



**DECISION OF THE MANAGEMENT BOARD
OF THE TRANSLATION CENTRE FOR THE BODIES OF THE EUROPEAN UNION
ADOPTING THE STRATEGY 2016-2020 – CT/CA-037/2016EN**

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),

Having regard to the draft prepared by the Director,

Whereas:

The Management Board shall adopt a multi-annual Strategy which shall enable the Translation Centre to draw up its programming documents containing multi-annual and annual programmes.

HAS ADOPTED AS FOLLOWS:

Article 1

The Strategy 2016-2020 for the Translation Centre, as annexed to this decision, is hereby adopted.

Done at Luxembourg, 26 October 2016.

For the Management Board.

R. Martikonis
Chairman 

Annex: Strategy 2016-2020 of the Translation Centre



STRATEGY 2016-2020

OF THE TRANSLATION CENTRE
FOR THE BODIES OF THE EUROPEAN UNION

CT/CA-037/2016EN

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Executive summary of Strategy 2016-2020

The Strategy 2016-2020 is built on the achievements of the Centre since its establishment in 1994 and represents an evolution of the strategic approach adopted to date. The Strategy aims to ensure continuity of the Centre's operations while also extending the boundaries of what the Centre can achieve during the period from 2016 to 2020.

This Strategy has been drafted by the Centre in consultation with its key stakeholders, particularly its staff and its clients. The Strategy has been developed taking into consideration the Centre's strengths and weaknesses and the potential opportunities and threats which can currently be foreseen over the five-year period. The main focus of the Strategy is to optimise the creation of value for the Centre's clients while ensuring the long-term sustainability of the Centre.

The Centre's vision to become a centre of excellence for the provision of language services for the EU agencies and bodies by 2020 lies at the heart of this Strategy. 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.

As the shared service provider of language services 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. In fulfilling its mandate, the Centre will 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 Centre's dual mandate of providing translation services to the EU institutions, agencies and bodies and of contributing to interinstitutional cooperation, the Strategy is based on the twin principles of a quality management approach and a sustainable business model.

In line with the best practice of the European Foundation for Quality Management (EFQM) Excellence Model and building on its experience to date, the Centre will embed a more robust quality management approach in all its departments in order to achieve sustainable excellence across the board. With regard to its core business of providing language services, the Centre will adopt the principles of the ISO 17100:2015 standard for translation services to the greatest extent possible in its quality management approach. A quality management approach focused on excellence 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.

The Centre's vision of becoming a linguistic centre of excellence for the EU agencies and 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 this Strategy, 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.

The Strategy is a living document which is rooted in a vision of the Centre becoming a linguistic centre of excellence for the EU agencies and bodies by 2020. This vision is articulated in strategic goals which are further defined in strategic objectives and in strategic initiatives, all of which are to be achieved during the period from 2016 to 2020. Over the five-year period, the implementation of the Strategy is measured through the strategic key performance indicators outlined in this document. The detailed implementation of the Strategy is set out in the Centre's multi-annual programming documents and annual work

programmes. Reports on progress made with regard to the implementation of the Strategy are provided in the Centre's annual activity reports.

Building on the twin principles of a quality management approach and a sustainable business model, the Centre will pursue three strategic goals to achieve its vision of becoming a linguistic centre of excellence for the EU agencies and bodies by 2020:

Strategic goal 1: Position the Centre as a partner in the holistic provision of language services to clients

The Centre will position itself as a partner in the holistic provision of language services to its clients. This means that the Centre will be involved in accompanying its clients from the outset to the delivery of the end product in order to ensure optimal multilingual results. This will involve the Centre delivering an improved quality management approach, strengthening its proactive approach to client engagement and optimising the range of language services provided to clients.

Strategic goal 2: Enhance operational effectiveness and efficiency

The Centre will enhance its operational effectiveness and efficiency while continuing to ensure the sustainability of its business model. In order to do so, the focus will be on building a dynamic, client oriented organisation that fosters engagement and values knowledge sharing and the development of expertise. With a view to improving its sustainability, the Centre's business model will be optimised in the context of responding to clients' needs with regard to quality, deadlines and prices. As an EU agency, it is a *sine qua non* that the Centre must deliver good governance, transparency and accountability in the use of its resources. Accordingly, the Centre will promote a culture of integrity which ensures transparency and accountability in the proper use of its resources and will progress towards an integrated management system built on a more robust internal control framework.

The Centre's staff are at the heart of this Strategy which builds on the achievements of the past, none of which could have been achieved without the commitment and expertise of its staff. The ultimate objective of this Strategy is to drive employee engagement by enabling all members of staff to develop their capabilities and, as a result, contribute more effectively to the achievement of the strategic goals.

Strategic goal 3: Contribute to interinstitutional cooperation

The Centre's contribution to interinstitutional cooperation will be enhanced through the development of the interinstitutional terminology database, *InterActive Terminology for Europe* (IATE) and through the Centre's active participation in the sharing of expertise with the EU institutions through the various interinstitutional arrangements in place.

The Centre was instrumental in the creation of the IATE database which merged and replaced several EU terminology databases. As the chair of the IATE Management Group with responsibility for managing the database on behalf of the institutions, the Centre will manage the project through its evolution into IATE2.

With more than 41 million queries for its public version and more than 17 million queries for its internal version used by the EU institutions in 2015, IATE is undoubtedly a highly popular tool for translators who regularly consult this database. As a flagship project which epitomises the EU's achievements in the field of multilingualism, the economic value of this crucial linguistic resource, which is funded by all the EU institutions, is clear.

Introduction

This document is structured in three major sections:

- Highlights 1995-2015 outlines the key achievements of the Centre over a twenty-year period since it began delivering translation services in 1995.
- Achievements of Strategy 2012-2015 describes the progress made by the Centre in implementing its previous three-year Strategy.
- Strategy 2016-2020 sets out the Centre's five-year Strategy.

Highlights 1995-2015

On 28 November 1994, the Council of the European Union adopted Regulation (EC) No 2965/94 establishing the Translation Centre as a response to the translation needs of particular EU bodies. The Centre's Founding Regulation was amended in 1995 to extend the client portfolio and to give the Centre a role in interinstitutional cooperation.

The key milestones in the Centre's evolution are as follows:

1995: The Centre began its activities and delivered 20,000 translated pages to its seven clients.

1998: The Centre delivered a total of 200,000 translated pages to its 12 clients.

2001: The Centre launched Flosys, a cutting-edge IT tool developed in-house that handles the entire translation workflow from the moment a client sends a document to the Centre until the delivery of the translated language versions.

2002: The Centre reached the threshold of one million pages translated since its creation.

2003: The European Foundation for Quality Management (EFQM) recognised that the Centre is 'committed to Excellence in Europe'.

The Centre was appointed project initiator and project manager for IATE (Inter-Active Terminology for Europe), the EU interinstitutional terminology database.

2004: The 'Big Bang' enlargement of 2004, which almost doubles the number of EU languages from 11 to 20, marked the start of a new era for the Centre.

2005: For its tenth anniversary, the Centre organised a conference on 'Multilingualism at any price'.

2007: The Centre added additional EU official languages to its portfolio with Bulgaria and Romania joining the EU and with Irish becoming an EU official language, albeit with a derogation in place.

The EU interinstitutional terminology database, IATE, was made available to the general public.

Since 2007, the Centre has been awarded the 'SuperDrecksKëscht® fir Betriber' quality label every year in recognition of its active commitment to environmental protection.

2010: The Centre organised a conference entitled 'The Language of Europe. Translating for the EU' in celebration of its 15th anniversary.

The Centre released a new Tr@Mark workflow for the management of the EU trade mark translation process.

2011: The Centre launched ECHA-term, an online multilingual terminology database developed for the European Chemicals Agency.

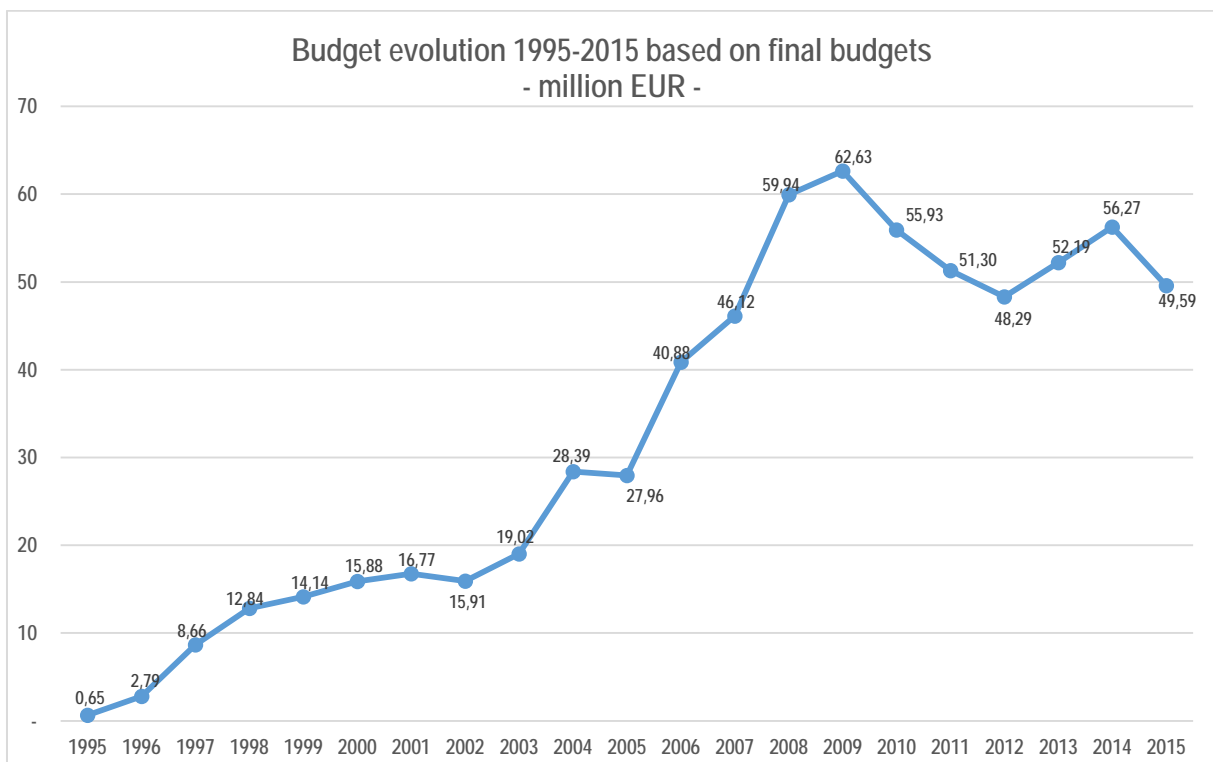
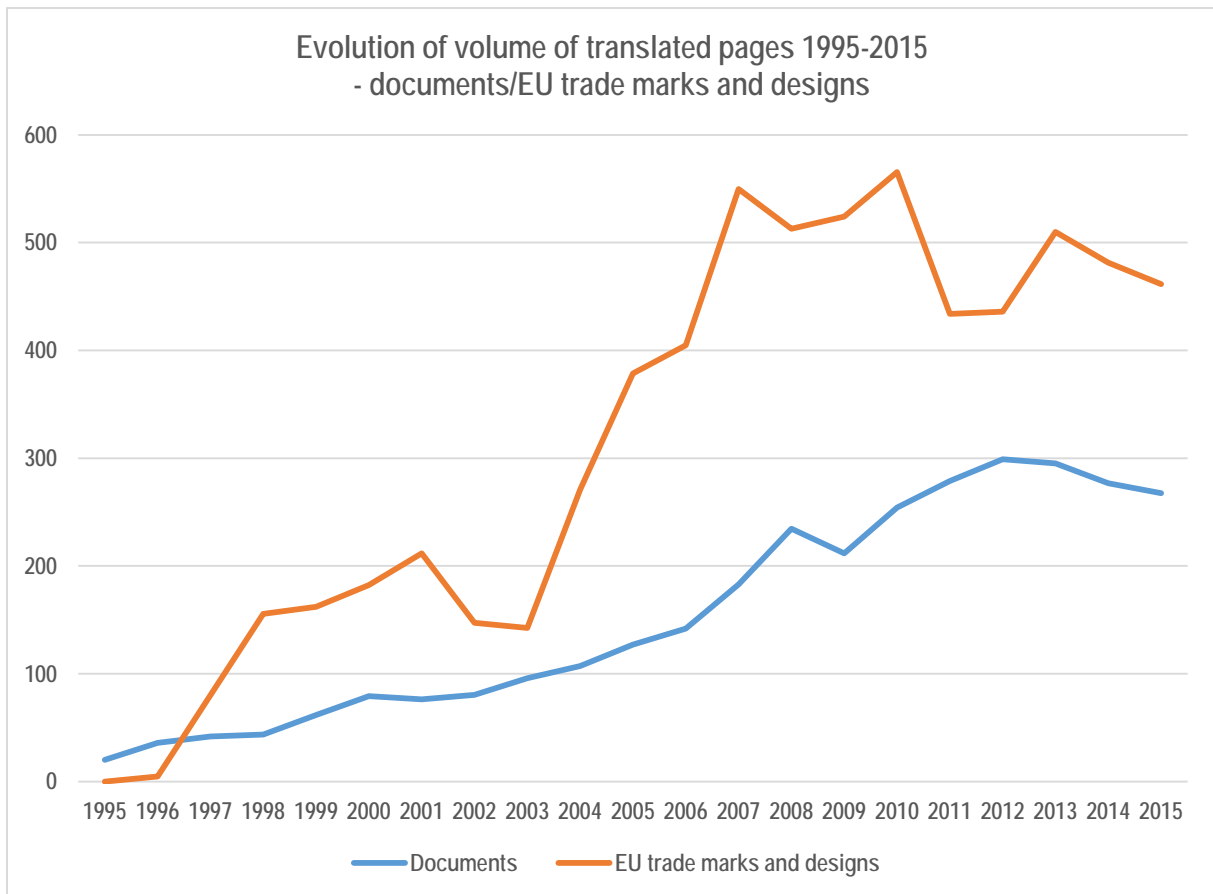
2013: The Centre embraced Croatian, the 24th official EU language, and reached the threshold of eight million pages translated since its inception.

The Centre moved to its current premises at the Drosbach building in Luxembourg city and signed its seat agreement with the Grand Duchy of Luxembourg.

2015: The Centre delivered almost nine million translated pages to its 61 clients since its establishment and launched eCdT, the new customised translation workflow management system, which will replace the legacy system, Flosys.

During the period from 1995 to 2015, the Centre developed a wide range of language services comprising translation, modification, editing, revision, terminology and language consultancy in addition to translation and revision of term lists, ex post quality checks for EU trade mark translations and subtitling. This period was marked by a steady increase in the Centre's clients from an initial portfolio of seven clients in 1995 to 61 clients in 2015.

The Centre's evolution during this twenty-year period was epitomised by a significant expansion in translation into the 24 EU official languages and from and into various non-EU languages which involves about 500 language combinations in total. In order to respond to the diversified needs of its clients in various domains ranging from, inter alia, legal to scientific to financial, the Centre developed a thematic approach to its outsourcing model during this twenty-year period. The Centre's development from 1995 to 2015 is illustrated below in terms of translated volume and budget.



Achievements of Strategy 2012-2015

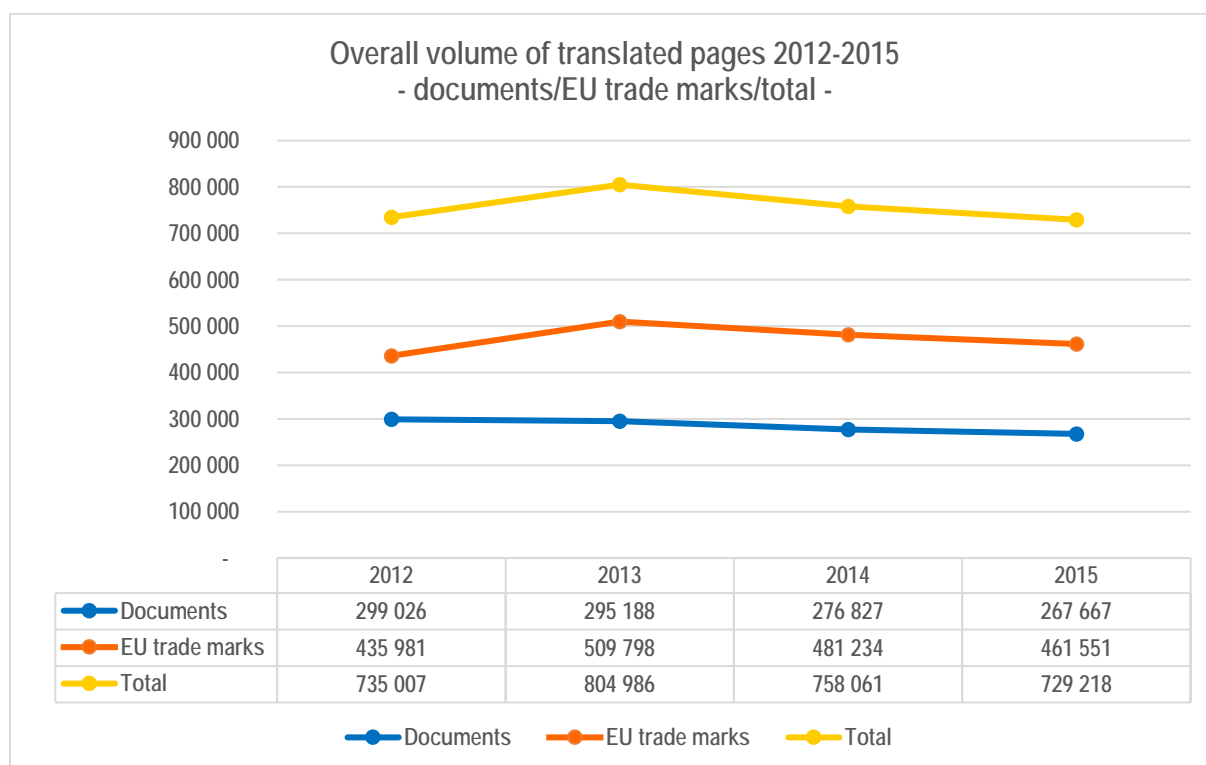
The Centre's Strategy 2012-2015 was built around two strategic priorities (i.e. service delivery, optimisation and improvement) which were further detailed into five strategic objectives aimed at retaining existing new clients, finding new clients, increasing competitiveness, enhancing cost efficiency and effectiveness and being a good employer. The Centre's vision for 2015 was to be a high-quality service provider with state-of-the-art products and services and a strong client orientation.

Strategic priority I. Service delivery

A. Retain the present clients (by maintaining the service level provided to clients and the current level of activity related to documents)

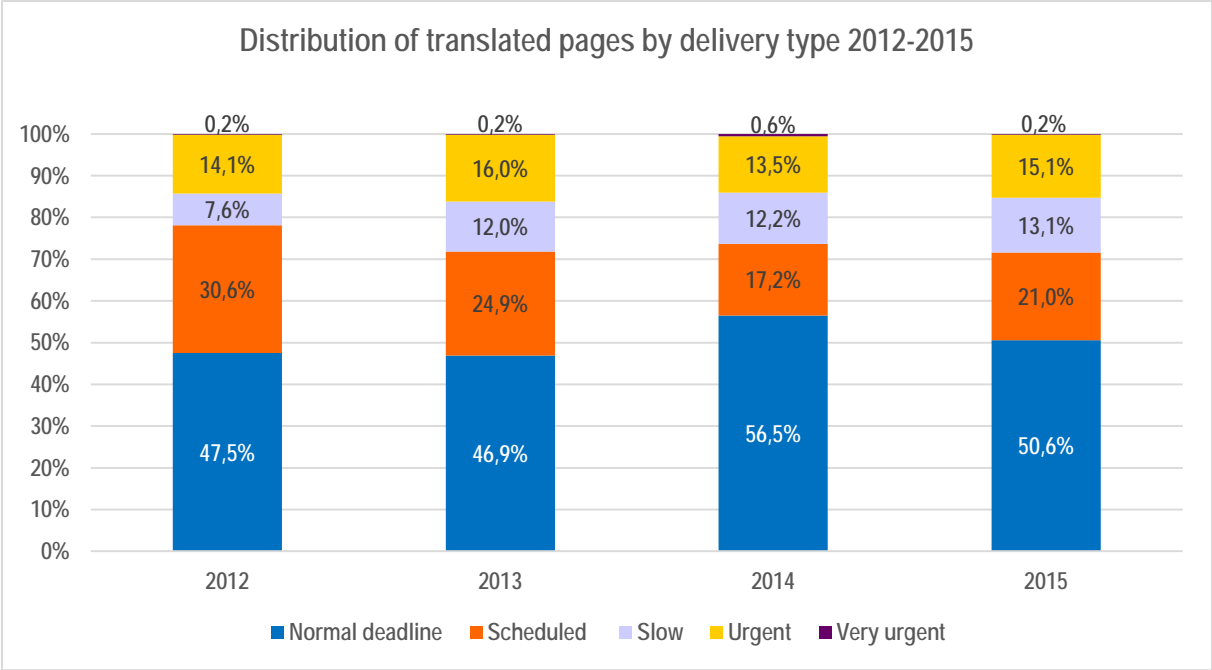
During the timeframe of its Strategy 2012-2015, the Centre preserved its translation volume with slight variations across the period. On average, the Centre delivered 756 818 translated pages per annum during 2012-2015 which represented an increase of 6% compared with the volume of translations for 2011. However, a decreasing trend in volume became apparent from 2014.

During this period, the Centre launched quarterly ex post quality checks to assess the quality of EU trade mark translations and intensified its collaboration with the European Union Intellectual Property Office to analyse the results of similar checks carried out by the EUIPO on the translation of administrative documents.

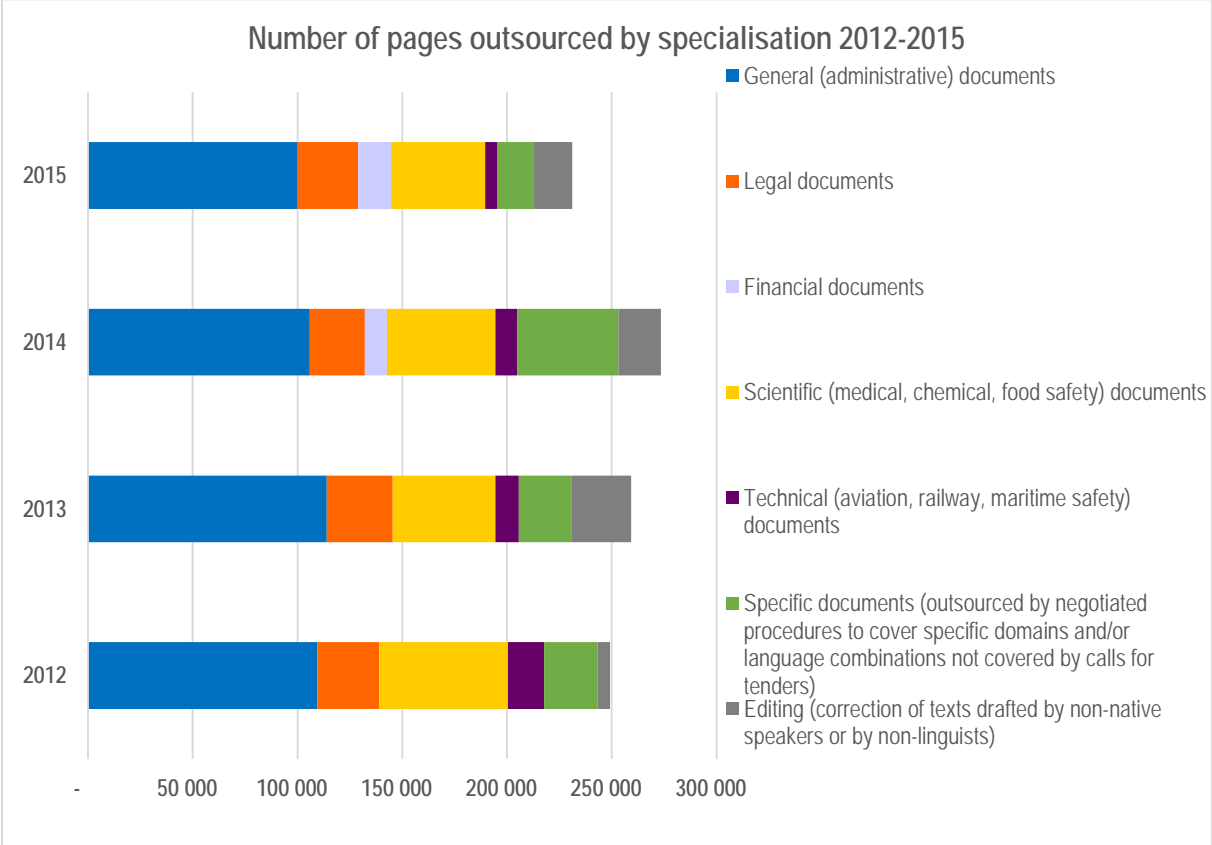


During this period, the addition of several new clients, particularly in the financial domain, created new challenges for the Centre in order to maintain its service level to clients. As a result, regular seminars and workshops were organised with clients and in collaboration with experts in order to familiarise the in-house translators with the new concepts and the new terminology used in the specialised documents submitted for translation. Seminars with national focal points and with national editors were also organised to clarify mutual expectations and to learn from the feedback received from end users.

In order to optimise its service offer to clients, the Centre introduced two new delivery options from 2012 (i.e. slow and very urgent), in addition to the existing delivery options of normal, scheduled and urgent.



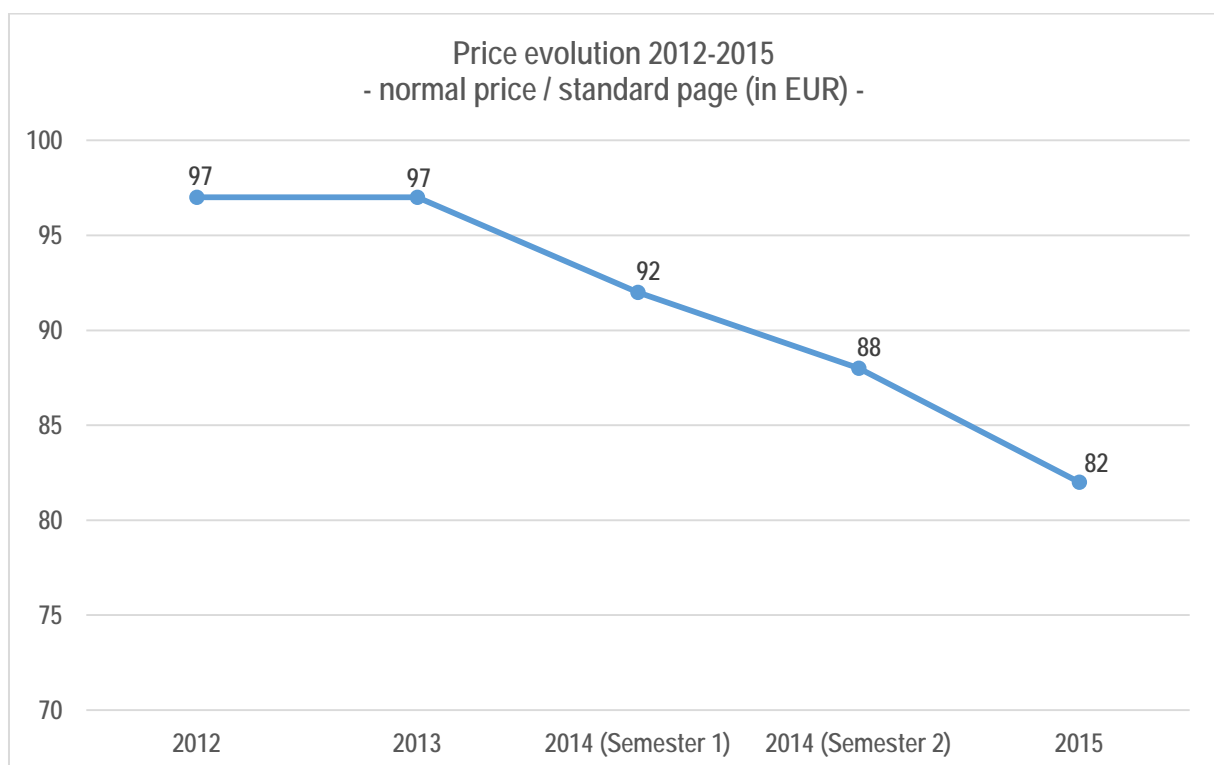
In order to cater for the specific translation needs of its clients in particular domains, the Centre continued to publish both general and specialised calls for tenders with a view to establishing lists of contractors for the outsourcing of translation. During this period, new thematic calls for tenders were launched in the new domain of financial supervision. The distribution of general and specialised documents outsourced for translation shows that specialised documents accounted for more than half of the volume of translations outsourced by the Centre.



B. Become more competitive (by obtaining greater in-depth knowledge of the market and clients in order to increase the range of services that generate revenue contributing to the sustainability of the Centre)

A study undertaken by the Centre in 2012 showed the positioning of the major language service providers on the private market, the extent of their coverage of all potential language needs and the widespread use of translation technologies, namely machine translation and translation memories. In order to become more competitive, the Centre adapted its services with regard to shorter turnaround times for EU trade mark translations and introduced new delivery deadlines (slow or very urgent translations). The Centre also increased the visibility of its language consultancy and web translation services in addition to introducing new services (ex post quality checks for EU trade mark translations and subtitling).

During the timeframe of its Strategy 2012-2015, the Centre reduced its prices in order to become more competitive and in the context of reducing its reserve. During the period from 2012 to 2015, the Centre reduced its prices by 15.5%.



C. Find new clients (broaden the client portfolio to compensate for the drop in the volume of EU trade marks sent for translation)

By the end of 2015, the Centre's client portfolio had expanded to 61 clients. The growth of the client base meant an increase in complexity for in-house translators and external language service providers. In turn, this diversity resulted in the Centre processing translation requests across several fields including education, employment, culture, transport, networks, research and innovation, social affairs, environment, energy, chemistry, property rights, law, budget and finance, foreign and security policy, police and judicial cooperation, public health and consumer protection. In addition to the 24 EU official languages, the Centre provided translation from and into non-EU languages, including Norwegian, Icelandic, Turkish, Russian, Chinese and Arabic. Translation from and into non-EU languages accounted for between 1-2% of the total translation volume.

Six new client agreements were signed between 2012 and 2015. An agreement was signed with eu-LISA in 2012 which was followed by agreements in 2013 with the European Parliament's Directorate-General for Translation and with the Maritime Analysis and Operations Centre (Narcotics). In 2014, agreements were signed with the Single Resolution Board (SRB) and with the ECSEL Joint Undertaking which replaced the previous ENIAC and ARTEMIS Joint Undertakings. In 2015, an agreement was signed with the European Commission's Directorate-General for Justice and Consumers (DG JUST) for translation services in the context of the Online Dispute Resolution platform.

Strategic priority II. Optimisation and improvement

D. Become more cost-efficient and effective (by developing an organisation with a lean process management and support system that provides cost-efficient products and services to its clients)

During the timeframe of its Strategy 2012-2015, the Centre developed in-house a new customised translation workflow management system, eCdT, which will be deployed gradually to its clients, external service providers and in-house translators. The Centre also invested in the implementation of computer-assisted translation (CAT) tools. The most important development was the systematic deployment of translation memories for in-house translators and external service providers. These memories have enhanced the entire translation process by standardising translation and improving terminology consistency, all of which leads to better client satisfaction. In addition, specialised machine translation engines were created with the assistance of the European Commission's MT@EC team with a view to their future integration in the Centre's workflow.

In support of the Centre's core function, a new budget planning and monitoring tool was deployed during this period and an advance payment mechanism was introduced at the request of clients. This mechanism provides for improved budget management by clients by enabling advance payments to be made at year-end to the Centre before translation services are delivered.

E. Be a good employer (improve the working environment by fostering the well-being of staff)

The Centre launched two staff satisfaction surveys, one in 2012 and one in 2014. They were followed by actions focusing in the former case on communication and cooperation (e.g. transparency of internal procedures, conflict management training, intradepartmental cooperation and open door information sessions) and in the latter case on the physical working environment and on training in the context of increasing job versatility.

In 2013, the Centre moved to a new location at the Drosbach building in Luxembourg city which has the advantage of accommodating all staff in the one building instead of in the two buildings that it previously occupied. In 2014, the Centre signed a headquarters agreement with the host country, the Grand Duchy of Luxembourg.

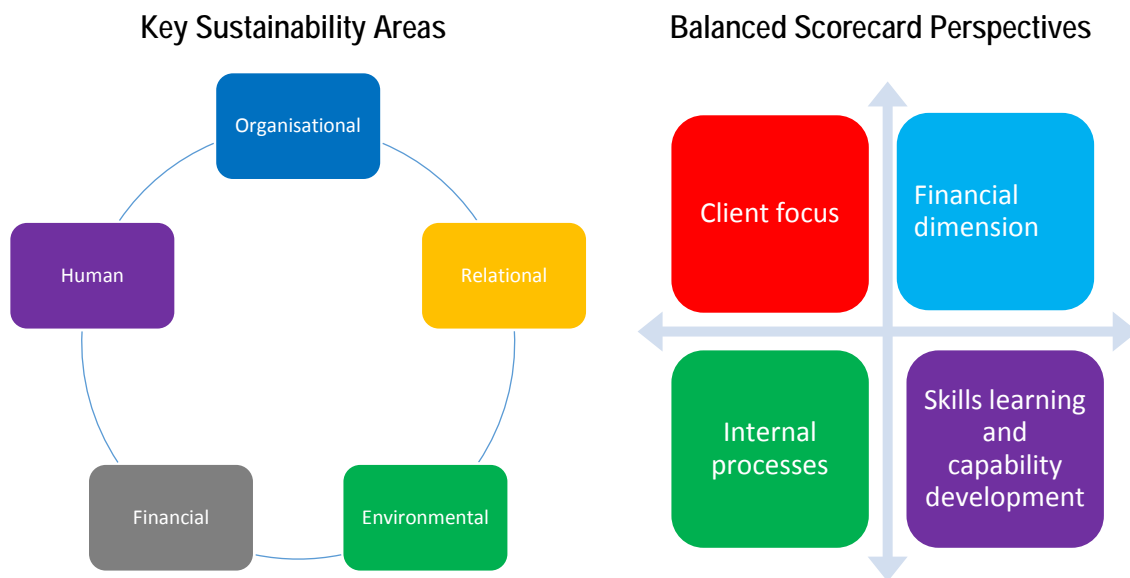
Strategy 2016-2020

Development and implementation

Strategy 2016-2020 has been drafted by the Centre in consultation with its key stakeholders, particularly its clients and staff. The Strategy has been developed taking into account the Centre's strengths and weaknesses and the potential opportunities and threats which can currently be foreseen over the five-year period.

The Strategy is a living document which is rooted in a vision of the Centre becoming a linguistic centre of excellence for the EU agencies and bodies by 2020. This vision is articulated in strategic goals which are further defined in strategic objectives and in strategic initiatives which are to be achieved during the period from 2016 to 2020. Over the five-year period, the implementation of the Strategy is measured through strategic key performance indicators (SKPIs), as outlined in the annex to this document. The detailed implementation of the Strategy is set out in the Centre's multi-annual programming documents and annual work programmes. Reports on progress made with regard to the implementation of the Strategy are provided in the Centre's annual activity reports.

The Strategy focuses on optimising the creation of value for its clients while also ensuring the long-term sustainability of the Centre. Therefore, 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). This is in line with the best practice of the European Foundation for Quality Management (EFQM) Excellence Model.



Mission

The dual mission of the Centre is set out in its Founding Regulation. Its primary mission is to provide translations and related language services to the EU institutions, agencies and bodies. Its secondary mission is to contribute to rationalising the use of resources and harmonising procedures in the field of EU translation through interinstitutional cooperation.

Vision for 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.

Strategic positioning

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

In line with the best practice of the European Foundation for Quality Management (EFQM) Excellence Model and building on its experience to date, the Centre will embed a more robust quality management approach in all its departments in order to achieve sustainable excellence across the board. With regard to its core business of providing language services, the Centre will adopt the principles of the ISO 17100:2015 standard for translation services to the greatest extent possible in its quality management approach. A quality management approach focused on excellence 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.

Strategic goals

Building on the twin principles of a quality management approach and a sustainable business model, the Centre will pursue three strategic goals to achieve its vision of becoming a linguistic centre of excellence for the EU agencies and bodies by 2020.

The strategic goals are as follows:

1. Position the Centre as a partner in the holistic provision of language services to clients.
2. Enhance operational effectiveness and efficiency.
3. Contribute to interinstitutional cooperation.

These strategic goals have been translated into the following 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.

Strategic goal 1: Position the Centre as a partner in the holistic provision of language services to clients

As a shared service provider, the Centre plays an important role in enabling EU agencies and bodies to implement the EU's multilingual policy and in bringing Europe closer to its citizens through the delivery of high quality translations that meet expectations. As a partner in the holistic provision of language services to its clients, the Centre aims to accompany its clients from the outset to the delivery of the end product in order to ensure the optimal multilingual results.

The Centre currently operates on the basis of a transactional approach wherein it receives requests for language services from its clients which it delivers. The Centre envisages moving towards a holistic approach wherein it will engage more proactively with its clients from the outset to the delivery of the end product as the client develops services for its stakeholders. In other words, as clients envisage improving existing services or developing new services, the Centre proposes being involved from start to finish to ensure optimal delivery of a multilingual approach. The shift from a transactional to a holistic approach, as envisaged by the Centre, is aimed at seizing and exploiting the areas of cooperation in which the Centre can maximise its expertise and generate added value for its clients.

In a context where needs, expectations and technologies are evolving at a very rapid pace, win-win situations are the direct outcome of an engagement process between the Centre and its clients working in close partnership together. Under these circumstances, the Centre will leverage its capabilities and directly engage with its clients in the holistic provision of language services.

Strategic objective 1.1: Deliver an improved quality management approach

In line with the best practice of the European Foundation for Quality Management (EFQM) Excellence Model and building on its experience to date, the Centre will embed a more robust quality management approach in all its departments in order to achieve sustainable excellence across the board. A quality management approach focused on excellence will require a quality culture embedded throughout the Centre's staff who will be key to achieving improved results in conjunction with the Centre's external service providers.

With regard to its core business of providing language services, the Centre will adopt the principles of the ISO 17100:2015 standard for translation services to the greatest extent possible in its quality management approach. The Centre will integrate into its quality management approach the principles of the ISO 17100:2015 standard that are relevant for it and compatible with the rules applicable to EU bodies and will strongly promote those requirements in its engagement with its external language service providers.

Strategic initiative 1.1.1: Ensure timeliness of delivery and improve the quality of language services

The business model of the Centre is based on an external network of specialised language service providers and on an in-house translation quality assurance process that enables the Centre to ensure the provision of timely and qualitative language services to clients. The Centre's Translation Quality Assurance Management Model is built on three pillars, namely: quality prerequisites, quality control and quality measurement. This model will be revised in line with the principles of the ISO 17100:2015 standard in order to improve timeliness of delivery and the quality of language services provided to clients. Particular attention will be paid to maintaining standardised procedures across the Centre's in-house language teams while implementing standard quality assurance tools and common approaches with external language service providers.

Improved results will be achieved through the systematic use of translation memories and computer-assisted translation and terminology tools along with the deployment of the various portals (client, freelance and in-house translators' modules) on eCdT, the Centre's translation workflow management platform. A holistic approach to the translation workflow (i.e. from the receipt of requests to the delivery of documents to the processing of clients' feedback) will be delivered through eCdT. File formats and layouts of standard document types will be harmonised through the use of templates insofar as is possible in consultation with clients. It is envisaged that these actions will simplify the operational stages in the Centre's translation workflow and will speed up the translation process.

The Centre envisages optimising its dynamic re-ranking system for external language service providers and an improved revision process for its in-house language teams in order to maximise the quality and timeliness of the outputs delivered.

Strategic initiative 1.1.2: Optimise processes and streamline workflows

Robust and efficient core business processes are vital to supporting the implementation of Strategy 2016-2020. Enhanced quality management as described above will go hand in hand with optimising processes to streamline the Centre's operational workflow. Following on from the deployment of computer-assisted translation and terminology tools, the entire translation management workflow will be rationalised.

The deployment of eCdT from 2016 will enable the Centre to manage the entire workflow from client demands to delivery of services in a more streamlined manner. It is envisaged that eCdT will facilitate more efficient workflow management through user-friendly interfaces and functionalities for the Centre's staff, clients and external language service providers. In order to achieve increased efficiencies, eCdT will focus on automating repetitive tasks to the maximum extent possible.

Strategic objective 1.2: Strengthen the proactive approach to client engagement

The Centre's clients are faced with increasingly complex multilingual projects which have to be achieved within defined schedules and budgets and whose success is contingent on reaching a wide range of stakeholders across various platforms. As a partner in the holistic provision of language services to its clients, the Centre will strengthen its proactive approach to client engagement and to enhancing client satisfaction.

Strategic initiative 1.2.1: Ensure that the Centre works in partnership with its clients from the creation to the delivery of multilingual services

The Centre will focus on working in partnership with its clients from the creation to the delivery of multilingual services. This approach will have the benefit of enabling the Centre's clients to fulfil their mission in the context of a multilingual environment. In line with this approach, the Centre will support the Multilingual Communication Management project developed by the European Union Intellectual Property Office (EUIPO) as part of its implementation of its Strategy 2020. By the same token, the Centre will support the European Railway Agency (ERA) in deploying its new mission under the 4th Railway Package.

The increased complexity of the translation business led the Centre to set up a Translation Contact Network which is a forum for exchanging information in order to facilitate day-to-day operations between clients and the Centre and to find solutions to common matters of interest. The Centre will continue to enhance the Network's activities during the period of this Strategy.

Strategic initiative 1.2.2: Enhance client satisfaction

In order to enhance client satisfaction, it is essential in the first instance that the Centre effectively measures client satisfaction and facilitates client engagement in the feedback process. The Centre will review and improve its client feedback system and will develop a new feedback workflow tool in eCdT in order to enhance the user experience. It will also take corrective action on the basis of the feedback, using the quality assurance tools deployed at the Centre (e.g. to identify the use of non-preferred terms) and integrating changes in its translation memories to reduce the risk of inconsistencies. The Centre will also improve its communication to clients in an attempt to reduce the gap between perceived quality and real quality.

In order to assess the Centre's image among its clients and other key stakeholders, the Centre will commission an external survey and will continue to undertake periodic client satisfaction surveys followed by a thorough analysis of clients' feedback. The actions arising from the surveys and the improved client feedback system will be incorporated into the Centre's approach to ensure enhanced client satisfaction.

Strategic objective 1.3: Optimise the range of language services offered to clients

During the timeframe of this Strategy, the Centre will optimise the range of language services offered to clients by enhancing existing services and by developing new services which respond to clients' needs. In advance of any developments, the Centre will proactively consult its clients regarding improvements to existing services and potential new services. In order to ensure the sustainability of the Centre, a cost-benefit analysis will be undertaken with regard to such developments. The Centre will also continue to develop integrated IT solutions which will enable it to stay abreast of the latest developments in the field of language services and to provide cutting-edge solutions for its clients' needs.

Strategic initiative 1.3.1: Modularise language services to ensure maximum responsiveness to clients' needs

Following consultation with clients, the Centre will optimise its existing range of language services by adopting a modular approach which will enable clients to select from a range of different types of translation (e.g. translation without formatting, translation with full formatting, translation of working documents for internal use, translation of documents for publication). The Centre will also consult with clients regarding potential new services in advance of developments being undertaken.

The Centre will continue to offer a free service to interested EU agencies with regard to the coordination of the joint multilingual publication of the agencies' budgets, amending budgets and annual accounts. As a facilitator between the EU agencies and the Publications Office, the Centre contributes to a cost-effective use of the resources of the EU agencies.

Strategic initiative 1.3.2: Continue to develop integrated IT solutions

Information technology plays a vital role in the Centre's core business. It is within this context that the Centre will deploy eCdT, its translation workflow management platform, which will enable the Centre to integrate modern translation tools within a workflow covering the entire process from client demands to delivery of services.

Following on from the systematic deployment of translation memories and the consequential benefits experienced by the Centre's clients, in-house translators and external language service providers, the

Centre will continue to work with the European Commission towards developing machine translation engines in specific domains. The Centre will also collaborate with the European Commission in order to integrate machine translation technology (MT@EC) into the Centre's workflow. The integration of domain-specific engines and MT@EC in eCdT will enable the Centre to streamline its translation process and deliver more effective results to clients.

Following these developments, the Centre will work towards deploying an online translation editor in which in-house translators and external language service providers will be able to use a single online tool which incorporates translation memories, terminology assets and machine translation technology.

Strategic goal 2: Enhance operational effectiveness and efficiency

The Centre will enhance its operational effectiveness and efficiency while continuing to ensure the sustainability of its business model which is characterised by extensive outsourcing and the implementation of an in-house quality assurance process. The Centre will optimise its business model with a view to improving its sustainability in the context of technological advancements. In order to enhance its operational effectiveness and efficiency, the Centre is committed to promoting a culture of integrity that ensures transparency and accountability in the proper use of its resources.

The Centre's staff are at the heart of Strategy 2016-2020 which builds on the achievements of the past, none of which could have been achieved without the commitment and expertise of its staff. The Centre's staff are key to delivering this Strategy which aims to build a client oriented organisation.

Strategic objective 2.1: Build a dynamic, client oriented organisation

In order to deliver this Strategy, the focus will be on building a dynamic, client oriented organisation that fosters engagement and values knowledge sharing and the development of expertise. Building a dynamic, client oriented organisation will involve enhancing the Centre's induction programme, promoting adaptability through continuous professional development, redesigning the annual training plan and developing specific capabilities in key areas.

A pre-requisite to the success of this Strategy is the availability of specific capabilities that will enable the Centre to enhance its operational effectiveness by building a dynamic, client oriented organisation. The Centre is therefore committed to ensuring the availability of the required capabilities in terms of quality management and project management.

Strategic initiative 2.1.1: Continue to invest in staff development and drive staff engagement

The Centre will continue to invest in staff development in order to enable staff to contribute more effectively to the achievement of the strategic goals. The Centre will also continue to drive staff engagement in order to ensure that staff are empowered to contribute to the organisation. In addition, the Centre will continue to focus on providing a professional working environment which sustains employee motivation and commitment.

The Centre will implement various talent management initiatives, including mentoring and assigning deputising and coordination roles. The Centre will identify staff members with the potential to take on new roles and responsibilities and will provide them with support in order to facilitate them in doing so. The Centre will maximise the adaptability of its staff through continuous professional development and on the job training.

With regard to the core business function, knowledge sharing will be promoted not only within language teams but also between in-house translators and external language service providers. Effective communication channels will be fostered between document authors and translators, and between translators and national experts. In-house language teams will be acquainted with clients' fields of activity through regular briefings with clients. Relations will continue to be developed with language teams in the EU institutions. Training initiatives will continue to be undertaken for staff in the core business function in order to ensure that they are equipped to deal with the latest developments and technologies in the translation field.

Strategic initiative 2.1.2: Create a more integrated collaborative framework with external language service providers

The Centre's business model is based on a significant level of outsourcing to a range of specialised external language service providers. It is of vital importance that the Centre continues to attract highly qualified external language service providers within an increasingly competitive environment.

Following the awarding of contracts, the Centre will strengthen relations with its external language service providers through enhanced communication, regular evaluation and quality control of external contractors' output. The Centre will organise online information/training sessions and will provide information/training materials, including via online videos, for external language service providers. In assigning translation tasks to external service providers, the Centre will continue to take full account of their prior performance in terms of respecting deadlines and translation quality.

The feedback provided by in-house translators to external service providers contributes to an integrated collaborative framework. The Centre will continue its efforts to provide extensive feedback to external service providers in order to improve translation quality and increase awareness of the standards required. It will also make sure that the feedback received by its clients is also made available to the external service providers via updated translation memories, terminological resources as well as updated guidelines and instructions.

Strategic objective 2.2: Optimise the Centre's business model with a view to improving its sustainability

With a view to improving its sustainability, the Centre's business model will be optimised in the context of responding to clients' needs with regard to quality, deadlines and prices. Further to price reductions in previous years, the Centre will implement a new pricing structure from 2017 which will enable its clients to benefit from the savings arising from the use of translation memories. The new pricing structure is aimed at building clients' trust, loyalty and satisfaction with the Centre's price-quality ratio while preserving its business model.

In order to improve its sustainability, the Centre will further develop its client base and the domains in which it is providing language services as a shared service provider for the EU bodies. The Centre will also develop its operational capacity to respond to clients' needs through leveraging the use of information technology in order to maximise efficiencies and free up resources for value added engagement with clients.

The optimisation of the Centre's business model will have to ensure sustainability within the constraints within which it operates as an EU agency. The Centre's room for manoeuvre is restricted since it is obliged to comply with the legal, financial and staff regulations in place and since it respects the EU's multilingual policy in treating all EU official languages equally in its pricing policy. In this context, the Centre will optimise its business model insofar as is possible.

Strategic initiative 2.2.1: Leverage the use of information technology

A variety of quality assurance, content management and interoperability technologies will be deployed to maximise efficiency and free up resources for value added engagement with clients. The Centre will deploy the necessary resources to support the optimal functionality of these technologies for all its users. It is envisaged that this will result in increased automation of manual tasks, improved timeliness of operations, better integration with and improved user accessibility to the Centre's information technology

system and tools. The Centre will increasingly move towards a paperless environment in the areas of procurement and contract management as well as human resources in order to gain efficiencies.

The deployment from 2016 of the translation workflow management platform, eCdT, will enable the Centre to manage the entire workflow from client demands to delivery of services in a more streamlined manner. It is envisaged that eCdT will facilitate more efficient workflow management and will result in increased automation, improved timeliness and improved user accessibility.

Following on from the deployment of eCdT, the Centre will work towards integrating machine translation technology (MT@EC) in its translation workflow and subsequently towards deploying an online translation editor. These tools will enable the Centre's clients, in-house language teams and external language service providers to benefit from an increasingly automated translation process with positive effects on the timeliness and quality of translation output.

Strategic initiative 2.2.2: Further develop the Centre's client base and operational capacity to adapt to clients' needs

The Centre has gradually expanded its client base to a portfolio of 61 clients along with developing the domains in which it provides language services. As a shared service provider for the EU agencies and bodies, the Centre will continue to closely follow developments with regard to the establishment of new bodies in order to sign cooperation agreements with them.

The progressive increase in the Centre's client base has been accompanied by an increased volume and complexity in client requirements. As the volume and nature of clients' needs evolves, the Centre will further develop its operational capacity insofar as is possible by automating and streamlining processes, by outsourcing and by implementing state-of-the-art technologies.

Strategic objective 2.3: Promote a culture of integrity that ensures transparency and accountability

The trust of EU citizens in its institutions, agencies and bodies is of the utmost importance. The reliability of the annual reporting of the EU institutions, agencies and bodies is hugely important in ensuring compliance regarding transparency, accountability and integrity. As an EU agency, it is a *sine qua non* that the Centre must deliver good governance, transparency and accountability in the use of its resources. In order to do so, the Centre will promote the highest standards of ethical conduct, transparency and accountability among its staff.

The introduction of a holistic risk management approach to the organisational culture will put in place more robust internal control systems while enabling an integrated management system with the European Foundation for Quality Management (EFQM) Excellence Model. The Centre's transparency will be improved by enhanced control and monitoring of projects. In addition, the implementation of Activity Based Budgeting will help the Centre improve efficiency through the optimised allocation of resources in order to be both effective (doing the right things) and efficient (doing things right).

In order to enhance its operational effectiveness and efficiency, the Centre is committed to promoting a culture of integrity that ensures transparency and accountability in the proper use of its resources.

Transparency and accountability are at the heart of delivering good governance which is key to the Centre's approach to progressing towards an integrated management system built on a more robust internal control framework.

Strategic initiative 2.3.1: Ensure transparency through an enhanced controlling function

The Centre will continue to ensure transparency through an enhanced controlling function. In this way, the Centre will continue to provide a true and fair view of the proper use of its resources and guarantee the legality and regularity of underlying transactions.

Over the coming years, the Centre will achieve a higher level of maturity in Activity Based Budgeting (ABB), management and costing. Based on the experience gained, the ABB model will provide for increased transparency in the use of the Centre's resources. The expected benefits will be improved planning and evaluation in terms of the use of the Centre's resources and increased transparency regarding the operational support activities. ABB will also serve as a means to drive further improvements in resource allocation management and will sustain optimal planning and control of resources while achieving the targeted results.

The *ex ante* and *ex post* evaluations of projects, activities and services will be reinforced to support decision-making on their feasibility and continuity respectively. The Centre will also work towards implementing more efficient financial operations (e.g. e-signature and a paperless workflow for financial transactions).

Strategic initiative 2.3.2: Progress towards an integrated management system built on a robust risk management and internal control framework

In order to be able to better identify challenges and prepare for those challenges, the Centre will embed more holistic risk management practices in its approach to quality management, IT security and business continuity. These practices have been implemented by the Centre on the basis of various sets of compliance requirements and have reached various maturity levels. Their management systems will be integrated on the basis of the internal control framework and the European Foundation for Quality Management (EFQM) Excellence Model. The Centre will deploy the internal control framework in parallel with the reinforcement of its risk management system. In the same line of action, the Centre will focus on fraud prevention through the application of effective measures integrated into all its activities.

Strategic goal 3: Contribute to interinstitutional cooperation

The Centre's contribution to interinstitutional cooperation will be enhanced through the development of the interinstitutional terminology database, *InterActive Terminology for Europe* (IATE). The Centre will also actively participate in the sharing of expertise with the EU institutions through the various interinstitutional arrangements in place.

Strategic objective 3.1: Strengthen the Centre's contribution to interinstitutional cooperation

The Centre will continue to actively participate in the various interinstitutional arrangements in line with its mandate to contribute to rationalising the use of resources and harmonising procedures in EU translation through interinstitutional cooperation. The Centre will play its role in developing and sharing best practice with regard to the provision of language services through a quality management approach that avails itself fully of computer-assisted translation and terminology tools.

Strategic initiative 3.1.1: Acquire, develop and share best linguistic practices at interinstitutional level

The Centre will continue to acquire, develop and share best language practices with its institutional partners. The Centre will also contribute to developing and sharing best language practices with its partners in line with the successful model of Joint Training Ventures (JTVs) used by the IAMLADP organisations. The Centre's staff will attend training sessions organised by the EU institutions and by international organisations. Visits will be organised to the translation services of the EU institutions and international organisations in order to facilitate the exchange of experiences and best practices.

Strategic objective 3.2: Contribute to interinstitutional projects

The Centre was instrumental in the creation of the interinstitutional terminology database, IATE, which merged and replaced several EU terminology databases. As the chair of the IATE Management Group with responsibility for managing the database on behalf of the institutions, the Centre will manage the project through its development phases and its evolution into IATE2. In doing so, the Centre will coordinate all related IT activities and will deliver upgrades of the tool.

Strategic initiative 3.2.1: Develop and implement the IATE2 project and provide the necessary IT support

In addition to the maintenance and improvement of the current versions of IATE (both the version used by the public and the internal version used by the EU institutions), the Centre is managing the development and implementation of the IATE2 project in cooperation with its IATE partners.

The goal is to fully redevelop IATE using state-of-the-art technologies. Furthermore, a new architecture, improved features and new functionalities for better terminology management will assist in responding to the evolving working methods of the IATE partners. Thus, IATE2 should be more intensively used and integrated into the translation workflow of the EU institutions, leading to an increased return on investment.

With more than 41 million queries for its public version and more than 17 million queries for its internal version in 2015, IATE is undoubtedly a highly popular tool for translators who regularly consult this database. As a flagship project which epitomises the EU's achievements in the field of multilingualism, the economic value of this crucial linguistic resource, which is funded by all the EU institutions, is clear.

Strategic Key Performance Indicators

Sustainability key areas:
Organisational
Human
Relational
Financial
Environmental

Balanced scorecard perspectives:
Client focus
Financial dimension
Internal processes
Skills learning and capability development

Organisational		
Strategic KPI and their KPI components	Objective(s)	Initiative(s)
Quality of the service		
Client perception of service quality (survey)	1.2 Strengthen the proactive approach to client engagement.	1.2.2: Enhance client satisfaction
Client complaints about service quality	1.2 Strengthen the proactive approach to client engagement.	1.2.2: Enhance client satisfaction
Availability of IT systems	2.2 Optimise the Centre's business model with a view to improving its sustainability.	2.2.2: Further develop the Centre's client base and operational capacity to adapt to its clients' needs
Timeliness of delivery	1.1 Deliver an improved quality management approach.	1.1.1: Ensure timeliness of delivery and improve the quality of language services
Quality of the product		
Client perception of product quality (survey)	1.2 Strengthen the proactive approach to client engagement.	1.2.2: Enhance client satisfaction
Client complaints about product quality	1.2 Strengthen the proactive approach to client engagement.	1.2.2: Enhance client satisfaction
Quality assurance effort (by in-house translators)	1.1 Deliver an improved quality management approach. 1.2 Strengthen the proactive approach to client engagement. 2.1 Build a dynamic, client oriented organisation.	1.1.1: Ensure timeliness of delivery and improve the quality of language services 1.2.1: Ensure that the Centre works in partnership with its clients from the creation to the delivery of multilingual services 2.1.2: Create a more integrated collaborative framework with external language service providers
Operational excellence		
Throughput efficiency of the core business process	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

Organisational		
Strategic KPI and their KPI components	Objective(s)	Initiative(s)
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 components	Objective(s)	Initiative(s)
Value for clients		
Value for clients (survey)	1.2 Strengthen the proactive approach to client engagement. 2.3 Promote a culture of integrity that ensures transparency and accountability.	1.2.2: Enhance client satisfaction 2.3.1: Ensure transparency through an enhanced controlling function
Market share/presence (% of clients translating more than 1000 pages per annum)	1.2 Strengthen the proactive approach to client engagement.	1.2.2: Enhance client satisfaction
Business development (success rate of new agreements)	1.2 Strengthen the proactive approach to client engagement.	1.2.2: Enhance client satisfaction
Value for institutions (IATE development)	3.2 Contribute to interinstitutional projects.	3.2.2: Develop and implement the IATE2 project and provide the necessary IT support
Financial effectiveness		
Expenses Title 1 - Staff	2.2 Optimise the Centre's business model with a view to improving its sustainability. 2.3 Promote a culture of integrity that ensures transparency and accountability.	2.2.1: Leverage state-of-the-art translation technologies 2.3.1: Ensure transparency through an enhanced controlling function
Expenses Title 2 - Buildings, equipment and miscellaneous operating expenditure	2.2 Optimise the Centre's business model with a view to improving its sustainability. 2.3 Promote a culture of integrity that ensures transparency and accountability.	2.2.1: Leverage state-of-the-art translation technologies 2.3.1: Ensure transparency through an enhanced controlling function
Expenses Title 3 - Operational expenditure	2.2 Optimise the Centre's business model with a view to improving its sustainability. 2.3 Promote a culture of integrity that ensures transparency and accountability.	2.2.1: Leverage state-of-the-art translation technologies 2.3.1: Ensure transparency through an enhanced controlling function
Number of staff	2.1 Build a dynamic, client oriented organisation.	2.1.1: Continue to invest in staff development and drive employee engagement
IT investment in new projects and initiatives	2.2 Optimise the Centre's business model with a view to improving its sustainability.	2.2.1: Leverage state-of-the-art translation technologies
Budget forecast accuracy (revenue)	2.3 Promote a culture of integrity that ensures transparency and accountability.	2.3.1: Ensure transparency through an enhanced controlling function
Budgetary planning efficiency (expenditure)	2.3 Promote a culture of integrity that ensures transparency and accountability.	2.3.1: Ensure transparency through an enhanced controlling function
Financial outturn of the year	2.2 Optimise the Centre's business model with a view to improving its sustainability.	2.2.2: Further develop the Centre's client base and operational capacity to adapt to its clients' needs
Volume of invoiced work (documents and EU trade marks)	2.2 Optimise the Centre's business model with a view to improving its sustainability.	2.2.2: Further develop the Centre's client base and operational capacity to adapt to its clients' needs

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