the Director's post, the Centre has for the time being identified all posts for temporary staff** under the terms of Article 2f of the CEOS as being of long duration. Temporary members of staff (2f) 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.

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 possible 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 5 years with the possibility of one renewal. Contracts of temporary staff on short-term contract 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.

In line with the new general implementing provisions governing the conditions of employment of contract staff employed under the terms of Article 3a, the Centre recruits both contract staff on long-term employment and for short-term periods.

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

In duly justified cases, the AACC may decide to conclude contracts with a limited perspective in time (short term employment). Such contracts are justified in particular for projects of limited duration, for cases where the Agency needs to avail itself of up-to-date knowledge in specific areas (and accordingly, to renew staff) or for replacement of absences. 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 and shall be recorded in the central record referred to in Article 7(2) of the Decision governing the conditions of employment of contract staff employed under the terms of Article 3a.

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 2020, two officials were transferred to other posts internally and one official was appointed following internal competition. The Centre published four posts internally (three internal publications and one internal competition).

- *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 2020, the Centre published three temporary posts 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 2020, the Centre published three interagency job market publications and recruited two staff members from interagency job market.

- *Mobility between the agencies and the institutions*

Mobility between the Centre and the EU institutions in 2020 resulted in the transfer of two officials from the Centre to the European Commission and the European Parliament.

In 2020, the Centre published one interinstitutional publication.

B. Appraisal of performance and reclassification/promotions

Implementing rules in place:

		Yes	No	If no, which other implementing rules are in place
Appraisal of Officials, TA and CA	Model Decision C(2015) 1513 Model Decision C(2015)1456	x		
Promotion of Officials	Model Decision C(2015)9563	x		
Reclassification of TA	Model Decision C(2015)9560	x		
Reclassification of CA	Model Decision C(2015)9561	x		

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 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.**

One appeal was introduced in 2020 for the 2019 annual appraisal exercise.

Promotion/reclassification procedures:

With regard to the promotion and reclassification policies, three 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 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.).

Three appeals were lodged to the Joint Promotion and Reclassification Committee in 2020.

The tables below include the average number of years in grade of promoted or reclassified staff members in a reference period of five years.

Table 1 – Reclassification of TA / promotion of officials

Average seniority in the grade among reclassified staff							
Grades	2017	2018	2019	2020	2021 ¹²	Actual average over 5 years	Average over 5 years (According to decision C(2015)9563)
AD05	4.1	5.2	5.0	4.0	2.8	4.2	2.8
AD06	4.2	4.0	5.8	4.9	2.8	4.3	2.8
AD07	6.6	6.8	6.2	7.2	2.8	5.9	2.8
AD08	5.8	4.0	5.8	6.6	3	5.0	3
AD09	9.3	4.5	7.0	0.0	4	6.2	4
AD010	6.6	12.1	9.8	10.7	4	8.7	4
AD011	8.2	9.8	7.8	5.9	4	7.1	4
AD012	0.0	0.0	0.0	5.0	6.7	5.9	6.7
AD013	0.0	0.0	0.0	5.0	6.7	5.9	6.7
AST1	0.0	0.0	0.0	0.0	3	3.0	3
AST2	4.8	4.8	0.0	0.0	3	4.2	3
AST3	6.2	3.0	5.4	4.3	3	4.4	3
AST4	5.6	4.3	5.3	5.8	3	4.8	3
AST5	6.3	6.3	5.8	4.4	4	5.4	4
AST6	5.8	0.0	8.8	0.0	4	6.2	4
AST7	0.0	0.0	6.3	5.0	4	5.1	4
AST8	2.8	0.0	9.3	0.0	4	5.4	4
AST9	0.0	0.0	0.0	0.0	0.0	0.0	N/A
AST10 (Senior assistant)	0.0	0.0	0.0	0.0	5	5.0	5
AST/SC1	0.0	0.0	0.0	0.0	4	4.0	4
AST/SC2	0.0	0.0	2.8	0.0	5	3.9	5
AST/SC3	0.0	0.0	0.0	0.0	5.9	5.9	5.9
AST/SC4	0.0	0.0	0.0	0.0	6.7	6.7	6.7
AST/SC5	0.0	0.0	0.0	0.0	8.3	8.3	8.3

¹² The average provided for 2021 is a forecast in line with the decision C(2015)9563.

Table 2 -Reclassification of contract staff

Function Group	Grade	Staff in activity at 1.01.2019	How many staff members were reclassified in 2020	Average number of years in grade of reclassified staff members	Average number of years in grade of reclassified staff members according to Decision C(2015)9561
CA IV	17				Between 6 and 10 years
	16	1			Between 5 and 7 years
	15	1			Between 4 and 6 years
	14	7	1	3.58	Between 3 and 5 years
	13	1			Between 3 and 5 years
CA III	11				Between 6 and 10 years
	10	3	2	5	Between 5 and 7 years
	9	1			Between 4 and 6 years
	8	1			Between 3 and 5 years
CA II	6				Between 6 and 10 years
	5				Between 5 and 7 years
	4				Between 3 and 5 years
CA I	2				Between 6 and 10 years
	1				Between 3 and 5 years

C. Gender representation

Table 1 – Data on 31/12/2020 / statutory staff (only officials, AT and AC)

		Official		Temporary		Contract Agents		Grand Total	
		Staff	%	Staff	%	Staff	%	Staff	%
Female	Administrator level ¹³	26.0	12.6	58.0	28.0	8.0	3.9	92.0	44.4
	Assistant level (AST & AST/SC) ¹⁴	2.0	1.0	27.0	13.0	7.0	3.9	36.0	17.4
	Total	28.0	13.5	85.0	41.1	15.0	3.9	128.0	61.8
Male	Administrator level	15.0	7.2	31.0	15.0	1.0	3.9	47.0	22.7
	Assistant level (AST & AST/SC)	4.0	1.9	22.0	10.6	6.0	3.9	32.0	15.5
	Total	19.0	9.2	53.0	25.6	7.0	3.9	79.0	38.2
Grand Total		47.0	22.7	138.0	66.7	22.0	3.9	207.0	100.0

Table 2 - Data regarding gender evolution over 5 years of the Middle and Senior management¹⁵

	2016		2020	
	Number	%	Number	%
Female Managers	1	20	2	40
Male Managers	4	80	3	60

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

¹³ Including CA FG IV

¹⁴ Including CA FG II, FG III

¹⁵ Staff who is defined as middle manager by the applicable General Implementing provisions on middle management

teleworking. The 2020 pandemic obliged the Centre to make an extensive use of the teleworking possibilities as force majeure offered by the implementing rules. 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.

D. Geographical Balance

*Figures for contract staff are presented as headcounts on 31/12/2019

Explanatory figures to highlight nationalities of staff (split per Administrator/CA FG IV and Assistant /CA FG I, II, III)

Table 1 - Data on 31/12/2020 - statutory staff only (officials, AT and AC)

Nationality	AD + CA FG IV		AST/SC- AST + CA FG I/CA FG II/CA FG III		TOTAL	
	Number	% of total staff members in AD and FG IV categories	Number	% of total staff members in AST SC/AST and FG I, II and III categories	Number	% of total staff
Belgium	7	5.0	14	20.6	21	10.1
Bulgaria	4	2.9	0	0.0	4	1.9
Czech Republic	4	2.9	0	0.0	4	1.9
Denmark	4	2.9	0	0.0	4	1.9
Germany	7	5.0	0	0.0	7	3.4
Estonia	4	2.9	0	0.0	4	1.9
Ireland	2	1.4	1	1.5	3	1.4
Greece	7	5.0	2	2.9	9	4.3
Spain	9	6.5	6	8.8	15	7.2
France	15	10.8	24	35.3	39	18.8
Croatia	4	2.9	1	1.5	5	2.4
Italy	11	7.9	8	11.8	19	9.2
Cyprus	0	0.0	0	0.0	0	0.0

Latvia	5	3.6	0	0.0	5	2.4
Lithuania	4	2.9	0	0.0	4	1.9
Luxembourg	0	0.0	2	2.9	2	1.0
Hungary	4	2.9	2	2.9	6	2.9
Malta	4	2.9	0	0.0	4	1.9
Netherlands	4	2.9	0	0.0	4	1.9
Austria	1	0.7	0	0.0	1	0.5
Poland	4	2.9	0	0.0	4	1.9
Portugal	6	4.3	1	1.5	7	3.4
Romania	7	5.0	5	7.4	12	5.8
Slovenia	5	3.6	0	0.0	5	2.4
Slovakia	5	3.6	2	2.9	7	3.4
Finland	4	2.9	0	0.0	4	1.9
Sweden	4	2.9	0	0.0	4	1.9
United Kingdom	4	2.9	0	0.0	4	1.9
TOTAL	139	-	68	-	207	-

Table 2 - Evolution over 5 years of the most represented nationality in the Agency

Most represented nationality	2016		2020	
	Number	%	Number	%
French	46	20.4	39	18.8

E. Schooling

Agreement in place with the European School(s) of Luxembourg (LUX I and LUX II) (Contribution Agreement between the Translation Centre for the Bodies of the European Union and the European Commission concerning the financing of the European Schools)				
Contribution agreements signed with the EC on type I European schools	Yes	x	No	
Contribution agreements signed with the EC on type II European schools	Yes		No	x
Number of service contracts in place with international schools:	Not applicable			
Description of any other solutions or actions in place:				

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's children will be paid by the Centre.

Annex VI. Environment management

Background

The Centre is currently not in possession of an ISO 14001 or EMAS certificate but the organisation is studying the possibility of starting the procedure in the near future. Nevertheless, the Centre is committed to continuously improve its environmental performance and relies on the general principles of EMAS and ISO 14001 in its daily practices.

Actions and facts related to the environmental performance of the Agency

Energy consumption: Energy consumption at the Centre is reduced by using energy saving lighting units and movement sensors on corridors, rest rooms and common use areas. The Centre joined a framework contract aimed at purchasing electricity from a green source in all probability so soon as next year.

Separation and recycling of different types of waste: Waste sorting and recycling is possible on both floors of the Centre in several recycling bays and the cafeteria. Waste separation is also assured by the cleaning company. Based on our agreement with our contracted partner waste is collected by type and prepared for recycling. The Centre recycles paper, plastic, glass, organic waste and batteries.

Waste management certification: SuperDrecksKëscht is a Luxembourgish initiative in the field of waste management. The Centre received its fourth certificate this year which is valid until March 2022.

Paper consumption: Due to paperless workflow and the commitment of our colleagues to use as little amount of paper as possible the amount of paper used at the Centre fell by 33% in 2019 compared to 2018. The consumption of paper in the first three quarters show that we can expect a further decrease in 2020. Although it is increasingly difficult to keep this trend, the Centre plans to continue to reduce its paper consumption in 2021 as well.

Disposable plastic cups: In 2020 the Centre phased out the single-use plastic cups at water fountains, provides paper cups at water fountains and encourages the staff via internal communication channels to utilise multi-use cups.

Refrigerant losses: The air conditioning devices and refrigerators used by the Centre are duly inspected and their preventive maintenance takes place as planned. Employing the technique of preventive maintenance, we endeavour to keep this trend and avoid leakages in the future.

Professional mobility and commuting: The number of employees using public transport decreased compared to last year. This is due to the preventive measures introduced to minimise the possibility of contracting Covid-19 and the offer of teleworking. At the same time the number of missions decreased counterbalancing the increase of private vehicles for commuting. In the future the Centre **plans to continue to use video conferences in order to reduce the Centre's carbon footprint.**

Company car: At the Centre, the previous company car running on petrol has been replaced by a semi-electric car.

Facilitating the use of electric cars:

The Centre is currently studying the possibility of offering recharging stations for its staff. This action must be done in collaboration with the owner of the building. This project should be completed in the second half of 2021. The Centre is encouraging its staff to use more environmentally friendly modes of transport.

Measuring CO2 emission: A test to measure the CO2 emission of the back-up electricity generators was planned for September 2020 but it has been postponed by the organiser.

Staff training and awareness: As environmental issues, such as reduction of company carbon footprint, recycling and waste management are considered as important topics and **the Centre's** new colleagues receive their first training on these topics during their induction training delivered by the Facility and Security Group. Any achievement on the field of environmental protection are published on the intranet for internal users and on social media platforms and on the website of the agency for clients and other interested parties.

Green Public Procurement: the Centre joined an inter-institutional framework contract to purchase electricity from a green source.

Annex VII. Building policy – year 2022

#	Building Name and type	Location	SURFACE AREA (in m ²)			RENTAL CONTRACT					Host country (grant or support)
			Office space	non-office	Total	RENT (€/year)	Duration of the contract	Type	Breakout clause Y/N	Conditions attached to the breakout clause (if applicable)	
1	HELIOS	Luxembourg	5746	1567	7313	1 951 687	until October 2021	Fixed term lease	Y	In the event that the Centre is obliged to leave the premises partially or totally following a decision taken on the basis of Article 341 of the Treaty on the Functioning of the European Union, this contract may be terminated by giving six months' notice by registered letter with acknowledgement of receipt. In this case, no compensation is due from the Centre, except for the payment of the balance due of the charges and the rent.	€243 250 until 2020
TOTAL			5746	1567 ¹⁶	7313						

Out of the total office space rented, the Centre occupies 4 955 m² and the remaining office space of 790 m² is sublet to the Commission (Chafea) since 1 January 2016. However, this sublet will come to an end in 2021 with the announced departure of Chafea. The Centre has begun negotiations with the owner of the building to extend the lease. However, due the departure of Chafea and the new working methods resulting from the pandemic event, the Centre has requested a significant reduction in rental space. The negotiations are still running. The decision regarding the extension of the subsidy granted by the host country is pending.

Building projects in planning phase

Not applicable.

Building projects submitted to the European Parliament and the Council

Not applicable.

¹⁶ Of which 624 m² are dedicated for archives

Annex VIII. 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 IX. 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 multiannual initiatives by conducting quarterly performance reviews of department dashboards, 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 any developments and issues of importance to the Management Board. Additionally, at the request of the Internal Audit Service (IAS), the Director provides information on any important internal or external developments in the context of IAS's annual audit plan. Finally the Centre's Consolidated Annual Activity Report (CAAR), which mirrors the Centre's work programme, 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 the Commission's Internal Audit Service.

Annex X: Strategy for the organisational management and internal control systems

Internal control system

Internal control applies to all activities, irrespective of whether they are financial or non-financial. It is a process that helps the Centre to achieve its objectives and sustain operational and financial performance, respecting rules and regulations. It supports sound decision making, taking into account the risks to the achievement of objectives and reducing them to acceptable levels through cost-effective controls.

The internal control framework of the Translation Centre is designed to provide reasonable assurance regarding the achievement of five objectives set in Article 30(2) of the Financial Regulation: (1) effectiveness, efficiency and economy of operations; (2) reliability of reporting; (3) safeguarding of assets and information; (4) prevention, detection, correction and follow-up of fraud and irregularities, and (5) adequate management of the risks related to the legality and regularity of the underlying transactions, taking into account the multi-annual character of programmes as well as the nature of the payments **concerned. The Centre's Internal Control Framework** ⁽¹⁷⁾ details the internal control components, principles and characteristics based on the COSO 2013 *Internal Control-Integrated Framework* that are implemented **in the Centre's operational and governance processes.**

The management of the Centre has the responsibility to ensure that that internal control is correctly implemented. The Officer in charge of **risk management and internal control assists the Centre's** management in the implementation of internal control activities.

Organisational management system

The main elements of the Centre's organisational management system (i.e. governance, organisational structure, operational structure) are described hereafter.

In terms of governance, the founding regulation of the Translation Centre foresees two main actors, the management board and the Director, under the oversight of the Commission, the Budgetary authority (Council and Parliament), and the Court of Auditors. The management board adopts the Centre's single programming document, budget and annual activity report. These documents are systematically communicated to the Parliament, the Council, the Commission and the Court of Auditors.

The Director has established an organisational structure made up of four departments (i.e. Administration, **Translation, Translation support, Information technology)** and the **Director's office. The mission statement** of each department **is published on the Centre's website. The Centre's management, stricto sensu, is made** up of the Director, the 4 heads of department, and the 9 heads of section/group who build up the operational management.

The Centre's main mission is to provide any European Union institutions and bodies which call upon its services with the translation services necessary for their activities. 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. In order to best serve its missions and in line with best practices in **the quality management field, the Centre's activities are grouped in three areas of activity (i.e. core** operational, support, management and supervision) mirroring the process approach adopted by the Centre to manage its operations. The Centre ensures its activities and processes are managed in an effective and

¹⁷ Decision on Internal Control Standards for the Translation Centre (CT/CA-025/2017/01EN)

efficient way thus ensuring the timely delivery of qualitative outputs **satisfying the stakeholders' needs, and** the creation of synergies inside the Centre and in collaboration with external parties.

Internal control approach for the implementation of annual work programme

The Centre's annual work programme is implemented by the staff of the four departments and the Director's office, as well as retained suppliers for the translation and IT development activities. The accountability for the implementation of the annual work programme is summarised in the 'RACI Matrix' document providing: (a) a clear definition of scope, content and milestones of each specific activity/action in the annual work programme; (b) assigning the accountability and delimitation of responsibilities between departments for the execution of the action; (c) identifying responsibilities for the monitoring and the reporting on performance; (d) and mapping of the indicator/output of each specific activity/action to existing or new **multiannual indicators in the Centre's performance dashboards system.**

Internal control approach for the financial delegations and budget implementation

Financial delegations are divided up between the four heads of departments with appropriate deputisation for the budgetary line 3000 that covers the operational expenditure. Four members of the middle-management have received partial sub-delegations. Delegations of powers and duties are made in writing, as a letter of authorisation, and records of granted authorisations are kept by Legal Affairs section. Authorisations precisely and unambiguously define the scope of the powers given, e.g. the type of decisions staff are empowered to make, the amount up to which staff can make financial decisions, the period during which the authorization is in force, the possibility for handing over the authorization partially or completely **to another staff member, with due acceptance of powers or duties evidenced by the staff member's signature.** For delegations in the financial domain, appropriate reporting has to be carried out by the Authorising Officers by delegation and sub-delegation to the Authorising Officer.

The Centre's budget revenue is primarily composed of the revenue received from invoicing its clients for services provided. It is subject to strict financial control and monitoring in accordance with the applicable regulatory framework. The Centre regularly contacts each client to request forecasts for their planned translation volumes and expenditure, and closely monitors clients' budgetary forecasts and its expenditure. Since the Centre's clients are other EU bodies, revenue management carries a very low financial risk.

The Centre applies a partly decentralised financial circuit model to manage expenditure. The financial transactions are initiated in the relevant departments by operational and financial initiators, and are verified centrally by financial verifying officers in the Finance group. All payments and commitments are verified ex ante by verifying officers or, for payments below EUR 1 000 made from budget line 3000 (External translation services), directly by authorising officer. The exceptions to this rule are payments for the **reimbursement of staff for mission expenses that are verified by the Commission's Paymaster Office (PMO).** If errors are detected by the verifying officers, the files are sent back to the relevant departments for correction before approval by the Authorising Officer by delegation or sub-delegation. In addition to ex ante controls, the verifying officers assure ex post checks of payments from budget line 3000 that take place on a sample basis. The advantage of the partly decentralised financial circuit is that verifying officers can guarantee to management that all financial transactions comply with the Financial Regulations.

Interoperability of the management control processes

The management control processes described above ensure the implementation of the internal control principles pertaining to risk assessment, control activities, information and communication and monitoring

activities. The Centre's management is in charge of the monitoring of the implementation of the integrated approach. This approach implements a plan-do-check-act (PDCA) logic that prioritises the definition of **strategic objectives and all elements enabling their achievement. The PDCA's principle** of continuous improvement permeates the three main stages: planning, monitoring and reporting.

Planning and organising the activities

In order to implement its two missions, the Centre adopted a multiannual strategy that address its **stakeholders' needs**. During the planning and organisation stage, more elements are considered for the **definition of objectives, such as risks analyses, the analysis of stakeholders' feedbacks, the analysis of client satisfaction forms, the results of audits, the priorities that are established on the basis of the internal control self-assessment or the quality management system.**

The Centre ensures transparency and accountability through the multiannual programming of activities and resources, reporting on achievements, relations with stakeholders, transparency and access to documents, conflicts of interests, prevention, detection and investigation of fraud, corruption, irregularities and other illegal activities.

The **anti-fraud strategy was adopted by the Centre's management** board in October 2016. The Centre is organising regularly information sessions on ethics and integrity for staff in order to improve fraud awareness. In cooperation with key staff, lists with red flags were established for procurement procedures, selection procedures and staff behaviour.

Monitoring the deployment of objectives

The deployment and supervision phases are grouped under the monitoring heading. Through effective and disciplined management, delivery and change management processes, competent and available technical resources, the Centre delivers or deploys in a systematic manner the required capabilities or changes in line with the planned initiatives. During this phase, the Centre measures, analyses, follows up the activities and assesses its performance and the accomplishment of its mission and objectives. The PDCA concept is implemented through the follow-up of activities and the periodic assessment of performance and effectiveness.

The multiannual work programme of the Centre sets out the overall strategic programming on a multi-year rolling cycle, including the objectives, expected results and key performance indicators to monitor the achievement of the objectives and the results. The annual work programme details the actions related to the first year of the programming cycle and sets out the appropriate accountability for each annual work programme objective and the expected results that will contribute to the achievement of the strategic objectives.

To ensure the follow up on the annual objectives, the Centre has in place a set of indicators that are **reviewed every year. The annual revision of indicators leads to the update of indicators' dashboards in a multi-tier dashboard system, at the level of the (a) section/group, (b) department and (c) Centre.**

Reporting on achievements

The consolidated annual activity report of the Translation Centre presents the implementation of the annual work programme as coming out from the quarterly performance review exercises.

Appropriate reporting and controls are key factors for ensuring efficient decision-making and transparent management, as well as accountability. The Centre uses the template for the agencies' consolidated annual

activity report communicated by the Commission. It includes information on the implementation of the annual work programme, budget and staff policy plan, management and internal control systems, internal/external audit findings, the follow-up to the audit recommendations and to the discharge recommendation, as well as the statement of assurance of the Director. It also includes information resulting from the annual accounts and from the report on budgetary and financial management provided in the context of the discharge procedure.

Annex XI Plan for service-level agreements¹⁸

	General information						Financial ¹⁹ and HR impact			
	Actual or expected date of signature	Total amount	Duration	Counterpart	Short description		2021	2022	2023	2024
1. SLA ERA	07/01/2014	About 57 000 €/ yearly	12 months renewable	European Railway Agency (ERA)	Hosting of IT equipment in the CdT Datacentre	Amount	57K	57K	57K	57K
						Number of CA	N/A	N/A	N/A	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
2.SLA EuroHPC	24/06/2019	About 35 000 €/ yearly	12 months renewable	European High-Performance Computing Joint Undertaking (EuroHPC)	Hosting of IT equipment in the CdT Datacentre	Amount	35K	35K	35K	35K
						Number of CA	N/A	N/A	N/A	N/A
						Number of SNEs	N/A	N/A	N/A	N/A
3. Arrangement Frontex ALEF Annex	Q4 2020	89 750 € for the 3 years	Until August 2023 (renewable)	European Border and Coast Guard Agency (Frontex)	Development of a module for ALEF project based on IATE	Amount	14,6K	14,6K	14,6K	-
						Number of CA	N/A	N/A	N/A	-
						Number of SNEs	N/A	N/A	N/A	-

¹⁸ The Centre has agreements with its 69 clients for its core activity.

¹⁹ In 000's EUR

Annex XII – 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	Agency for Support for BEREC (Body of European Regulators for Electronic Communications)
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
Clean Sky 2 JU	Clean Sky 2 Joint Undertaking
CoR	European Committee of the Regions
Council	Council of the European Union
CPVO	Community Plant Variety Office
DG EMPL	European Commission Directorate-General for Employment, Social Affairs and Inclusion
DG GROW	European Commission Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs
DG JUST	European Commission Directorate-General for Justice and Consumers
DGT	European Commission Directorate-General for Translation
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
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

Common name / Abbreviation	Agencies / bodies / offices / institutions
EIGE	European Institute for Gender Equality
EIOPA	European Insurance and Occupational Pensions Authority
EIT	European Institute of Innovation and Technology
ELA	European Labour Authority
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
EPPO	European Public Prosecutor's Office
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
Eurofound	European Foundation for the Improvement of Living and Working Conditions
EuroHPC JU	European High-Performance Computing Joint Undertaking
Eurojust	European Union Agency for Criminal Justice Cooperation
Europol	European Union Agency for Law Enforcement Cooperation
F4E JU	Fusion for Energy Joint Undertaking (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
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
S2R JU	Shift2Rail Joint Undertaking
SatCen	European Union Satellite Centre
SESAR JU	SESAR Joint Undertaking
SRB	Single Resolution Board