DECISION OF THE MANAGEMENT BOARD
OF THE TRANSLATION CENTRE FOR THE BODIES OF THE EUROPEAN UNION
ADOPTING THE PROGRAMMING DOCUMENT 2018-2020 – CT/CA-050/2016/03EN

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 2 January 2014 applicable to the Translation Centre for the Bodies of the European Union (Ref. CT/CA-051/2013EN),

Whereas:

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

HAS ADOPTED AS FOLLOWS:

Article 1

The programming document 2018-2020 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, 25 October 2017.

For the Management Board.

R. Martikonis
Chairman

Annex: Programming document 2018-2020 of the Translation Centre

PROGRAMMING DOCUMENT

2018-2020

OF THE TRANSLATION CENTRE

FOR THE BODIES OF THE EUROPEAN UNION

CT/CA-050/2016/05EN

Final programming document 2018-2020 established in accordance with Article 33.8 of the Financial Regulation of 2 January 2014 applicable to the Translation Centre for the Bodies of the European Union

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Foreword

The Programming Document 2018-2020 is anchored in the Translation Centre's Strategy 2016-2020 whose focus is to optimise the creation of value for its clients while ensuring the long-term sustainability of the Centre. As set out in its Strategy, the Centre's vision of becoming by 2020 a centre of excellence for the provision of language services for the EU agencies and bodies lies at the heart of this Programming Document. This vision will be achieved in close cooperation with the Centre's key stakeholders, specifically its staff, its clients, its management board, its external language service providers and the EU institutions.

The Centre's twin principles of a quality management approach and a sustainable business model are duly reflected in the multi-annual and annual actions planned throughout this programming cycle. As part of the process of continuing to undertake its well-established activities of delivering high quality language services and contributing to interinstitutional cooperation, the Centre will strengthen its partnerships with its clients and other key stakeholders, thus leading to sustainable, mutual benefits for the parties involved.

Building on its experience to date and in line with the best practice of the EFQM (European Foundation for Quality Management) Excellence Model, the Centre will embed a more robust quality management approach in all its departments in order to achieve sustainable excellence across the organisation. With regard to its core business of providing language services, the Centre will adopt the principles of the ISO translation standard to the greatest extent possible in its quality management approach. This approach, which focuses on achieving excellence, requires a quality culture embedded among staff who are key to achieving improved results in collaboration with the Centre's external language service providers.

During the 2018-2020 period, the Centre's vision of becoming a linguistic centre of excellence must be achieved within the context of a sustainable business model. This will evolve in the context of clients' needs with regard to quality, deadlines and prices, and in the context of developing technologies. Such an evolution will have to ensure sustainability within the framework in which the Centre operates as a self-financed EU agency. This means that the Centre must comply with the legal, financial and staff regulations in place and it respects the EU's multilingual policy which means that all EU languages are treated equally in its pricing structure. The Centre's new pricing structure, which came into force in January 2017, is key to the evolution of a sustainable business model and ensures that clients can benefit from the savings and the enhanced linguistic quality resulting from the reuse of its translation memories.

The Centre is acutely aware of the need to continue to achieve efficiency gains during the 2018-2020 period. Following the significant staff reductions implemented over a number of years, the Centre will focus during the period ahead on achieving efficiency gains through automating insofar as possible its new workflow management programme, eCdT, and through redeploying staff resources in order to deliver added value for clients.

In fulfilling its mandate as the linguistic shared service provider for the EU agencies and bodies, the Centre will continue to actively contribute to the European Commission's priority of making the EU a union of democratic change by playing its role in partnership with its clients in ensuring access by EU citizens to information in the various EU official languages. In this context, the Centre will continue to plan for the future through engaging more with its clients and through enhanced use of cutting-edge technologies available in the field of translation (i.e. translation memories, machine translation, online translation editor).

As part of the Centre's mission in the field of interinstitutional cooperation and as the lead partner in managing the EU's interinstitutional terminology database (IATE), the Centre will deliver the IATE2 database that will provide improved features and new functionalities for a better user experience and improved terminology management.

As a self-financed EU agency, this multi-annual programming exercise contains inherent challenges for the Centre. It is difficult for the Centre's clients to accurately predict their translation requirements over a three-year cycle which has a consequential impact on the Centre's overall budgetary estimates. Since experience shows that clients' estimates are likely to vary significantly, it is essential that the Centre maintains its ability to respond to fluctuating demands from clients by retaining a critical mass of staff.

While the period covered by this Programming Document will certainly pose many challenges for the Centre, it is equally true that it will offer many opportunities which enable the Centre to look to the future with optimism.

Máire Killoran
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
ADR	Alternative dispute resolution
AST	Assistant
AST/SC	Secretarial staff
BCMS	Business Continuity Management System
BIA	Business impact analysis
BPM	Business Process Management
CA	Contract Staff
CAT	Computer-Assisted Translation
CATE	Computer-Assisted Translation Environment
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
CRM	Client Relationship Management
DIGIT	Directorate-General for Informatics
DG JUST	Directorate-General for Justice and Consumers
DGT	Directorate-General for Translation
eCdT	Translation Centre's programme for the management of the translation workflow
EEA	European Economic Area
EFQM	European Foundation for Quality Management
EFTA	European Free Trade Association
EMAS	Eco-Management and Audit Scheme
EP	European Parliament
EPQC	*Ex post* quality check
EPSO	European Personnel Selection Office
ERA	European Union Agency for Railways
EU	European Union
EUIPO	European Union Intellectual Property Office (formerly known as OHIM)
EUR	Euro
EU TM	European Union trade mark
FFR	Framework Financial Regulation
FG	Function Group
FTE	Full-time equivalent
GIP	General Implementing Provisions
HR	Human Resources
IAMLADP	International Annual Meeting on Language Arrangements, Documentation and Publications
IAS	Internal Audit Service
IATE	Inter-Active Terminology for Europe
ICS	Internal Control Standard
ICT	Information and Communication Technologies
ICTI	Interinstitutional Committee for Translation and Interpretation
i2 LTW	Interinstitutional Language Technology Watch Network
IMG	Interinstitutional IATE Management Group
ISO	International Organisation for Standardisation
IT	Information Technology

JIAMCATT	International Annual Meeting on Computer-Assisted Translation and Terminology
JTV	Joint Training Venture
JU	Joint Undertaking
KPI	Key Performance Indicator
MB	Management Board
MCM	Multilingual Communications Management
MIPS	Missions Integrated Processing System
MSPP	Multiannual Staff Policy Plan
MT	Machine translation
MT@EC	Machine translation system of the European Commission
N/A	'Not applicable' or 'not available' (depending on context)
ODR	Online dispute resolution
OHIM	Office for Harmonization in the Internal Market (The name of the agency was changed to the European Union Intellectual Property Office – EUIPO - on 23 March 2016.)
OIB	Office for Infrastructure and Logistics in Brussels
OIL	Office for Infrastructure and Logistics in Luxembourg
PID	Project Initiation Document
PMO	Project Management Office
RA	Risk assessment
SDL Studio	SDL Trados Studio
SKPI	Strategic Key Performance Indicator
SNE	Seconded national experts
SR	Staff Regulations of Officials of the European Union
SSC	Single safety certificate
SSP	Structural service providers
SYSPER	Human resources information system of the European Commission
TA	Temporary staff
TQM	Total Quality Management
VAT	Value added tax

Mission Statement

The Centre's 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.

The Centre also aims to contribute to rationalising the use of resources and to harmonising procedures in the field of EU translation through interinstitutional cooperation. Institutions and bodies of the Union that already 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 two missions are 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.

Activity
The Centre's activities are geared towards facilitating and supporting **effective multilingualism** in the EU agencies and bodies. While it is first and foremost a language service provider for the EU agencies, the Centre is also a partner to the translation services in the European institutions.

It provides translations from and into all official EU languages for the other decentralised EU agencies in the most cost-effective way. It can also step in to assist other EU institutions and bodies with translation services during peaks in their workload.

The Centre as a shared language service provider for the EU agencies and bodies
The Centre offers a wide range of services to its clients, namely:

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

Through these services, the Centre not only contributes to the smooth running of the EU agencies and bodies, but also meets the individual needs of the translation services in the European institutions.

The Centre as a partner at interinstitutional level
As a member of the Interinstitutional Committee for Translation and Interpretation (ICTI), the Centre plays its role in the cooperation which takes place between the EU's language services. It participates in working groups and projects that aim to achieve economies of scale by sharing working methods and rationalising the use of translation tools. The most noteworthy project is IATE, the Inter-Active Terminology for Europe database, which the Centre has been managing on behalf of ICTI since 2004.

Vision
Under the Centre's Strategy 2016-2020, the vision of the Centre is to become a centre of excellence for the provision of language services for the EU agencies and bodies by 2020.

As the shared service provider of language services for the EU agencies and bodies, the Centre will continue under its Strategy 2016-2020 to actively contribute to the European Commission's priority of making the EU a union of democratic change. This means that the Centre will continue to facilitate effective multilingualism in the EU by playing its role in partnership with its clients in ensuring access by EU citizens to information in the various EU official languages.

In accordance with the EU's legislator's intention that the Centre would function as a shared service provider of language services for the EU agencies and bodies, the Centre will continue to leverage its innovative

capabilities which are key enablers in driving sustainable economies of scale in the provision of language services for the EU bodies.

Section I: General context

State of play

The Centre possesses many assets and strengths which allow it to look to the future with a certain degree of optimism. However, there are also a number of unique challenges which it needs to address.

Over the years, the Centre has built up a strong reputation by providing high-quality services supported by responsive processes and dynamic staff. Its business model and, in particular, its flexible outsourcing policy enable the Centre to provide a wide range of services at short notice. The introduction of new IT tools for the core business in 2014-2018 will further strengthen the organisation and increase the Centre's ability to react effectively to emerging needs and challenges.

Nevertheless, the Centre is aware of its responsibility to operate within the boundaries of a complex and tightly regulated EU framework. External factors beyond the Centre's control may occasionally affect its ability to seize new opportunities.

Strategy 2016-2020

The Strategy for 2016-2020 was developed in 2016 in consultation with the Centre's key stakeholders. The Strategy aims to ensure continuity of operations while also extending the boundaries of what the Centre can achieve during the period from 2016 to 2020. The Strategy focuses on optimising the creation of value for its clients while also ensuring the long-term sustainability of the Centre.

In accordance with the Centre's dual mandate of providing translation services to the EU agencies and bodies and of contributing to interinstitutional cooperation, Strategy 2016-2020 is based on the twin principles of a quality management approach and a sustainable business model.

Principle 1: Quality management approach

The core business of the Centre will continue to integrate to the greatest extent possible the principles of the standard for translation services (i.e. ISO 17100:2015). Furthermore, a more robust quality management approach will be deployed as a prerequisite for achieving sustainable excellence across the organisation. This quality management approach will require a quality culture embedded throughout the Centre's staff who will be key to achieving improved results in collaboration with the Centre's external service providers.

Principle 2: Sustainable business model

The Centre's vision of becoming a linguistic centre of excellence for the EU bodies by 2020 must be achieved within the context of a sustainable business model which is based on outsourcing translation to external service providers followed by a quality assurance process in-house prior to delivery to clients. Under Strategy 2016-2020, the Centre's business model will evolve in the context of clients' needs with regard to quality, deadlines and prices and in the context of developing technologies. Such an evolution will have to ensure sustainability within the constraints within which the Centre operates as an EU agency. The Centre is obliged to comply with the legal, financial and staff regulations in place and it respects the EU's multilingual policy in treating all EU official languages equally in its pricing policy.

Areas of activity

The Centre's primary mission is to provide translations and related language services to the EU agencies and bodies in addition to providing such services to the EU institutions, as needs arise. Its secondary mission is to contribute to rationalising the use of resources and harmonising procedures in the field of EU translation through interinstitutional cooperation. Providing information to all stakeholders and ensuring good communication with them are key factors that enable the Centre to fulfil its mission successfully. From 2018, in the framework of the Activity Based Budgeting approach deployed at the Centre, the areas of activity will be rationalised from four to three: core operational activities, support activities, and management and supervision activities. The content of the external outreach and communication activities is embedded into management and supervision activities.

1. **Core operational activities**

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

2. **Support activities**

As the Centre is an autonomous EU body, it has its own administrative and technical support functions for human resources, public procurement, accurate and reliable accounting, infrastructure and logistics, and 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 line with its second strategic priority, the Centre seeks to provide innovative and high-quality, state-of-the-art corporate Information and Communication Technology (ICT) infrastructure solutions, support services and telecommunications facilities.

3. **Management and supervision activities**

These activities aim at a well-functioning and well-managed Centre, with effective and efficient processes and a solid internal control. The Centre must ensure compliance with the Staff Regulations and the Financial Regulation applicable to EU bodies and institutions, the reliability, legality and regularity of its operations, the effectiveness of its internal control standards, and compliance with the total quality management (TQM) system. It is responsible for the strategic and multi-annual planning and programming cycle and must ensure continuous operations by carefully planning, executing and monitoring different processes and projects. It must also take informed decisions on optimising workflows, internal structures and working methods. Client-oriented and communication actions aim to promote the Centre and the translation process, mainly by showcasing the Centre vis-à-vis its external stakeholders: clients, interinstitutional and international committees, universities and Member States.

In order to provide reasonable assurance that the activities were performed in such a way as to achieve the expected results, the Centre must report to the supervisory and control bodies (Management Board, Budgetary Authority, European Commission and audit bodies) in the most reliable and transparent way.

Section II: Multi-annual work programme 2018-2020

1. Multi-annual objectives

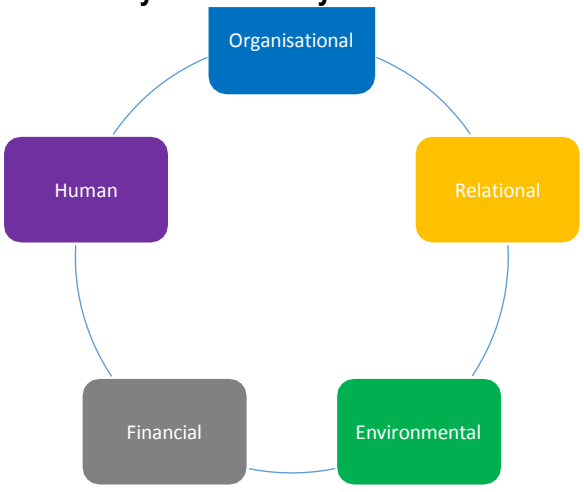
The Centre's Strategy 2016-2020, adopted by the Management Board on 26 October 2016, sets out the strategic goals and objectives for 2016-2020:

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

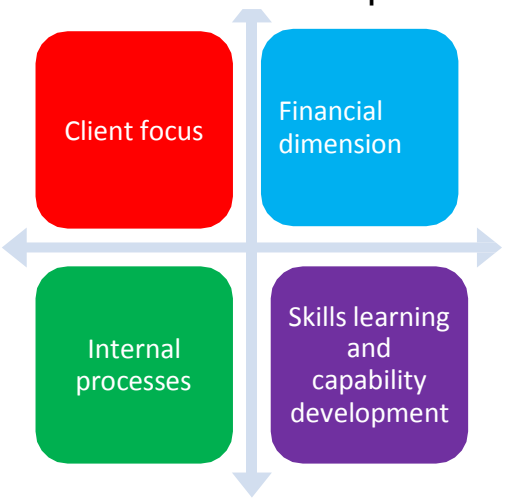
The strategic goals and objectives are implemented through a set of strategic initiatives which are collections of finite-duration discretionary projects and programmes performed along with the organisation's day-to-day operational activities in the framework of the Centre's multi-annual work programmes.

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

Key Sustainability Areas



Balanced Scorecard Perspectives



Organisational		
Strategic KPI and their KPI components	**Objective(s)**	**Initiative(s)**
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	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	1.1 Deliver an improved quality management approach. 1.3 Optimise the range of language services offered to clients. 2.1 Build a dynamic, client oriented organisation. 2.2 Optimise the Centre's business model with a view to improving its sustainability.	1.1.2: Optimise processes and streamline workflows 1.3.1: Modularise language services to ensure maximum responsiveness to clients' needs 1.3.2: Continue to develop integrated IT solutions 2.1.1: Continue to invest in staff development and drive staff engagement 2.1.2: Create a more integrated collaborative framework with external language service providers 2.2.1: Leverage the use of information technology 2.2.2: Further develop the Centre's client base and operational capacity to adapt to its clients' needs

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

Human		
Strategic KPI and their KPI components	**Objective(s)**	**Initiative(s)**
Talent management		
Expertise and polyvalence	2.1 Build a dynamic, client oriented organisation.	2.1.1: Continue to invest in staff development and drive employee engagement
Training effort (skills learning)	2.1 Build a dynamic, client oriented organisation.	2.1.1: Continue to invest in staff development and drive employee engagement
Transparency		
Climate favourable to change	2.1 Build a dynamic, client oriented organisation.	2.1.1: Continue to invest in staff development and drive employee engagement
Climate favourable to transparency	2.1 Build a dynamic, client oriented organisation. 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	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

2. Multi-annual work programme

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
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**	2017-2018	1.15 Develop CdT-approved customised templates	1.12 Develop CdT-approved customised templates		
			2017-2018	4.8 Set up and develop a decentralised team of quality coordinators	3.7 Continue to empower and develop the decentralised team of quality coordinators		
			2017-2020	4.9 Revise the quality policy, business process map and quality manual to ensure alignment with the Strategy 2016-2020	3.8 Determine priorities for quality improvements	Implement quality improvements	Implement quality improvements
			2017-2019	1.7 Perform a gap analysis between ISO 17100:2015 standard and the current system in place at the Centre	1.6 Integration of the relevant ISO 17100:2015 standard principles in the translation process	Integration of the relevant ISO 17100:2015 standard principles in the translation process	

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
			2019			Finetune the translation process after the integration of the relevant ISO 17100:2015 principles	
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**	2017, 2019-2020	1.12 Finalise the revision of critical processes and procedures to gain efficiencies throughout the whole process chain		Begin to review the critical processes in light of the ABB project, the revision of the Strategy and supported by the implementation of the Centre's document management policy	Complete the review of the critical processes in light of the ABB project, the revision of the Strategy and supported by the implementation of the Centre's document management policy
			2017-2018	1.11 Define and implement the procedures on linguistic assets used for translation processing	1.10 Continue to implement the procedures on linguistic assets used for translation processing		
			2018-2019		1.25 Develop and implement additional automated workflows in eCdT	Develop and implement additional automated workflows in eCdT	

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
			2017-2019	1.20 Develop and implement eCdT in-house translators' module	1.18 Finetune the eCdT in-house translators' module	Assess the functioning of the eCdT in-house translators' module and, if necessary, adjust it	
			2017	1.22 Undertake an analysis on the optimisation of the work allocation procedure to external language service providers according to new framework contracts (i.e. group assignment)			
			2017-2018	1.23 Develop and implement an optimised work allocation procedure for external language service providers	1.19 Assess the functioning of the new work allocation procedure (group assignment) to external language service providers and, if necessary, adjust it		

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
			2017-2020	2.1 Undertake an analysis for improving the current document management system and for replacing the document registration system and define an action plan	2.1 Proceed to implement the action plan in relation to document management and the new document registration system	Continue to implement and update, if necessary, the action plan in relation to document management	Evaluate the implementation of the action plan in relation to document management
			2018-2020		1.26 Undertake an analysis in order to identify a new tool to manage the translation of EU trade marks	Depending on the results of the analysis, start to implement the new tool to manage the translation of EU trade marks	Continue to implement the new tool to manage the translation of EU trade marks
1. Position the Centre as a partner in the holistic provision of language	**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**	2017-2019	1.16 Finalise analysis of business requirements and start development of the Fourth Railway Package with ERA	1.14 Complete the development of the Fourth Railway Package with ERA	Start providing the linguistic services in the framework of the Fourth Railway Package with ERA	

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
services to clients		**multilingual services**	2017-2019	1.17 Undertake an analysis of business requirements to support the EUIPO's Multilingual Communications Management (MCM) project	1.15 Finalise developments to support the EUIPO's Multilingual Communications Management (MCM) project	Assess the functioning of the tool selected to support the EUIPO's Multilingual Communications Management (MCM) project	
			2018		1.16 Develop and implement additional automated workflows and related functionalities in eCdT for the management of bilingual files for EUIPO		
			2017-2020	3.2 Organise the annual meeting of the Translation Contact Network	3.16 Organise the annual meeting of the Translation Contact Network	Organise the annual meeting of the Translation Contact Network	Organise the annual meeting of the Translation Contact Network

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
			2019-2020			Analyse the feasibility of implementing a collaborative functionality to support the exchange of information within the Translation Contact Network	Depending on the results of the analysis, implement a collaborative functionality to support the exchange of information within the Translation Contact Network
			2020				Organise a conference to celebrate the 25th anniversary of the Centre
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**	2017-2018	1.10 Integrate the new client feedback workflow in eCdT	1.9 Complete the integration of the new client feedback workflow in eCdT		
			2017-2019	1.21 Create a workflow to feed the final versions of translations into the Centre's translation memories, whenever feasible	1.21 Create a workflow to feed the final versions of translations into the Centre's translation memories, whenever feasible	Create a workflow to feed the final versions of translations into the Centre's translation memories, whenever feasible	

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
			2017-2020	3.1 Assess the Centre's image and attractiveness among its key stakeholders: External survey conducted and results analysed	3.15 Implementation of the action plan arising from the 2017 external survey of the Centre's key stakeholders	Assess the Centre's image and attractiveness among its key stakeholders: External survey conducted and results analysed	Implementation of the action plan arising from the 2019 external survey of the Centre's key stakeholders
			2017-2020	1.14 Organise and follow up visits to/by clients	3.14 Organise and follow up visits to/by clients	Organise and follow up visits to/by clients	Organise and follow up visits to/by clients
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**	2017-2019	1.19 Implement a web translation service based on the Drupal platform	1.20 Extend the web translation service to the Liferay platform	Extend the web translation service to the SharePoint platform	
			2017-2018	1.18 Undertake an analysis of the potential development of a speech to text transcription service	1.17 Depending on the results of the analysis, develop a speech to text transcription service for a limited number of languages		

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
			2018-2020		1.13 Analyse the feasibility of offering modularised services based on clients' identified needs	Depending on the results of the feasibility analysis, develop a proof of concept for the implementation of modularised services	Begin to implement the modularised services
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**	2017-2018	1.25 Undertake an analysis to further define a number of MT engines with a view to potential integration in eCdT/SDL Trados Studio	1.23 Undertake an analysis to further define a number of MT engines with a view to potential integration in eCdT/SDL Trados Studio		
			2017-2020	1.28 Finalise the analysis of the integration of MT engines as part of the linguistic pre-processing workflow	1.24 Assess the potential integration of MT engines in the linguistic pre-processing workflow	Integrate MT engines in the linguistic pre-processing workflow	
			2017-2020	1.24 Begin an analysis on the potential integration of an online translation tool in eCdT	1.22 Complete the analysis on the potential integration of an online translation tool in eCdT	Depending on the results of the analysis, begin to integrate the online translation tool in eCdT	Complete the integration of the online translation tool in eCdT

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
			2018-2020		1.31 Undertake an analysis on how to efficiently integrate Euramis in eCdT	Depending on the results of the analysis, integrate appropriate elements of Euramis in eCdT	
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**	2017-2019	2.2 Further optimise the tool for the management of staff appraisals	2.2 Undertake a feasibility study on e-recruitment on a new platform. Depending on the results of the analysis, develop the new e-recruitment tool	Deploy the new e-recruitment tool	
			2017	2.3 Review and define the modalities for interinstitutional staff exchanges and an internal redeployment policy for the Centre			
			2017	2.4 Enhance induction programme			

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
			2017-2020	4.12 Develop key staff capabilities (e.g. quality and project management)	3.12 Develop key staff capabilities (e.g. quality and project management)	Develop key staff capabilities (e.g. quality and project management)	Develop key staff capabilities (e.g. quality and project management)
			2017-2020	4.11 Redesign the annual training plan	3.13 Enhance the Centre's capacity to identify and develop leadership and managerial skills among staff	Revise the back-up plans to strengthen adaptability through the organisation	Implement talent management initiatives
			2020				Build capacity to translate into Irish to prepare for the end of the Irish language derogation planned for 1 January 2022
2. Enhance operational effectiveness and efficiency	**2.1 Build a dynamic, client oriented organisation**	**2.1.2 Create a more integrated collaborative framework with external language service providers**	2017-2020	1.13 Organise periodic seminars for external language service providers	1.11 Organise periodic online seminars for external language service providers	Organise periodic online seminars for external language service providers	Organise periodic online seminars for external language service providers

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
			2017	1.29 Provide read access to external language service providers to linguistic assets and tools (e.g. translation memories via SDL WorldServer, corpora via MultiTrans)			
			2017-2018	2.6 Perform a feasibility study to assess the possibility of implementing the use of tutorials (online videos, etc.) as a knowledge base for in-house and external translators	3.19 Depending on the results of the feasibility study, implement the use of tutorials (online videos, etc.) as a knowledge base for in-house and external translators		

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
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**	2020				Participate in the review of the CAT tool by the i2 LTW (Interinstitutional Language Technology Watch Network)
			2018-2020		2.4 Develop an administrative paperless workflow for the renewal of employee contracts	Streamline and optimise the contract renewal administrative process by creating shared paperless workflows	Identify other possible areas where paperless workflows could be used
			2017-2019	2.9 Finalise the description of business requirements for the additional modules of e-procurement and start their development	2.3 Begin to implement the paperless e-procurement tool	Complete the implementation of the paperless e-procurement tool	
			2017	2.7 Finalise the definition of a paperless workflow for financial transactions			

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
			2017	2.8 Implement a paperless workflow for financial transactions			
			2017	2.11 Carry out a feasibility study on the provision of an IT platform to ensure access via mobile devices to the Centre's systems			
			2017-2018	2.12 Depending on the results of the feasibility study, begin to develop an IT platform in order to provide access via mobile devices to the Centre's systems (anytime, anywhere)	2.5 Complete the development of the IT platform in order to provide access via mobile devices to the Centre's systems (anytime, anywhere)		
2. Enhance operational effectiveness and efficiency	**2.2 Optimise the Centre's business model with a view**	**2.2.2 Further develop the Centre's client base and**	2017-2020	3.3 Approach new EU bodies to seek cooperation agreements	3.17 Approach new EU bodies to seek cooperation agreements	Approach new EU bodies to seek cooperation agreements	Approach new EU bodies to seek cooperation agreements

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
	to improving its sustainability	**operational capacity to adapt to clients' needs**	2017-2020	3.4 Marketing of new services (e.g. campaign to launch web translation service, etc.)	3.18 Marketing of the Centre's services	Marketing of the Centre's services	Marketing of the Centre's services
			2019			Promote the Centre as a reference in the translation field (video tutorials on its website and on social media)	
			2017	2.10 Undertake a pilot project to assess the feasibility of outsourcing pre-processing activities for complex documents			

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
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**	2018-2019		3.2 Implement a light practice approach of Activity Based Costing	Begin to develop a more in-depth Activity Based Budgeting/Activity Based Management approach for the 2020 budget and beyond	Complete the development of the in-depth Activity Based Budgeting/Activity Based Management approach for the 2020 budget and beyond
			2017-2020	4.4 Evaluate the results of the Activity Based Budgeting/Activity Based Management approach	3.3 Evaluate the results of the Activity Based Budgeting/Activity Based Management approach	Evaluate the results of the Activity Based Costing approach	Define a technical model to allow simulations in Activity Based Budgeting based on the information provided by Activity Based Costing
			2017, 2019	4.1 Enhance controlling function (financial aspects)		Analyse the cost of controls (financial aspects)	
			2018-2020		3.10 Undertake a mid-term review of the Strategy 2016-2020	Start the preparation of the draft Strategy 2021-2025	Finalise the preparation of the draft Strategy 2021-2025

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
			2018-2019		3.11 Analyse the recommendations, identified in the study on the Centre, with regard to the evolution of the Centre's business model	Implement, as appropriate, the recommendations, identified in the study on the Centre, with regard to the evolution of the Centre's business model	
			2017-2018	4.2 Implement the new pricing structure	3.1 Undertake an *ex post* evaluation of the new pricing structure for the translation of documents		
			2017	4.3 Contribute to inter-agency evaluations of shared services in order to optimise costs among the agencies			

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
			2019			Analyse the implications of the potential transition by the European Commission to a new accounting system	
			2019-2020			Analyse the legal aspects of e-signature	Following the results of the analysis, begin to implement e-signature, as appropriate
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**	2017	3.5 Develop redesigned CdT website (including the Management Board website)			
			2017-2020	4.5 Implement the Business Continuity Management System (BCMS)	3.4 Undertake a business continuity client survey and maintain the BCMS	Enhance the BCMS by integrating, as appropriate, the results of the client survey	Consider the improved integration of services provided by external service providers in the BCMS

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
			2019-2020			Undertake a benchmarking of business process management tools, involving the integration of risks and controls, as implemented in other agencies	Based on the results of the benchmarking, undertake a feasibility study for the improvement of the Centre's business process management tools
			2017-2018	4.6 Implement the anti-fraud action plan	3.5 Continue to implement the anti-fraud action plan		
			2017-2020	2.13 Conduct an EMAS certification feasibility study with other agencies	2.6 Depending on the results of the feasibility study, undertake the preliminary steps required for an initial environmental assessment of the Centre	Undertake an initial environmental assessment of the Centre	Define an action plan corresponding to the results of the initial environmental assessment of the Centre

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
			2017-2018	2.14 Update the Centre's data dictionary and data ownership and verify the integrity of the reporting system for the first part of the data model	2.7 Update the Centre's data dictionary and data ownership and verify the integrity of the reporting system for the second part of the data model		
3. Contribute to interinstitutional cooperation	**3.1 Strengthen the Centre's contribution to interinstitutional cooperation**	**3.1.1 Acquire, develop and share best linguistic practices at interinstitutional level**	2017-2020	1.33 Increase *ad hoc* partnerships with institutions	1.29 Increase *ad hoc* partnerships with the institutions	Increase *ad hoc* partnerships with the institutions	Increase *ad hoc* partnerships with the institutions
			2017-2020	1.34 Offer Joint Training Venture (JTV)	1.30 Offer Joint Training Venture (JTV)	Offer Joint Training Venture (JTV)	Offer Joint Training Venture (JTV)
			2017	1.32 Active participation in joint inter-agency projects			
3. Contribute to interinstitutional cooperation	**3.2 Contribute to interinstitutional projects**	**3.2.1 Develop and implement the IATE2 project and provide the necessary IT support**	2017-2018	1.30 Provide technical and organisational support for the interinstitutional IATE database	1.27 Provide technical and organisational support for the interinstitutional IATE database		

Strategic Plan 2016-2020			Implementation of strategic initiatives through specific actions in annual work programmes				
Strategic goal	**Strategic objective**	**Strategic initiative**	**Timeline**	**2017**	**2018**	**2019**	**2020**
			2017-2020	1.31 Develop IATE2 database	1.28 Deliver the IATE2 database and publicise the new database	Provide technical and organisational support for the IATE2 database	Provide technical and organisational support for the IATE2 database

3. Human and financial resources – outlook for years 2018-2020

3.1 Overview of the past and current situation

At the end of 2016, the Centre employed 195 staff, namely 57 officials and 138 temporary staff. Following a decision by the Budgetary Authority, the Establishment Plan 2016 was reduced from 200 to 197 posts. Taking this reduction into consideration, the vacancy rate for officials and temporary staff for 2016 stood at 1.02% and the turnover for 2016 was 3.58%. During 2016, three members of temporary staff retired and an invalidity procedure was completed for another temporary staff member. The vacant posts at the end of 2016 referred to the Head of the Budgetary and Strategic Planning Section and a secretary in the Director's Office.

During 2016, the Centre appointed two officials (Latvian and Finnish translators) and recruited six temporary staff and three contract staff on long-term contracts, two in FG IV and one in FG II. Following an interinstitutional transfer, an official from the Court of Auditors (administrator in the Translation Support Department) joined the Centre. In the framework of the Online Dispute Resolution (ODR) project, the Centre recruited eight contract staff, six in FG IV and two in FG II. In addition, it recruited four contract staff on short-term contracts, three in FG IV and one in FG III. The Centre managed 16 agency staff contracts and organised the selection of 5 trainees. The Centre organised two internal competitions for linguists, two external selection procedures for temporary staff, one external selection procedures for contract staff and three selection procedures based on EPSO lists. Furthermore, three internal job offers were published, two for officials and one for temporary staff. Altogether 1 290 applications were received for different procedures. Further details on the recruitment policy are set out in **Annex IV.**

In the past, the Centre has reviewed its recruitment policy and prepared an action plan in which it has identified areas for reduction, as well as a possible reduction in costs from optimising working methods and outsourcing. The majority of these cost-efficiency measures were implemented in 2012 and 2013. More specifically, of the 225 staff in the Establishment Plan 2011, 215 remained in 2012. This reduction resulted in the Establishment Plan 2013 containing 206 posts. In line with the Budgetary Authority's decision, an additional cut of three posts was carried out in 2014, bringing the number of posts down to 203. The Centre cut three more posts in 2015 in line with the decision of the Budgetary Authority and reduced the Establishment Plan 2015 to 200 posts. The reduction of Establishment Plan posts continued in 2016 with a reduction of 3 posts, and in 2017 with a further reduction of 2 posts, bringing the number of total posts to 195. Finally, the Budgetary Authority decided to reduce the Establishment Plan posts allocated to the Centre for 2018 to 193 posts.

The Centre has optimised its working methods and implemented cost-efficiency measures through its business model, including a reorganisation of its structure, a reduction of the number of posts and a revision of the type of posts needed and levels of recruitment. Taking this into account, the Centre has reached a critical mass level and any further staff reductions would undermine its activities.

The Centre's total revenue reached EUR 41.8 million in 2016, which was broadly comparable with 2015. Revenue from clients reached EUR 40.0 million, EUR 600 000 lower than in 2015, and considerably lower than the EUR 43.5 million forecast in the Centre's amending budget 1/2016.

The Centre's expenditure reached EUR 45.2 million in 2016, compared with EUR 43.7 million in 2015. This increase of 3.4% is mainly explained by the increase in staff expenditure, due to the annual adjustment of salaries of 3.3% with effect from July 2016, as well as the career progression of the Centre's staff, in line with the Staff Regulations. The higher implementation rate of the Establishment Plan and the lower vacancy rate also contributed to higher staff expenditure. Evidently, the Centre's expenditure also

depends on the demand from its clients; a high demand increases the need for outsourcing of translation services. Compared with 2015, the Centre outsourced more pages in 2016 and this led to higher outsourcing costs. Further details on the Centre's revenue and expenditure in 2016 are presented in **Annex II.**

3.2. Resource programming for the years 2018-2020

3.2.1 Financial resources (detailed data provided in Tables in Annex II)

Justification of needs

Revenue:
It is envisaged that the Centre's total budget revenue for 2018 will reach EUR 48.5 million. For 2019 and 2020, the estimates are EUR 46.9 million and EUR 42.3 million respectively. The Centre does not receive a contribution from the EU budget. Instead, the Centre's main revenue comes from its clients as payments for the services which the Centre provides. Additional revenue comes from the Centre's management of interinstitutional projects, a financial contribution from the Luxembourg Government towards the Centre's rental charges and other miscellaneous revenue. The Centre is hosting a data centre for ERA, and, as of 1 January 2016, is subletting part of its office space to the Commission. The revenue from these actions are recorded as other revenue in Chapter 4. The Centre also has the possibility to enter into revenue transfers from its reserves and the surplus carried over from the previous financial year. Revenue from Titles 1-4, namely excluding amounts from the reserves and the previous year's surplus, is envisaged to reach EUR 43.9 million in 2018, EUR 42.1 million in 2019 and EUR 41.6 million in 2020. As a comparison, the forecast revenue for 2017 in Titles 1-4 is envisaged to reach EUR 45.4 million.

Title 1

The Centre's revenue forecast is based on the estimates provided by its clients for the years 2018-2020. It must therefore be underlined that the estimated revenue for all three years is subject to change, depending on clients' actual needs and their budgets. As of 2017, the revenue from all the Centre's clients will be recorded in Title 1, 'Payments from the agencies, offices, institutions and bodies'. Until 2016, revenue from the institutions was recorded in Title 3, 'Interinstitutional cooperation'. As of 2017, Title 3 will only include interinstitutional cooperation such as the management of interinstitutional projects. On the basis of clients' forecasts, the estimated revenue for 2018 in Title 1 is EUR 42.4 million compared with EUR 44.0 million in 2017. Furthermore, the forecast revenue follows a downward trend with estimates of EUR 40.7 million in 2019 and EUR 40.2 million in 2020. However, it is higher than the revenue from clients of EUR 38.8 million in 2016. The individual forecasts from clients continue to fluctuate, and for 23 clients, the forecast for 2018 has changed by more than 20% compared with 2017.

Title 5

In the estimate for 2018-2020, the Centre has used the possibility of transferring to revenue the resources from two reserves created in previous years. The budget for 2018 includes EUR 360 000 in revenue in the form of a transfer from the 'Reserve for exceptional investments'. This amount corresponds to the forecast expenditure for the eCdT programme in 2018, which is recorded in Expenditure chapter 32.

Furthermore, the Centre has transferred to revenue EUR 4 166 850 in 2018, EUR 4 755 150 in 2019 and EUR 720 600 in 2020 from the 'Reserve for stability pricing', thereby using the full reserve of EUR 9 642 600. These transfers, together with measures undertaken to reduce expenditure, balance the budget in 2018 and 2019. However, based on client forecasts for 2018-2020, it is envisaged that the total reserve for stability pricing may be used by 2020.

Expenditure:
The Centre's forecast expenditure for the years 2018-2020 are as follows: EUR 48.5 million in 2018, EUR 46.9 million in 2019, and EUR 47.0 million in 2020. For 2018, the Centre's forecast expenditure in Titles 1-3 has been decreased by 1.9% compared with the budget for 2017. It decreases further in 2019, namely by 3.3% compared with 2018, and it then increases by 0.2% in 2020 compared with 2019. The yearly expenditure remains below the 2017 level for each of the years 2018-2020.

The salary adjustment of 3.3% in 2016 has obviously had a large impact on the forecast. In addition, other expenditure is also subject to indexations which will lead to higher expenditure in the coming years. To counteract this and in order to respond to the decrease in forecast revenue, the Centre has taken several measures to reduce the budget expenditure. The main action has been to reduce significantly the majority of budget items to cover only what is expected to be needed. This means that the Centre has reduced its margin to a minimum across key budget lines. Higher salary indexations, price increases for the Commission's services, or higher costs than forecast for the outsourcing of translation could therefore necessitate reprioritisations in the Centre's budget.

Moreover, the Centre has had to decrease the level of ambition in some areas to cut expenditure. The largest impacts are that the Centre will not retain eight out of the eleven contract staff authorised for the ODR project after the expiry of their initial contracts and that the leasing of a second data centre has been postponed until after 2020. These and other actions mean that the Centre will have to do more with less resources and that some actions and tasks will be postponed. The measures have been chosen so that the envisaged impact on clients will be minimal.

The expenditure in 2018, in comparison with the outturn for 2016, is 7.2% higher. The main reason for this is the forecast salary adjustments in 2017 and 2018. On the other hand, the budget for the outsourcing of translation services in 2018 is lower than the expenditure in 2016 based on clients' forecasts.

Title 1

The budget for Title 1, 'Staff', in 2018 reaches EUR 26.8 million, 2.0% higher than that for 2017, that is an increase of EUR 0.5 million. The Centre's budget provides for potential annual salary adjustments, estimated at 1.8% per annum, as well as biennial step advancements and promotions. The budget is based on an Establishment Plan of 193 posts, as approved by the Budgetary Authority for 2018. The budget also takes into account factors such as the staff turnover ratio and work patterns. The budgetary constraints prohibit the Centre from retaining the majority of the contract staff employed for DG JUST after the expiry of their contracts. Nonetheless, the Centre proposes to retain three contract staff posts in order to respond to clients' forecasts. To counteract the impact of the salary adjustments, the budget has been calculated more tightly than previously, with limited budgets for missions and professional training, for example. The estimates for 2019 and 2020 follow the same assumptions and the Establishment Plans for those years and reach EUR 27.2 million and EUR 27.7 million respectively.

Title 2

The budget for Title 2, 'Buildings, equipment and miscellaneous operating expenditure', reaches EUR 7.1 million in 2018. It has been increased by 2% compared with 2017. The main reason for the increase compared with 2017 is that the Centre has included a subscription fee for a recovery room and associated facilities for business continuity purposes in the event of the unavailability of its premises.

The Centre receives a subvention from the Luxembourg Government in support of the rental charges. This subvention is recorded as revenue, and does not affect expenditure in Title 2. It should also be underlined that the expenditure in Title 2 includes expenditure for the hosting of a data centre for ERA

and for the office space that is sublet to the Commission. In conformity with the principle of universality, the revenue received from ERA and the Commission is recorded as revenue, as opposed to offsetting the expenditure.

In 2019 and 2020, the Centre estimates that expenditure in Title 2 will be EUR 7.2 million per annum, reflecting IT investments needed to implement the Centre's Strategy and in order to respond to clients' needs, and includes a limited margin for indexations of various goods and services.

Title 3

The budget for Title 3, 'Operational expenditure', covers the outsourcing of translation services, technical services related to language services, interinstitutional cooperation, and the eCdT programme. It reaches EUR 14.7 million in 2018 and has been decreased by 9.9% compared with the budget for 2017.

The budget for external translation services constitutes the main part of the title's budget, namely 92% in 2018. Whereas the prices for these services have shown a tendency to decrease in previous calls for tenders, the actual cost of these services depends on a number of factors, including changes in the ranking of suppliers under current framework contracts; and the price offered in future framework contracts, which also depends on economic developments in EU member states. The budget for 2018 is EUR 13.5 million, and in 2019 and 2020, it is estimated that expenditure will be EUR 11.8 and 11.4 million, respectively. The amounts are in line with the forecast volumes as well as with the Centre's expectation that the investment in translation technologies, such as machine translation, 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.

The forecast for interinstitutional cooperation in 2018 is EUR 0.8 million, that is 11.5% lower than in 2017, reflecting the plans for the IATE tool (IATE 2) and the forecasts provided by the European Commission for the other interinstitutional tools. In 2019 and 2020, forecast expenditure reaches EUR 0.7 million per year. To a large extent, these amounts are matched by the revenue the Centre receives for its services within the context of interinstitutional cooperation. The development and optimisation of the eCdT programme is forecast to incur expenditure of EUR 360 000 in 2018.

Budget outturn

The total budget outturn for 2016 was EUR −128 219. Revenue collected by the Centre in 2016 was EUR 41.8 million, and payments made together with appropriations carried over and cancellations of previously carried over appropriations reached EUR 45.2 million, which means that the Centre's activities in 2016 led to a deficit of EUR 3.4 million. A total of 5.9% of the budget appropriations in Titles 1-3, EUR 2.8 million, were cancelled. Further details on the Centre's budget outturn 2016 are presented in **Annex II**.

3.2.2 Human resources

New tasks

On 29 July 2015, the Centre signed an agreement with the Commission's DG JUST for the provision of translation services in the framework of the Regulation on consumer online dispute resolution (ODR) and the Directive on alternative dispute resolution (ADR). The official launch of the ODR platform took place in February 2016. In order to deal with the new task and additional workload, the Centre launched a specific call for tenders (CONSUM15) which was finalised in February 2016, created a specific workflow to deal with translation requests and recruited additional resources. The Centre was authorised to increase the total number of contract staff by 11 members and subsequently employed 8 ODR contract staff on two-year contracts (i.e. 3 staff in the Translation Support Department and 5 in the Translation

Department). Taking into account the overall situation, the Centre will retain 3 of the 11 ODR authorised contract staff for its core business, following the expiry of their two-year contracts. The Centre requires additional technical competence in the context of the deployment of eCdT to the Centre's clients, external language service providers and in-house translators. This will contribute to the Centre's effective management of the full transition to eCdT.

As a consequence of the adoption of the Fourth Railway Package extending the ERA's mandate, translation needs are anticipated for the granting of Single Safety Certificates (SSC) and Vehicle Authorisations across the EU. The documents are expected to be complex, technical and not standardised. It is anticipated that collaboration arrangements between ERA and the Centre will be signed by the end of 2017 in order to come into force in 2018. In 2019, the Centre will start providing the linguistic services requested within this framework. This new project will require additional staff resources. Preliminary information received from ERA seems to indicate that many of the very large technical documents are likely to have to be translated into English. Therefore, a future reinforcement of the English team is envisaged in order to deal with the increase in volumes translated into that language.

Following the introduction of subtitling in 2015, a new web translation service will be added to the Centre's portfolio in late 2017/early 2018. This service will initially be offered to clients who use Drupal compatible platforms for their website content management systems (CMS) with translations being uploaded directly to the client's CMS by the Centre and will subsequently be extended to the Liferay and SharePoint platforms in 2018 and 2019.

Growth of existing tasks

Although the Centre's Founding Regulation has not changed, an increase of over 50% in its client portfolio has occurred from 41 clients in 2009 to 64 clients (see list of clients in Annex XI) in 2016. The addition of these 23 new clients, most of which are legally bound to work with the Centre for their linguistic services, has resulted in an increase in translation volumes. The diversification of the client base, and in particular the highly technical domains of the new clients, has also required the Centre to launch a series of new specialised calls for tenders (e.g. in the terminology and railway fields), an activity which requires significant internal human resources.

The Centre has also seen an increase in the number of terms for new products and services submitted via the EUIPO's Terminology Maintenance Console. These terms are also translated within short deadlines by the Centre's in-house translators as outsourcing is impossible. A new related service, implemented as of mid-2016, for EUIPO's Designs Terminology Maintenance Console has also increased the number of product indications in a design context which are translated by in-house translators. The Centre has also committed itself to supporting the EUIPO's Multilingual Communications Management (MCM) project, which is likely to account for an increase in the Centre's workload, especially with respect to the creation of term bases and glossaries in the IP field. Developments were also carried out by the Centre to put in place a risk management system concerning the translation of EU trade marks (EU TMs), which makes it possible to identify those that are likely to pose a risk with respect to translation.

From a technical point of view, the extensive use of IT tools in the core business area (e.g. SDL Trados Studio, MultiTrans, SDL WorldServer, etc.) makes it necessary to continuously maintain, update and enrich all linguistic assets. Large and well-maintained linguistic assets are essential to keep translation costs competitive while preserving quality and in order to ensure value for money. The Centre will continue to avail itself of opportunities in the area of language technologies to increase the efficiency and the quality of the services delivered to its clients. The focus will be on assessing the potential integration of machine translation into eCdT in addition to undertaking an analysis on the potential integration of an online

translation tool in eCdT. This will enable all in-house and external translators to work on the same collaborative platform, thus increasing efficiency.

Contextual changes

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

Following the decision by Council Regulation aiming at achieving a full Irish language regime as of 1 January 2022, the EU institutions will need to provide Irish language services at the same level as for the other official languages of the EU. This will happen through a gradual phasing out of the Irish language derogation between 2017 and 2022. It is possible that Irish will be the first language to become a full official and working language of the EU without first having the full *acquis* translated. The Centre, like all EU language services, will have to address the consequences of this. For example, it will be necessary to develop Irish language resources (e.g. terminology, Irish corpora to be used for machine translation and/or translation memories) and make them available for Irish language staff and freelance translators. This preparation will also involve the creation of Irish language resources for the translation of EU trade marks for the EUIPO (glossaries, lists of goods and services). This will lead the Centre to request over time four temporary staff posts (three Irish translators and one English translator to compensate for the transfer of the existing Irish translator who is currently integrated into the English team). Requests for additional Establishment Plan posts will also be made should there be any enlargement of the European Union with the addition of new languages.

Efficiency gains

The Centre started in 2011 to take a proactive approach in order to enhance its structure and business model. At the time, it prepared an action plan identifying the areas for reduction (human resources, financial circuits, IT and infrastructure) as well as cost reduction measures (optimisation of working methods and outsourcing). Cost efficiency measures such as the adoption of Commission tools like MIPS and ABAC have already been implemented. As a result, the Centre's Establishment Plan has been reduced from 225 posts in 2011 to 193 posts in 2018 while ensuring continuity of services. The Centre continues to focus on actions aimed at enhancing its efficiency. In 2016, the Centre reduced one post in its Project Management Office (PMO) and internally redeployed resources to its core business.

The eCdT programme entails a new way of operating the Centre's core business, from the moment clients send their translation requests to the final delivery of the product. The changes concern in particular the Translation and the Translation Support Departments, with different workflows and a reorganisation of internal activities. eCdT has been operational since May 2015 and was progressively opened to all clients in 2016. It is envisaged that the improvement of the tool will continue in order to include new functionalities. eCdT improves ergonomics, increases the automation of repetitive tasks and optimises other tasks. It is envisaged that eCdT will reduce time spent on tasks like pre-, mid- and post-processing, service monitoring, work distribution and outsourcing.

The widespread use of translation memories contributes to the consistency of documents while also ensuring improved quality assurance. In order to achieve further efficiency gains, developments will be necessary to integrate machine translation into the Centre's workflow and pre-processing activities.

The implementation of a new tool, called Leonidas, has enhanced the management of calls for tenders by increasing the automation of repetitive tasks and enabling the re-use of data in the system. A further development aimed at improving the operational management of contracts and the implementation of the electronic submission of tenders will be completed in 2018.

In order to help the Centre's clients, external translators and staff, a new incident and request management tool was installed in 2016. The enhancement of this tool will continue in order to enable the Centre to manage the increase in requests foreseen over the next few years as a consequence of major changes in the IT systems.

Negative priorities/Decrease of existing tasks
The Centre has to maintain existing staff for operations in its core business. Given the present volume of pages to be translated, the capacity of the Centre's in-house translators and the staff managing the workflow in the Translation Support Department is already optimised and 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, public procurement, accounting, infrastructure and logistics, finances, ICT infrastructure, helpdesk services and telecommunications), it should be noted that the number of staff carrying out the said functions is minimal. This is supported by the fact that the results of the Centre's annual job screening exercises are comparable with the results of those exercises undertaken by the Commission and other EU agencies. The Centre's annual job screening exercises have been undertaken since 2014 in line with the common benchmarking methodology for EU agencies and the details are published in the Centre's annual activity reports.

It is important to mention that most of the staff reductions between 2011 and 2017 have been implemented in the support functions. External outreach is an important domain for the Centre's visibility, and the coordination of the direct management supervision activities (performance and effectiveness reviews, quality control, risk assessment, internal control self-assessments) are essential. The Centre believes that it has reached a cost-efficient structure and, therefore, any additional reductions in the support services will have an impact on the service level and will be visible on the clients' side.

Redeployment of resources in view of budgetary constraints
Over time, the Centre has modified its Establishment Plan by redeploying posts, either permanently or temporarily and by reducing the number of posts. It should be highlighted that the Centre's Establishment Plan has been cut by 14.2% in eight years (2011-2018).

At the end of 2015, the Translation Support Department analysed its structure and functioning with a view to enhancing its operations. The Centre identified some areas for intervention in order to: i) reduce time spent on demand validation, pre-processing and the administrative side of outsourcing; ii) improve the efficiency of the demand analysis phase; and iii) launch a system to monitor the delivery process along the whole chain. Based on the results, the Centre started in 2016 to redeploy - temporarily or permanently - certain staff members, in particular from support to core business functions. For example, staff within the Translation Support Department have been redeployed to the Workflow Management Section in order to deal with the workload increase in the pre-, mid- and post-processing phases of the workflow and

improve the timeliness of delivery. One resource was also transferred from the Administration Department to the Workflow Management Section for the same purpose.

Conclusion on evolution of resources

As already indicated above, the overall reduction in posts implemented by the Centre is 14.2% over the period 2011-2018. The Centre needs to have sufficient resources so as not to jeopardise the quality of the services it provides, its ability to respond to fluctuations in demand from clients and its ability to be a good employer. Therefore, this downward trend is detrimental to the Centre's responsiveness to new challenges. The Centre has to retain its critical mass of Establishment Plan posts and other resources to function efficiently and thus be able to react promptly to clients' requests and fulfil its mission to provide high-quality linguistic services to its stakeholders.

It should also be mentioned that the Centre is – *de facto* – a self-financed agency and that more than 70% of its budget comes from self- or partly self-financed agencies. In this respect, the European Parliament had requested that a specific approach should be considered and had suggested that any planned cuts above the 5% staff reduction target set in the Interinstitutional Agreement on cooperation in budgetary matters and on sound financial management be analysed on a case-by-case basis.

The all-agency redeployment pool approach foreseen by the European Commission does not sufficiently take into consideration the specific circumstances of each agency and whether the envisaged additional annual levy hinders the agency's ability to deliver its services. On the basis of the above and in view of the fact that the Centre has already reduced its staff by more than 5% and that the currently limited number of vacant posts are extremely valuable for the Centre, any further cuts in the Centre's Establishment Plan would be damaging.

Section III: Work Programme 2018

1. Executive summary

The **work programme 2018** presents the Centre's planned operational activities grouped in three main areas of activity (i.e. core operations, support, management and supervision). It lists the key milestones to be reached in 2018 and shows how they relate to the strategic actions set out in the Strategy 2016-2020. The human and financial resources necessary for the proper implementation of each activity are also outlined.

The core operational area covers all of the Centre's activities, specifically related to the translation and language services, and is 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. The Centre will continue to deliver its services in line with agreed quality criteria and agreed deadlines, will enhance quality assurance, and will develop and market new and existing services. In relation to the projects aimed at supporting the operational functions of the Centre, the main priorities relate to the development of the eCdT programme.
In its capacity as lead partner of the IATE Management Group (IMG), the Centre will continue to provide the required technical and organisational support for the EU terminology database, IATE. A new version of the terminology database (IATE2) will be released in 2018.

The support activities aim at providing a well-functioning work environment at the Centre. They comprise tasks within the legal, human resources and finance areas, infrastructure and logistics as well as IT. The implementation of paperless administrative workflows will be undertaken to further reduce the Centre's reliance on paper and the processing times across different processes.

The management and supervision area spans optimisation and improvement, risk management, internal control and quality management, strategic competences and skills to enhance adaptability, client-oriented and communication activities. The Centre will undertake a mid-term review of its Strategy 2016-2020 and will analyse the recommendations, identified in the study on the Centre, with regard to the evolution of the Centre's business model. The Centre will undertake an *ex post* evaluation of the new pricing structure for the translation of documents, will implement a light practice approach to Activity Based Costing and will evaluate the results of the deployment of the Activity Based Budgeting/Activity Based Management approach with a view to establishing its future evolution. A more robust quality management approach and risk management system will be diligently embedded throughout the Centre. Based on the internal control self-assessments, the Centre's management will continue to improve compliance and effectiveness in key areas of its internal control system and in documenting its processes and procedures.

External outreach and communication activities, comprising client-oriented and communication actions, are embedded in the management and supervision area. The Centre will implement the action plan arising from the 2017 survey of the Centre's key stakeholders.

2. Activities: Key milestones to be reached by the end of 2018

2.1 Core operational activities

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

As stated in the Strategy 2016-2020, the Centre will channel its efforts to maintain a high level of service and quality for its clients. It will strive to preserve its current level of activity for documents and EU trade marks, term lists and terminology work, in line with agreed quality criteria and agreed deadlines.

The quality management approach will be strengthened through the integration of the remaining relevant ISO 17100:2015 standard principles in the Centre's translation process following the results of the gap analysis performed in 2017. The complete integration of the new client feedback workflow in eCdT will ease the client feedback loop and will facilitate a more user-friendly client experience. The eCdT in-house translators' module will be finetuned to further increase efficiencies and the functioning of the new work allocation procedure (group assignment) to external language service providers will be assessed.

The development and implementation of the Multilingual Communications Management (MCM) project with the EUIPO will be completed during 2018 in addition to completing the development of the Fourth Railway Package project with ERA. Based on clients' identified needs, an analysis will be undertaken on the feasibility of offering modularised services in order to provide a more tailored service approach. The web translation service will be extended from the Drupal platform to the Liferay platform.

In order to further leverage state-of-the-art translation technologies, the Centre will assess the potential integration of machine translation engines in eCdT and will finalise the analysis of the potential integration of an online translation tool in eCdT. Through the development and implementation of additional automated workflows in eCdT, efficiency gains will be achieved.

As part of the Centre's second mission in the field of interinstitutional cooperation and in its capacity as lead partner of the IATE Management Group (IMG), the Centre will deliver the IATE2 database and will continue to provide the required technical and organisational support for the EU terminology database, which is used for sharing, disseminating and managing EU terminology. The Centre will also continue to participate in the various initiatives organised under the auspices of the International Annual Meeting on Language Arrangements, Documentation and Publications (IAMLADP) and the International Annual Meeting on Computer-Assisted Translation and Terminology (JIAMCATT).

2.2 Support activities

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

The Centre's document management policy will continue to evolve in the framework of an improved document management system and a new document registration system in order to ensure compliance with provisions on document management, security measures and rules on the protection of personal data.

Paperless administrative workflows will be implemented for e-procurement and for the renewal of employee contracts. A feasibility study will be undertaken on developing a new e-recruitment tool on a

new platform. The development of the IT platform will be finalised in order to provide access via mobile devices to the Centre's systems.

To better support its performance management system, the Centre will accomplish the update of its data dictionary and data ownership along with verifying the integrity of the reporting system for its entire data model.

2.3 Management and supervision activities

The impact of the new pricing structure implemented in 2017, which solely applies to the translation of documents, will be evaluated in order to assess its financial impact both for the Centre and its clients.

The Centre will implement a light practice approach to Activity Based Costing and will evaluate the results of Activity Based Budgeting/Activity Based Management to decide on its further evolution. On the basis of the priorities and action plans resulting from its internal control self-assessments, the Centre will work on further improving compliance and effectiveness in key areas of its internal control system and on documenting its processes and procedures.

Strategy 2016-2020 will be subject to a mid-term review in order to consider the actions required for the preparation of programming documents 2019-2021 and 2020-2022. The recommendations with regard to the evolution of the Centre's business model, identified in the study on the Centre, will be analysed with a view to designing their future implementation.

In order to secure the achievement of the strategic goals and objectives by the end of 2020, key staff capabilities in the field of quality and project management will continue to be developed. The decentralised team of quality coordinators will be further empowered and developed given its key role in the identification, prioritisation and deployment of quality improvement initiatives. In the area of talent management, the Centre will enhance its capacity for the identification and development of the leadership and managerial skills of its staff.

The actions derived from the external survey of the Centre's clients, carried out in 2017, will be implemented during 2018. Meeting clients to gather feedback and identifying ways of strengthening cooperation remains a recurrent and important activity. The Centre will organise its annual meeting of the Translation Network Contact. The creation of new EU agencies and bodies will be followed up along with engaging with relevant stakeholders to negotiate cooperation agreements.

Strategic initiatives to implement the Strategy 2016-2020

Strategic initiatives are collections of finite-duration discretionary projects and programmes, outside the organisation's day-to-day operational activities, that are designed to help the organisation achieve its targeted performance. In 2018, the **Strategy 2016-2020** will be implemented through specific actions pertaining to the following strategic initiatives:

Initiatives		Activity Areas		
No.	**Description**	**1. Core operational activities**	**2. Support activities**	**3. Management and supervision activities**
1.1.1	Ensure timeliness of delivery and improve the quality of language services	1.6, 1.12		3.7, 3.8
1.1.2	Optimise processes and streamline workflows	1.10, 1.18, 1.19, 1.25, 1.26	2.1	
1.2.1	Ensure that the Centre works in partnership with its clients from the creation to the delivery of multilingual services	1.14, 1.15, 1.16		3.16
1.2.2	Enhance client satisfaction	1.9, 1.21		3.14, 3.15
1.3.1	Modularise language services to ensure maximum responsiveness to clients' needs	1.13, 1.17, 1.20		
1.3.2	Continue to develop integrated IT solutions	1.22, 1.23, 1.24, 1.31		
2.1.1	Continue to invest in staff development and drive staff engagement		2.2	3.12, 3.13
2.1.2	Create a more integrated collaborative framework with external language service providers	1.11		3.19
2.2.1	Leverage the use of information technology		2.3, 2.4, 2.5	
2.2.2	Further develop the Centre's client base and operational capacity to adapt to clients' needs			3.17, 3.18
2.3.1	Ensure transparency through an enhanced controlling function			3.1, 3.2, 3.3, 3.10, 3.11
2.3.2	Progress towards an integrated management system built on a robust risk management and internal control framework		2.6, 2.7	3.4, 3.5
3.1.1	Acquire, develop and share best linguistic practices at interinstitutional level	1.29, 1.30		
3.2.1	Develop and implement the IATE2 project and provide the necessary IT support	1.27, 1.28		

3. Specific actions/activities and human and financial resources necessary for 2018 in order to achieve the Centre's objectives

3.1 Core operational activities

	Link with the Strategy 2016-2020 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				Reference: Strategic objective / *[Strategic initiative]*
Ref.	**Specific activity/action**	**Indicator/Output**	**Target 2018**	**Expected result 2017**	
Service level					
1.1	Translate, modify, edit and revise documents in accordance with agreed quality criteria	Number of pages of documents translated, modified, edited and revised	322 973 pages	324 528 pages	
1.2	Translate EU trade marks in accordance with agreed quality criteria	Number of pages of EU trade marks translated	441 350 pages	436 500 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	184 070 terms	204 742 terms	
1.4	Subtitle videos	Number of minutes of videos subtitled	1 402 minutes	1 000 minutes	

	Link with the Strategy 2016-2020 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				Reference: Strategic objective / *[Strategic initiative]*
Ref.	**Specific activity/action**	**Indicator/Output**	**Target 2018**	**Expected result 2017**	
1.5	Ensure on-time delivery of services to clients	% of deadlines met % of renegotiated deadlines	>99% of deadlines met ≤10%	>99% of deadlines met ≤10%	1.1
Quality assurance					
1.6	Integration of the relevant ISO 17100:2015 standard principles in the translation process	% of integration	50% of relevant principles integrated in the translation process	Identification of principles for implementation	1.1 / *[1.1.1]*
1.7	Implement measures identified in the 'Translation Quality Assurance Action Plan 2017-2018'	% of implementation of the actions included in the plan	100% implemented	50% implemented	1.1
1.8	Monitor translation quality *ex post* (documents and EU trade marks)	Number of *ex post* quality checks (EPQC) on documents translated in-house % of in-house translated documents of excellent, good or satisfactory quality Number of *ex post* quality checks (EPQC) on EU trade marks	EPQC undertaken on a quarterly basis on documents translated in-house 97% of in-house translated documents of excellent, good or satisfactory quality	EPQC undertaken on a quarterly basis on documents translated in-house 97% of in-house translated documents of excellent, good or satisfactory quality Four EPQC on EU trade marks	1.1

	Link with the Strategy 2016-2020 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				Reference: Strategic objective / *[Strategic initiative]*
Ref.	**Specific activity/action**	**Indicator/Output**	**Target 2018**	**Expected result 2017**	
		% of errors at segment level in EU trade mark translations	<1.5% of errors in EU trade mark segments	<1.5% of errors in EU trade mark segments	
1.9	Complete the integration of the new client feedback workflow in eCdT	Implementation status	Adapted client feedback workflow in eCdT	100% new workflow in production in line with eCdT releases	1.2 / *[1.2.2]*
1.10	Continue to implement the procedures on linguistic assets used for translation processing	% of implementation	100%	100%	1.1 / *[1.1.2]*
1.11	Organise periodic online seminars for external language service providers	Number of online seminars organised for external language service providers	One online seminar held for external language service providers	One online seminar held for external language service providers	2.1 / *[2.1.2]*
Analysis and development					
1.12	Develop CdT-approved customised templates	Development status	Customised templates developed for specific clients' needs	Customised templates developed for selection procedures	1.1 / *[1.1.1]*
1.13	Analyse the feasibility of offering modularised services based on clients' identified needs	Progress status	100%	N/A	1.3 / *[1.3.1]*

	Link with the Strategy 2016-2020 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				Reference: Strategic objective / *[Strategic initiative]*
Ref.	**Specific activity/action**	**Indicator/Output**	**Target 2018**	**Expected result 2017**	
1.14	Complete the development of the Fourth Railway Package with ERA	% of development	100%	50%	1.2 / *[1.2.1]*
1.15	Finalise developments to support the EUIPO's Multilingual Communications Management (MCM) project	Progress status	100% (Technical functionalities developed and implemented in eCdT)		1.2 / *[1.2.1]*
1.16	Develop and implement additional automated workflows and related functionalities in eCdT for the management of bilingual files for EUIPO	% of implementation	Workflows for the management of bilingual files implemented	N/A	1.2 / *[1.2.1]*
1.17	Depending on the results of the analysis, develop a speech to text transcription service for a limited number of languages	% of development	100%	100%	1.3 / *[1.3.1]*
*Projects relating to the **core operational activity** included in the Centre's project portfolio*					
1.18	Finetune the eCdT in-house translators' module	% of implementation	100%	N/A	1.2 / *[1.1.2]*
1.19	Assess the functioning of the new work allocation procedure (group assignment) to external language service providers and, if necessary, adjust it	Progress status	Adjustments implemented	N/A	1.2 / *[1.1.2]*

	Link with the Strategy 2016-2020 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				Reference: Strategic objective / *[Strategic initiative]*
Ref.	**Specific activity/action**	**Indicator/Output**	**Target 2018**	**Expected result 2017**	
1.20	Extend the web translation service to the Liferay platform	% of implementation	100%	N/A	1.3 / *[1.3.1]*
1.21	Create a workflow to feed the final versions of translations into the Centre's translation memories, whenever feasible	% of implementation	75%	50%	1.2 / *[1.2.2]*
1.22	Complete the analysis on the potential integration of an online translation tool in eCdT	Progress status	100%	50%	1.3 / *[1.3.2]*
1.23	Undertake an analysis to further define a number of MT engines with a view to potential integration in eCdT/SDL Trados Studio	Progress status	100%	50%	1.3 / *[1.3.2]*
1.24	Assess the potential integration of MT engines in the linguistic pre-processing workflow	Progress status	100%	N/A	1.3 / *[1.3.2]*
1.25	Develop and implement additional automated workflows in eCdT	Progress status	50%	N/A	1.1 / *[1.1.2]*

	Link with the Strategy 2016-2020 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				Reference: Strategic objective / *[Strategic initiative]*
Ref.	**Specific activity/action**	**Indicator/Output**	**Target 2018**	**Expected result 2017**	
1.26	Undertake an analysis in order to identify a new tool to manage the translation of EU trade marks	Progress status	100%	N/A	1.1 / *[1.1.2]*
Interinstitutional cooperation					
1.27	Provide technical and organisational support for the interinstitutional IATE database	Implementation of IATE features according to interinstitutional project plan 2018	100% of planned developments of IATE according to interinstitutional project plan 2018	100% of planned developments of IATE according to interinstitutional project plan 2017	3.2 / *[3.2.1]*
1.28	Deliver the IATE2 database and publicise the new database	Development status	100%	50%	3.2 / *[3.2.1]*
1.29	Increase *ad hoc* partnerships with the institutions	Number of *ad hoc* partnerships	One partnership project	One partnership project	3.1 / *[3.1.1]*
1.30	Offer Joint Training Venture (JTV)	Number of JTV offered	1	1	3.1 / *[3.1.1]*
1.31	Undertake an analysis on how to efficiently integrate Euramis in eCdT	Progress status	Analysis undertaken	N/A	1.3 / *[1.3.2]*

Resources necessary for 2018 in order to achieve the core operational activity objectives

Human resources (rounded figures)

	Officials		Temporary agents (TA)		Contract staff (CA)		Total	% of staff
	30.5	AD	80.6	AD	13.0	FG IV	124.1	55.6%
	2.7	AST	15.2	AST	7.0	FG I-III	24.9	11.2%
Total	33.2		95.8		20.0		149.0	66.8%

Financial resources (by budget title)

Budget		EUR	% of budget
Title 1	**— Staff**	18 132 748	37.4%
Title 2	**— Buildings, equipment, and miscellaneous operating expenditure**	4 513 784	9.3%
Title 3	**— Operational expenditure**	14 612 600	30.1%
Total		37 259 132	76.8%

3.2 Support activities

	Link with the Strategy 2016-2020 Strategic objective 1.1: Deliver an improved quality management approach Strategic objective 2.1: Build a dynamic, client oriented organisation Strategic objective 2.2: Optimise the Centre's business model with a view to improving its sustainability Strategic objective 2.3: Promote a culture of integrity that ensures transparency and accountability				Reference: Strategic objective / *[Strategic initiative]*
Ref.	**Specific activity/action**	**Indicator/Output**	**Target 2018**	**Expected result 2017**	
*Projects relating to **support** activities included in the Centre's project portfolio*					
2.1	Proceed to implement the action plan in relation to document management and the new document registration system	% of implementation	100%	Analysis undertaken and action plan defined	1.1 / *[1.1.2]*
2.2	Undertake a feasibility study on e-recruitment on a new platform. Depending on the results of the analysis, develop the new e-recruitment tool	Progress status	100%	N/A	2.1 / *[2.1.1]*
2.3	Begin to implement the paperless e-procurement tool	% of implementation	50%	N/A	2.2 / *[2.2.1]*
2.4	Develop an administrative paperless workflow for the renewal of employee contracts	% of implementation	100%	N/A	2.2 / *[2.2.1]*
2.5	Complete the development of the IT platform in order to provide access via mobile devices to the Centre's systems (anytime, anywhere)	Progress status	100%	50%	2.2 / *[2.2.1]*
2.6	Depending on the results of the feasibility study, undertake the preliminary steps required for an initial environmental assessment of the Centre	Progress status	100%	Feasibility study done	2.3 / *[2.3.2]*

	Link with the Strategy 2016-2020 Strategic objective 1.1: Deliver an improved quality management approach Strategic objective 2.1: Build a dynamic, client oriented organisation Strategic objective 2.2: Optimise the Centre's business model with a view to improving its sustainability Strategic objective 2.3: Promote a culture of integrity that ensures transparency and accountability				Reference: Strategic objective / *[Strategic initiative]*
Ref.	**Specific activity/action**	**Indicator/Output**	**Target 2018**	**Expected result 2017**	
2.7	Update the Centre's data dictionary and data ownership and verify the integrity of the reporting system for the second part of the data model	% of implementation	100%	50%	2.3 / *[2.3.2]*

Resources necessary for 2018 in order to achieve the support activity objectives

Human resources (rounded figures)

	Officials		Temporary agents	(TA)	Contract staff	(CA)	Total	% of staff
	4.2	AD	2.9	AD	0	FG IV	7.1	3.2%
	7.4	AST	27.4	AST	7.0	FG I-III	41.8	18.7%
Total	11.6		30.3		7.0		48.9	21.9%

Financial resources (by budget title)

Budget		EUR	% of budget
Title 1	**— Staff**	4 982 173	10.3%
Title 2	**— Buildings, equipment, and miscellaneous operating expenditure**	1 575 923	3.3%
Title 3	**— Operational expenditure**	0	0.0%
Total		6 558 096	13.6%

3.3 Management and supervision activities

	Link with the Strategy 2016-2020 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				Reference: Strategic objective / *[Strategic initiative]*
Ref.	**Specific activity/action**	**Indicator/Output**	**Target 2018**	**Expected result 2017**	
Optimisation and improvement					
3.1	Undertake an *ex post* evaluation of the new pricing structure for the translation of documents	Progress status	100%	N/A	2.3 / *[2.3.1]*
3.2	Implement a light practice approach of Activity Based Costing	% of implementation	100%	N/A	2.3 / *[2.3.1]*
3.3	Evaluate the results of the Activity Based Budgeting/Activity Based Management approach	Progress status	100%	50%	2.3 / *[2.3.1]*
Risk management, internal control and quality management					
3.4	Undertake a business continuity client survey and maintain the BCMS	Progress status	100%	N/A	2.3 / *[2.3.2]*
3.5	Continue to implement the anti-fraud action plan	% of implementation	100%	50%	2.3 / [2.3.2]

	Link with the Strategy 2016-2020 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				Reference: Strategic objective / *[Strategic initiative]*
Ref.	**Specific activity/action**	**Indicator/Output**	**Target 2018**	**Expected result 2017**	
3.6	Implement actions to comply with the Internal Control Standards (ICS)	% of very important recommendations fully implemented % of procedures and processes documented	90% of very important recommendations outstanding on 1.1.2018 fully implemented 85% of processes and procedures documented and up to date	90% of very important recommendations outstanding on 1.1.2017 fully implemented 80% of processes and procedures documented and up to date	2.3
3.7	Continue to empower and develop the decentralised team of quality coordinators	Progress status	100%	100%	1.1 / *[1.1.1]*
3.8	Determine priorities for quality improvements	Progress status	100%	N/A	1.1 / *[1.1.1]*
3.9	Perform the quality audit programme	Number of quality audits performed	Three quality audits performed	Three quality audits performed	1.1
3.10	Undertake a mid-term review of the Strategy 2016-2020	Progress status	100%	N/A	2.3 / *[2.3.1]*
3.11	Analyse the recommendations, identified in the study on the Centre, with regard to the evolution of the Centre's business model	Progress status	100%	N/A	2.3 / *[2.3.1]*

	Link with the Strategy 2016-2020 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				Reference: Strategic objective / *[Strategic initiative]*
Ref.	**Specific activity/action**	**Indicator/Output**	**Target 2018**	**Expected result 2017**	
Strategic competences and skills to enhance adaptability					
3.12	Develop key staff capabilities (e.g. quality and project management)	% of implementation	60% of key staff trained in each area	30% of key staff trained in each area	2.1 / *[2.1.1]*
3.13	Enhance the Centre's capacity to identify and develop leadership and managerial skills among staff	Progress status	Development programme established	N/A	2.1 / *[2.1.1]*
Client-oriented actions					
3.14	Organise and follow up visits to/by clients	Percentage of clients met	15%	15%	1.2 / *[1.2.2]*
3.15	Implementation of the action plan arising from the 2017 external survey of the Centre's key stakeholders	% of implementation	100%	External survey conducted and results analysed	1.2 / *[1.2.2]*
3.16	Organise the annual meeting of the Translation Contact Network	Meeting held	Meeting held and report drawn up	Meeting held and report drawn up	1.2 / *[1.2.1]*
3.17	Approach new EU bodies to seek cooperation agreements	Signature of cooperation agreements 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]*
3.18	Marketing of the Centre's services	Number of marketed services	1	1	2.2 / *[2.2.2]*

	Link with the Strategy 2016-2020 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				Reference: Strategic objective / *[Strategic initiative]*
Ref.	**Specific activity/action**	**Indicator/Output**	**Target 2018**	**Expected result 2017**	
Communication					
3.19	Depending on the results of the feasibility study, implement the use of tutorials (online videos, etc.) as a knowledge base for in-house and external translators	% of implementation	100%	Feasibility study completed	2.1 / *[2.1.2]*

Resources necessary for 2018 in order to achieve the management and supervision activity objectives

Human resources (rounded figures)

	Officials		Temporary agents	(TA)	Contract staff	(CA)	Total	% of staff
	10.3	AD	4.5	AD	0	FG IV	14.8	6.7%
	2.9	AST	6.4	AST	1	FG I-III	10.3	4.6%
Total	13.2		10.9		1		25.1	11.3%

Financial resources (by budget title)

Budget		EUR	% of budget
Title 1	**— Staff**	3 636 879	7.5%
Title 2	**— Buildings, equipment, and miscellaneous operating expenditure**	982 193	2.0%
Title 3	**— Operational expenditure**	40 500	0.1%
Total		4 659 572	9.6%

Annexes

Annex I: Resource allocation per activity 2018-2020

Summary of human and financial resources necessary for 2018 in order to achieve the objectives

Activities	Human resources (*)					Financial resources (**)					
	Total (%)	Total	Officials	TA	CA	Title 1	Title 2	Title 3	Title 10	Total budget	Budget (%)
Core operational activities	66.8%	149	33.2	95.8	20	18 132 748	4 513 784	14 612 600	0	37 259 132	76.8%
Support activities	21.9%	48.9	11.6	30.3	7	4 982 173	1 575 923	0	0	6 558 096	13.6%
Management and supervision activities	11.3%	25.1	13.2	10.9	1	3 636 879	982 193	40 500	0	4 659 572	9.6%
Provisions											
Overall totals	100.0%	223	58	137	28	26 751 800	7 071 900	14 653 100	0	48 476 800	100.0%

(*) Expressed in headcounts.
(**) Rounded figures.

Summary of human and financial resources necessary for 2019 in order to achieve the objectives

Activities	Human resources (*)					Financial resources (**)					
	Total (%)	Total	Officials	TA	CA	Title 1	Title 2	Title 3	Title 10	Total budget	Budget (%)
Core operational activities	66.7%	148.0	33.2	95.8	19	18 448 272	4 514 400	12 446 100	0	35 408 772	75.5%
Support activities	22.0%	48.9	11.6	30.3	7	5 076 172	1 646 535	0	0	6 722 707	14.3%
Management and supervision activities	11.3%	25.1	13.2	10.9	1	3 703 756	1 020 665	40 500	0	4 764 921	10.2%
Provisions											
Overall totals	100.0%	222	58	137	27	27 228 200	7 181 600	12 486 600	0	46 896 400	100.0%

(*) Expressed in headcounts.
(**) Rounded figures.

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

Activities	Human resources (*)					Financial resources (**)					
	Total (%)	Total	Officials	TA	CA	Title 1	Title 2	Title 3	Title 10	Total budget	Budget (%)
Core operational activities	66.7%	148	33.2	95.8	19	18 771 609	4 540 467	12 035 800	0	35 347 876	75.2%
Support activities	22.0%	48.9	11.6	30.3	7	5 165 595	1 662 095	0	0	6 827 690	14.6%
Management and supervision activities	11.3%	25.1	13.2	10.9	1	3 768 397	1 004 138	40 500	0	4 813 035	10.2%
Provisions											
Overall totals	100.0%	222	58	137	27	27 705 600	7 206 700	12 076 300	0	46 988 600	100.0%

(*) Expressed in headcounts.
(**) Rounded figures.

Annex II: Financial resources

Annex II. Table 1: Expenditure

Expenditure	2017		2018	
	Commitment appropriations	Payment appropriations	Commitment appropriations	Payment appropriations
Title 1 - Staff expenditure	26 220 900	26 220 900	26 751 800	26 751 800
Title 2 - Infrastructure and operating expenditure	6 936 700	6 936 700	7 071 900	7 071 900
Title 3 - Operational expenditure	16 271 500	16 271 500	14 653 100	14 653 100
Title 10 – Reserves				
TOTAL EXPENDITURE	**49 429 100**	**49 429 100**	**49 476 800**	**49 476 800**

EXPENDITURE	Commitment appropriations						
	Executed Budget 2016	Budget 2017	Budget 2018		VAR 2018/2017 (%)	Draft Budget 2019	Draft Budget 2020
			Agency request	Budget forecast		Budget Forecast	Budget Forecast
Title 1 - Staff expenditure	**24 356 689**	**26 220 900**	**26 751 800**	**26 751 800**	**2.02%**	**27 228 200**	**27 705 600**
Salaries & allowances	20 453 713	22 099 800	22 641 200	22 641 200	2.45%	23 040 700	23 446 900
- Of which Establishment Plan posts	*18 655 580*	*20 204 000*	*20 878 200*	*20 878 200*	3.34%	21 245 000	21 618 000
- Of which external personnel	*1 798 133*	*1 895 800*	*1 763 000*	*1 763 000*	*-7.00%*	*1 795 700*	*1 828 900*
Expenditure relating to staff recruitment	170 904	212 300	221 500	221 500	4.33%	227 600	230 200
Employer's pension contribution	3 171 404	3 234 000	3 272 500	3 272 500	1.19%	3 330 500	3 389 500
Mission expenses	115 235	126 000	100 900	100 900	-19.92%	105 000	105 000
Socio-medical infrastructure	219 757	260 900	263 100	263 100	0.84%	267 600	271 000
Training	186 036	230 800	172 700	172 700	-25.17%	175 100	179 800
External Services							
Receptions, events and representation	1 240	2 500	2 500	2 500	0.00%	2 500	2 500
Social welfare	38 400	54 600	77 400	77 400	41.76%	79 200	80 700
Other staff related expenditure							

EXPENDITURE	Commitment appropriations						
	Executed Budget 2016	Budget 2017	Budget 2018		VAR 2018/2017 (%)	Draft Budget 2019	Draft Budget 2020
			Agency request	Budget forecast		Budget Forecast	Budget Forecast
Title 2 - Infrastructure and operating expenditure	**6 164 015**	**6 936 700**	**7 071 900**	**7 071 900**	**1.95%**	**7 181 600**	**7 206 700**
Rental of buildings and associated costs	2 943 447	2 902 400	3 062 000	3 062 000	5.50%	3 018 800	3 044 900
Information, communication technology and data processing	2 774 429	3 281 000	3 270 500	3 270 500	-0.32%	3 426 000	3 445 000
Movable property and associated costs	57 087	57 100	58 900	58 900	3.15%	56 400	56 400
Current administrative expenditure	215 514	242 800	247 200	247 200	1.81%	249 700	254 700
Postage / Telecommunications	82 248	145 500	155 800	155 800	7.08%	153 200	153 200
Meeting expenses	17 679	16 000	25 000	25 000	56.25%	25 000	25 000
Running costs in connection with operational activities	57 697	46 900	117 500	117 500	150.53%	117 500	117 500
Information and publishing	7 514	30 000	35 000	35 000	16.67%	35 000	35 000
Studies	8 400	215 000	100 000	100 000	-53.49%	100 000	75 000
Other infrastructure and operating expenditure							
Title 3 - Operational expenditure	**14 680 307**	**16 271 500**	**14 653 100**	**14 653 100**	**-9.95%**	**12 486 600**	**12 076 300**
External translation services	13 168 851	14 760 000	13 480 000	13 480 000	-8.67%	11 800 000	11 380 000
Expenditure relating to interinstitutional cooperation	785 093	918 500	813 100	813 100	-11.48%	686 600	696 300
Expenditure linked to the eCdT programme	726 363	593 000	360 000	360 000	−39.29%		
Title 10 - Reserves							
TOTAL	**45 201 011**	**49 429 100**	**48 476 800**	**48 476 800**	**-1.93%**	**46 896 400**	**46 988 600**

EXPENDITURE	Payment appropriations						
	Executed Budget 2016	Budget 2017	Budget 2018		VAR 2018/2017 (%)	Draft Budget 2019	Draft Budget 2020
			Agency request	Budget forecast		Budget Forecast	Budget Forecast
Title 1 - Staff expenditure	**24 356 689**	26 220 900	26 751 800	26 751 800	**2.02%**	**27 228 200**	**27 705 600**
Salaries & allowances	20 453 713	22 099 800	22 641 200	22 641 200	2.45%	23 040 700	23 446 900
- Of which Establishment Plan posts	*18 655 580*	*20 204 000*	*20 878 200*	*20 878 200*	*3.34%*	*21 245 000*	*21 618 000*
- Of which external personnel	*1 798 133*	*1 895 800*	*1 763 000*	*1 763 000*	*-7.00%*	*1 795 700*	*1 828 900*
Expenditure relating to staff recruitment	170 904	212 300	221 500	221 500	4.33%	227 600	230 200
Employer's pension contribution	3 171 404	3 234 000	3 272 500	3 272 500	1.19%	3 330 500	3 389 500
Mission expenses	115 235	126 000	100 900	100 900	-19.92%	105 000	105 000
Socio-medical infrastructure	219 757	260 900	263 100	263 100	0.84%	267 600	271 000
Training	186 036	230 800	172 700	172 700	-25.17%	175 100	179 800
External services							
Receptions, events and representation	1 240	2 500	2 500	2 500	0.00%	2 500	2 500
Social welfare	38 400	54 600	77 400	77 400	41.76%	79 200	80 700
Other staff-related expenditure							
Title 2 - Infrastructure and operating expenditure	**6 164 015**	**6 936 700**	**7 071 900**	**7 071 900**	**1.95%**	**7 181 600**	**7 206 700**
Rental of buildings and associated costs	2 943 447	2 902 400	3 062 000	3 062 000	5.50%	3 018 800	3 044 900
Information, communication technology and data processing	2 774 429	3 281 000	3 270 500	3 270 500	-0.32%	3 426 000	3 445 000
Movable property and associated costs	57 087	57 100	58 900	58 900	3.15%	56 400	56 400
Current administrative expenditure	215 514	242 800	247 200	247 200	1.81%	249 700	254 700
Postage / Telecommunications	82 248	145 500	155 800	155 800	7.08%	153 200	153 200
Meeting expenses	17 679	16 000	25 000	25 000	56.25%	25 000	25 000
Running costs in connection with operational activities	57 697	46 900	117 500	117 500	150.23%	117 500	117 500
Information and publishing	7 514	30 000	35 000	35 000	16.67%	35 000	35 000
Studies	8 400	215 000	100 000	100 000	-53.49%	100 000	75 000
Other infrastructure and operating expenditure							
Title 3 - Operational expenditure	**14 680 307**	**16 271 500**	**14 653 100**	**14 653 100**	**-9.95%**	**12 486 600**	**12 076 300**

EXPENDITURE	Payment appropriations						
	Executed Budget 2016	Budget 2017	Budget 2018		VAR 2018/2017 (%)	Draft Budget 2019	Draft Budget 2020
			Agency request	Budget forecast		Budget Forecast	Budget Forecast
External translation services	13 168 851	14 760 000	13 480 000	13 480 000	-8.67%	11 800 000	11 380 000
Expenditure relating to interinstitutional cooperation	785 093	918 500	813 100	813 100	-11.48%	686 600	696 300
Expenditure linked to the eCdT programme	726 363	593 000	360 000	360 000	−39.29%		
Title 10 - Reserves							
TOTAL	**45 201 011**	**49 429 100**	**48 476 800**	**48 476 800**	**-1.93%**	**46 896 400**	**46 988 600**

Annex II. Table 2 – Revenue

REVENUES	2017	2018
	Revenues estimated by the agency	Budget Forecast
EU contribution		
Additional EU funding: ad hoc grants and Delegation agreements		
Other Revenue	49 429 100	48 476 800
TOTAL REVENUES	**49 429 100**	**48 476 800**

REVENUES	Revenues						
	Executed Budget 2016	Budget 2017	Budget 2018		VAR 2018/2017 (%)	Draft Budget 2019	Draft Budget 2020
			Agency request	Budget forecast		Budget forecast	Budget forecast
1 REVENUE FROM FEES AND CHARGES (including balancing reserve from previous years surplus)	38 767 080	43 955 600	42 442 400	42 442 400	−3.44%	40 727 100	40 178 300
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	1 999 227	804 000	778 000	778 000	−3.23%	691 000	676 000
- 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	1 001 288	600 950	729 550	729 550	21.40%	723 150	716 850
- Of which interest generated by funds paid by the Commission by way of the EU contribution (FFR Art. 58)							

REVENUES	Revenues						
	Executed Budget 2016	Budget 2017	Budget 2018		VAR 2018/2017 (%)	Draft Budget 2019	Draft Budget 2020
			Agency request	Budget forecast		Budget forecast	Budget forecast
6 REVENUES FROM SERVICES RENDERED AGAINST PAYMENT							
7 CORRECTION OF BUDGETARY IMBALANCES		4 068 550	4 526 850	4 526 850	11.26%	4 755 150	725 600
TOTAL	**41 767 595**	**49 429 100**	**48 476 800**	**48 476 800**	**−1.93%**	**46 896 400**	**42 296 750**

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

Budget outturn	2014	2015	2016
Reserve from the previous years' surplus (+)	7 128 691	5 020 494	4 629 333
Revenue actually received (+)	47 035 473	41 977 434	41 767 595
Payments made (-)	−40 498 299	−38 941 308	−41 570 759
Carry-over of appropriations (-)	−4 144 711	−4 775 233	−3 630 253
Cancellation of appropriations carried over (+)	257 201	289 573	482 644
Adjustment for carry over of assigned revenue appropriation from previous year (+)			
Exchange rate differences (+/-)	47	−140	1 941.00
Adjustment for negative balance from previous year (-)	−4 757 909	1 058 513	−1 808 720
TOTAL	5 020 494	4 629 333	−128 219

Budget outturn

Revenue collected by the Centre decreased slightly by 0.5% in 2016 compared with 2015, but dropped by 11.2% compared with 2014. Some 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 1.2 million in 2016 for services to be delivered in 2017. This instrument has been put in place to assist the Centre's clients in reducing their carried-over budget appropriations. In 2015, the Centre received advance payments of EUR 560 000 for services to be delivered in 2016, and the total impact of the advance payments 2015-2016 resulted in higher revenue in 2016.

Whereas revenue remained stable compared with 2015, the payments and carry-over of appropriations increased by EUR 1.5 million in 2016. In addition, EUR 482 644 of the appropriations carried over to 2016 were cancelled. The changes in the Centre's reserves also had an impact on the budget outturn. In 2016, the Centre used EUR 726 363 of the 'Reserve for exceptional investments' for eCdT. The budget outturn from 2015 enabled the Centre to increase the 'Reserve for stability pricing' by EUR 2 535 083. These two changes in the reserves reduce the budget outturn of 2016 by EUR 1.8 million.

The cumulated budget outturn for 2016 is EUR −128 219, compared with the outturn for 2015 of EUR 4 629 333. The result of the Centre's activities in 2016 (rows 2-5 in the budget outturn table above) was a deficit of EUR 3.0 million, which is double the deficit in 2015. This result is in line with the Centre's efforts to reduce its surplus. The mechanism for the automatic reimbursement to clients is activated if the positive budget outturn exceeds EUR 1 million. Therefore, there was no reimbursement to clients in 2016.

Cancellation of commitment appropriations

By the end of 2016, 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. At the end of 2015, 11.8% of the commitment appropriations were cancelled.

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 2015 to 2016, 10.1% were cancelled, compared with 7.0% in 2015. This corresponds to EUR 482 644. 28% of the cancellations concerned IT consultancy services for eCdT which the selected companies were unable to provide. Another part of the cancellations, namely 16%, was to be used for building-related charges to be invoiced by the owner of the building. Since the Centre did not receive the relevant invoices during 2016, this resulted in cancelled appropriations.

Annex III. Human resources – quantitative

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

Staff population		Actually filled as of 31.12.2015	Authorised under EU Budget 2016[1]	Actually filled as of 31.12.2016	Authorised under EU Budget for 2017[2]	Actually filled as of 31.12.2017	Draft EU Budget for 2018	Envisaged in 2019	Envisaged in 2020
Officials	AD	41	45	44	44	42	44	44	44
	AST	13	13	13	13	11	11	11	11
	AST/SC	0	0	0	0	0	0	0	0
TA	AD	91	89	89	89	89	90	90	90
	AST	50	50	49	48	46	46	46	46
	AST/SC	0	0	0	1	1	2	2	2
Total[3]		195	197	195	195	189	193	193	193
CA GFIV		11.5	19	16.1	19	12.3	13	13	13
CA GF III		5.7	7	3.5	7	4.3	6	5	5
CA GF II		6	9	10.2	9	9.7	9	9	9
CA GFI		0	0	0	0	0	0	0	0
Total CA[4]		23.2	35	29.8	35	26.3	28	27	27
SNE[5]		0	0	0	0	0	0	0	0
Structural service providers[6]		3.9	7	6.5	6.5	7	6.5	6.5	7
TOTAL		222.1	239	231.3	236.5	222.3	227.5	226.5	227
External staff[7] *for occasional replacement*[8]		5.9		6.2		3.9			

[1] As authorised for officials and temporary staff (TA) and as estimated for contract staff (CA) and seconded national experts (SNE). Contract staff authorised under the EU Budget for 2016 includes the 11 additional members of contract staff that were authorised following the agreement with the Commission's DG JUST for the provision of translation services in the framework of the Regulation on consumer online dispute resolution and the Directive on alternative dispute resolution.

[2] As authorised for officials and temporary staff (TA) and as estimated for contract staff (CA) and seconded national experts (SNE).

[3] Headcounts

[4] FTE

[5] FTE

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

[7] FTE

[8] For instance replacement due to maternity leave or long-term sick leave.

Annex III. Table 2 – Multi-annual staff policy plan 2018-2020

Category and grade	Establishment Plan in EU Budget 2016		Filled as of 31/12/2016[9]		Modifications in 2016 in application of flexibility rule[10]		Establishment Plan in voted EU Budget 2017		Modifications in 2017 in application of flexibility rule[11]		Establishment Plan in Draft EU Budget 2018		Establishment Plan 2019		Establishment Plan 2020	
	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA	officials	TA
AD 16	*0*	*0*	0	0			*0*	*0*			*0*	*0*	*0*	*0*	*0*	*0*
AD 15	*0*	*0*	0	0			*0*	*0*			*0*	*0*	*0*	*0*	*0*	*0*
AD 14	*0*	*1*	0	1			*0*	*1*			*0*	*1*	*0*	*1*	*0*	*1*
AD 13	*1*	*0*	1	0			*1*	*0*			*1*	*0*	*1*	*0*	*1*	*0*
AD 12	*12*	*7*	4	5			*14*	*8*			16	10	16	10	16	*10*
AD 11	*10*	*5*	11	5			*10*	*4*	-1		8	3	8	3	8	3
AD 10	*7*	*4*	6	4			*5*	*6*			6	*6*	*6*	*6*	6	*6*
AD 9	*3*	*12*	5	7			*4*	*12*			*4*	*11*	*4*	*11*	*4*	*11*
AD 8	7	*15*	10	11	-1	+1	*5*	*19*			*3*	22	3	22	3	22
AD 7	*3*	*19*	3	16			*4*	*18*			5	*19*	5	19	5	19
AD 6	*2*	*26*	4	24			*1*	*21*			*1*	16	*1*	16	*1*	16
AD 5	*0*	*0*	0	16			*0*	*0*		+2	*0*	*2*	*0*	*2*	*0*	2
Total AD	*45*	**89**	**44**	**89**	**-1**	**+1**	*44*	*89*	**-1**	**+2**	*44*	**90**	*44*	**90**	**44**	**90**
AST 11	*0*	*0*	0	0			*0*	*0*			*0*	*0*	*0*	*0*	*0*	*0*
AST 10	*0*	*0*	0	0			*0*	*0*			*0*	*0*	*0*	*0*	*0*	*0*
AST 9	*3*	*0*	3	0			*4*	*0*			5	*0*	5	*0*	5	*0*
AST 8	*3*	*1*	3	2			*2*	*1*			1	2	1	2	1	2
AST 7	*2*	*3*	2	2			*3*	*3*	-1	+1	*2*	*4*	*2*	*4*	*2*	*4*
AST 6	*1*	*2*	1	2			*0*	*4*			*1*	5	1	*5*	1	5
AST 5	*1*	*16*	1	11			*2*	*18*		-1	*2*	*18*	*2*	*18*	*2*	*18*
AST 4	*3*	*15*	3	16			*2*	*13*	-1		*0*	*12*	0	*12*	0	*12*
AST 3	*0*	*8*	0	11		*-1*	*0*	*8*			*0*	5	*0*	5	*0*	5
AST 2	*0*	*5*	0	5			*0*	*1*			*0*	0	*0*	*0*	*0*	0
AST 1	*0*	*0*	0	0			*0*	*0*			*0*	*0*	*0*	*0*	*0*	*0*
Total AST	*13*	*50*	**13**	**49**		*-1*	*13*	*48*	**-2**	**0**	*11*	*46*	*11*	*46*	*11*	*46*
AST/SC 6	*0*	*0*	0	0			*0*	*0*			*0*	*0*	*0*	*0*	*0*	*0*
AST/SC 5	*0*	*0*	0	0			*0*	*0*			*0*	*0*	*0*	*0*	*0*	*0*
AST/SC 4	*0*	*0*	0	0			*0*	*0*			*0*	*0*	*0*	*0*	*0*	*0*
AST/SC 3	*0*	*0*	0	0			*0*	*0*			*0*	*0*	*0*	*0*	*0*	*0*
AST/SC 2	*0*	*0*	0	0		*+1*	*0*	*1*		+1	*0*	*2*	*0*	*2*	*0*	*2*
AST/SC 1	*0*	*0*	0	0			*0*	*0*			*0*	*0*	*0*	*0*	*0*	*0*
Total AST/SC	*0*	*0*	**0**	**0**		*+1*	*0*	*1*		**+1**	*0*	*2*	*0*	*2*	*0*	*2*
TOTAL	*58*	*139*	**57**	**138**	**-1**	*+1*	*57*	*138*	**-3**	**+3**	*55*	*138*	*55*	**138**	*55*	*138*

[9] The difference between the 2016 Establishment Plan posts and the posts actually filled as of 31/12/2016 (for example AD12 posts) is the result of under occupation of the posts and the requirement to publish vacancies in line with Article 29 of the Staff Regulations and the provisions foreseen in the General Implementing Provisions for temporary staff under Article 2(f) of CEOS.
[10] In line with Article 38(1)(a) and (b) of the Financial Regulation applicable to the Translation Centre, the Management Board may modify, under certain conditions, the Establishment Plan by in principle up to 10% of posts authorised.
[11] Ibid. Changes were made in line with the Amending budget 1/2017.

Annex IV. Human resources – qualitative

Recruitment policy

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

a. Officials

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

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

SELECTION PROCEDURE

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

The Centre has organised internal competitions both for general profiles and for specific profiles such as 'Head of the Administration Department' and 'Linguists', with a view to establishing reserve lists from which the Centre can recruit.

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

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

Selection boards comprise a Chair designated by the Appointing Authority and members designated by both the Appointing Authority and the Staff Committee. They have an uneven number of members. For each competition, at least one member external to the Centre's staff is appointed in order to guarantee

the transparency of the procedure. He or she must also have expertise in the field of the competition concerned in order to be able to assess the applicants' performance.

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

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

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

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

ENTRY GRADES

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

b.1 Temporary staff on long-term employment

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

This strategy guarantees an institutional 'memory' and maintains the expertise acquired over the years in specific areas. In addition to this, the advantage of offering long-term temporary posts is that it provides the opportunity to attract people with solid EU expertise from the other agencies or institutions. Indeed, given the particularity of the legal framework in which it operates, the Centre requires specific skills and knowledge which are not always available in the private sector.

It should also be borne in mind that the Centre will continue to respond to clients' evolving workload forecasts, e.g. by looking for potential areas for cost reduction. Therefore, whenever suitable, the Centre will also continue to resort to long-term contract staff instead of temporary staff. Whenever a temporary staff post becomes available, the Appointing Authority carefully examines the suitability of reclassifying

the post into a long-term contract post. This approach applies to all posts at the Centre (core business and support), except for managerial positions.

TYPE OF KEY FUNCTIONS

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

SELECTION PROCEDURE

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

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

Filling a post by means of internal mobility

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

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

Filling a post by means of mobility between EU agencies

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

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

Interagency publication specifies *inter alia*:

a) the nature of the selection (interagency selection);
b) the function group, the type of post and grade bracket;
c) the type of duties to be performed;
d) the general conditions and qualifications required for the post;
e) the specific conditions required for the post;
f) the closing date for applications.

Filling a post through engagement following external selection

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

The selection procedure is conducted to the same standards of EPSO competitions organised for officials with equivalent profiles and number of applicants.

The selection notice specifies *inter alia*:

a) the nature of the selection, including the profile and the number of persons to be selected;
b) the function group, the type of post/post title and grade;
c) the type of tests;
d) the type of duties to be performed;
e) the general and specific conditions and qualifications required for the post;
f) the required knowledge of languages;
g) the closing date for applications;
h) the validity of the reserve list;
i) the agency or agencies involved.

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

ENTRY GRADES

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

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

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

LENGTH OF THE CONTRACT

With the exception of the Director's post, the Centre has for the time being identified all posts for temporary staff as being of long duration.

Temporary members of staff are offered a three-year renewable contract at the time of recruitment. This contract may be extended for three more years and, following a first renewal, for an indefinite period.

Contracts may be extended only in the interests of the service and within the limits of Article 8 of the CEOS.

b.2 Temporary staff on short-term employment

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

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

TYPE OF KEY FUNCTIONS

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

SELECTION PROCEDURE

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

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

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

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

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

ENTRY GRADES

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

LENGTH OF THE CONTRACT

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

c.1 Contract staff on long-term employment

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

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

TYPE OF KEY FUNCTIONS

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

SELECTION PROCEDURE

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

Selection procedure using the EPSO database

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

Selection procedure carried out by the Centre

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

The Selection Committee organises written tests in accordance with the level and profile of the vacancy. The aim of the test is to assess each applicant's general aptitudes, language skills, knowledge of the EU and specific competencies. The content of the written test is determined by the Selection Committee concerned. In order to guarantee compliance with the principle of impartiality, applicants' papers are anonymous at the marking stage.

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

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

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

ENTRY GRADES

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

LENGTH OF THE CONTRACT

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

c.2. Contract staff on short-term employment

TYPE OF KEY FUNCTIONS

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

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

SELECTION PROCEDURE

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

Selection procedure using the EPSO database

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

Selection procedure carried out by the Centre

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

- vacancy notices are published on the Centre's website for at least two weeks and, where necessary, an additional advertisement is published in a local newspaper, specifying the criteria concerning general and specific competencies and key qualifications required;

- the Centre appoints a Selection Committee (including members from the Staff Committee) which evaluates the applications and selects those that best match the profile and qualifications required;

- the Selection Committee invites for interview the selected applicants on the basis of the job description set out in the vacancy notice. The interview aims at evaluating each applicant in terms of his/her language skills and personal and professional skills. On the basis of the results of the interviews, the Selection Committee makes its decision in writing, setting out the reasons for any decision taken. Applicants are informed of the outcome of the interview.

ENTRY GRADES

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

LENGTH OF THE CONTRACT

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

d. Seconded national experts

The Centre has explored the possibility of using seconded national experts. After having conducted an analysis based on the experience of the European Commission and the EU agencies in this regard, the

Centre concluded that there was no advantage to using this type of staff. This finding was particularly based on the administrative burden imposed by the selection procedure but also the cost that the procedure represents in terms of the allowances payable. Therefore, the Centre concluded that it was more economically sound to recruit contract staff.

e. Structural service providers

KEY TASKS ASSIGNED

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

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

Tender procedure

The Centre participated in an interinstitutional call for tenders organised by the European Parliament (ITS14) for the external service provision of IT services.

Duration of current contract

The contract was signed in March 2015 (entry into force at the end of April 2015) with an initial period of validity of two years. The contract could be extended up to a maximum period of validity of four years.

Appraisal of performance and promotion/reclassification

APPRAISAL PROCEDURE:

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

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

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

AST5 or above, the report shall, at the jobholder's request, contain an opinion as to whether he or she has the potential to carry out an administrator's function.

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

Finally, it should be underlined that, in the previous exercises, only five members of staff had lodged an internal appeal. Two appeals were introduced in 2016.

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

The number of promotions/reclassifications is decided on the basis of Article 6 and Annex I (B) of the Staff Regulations as well as budgetary considerations. Promotions and reclassifications imply a comparative examination of the merits of the officials/temporary staff eligible for promotion, which are in turn based on their annual staff reports, the use in the performance of their duties of languages other than their main languages (for which they have produced evidence of a thorough knowledge in accordance with Article 28(f) of the Staff Regulations) and, where appropriate, the level of responsibility exercised.

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

Number of promotions and reclassifications awarded in 2016:
The number of promotions and reclassifications granted in 2016 was in line with the forecast and the posts available for promotion and reclassification in the 2016 budget. No appeals were lodged to the Joint Promotion and Reclassification Committee in 2016. In total, in the previous promotion/reclassification exercises, five appeals were filed.

Category and grade	Staff in activity at 01.01.2015		How many staff members were promoted/reclassified in 2016		Average number of years in grade of reclassified/promoted staff members
	Officials	TA	Officials	TA	
AD 16	0	0	0	0	
AD 15	0	0	0	0	
AD 14	1	0	0	0	
AD 13	0	0	1	0	5.83
AD 12	4	4	2	1	6.64
AD 11	9	7	2	0	4.33
AD 10	7	6	1	0	2.04
AD 9	3	6	2	0	3.64
AD 8	10	5	0	5	6.03
AD 7	2	20	1	3	4.83
AD 6	5	17	0	7	4.35
AD 5	0	24	0	0	
Total AD	**41**	**89**	**9**	**16**	
AST 11	0	0	0	0	
AST 10	0	0	0	0	
AST 9	1	1	1	0	7.83
AST 8	4	0	0	1	10.75
AST 7	2	3	0	1	10.00
AST 6	2	2	0	0	
AST 5	1	9	0	2	4.83
AST 4	3	14	0	3	4.26
AST 3	0	12	0	2	4.98
AST 2	0	5	0	0	
AST 1	0	2	0	0	
Total AST	**13**	**48**	**1**	**9**	
AST/SC 6	0	0	0	0	
AST/SC 5	0	0	0	0	
AST/SC 4	0	0	0	0	
AST/SC 3	0	0	0	0	
AST/SC 2	0	0	0	0	
AST/SC 1	0	0	0	0	
Total AST/SC	**0**	**0**	**0**	**0**	
Total	**54**	**137**	**10**	**25**	

Function Group	Grade	Staff in activity at 01.01.2015	How many staff members were reclassified in 2016	Average number of years in grade of reclassified staff members
CA IV	18	0	0	
	17	0	0	
	16	0	0	
	15	0	0	
	14	5	0	
	13	7	0	
CA III	12	0	0	
	11	0	0	
	10	0	3	3.91
	9	5	0	
	8	1	0	
CA II	7	0	0	
	6	0	2	4.25
	5	5	0	
	4	2	0	
CA I	3	0	0	
	2	0	0	
	1	0	0	
Total		25	5	

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

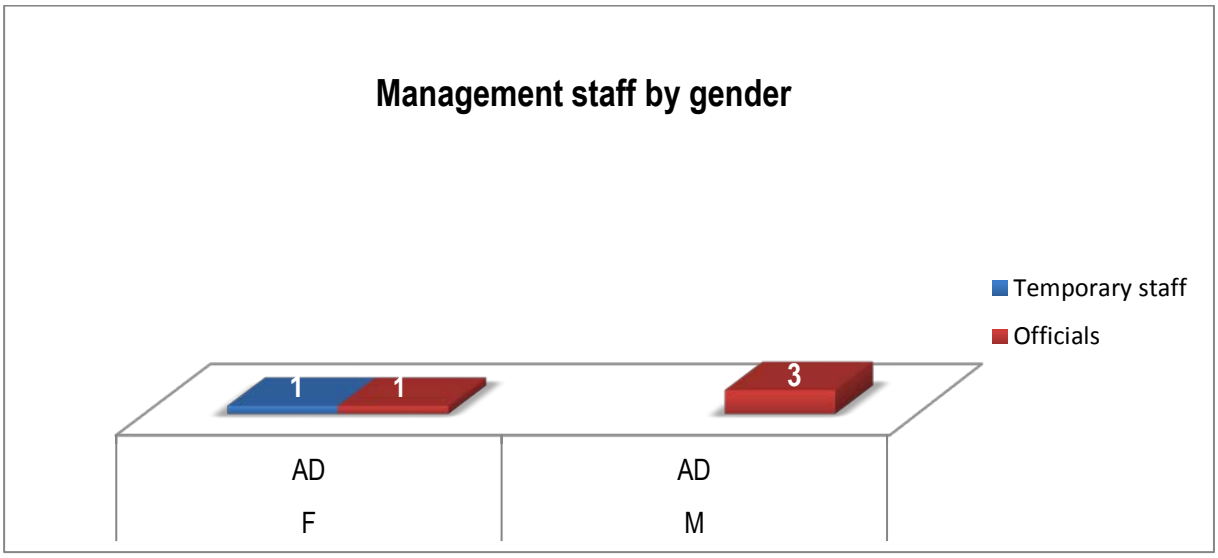
Gender balance

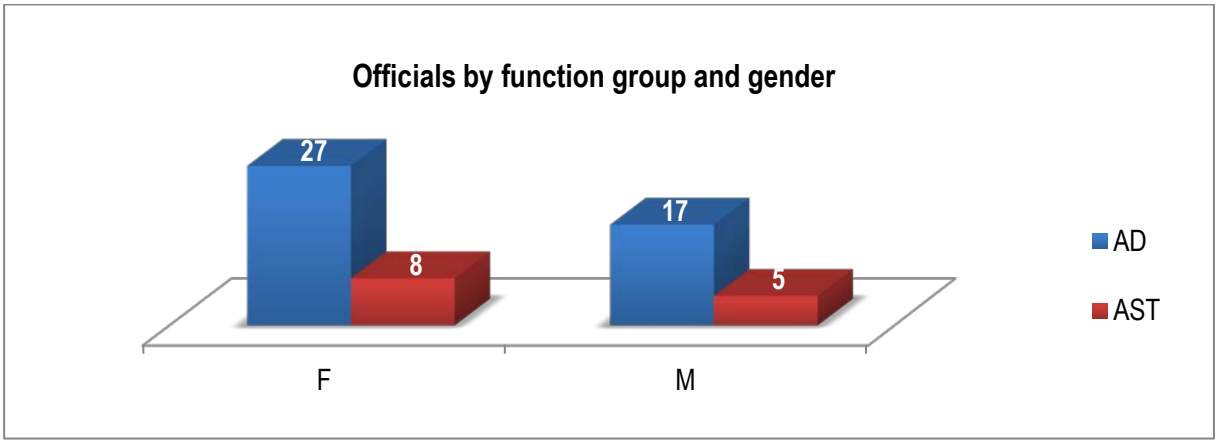
In 2006, an Equal Opportunities Policy was adopted by the Centre and published for the attention of all staff. Through this decision, the Centre has stated its full commitment to providing equal opportunities for all its employees through its employment practices, policies and procedures.

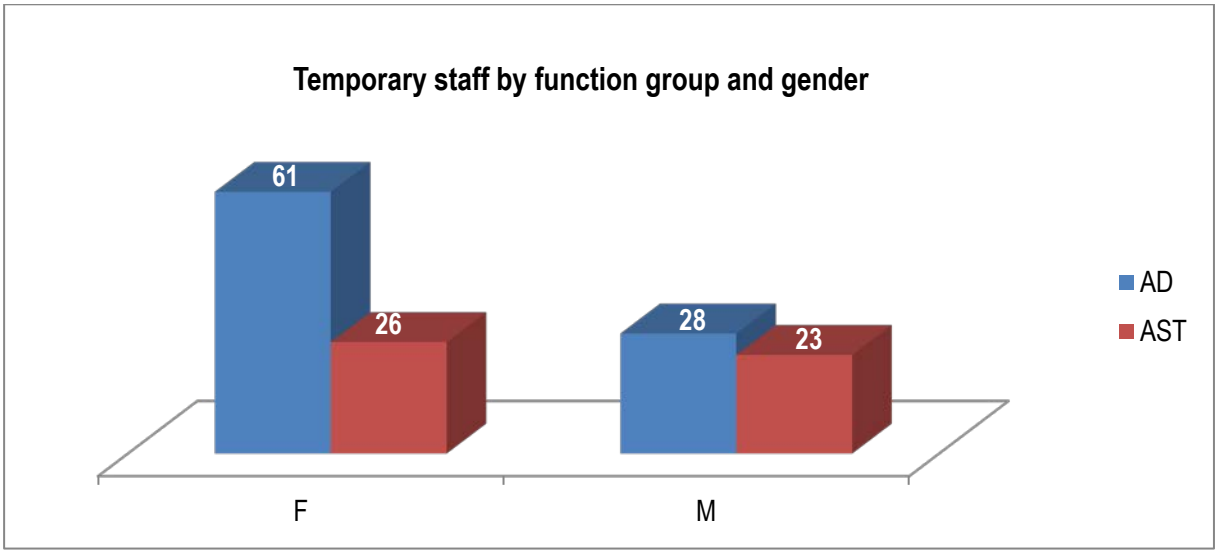
The Centre's policy is based on a model of best practice for sustaining a work ethos whereby all employees can reach their full potential. The Centre will ensure, both through the procedures in place and the fulfilment of the obligations imposed by the Staff Regulations, that no employee or job applicant 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.

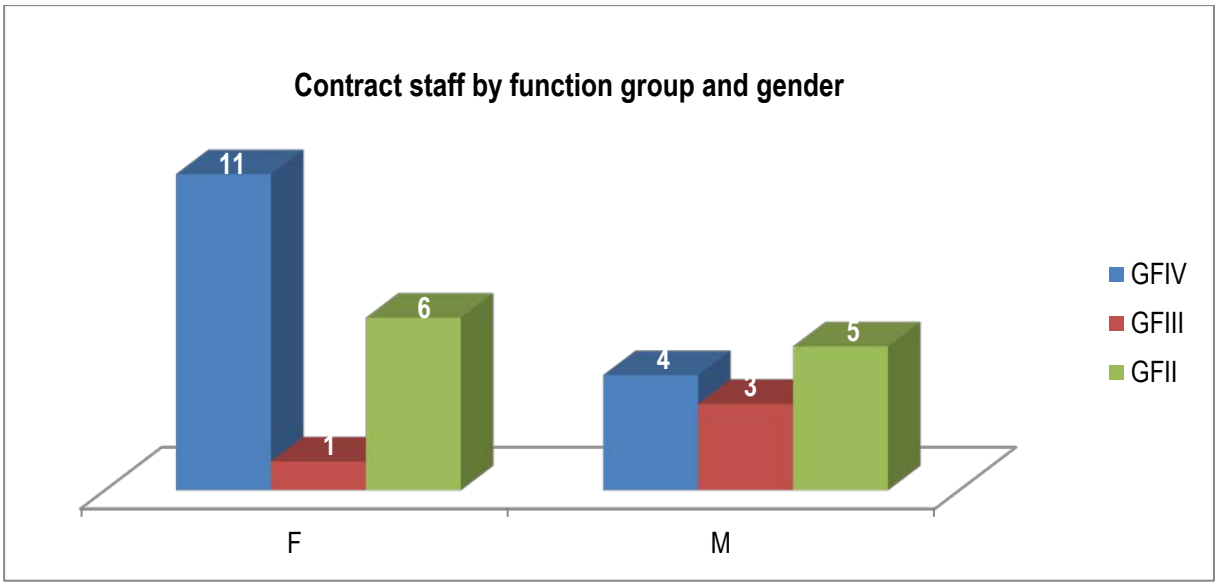
The Centre also has flexitime and teleworking policies in order to help reconcile the personal and working life of its staff. Teleworking was first introduced in 2007 and was accepted as a positive practice by staff because it takes into account the particular family situations of teleworkers. This strengthens gender balance and equal opportunities for women and men. The Centre also implements an anti-harassment policy to protect the dignity of the person in the workplace. As an employer and to protect its staff, the Centre must guarantee respect for the dignity of both women and men in the workplace and following the policy closely ensures a proper gender balance.

Staff figures on 31.12.2016









*Figures for contract staff are presented as headcounts on 31/12/2016.

Geographical balance

Staff breakdown by nationality, type of contract and function group on 31.12.2016

NATIONALITY	STAFF				
	OF		TA		CA
	AD	AST	AD	AST	
Belgium	4	6	4	12	1
Bulgaria	1	0	2	0	2
Czech Republic	2	0	4	0	0
Denmark	1	0	3	0	0
Germany	3	0	4	0	1
Estonia	1	0	3	0	0
Ireland	1	0	3	1	0
Greece	1	0	4	2	0
Spain	3	1	5	2	3
France	6	6	8	21	5
Croatia	0	0	2	0	2
Italy	3	0	6	3	1
Cyprus	0	0	0	0	0
Latvia	2	0	2	0	1
Lithuania	1	0	3	0	1
Luxembourg	0	0	0	1	0
Hungary	1	0	2	0	3
Malta	1	0	3	0	0
Netherlands	2	0	2	0	0
Austria	0	0	1	0	0
Poland	1	0	4	0	1
Portugal	1	0	5	0	1
Romania	2	0	3	6	5
Slovenia	1	0	4	0	0
Slovakia	2	0	3	1	1
Finland	1	0	3	0	1
Sweden	2	0	3	0	0
United Kingdom	1	0	3	0	1
Total	**44**	**13**	**89**	**49**	**30**

*Figures for contract staff are presented as headcounts on 31/12/2016

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 2016, one official was transferred to another post internally and two officials were appointed following internal competitions.

- 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 2016, one temporary staff member was transferred to another post internally.

✓ *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.

✓ *Mobility between the agencies and the institutions*

Mobility between the Centre and the EU institutions in 2016 resulted in the transfer of one official from the European Court of Auditors to the Centre.

Schooling

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

and primary schools, Luxembourg secondary schools and training centres and the University of Luxembourg.

Access to the European Schools is advantageous for children's education because the establishments are governed jointly by the governments of the EU Member States. In all these countries, the European Schools are legally regarded as public institutions, and equivalence is guaranteed between the different years in each EU country's education system and the years in the European School system.

Annex V. Building policy

	Name, location and type of building	Other Comment
	Bâtiment DROSBACH 12E, rue Guillaume Kroll L-1882 Luxembourg Luxembourg	Offices
Surface area (in square meters) Of which office space Of which non-office space Parking space (in places)	7 117.72 6 107 1 010.72 150	Since 1 December 2015, the Centre has rented additional office space in the same building. The Centre is occupying 224.24 m^2 of the 1013.88 m^2 rented. The remaining 789.65 m^2 of office space is sublet to the Commission as of 1 January 2016. 11 parking places are sublet to the Commission and 9 to an external company.
Annual rent (in EUR)	EUR 1 889 385.88	Estimate of rent in 2018 as of 1 January 2018
Type and duration of rental contract	Rent contract is eight years	
Type and duration of rental contract for the additional office space	Amendment to the initial contract is six years	Same renting terms as the initial contract
Host country grant or support	Subvention from the Government of Luxembourg of EUR 243 250 per year	
Present value of the building	N/A	

Annex VI. Privileges and immunities

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
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	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	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

Agency privileges	Privileges granted to staff	
	Protocol of privileges and immunities / diplomatic status	Education / day care
operations and transactions authorised by Regulation (EC) No 2965/94 are exempt from all forms of taxation, present and future.	member leaves the Centre or moves abroad, he/she will have to reimburse VAT on the car.	(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. 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.

European schools

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

Annex VII. Evaluations

The Centre's performance monitoring system is based on the alignment of the business objectives stated in the Centre's Strategy. In accordance with standard operating procedures, the Centre's management tracks the Centre's progress on the implementation of its work programmes and multi-year initiatives by conducting quarterly performance reviews of department dashboards, the 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 all programmes and activities that entail significant spending. The Director reports on current developments and all issues of importance to the Management Board and in particular, in the form of an Annual Activity Report. The latter mirrors the structure of the Centre's work programme and provides all the necessary indicators that enable the Management Board's oversight duties.

After the initial evaluation following the set-up phase of the Centre, there have been no regular evaluations of the Centre. However, the study on the Centre as the linguistic shared service provider for the EU agencies and bodies, to be undertaken by an external consultant during 2017 and 2018, will comprise an evaluative study of the Centre. The Centre is audited on an annual basis by the Court of Auditors and by the Internal Audit Service of the Commission. A review of the EU agencies' Founding Regulations is foreseen in the Commission's Roadmap, adopted on 19 December 2012 in accordance with the Common Approach on EU decentralised agencies.

Annex VIII. Risks

Risks associated with the Centre's priorities for 2018

No.	Date	Activity area	Risk description	Risk type	Mitigating controls (already in place)	Residual		Management response	Acceptance rationale	Action plan summary			Critical risk?
						Likeli-hood	Impact			Brief description	Key personnel	Deadline	
R.1	**2008**	1. Core opera-tional activity: language services	Fewer client requests than forecast in the field of document translation could lead to a decrease in income and expenses.	Risk relating to the external environment	Regular communication with clients concerning volume forecasts in order to receive more reliable and precise forecasts in terms of the gap between the initial forecasts and the actual figures in place; forecast of translation work improved and in place. Proactive coordination meetings with existing and potential clients. Cost analysis carried out in 2009 by external consultant. Structure suggested by the consultant used since then and finetuned annually. Annual update of the cost analysis. Monthly Budget Report prepared and revenue monitoring performed by the Administration Department. Indicator numbers 225, 235 and 329 for monitoring volume variations in the number of pages, pages invoiced vs forecast and revenue vs forecast. Prospecting of new clients to increase the volume of document translations performed. Screening of Establishment Plan posts performed on a regular basis. Recommendations of the Management Board Task Force on Staff Policy implemented. Reserve for stability pricing created and managed.	2	3	Accept	Measures in place are considered sufficient.				NO

No.	Date	Activity area	Risk description	Risk type	Mitigating controls (already in place)	Residual		Management response	Acceptance rationale	Action plan summary			Critical risk?
						Likeli-hood	Impact			Brief description	Key personnel	Deadline	
R.2	2008	1. Core opera-tional activity: language services	More client requests than forecast in the field of document translation could make it difficult to react promptly with adequate capacity management and could ultimately have an impact on quality.	Risk relating to the external environment	Regular communication with clients concerning volume forecasts in order to receive more reliable and precise forecasts in terms of the gap between the initial forecasts and the actual figures in place. HR needs reviewed regularly and, where necessary, proactive measures taken. Reserve lists for contract staff and temporary staff kept updated to allow for readily available resources. Tender lists regularly reviewed and calls for tenders launched for specific domains. Monthly Budget Report prepared and revenue monitoring performed by the Administration Department. Indicator numbers 225, 235 and 329 for monitoring volume variations in the number of pages, pages invoiced vs forecast and revenue vs forecast. More systematic use of translation memories.	3	4	Accept.	Measures in place are considered sufficient.				NO
R.3	2008	1. Core opera-tional activity: language services	Client requests in the field of EU TMs significantly lower than forecasts could lead to a decrease in income and expenses.	Risk relating to the external environment	Regular communication with the client concerning volume forecasts in order to receive more reliable and precise forecasts in terms of the gap between the initial forecasts and the actual figures in place; forecast of translation work improved and in place. Monthly Budget Report prepared and revenue monitoring performed by the Administration Department. Indicator numbers 225, 235 and 329 for monitoring volume variations in the number of	3	4	Accept.	Measures in place are considered sufficient.				NO

No.	Date	Activity area	Risk description	Risk type	Mitigating controls (already in place)	Residual		Management response	Acceptance rationale	Action plan summary			Critical risk?
						Likeli-hood	Impact			Brief description	Key personnel	Deadline	
					pages, pages invoiced vs forecast and revenue vs forecast. Cost analysis carried out in 2009 by external consultant. Structure suggested by the consultant used since then and finetuned annually. Annual update of the cost analysis. Regular coordination meetings with the client. Mechanism in place to adjust price according to volume of EU TMs. Concept of prices varying with the number of invoiced pages included in the price structure of EU TMs. Recommendations of the Management Board Task Force on Staff Policy implemented. Reserve for stability pricing created and managed.								
R.4	2011	2. Support activities	eCdT not fit for purpose or delayed may damage the Centre's image, staff motivation and increase the maintenance cost of the existing platform and block the modification of existing IT systems.	Risk relating to planning, processes and systems	Peer visits to organisations using market products carried out. Benchmarking undertaken of products on the market. A project manager has been assigned to the project. Regular monitoring of the project by the eCdT Steering Committee (top management and project manager). Work progress regularly presented to project sponsor and users. Use of 'agile' methodology and roadmap for the deployment of eCdT. Project plan adapted in order to minimise the impact at operational level.	4	4	Reduce		A third independent external audit to be undertaken.	Head of IT Department	Q1 2018	NO

No.	Date	Activity area	Risk description	Risk type	Mitigating controls (already in place)	Residual		Management response	Acceptance rationale	Action plan summary			Critical risk?
						Likeli-hood	Impact			Brief description	Key personnel	Deadline	
					One additional external IT FTE made available. IT Steering Committee established. First and second independent external audits performed. Systematic testing undertaken by users.								
R.5	2011	1. Core operational activity: language services	A considerable decrease in income may jeopardise the Centre's operations.	Risk relating to the external environment	Recommendations of the Management Board Task Force on Staff Policy implemented. HR needs regularly reviewed and, where necessary, proactive measures taken. Prospecting of new clients to increase the volumes of translation of documents performed. Work carried out towards establishing the Centre as a partner/service provider for the EU Institutions. Agreements signed with all EU institutions. Agreement signed with DG Just for the ODR project. Monthly Budget Report prepared and revenue monitoring performed by the Administration Department. Reserve for stability pricing created and managed. Survey on the interest expressed by potential non EU-clients carried out.	2	2	Accept.	Measures in place are considered sufficient.				NO

No.	Date	Activity area	Risk description	Risk type	Mitigating controls (already in place)	Residual		Management response	Acceptance rationale	Action plan summary			Critical risk?
						Likeli-hood	Impact			Brief description	Key personnel	Deadline	
R.6	2013	1. Core opera-tional activity: language services	Opportunities might be missed because the Centre's service offer no longer fully matches clients' needs.	Risk related to planning, processes and systems	A market study relating to the market of translation services has been carried out. On a regular basis, a survey on 'General client satisfaction' (including client needs for new potential services) is carried out. Regular contacts are maintained with clients to detect possible new client needs. IT Steering Committee in place	1	2	Accept.	Measures in place are considered sufficient.				NO
R.7	2014	All activity areas of the Centre	Obligation to implement the decisions of the Budgetary Authority may jeopardise the Centre's ability to deliver the services requested.	People and organisation	The implementation of software tools or technical adaptations of existing IT systems are intended to introduce better internal planning, reduce financial or business continuity risk and free up internal resources for more operational tasks (e.g. new budgeting tool). The increased use of translation memories is intended to increase the efficiency of the translation process. Inventory of tasks and skills for staff adaptability (facilitate mobility, ensure knowledge retention and continuity of service) in place. An interagency working group was created by the Heads of Agencies on 6 June 2014 with a special focus on ensuring that the decisions of the Budgetary Authority are based on a case-by-case approach. Raise the Budgetary Authority's awareness of the Centre's particular situation.	3	3	Reduce		Awareness raising campaign	Director		NO

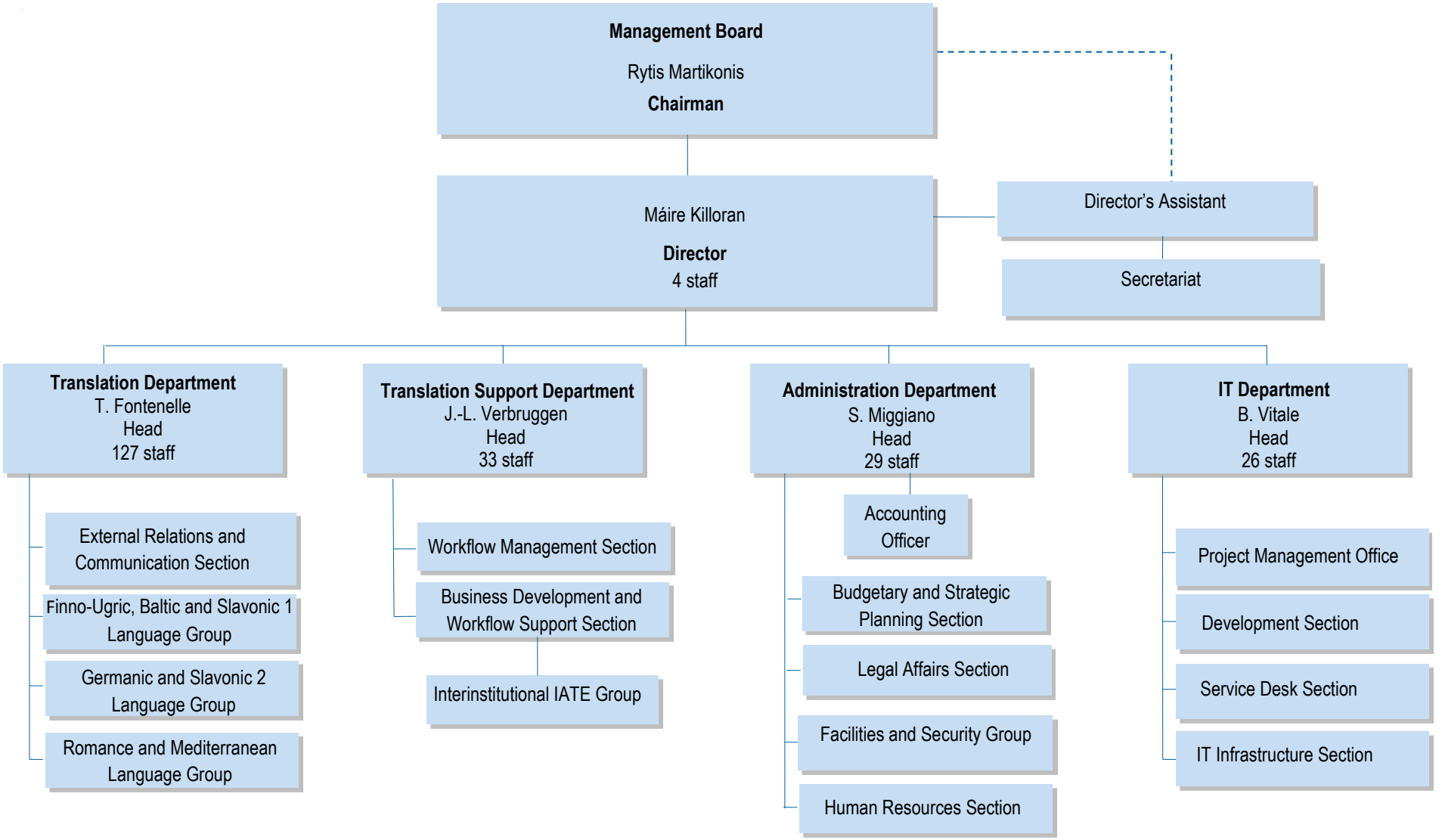
Annex IX. Procurement plan 2018

Under Article 68(3) of the Centre's Financial Regulation, the annual work programme of the Centre is equivalent to a financing decision for the activities it covers. The procedures for public contracts to be launched in 2018 are detailed as follows.

		Designation	Type of procedure	Tender launch date	Contract signature	Budget 2018 (EUR)	Total budget (Estimated – 4 years)
CORE	LANGUAGE SERVICES	TERM18 : Services of translation/revision of term lists in various fields from EN into DA, NL, RO, SV, IS and NO	Open	Q2 2018	Q3 2018	n/a	215 000
		GENAFF18: Translation/revision services in the General field from EN into AR, GA, IS, NO, RU and TR	Open	Q4 2018	03/07/2019	n/a	600 000
		LEG1805SCEN: Translation/revision services in the legal field from EN into BG, CS, DA, EL, ET, FI, GA, HR, HU, IT, LT, LV, MT, NL, PL, PT, RO, SK, SL and SV	Open	Q2 – Q3 2018	01/04/2019	n/a	550 000
		TM18 Trademarks (24 calls for tenders)	Open	Q4 2018	01/09/2019	n/a	30 000 000
SUPPORT	ADMINISTRATION	Office furniture: desks, meeting tables, sideboards, cabinets, desk lamps, etc.	Open Inter-Inst (Parliament)(*)	Q2 2018	Q3 2019	n/a	40 000
		Office supplies	Open Inter-Inst (Parliament)(*)	Q2 2018	Q3 2019	n/a	45 000
		Toilet paper and paper hand towels	Open Inter-Inst (OIL)(*)	Q2 2018	Q3 2019	n/a	25 000
		Agency staff	Open Inter-Inst (Commission)(*)	Q1 2018	Q4 2018	n/a	1 520 000
		Management training services with EAS	Open Inter-Inst (Commission)(*)	Q1 2018	Q4 2018	n/a	60 000
SUPPORT	ICT	SIDE: Software for Innovation, Diversity and Evolution	Open Inter-Inst (Commission)(*)	Q1 2018	Q4 2018	500 000	2 500 000
		NESTOR IV: Storage Equipment	Open Inter-Inst (Commission)(*)	Q1 2018	Q4 2018	200 000	2 500 000
(*) Interinstitutional procedure							

Annex X. Organisation chart

Organisation and organisational chart at 09.08.2017



Annex XI – List of clients

Common name / Abbreviation	Agencies / bodies / offices / institutions
ACER	Agency for the Cooperation of Energy Regulators
BBI JU	Bio-based Industries Joint Undertaking
BEREC Office	Office of the Body of European Regulators for Electronic Communications
DG EMPL	European Commission Directorate-General for Employment, Social Affairs and Inclusion
Cedefop	European Centre for the Development of Vocational Training
CEPOL	European Union Agency for Law Enforcement Training
Chafea	Consumers, Health, Agriculture and Food Executive Agency
CJEU	Court of Justice of the European Union
Council	Council of the European Union
CoR	European Committee of the Regions
CPVO	Community Plant Variety Office
Clean Sky 2 JU	Clean Sky 2 Joint Undertaking
DG JUST	European Commission Directorate-General for Justice and Consumers
EACEA	Education, Audiovisual and Culture Executive Agency
EASA	European 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

Common name / Abbreviation	Agencies / bodies / offices / institutions
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
EIGE	European Institute for Gender Equality
EIOPA	European Insurance and Occupational Pensions Authority
EIT	European Institute of Innovation and Technology
EMA	European Medicines Agency
EMCDDA	European Monitoring Centre for Drugs and Drug Addiction
EMSA	European Maritime Safety Agency
ENISA	European Union Agency for Network and Information Security
EP – DG TRAD	European Parliament
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 (formerly OHIM)
eu-LISA	European Agency for the Operational Management of large-scale IT Systems in the Area of Freedom, Security and Justice
EU-OSHA	European Agency for Safety and Health at Work

Common name / Abbreviation	Agencies / bodies / offices / institutions
Eurofound	European Foundation for the Improvement of Living and Working Conditions
Eurojust	European Union's Judicial Cooperation Unit
Europol	European Union Agency for Law Enforcement Cooperation
F4E JU	Fusion for Energy Joint Undertaking
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
SatCen	European Union Satellite Centre
S2R JU	Shift2Rail Joint Undertaking
SESAR JU	SESAR Joint Undertaking
SRB	Single Resolution Board