



STRATEGY 2016-2018

Moving forward

**Translation Centre for the Bodies
of the European Union**

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1. The Centre today

Mission

The Centre's mission is to provide translations and related language services to EU agencies and bodies according to agreed quality criteria, deadlines and prices.

In addition, the Centre aims to contribute to rationalising the use of resources and harmonising procedures in the field of EU translation through interinstitutional cooperation.

Activity

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

The Centre as a language service provider

The Centre offers a wide range of services to its clients, namely:

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

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

The Centre as a partner at interinstitutional level

As a member of the *Interinstitutional Committee for Translation and Interpretation* (ICTI), the Centre plays its role in the cooperation which takes place between the EU's language services. It participates in working groups and projects that aim to achieve economies of scale by sharing working methods and rationalising the use of translation tools.

Values

The Centre's staff are committed to recognising and respecting the following values and principles:

1. **Performance:** efficiency, reliability, versatility and openness to new ideas.
2. **Stakeholder-focus:** Management Board, internal and external clients, institutional partners and suppliers.
3. **Team spirit:** cooperation, support, respect and mutual trust.

The impact of the 2012-2015 strategy

By the end of 2015, the Translation Centre will continue to be a high-quality service provider that is able to satisfy the needs of its clients in the linguistic field at a price aligned with the Centre's costs. The 'embracing the challenges' strategy created the basis for the achievements that were secured between 2012 and 2015. It provided the structure for working systematically towards the set objectives, and for taking decisions enabling the Centre to continue offering state-of-the-art products and services. The results would not have been possible, however, without the strong commitment of the Centre's staff who helped to make this period so successful.

2. The strategy for 2016-2018

Introduction

The strategy for 2016 – 2018 was drawn up in 2014 and enabled the Centre to take stock of the current situation and set the strategic vision, basing it on solid foundations. The resulting strategy is laid out in this document.

Key drivers

The Centre's management identified the following as the five **key drivers** that shape the Centre's business activity:

1. **Client satisfaction:** the Centre's activities aim at ensuring that clients are happy to work together with the Centre.
2. **Quality of services:** the Centre provides services that fulfil high quality standards.
3. **Cost effectiveness:** the Centre's internal processes and working methods ensure that available resources are used in the most efficient way. This is reflected in a transparent pricing policy.
4. **Renewal:** the Centre is convinced that the continuous improvement and modernisation of its working methods and tools is crucial for a sustainable, satisfying and cost effective service offer.
5. **Trust:** the Centre believes that mutual trust and respect are essential for creating an effective working relationship with staff, and also between clients and suppliers.

State of play

Like most organisations, the Centre possesses many assets and strengths which allow it to look to the future with optimism. There are also a number of unique challenges it needs to address.

Over the years, the Centre has built up a strong reputation by providing high-quality services supported by responsive processes and dynamic staff. Its business model, and in particular its flexible outsourcing policy, enable the Centre to provide a wide range of services at short notice. The introduction of new IT tools for the core business in 2014 and 2015 will further strengthen the organisation and increase the Centre's ability to react effectively to emerging needs and challenges.

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

Vision

The vision for 2016-2018 is based on a **strong ambition to move forward** and successfully address any **challenges** the future holds.

In 2018, the Centre will stand for an agile **customer-oriented** language service provider delivering **high-quality services**, in a wide variety of fields.

The Centre is an independent EU body with a **solid financial and statutory basis**.

The Centre will continue to adapt to, and anticipate, clients' evolving needs by leveraging the high quality of its skilled workforce. It will introduce new approaches to performance as a dynamic customer-focused organisation, as outlined below.

The Centre commits to streamlining its processes and developing and implementing cutting-edge technologies in order to be able to provide its clients with services that offer improved value for money. The excellence of its organisation, resources and processes are the core elements underpinning the Centre's capacity to deliver outstanding services to its clients.

The Centre will focus on attracting talent and retaining and continuing to motivate its high-performing employees, by offering an attractive and highly professional working environment.

The Centre will contribute to achieving synergies and economies of scale in the context of the interinstitutional cooperation between the translation departments of the European Union.

Strategic objectives and actions

The Centre's vision for the period 2016-2018 has been translated into four strategic objectives and expressed in a number of specific actions:

1. Be a trusted client-oriented service provider

- Deliver high-quality services
- Achieve a high level of client satisfaction
- Consolidate the client portfolio

2. Achieve excellence by enhancing the Centre's business model

- Optimise value for money
- Further develop and enhance the services offered

3. Be an attractive employer and business partner

- Offer an attractive and highly professional working environment
- Promote the Centre's visibility and attractiveness on the translation market

4. Support the creation of interinstitutional synergies

- Foster the development of common solutions
- Strengthen the Centre's contribution to interinstitutional cooperation by sharing best practices

These strategic objectives and actions will be integrated as specific operational activities in the Centre's annual work programmes for the period designated by this strategy. The implementation of these actions will be actively monitored on a strategic and operational level using a set of key performance indicators.

Strategic key performance indicators

The following table outlines how the Centre intends to monitor the achievement of the strategic objectives and actions using compound key performance indices.

Strategic objectives	Strategic actions	Strategic Key Performance Indicator (SKPI)
1. Be a trusted client-oriented services provider	- Deliver high-quality services	1. Service quality index
	- Achieve a high level of client satisfaction	2. Client satisfaction index
	- Consolidate the client portfolio	3. Client portfolio index
2. Achieve excellence by enhancing the Centre's business model	- Optimise value for money	4. Value for money index
	- Further develop and enhance the services offered	5. New service offer index
3. Be an attractive employer and business partner	- Promote the Centre's visibility and attractiveness on the translation market	6. Market visibility and attractiveness index
	- Offer an attractive and highly professional working environment	7. Professional environment index
4. Support the creation of interinstitutional synergies	- Foster the development of common solutions - Strengthen the Centre's contribution to interinstitutional cooperation by sharing best practices	8. Common interinstitutional solutions index

This tracking system will constitute the control tower for the regular and continuous assessment of the Centre's performance against its targets. It will enable the Centre's management to define and take corrective action if needed, by providing a clear overview of the results achieved.