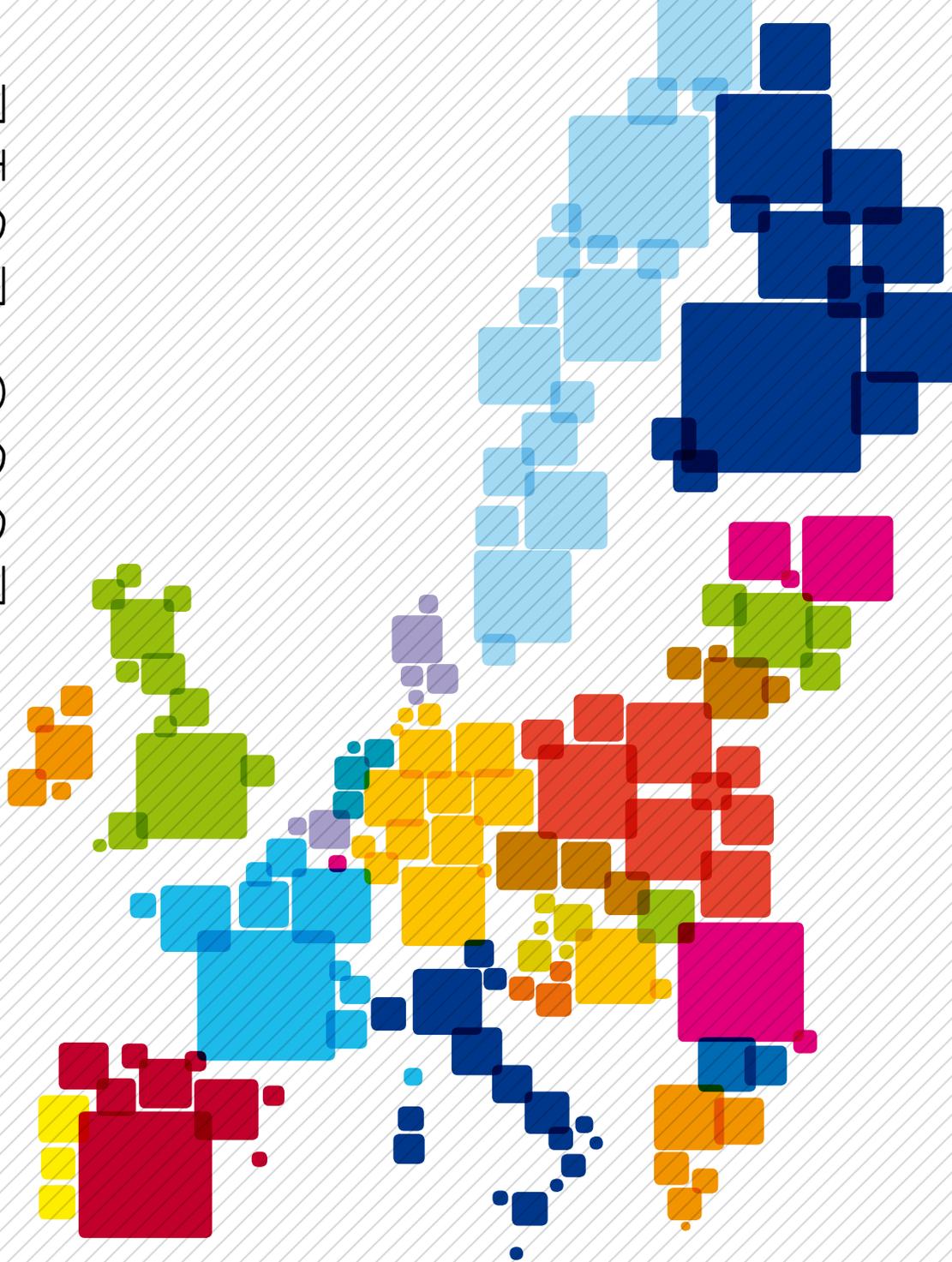


STRATAE

2008-2012

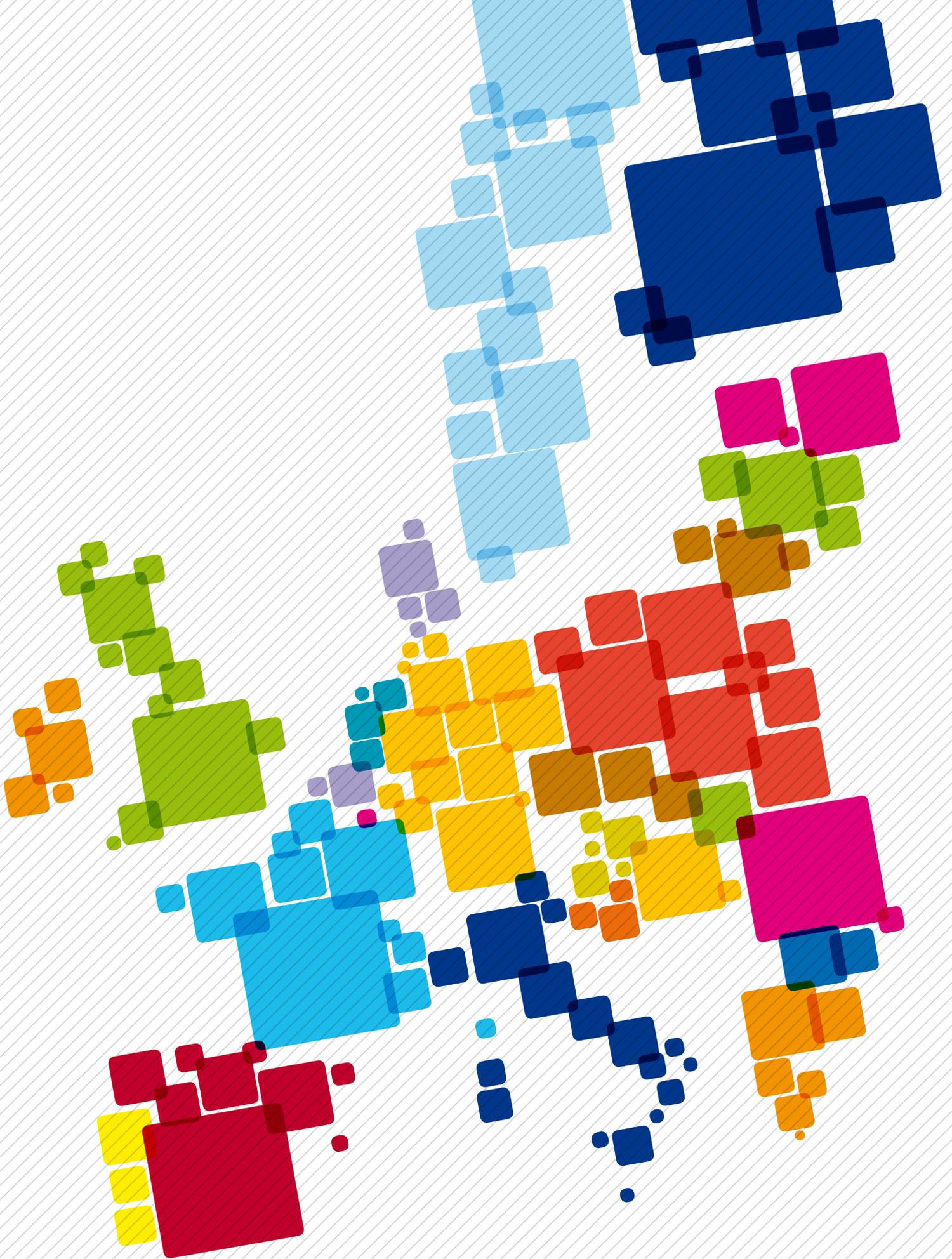


TRANSLATION CENTRE
FOR THE BODIES OF THE
EUROPEAN UNION



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THE CENTRE'S RAISON D'ETRE

What are our primary purpose and mandate.

1. Our mission

- To provide a translation service according to agreed quality criteria, deadlines and price.
- To contribute to rationalising resources and harmonising procedures in the field of Community translation through inter-institutional cooperation.

2. Our purpose

- To contribute to the smooth operation of the Community agencies and offices by meeting their translation needs.
- To meet specific needs of the translation services of Community institutions and bodies.
- To contribute to the overall economy of the Community translation system by rationalising and sharing work methods and translation tools.
- To facilitate and support effective multilingualism in the European institutions and agencies.

3. Our fields of activity

- Translation of documents
- Revision of documents
- Terminology work
- Editorial work
- Standardisation of documents

4. Our legitimacy

- The Centre's Founding Regulation, which conveys a political will to rationalise the translation needs of a large number of Community agencies and offices throughout the European Union.
- The justification of the initial decision setting up the Centre, which is demonstrated by the recognition of the Centre's expertise by the other Community agencies and institutions.

THE CENTRE'S VALUES

*These values reflect that which is important to the Centre in the course of its work.
They define the ethical and moral guidelines by which it will stand as it grows and develops.*

In addition to the Community values set out in the treaties, all members of staff are committed to respecting the following principles in the course of their day-to-day work at the Centre:

- Team spirit: cooperation, solidarity, mutual trust and respect
- Equality: equal treatment, of both internal and external staff
- Performance: efficiency, reliability, adaptability, innovation
- Transparency: communication, duty to provide information
- Acknowledging the value of staff members: empowerment, recognition
- Meeting the needs of all stakeholders: Management Board, internal and external clients, institutional partners, staff and suppliers

OUR VISION IN 2012

What we want to look like in 2012

In 2012, we are a reference point in the field of translation for all EU and international public organisations, which recognise our innovative spirit and want to work with us.

Before reaching that stage, we have:

- broadened our client base and balanced our client portfolio in terms of volume,
- enhanced cooperation with EU institutions and bodies, as well as international organisations,
- integrated our activities in the workflow of our clients.

Our staff is highly qualified and motivated, and we all enjoy a positive internal atmosphere.

The Centre's performance relies on a stable core of internal translators and a recognised expertise to manage translation-related processes and external resources. Tele-working is fully developed. The reduction in the administrative burden has made room for innovation and creativity to flourish.

All our actions and practices are channelled toward Excellence through the Total Quality Management approach engaged in 2002. The Centre's overall progress is regularly assessed against the European EFQM model since 2004.

HOW OUR STRUCTURE SHOULD EVOLVE FOR ACHIEVING OUR VISION

Within the next 5 years, the Centre will successfully integrate new skills and competencies such as Marketing and Client relationship. To face the increase in client demands, the Centre will maintain its existing core translation resources and resort to external translation resources that will provide it with more responsiveness and flexibility.

To provide horizontal support to translation operations in this evolutionary context, the Centre will either acquire additional resources to staff the existing internal functions -linguistic support, Legal, HR, Logistics, Finance and IT-, or resort to external facility management suppliers, according to a prior cost/benefit analysis. Therefore, management skills will be reinforced to enable the Centre to manage increasing internal and external resources. Moreover, a dedicated structure will provide a support for managing cross-functional projects involving both core business-related and horizontal support services.

OUR STRATEGIC PRIORITIES

What must we absolutely do to achieve our Vision

1st priority: Market and promote our service, and satisfy our clients

- Increase the volume of work from existing clients and find new clients
- Improve our services to clients in terms of quality, cost and time.

2nd priority: Spirit of innovation

- Improve the internal communication and information exchange between departments
- Ensure the implementation of valid innovative ideas
- Improve knowledge sharing and encourage innovative ideas and good practices at the Centre

3rd priority: Capacity building with new knowledge and skills

- Create an effective skill development system which enables our staff to up-date and/or acquire skills, and our organisation to face new challenges
- Enhance interdisciplinary work and polyvalence to ensure service continuity

STRATEGIC OBJECTIVES

Priority	Objectives	Strategic indicators
1. Market and promote our service, and satisfy our clients	1.1 Increase the volume of work from existing clients and find new clients	- Variation of number of pages per client - Number of new clients sending translations - Number of new client agreements - % of client agreement renewed
	1.2 Improve our services to clients in terms of quality, price and time	- Client satisfaction (survey) - Client satisfaction index (complaints & positive feedback) - Rate of return of CSF/translations delivered - Price per page - % of outsourced pages - Rate of on time delivery
2. Spirit of innovation	2.1 Improve the internal communication and information exchange between departments	Staff opinion (survey)
	2.2 Ensure the implementation of valid innovative ideas	Number of innovations that have been implemented successfully
	2.3 Improve knowledge sharing and encourage innovative ideas and good practices at the Centre	- Number of events dedicated to knowledge sharing per year - Number of participants in external events.
3. Capacity building with new knowledge and skills	3.1 Create an effective skill development system which enables our staff to up-date and/or acquire skills, and our organisation to face new challenges	Gap between needs and skills: % of skills needs met
	3.2 Enhance interdisciplinary work and polyvalence to ensure service continuity	% of core skills possessed by at least 2 people in each section



STRATEGIC ACTION PLAN

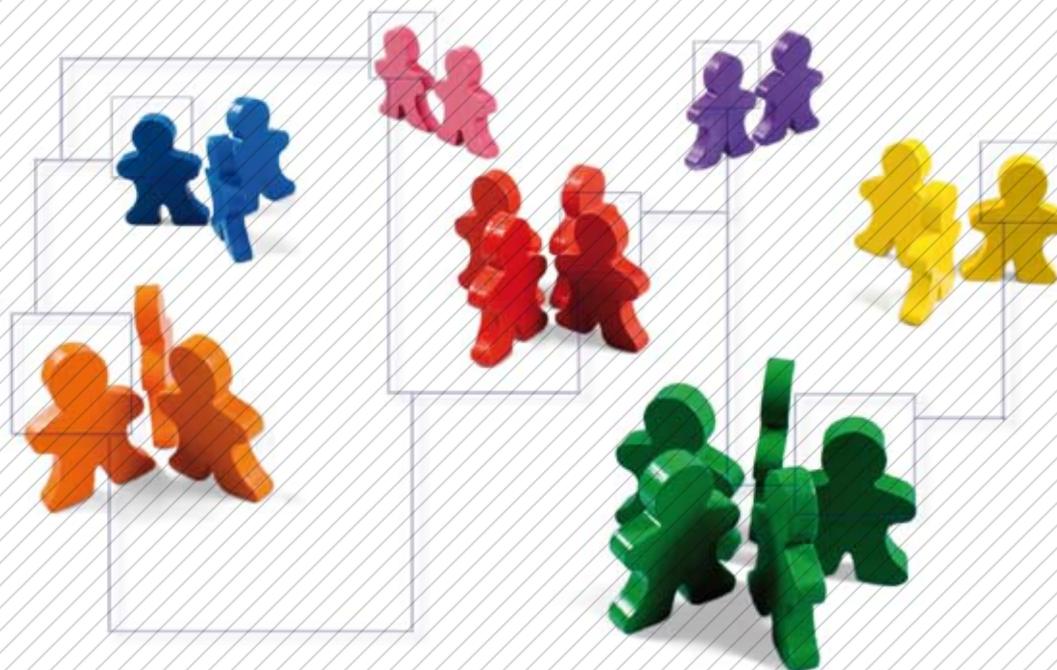
Objective	Strategic actions	Measurement criteria	Responsible	Time frame	Resources
1.1 Increase the volume of work from existing clients and find new clients	Develop the Centre's marketing policy and annual action plan towards our existing and potential clients	Policy approved Annual action plan approved	Client Coordination Section (CSS)	Early 2008 then annually	- CCS - External marketing expert
	Prepare promotional material to present the Centre's services	Material published	CSS	Plan: Mid-2008; then continuous	CCS
	Ensure contacts, visits and events with our existing and potential clients	- Number of clients visited by the Centre - Number of clients visiting the Centre (Target: 25% of clients every year)	CSS	Continuous	Missions: - Director, - CCS - other heads of dept
	Increase our active participation in the CITI ¹ and IAMLAPD ² to promote our image Establish contacts with MS Universities Organise/co-organise events for promoting Cdt in the framework of multilingualism	Participation in working groups and presentations in plenary sessions	Interinstitutional and public relations group (IPR) IPR IPR	Continuous	Missions
1.2 Improve our services to clients in terms of quality, cost and time	Maintain a high respect of delivery deadlines	% of deadlines met	Demand Management Section (DMS)	Continuous	- DMS - Translation Dept - Translation - Support Dept
	Analyse and optimise the price structure	Study carried out	Finance section (FS)	2009	External consultancy
	Improve the reliability of workload forecasting from clients	Gap planned volume vs. real volume	FS	2009	- DMS - CCS
	Systematically analyse the client satisfaction level (client satisfaction forms - CSFs or surveys) and take the appropriate actions to improve the quality of our products and services: quarterly complaint reviews and bi-annual client survey	Rate of CSFs analysed and measures taken per client	CCS	Continuous	CCS Translation Dept Translation Support Dept
	Launch a benchmarking exercise to look how translation units of other EU and non-EU institutions operate to ensure high quality standards	Benchmarking report presented	Translation Dept	End 2009	Heads of language group Translation Support Dept
	Arrange trainings for the Centre's translators to improve knowledge of clients' work procedures and fields of activities	% staff trained	Translation Dept	Continuous	Heads of language group CCS

¹ CITI: Interinstitutional Committee for Translation and Interpretation

² IAMLAPD: International Annual Meeting on Language Arrangements, Documentation and Publications

Objective	Strategic actions	Measurement criteria	Responsible	Time frame	Resources
2.1 Improve the internal communication and information exchange between departments	Reinforce cross-functional communication and information sharing through meetings, work groups, world cafés, social events, etc.	Number of events	Director	Continuous	All managers
	Foster open communication by organising information and/or training seminars on this subject for managers and staff, and by developing good communication practices ("Code of behaviour")	1 general seminar for all staff Staff attendance (%) Staff opinion survey	Director's assistant	Start in 2008 then run on a regular basis	Managers 1 External speaker
2.2 Improve knowledge sharing and encourage innovative ideas and good practices at the Centre	Install mechanism for systematic "technology watch": Create informal internal network of interested people who follow-up on developments in the various fields linked to the Centre's business Organise regular "technology watch" presentations on input from other players in the translation fields. ³	Number of presentations Staff attendance (%)	General Affairs Dept	Start in 2008 then run on a regular basis	Project management section (PMS) Interinstitutional and public relations group Translation Dept Translation Support Dept IT Dept
2.3 Ensure the implementation of valid innovative ideas.	Create a Project Management section to analyse innovative ideas, and plan and monitor their implementation	Structure in place	Director	2008	2 AD posts, 1 AST post
	Define and deploy a Project Management Method for all CdT projects	% of projects managed according to the method	PMS	Designed end 2008 and deployed 2009	External consultancy
	Systematically evaluate innovative tools and methods identified by the network, and share results.	% of new tools and methods evaluated	Top management	continuous	PMS

³ e.g. visiting suppliers, conferences, national translation services, universities, agencies (UN, EU), and other networks (news groups, forums)



Objective	Strategic actions	Measurement criteria	Responsible	Time frame	Resources
3.1 Create an effective skill development system which enables our staff to up-date and/or acquire skills, and our organisation to face new challenges	Carry-out annual reviews of individual and organisational needs to identify 1) the skills which people in charge of operations must possess 2) staff learning needs according to individual potential and expectations identified by managers	% posts reviewed regarding skill requirements % individual training plans established	HR section	End of 2008	Managers concerned
	Review existing implementing rules	Status (%)	HR section	End 2008	Managers concerned
	Promote training «on-the-job» as an alternative way to acquire skills	Number of staff trained on-the-job	HR section	Continuous	Managers concerned
3.2 Enhance interdisciplinary work and polyvalence to ensure service continuity	Encourage internal mobility between jobs, e.g.: through publication of appropriate open vacancies	% internal publications of open vacancies	Director	Continuous	Managers concerned HR section
	Set up a local career guidance service to identify staff potential and support core skills development	% of core skills possessed by at least 2 people in each section	HR section	End 2010	Managers concerned

