



European Commission  
Directorate-General for Translation

# Programme for Quality Management in Translation

## 22 Quality Actions

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**TRANSLATION IN THE EUROPEAN COMMISSION**  
**PROGRAMME FOR QUALITY MANAGEMENT IN TRANSLATION – 22 ACTIONS**

*INTRODUCTION*

**Quality has always been a key concern** to DGT, ever since the start of the Commission's translation service more than fifty years ago. Ensuring quality is also a **duty** for DGT as part of the European Public Service, and a requirement, since DGT must ensure legal certainty of texts that provide rights and obligations for citizens and stakeholders. Translators are also by profession and by their very nature strongly attached to the delivery of the highest quality texts. Moreover, quality is a **key competitive advantage** of the European public translation service, beyond the multilingual coverage it can deliver, and the state of the art technologies that it uses.

Many actions to develop and strengthen quality of the translations and the translation process have been undertaken over the recent years. However, these actions have sometimes been uncoordinated, partial or short lived. Some actions also may lag behind changes in the translator's working environment. Moreover, recent enlargements, combined with **zero growth of resources** have focused attention to demand management and the delivery of required volume within strict deadlines. Also, over the last five years, the translation service has expanded, with more than **1000 new recruitments**, with a subsequent need of adjustment to the quality requirements of the service.

For all these reasons, it was decided by DGT top management to revisit the whole quality strategy of DGT, to examine the quality actions hitherto implemented, solicit new ideas and take a comprehensive view of the translation process from a quality perspective. Following preliminary reflections on the subject, **a strategy paper** was produced in 2007, with a rather provocative title "We know we are the largest... but are we really the best?". This document put all key issues on quality on the table, and resulted in an open-ended, bottom-up process: the Quality Management in Translation Initiative launched DGT-wide. The basic line of the exercise was the idea that **quality must be ensured before, during and after the translation**, including editing, advisory or localisation processes.

With this ambition in mind the programme, which was labelled "Quality Management in Translation Programme", led through various stages, a first call on ideas and a second call for submission of reports, Round Tables and participative circles, seeking for a large consensus. The ensuing **22 Actions Programme** (with up to more than 30 subactions) was to create a strong dynamics towards sustained quality management in translation. **Sharing and exchanging best practices** across DGT was no doubt one of the most

positive outcomes of the whole exercise. Several cross-departmental seminars and workshops had been organised to this effect and gave rise to a particularly fruitful cooperation between the language communities.

Processes which were established for years had to be re-thought in an effort to improve **service quality, cost-effectiveness, transparency and traceability**. The aim was clearly to obtain more **efficiency** through an integrative, "holistic" approach. The 22 Quality Actions reveal the chosen pattern of quality assurance **before** translations starts (training, support, purpose and customers' needs, programming), **during** translation (preparatory tasks, work allocation, risk assessment, IT tools and quality control) and **after** translation ends (customer feedback, traceability, ex-post evaluation and benchmarking). Taken together, the actions provide the main building blocks for an **integrated quality management approach**.

The 22 Actions Programme for the quality improvement in translation is closely linked to the **Total Quality Management (TQM)** exercise, which was launched in DGT in 2007 and encompasses all components and activities of DGT. In the interest of good governance the Programme has now been integrated in the TQM Programme with a view to build up a **Quality Management System (QMS)** in DGT.

The present publication reflects the collective and unprecedented effort of the Directorate General Translation and proves that quality management and improvement in translation is not only a key concern, but also a fruitful and inclusive exercise yielding encouraging results.

In all modesty we can say now: "We know we are the largest...and do everything to be the best!... However, it must be emphasised that quality is not something static. It is a moving target which does not allow complacency but needs a continuous endeavour.

Bonne lecture!

Karl-Johan LÖNNROTH  
Director-General

**PROGRAMME FOR  
QUALITY MANAGEMENT IN  
TRANSLATION  
- 22 QUALITY ACTIONS -**



## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 1</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND KNOWLEDGE MANAGEMENT</b>
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### **TITLE OF ACTION: CREATE WEB PAGE ON QUALITY MANAGEMENT IN TRANSLATION AND PUBLISH ALL CONTRIBUTIONS**

<b>Definitions</b>	
See definitions on pages 3 to 6	
<b>Problem statement</b>	
	<p>No <b>central information forum</b> on quality-related issues available.</p> <p><b>Web page needed to inform</b> on progress in implementing the 22 Quality Actions and related documents.</p>
<b>State of play — <i>What had already been done to address the problem?</i></b>	
	<p>The web page was created in May 2007. It contains information on the main actors (Task Force, etc.), <b>strategic papers</b>, a list of follow-up actions, and <b>reporting</b> on the 22 actions and other related documents.</p> <p>The web page has been updated regularly, in particular after each successive <b>Progress Report</b> submitted to the Director-General.</p>
<b>Description of the action and achievements</b>	
	<p>The creation and maintenance of the web page has contributed to better dissemination of information to management and staff, throughout the long and multi-faceted translation quality process ('22 Quality Actions'). It is complemented by the publication of regular 'news articles' on the DGTnet home page with links to the web page. The <b>web page</b> provides details of all <b>completed</b> actions, the decisions taken and the instruction notes for their implementation.</p> <p>The web page also hosts fora on Quality Actions that are <b>still ongoing</b>, such as Action No 4 on a computer-assisted marking aid for freelance evaluations, which is currently in the test phase.</p>
<b>Expected outcomes — <i>What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?</i></b>	
	<p>Improved access of DGT managers and staff to centralised information on main actors, strategic papers and decisions, the Progress Reports and follow-up actions for the Quality Management in Translation initiative as well as to all contributions, lists of actions and other related documents, thus helping to ensure awareness of the quality action among DGT staff and management.</p>
<b>Follow-up</b>	
	<p>Will serve as an archive for staff, managers and stakeholders who are interested in the 22 Quality Actions or the Total Quality Management (TQM) process.</p>



## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 2</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND EFFICIENCY</b>
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**TITLE OF ACTION: DEVELOP A COMMON APPROACH TO PRE-TRANSLATION PROCESSING**

<b>Definitions</b>	
See definitions on pages 3 to 6	
<b>Problem statement</b>	
	A random survey conducted among translators showed that the <b>value of centralised pre-processing</b> was widely acknowledged but that there was still room for progress in terms of completeness, quality and timely delivery of the output.
<b>State of play — What had already been done to address the problem?</b>	
	<p>Currently, most of the documents requested for translation are either processed with the Translator’s Workbench or post-aligned with the translation to feed into EURAMIS, the central translation memory containing millions of translated segments. To take full advantage of this <b>vast reservoir of translation resources</b>, all incoming documents are automatically pre-processed, whereby the source text is matched against the content of EURAMIS for all target languages.</p> <p>The output of this <b>fully automated process</b> is subsequently supplemented and/or refined by means of ‘manual’ searches conducted by a small team of assistants. The result of this pre-processing is automatically made available to the translator on creation of the translation dossier in Dossier Manager.</p>
<b>Description of the action and achievements</b>	
	<p>The findings of the survey and the conclusions of two earlier reports served as the basis for a <b>synthesis report</b>, entitled ‘Optimising Pre-translation Processing’. The recommendations contained in this report are being implemented, i.e.:</p> <ul style="list-style-type: none"> <li>a) <b>ensure full compliance</b> with the existing guidelines for the integration of Euramis/TWB in the workflow of translation units;</li> <li>b) <b>enhance communication and interaction</b> between pre-processors, translators and planning officers through e.g. rapid sharing of locally obtained search results, early warning of the arrival of documents requiring special attention, regular user feedback, and involvement of specialised translators as document spotters;</li> <li>c) make more <b>effective use of translation memories</b>.</li> </ul>
<b>Expected outcomes — What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?</b>	
	Implementing the above recommendations will further <b>optimise</b> pre-translation processing and thus enhance <b>consistency and overall quality</b> in translation. In addition, the improved exchange of information will <b>prevent duplication</b> of efforts, which has to be a continuous endeavour in an environment with 22 target languages.

**Follow-up**

Implementation assigned to Unit D3 'Translation Support'. Overall monitoring: Directorate S (S4, TQM Team), evaluation: Unit S4 'Evaluation'.

## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 3</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY, KNOWLEDGE SHARING AND EFFICIENCY</b>
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**TITLE OF ACTION: PROPOSE WAYS AND MEANS OF IMPROVING PRELIMINARY INFORMATION AND FEEDBACK FOR FREELANCE TRANSLATIONS**

<b>Definitions</b>	
See definitions on pages 3 to 6	
<b>Problem statement</b>	
	<p>Freelance translators (external contractors) are requested to provide <b>fit-for-purpose</b> translations and should have access to similar information as staff translators. In most instances, good <b>preliminary information</b> improves <b>cost-efficiency</b> as it avoids spending costly translating time on extensive revision, provided the <b>resources spent</b> on preparing reference documentation are <b>proportionate</b> to the type and purpose of the outsourced document.</p> <p>A reliable, quick and simple system for information and feedback which is suitable for every situation is needed.</p>
<b>State of play — <i>What had already been done to address the problem?</i></b>	
	DGT normally sends different types of documents to freelance translators. In line with language-specific needs and expectations for the procedural and non-procedural languages, various ways are used to provide reference material.
<b>Description of the action and achievements</b>	
	<p>In the common interest of having a <b>simplified structure</b>, an ad hoc Task Force (in which Translation Directorates, the External Translation Unit and the Webmaster Team were represented) developed a reference website for freelance translators that can be used in all Language Departments by designated content managers. It contains:</p> <ul style="list-style-type: none"> <li>- A. EU information</li> <li>- B. Freelance information</li> <li>- C. Language-specific information</li> </ul> <p>This is in line with the recommendations of the <b>initial report</b> and complies with:</p> <p><b>Sub-action 3.1</b> <i>Consolidate the existing reference websites for freelance translators by compiling a comprehensive common package of reference material and by completing and regularly updating the language-specific information.</i> To this end, the Director-General issued a <b>set of instructions</b> to Translation Directorates A, B and C and to the External Translation Unit. This structure has the advantage of ensuring a <b>coherent professional approach</b> while safeguarding <b>language-specific needs</b>.</p> <p><b>Sub-action 3.2</b> <i>Organise workshops for freelance translators as soon as possible after signature of the framework contracts</i> has been carried out. Following the <b>new series of calls for tenders</b>, all seminars have been held in the Member States.</p>

**Expected outcomes — *What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?***

The new simplified structure is **cost-effective, rational and user-friendly**. It provides a minimum of uniformity and contributes to better management of freelance translation contracts and efficient preparatory work, which in turn helps to **save time** and to **improve the quality** of freelance translations.

**Follow-up**

Implementation: Directorates A, B and C, Unit S2 'External Translation', Unit DGT-02 'Communication and Information'. Overall monitoring: Directorate S (S4, TQM Team). Evaluation: Unit S4 'Evaluation'.

## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 4</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND EFFICIENCY</b>
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### **TITLE OF ACTION: DEVELOP STANDARDS FOR THE EVALUATION OF FREELANCE TRANSLATIONS**

<b>Definitions</b>	
See definitions on pages 3 to 6	
<b>Problem statement</b>	
<p>After the 2004 and 2007 enlargements, working in 23 official languages has highlighted <b>significant differences in approach</b> on the part of the various language communities.</p> <p>However, DGT needs to <b>develop a professional approach</b> to evaluating freelance translations and to be able to ensure a <b>uniform response</b> to international contractors, some of whom work for several Language Departments. Moreover, the Internal Audit Unit has recommended that '<b>quantitative</b> criteria should be used to the extent possible'. This recommendation has been accepted by DGT.</p>	
<b>State of play — What had already been done to address the problem?</b>	
<p>Several Language Departments (LDs) had started using <b>ad hoc methods for the evaluation and marking</b> of freelance translations. Some of the LDs had also successfully organised departmental <b>workshops</b> and developed <b>internal evaluation rules</b>.</p>	
<b>Description of the action and achievements</b>	
<p><b>Sub-action 4.1. Provide training and coaching for assessors.</b> The freelance correspondents of all Language Departments have launched training workshops following the 'cascade concept' (train the trainers). Almost all departments have by now organised <b>workshops</b> to provide coaching to freelance evaluators and validators. These <b>workshops</b> are either <b>internal</b> (within the Language Departments) or <b>external</b> (the External Translation Unit holds workshops with a non-language-specific content, such as contractual issues).</p> <p>The workshops ensure that <b>common rules and practices</b> relating to contractual matters are presented in a <b>consistent manner</b> across Language Departments.</p> <p><b>Sub-action 4.2: Examine the need to introduce quantitative standards for marking purposes.</b> The issue of introducing quantitative standards for marking purposes was debated at some length within DGT. Senior management decided that this should be done. In line with its mandate, an ad-hoc working group 'Optimising the evaluation of freelance translation' has developed <b>general evaluation guidelines</b> acceptable to all Language Departments and a <b>computer-assisted marking aid</b>. The guidelines and evaluation procedures have been <b>published</b>. The evaluation tool (QAT) has been pre-tested by several Language Departments.</p> <p>Both the general evaluation guidelines and the tool are currently undergoing a full-scale consultation and testing phase throughout DGT. The tool is very <b>user-friendly</b> and highly <b>customisable</b> at language-specific level. Once the tool is proven to be workable, it will pass on to the stage of full IT development and application.</p>	

**Expected outcomes — What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?**

DGT management and staff will have a **more consistent, transparent** and **professional approach** towards freelance evaluation.

**Compliance** with the IAS recommendation is ensured. Common guidelines and the computer-assisted marking aid represent a major step to managing increased outsourcing efficiently in a professional and cost-effective way. Moreover, they contribute to preserving DGT's **image and credibility** as a major actor in the European translation market.

**Follow-up**

Implementation 4.1: All Language Departments, 4.2: Directorates A, B and C. Overall monitoring: Directorate S (S4, TQM Team), Evaluation: Unit S4 'Evaluation'.

## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 5</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND EFFICIENCY</b>
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**TITLE OF ACTION: RAISE AWARENESS OF TRANSLATORS ABOUT THE NATURE AND PURPOSE OF TEXTS SENT FOR TRANSLATION**

<b>Definitions</b>	
See definitions on pages 3 to 6	
<b>Problem statement</b>	
	For translators, it is important to have access to all background information needed to identify the nature, purpose and history of a document. This allows them to save time, ensure consistency and deliver <b>fit-for-purpose translations</b> in a <b>cost-effective way</b> . Customers, on the other hand, are often not aware of DGT's needs.
<b>State of play — What had already been done to address the problem?</b>	
	Service Level Agreements between DGT and client DGs were signed. Lead translators had been assigned (rotation system) for some years. A general presentation of DG SANCO was organised, important translation projects were prepared at LD level.
<b>Description of the action and achievements</b>	
	<p><b>Sub-action 5.1 <i>Make use of the Service Level Agreements and regular Inter-Service Meetings to raise awareness of translators' needs for adequate background information.</i></b></p> <p>Most of the Service Level Agreements (SLAs) have been concluded with customer DGs. More are to follow in the next few months. All the SLAs emphasise the need for <b>close cooperation</b>, <b>reliable programming</b> and <b>clearly drafted originals</b>. To this end, Inter-Service Meetings (ISMs), i.e. DGT with the Translation Correspondents of the customer DGs, are organised twice a year.</p> <p><b>Sub-action 5.2 <i>Clarify the role and responsibilities of the 'lead translator' (chef de file) within the eGrefe project.</i></b> The <b>role</b>, <b>functions</b> and <b>appointment</b> of the lead translator have been described: the 'lead translator' function ensures efficient <b>communication</b> through use of the Note in Dossier Manager to ensure consistency of <b>solutions</b> to translation and terminology problems and to share reference material.</p> <p>The lead translator also <b>streamlines contacts with the requester</b>, helping to get consistent answers in one go, thereby improving DGT's image. From now on, ahead of major translation dossiers in preparation, a specially selected lead translator will participate at an <b>early stage</b> in cooperating and attending meetings with the drafting DG.</p> <p><b>Sub-action 5.3 <i>Organise tailor-made training sessions by requesting services, i.e. identify the most urgent needs, reflect and decide on the format of such sessions, discuss practicalities with requesting services and organise the event.</i></b></p> <p>Particularly in view of upcoming major translation dossiers (<b>'packages'</b>), expertise and training gaps require <b>targeted action</b>. General presentations of DGs for DGT newcomers are organised to improve knowledge of customer needs. The scheduling and organisation of more <b>general</b> and <b>thematic</b> events is ongoing.</p> <p><b>Sub-action 5.4 <i>Invite requesting services to deliver, on a pilot basis, annotated source texts and establish clear guidelines to this effect.</i></b></p> <p>The supply of <b>contextual</b> information in the form of annotated source texts provides valuable insights into the <b>background</b> of translation documents for translators. The relevant <b>guidelines</b> are submitted in the form of a standard note to the drafting services entitled 'pro-active quality assurance</p>

<p>in preparation of important translation files'.</p>
<p><b>Expected outcomes — What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?</b></p>
<p><b>5.1</b> Service Level Agreements and Inter-Service Meetings are expected to bring <b>more clarity</b> to DGT's relations with its customers and <b>improve the efficiency</b> and effectiveness of DGT's operation.</p> <p><b>5.2</b> This particular action is expected to improve <b>customer relations</b>, the linguistic concordance of texts and the efficiency of DGT operations.</p> <p>Furthermore, from now on, ahead of major translation dossiers in preparation, a specially selected lead translator will participate at an <b>early stage</b> in linguistic coordination meetings with the drafting DG.</p> <p><b>5.3</b> The training sessions with requesting services are expected to enhance <b>knowledge and expertise</b> in specific domains and on upcoming legislative packages and improve <b>terminological consistency</b>.</p> <p><b>5.4</b> This action will raise awareness among customers of the <b>mutual benefit</b> of providing assistance to translators. It is expected to increase textual and terminological <b>consistency</b> and improve the efficiency of translation operations.</p>
<p><b>Follow-up</b></p>
<p>Implementation of <b>5.1</b> and <b>5.2</b>: Directorates A, B and C, Unit S1 'Demand management'. <b>5.3</b> Training Unit R4, <b>5.4</b> Swedish Language Department. Overall monitoring: Directorate S (S4, TQM Team). Evaluation: Unit S4 'Evaluation'.</p>

## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 6</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND KNOWLEDGE SHARING</b>
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**TITLE OF ACTION: IDENTIFY CONCRETE MEANS FOR DEVELOPING CONTACTS WITH EXPERTS WITHIN AND OUTSIDE THE COMMISSION**

<b>Definitions</b>	
See definitions on pages 3 to 6	
<b>Problem statement</b>	
	Translation departments are gradually building up a large amount of <b>expertise</b> in a wide range of domains. This expertise is acquired on the job, through training or by well-targeted recruitments. However, the range of subject matters to be covered is so wide that <b>expertise deficiencies</b> are bound to occur. In such cases, external help is required.
<b>State of play — What had already been done to address the problem?</b>	
	Translators have always sought external expert advice, albeit mostly through individual contacts with experts in the customer DGs or in the Member States.
<b>Description of the action and achievements</b>	
	<p>In view of the important efficiency and quality gains expert consultation can bring, a working group was called upon to examine the issue and propose a more <b>systematic and institutionalised approach</b> for establishing, maintaining and following up contacts with experts and addressing expertise deficiencies. The working group came up with a series of recommendations and established a list of good practices.</p> <p>A <b>mini-survey</b> was conducted to collect information on how Language Departments identify <b>expertise deficits</b>, develop <b>specialised knowledge</b>, initiate and maintain <b>external contacts</b> and share and maintain <b>internal and external expertise</b>. Besides an accurate picture of the state of play, the survey also provided some interesting ideas for improvement.</p> <p>In addition, an overview of the <b>different approaches</b> to linguistic networking and the pros and cons of each of these approaches allowed the Language Departments to share experiences and acquire new some new insights.</p>
<b>Expected outcomes — What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?</b>	
	Optimal use and sharing of in-house and external expertise within and across LDs and building of a consistent network of experts and terminological sources.
<b>Follow-up</b>	
	Implementation: Directorates A, B and C, Language Departments and Unit D1 'Field Offices', Overall monitoring: Directorate S (S4, TQM Team). Evaluation: Unit S4 'Evaluation'.



## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 7</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY, EFFICIENCY AND KNOWLEDGE SHARING</b>
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### **TITLE OF ACTION: DEFINE THE SPECIFICATIONS FOR A DGT-WIDE REGISTER OF SUBJECT MATTER COMPETENCES**

<b>Definitions</b>	
See definitions on pages 3 to 6	
<b>Problem statement</b>	
	A comprehensive and up-to-date <b>overview of staff subject-matter competences</b> is considered to be essential for developing and implementing well-targeted recruitment and training policies.
<b>State of play — What had already been done to address the problem?</b>	
	Overviews of available subject matter expertise exist in several LDs and units, albeit in a rather isolated manner.
<b>Description of the action and achievements</b>	
	<p>Different options were examined and, finally, the decision was taken to use the eCV module of Sysper2 for both the language proficiency and the expertise registers. The eCV tool allows staff to enter information on their competences under the following headings: <b>experience, studies, knowledge, skills, talents, language</b> and <b>other</b>.</p> <p>Responsibility for entering the data lies with the individual staff member. Line managers are called upon to <b>foster the consistency and comparability</b> of the data entered by their staff. The Human Resources Unit is responsible for regularly producing competence overviews, in compliance with the personal data protection rules.</p> <p><b>Information sessions</b> were organised to make staff aware of the importance of filling in the eCV template with a view to establishing training priorities and recruitment needs on a well-documented basis. In addition, the Director-General issued a note to staff<sup>1</sup>.</p>
<b>Expected outcomes — What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?</b>	
	The data extracted from eCV combined with the <b>insider's knowledge held by line managers</b> will provide a sound basis for decision-making in training, recruitment and thematic work distribution.
<b>Follow-up</b>	
	Implementation: Training Unit R4. Overall monitoring: Directorate S (S4, TQM Team). Evaluation: Unit S4 'Evaluation'.



## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 8</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY, TECHNICAL OPERATION AND EFFICIENCY</b>
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**TITLE OF ACTION: IMPROVE SUIVI CALENDAR AND ASSESS OTHER CAPACITY-MONITORING TOOLS IN USE**

<b>Definitions</b>	
See definitions on pages 3 to 6	
<b>Problem statement</b>	
	<p>Effective task assignment is a key factor in quality assurance. In assigning translation and quality control tasks, the head of unit has to take due account of a whole series of factors, of which the <b>workload</b> of individual staff, staff <b>availability</b> and <b>time constraints</b> are among the most important.</p> <p>It appears that the Suivi Calendar developed for this purpose is currently not very widely used as a tool for capacity management. Many units have developed their own (mostly Excel-based) applications for this purpose. Moreover, Internal Audit questions strongly the basic features of the current system.</p>
<b>State of play — <i>What had already been done to address the problem?</i></b>	
	A working group was mandated to examine how the <b>Calendar function</b> , i.e. <b>the capacity monitoring module of Suivi</b> , can be further improved, and what new insights can be gained from the Excel-based tools currently in use in several translation units.
<b>Description of the action and achievements</b>	
	<p>The first part of the report prepared by the working group gives an overview of the <b>inadequacies</b> of the current version of the Suivi Calendar and proposes ways to <b>improve</b> it. In the second part, the capacity monitoring tools used instead of or in addition to the Suivi Calendar are reviewed.</p> <p>Following the conclusions and recommendations of the working group, and with the aim of making the Suivi Calendar a more reliable, efficient and rapid local management tool, in line with the specific needs identified in the report, a preparatory business and system analysis has been requested.</p> <p>The upgraded version of the Suivi Calendar is to be incorporated in the <b>Translation Management Desktop TRADESK</b>, which is scheduled for completion in 2010.</p>
<b>Expected outcomes — <i>What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?</i></b>	
	It is anticipated that a more comprehensive, user-friendly and reliable version of the Suivi Calendar will enable heads of unit to <b>optimise the planning</b> of translation operations, the <b>assignment</b> of jobs to translators, and therefore the <b>use of translation resources</b> .
<b>Follow-up</b>	
	Implementation: Directorate R, Unit R3 'Informatics'. Overall monitoring: Directorate S (S4, TQM Team). Evaluation: Unit S4 'Evaluation'.



## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 9</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND EFFICIENCY</b>
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**TITLE OF ACTION: DETERMINE WHICH ACTIVITIES WOULD CLEARLY BENEFIT FROM A PROJECT-BASED APPROACH AND SET OUT HOW SUCH AN APPROACH IS TO WORK IN PRACTICE**

<b>Definitions</b>	
See definitions on pages 3 to 6	
<b>Problem statement</b>	
	Following the 2004 and 2007 enlargements and the doubling in the number of official languages, which greatly increased the complexity of translation operations, the 'project-based approach' idea came up in DGT. Addressing certain translation jobs as <b>independent projects</b> might be tried out with complex and important documents.
<b>State of play — What had already been done to address the problem?</b>	
	There had been some unstructured project management on an ad hoc basis for major translation jobs.
<b>Description of the action and achievements</b>	
	<p>It was decided <b>not to develop this action further</b> but to concentrate on elements where this action <b>overlaps</b> with other Quality Actions (see Sub-action 5.2: role of <b>lead translators</b>, and Action 19: among others, <b>multilingual concordance meetings</b>). DGT has responded to recent developments ('Commission packages' involving several customer DGs) by <b>applying a project-based approach in practice</b> (fostering the use of annotated source texts, appointing lead translators at an early stage, collecting feedback, concluding SLAs, etc.).</p> <p>Recent benchmarking against the approaches and methods used for the management of translation dossiers in other international organisations reinforces the belief that a project-based approach is highly indicated for many DGT operations.</p>
<b>Expected outcomes — What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?</b>	
	Better <b>allocation of resources</b> , better <b>communication and coordination</b> among all actors involved, a high level of <b>homogeneity</b> between languages. In addition it will help translators to develop coordination, communication and organisation skills. It therefore allows DGT to enhance both <b>efficiency</b> and <b>service to customers</b> .
<b>Follow-up</b>	
	n.a.



## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 10</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND EFFICIENCY</b>
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**TITLE OF ACTION: ESTABLISH GUIDELINES FOR THE DEVELOPMENT OF FULLY FLEDGED NORMATIVE MEMORIES AS WELL AS FOR EFFICIENT EURAMIS CONTENT MANAGEMENT ACROSS ALL LDS AND DEVELOP COMMON GUIDELINES FOR INTEGRATING EURAMIS/TWB IN THE WORKFLOW OF TRANSLATION UNITS**

<b>Definitions</b>	
See definitions on pages 3 to 6	
<b>Problem statement</b>	
	DGT-wide guidelines and recommendations for handling normative memories and improving efficiency in EURAMIS management were needed.
<b>State of play — What had already been done to address the problem?</b>	
	Guidelines for normative memories had already been published.
<b>Description of the action and achievements</b>	
	<p>Following the guidelines, which describe the <b>content and purpose</b> of normative memories and define the <b>responsibilities</b>, all departments have created normative memories and mechanisms are in place to exchange good practices.</p> <p>As regards <b>Euramis</b>, the relevant guidelines have also been completed and can be summarised as follows:</p> <p>A <b>Content Management Tool</b> has been created. Officials responsible for its use and awareness-raising among translators have been appointed in all language departments.</p> <p><b>Workshops</b> and <b>other information meetings</b> have been organised in all departments. The <b>Manual</b> on Content Management has been published.</p> <p><b>Integration of Euramis/TWB in the workflow:</b> full <b>implementation</b> by all Language Departments. This being a continuous action, its <b>follow-up</b> has since been entrusted to Translation Directorates A, B and C.<sup>1</sup></p>
<b>Expected outcomes — What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?</b>	
	Optimum benefits from EURAMIS/TWB and Content Management facilities for translation operations and increased cost-efficiency and better text consistency and coherence are expected.
<b>Follow-up</b>	
	Continuous action, implementation by all Language Departments. Overall monitoring: Directorate S (S4, TQM Team). Evaluation: Unit S4 'Evaluation'.



## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No:11</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND EFFICIENCY</b>
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**TITLE OF ACTION: IDENTIFY WAYS AND MEANS OF ENCOURAGING TRANSLATORS TO PARTICIPATE MORE ACTIVELY IN CONSOLIDATING IATE CONTENT; DEFINE SPECIFICATIONS FOR AN IATE 'ANTECHAMBER'**

<b>Definitions</b>	
See definitions on pages 3 to 6	
<b>Problem statement</b>	
	Although IATE is a dedicated terminology base for the use of translators in the EU Institutions, the <b>consolidation and development of IATE content</b> is nearly exclusively left to <b>terminologists</b> . <b>Translators</b> also need be strongly <b>involved</b> in this important activity.
<b>State of play — What had already been done to address the problem?</b>	
	A working group was set up to find ways of <b>encouraging</b> translators to engage more in terminology activities. Besides DGT, other stakeholders such as the inter-institutional IATE Project Group and the IATE Support and Development Team of the Translation Centre were mobilised and involved in finding solutions.
<b>Description of the action and achievements</b>	
	<p>The Working Group, representing several Language Departments and the Library, Terminology and Translation Support Unit, issued a report with the following recommendations, the implementation of which is currently being monitored by Translation Directorates A, B and C:</p> <ul style="list-style-type: none"> <li>- <b>enhance participation</b> of translators by facilitating data entry;</li> <li>- <b>raise awareness</b> of translators about their role as terminology providers and find ways to - recognise their contribution to consolidating IATE content;</li> <li>- <b>encourage</b> translators to report doubtful entries;</li> <li>- <b>integrate validated IATE data</b> in the Euramis translation memories;</li> <li>- <b>make line managers aware</b> of their responsibilities in organising and recognising terminology work.</li> </ul> <p>Furthermore, progress has been made on both prerequisites for an '<b>antechamber</b>' tool, i.e. <b>the development of Pre-IATE and the required web services</b>. The proposal to add several functionalities for an IATE 'antechamber' tool with a view to <b>facilitating</b> both the <b>extraction</b> of terms by translators and the <b>management of terminology</b> by terminologists now feeds into the work of the inter-institutional IATE Project Group and the IATE Support and Development Team of the Translation Centre, which is responsible for technical implementation (see also Action No 20).</p>

**Expected outcomes — *What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?***

**In conclusion**, it is anticipated that awareness raising among translators, acknowledgement of their role as terminology providers and endeavours to facilitate the entry and management of data in IATE will have a positive impact on the **development and consolidation** of IATE content.

**Follow-up**

Implementation: Directorates A, B and C and Directorate D, External stakeholder: Development Team, Translation Centre. Unit D3 'Terminology'. Overall monitoring: Directorate S (S4, TQM Team). Evaluation: Unit S4 'Evaluation'.

## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 12</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND EFFICIENCY</b>
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**TITLE OF ACTION: BRING QUALITY CONTROL STANDARDS INTO LINE WITH THE NEW DOCUMENT CLASSIFICATION AND IDENTIFY BEST PRACTICES**

<b>Definitions</b>	
See definitions on pages 3 to 6	
<b>Problem statement</b>	
	Several audits, internal and external, have identified the need to <b>harmonise workflow and working procedures</b> across the Language Departments. This involves replacing the existing system of <b>five</b> different Translation Quality Types (TQTs) with a <b>simplified binary system</b> of <b>two basic</b> categories.
<b>State of play — <i>What had already been done to address the problem?</i></b>	
	The merits of a system of many categories versus one with two basic categories of documents had been extensively discussed.
<b>Description of the action and achievements</b>	
	<p>Senior management, after carefully considering the various options, decided to <b>establish a binary system</b> (see Annex 19) with the aim of facilitating <b>decision-making</b> by managers and providing appropriate information for <b>external reporting</b>. The <b>simplified system</b> of two basic categories has been introduced, one for <b>documents for publication or adoption</b> by the Commission and the other for mainly <b>internal documents</b> for <b>comprehension or information</b>.</p> <p>The first category requires a high level of quality control (<b>full revision or cross-reading</b>), while for the second category a less exacting quality control (e.g. <b>spot checking</b>) is sufficient.</p> <p>The rules and recommendations regarding document classification and outsourcing have been amended accordingly. This system has been in operation since January 2008.</p>
<b>Expected outcomes — <i>What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?</i></b>	
	The binary system substantially simplifies document classification and quality control, increasing <b>transparency</b> and <b>traceability</b> and ensuring the required <b>uniformity</b> across Language Departments. The system fosters the <b>responsibility and autonomy of Heads of Unit and Heads of Department</b> in making decisions based on risk assessment.
<b>Follow-up</b>	
	Implementation: continuous action by Directorates A, B and C. Overall monitoring: Directorate S (S4, TQM Team). Evaluation: Unit S4 'Evaluation'.



## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 13</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND EFFICIENCY</b>
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**TITLE OF ACTION: DEVELOP A COMPREHENSIVE APPROACH FOR QUALITY MANAGEMENT IN 2- AND 3-WAY TRANSLATION (2WT)**

### Definitions

See definitions on pages 3 to 6

### Problem statement

DGT needs to provide language services where **the translator is not a native speaker** of the target language. The **growing demand** for the translation of **incoming documents** and the increased number of language combinations that the DGT needs to cover have turned occasional language coverage problems into structural problems in some parts of the service. Moreover, with the prospect of zero growth in resources and the future addition of more official languages, the DGT needs to make the **most efficient use of all the resources** at its disposal.

### State of play — *What had already been done to address the problem?*

In the period 2005-2008, two-way translation was practiced in DGT on an ad hoc basis following specific requests by the English and French Language Departments and to the extent that source Language Departments were able to supply the resources required.

### Description of the action and achievements

In 2008, a more **permanent, transparent** and **fact-based solution** was sought, which led to the decision to transfer two categories of documents, namely **citizens' letters** and **press articles**, to the relevant source Language Departments for 2WT. In addition, it was decided to launch a pilot project whereby two Language Departments (in addition to the **Maltese Department** and the **Irish Unit**, which were already two-way entities) operate as two-way departments for all categories of documents for a trial period of one year. During the trial period, all requests for translation into the relevant languages are transferred automatically to these departments for screening and subsequent processing.

An Implementation Group was set up and selected the two new two-way departments. It also set out the guidelines and arrangements for the pilot project<sup>1</sup>.

On the basis of a detailed analysis of the relevant statistical data, the Implementation Group subsequently recommended that the **Greek Language Department (EL LD)** be designated two-way department for translation into English and that the **Spanish Language Department (ES LD)** be designated two-way department for translation into French. The **Finnish Language Department (FI LD)** has also been designated since 1 May 2009 as a two-way department.

### Expected outcomes — *What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?*

The expected benefits of two-way translation are **improved cost-efficiency** by ensuring the appropriate **level of quality** for certain categories of incoming documents and **rationalising** the use of human resources in DGT.

### Follow-up

Implementation: coordination by Directorate A. Overall monitoring: Directorate S (S4, TQM Team). Evaluation: Unit S4 'Evaluation'.



## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 14</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND EFFICIENCY</b>
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**TITLE OF ACTION: FIND WAYS AND MEANS TO SOLICIT CUSTOMER FEEDBACK AND PROPOSE A FEEDBACK MANAGEMENT PROCEDURE**

### Definitions

See definitions on pages 3 to 6

### Problem statement

The Court of Auditors' 2007 Audit of the Translation Services of the EU Institutions observed that DGT **lacked a proper procedure** for soliciting, receiving and managing **feedback** in a meaningful and effective way that is traceable.

### State of play — *What had already been done to address the problem?*

Any negative feedback received had always been acted upon, but not methodically recorded. The ELISE database was used as a means to solicit feedback from translators of other Institutions.

### Description of the action and achievements

Following an initial report and discussions in DGT's Management Round Tables a general **customer satisfaction survey** was conducted in October 2008. The analysis of the results enabled DGT to collect interesting information, to draw useful conclusions regarding the way its products and services are perceived by customers and to **identify areas for improvement**. To gain more useful insights into clients' needs another customer satisfaction survey is already scheduled for October 2009, which will be inspired by the questions emerging from the results of the previous survey. The DGT customer satisfaction survey is to be repeated every year in autumn.

A question concerning web translation was included in the general customer survey (see also Action 21). DGT is liaising with DG COMM to ensure that **regular web surveys** are conducted and that a customer feedback facility is available in all languages and linked to a **central contact point**.

A simple central system — **TELLUS** — was set up to collect, channel and follow up on all unsolicited quality-related feedback. Subsequently, this service has been given responsibility for responding to questions on quality issues that require **corrigenda** under the rules of empowerment of the Commissioner for Multilingualism by the Commission. This facility allows action by delegation on the part of the Commissioner **for the correction** and improvement of acts adopted by the Commission (**published translations**).

TELLUS continues to handle empowerment operations, but the Language Departments are to keep and handle language-specific correction requests at their level, monitored by Directors A, B and C.

**Expected outcomes — What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?**

Through **analysis** of the results of the customer satisfaction survey: areas identified for **improving** service and translation quality; related messages integrated within DGT's **translation strategy**; better **overview of possible quality problems**; **remedial** action implemented where necessary; better insights into specific quality needs for Web Translation.

**Follow-up**

Implementation: continuous action by Directorates A, B and C. Overall monitoring: Directorate S (S4, TQM Team). Evaluation: Unit S4 'Evaluation'.

## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 15</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND EFFICIENCY</b>
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**TITLE OF ACTION: PROVIDE A FRAMEWORK FOR DEPARTMENT-WIDE QUALITY MANAGEMENT; CONSOLIDATE AND APPLY THE COMMON FRAMEWORK APPROACH THROUGHOUT ALL LANGUAGE DEPARTMENTS**

### Definitions

See definitions on pages 3 to 6

### Problem statement

The Language Department level encompasses a wide range of processes and activities, all directly or indirectly **impacting on the quality of the translation** product. However DGT still needs an **integrated**, holistic framework for quality management at this level.

### State of play — *What had already been done to address the problem?*

**Activity reports (BiAR)** and **AMPs** at Directorate level mostly included quality management aspects as guidelines for language departments. Some language departments had developed and implemented their own objectives, principles and **'good practices'** for quality assurance.

### Description of the action and achievements

Given the acknowledged need for a framework quality assurance approach, also taking into account specific challenges and constraints, a proposal was submitted i.e. a set of **general objectives, basic principles** and **fundamental requirements**.

The initial proposals for an **integrated quality management framework** were consolidated by the Task Force 'Quality in Translation'. The final framework highlights the **holistic** dimension of **quality management** by defining basic principles for a series of key components, i.e.: human resources management; linguistic and thematic resources management; work allocation; quality control; critical self-evaluation; risk assessment and control; communication.

All Language Departments have established a Quality Management and Action Plan, based on the consolidated framework along the lines of the DGT and Directorate AMPs and their own specific requirements. These comprehensive plans present a well-balanced and **structured approach to quality management**, covering all aspects that directly or indirectly impact on the quality of output. Directors A, B and C are closely monitoring the establishment and implementation of the Quality Management and Action Plans of the language departments.

### Expected outcomes — *What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?*

It is now taken for granted in DGT that the consolidated **framework** with shared basic principles for quality assurance clarifies the role of the departments, enhances **coherence and cohesion**, fosters the development of a **corporate image**, and serves as a platform for the sharing of **good practices**. Given the holistic approach of the framework, **overall quality** will be improved in a sustainable, well-structured manner.

**Follow-up**

Implementation: Directorates A, B and C. Overall monitoring: Directorate S (S4, TQM Team).  
Evaluation: Unit S4 'Evaluation'.

## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 16</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND EFFICIENCY</b>
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**TITLE OF ACTION: EXAMINE FURTHER THE RELEVANCE OF THE EUROPEAN QUALITY STANDARD (UNE-EN-15038) FOR DGT AND PREPARE A MORE DETAILED PROPOSAL FOR ITS IMPLEMENTATION**

<b>Definitions</b>	
See definitions on pages 3 to 6	
<b>Problem statement</b>	
	Although translators and other DGT members know personally that they produce work of a high quality, this needs to be corroborated by examining in-depth to what extent their work <b>conforms to</b> one of the widely recognised <b>European Quality Standards</b> .
<b>State of play — What had already been done to address the problem?</b>	
	The Spanish Language Department (EN LD) has since 2003 closely followed the development of the European Quality Standard coordinated by the Spanish standards institute (AENOR) and adopted in 2006.
<b>Description of the action and achievements</b>	
	It was proposed to examine <b>Standard UNE-EN-15038 of 2006<sup>i</sup></b> because it was considered the most appropriate for the work of a public service, and it was thought that the <b>certification of DGT</b> to this standard would ensure recognition that the work produced by DGT was of the highest quality.  This proposal was discussed by DGT's senior management in November 2007 but was <b>not adopted</b> because it was thought that there was a risk of interference and confusion with the planned Total Quality Management (TQM) process. The action was therefore abandoned.
<b>Expected outcomes — What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?</b>	
	The action was abandoned in order not to <b>interfere with the Total Quality Management process</b> initiated at the same time, and because it was felt that DGT, given its particular role and function, did not need to be attested against any industrial standards.
<b>Follow-up</b>	
	n.a.



## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 17</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND EFFICIENCY</b>
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**TITLE OF ACTION: DEVELOP A COMMON BASIC APPROACH AND GUIDELINES AS REGARDS THE PURPOSE AND FUNCTIONING OF 'QUALITY AUTHORITIES'**

### Definitions

See definitions on pages 3 to 6

### Problem statement

Not all departments had a 'Quality Authority' at department level. There was **no register or list** of the various types of Quality Authorities. There was a need for a forum to **exchange** experiences between departments and to foster the development of Quality Authorities in each department. There was no formal procedure to add an inter-institutional dimension to the task of the Quality Authorities.

### State of play — *What had already been done to address the problem?*

Most of the language departments had introduced a Quality Authority. Contacts and knowledge sharing between the departmental Quality Authorities and those of the same language community in other institutions had developed on an informal basis.

### Description of the action and achievements

The Task Force for Translation Quality, in cooperation with the Translation Directorates, prepared a report on the state of play as regards **Quality Authorities** in all Language Departments. In order to facilitate the **exchange of experiences** among Language Departments, **a forum** bringing together all Quality Authorities was organised.

The forum was held in November 2008 and was considered by all participants to be a success, as the different Quality Authorities got to know the working methods of others and discussed in some depth their **common concerns and responsibilities** (e.g. style guides, terminology, ex-post evaluations, contacts with other institutions, acquiring expertise, etc.). The participants decided to continue their exchange of experiences through multilateral contacts. A **wiki-based** communication platform has been put in place by the Informatics Unit for that purpose.

As far as the inter-institutional aspect is concerned no formal procedure has been established, as this is covered by contacts among the various institutions via the **language-specific networks** set up or being created in most language communities.

### Expected outcomes — *What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?*

The forum and the wiki facility benefit all parties involved. They bring together language departments still in the development stage and those able to offer best practice and experience with Quality Authorities. Quality Authorities make an essential contribution to ensuring **consistent** and **good translation quality** for their language community, both within and outside DGT.

**Follow-up**

Implementation: Language Departments and their Quality Authorities, Directorates A, B and C. Overall monitoring: Directorate S (S4, TQM Team). Evaluation: Unit S4 'Evaluation'.

## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 18</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND EFFICIENCY</b>
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**TITLE OF ACTION: PROVIDE AN EXAMPLE OF THE DEVELOPMENT OF A DEPARTMENTAL STYLE GUIDE, DEVELOP DEPARTMENTAL STYLE GUIDES, COMPLEMENTING THE EXISTING INTER-INSTITUTIONAL ONES, ENCOURAGE ALL STAFF TO ACTIVELY PARTICIPATE IN THE ENDEAVOURS TO ACHIEVE A CONSISTENT INTER-INSTITUTIONAL HOUSE STYLE**

### Definitions

See definitions on pages 3 to 6

### Problem statement

Not all language departments had established or updated their Style Guides, although it was widely agreed that they **provide added value**. It was felt that the reasons for this had to be explored and measures taken to encourage staff to participate in establishing new Style Guides or updating the existing ones.

### State of play — *What had already been done to address the problem?*

A majority of language departments had established or launched a style guide, sometimes in cooperation with their language community in other institutions.

### Description of the action and achievements

Bearing in mind that **Style Guides provide added value**, such as language-specific instructions for translators, reference material for newly recruited staff and external contractors, help for evaluating translations etc., **management took the lead**. All language departments were consulted.

Based on the results of this survey, a **workshop** was organised in November 2008 in which all Language Departments were represented by the persons responsible for Style Guides. Obviously, **experience** with Style Guides **varied** widely among language departments, so everyone was therefore able to benefit from an exchange of views and practices. The workshop encouraged all staff — not only experienced translators or the managers themselves — to **actively participate** in establishing new Style Guides or updating existing ones.

Following this **workshop**, an informal network of Style Guide correspondents was created. Work is progressing in each Language Department, in particular those which had no Style Guide before and will be publishing theirs shortly.

### Expected outcomes — *What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?*

Style Guides provide **coherent guidance** on all quality issues, which is particularly important in language departments with a high staff turnover. Moreover, the development of Departmental Style Guides is expected to bring several **benefits** to DGT, both **external** (improving DGT's image among its customers) and **internal** (more consistency in in-house translation and outsourced products in line with in-house standards).

**Follow-up**

Implementation: by Language Departments and Directorates A, B and C. Overall monitoring: Directorate S (S4, TQM Team). Evaluation: Unit S4 'Evaluation'.

## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 19</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND EFFICIENCY</b>
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**TITLE OF ACTION: PROVIDE PRACTICAL IDEAS ON HOW TO FURTHER IMPROVE MULTILINGUAL CONCORDANCE**

### Definitions

See definitions on pages 3 to 6

### Problem statement

Multilingual **concordance**, i.e. ensuring that all language versions of a document say exactly the same thing, has always been a problem in a multilingual translation service like DGT. The ways of tackling this issue are **costly and burdensome**, and the situation has worsened in recent years with the exponential increase in the number of language versions.

### State of play — *What had already been done to address the problem?*

The **ELISE** database was introduced to ensure multilingual concordance for co-decision documents, i.e. those processed in different institutions. Some of the issues had also been taken up in other fora such as the **eGrefte Monitoring Group** and **internal audit reports**.

### Description of the action and achievements

An ad hoc working group came up with detailed suggestions. Four major issues were identified and solutions are being implemented. Senior management has given instructions for holding — in a 9-month pilot project as from 1 April 2009 — **'light' concordance meetings** providing a **reasonable cost-benefit ratio** (restricted participation by some languages/stakeholders, who will then distribute the information via the Note facility).

In order to encourage the **use of the ELISE** database and enhance the **commitment of middle and senior managers**, the guidelines have been reviewed and workshops organised.

Ways and means have been explored to foster the **collective responsibility of DGT staff** for the quality of their output and to encourage translators to report **inconsistencies** or **errors** found when cross-checking with other language versions. **Clear guidelines** are being prepared to achieve this goal.

The optimum **timing of the release** of documents so as to optimise workflow arrangements without distorting statistics on deadline keeping has been extensively examined. Detailed instructions have been given by the Demand Management Unit.

### Expected outcomes — *What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?*

This important action is expected to have a positive impact on several organisational and linguistic aspects of DGT's operations. The end result is expected to be **enhanced quality** and **coherence** across the linguistic versions of important documents (legal texts, publications, etc.).

**Follow-up**

Implementation: by Directorates A, B and C. Overall monitoring: Directorate S (S4, TQM Team). Evaluation: Unit S4 'Evaluation'.

## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 20</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND EFFICIENCY</b>
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**TITLE OF ACTION: IMPROVE THE INTEGRATION AND INTERACTION BETWEEN TWB MEMORIES AND DATABASES (IATE, PRE-IATE AND ECTERMPAD)**

<b>Definitions</b>	
See definitions on pages 3 to 6	
<b>Problem statement</b>	
	Problems were caused by the <b>lack of</b> an automatic, real-time terminology <b>verification system</b> to notify translators that the segment they are translating contains one or more terms stored in IATE. The most convenient solution was thought to be the creation of a link between IATE and Multiterm/other similar software providing real-time terminology verification.
<b>State of play — What had already been done to address the problem?</b>	
	The subject had been regularly brought up in IT committees and at terminology and staff meetings.
<b>Description of the action and achievements</b>	
	<p>Three possible ways of implementation were identified:</p> <ul style="list-style-type: none"> <li><b>real-time access</b> to the IATE server;</li> <li><b>batch terminology</b> pre-processing;</li> <li><b>one-way replication</b> from IATE into DGT local database.</li> </ul> <p>These alternatives were examined by the IT Committee for Translation Support, which concluded that a cost/benefit analysis was needed, taking into account that for certain languages the 'noise' level is too high to allow automated term extraction. The DGT's Terminology Sector was called upon to raise the issue <b>at inter-institutional</b> level by submitting it to the IATE Project Team.</p>
<b>Expected outcomes — What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?</b>	
	Higher efficiency and optimised use of translation and terminology tools; large-scale quality assurance through automated integration and interaction of these tools.
<b>Follow-up</b>	
	Implementation: Terminology sector of Unit D3 'Library, terminology and translation support', and external (IATE Project Team). Overall monitoring: Directorate S (S4, TQM Team). Evaluation: Unit S4 'Evaluation'.



## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 21</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND EFFICIENCY</b>
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### TITLE OF ACTION: PROPOSAL ON HOW TO ASSESS THE QUALITY OF WEB TRANSLATION PRODUCTS

<b>Definitions</b>	
See definitions on pages 3 to 6	
<b>Problem statement</b>	
	<p>The quality of web translation products (WTPs — i.e. translations and edited source texts) depends not only on conventional linguistic criteria but also on the communicative impact of the translated/edited web text, once a WTP has been published on the internet.</p> <p>The latter is more <b>difficult to assess</b> and depends heavily on <b>cooperation</b> with other services.</p>
<b>State of play — What had already been done to address the problem?</b>	
	<p>In order to systematically assess the communicative impact of WTPs with the <b>target audience</b>, methods for obtaining external feedback had to be developed. This required a customer- and citizen-oriented perspective, in line with the Commission's internet strategy (2007).</p>
<b>Description of the action and achievements</b>	
	<p>The assessment of the <b>quality of web translation products</b> and the analysis of <b>feedback</b> were based on the following main criteria: <b>appropriateness</b> of the language (using the words and language of the <b>target audience</b>) and <b>clarity</b> of the message (message presented in an easily understandable way, involving localisation and user perspective).</p> <p><b>Internal feedback:</b> The 2008 DGT customer survey yielded positive results for web translation. <i>Web editing</i> and <i>web translation</i> will be mentioned separately in the 2009 survey in order to get more targeted results. The Web Translation Unit regularly receives spontaneous feedback from client DGs.</p> <p><b>External feedback:</b> DGT's 'natural' partner in this field is DG COMM, responsible for the management of the upper levels of the EUROPA site. Up to now, cooperation with DG COMM has resulted in:</p> <ul style="list-style-type: none"> <li>- two language-oriented web polls: two thirds of EUROPA visitors read the requested pages in their mother tongue and are satisfied with the linguistic quality;</li> <li>- a feedback function on the new Commission portal: visitors can use it to make general or language-specific comments.</li> </ul> <p>Sometimes, the Web Translation Unit receives spontaneous feedback from citizens on quality issues. This is dealt with on a case-by-case basis.</p> <p>In December 2008, the Web Translation Unit prepared a report (for the Commissioner's Cabinet) on its quality assurance policy, including criteria for quality assessment and suggestions on how to get the feedback needed from the target audiences outside the institutions.</p> <p><b>Cooperation</b> and development work between the Web Translation Unit and mainly DG COMM is continuing, but other DGs will also be asked to include <b>feedback buttons</b> on their websites and to include language-related questions in their customer surveys. The Web Translation Unit will continue to collect feedback from major requesting services, e.g. through a <b>feedback form</b> available on the intranet.</p>

**Expected outcomes — What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?**

This action helps identify quality problems and to take remedial action if needed, in order to improve the **service** to customers and overall quality of the **Commission's communication** via EUROPA.

**Follow-up**

Implementation: Web Translation Unit D2. External: DG COMM. Overall monitoring: Directorate S (S4, TQM Team). Evaluation: Unit S4 'Evaluation'.

## QUALITY MANAGEMENT IN TRANSLATION: 22 QUALITY ACTIONS

<b>ACTION No: 22</b>	<b>OVERALL AIM: IMPROVING TRANSLATION QUALITY AND EFFICIENCY</b>
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**TITLE OF ACTION: DEVELOP FURTHER THE PROPOSAL FOR INTER-INSTITUTIONAL ACTION TO PROVIDE DISABLED PERSONS WITH ACCESS TO TRANSLATED EU TEXTS IN AUDIO FORM**

### Definitions

See definitions on pages 3 to 6

### Problem statement

The objective of the proposal is to **provide direct and unimpeded access to EU legislation** (the *acquis*) to the several million European citizens who experience difficulties in reading such texts, for example due to dyslexia, illiteracy, blindness, etc. The idea is to provide these texts in audio form.

### State of play — *What had already been done to address the problem?*

An extensive report raised awareness in different DGT and Commission services.

### Description of the action and achievements

This proposal was first examined in the context of DGT's IT governance system. The IT Committee for Translation Support acknowledged the great merit of this action at social and political level. It considered, however, that its implementation went beyond the mission and mandate of the IT Committee and indeed of DGT as a whole. As such an action would have to include other Commission services (e.g. Publications Office, DG SCIC, DG COMM) and probably other EU Institutions, **DG SCIC proposed** to convene an ad-hoc working group in which all interested services would participate. The group, which has not yet been constituted, would look into whether this action could be extended beyond the *acquis* to include other types of EU texts that were more appropriate for delivering to EU citizens in **audio format**. The **legal and budgetary implications** should also be examined. In DGT, this action was passed on for implementation to unit S3 'Translation Studies and Multilingualism' in cooperation with units DGT-03 'Legal, Inter-Institutional and International Affairs' and R-3 'Informatics'.

### Expected outcomes — *What will be the added value of the action, in terms of improvements in quality and cost-effectiveness?*

The action would definitely provide better access to EU information and the *acquis* for disadvantaged persons, who represent a large part of the population. The project would enable DGT to improve its social impact and allow the EU Institutions to boost their image as providers of multilingual information and advocates of **equal treatment of citizens**.

### Follow-up

External: Inter-Institutional Working Group to be constituted by DG SCIC with the involvement of Unit S3 'Multilingualism' and Unit DGT-03 'Legal, inter-institutional and international affairs'. Overall monitoring: Directorate S (S4, TQM Team). Evaluation: Unit S4 'Evaluation'.



## QUALITY MANAGEMENT IN TRANSLATION PROCESS

### MILESTONES

- End 2006** Creation of Task Force Quality Management in Translation
- Early 2007** **Strategy Paper on Quality management** in Translation by the Task Force (D (2006) 23645 of 24 January 2007). This strategy paper, containing 28 action proposals, is sent to all LDs for comments. (see note from the Director General of 5 February 2007, D (2007) 20313); 23 sets of comments received in return.
- Spring 2007** For **streamlining and benchmarking** purposes the Director General issued a **follow-up note** (D(2007)21558 of 30 April 2007). The Annex contained a matrix with 22 selected follow-up actions for refined proposals, deadline end of June 2007. Creation of a dedicated webpage for quality.
- Summer 2007** **22 action proposals** prepared and submitted to the Director General, involving most managers and many translators in an unprecedented bottom-up approach
- Autumn 2007** **Two Roundtables** organised in Brussels and Luxemburg among middle and senior managers to discuss 12 out of the 22 proposals. Findings coordinated and submitted to TF
- December 2007** TF drafts **final set of proposals**, which are discussed at the Directors' meeting and presented to staff on 3 & 4 December 2007
- February 2008-June 2009** **7 Progress Reports** on implementation of 22 Quality Actions (and their sub-actions)



## 22 QUALITY ACTIONS IN DGT

### CONCLUSIONS

The 22 Quality Actions Programme has been a **powerful force for change** in DGT. New ideas have sprouted. New mechanisms have been born. Most importantly, the concept of **enhancing translation quality** has been put on the map and has become a **daily concern** for staff and management at all levels.

Several of the Quality Actions described in this report have had **lasting effects**, especially in the following areas:

- **Partnerships with our customers**

This cluster of quality actions aims to improve links with our customers, and mutual understanding between us. It includes signing Service Level Agreements, setting up a Lead Translator Scheme, organising targeted training, soliciting proactive assistance from Directorates-General in form of annotated source texts and creating a mechanism for collecting and managing customer feedback.

- **Strengthening the relationship with contractors and streamlining our outsourcing operations**

Our quality actions in the field of translation outsourcing have two aims. First, to provide well-organised information to freelance translators via dedicated reference websites and workshops. Second, to create streamlined, professional and consistent mechanisms for evaluation and feedback.

- **Establishing a simplified classification system for quality control purposes**

To improve quality control standards, the 22 Actions Programme radically simplified the translation workflow by setting up a binary system for classifying documents. This new system is working well.

- **Establishing a framework for quality assurance in Language Departments**

The 22 Quality Actions Programme has enabled DGT to produce a blueprint for the comprehensive management of quality issues within a Language Department. This holistic approach integrates all key components of quality management which directly or indirectly affect the quality of our output. These are: linguistic and thematic resources, work allocation, the role of Departmental Quality Authorities, critical self-evaluation, risk assessment and communication issues (including inter-institutional language networks) and drawing up style guides.

The 22 Quality Actions Programme has moved, in the space of a couple of years, from the planning and conception phase through consultation and consensus-building to the **implementation** and **monitoring**, now being carried out by the competent DGT services. It is essential that reporting and monitoring continue in the months and years to come, so that the Quality Management in Translation process becomes **fully embedded in DGT's day-to-day practices and working methods**.

For any further reference please contact [DGT-COMMUNICATION@ec.europa.eu](mailto:DGT-COMMUNICATION@ec.europa.eu)

## DEFINITIONS AND ABBREVIATIONS

Please note: For all organisational entities in DGT see Organ Chart attached

<b>'22 Quality Actions'</b>	See also 'Quality management in translation process – Milestones' attached
<b>2WT</b>	2- and 3-way translation – translation where the translator is not a native speaker of the target language
<b>BiAR and AMPs</b>	Biannual Activity reports and Annual Management Plans: established at Directorate General, Directorate and Language Departments level along the lines of the Commission AMP  <b>Quality management and action Plan:</b> in LDs, based on the consolidated framework along the lines of the DGT and Directorate AMPs and their own specific requirements
<b>CdT</b>	Centre de Traduction – Translation Centre for the Bodies of the European Union
<b>DGT</b>	Directorate General Translation of the European Commission (see also organ chart)  <b>LD:</b> Language Department (see organ chart)
<b>Dossier Manager</b>	Workflow application: handling ongoing and released translations, reference and other related documents and files  <b>Note:</b> facility hosted by Dossier Manager for the exchange and communication of information between translators and the lead translator for a given translation
<b>eGrefe</b>	Electronical facility and one-stop entry point of all documents undergoing the decision process, provided in the Secretariat General for the reception of the translations of legal texts
<b>ELISE</b>	Data base ensuring multilingual concordance for co-decision documents across institutions involved
<b>EURAMIS</b>	Offers a very complete set of language tools that can be used in the translation process, above all translation memories
<b>EUROPA</b>	Website with Europe related content, accessible to all citizens

<b>Freelance translators</b>	<p>External contractors, translate within a framework contract documents allowed for outsourcing</p> <p><b>Assessors:</b> evaluators of freelance translations</p> <p><b>Evaluation:</b> of (external) freelance translations, pages or passages to be checked (minimum 10% of text or 2 pages)</p> <p><b>QAT:</b> quality assessment tool/evaluation tool for freelance translations, internal computer-assisted marking aid</p> <p><b>TrèFle:</b> tool dealing with outsourcing in DGT (Freelance translations, contracts, orders, invoices, markings and evaluation)</p>
<b>IAS</b>	Internal Audit Service
<b>IATE</b>	<p>'<b>Inter-Active Terminology for Europe</b>' is the EU inter-institutional terminology database. IATE has been used in the EU institutions and agencies since 2004 for the collection, dissemination and shared management of EU-specific terminology</p> <p><b>ECTermPad</b> A terminological database especially designed to prepare accession of new Member States The content has been imported into IATE, but it also stays accessible via Quest</p> <p><b>IATE antechamber tool:</b> Title used previously for a project aiming at the creation of a term base (part) intended to host provisional entries together with a simplified (possibly integrated) interface for feeding the term base. One part of it is operational by now (PreIATE), whereas the simplified interface is still under development</p> <p><b>Multiterm:</b> had been designed as an interactive tool for managing terminology at a local level, i.e. in the Language Departments. Has been abandoned since IATE was introduced as interactive tool at all levels</p> <p><b>Pre-IATE:</b> A virtual separate part of IATE intended to host provisional entries or raw material to be checked, completed and transferred into IATE itself</p>
<b>Interservice Meeting</b>	Meeting of Directorate General Translation and clients (Customer DGs) at regular intervals
<b>ITCTS</b>	IT Committee on Translation Support
<b>'Packages'</b>	Major translation files involving several customer DGs
<b>Pre-translation Processing</b>	All incoming documents are automatically pre-processed. In addition, a team of pre-processors conducts "manual"

	searches for all documents and prepares raw alignments of all "manually" retrieved documents. The corresponding Info Sheet is inserted in the Note of Dossier Manager and sent to all translation units concerned
<b>Quality Authorities</b>	Their role is to provide linguistic expertise and leadership as well as advice and internal training on quality assurance in translation at language department/language community level
<b>Style Guides</b>	Language-specific instructions for translators, reference material (incl. for external contractors), evaluating guidelines, publishing rules (Publication Office) etc.
<b>SUIVI</b>	Document management software for the follow-up of all translation requests within the Directorate-General for Translation (DGT). Monitors the progress of a request and sends translations back to requesters  <b>Calendar</b> Function: SUIVI support application to represent a translation task in the Calendar, a) by the duration of the task calculated depending on the number of pages and b) by the productivity
<b>SysPer2</b>	Human resources Management System of the European Commission  <b>eCV:</b> module of the Human Resources Management System of the European Commission (Sysper2) where staff can introduce their CV and other personal data
<b>TELLUS</b>	System dealing with unsolicited feedback, in particular corrigenda requests (requests for correction of translation errors) This is a frequent form of feedback which becomes a special case when the errors occur in documents that have been adopted by the Commission
<b>TQM</b>	Total Quality Management – Initiative launched in DGT in 2007  <b>TQMAS:</b> TQM Action Sheets relevant for 22 Quality Actions: 1) Partnerships with Requesters / Member States / Freelance contractors/International 2) Knowledge Management
<b>TRADESK</b>	Translation Management Desktop offering easy access to all applications and tools

<b>TWB</b>	TRADOS Translator's Workbench, an integrated translation support tool adapted to meet the European Institutions' specific needs. Gives translators access to all language and phraseology resources from a local translation memory: when the user enters an original text, similar or identical segments from previously translated texts pop up as translation suggestions for the job in hand
<b>Wiki facility</b>	Platform of communication offered on DGT server for Working Groups, Task Force, networks etc.
<b>WTPs</b>	web translation products (i.e. translations and edited source texts)



DGT.01  
Audit

DGT.02  
Communication and information

**DGT**  
**Directorate-General**  
**for Translation** <sup>A</sup>

DGT.03  
Legal, interinstitutional and international affairs

Translation Centre

**Directorate A**  
Translation  
(DA-ET-FI-HU-LT-LV-PL-SV)

DA Dep.	DA.01	DA.02	DA.03	ET Dep.	ET.01	ET.02	ET.03	FI Dep.	FI.01	FI.02	FI.03	HU Dep.	HU.01	HU.02	HU.03	LT Dep.	LT.01	LT.02	LT.03	LV Dep.	LV.01	LV.02	LV.03	PL Dep.	PL.01	PL.02	PL.03	SV Dep.	SV.01	SV.02	SV.03
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**Directorate B**  
Translation  
(BG-DE-EN-FR-GA-NL-RO) <sup>A</sup>

BG Dep.	BG.01	DE Dep.	DE.01	DE.02	DE.03	DE.04	DE.05	DE.06	EN Dep.	EN.01	EN.02	EN.03	FR Dep.	FR.01	FR.02	FR.03	FR.04	FR.05	FR.06	GA.1	NL Dep.	NL.01	NL.02	NL.03	RO Dep.	RO.01	RO.02	RO.03
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**Directorate C**  
Translation  
(CS-EL-ES-IT-MT-PT-SK-SL) <sup>A</sup>

CS Dep.	CS.01	CS.02	CS.03	EL Dep.	EL.01	EL.02	EL.03	ES Dep.	ES.01	ES.02	ES.03	IT Dep.	IT.01	IT.02	IT.03	MT Dep.	MT.01	MT.02	MT.03	PT Dep.	PT.01	PT.02	PT.03	SK Dep.	SK.01	SK.02	SK.03	SL Dep.	SL.01	SL.02	SL.03
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**Directorate D**  
Transversal linguistic services

D.1	Field offices and relations with Representations	D.2	Web translation	D.3	Library terminology and translation support	D.4	Editing
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**Directorate R**  
Resources

R.1	Human resources	R.2	Financial resources	R.3	Informatics	R.4	Training	R.5	Internal administrative matters
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**Directorate S**  
Translation strategy and multilingualism

S.1	Demand management	S.2	External Translation	S.3	Multilingualism and triangulation studies	S.4	Evaluation and analysis
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Brussels units

Luxembourg units

Management in Brussels

Management in Luxembourg

<sup>A</sup> Advisers

'Transardennaise' Unit + Man. in Bru

'Transardennaise' Unit + Man. in Lux





