THE TRANSLATION CENTRE

FOR THE BODIES OF THE EUROPEAN UNION

AMENDED

WORK PROGRAMME 2012

CT/CA-058/2011/03EN

Contents

Introduction

The Translation Centre for the Bodies of the European Union is tasked by the Union legislature with providing translation services to a large number of Community agencies and offices throughout the European Union (EU), as well as contributing to rationalising resources and harmonising procedures in the field of Community translation through interinstitutional cooperation.

The Centre works for its clients, who are its *raison d'être* and whose satisfaction and loyalty the Centre needs to foster and increase. To this end, the Centre focuses on its three 'cornerstones': delivery within deadlines, fair prices and high-quality translations.

The Translation Centre plans its long-term activities according to the vision and strategic priorities set out in the *'Strategy 2008-2012'*, which focuses on the following: 1) marketing and promoting the Centre's services and increasing client satisfaction; 2) fostering the Centre's spirit of innovation; and 3) capacity-building based on new knowledge and skills. The Mid-Term Review of the Centre's Strategy 2008-2012 was carried out by the Centre's management in April 2011[1]. In addition, the Centre will implement all strategic actions planned for 2012 deriving from the *'Strategy 2012-2014'*.

The Centre's operations are based on **annual work programmes** which break down the strategic objectives into the practical activities, actions and projects set out in greater detail in each department's work programme, which the Centre undertakes to execute within one year.

The *Work Programme 2012* presents a summary of the Centre's activities, information on the current situation with respect to the achievement of the objectives previously set and new objectives measured by indicators. It lists key milestones, both those achieved in the current year and those expected to be achieved in 2012 and a link between the actions already planned for 2012 under the Strategic framework 2008-2012 and their link with the strategic actions sets out in the Strategy 2012-2014.

It also outlines the human and financial resources necessary for the proper implementation of each activity.
Finally, as regards the new strategic actions deriving solely from the Strategy 2012-2014 without any link with the previous Strategy, the indication "**NEW ACTION ARISING FROM THE STRATEGY 2012-2014**" has been added to point out them.

The Centre's priorities for 2012 and associated risks

See Annex 1.

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[1] The Mid-Term Review of the Centre's Strategy 2008-2012 (published on cdt.europa.eu):(a) confirmed the relevance of strategic priorities and objectives, and adapted strategic actions tailored to achieving the vision; and (b) checked the feasibility and relevance of previously defined strategic actions. The managers assessed the strategy implementation status, carried out the SWOT analysis in relation to the Centre's position at end 2007 - early 2008, and took into account the IAS/IAC audit reports and recommendations concerning strategy planning.

Activities for 2012

In addition to its core business, the Centre, operating as an autonomous EU body, must implement the governance, risk management and compliance functions appropriate for a publicly funded body. Administrative and technical support functions for human resources, public procurement, accurate and reliable accounting, infrastructure and logistics are equally necessary. The Centre has therefore identified four areas of activity:

1. Core operational activity: translation
2. Support activities
3. External outreach activities
4. Management and supervision activities

1.   Core activity: translation

The Centre's core activity is the provision of language services, which consist mainly in the translation, modification, editing and revision of documents, as well as translation and revision of Community trade marks and designs in accordance with set quality criteria and delivery deadlines (the Centre's top strategic priority).

Key milestones expected by end 2012

In 2012, the Centre will finalise the implementation of the Translation Quality Assurance Action Plan (100%). Following the introduction of the *ex post* control mechanism in 2010 and optimisation of the demand management workflow in 2011, the quality of the translation memories and the Computer-Assisted Translation (CAT) tool will be two of the key milestones to achieve in 2012.

Following the interinstitutional call for tenders in 2010 to replace the SDL Trados Translator's Workbench (TWB) software, whose licence ended in 2009, the new CAT tool will be selected in 2012. Therefore, 2013 will be the year of implementation of the new tool that will be used to feed translation memories and assure coherence in translations.

Furthermore, as preparatory work, in the course of 2011 the translation memories were transferred to the interinstitutional Euramis[2] database. The aim of the transfer was to have a reliable backup system, to move to a concept of 'project memories' and to rationalise the 700 plus translation memories currently in use by creating a central translation memory. Finally, in 2013, the central translation memory will be integrated with the CAT tool selected to replace the SDL Trados software.

Another important objective for 2012 will be the achievement of the semi-automated pre-treatment of documents. Following the consolidation of the new demand management workflow in 2011, later the same year the Centre will work on redefining the organisational workflow between the Demand Management Section (DMS) and the Language and Technology Support Section (LTSS), with the aim of identifying those documents which can be pre-treated semi-automatically and the operational steps to be performed automatically. Therefore, 2012 will be devoted to the logical pursuit of the

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[2] European Advanced Multilingual Information System.

efforts previously made, focusing on the implementation of the technical solution for the new workflow, aimed at the semi-automatic treatment of the specific categories of documents identified.

In addition, in 2012, two key milestones linked to the Centre's continuous improvement philosophy will be achieved. The first relates to the work started several years ago on the continuous enhancement of the terminology used for our clients, which will continue in 2012 with the creation of nine additional client-specific glossaries. With this achievement, the total number of client-specific glossaries will rise to 45.

The second milestone linked to continuous improvement will be the implementation of the Action Plan derived from the general Client Satisfaction Survey conducted in 2011.

Finally, as the last milestone relating to the core business for the year 2012, the Centre would like to develop an approach for the quality control of external service providers in the field of translation, and to carry out a pilot exercise in order to assess whether such a quality control system should be implemented in the future.

2. Support activities

As the Centre operates as an autonomous EU body, it must implement administrative and technical support functions for human resources, public procurement, accurate and reliable accounting, infrastructure and logistics, and, in particular, provide whatever support is necessary for its core business activities. The aim of the support activities is also to coordinate major cross-departmental projects aimed at delivering business solutions providing greater effectiveness and leading to improved service for clients. In line with its second strategic priority, the Centre seeks to provide innovative and high-quality state-of-the-art corporate ICT[3] infrastructure solutions, support services and telecommunications facilities.

Key milestones expected by end 2012

The main support project for the core business of the Centre, the Corporate Portal, originally launched in 2009, underwent a significant enlargement in scope and was thus designated a 'programme' and renamed e-CdT[4]. e-CdT will set up a new platform for the document workflow, the exchange of documents and information with freelance translators, archiving and the handling of administrative aspects of the core business, namely invoice and payment management for external service providers. The latter is closely linked to the introduction of the Accrual Based Accounting Information System (ABAC). The Centre will use the programme to address the needs of online translation by carrying out a pilot project with a selected client.

After the completion of the business specifications of the projects implemented in 2011, the year 2012 will be devoted to the implementation of the e-CdT modules listed above. In this context, it should be noted that the Centre has re-evaluated its approach for the implementation of some of the core components of e-CdT. A market analysis carried out in 2009 and 2010 showed that commercially available translation workflow tools have reached a high degree of maturity. The Centre will therefore launch a public procurement procedure for the purchase of such a tool in 2012.

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[3] Information and Communications Technologies.
[4] CdT = Translation Centre for the Bodies of the European Union.

This approach will not only be more cost-effective than an in-house development, but will also allow for a reduction in the time required to implement e-CdT.

The other main achievement foreseen for 2012 will be the replacement of the SI2 accounting system with ABAC. In 2010 the Centre signed the Memorandum of Understanding (MoU) and in 2011 it signed the Security Convention with the Commission. The scope of the ABAC project covers the replacement of the SI2 system as regards management of the accounting and financial processes, including management of third-party data, the payment module and production of financial reports. After the completion of the business analysis planned for 2011, the year 2012 will finally mark the launch of the new tool, which the Centre has been waiting for since 2007.

Some development is planned in support of management and supervision activities. In the second half of 2012, the Centre plans to perform a business analysis for the development of a decision-making support module. The module will cover five distinct, interrelated areas: Strategy, Quality, Indicators, Action Plan follow-up and Internal Control.

In order to ensure the smooth operation of activities, a number of procurement procedures, mainly in the field of translation, will be launched in the course of 2012 (Annex 2 – Procurement Planning 2012).

3. Activity: external outreach

The aim of this activity is to promote the Centre and the translation process, mainly by showcasing the Centre vis-à-vis its external stakeholders – clients, interinstitutional and international committees, and universities in the Member States. This activity is also related to the Centre's second mission – participating in interinstitutional cooperation – by contributing to rationalising resources and harmonising procedures in the field of EU translation.

Key milestones expected by end 2012

In line with the principles of sound financial management, and given its limited resources, the Centre will continue to work in those areas in which it has already built up its reputation over the years. To this end, and in order to fulfil its second mission of participating in interinstitutional cooperation, the Centre will continue, on behalf of the Interinstitutional Committee for Translation and Interpretation (ICTI), to manage the interinstitutional terminology database IATE[5].

In view of the major risk of a substantial drop in the volume of pages to be translated in the coming years, the Centre will systematically prospect for new clients among all the new EU agencies and bodies. In addition, and based on the assumption that the Centre's Founding Regulation will be amended, in 2012 the Centre expects to be able to start prospecting for new international clients outside the EU context. Last but not least, the Centre will work on establishing a strategic partnership with the Commission. The three measures mentioned above are directly linked to the "Options for a sustainable future of the Centre" agreed upon between Directorate-General for Translation of the European Commission and the Centre. The examination of these options started in 2011 and will continue in 2012/2013, including in terms of their cost-effectiveness.

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[5] Inter-Active Terminology for Europe (http://iate.europa.eu/iatediff/about_IATE.html).

For this, the Centre has to be perceived at European level as a reliable service provider, and will thus continue its structured approach to measuring and increasing client satisfaction. In the last two years, the Centre formalised its client relationship management approach (Note: the measurement of the quality of the service provided by the Centre is included under '1. Core operational activity: translation'), and in 2012 it will adopt a specific IT tool for implementing it.

In addition, cooperation projects relating to terminology, for example, should be initiated with universities in the Member States. The Centre started to build up such contacts over 2010 and 2011, and should continue to establish contacts in a moderate manner, based on existing human resources dedicated to external outreach.

4. Management and supervision activities

The Centre's management must ensure compliance with the Staff Regulations and the Financial Regulations applicable to EU bodies and institutions, and 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 annual planning and programming cycle, and must ensure continuous operation by carefully planning, executing and monitoring different processes and projects. It must also take informed decisions on the optimisation of workflows, internal structures and working methods.

The above information must be reported to the Centre's stakeholders and the supervisory and control bodies (Management Board, Budgetary Authority, European Commission and audit bodies) in the most reliable and transparent way, stating the results of the operations by reference to the objectives originally set, the risks associated with these operations, the use made of the resources provided and the way in which the internal control system functions in order to provide reasonable assurance that the activities were performed in such a way as to achieve the expected results. This assurance can only be achieved through effective and efficient management and supervision activity.

Key milestones expected by end 2012

In 2012, the Centre's management will continue to work on further improving compliance and effectiveness in key areas of its internal control system, based on the priorities and action plans resulting from its internal control self-assessments. One of the areas identified for enhancement is internal communication, which the Centre still needs to work on, despite having made considerable progress in this area, as evidenced by the outcome of the Staff Survey carried out in 2010. To this effect, the Communication Framework, approved by the Centre's management in 2010, must be reviewed.

As regards IT governance, though progress is slow due to the heavy workload of the Centre's management and other more pressing priorities, following the efforts made in 2010 and 2011 to implement a number of COBIT[6] processes in the 'Plan and Organize' (PO) domain, in the year 2012 the Centre plans to implement another set of processes in two other domains: 'Acquire and Implement' (AI) and 'Delivery and Support' (DS).

The same goes for the implementation of Activity Based Management (ABM). The Centre's management will decide which actions should be included in the Draft Work Programme 2012 only once the ABM system has been designed and the road map defined, as foreseen in the Work Programme 2011.

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[6] Control Objectives for Information and related Technology.

ADOPTED BY THE CENTRE'S MANAGEMENT BOARD ON 22 SEPTEMBER 2012

Specific actions/activities and human and financial resources necessary for the year 2012 in order to achieve the objectives

1. Core activity: translation – Actions/Activities

	Link with the Revised Strategy 2008-2012 Strategic Objective **1.2**: Improve our services to clients in terms of quality, price and time, taking all cost factors into consideration *[Previously 1.2 Improve our services to clients in terms of quality, price and time]*				Link with the Strategy 2012-2014 Strategic Action Number
Ref.	Specific Activity/Action	Indicator/Output	Target 2012	Expected result 2011	
1.1	Translate, modify, edit and revise documents according to set quality criteria.	Number of pages of documents translated, modified and revised.	264 667 pages	263 790 pages	I.A.1
1.2	Translate and revise Community trade marks and designs according to set quality criteria.	Number of pages of Community trade marks and designs translated, modified and revised.	371 078 pages	452 126 pages	I.A.1
1.3	Maintain a high respect of delivery deadlines.	% of deadlines met.	99% of deadlines met.	99% of deadlines met.	I.A.1
1.4	Implement the Translation Quality Action Plan, perform a final evaluation and follow-up.	Status of implementation of the Translation Quality Action Plan.	100% of the Translation Quality Action Plan implemented.	80% of the Translation Quality Action Plan implemented.	I.A.1
1.5	Implement a new Computer-Assisted Translation (CAT) tool.	Status of implementation of the new CAT tool at the Centre.	100% of translators trained and operational. New CAT tool integrated into the Centre's workflow tool.	Not applicable. The results of the inter-institutional call for tenders will be available the first half of 2012.	II.D.3
	Implement a technical solution for the semi-automatic linguistic pre-treatment of documents.	Status of the implementation of semi-automatic pre-treatment.	100% of documents pre-treated.		

1.6	Consolidate and extend the Centre's language resources, namely:				I.A.1
	create and use core translation memories;	% of availability of the core translation memories.	Core translation memories available for 100% of documents translated by the Centre.	New initiative	
	create new terminology glossaries.	Implementation rate (number of NEW glossaries ready for client validation / number of glossaries planned for 2012).	100% of glossaries (9 glossaries) completed.		
	Investigate the usefulness of ontologies in the translation process.	Implementation status of the pilot project.	1 pilot project implemented. Evaluation report on the pilot project.		
1.7	Develop an approach for a new *ex post* control of external translation service providers.	Status of the implementation of an approach in this field.	Approach developed and submitted to Top Management.	New initiative	I.A.1

	Link with the Revised Strategy 2008-2012 Strategic Objective **1.1**: Increase the flexibility of the Centre to adapt to changing client demand in terms of volume and products *[Previously 1.1 Increase the volume of work from existing clients and find new clients]*				Link with the Strategy 2012-2014 Strategic Action Number
Ref.	Specific Activity/Action	Indicator / Output	Target 2012	Expected result 2011	
1.8	Implement Action Plan derived from general Client Satisfaction Survey conducted in 2011.	% of actions implemented of the total number identified.	100% of the actions planned implemented.	Client Satisfaction Survey conducted, results analysed, report presented to Centre's management and staff, and Action Plan defined.	I.A.1, I.A.2, I.B.1
1.9	Collect and provide regular feedback to clients on service quality, focusing on the points listed under Strategic Action/Initiative. Set up a table for tracking follow-up of the actions identified in the minutes.	% of clients met/year. % of actions closed.	25% of clients met/year. 50% of the actions closed.	25% of clients met/year (focus on new clients and EU institutions).	I.A.2, I.B.1

NEW ACTION ARISING FROM THE STRATEGY 2012-2014

	Link with the Strategy 2012-2014			
	Strategic Objective **I.B.: Become more competitive. Deepen the knowledge of the market and of the clients in order to increase the range of profitable services**			
Ref.	Specific Activity/Action	Indicator / Output	Target 2012	
1.10	Carry out a market study aimed at investigating the translation industry's working methods, products and services	- Market study carried out; - Identify the possible services to be analysed in depth	Result of the market study: data and recommendations; - Number of new possible services to be analysed in depth	

NEW ACTIONS ARISING FROM BUSINESS NEEDS

	Link with the Strategy 2012-2014			
	Strategic Objective **I.A.: RETAIN THE PRESENT CLIENTS. Maintain the service level provided to clients and the current level of activity relating to documents.**			
Ref.	Specific Activity/Action	Indicator / Output	Target 2012	
1.11	Implement Batchless Trademark Communications System (Pull-Push Web-based system)	- Status of implementation of the project;	- 100% of the IT developments completed (production on 1/1/2013);	New initiative
	Implement EuroClass Term List Translation Web Service	- Status of implementation of the project;	- 100% of the IT developments completed (V1); CdT translators trained and system fully operational	New initiative
	Implement Ex-Post Quality Check for trademarks	- Status of implementation of the project	- 2 EPQC exercises carried out	New initiative

Resources necessary for the year 2012 in order to achieve the core business objectives

Human resources (expressed in full-time equivalents (FTE) – rounded-up figures)

	Officials		Temporary agents (TA)		Contract agents (CA)		Total	Percentage of staff
	30	AD	79.6	AD	7	FG IV	116.6	50.7%
	3	AST	18.8	AST	4	FG I-III	25.8	11.2%
Total	33		98.4		11		142.4	61.9%

*AD = Administrative staff; AST = Assistant staff.

Financial resources by budget titles

Budget		EUR	Percentage of budget
Title 1	— Staff	16 323 968	36.4%
Title 2	— Buildings, equipment, and miscellaneous operating expenditure	3 323 305	7.4%
Title 3	— Operational expenditure	12 500 000	27.9%
Total		32 147 273	71.7%

ADOPTED BY THE CENTRE'S MANAGEMENT BOARD ON 22 SEPTEMBER 2012

2. Support activities – Actions/Activities

		Link with the Revised Strategy 2008-2012 Strategic Objective 1.1: Increase the flexibility of the Centre to adapt to changing client demand in terms of volume and products *[Previously 1.1 Increase the volume of work from existing clients and find new clients]*				Link with the Strategy 2012-2014 Strategic Action Number
Ref.	Specific Activity/Action	Indicator / Output	Target 2012	Expected result 2011		
2.1	Identify flexible solutions in order to replace short-term absences efficiently.	Analysis performed.	1 pilot test performed.	New initiative		

		Link with the Revised Strategy 2008-2012 Strategic Objective 2.1: Provide high-quality state-of-the-art business solutions *[Previously 2.2 Ensure the implementation of valid innovative ideas and 2.3 Improve knowledge sharing and encourage innovative ideas and good practices at the Centre]*				Link with the Strategy 2012-2014 Strategic Action Number
Ref.	Specific Activity/Action	Indicator/Output	Target 2012	Expected result 2011		
2.2	Further develop the e-CdT programme (ex Corporate Portal project), namely: Translation Management module.	Status of implementation of the project.	Acquisition of the tool and gap analysis done.	Business requirements for the call for tender written; Functional specifications of the Translation Management module available.		II.D.3
	'Online translation' module.	Status of implementation of the project.	1 pilot project run with 1 selected client.	New initiative		
	'Admin' module	Status of implementation of the project.	100% of the IT developments completed.	New initiative		
	Decision-making support module.	Status of implementation of the project.	100% of the business specifications defined.	Project Mandate (PM) and Project Initiation Document (PID) defined.		

		Link with the Revised Strategy 2008-2012 Strategic Objective 2.1: Provide high-quality state-of-the-art business solutions *[Previously 2.2 Ensure the implementation of valid innovative ideas and 2.3 Improve knowledge sharing and encourage innovative ideas and good practices at the Centre]*				Link with the Strategy 2012-2014 Strategic Action Number
Ref.	Specific Activity/Action	Indicator/Output	Target 2012	Expected result 2011	
2.3	Embed the 'technology watch' in the Centre's processes as a routine activity.	Number of new ideas, tools and methods evaluated. Number of presentations on new technologies, tools or methods by other organisations. Annual report on technology watch presented and approved by management. Process or procedure documented.	10 5 1 1	Number of new ideas, tools and methods evaluated: 10 Number of presentations on new technologies, tools or methods by other organisations: 5 1 annual report on technology watch published internally.	II.D.3

		Link with the Revised Strategy 2008-2012 Strategic Objective **1.2**: Improve our services to clients in terms of quality, price and time, taking all cost factors into consideration *[Previously 1.2 Improve our services to clients in terms of quality, price and time]*				Link with the Strategy 2012-2014 Strategic Action Number
Ref.	Specific Activity/Action	Indicator / Output	Target 2012	Expected result 2011	
2.4	Identify requirements of a Customer Relationship Management (CRM) system.	Status of implementation of the project.	100% of the business specifications defined.	Project Mandate (PM) defined and Project Initiation Document (PID) drafted.	II.D.3

Ref.	Link with the Revised Strategy 2008-2012 Strategic Objective **1.2**: Improve our services to clients in terms of quality, price and time, taking all cost factors into consideration *[Previously 1.2 Improve our services to clients in terms of quality, price and time]*				Link with the Strategy 2012-2014 Strategic Action Number
	Specific Activity/Action	Indicator / Output	Target 2012	Expected result 2011	
2.5	Replace SI2 by ABAC.	Status of implementation of the project.	100% of the IT developments completed.	The Centre's inclusion in the European Commission's roll-out only in 2012. Expected results for 2011 changed accordingly: 100% of the business specification completed and 20% of the IT developments implemented.	II.D.3
2.6	Create new, user-friendly tools for planning and monitoring the Centre's budget.	Status of implementation.	100% of the business specifications defined.	Scope of work defined and specifications drafted.	II.D.3

	Link with the Revised Strategy 2008-2012 Strategic Objective **3.2**: Ensure service continuity through versatility and knowledge [Previously 2.1 Improve the internal communication and information exchange between departments]				Link with the Strategy 2012-2014 Strategic Action Number
Ref.	Specific Activity/Action	Indicator/Output	Target 2012	Expected result 2011	
2.7	Enhance Business Continuity Management (BCM), namely: Test Business Continuity Plan (BCP) and make any revisions/amendments necessary.	Annual test executed.	Report on the test outcome prepared, and Action Plan prepared, if necessary.	One major BCP test carried out. Test connections with other institutions.	
	Define (or refine) the CdT's policy on document management.	The CdT's provisions laying down the principles for document management defined.	The CdT's provisions laying down the principles for document management approved by management.		
	Complete the hand-over files.	% of hand-over files completed.	100% of the handover files completed.		

NEW ACTION ARISING FROM THE STRATEGY 2012-2014

	Link with the Strategy 2012-2014 Strategic Objective **II.E.1: Be a good employer. Improve the working environment by further fostering the well being of staff**			
Ref.	Specific Activity/Action	Indicator / Output	Target 2012	
2.8	Identify the permanent seat of the Centre	- Analysis of the possibilities carried out	Site identified	

Resources necessary for the year 2012 in order to achieve the support objectives

Human resources (expressed in full-time equivalents (FTE) – rounded-up figures)

	Officials		Temporary agents	(TA)	Contract agents	(CA)	Total	Percentage of staff
	6.5	AD	5.5	AD	1	FG IV	13	5.7%
	11.5	AST	37.3	AST	3	FG I-III	51.8	22.5%
Total	18		42.8		4		64.8	28.2%

*AD = Administrative staff; AST = Assistant staff.

Financial resources by budget titles

Budget		EUR	Percentage of budget
Title 1	— Staff	5 359 191	12.0%
Title 2	— Buildings, equipment, and miscellaneous operating expenditure	1 504 298	3.3%
Title 3	— Operational expenditure	0	0.0%
Total		6 863 489	15.3%

3. Activity: external outreach – Actions/Activities

	Link with the Revised Strategy 2008-2012 Strategic Objective **1.1**: Increase the flexibility of the Centre to adapt to changing client demand in terms of volume and products *[Previously 1.1 Increase the volume of work from existing clients and find new clients]*				**Link with the Strategy 2012-2014 Strategic Action Number**
Ref.	**Specific Activity/Action**	**Indicator/Output**	**Target 2012**	**Expected result 2011**	
3.1	Maintain the interinstitutional IATE database on behalf of the IATE partners.	Acceptance of the mid-term and annual reports by the appropriate ICTI groups.	2 reports accepted.	100% of the IATE work programme implemented.	
3.2	Prospect the market for newly created agencies.	% of new Service Level Agreements (SLA) signed for the number of new agencies created.	80% of new SLAs signed.	3 new SLA signed	I.B.1

	Link with the Revised Strategy 2008-2012 Strategic Objective **1.2**: Improve our services to clients in terms of quality, price and time, taking all cost factors into consideration *[Previously 1.2 Improve our services to clients in terms of quality, price and time]*				**Link with the Strategy 2012-2014 Strategic Action Number**
Ref.	**Specific Activity/Action**	**Indicator / Output**	**Target 2012**	**Expected result 2011**	
3.3	Launch a benchmarking exercise to examine how translation departments of the other EU and non-EU institutions operate, to ensure high quality standards.	Benchmarking report presented.	1 report	Definition of data and institutions to benchmark.	I.A.1

| | Specific Activities/Actions without direct link to the Strategy 2008-2012 | | | | Link with the Strategy 2012-2014 |
Ref.	Specific Activity/Action	Indicator/Output	Target 2012	Expected result 2011	Strategic Action Number
3.4	Attend ICTI and IAMLADP meetings, as scheduled.	% of meetings attended. Number of Interinstitutional Committee for Translation and Interpretation (ICTI) projects with CdT participation. Number of joint events or training actions organised in the framework of ICTI.	100% of the meetings attended. 7 projects 2 events	100% of the meetings attended.	
3.5	Establish contacts with educational bodies in the Member States, and set up a network of language experts.	Number of presentations. Number of trainees. Number of training sessions. Number of cooperation projects identified.	10 presentations given to educational bodies. 2 trainees/year in the field of translation, translation revision and terminology recruited by the network. 5 seminars/days offered to the Centre's staff by experts from the networks. 2 training sessions/seminars offered by the Centre to the network. At least one project per 5 events.	At least one project per 5 events.	

Resources necessary for the year 2012 in order to achieve the external outreach objectives

Human resources (expressed in full-time equivalents (FTE) – rounded-up figures)

Officials		Temporary agents	(TA)	Contract agents	(CA)	Total	Percentage of staff
1.6	AD	1.4	AD	0	FG IV	3	1.3%
0.7	AST	1.4	AST	0	FG I-III	2.1	0.9%
Total	2.3	2.8		0		5.1	2.2%

*AD = Administrative staff; AST = Assistant staff.

Financial resources by budget titles

Budget		EUR	Percentage of budget
Title 1	— Staff	755 358	1.70 %
Title 2	— Buildings, equipment, and miscellaneous operating expenditure	127 052	0.30%
Title 3	— Operational expenditure	707 475	1.55%
Total		1 589 885	3.55%

4. Management and supervision activities – Actions/Activities

	Link with the Revised Strategy 2008-2012 Strategic Objective **1.2**: Improve our services to clients in terms of quality, price and time, taking all cost factors into consideration *[Previously 1.2 Improve our services to clients in terms of quality, price and time]*				Link with the Strategy 2012-2014 Strategic Action Number
Ref.	Specific Activity/Action	Indicator/Output	Target 2012	Expected result 2011	
4.1	Follow-up and implementation of actions deriving from an external study on optimisation of the business model.	Status of implementation of the Action Plan.	50% of the Action Plan implemented.	External study carried out; Action Plan set up.	II.D.1

	Link with the Revised Strategy 2008-2012				Link with the Strategy 2012-2014 Strategic Action Number
Ref.	Specific Activity/Action	Indicator/Output	Target 2012	Expected result 2011	
4.2	Continue to document the processes and procedures identified as contributing directly to the execution of the Strategy.	% of main processes and procedures documented.	50% of the main processes/procedures documented.	Process mapping reviewed. 8 processes/procedures reviewed.	II.D.5

		Link with the Revised Strategy 2008-2012 Strategic Objective **2.1**: Provide high-quality state-of-the-art business solutions [Previously 2.2 Ensure the implementation of valid innovative ideas and 2.3 Improve knowledge sharing and encourage innovative ideas and good practices at the Centre]				Link with the Strategy 2012-2014 Strategic Action Number
Ref.	Specific Activity/Action	Indicator/Output	Target 2012	Expected result 2011		
4.3	Implementation of IT governance. Implement all the required processes in the following COBIT[7] domains: Plan and Organise (PO);	Number of processes implemented: Define a strategic IT plan (PO1) Define the IT organization and relationships (PO4) Manage projects (PO10)	100% implemented.	3 processes implemented 100% in the following COBIT domain: Plan and Organize (PO): Define a strategic IT plan (PO1); Define the IT organization and relationships (PO4); Manage projects (PO10).	II.D.4	
	Acquire and Implement (AI);	Manage changes (AI6) Acquire and maintain application software (AI2)				
	Delivery and Support (DS).	Define and manage service levels (DS1) Ensure continuous service (DS4) Manage service desk and incidents (DS8) Ensure systems security (DS5)				

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[7] COBIT (Control Objectives for Information and related Technology) is a registered trademark of the Information Systems Audit and Control Association, Inc. (ISACA).

Ref.	Management and supervision activities – Actions/Activities unrelated to Strategy 2008-2012				Link with the Strategy 2012-2014 Strategic Action Number
	Specific Activity/Action	Indicator/Output	Target 2012	Expected result 2011	
4.4	Review the Communication Framework approved in 2010.	Communication Framework reviewed.	1 document reviewed.	New initiative	I.A.2
4.5	Monitor staff satisfaction.	Staff's turnover Number of cases referred to the Ombudsman; Number of cases examined by the joint evaluation Authority (evaluation plus promotion)	<8% < 3 < 6	New initiative	II.E.2
4.6	Create awareness of internal control. Perform the annual risk assessment and the internal control self assessment. Identify the risk response, the appropriate mitigating actions and implement them.	% of the Centre's staff trained in internal control standards. Risk register updated. Internal control self-assessment carried out. % of mitigating actions identified in risk assessments implemented. Status of implementation of the Action Plan.	>95% 1 review (annual) 1 internal control self-assessment (annual) 75% 100% implemented.	>95% 1 review (annual) 1 internal control self-assessment (annual) 75% 50% implemented.	II.D.4
4.7	Analyse, review and audit processes and procedures in order to revise the documentation of the Total Quality Management System in place.	Status of implementation of the Action Plan. Number of processes or procedures reviewed. Number of quality audits performed.	100% of the Action Plan 2011 implemented. 8 processes or procedures reviewed. 8 quality audits performed.	50% of the Action Plan 2011 implemented. 8 processes or procedures reviewed. 8 quality audits performed.	II.D.5
4.8	Design an Activity Based Management (ABM) System at the Centre.	Status of implementation of the project.	50% of the actions implemented.	ABM system designed and road map defined.	II.D.3

Resources necessary for the year 2012 in order to achieve the management and supervision objectives

Human resources (expressed in full-time equivalents (FTE) – rounded-up figures)

Officials		Temporary agents	(TA)	Contract agents	(CA)	Total	Percentage of staff
8.8	AD	4.5	AD	0	FG IV	13.3	5.8%
2.9	AST	1.4	AST	0	FG I-III	4.3	1.9%
Total 11.7		5.9		0		17.6	7.7%

*AD = Administrative staff; AST = Assistant staff.

Financial resources by budget titles

Budget		EUR	Percentage of budget
Title 1	— Staff	2 553 583	5.7%
Title 2	— Buildings, equipment, and miscellaneous operating expenditure	540 945	1.2%
Title 3	— Operational expenditure	0	0.0%
Total		3 094 528	6.9%

5. Summary of human and financial resources necessary for the year 2012 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 activity: Translation	61.9%	142.4	33	98.4	11	16 323 968	3 323 306	12 500 000	0	32 147 273	71.7%
Support activities	28.2%	64.8	18	42.8	4	5 359 191	1 504 298	0	0	6 863 489	15.3%
External outreach	2.2%	5.1	2.3	2.8	0	755 358	127 052	707 475	0	1 589 885	3.55%
Management and supervision activities	7.7%	17.6	11.7	5.9	0	2 553 583	540 945	0	0	3 094 528	6.9%
Provisions									1 139 074	1 139 074	2.55%
Overall totals	100%	230	65	150	15	24 992 100	5 495 600	13 207 475	1 139 074	44 834 249	100%

(*) Expressed in full-time equivalents (FTE).
(**) Rounded-up figures.

Annex 1 – Risks associated with the Centre's priorities for 2012

#	Date	Activity area	Risk description	Risk type	Mitigating controls (already in place)	Residual			Acceptance rationale	Action Plan Summary			Critical risk?
						Likelihood	Impact	Mgmt response		Brief description	Chef de file	Deadline	
1	2008	1. Core operational activity: translation	Fewer client requests than forecast in the field of document translation could lead to a decrease in income and expenses	Risk related to the external environment (outside the Centre)	Prospecting of new clients to increase the volumes of translations opf documents performed; Regular communication with clients concerning volume forecast in order to receive more reliable and precise forecasts in terms of gap real vs. forecast in place; Cost analysis carried out in 2009 by external consultant. Structure suggested by the consultant used since then and fine tuned annually. Update of the cost analysis done annually; Monthly Budget Report and revenue monitoring are performed by the Administration department; Indicators number 225, 235 and 329 allow to monitor volumes variations in number of pages, pages invoiced vs forecast and revenues vs forecast; "High level" Contingency plan developed; Screening of the posts is performed on a regular basis.	Medium	High	Reduce	Not applicable	To set up an Action Plan of measures and actions contributing to the reduction of costs at the Translation Centre (Cost Improvement Plan).	Director	End 2011	No

#	Date	Activity area	Risk description	Risk type	Mitigating controls (already in place)	Residual			Acceptance rationale	Action Plan Summary			Critical risk?
						Likelihood	Impact	Mgmt response		Brief description	Chef de file	Deadline	
2	2008	1. Core operational activity: translation	More client requests than forecast in the field of document translation could make it difficult to react promptly with an adequate capacity management and ultimately have an impact on quality	Risk related to the external environment (outside the Centre)	Regular communication with clients concerning volume forecast in order to receive more reliable and precise forecasts in terms of gap real vs. forecast in place; HR resources needs are regularly reviewed and if necessary proactive measures are taken; Reserve lists for temporary agents are kept updated to allow readily available resources; Tenders lists are regularly reviewed and calls for tenders are lauched for specific domains; Monthly Budget Report and revenue monitoring are performed by the Administration department; Indicators number 225, 235 and 329 allow to monitor volumes variations in number of pages, pages invoiced vs forecast and revenues vs forecast.	Low to Medium	Medium	Reduce	Not applicable	To set up an Action Plan of measures and actions contributing to the reduction of costs at the Translation Centre (Cost Improvement Plan). To participate to an interinstitutional working group on human resources with the aim of reinforcing teams at short notice for expected peaks (contract staff of agency staff) and find flexible solutions to find staff at short term (for example Agency staff or "intra-muros" freelancers).	Director Top Mgmt	End 2011 End 2011	No
3	2008	1. Core operational activity: translation	Client requests in the field of CTMs significantly below forecasts could lead to a decrease in income and expenses	Risk related to the external environment (outside the Centre)	Regular communication with clients concerning volume forecast in order to receive more reliable and precise forecasts in terms of gap real vs. forecast in place; forecast of translation work improved and in place; Cost analysis carried out in 2009 by external consultant. Structure suggested by the consultant used since then and fine tuned annually. Update of the cost analysis done annually; Proactive coordination meetings with our existing and potential clients; Mechanism in place to adjust price according to volume of CTMs "High level" Contingency plan developed. Screening of the posts is performed on a regular basis. Employment policy reviewed regarding long-term contract staff.	High	High	Reduce	Not applicable	To set up an Action Plan of measures and actions contributing to the reduction of costs at the Translation Centre To include in the contract with Ohim a clause which defines the volumes as the number of invoiced pages. Implement the recommendations of the MB task-force on Staff Policy To negotiate with the Commission the revision of the Founding Regulation in the sense of extending the CdT's portfolio of clients to non-EU organisations.	Director Head of General Affairs Head of Administration Director	End 2011 Q1 2012 End 2012 End 2012	No

#	Date	Activity area	Risk description	Risk type	Mitigating controls (already in place)	Residual			Acceptance rationale	Action Plan Summary			Critical risk?
						Likelihood	Impact	Mgmt response		Brief description	Chef de file	Deadline	
4	2011	2. Support activities	eCdT not fit for purpose or delayed may cause damages to the CdT's image/staff motivation and increase cost of the maintenance of the previous platform and block the modification of current IT systems	Risk related to planning, processes and systems	Strategic decision to buy rather than to build taken in February 2011. Benchmarking of products on the market done A business analyst and a project manager have been assigned to the project; Collection of business requirements in process; Regular follow-up of the project performed by Steering Committee (top management and PMO).	Low to Medium	Medium	Accept	Measures in place are considered sufficient				No
5	2011	2. Support activities	The building hosting the Centre and the server room are not complying with the safety rules and regulations. This might create problems to the safety of the CdT's staff members and the continuity of operations.	Risk related to people and the organisation	Evacuation exercises organised annually.	High	High	Reduce	Not Applicable	Re-launch formal meetings between MB President and Lux. Authorities and sign memorandum of understanding with Luxembourgish authorities Study for possibility of relocation of server room outside of the NHE building Decide whether to move the server room outside of the NHE building Update market possiblity study for having a new single building for the CdT BCP under development with tests foreseen	Chairman of MB or Director of CdT Head of IT dept. IT Steering committee Head of Infrastructure and security section Head of Infrastructure and security section	Q3 2011 Q3 2011 Q3 2011 October 2011 Q4 2011	No

ADOPTED BY THE CENTRE'S MANAGEMENT BOARD ON 22 SEPTEMBER 2012

#	Date	Activity area	Risk description	Risk type	Mitigating controls (already in place)	Residual			Acceptance rationale	Action Plan Summary			Critical risk?
						Likelihood	Impact	Mgmt response		Brief description	Chef de file	Deadline	
6	2011	1. Core operational activity: translation	Important decrease of income may endanger the operations of the Centre	Risk related to the external environment (outside the Centre)	Screening of the posts is performed on a regular basis.	Medium to High	High	Reduce	Not Applicable	Implement the Cost Improvement Plan; Explore possible partnerships with other institutions; Look for other possible clients among EU institutions/bodies.	Director Director Director	End 2012 End 2012 End 2012	No
7	2009	2. Support activities	ABAC not fully operational in 2012 may threaten the continuity of the current accounting and budgetary systems as they could suffer from limited maintenance	Risk related to planning, processes and systems	A consultant with knowledge of the system has been recruited to provide for the maintenance [or technical assistance for breakdowns] of SI2 until replacement of SI2 by ABAC. Appropriate resources (IT, PMO and business resources) are allocated to the project. Close management's follow up on the project and on the specific business requirements.	Low to Medium	Medium to High	Accept		Controls in place to reduce the risk from CdT side are working as intended. However the risk keep the same likelihood and impact due to the dependency on the Commission and its constraints.			No

Annex 2 – Procurement Planning 2012

Nota bene : This procurement planning does not necessarily include every Inter-institutional call for tenders and can be subject to revision, annulations or postponement.

	Designation	Type Procedure	Multiple framework contracts	Tender Launch Date (indicative)	Contract Signature	Budget 2012	Total Budget (Estimated)[8]
TRANSLATION	AO MED12 : Services of translation/revision in the medical field from EN into HR	Open	yes	June 2012	15/11/2012	5 000	100 000
	AO EDITING11 : Services of editing in EN	Open	yes	end of 2011	March 2012	20 000	400 000
	AO RAIL11 : Services of translation/revision in the railway field from DA,ES,FI,NL,PT,RO,SK,NO,HR into EN	Open	yes	November 2011	15/08/2012	30 000	100 000
	AO AIR11 : Services of translation/revision in the aviation field from EN into DA,FI,IS,NL,NO,SL,SV,HR	Open	yes	October 2011	01/05/2012	90 000	300 000
	AO CHEM12 : Services of translation/revision in the chemical field from EN into all languages + IS+NO+HR	Open	yes	October 2012	15/04/2013	0	3 200 000
	AO ENV12 : Services of translation/revision in the environmental field from EN into BG,CS,ET,HU,LT,LV,MT,PL,SL,SK,GA,RO,HR,IS,TR	Open	yes	January 2012	01/10/2012	20 000	150 000
	Call for expressions of interest TERMINOLOGY12 : Services related to terminology from EN into all languages + HR	C.E.I.	no	2 Quarter 2012	1 Quarter 2013	0	200 000
	AO GEN12 : Services of translation/revision in the General Affairs field from EN into all languages and from all languages (+HR+NO) into EN + translation from FR and DE into various languages and vice-versa.	Open	yes	September 2012	01/10/2013		15 000 000
ADMINISTRATION	AO NETTOYAGE 11 : Office cleaning services / services relating to the removal and sorting of waste	Open	no	November 2011	1/06/2012	65 000	420 000
	AO -Insurance services	Restricted Inter-Inst (Commission)	no	1 Semester 2012	1/06/2013	0	80 000
	AO (OIB) Courrier - letters and parcels from Luxembourg	Open Inter-Inst (Commission)	no	1 semester 2012		0	200 000
	AO(OIL) Déménagement	Open Inter-Inst (Commission)	no	1 semester 2012		0	50 000
	AO (OIB) Courrier rapide	Open Inter-Inst (Commission)	no	1 semester 2012	December 2012		12 000
	AO OIB10/PR/2007/014/054/Lot3 Furniture	Open Inter-Inst (Commission)	no	2 Semester 2011	1 Semester 2012	5 000	30 000

[8] The budget expressed is for the whole duration of the contract.

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COMPUTER	**DIGIT/R2/PR/2011/039 (TESTA-NG)** - TESTA NETWORK	Restricted Inter-Inst (Commission)	no	August 2011	June 2012	Not available	Not available[9]
	DIGIT/R2/PO/2011/022 - Provision of ICT Training for IT staff	Open Inter-Inst (Commission)	no	August 2011	March 2012	80 000	380 000
	DIGIT/R2/PO/2011/079 LAR 2011 - Large account reseller Microsoft products	Open Inter-Inst (Commission)	no	August 2011	February 2012	50 000	238 000
	DIGIT/R2/PO/2011/041 Natacha II - Acquisition channel for the networking, telephony and videoconferencing equipement	Open Inter-Inst (Commission)	no	July 2011	January 2012	Not available	Not available[10]
	DIGIT/R2/PO/2011/087 - ENS II External Network Services	Open Inter-Inst (Commission)	no	January 2012	September 2012	Not available	Not available
	DIGIT/R2/PO/2011/038 – MDS III - Mainframe Data Server	Open Inter-Inst (Commission)	no	January 2012	September 2012	Not available	500 000
	DIGIT/R2/PO/2012/027 – Mobile equipment (MEQ III)	Open Inter-Inst (Commission)	no	October 2012	April 2013	Not available	Not available
	CDT WANS II- Provision of services relating to high speed data links	Open	no	4 Quarter 2011	August 2012	250 000	2 000 000
DIRECTION	**Consultancy study**	Negotiated procedure	no	2 semester 2012	2 semester 2012	25 000	25 000
Total estimated budget 2012 for procurement - initial : 640 000 € - Updated : 640 000 €							

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[9] The Centre is interested only by the Connectivity requirements. For which no cost are planned for the Translation Centre as the orientation document states : "the ISA community program is funding the TESTA-ng default network in agreement with the Member states. The budget is defined in the work program".
[10] The Translation Centre's needs have been expressed in terms of number of projects to be bought, and percentage of equipments being subject to this type of maintenance; only the part relating to "additional vendor" was expressed in EUR (20.000).