

CATI 2020

APRIL 4

Translation Project Management

Translation Workflows in Virtual Teams

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Mismatched Expectations of Post-editing in Today's Industry:

Linguists vs. Project Managers

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Speaker



- Associate Professor of Translation Studies at UNC Charlotte
- Teaching:
 - Specialized Translation (legal, medical, advertising)
 - Translation Project Management
 - CAT Tools
- Research:
 - Translator Satisfaction, Corpus Linguistics, Translation Technologies

Overview

- Today's LI Landscape
- Processes – Redefining workflow
- Time, Quality, Cost Management
- Communication Management &
- Communication Plan
- PM tool (open source): Agantty
- Concluding Remarks

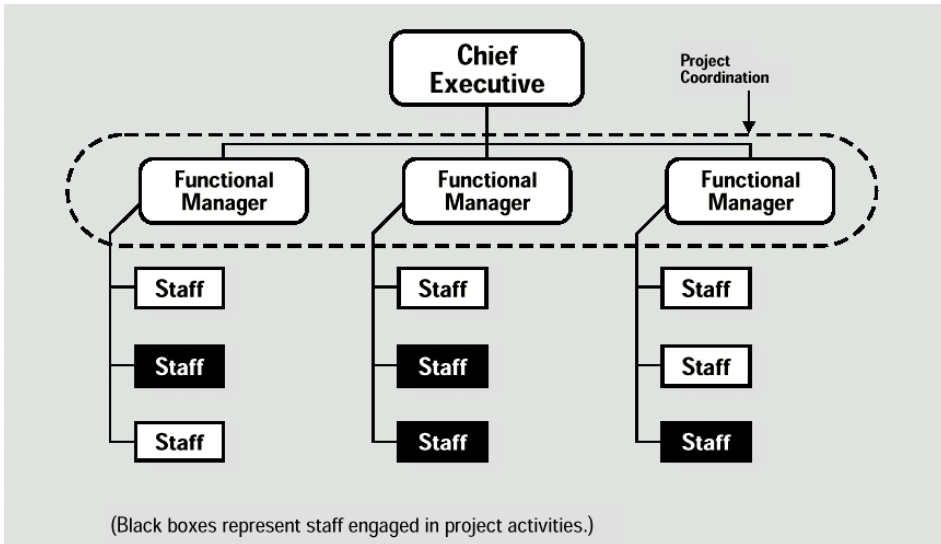


Language Industry Landscape

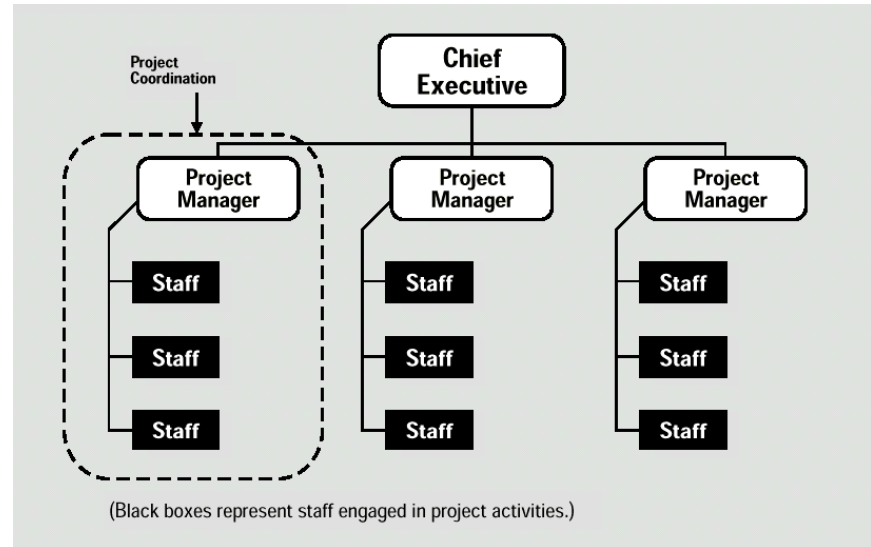
- Economic forces shaped the structure of the profession
- Project-based organizations
- Outsourcing (subcontracting)
- Need for specialization (increasing task complexity)
- Language providers – Network of freelancers
- High volumes
- Tight deadlines
- Prevalence of virtual teams



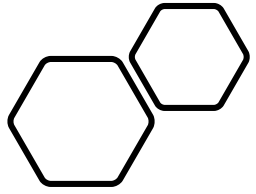
Functional vs. Projectized



Vertical, hierarchical power structure
More bureaucratic
Higher degree of inertia
Less tolerant of change
Foundation: empowerment of worker



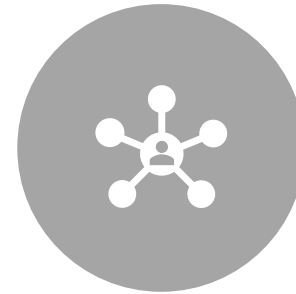
“Flat” Power structure
Less bureaucratic
Lower degree of inertia (“nimble”)
Embrace change



Processes

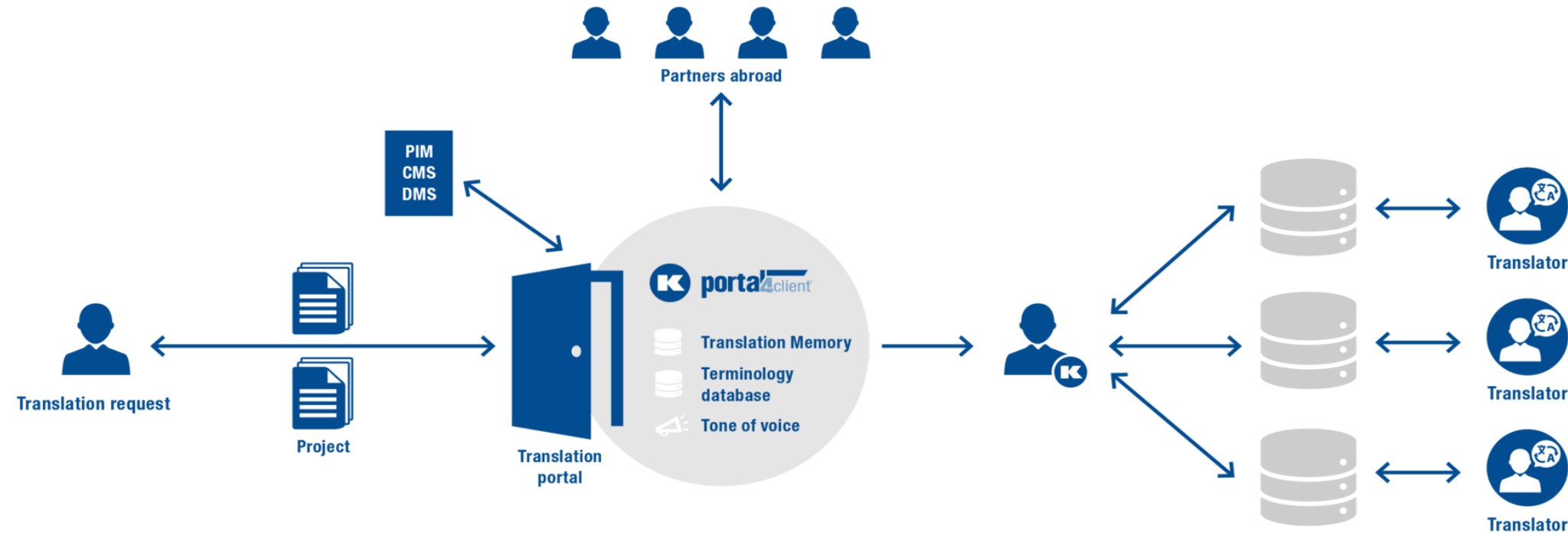


Traditional *modus operandi*



Revisit your workflow.

Translation Workflow & Stakeholders



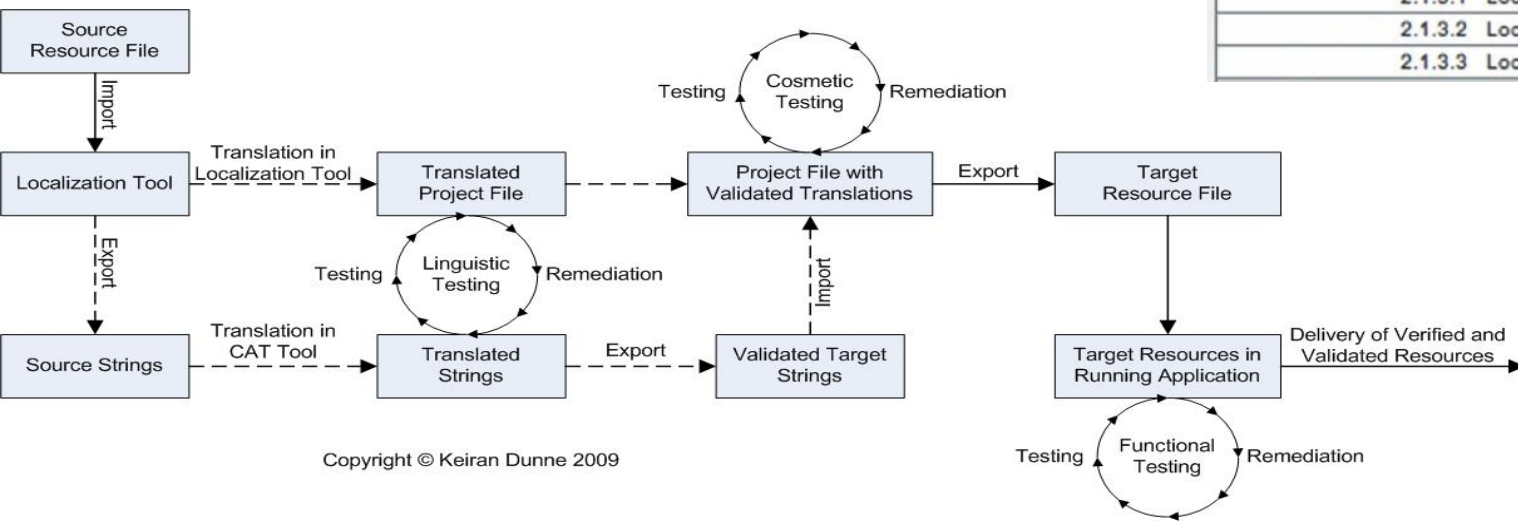
Source: K-kern workflow:
<https://www.e-kern.com/en/translation/the-translation-process/>

Traditional Translation Workflow



Processes

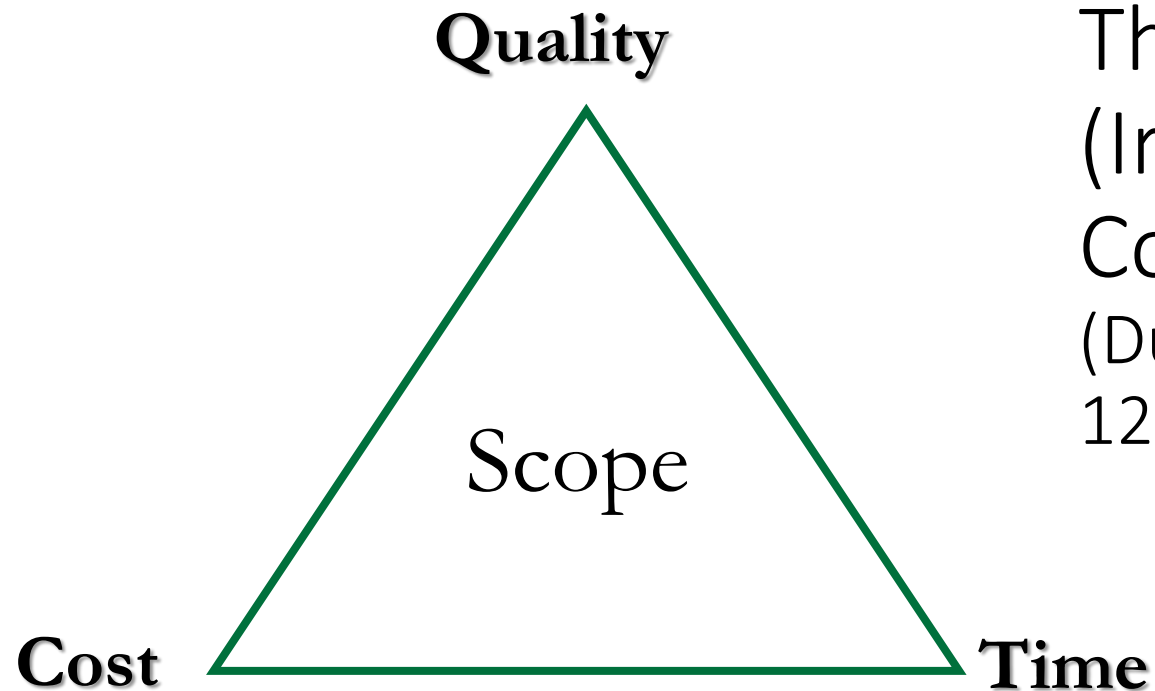
1 Glossary
1.1 Localize Glossaries
1.1.1 Localize French Glossary
1.1.2 Localize German Glossary
1.1.3 Localize Japanese Glossary
1.2 Implement Glossary Corrections
1.2.1 Correct French Glossary
1.2.2 Correct German Glossary
1.2.3 Correct Japanese Glossary
2 Software
2.1 Localize Code Freeze Software Files
2.1.1 Localize French Code Freeze Software Files
2.1.1.1 Localize French Code Freeze Database Files
2.1.1.2 Localize French Code Freeze UI Files
2.1.1.3 Localize French Code Freeze Error Messages
2.1.2 Localize German Code Freeze Software Files
2.1.2.1 Localize German Code Freeze Database Files
2.1.2.2 Localize German Code Freeze UI Files
2.1.2.3 Localize German Code Freeze Error Messages
2.1.3 Localize Japanese Code Freeze Software Files
2.1.3.1 Localize Japanese Code Freeze Database Files
2.1.3.2 Localize Japanese Code Freeze UI Files
2.1.3.3 Localize Japanese Code Freeze Error Messages



Agile Translation Workflow



Processes – PMI Principles



Created by Dr. Martin Barnes, 1969.

The Scope Triangle
(Iron Triangle, Triple
Constraints, etc.)
(Dunne & Dunne, 2011, p.
121)



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Processes

- Develop a Project Management Plan
- Clearly-detailed workflow
- Work Breakdown structure (WBS)

- PMI (2004) provides a framework of six (6) processes.
- We will cover only four (4):
 - Project Time Management
 - Project Quality Management
 - Project Cost Management
 - Communication Management Plan



Project Time Management

- Break down each task (activity)
- Work package for each individual
- Estimate based on standard durations
- Reporting status
- Milestones and end dates

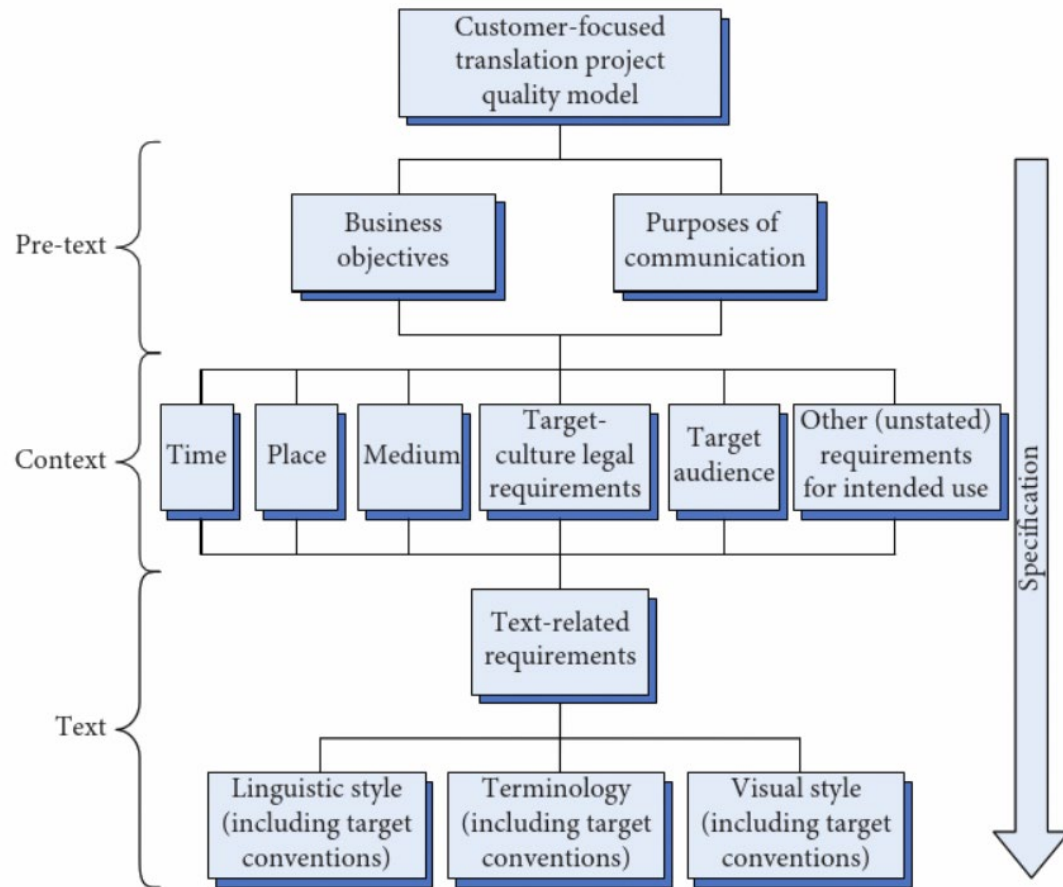


Guidelines for Estimating Duration of LI Activities

- PM: 30-45 minutes per FIGS language combination.
- Example: EN text into DE/ES/FR will require at least:
 - 90-135 minutes just to assign 3 translators and 3 editors to the job
 - Add another 45-60 minutes per CJK language or per combination involving a language of limited diffusion
 - Plus an additional hour per 3000 words of text (to cover questions from translators/editors)



Project Quality Management



- Primary requirements – Pre-text level
- Secondary requirement – Contextual
- Text-related requirement



Project Quality Management (cont.)

- ❖ Project-specific standards (localization)
- ❖ Quality metrics (ISO 9001:2000)
- ❖ Quality checklists
 - Template (Dunne & Dunne, 2011, 178)
 - Cultural, linguistic and social conventions
 - Constrains imposed by time
 - Target audience needs
 - Other requirements (ISO, 2008, p. 7)



Project Quality Management (cont.)

- Template (Dunne & Dunne, 2011, 178)
 - Text-related
 - Target-language conventions, including abbreviations, active vs. passive voice, formal vs. informal, grammar, punctuation, register, degree of explicitness
 - Terminology requirements
 - Visual style requirements (colors, graphics)



Project Cost Management

- WBS defines the cost baseline
- Estimate based on standard rate
- Technical complexity
- Repetition
- Reserve (PM fee = 15%)



Project Cost Management - Guidelines

Assign cost to tasks in WBS

Per-word tasks:

1000-2500 words a day / 5 days a week

(NB: no-match words; **volumes may be higher with repetition**)

Daily volumes tend to be a bit lower for:

- a) Asian languages
- b) Highly technical texts

Per-hour tasks:

5-7 hours a day / 5 days a week

Minimums:

1-3 days



Communication Management

- PM's commitment to interact with team members
- Communication Plan requires:
 - Methods of communication
 - **Channels** $[n * (n-1)/2]$ (PMI, 2008, p. 2)
n=number of stakeholders
Imagine 6 stakeholders (client, PM, 2 translators, 2 proofreaders)
 $[6 * (6-1)/2]=15$
- One-size-fits-all strategy may not work with 15 channels and could cause confusion.



Project Communication Plan – Global Teams

- **Timing** - Communication distribution
 - Role structure
 - Meetings (attended by everyone)
 - Decisions by email or phone
- Status reports - **Content**
 - Task completion
 - WBS as a reporting tool - Reminders
 - Physical task interdependence



Barriers to Global Teams

- Unclear communication workflow.
- Team building has not been defined.
- Differing priorities, interests and judgements of team members.
- Role conflicts (ambiguity on who does what).
- Unclear project outcomes.
- Credibility of the project leader (team member reluctant to commitment).

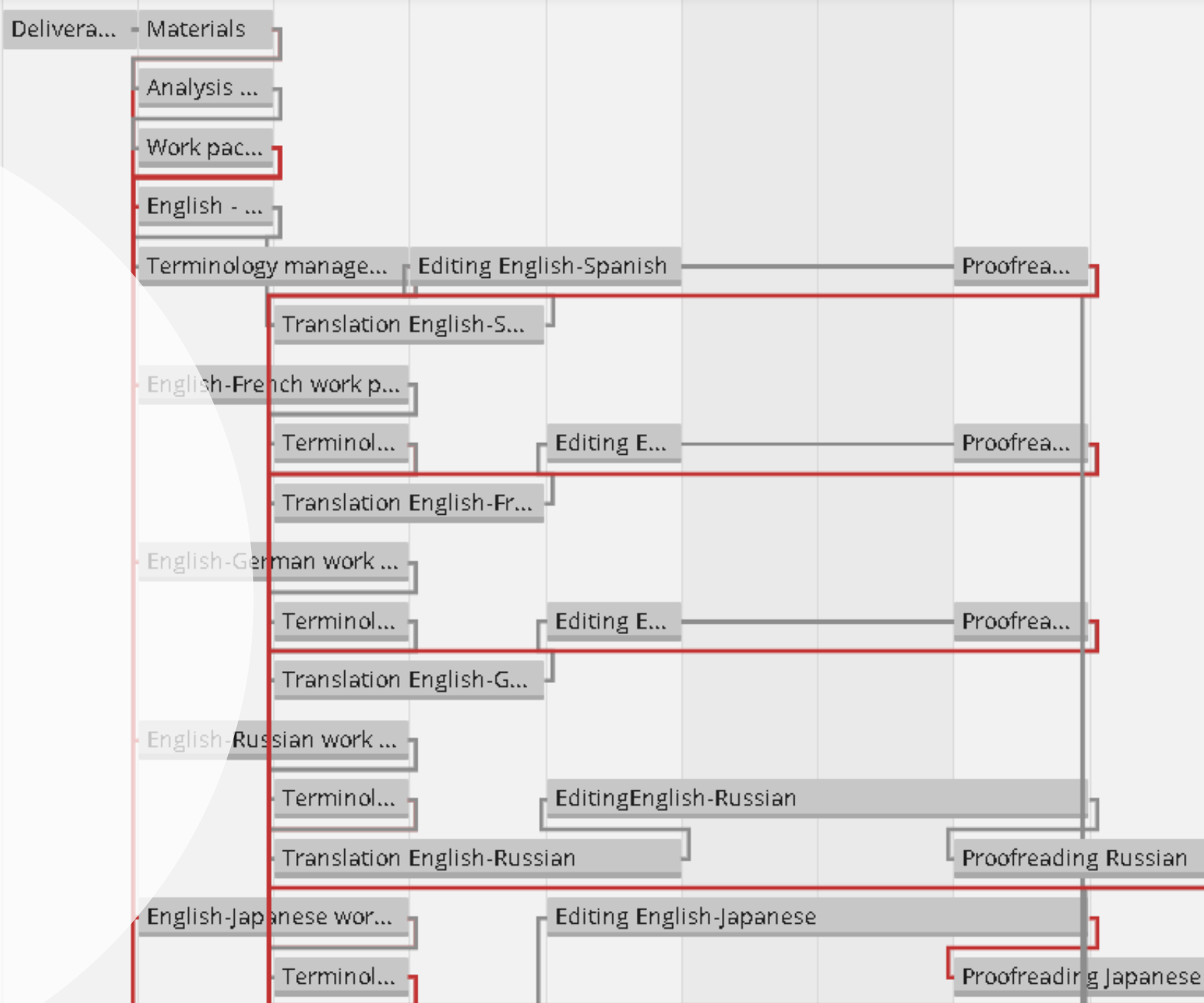


How can we do it?

- Agantty - <https://www.agantty.com/en/>
- Open source – Consent Form
- Suitable for small businesses
- Allows for WBS components into Activity List
- Each project team member understands what work is to be performed
- Each activity has the following:
 - Description
 - Scope
 - Duration

Gantt Chart

View



WBS_Patent
TEAM GREAT

12.09.2019 09:00
16.09.2019 18:00

B U [list icons] [link icon] [attach icon] [share icon]

Add/paste POS

Tasks/Milestones + ADD

SEARCH [checkbox] [flag] [check] [lock] [refresh] [calendar] A-Z [list icon]

<input type="checkbox"/> translation	12.09 - 12.09
<input type="checkbox"/> Editing	12.09 - 12.09
<input type="checkbox"/> Proofreading	12.09 - 12.09 M
<input type="checkbox"/> Document Notarization	12.09 - 12.09

Deadline

translation
Task from project: WBS_Patent

12.09.2019 09:00
12.09.2019 18:00

not assigned

B U [list icons] [link icon] [attach icon] [share icon]

ADD description

Resources / hours

Dependencies

Task finished

Agantty - Activities

Concluding Remarks

- Determining priorities is important for adopting processes (specifically for freelancers and small businesses).
- Establishing an efficient workflow is very important (ISO Certification).
- Communicating workflow with virtual teams can be challenging.
- Investing in processes pays off in the long term.

Questions



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Thank you



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