ATA CHRONICLE

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CHOOSING AND BUILDING A SPECIALIZATION*

*when starting from scratch can seem daunting!

ata American Translators Association

The Voice of Interpreters and Translators

Contents

September/October 2021 • Volume 50, Number 5

Features

11

ATA 2021 Elections: Candidate Statements

Calling all Voting members! Participating in ATA's annual elections (in person and virtually) is your opportunity to help shape the future of the Association. Learn what this year's candidates for ATA's Board of Directors have to say. Remember, the Annual Meeting of Voting Members will be held October 28, 2021.

22

Choosing and Building a Specialization

In our experience, the best way to ensure quality and a sustainable business practice is to specialize. Whether you arrived in the industry with a specialization or are currently working to build one, you'll find it's a marathon, not a sprint. Regardless of how you choose a specialization, you must work to build, maintain, and transform your areas of expertise to attract great clients and earn top dollar.

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- http://bit.ly/ATA-Pinterest

See more from this issue at *www.ata-chronicle.online.*

Columns

4
From the President

7
From the President-Elect

9
From the Executive Director

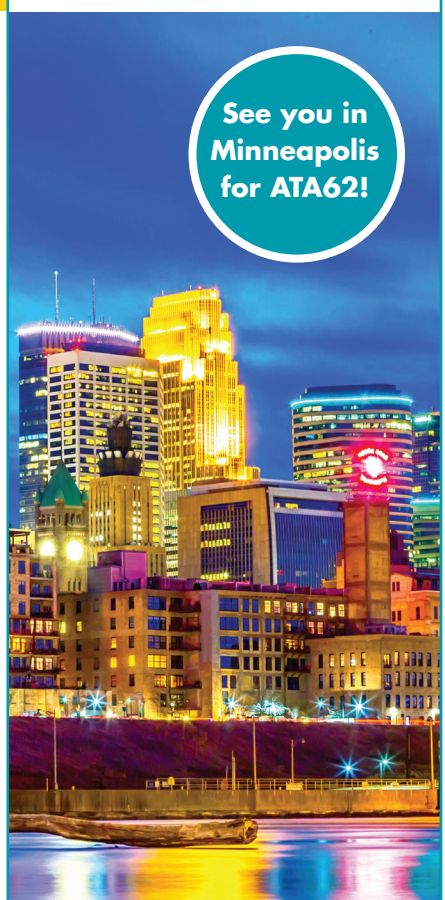
33
Resource Review

38
Certification Forum

Looking for Member News and Humor and Translation? These columns are found in the Chronicle-Online edition: *www.ata-chronicle.online!*

26
Audio Transcription: What It Is, What It Is Not, And Why It Is in High Demand
As people continue to favor a fully virtual or hybrid model when it comes to holding conferences, workshops, webinars, group discussions, and networking events, the demand for transcription will only increase. This might be the sector to help diversify your services!

29
Is Applying ISO Standards to Information Security the New Black in Translation?
Machine translation has grown exponentially. Translators need to adjust their standard practice to this new reality to provide high-quality translation services.



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TED R. WOZNIAK
president@atanet.org

Tough Decisions

As my term as president nears an end, I'm pleased to report that ATA's Board of Directors held its first in-person meeting since February 2020, with an informal Strategy Day on Friday, August 6, and a formal Board meeting on August 7–8 in Nashville, Tennessee.

Everyone—but especially the new directors elected last October who had yet to have an in-person meeting—was delighted to experience the extremely positive difference between a virtual and in-person meeting in terms of productivity, the exchange of ideas, team building, and camaraderie. The intangible benefits of talking face-to-face, not only during the meeting but at meals and informal get-togethers in the evening over three days, are simply missing from the greatly abbreviated four- to six-hour online meetings with no additional interaction. In my perfect world, there would never be another virtual Board meeting except in the case of an urgent need for rapid decision-making on a limited agenda. The benefits far outweigh the costs.

Strategy Day is an informal brainstorming meeting that gives the Board a chance to take a longer-term look at ATA, discuss what's working and what needs improvement, or what new directions or activities the Association should review. This year's topics were:

- **Reports to the Board:** Does the current reporting system for divisions and committees meet the Board's needs? Could something be changed to make reporting more efficient for both the report writers and the Board?
- **Board of Directors Meetings:** How often and when should we hold Board meetings? Are there any changes needed?
- **Succession Planning:** When the time comes, what should the process be for selecting the next executive director?
- **Future of the Annual Conference:** This is almost a perennial topic that included new aspects this year due to streaming options that are now available.
- **Professional Special Interest Groups (PSIGS):** Could PSIGs provide a way for groups of members to have a "home" or community within ATA without having to become a division? How would a PSIG be formed? For what purpose? What resources should they receive?

There was a lively and fruitful discussion on each of these topics, and some of them will receive additional attention in the near future.

Of more immediate interest to you are the decisions made during the Board meeting, which included decisions on membership dues, Bylaws amendments, the final budget for fiscal year (FY) 2021-22 and the draft budgets for FY22-24.

Finances: Our financial projections in the final and draft budgets are not positive. A combination of declining membership, losses on the Annual Conference, and increasing costs result in projected losses for the next three fiscal years of about $649,000. A major driver of these projected losses is the relationship between dues revenue and general and administrative (G&A) expenses. Dues revenues are expected to be fairly constant over the next three years at about $1.75 million each year. G&A expenses are forecast to average about $2.0 million each year, leaving a shortfall of about $259,000 each year just from G&A expenses.

But dues revenue pays for far more than just our administrative expenses. The only major program intended to be fully self-supporting (and hopefully contribute a profit) is the Annual

Conference. Everything else—divisions, *The ATA Chronicle*, professional development, certification, and membership services are all subsidized to a greater or lesser extent from dues revenues. Our Professional Development and Certification programs are (now) almost self-supporting—at least when compared to *The ATA Chronicle*, the Annual Conference, and divisions.

If dues revenue is not sufficient to cover even our administrative expenses, that means there is no money available to pay for any of our other programs. And there will be no surplus from the conference to make up for the shortfall in dues revenue.

Under the existing dues policy, there would have been an inflation-driven $5 increase in individual dues for 2022. There also should have been a $5 increase last year, which the Board forewent to give our members a break during the peak of the pandemic. So, dues should have risen by $10 next year just to keep up with inflation. But given the circumstances described above, the Board made the difficult but necessary decision to override the automatic dues increase policy and unanimously approved an overall increase of $45 in regular individual dues, from $204 to $249/year, with corresponding increases for the other membership classes.

The Board is aware that this increase will not be popular. Nobody wants to pay more for anything. But consider what the Association has done in just the past couple of years to increase the value of your membership. The number and quality of professional development offerings has increased substantially, with more than triple the number of online webinars at the same cost. The virtual conference was offered at a very affordable price, especially considering the total cost of virtual attendance does not include travel or lodging expenses, making it financially feasible to many more members. And years of work by the Certification Committee has now resulted in an online certification exam, again removing travel costs. Of a more intangible nature is the increase in ATA's advocacy work over the past few years, during which we fought for you in California with AB5, on Capitol Hill for increased funding for language access, and we're currently advocating for our members with respect to the PRO Act and additional legislation relating to language access and translating and interpreting. ATA provides more than $249 in value per year. And as one Board member asked during the discussion, "How long does it take the average member to earn $249?" So, I ask you to ask yourself, how long does it take you to earn $249 to pay for 365 days of benefits from ATA?

Bylaws Amendments:
In other business, the Board approved placing a number of proposed Bylaws amendments on this year's ballot. Two of these amendments are substantive and three are "housekeeping" amendments.

At my suggestion, one amendment would add the Ethics Committee as a committee on which the president and president-elect are NOT ex-officio members. *Robert's Rules of Order Newly Revised*, our governing parliamentary authority, recommends that executive officers not be members of any nominating or disciplinary committees, and this amendment would bring ATA in line with that recommendation.

The other substantive amendment would expand eligibility to serve on standing committees to corresponding and associate members (and, by extension, to student members). This right is currently restricted to active members. It would also extend eligibility to chair standing committees to voting members (i.e., active and corresponding members), which is also currently restricted to active members. This proposal was triggered by a clarification of *Robert's Rules* on what constitutes a standing committee, which expanded the number of standing committees, most of which had non-active members.

The proposal to restructure our membership was also advanced at the Board meeting. The Board approved releasing the draft proposal on the restructuring of membership classes and benefits to the membership for comment and feedback. Please read this proposal carefully when released and provide your constructive

Consider what the Association has done in just the past couple of years to increase the value of your membership.

criticism and feedback to the Board. Remember, this is a draft, not a final proposal, so your input is vital in shaping the final proposal. The Board hopes to have sufficient feedback from members to decide on a final proposal in 2022. Please help the Board meet that goal!

The other amendments are housekeeping in nature and concern references to committee chairs in the Bylaws (removal of gender-specific language and standardization of the term "chair"), standardization and clarification of references to "two-thirds" votes by the Board, and removal of the term "membership facilities" from the Bylaws (none exist and are unlikely to ever exist).

Details of these proposed amendments appear in this issue on page 19. Please use the ataTalk listserv to discuss these proposals among yourselves, and feel free to contact me or any other Board member directly with your concerns or questions. (To subscribe to ataTalk, email ***ataTalk+subscribe@groups.io.***)

Government Linguist Outreach Task Force: The Board also approved a short extension of both the Government Linguist Outreach Task Force (GLOTF) and the temporary military dues discount to give the GLOTF additional time to conduct work that was curtailed or made impossible by the pandemic.

National Registry of Individual Translators and Interpreters Committee: Finally, the Board received the final report from the ad hoc National Registry of Individual Translators and Interpreters Committee, which contains its findings and recommendations concerning establishing such a registry for worker classification purposes. The Board thanks the committee for its speedy work and will continue its work on this topic based on this report.

"Basic Credential" Ad Hoc Committee: The related "Basic Credential" ad hoc committee also submitted a report on its progress on the establishment of a basic credential for members who cannot become certified under the current program. To my surprise, the committee was able to come to a general consensus that such a credential may be possible, as I expected disagreement on fundamental questions of the criteria and methods for evidencing qualifications. So, I give my personal heartfelt thanks to this committee for its outstanding work to date. I now have hopes that it may well be possible for us to offer this important new benefit in the future.

Lastly, even given the present uncertainty arising from the seemingly endless pandemic, I look forward to seeing many of you in person at ATA62 in Minneapolis (October 27-30), where I'll hand over the gavel to the more-than-competent hands of President-Elect Madalena Sánchez Zampaulo and return to being an ordinary member. If you haven't done so already, please check out the conference website at ***https://ata62.org***. It promises to be a great event!

The Final Countdown

Who else is counting down the days until we reunite in Minneapolis (and virtually) at ATA62? Surely it isn't just me!

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This year's Annual Conference model will be another new one for ATA as we hold a hybrid conference for the first time. Registration opened in late July, and the full conference schedule is online. Here's what you can expect.

Safety Measures

We and our host hotel, the Hyatt Regency Minneapolis, are prioritizing the safety and well-being of on-site attendees. The hotel staff continues to wear masks, regardless of vaccination status. Masks are highly recommended for vaccinated guests and required for unvaccinated guests.

In addition, all in-person attendees MUST provide proof that they are fully vaccinated OR have a negative COVID-19 test result within 72 hours prior to checking in at conference registration. We, of course, encourage everyone, even those who are fully vaccinated, to get a test before arrival to maximize safety. We'll continue to follow the guidelines set forth by the Centers for Disease Control and Prevention and the Hyatt Company.

Wednesday

We'll have 15 Advanced Skills and Training (AST) Day sessions in the morning and afternoon, 14 of which will be streamed and recorded for virtual attendees. These sessions are a mix of workshops for translators and interpreters looking to enhance language-specific or business-related skills.

There will be a midday Buddies Welcome Newbies event and an evening Stronger Together Networking session for virtual attendees. On-site attendees may attend the evening Buddies Welcome Newbies event before the Welcome Celebration.

Thursday

We'll kick off the first full day of the Annual Conference with Breakfast with the Candidates, the Student Meetup, Zumba, and Mindful Movement for on-site attendees. These will be followed by the Opening Session and the Annual Meeting of Voting Members and Election. The Annual Meeting is open to all members (i.e., conference registration is not required). Members will receive instructions from ATA Headquarters on how to attend the governance meetings.

All conference registrants will have access to the virtual component.

Useful Links

ATA62 Conference Website
www.ata62.org

ATA62 Advanced Skills and Training Day
https://ata62.org/astday

ATA62 Exhibitors
https://ata62.org/exhibitors

ATA62 Networking and Events
https://ata62.org/networking

ATA62 Registration
https://ata62.org/registration

ATA62 Session Schedule
https://ata62.org/education

Hyatt Regency Minneapolis Host Hotel Information
https://ata62.org/hotel

ATA Elections 2021
www.atanet.org/about-us/board/elections

Meet Minneapolis Visitor Center
http://bit.ly/visit-Minneapolis

If you're a voting member, please watch for an email so you can vote by proxy. We'll be electing officers and directors this year, in addition to voting on five proposed Bylaws amendments. (You can read the statements from this year's candidates and the proposed amendments in this issue, starting on page 11!)

Once the morning meetings end, we'll have 30 educational sessions for you to enjoy. The Business Practices Education Committee will host a virtual Brainstorm Networking event for remote attendees, while those who attend in Minneapolis can participate in the on-site Stronger Together Networking event.

Friday

On Friday, we'll hold Breakfast with the Board, the TweetUp, Zumba, and Mindful Movement for on-site attendees. This will be followed by the Annual Meeting of All Members and Awards Ceremony. You don't want to miss hearing about our new award winners this year!

We're changing up this year's Job Fair by holding it during lunchtime on Friday. So, be prepared to meet with companies looking for your expertise and language pair(s)! All attendees will have the opportunity to choose from 40 educational sessions before the evening networking events: on-site Brainstorm Networking (thank you, Business Practices Education Committee!) and Virtual Speed Networking. Later in the evening, the Literary Division will host the After Hours Café in its popular virtual format based on last year's positive feedback.

This year's Annual Conference model will be another new one for ATA as we hold a hybrid conference for the first time.

Saturday

On Saturday morning, we'll have one more chance for you to fit in some Mindful Movement and Zumba before a full day at the conference. The ATA Military Veterans Circle Meetup and the Newbies Meetup will take place on-site during breakfast. The day will continue with 50 educational sessions, followed by the Closing Session for all attendees in the evening.

To round out our Annual Conference reunion, on-site attendees can attend the Closing Reception to say farewell to friends and colleagues before heading to dinner and the new Game Night hosted by the American Foundation for Translation and Interpretation (AFTI).

Who Can Access the Virtual Conference?

All conference registrants will have access to the virtual component. Attendees will retain access to the educational sessions after the conference, so don't worry if you can't make it to a session at the same time it's being held, or if there are two you want to watch at the same time.

What Else Will On-Site Attendees Get?

The Exhibit Hall will be open throughout the conference. Find new business and get your questions answered by vendors and sponsors. We have worked to improve the line of communication between attendees and exhibitors this year, and we hope you'll enjoy the updates to the virtual conference platform. The Tool Support Stations and the Dictionary Exchange will also be back! Watch the conference schedule to find out where to go.

Are you in need of a new professional headshot? Our headshot photographer is back! Get three headshots for $40 and update this important piece of your marketing while you're in Minneapolis. Appointments can be made directly through the conference event schedule.

Before I wrap up my penultimate column as ATA president-elect, I'd like to extend my personal thanks to the ATA Headquarters staff. Without their countless hours of hard work and sweat, the conference would not be the incredible event we all know it to be. If last year and this year have shown us anything, it's that the flexibility and support of our staff have carried us through!

Thank you, our members, for putting your trust in me as your conference organizer again this year with two new conference models in a row! It will be a joy to be reunited in person again with those who can make it. I hope to see as many of you in person this year as possible!

Board Meeting Highlights

The ATA Board of Directors met August 7–8, 2021, in Nashville, Tennessee—the first in-person Board meeting since February 2020.

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The meeting was preceded by the Board's annual Strategy Day. Strategy Day allows the Board to discuss in-depth aspects of the Association and the translation and interpreting professions. The event is coordinated and led by ATA's president-elect, who, by office, is the chair of the Governance and Communications Committee. This year, President-Elect Madalena Sánchez Zampaulo guided the Board through discussions about Board reports and the structure of Board meetings; a succession plan for the executive director; the future of the Annual Conference and how it's structured; and a look at how professional special interest groups could be incorporated into the Association while complementing divisions. Strategy Day discussions do not necessarily lead to concrete action plans, but they do serve as the foundation for working through the Board's activities for the year.

Here are some highlights from the Board meeting.

Budget

The Board approved the July 1, 2021–June 30, 2022 final budget and the 2022–24 draft budgets. The budget includes funds for offering the certification exams online and a hybrid conference.

Dues

The Board approved a dues increase for 2022. The new rate will be $249 for active/corresponding/associate members. Other categories will increase proportionally.

Bylaws Amendments

The Board approved five proposed Bylaws amendments for approval by the membership. The amendments are primarily housekeeping in nature. (Please see page 19 for the proposed Bylaws revisions and the supporting commentary.) The proposed Bylaws amendments will be voted on in this year's elections.

Investment Policy

The Board approved revisions to ATA's Investment Policy. This policy outlines, among other things, permissible investments and the targeted asset allocation for these investments. ATA maintains a conservate approach to safeguard the Association's capital.

Proposed Membership Classes

The Board approved putting forward Proposed Changes to Membership Categories and Benefits to the membership for feedback. Any proposed changes to membership categories would need to be approved by a membership vote.

Remote Interpreting Position Paper

The Board approved the ATA Position Paper on Remoting Interpreting. The paper is posted online in the Member-Only section ***(https://bit.ly/ATA-position-RI)***

Professional Special Interest Groups

The Board approved establishing an ad hoc Professional Special Interest Groups Exploration Committee. This action follows the Board discussions from Strategy Day.

Committee Chairs

The Board approved the appointment of several committee chairs, who will take their positions following the Annual Meeting of All Members, October 29, 2021.

Advocacy Committee: Ben Karl

Business Practices Education Committee: Danielle Maxson

Certification Committee: Michèle Hansen

Chapters Committee: Yolanda Secos

Divisions Committee: Lebzy Gonzalez

Education and Pedagogy Committee: Caitilin Walsh

Ethics Committee: Robin Bonthrone

Honors and Awards Committee: Beth Smith

Interpretation Policy Advisory Committee: Elena Langdon

Membership Committee: Meghan Konkol

Professional Development Committee: Veronika Demichelis

Public Relations Committee: Jamie Hartz

Standards Committee: Alaina Brandt

Strategy Committee: John Milan

Translation and Interpreting Resources Committee: Jost Zetzsche

By approving the committee chairs at this meeting, the chairs have time to get their committees in place and start planning for the coming year.

The Board meeting summary is posted online. The minutes will be posted once they are approved at the next Board meeting. Past meeting summaries and minutes are also posted online at ***www.atanet.org/membership/minutes.php***. The next Board meeting is set for October 30-31, 2021, in Minneapolis, Minnesota. As always, the meeting is open to all members, and members are encouraged to attend.

ATA 2021 Elections: Candidate Statements

ATA will hold its regularly scheduled elections (in person and virtually) at the upcoming ATA 62nd Annual Conference in Minneapolis, Minnesota, to elect a president-elect, secretary, and treasurer for a two-year term, as well as three directors for a three-year term. In addition, members will vote on five proposed amendments to ATA's Bylaws. The Annual Meeting of Voting Members will be held October 28, 2021.

President-Elect Two-Year Term

Veronika Demichelis, CT

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I'm honored to be nominated for ATA president-elect.

I joined ATA in 2016 and realized that I found my professional home and community.

Since then, I've been active in shaping our Association: as a volunteer in the Slavic Languages Division, as a member of the Membership Committee and Honors and Awards Committee, as chair of ATA's Professional Development Committee, and as a director on ATA's Board. I've gained many valuable insights and great appreciation of how our Association works and what goals and challenges lie ahead. In addition to my role in ATA, I supported my local affiliate, the Houston Interpreters and Translators Association, as professional development director from 2018 until 2020.

In my role as chair of ATA's Professional Development Committee, I lead a team of volunteers who revamped and re-energized ATA's professional development program. Since 2020, we pivoted to grow our virtual programs and tripled the number of ATA webinars, providing high-quality continued learning opportunities to translators and interpreters working in various fields. We introduced the *Back to Business Basics* series: free monthly webinars for ATA members focusing on business-related topics. We piloted virtual workshops and are working on a concept for online courses. We made significant strides in ensuring the quality and financial sustainability of ATA's professional development program. I'm proud to see that continuing professional development opportunities offered by our Association have become a significant member benefit.

My volunteer experience in ATA has given me a solid understanding of what's important to members, how to communicate and work together with fellow volunteers and staff, and how to put in the time and effort to achieve tangible results. Those who have worked with me know that I value integrity and openness, and that I like to roll up my sleeves, get to work, and create something that members will appreciate.

I enjoy dialogue and collaboration and thrive when working on tasks that help improve the future of our profession.

As a freelance ATA-certified English>Russian translator, I understand the joys and challenges of our profession. And thanks to my previous corporate career, I have a strong background in administration, human resources, communications, and social responsibility. I believe that my skills in these areas will be useful in taking ATA to the next level.

If elected, I will continue to work tirelessly to strengthen ATA. To this effect, I would focus on:

- Ensuring the high quality of educational and networking sessions and the financial success of ATA's Annual Conference.
- Growing member services and programs to satisfy the needs of our members and position ATA as a place to be for translators, interpreters, and other language professionals.
- Providing a variety of avenues for members to network and support each other.
- Promoting ATA's mission and raising the profile of professional translators and interpreters and our commitment to high standards of practice, ethics, and professional development.

I would be honored to get your vote and use my expertise and skills for the benefit of ATA.

President-Elect Two-Year Term

Geoff Koby, CT

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I'm honored to be nominated for president-elect. More than a livelihood, translation is my passion, which is why I've served ATA in a number of different roles. In 1995, while teaching translation at Kent State University, I started working as a part-time translator to keep my knowledge and skills current. Over the past 25 years, I've focused on business, legal, and financial translation while researching translation quality and training translators.

If elected, I will focus on member needs, specifically on advocacy. Advocating for our individual members is a fundamental task of our Association to raise the profile of professional translation and interpreting. Advocacy also means using the combined voice of over 9,000 ATA members to work toward improving the larger translation and interpreting professions. Since finishing two terms on the Board in 2020, I've continued to work for the Association.

This January, the Board appointed two ad hoc committees to consider aspects of our professional lives. As chair of both, I nominated members with a wide variety of viewpoints. One committee explored a National Registry of Individual Translators and Interpreters to respond to legislation classifying freelancers as employees, such as California's AB5. The thought is to register all independent professionals so that we can keep our freedom as independent contractors. The other committee is studying a basic ATA credential for translators to possibly create ways for translators to be recognized for competence in languages not available for certification. On both of these committees, I'm working for our individual members.

Another area where I've been working for members is on the Governance and Communication Committee, helping to draft new Bylaws proposals to update the membership structure. Our membership structure has not kept up with changing times and no longer reflects the founders' idea of an association where all translation and interpreting professionals have a voice. I believe changing the structure is necessary to give all translation and interpreting professionals equal standing in the Association.

And now a little about me. An ATA-certified translator (Dutch>English, German>English), I became a German>English grader in 2006, then served the Certification Committee as secretary and chair (six years), and still work on the committee and serve as a grader. I served two terms on the Board and chaired the Compensation Survey Committee, addressing previous surveys' shortcomings. I hope the new survey will fit the Association's needs for many years. I served on the Education and Pedagogy Committee and as chair of *The ATA Chronicle* Editorial Board, and currently serve on ASTM standards committees and the Finance and Audit Committee, dealing financially with the pandemic and carefully stewarding member assets. I'm president of the American Foundation for Translation and Interpretation (AFTI), ATA's foundation for charitable activities, education, and research. Since 2018, I've led AFTI to co-sponsor a summer school for translation graduate students and award 10 student scholarships for conference attendance.

I promise to work for all ATA members across all languages. I ask for your vote, and, as I've done since first volunteering with ATA in 2006, I promise to serve energetically and faithfully in the future.

Secretary Two-Year Term

Alaina Brandt

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I've been an ATA member for eight years. When I first joined, the need for professionalization of translation and localization project management was a gap I felt passionate about filling. I continue to feel passion for professionalizing the fields of translation/localization, and over the years I've directed my passion toward stakeholder education. These efforts

have included co-editing the newsletter of the Midwest Association of Translators and Interpreters—the ATA chapter for which I served as a director from 2013-2016—presenting at ATA conferences, contributing to industry standards through ASTM Technical Committee F43 on Language Services and Products, and teaching about translation and localization management as an assistant professor of professional practice in the translation and localization management program at the Middlebury Institute of International Studies at Monterey.

As membership secretary of the standards organization ASTM F43, I prepare reports on the state of our membership for our monthly executive committee meetings. In the reports, I identify our strengths, which include slowly increasing membership to expand the subject areas our standards cover, and our areas for improvement. I'm also working to disseminate information about translation/localization standards within the U.S. government. To that end, I helped plan an ASTM F43 Membership Orientation held in August 2021. This was the first webinar of its kind to be held within F43.

My work in ASTM F43 is reported to ATA through my membership in ATA's Standards Committee. I also share my research in localization with ATA and the broader translation and localization industries with the hope that these contributions will help members and practitioners to continue developing their skills. Within ATA, I shared research on processes, best practices, and contemporary theory, most recently in a webinar ("Introduction to Localization") to help members meet their clients' changing localization needs.

As a member of the Leadership Council of the Translation Company Division, I have co-edited and written for the newsletter that we collectively launched. I'm also collaborating with esteemed colleagues in the ad hoc Basic Credential Committee to see if we can build a model that ATA could follow to recognize the professionalism of members for whom ATA certification is not available. My contributions there are based on my experience and research in localization vendor management. I serve as an expert for Technical Committee 37 on Language and Terminology of the International Organization for Standardization (ISO), on the Leadership Council of ATA's Government Division, and as a member of the steering committee of the Coalition of Practicing Translators and Interpreters of America. In each of these roles, I connect the advocacy campaigns under way for increasing awareness of the professionalism of translators, interpreters, and localizers.

I understand the responsibility that the secretary of ATA holds to accurately document the decision making of the Board so that communication of our activity remains transparent. Over the years, I've developed the ability to actively listen and take actionable notes while contributing my perspective to discussions. Thanks to my work on standards, I seek out conflicting perspectives when trying to contribute to the consensus that balances the needs of the stakeholders materially affected by decision-making processes.

Secretary
Two-Year Term

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It's an honor to be nominated to run for the position of secretary of ATA. I welcome this opportunity to expand my contributions to ATA and our professions.

Since the 1990s, when I established myself as a full-time freelance interpreter and translator, I've worked as a volunteer at the local, state, and national level to advance this beautiful profession. In addition to my long work for ATA, I'm past president of the National Association of Judiciary Interpreters and Translators, and I helped found and continue to be active in the Texas Association of Judiciary Interpreters and Translators. I'm also a member of my local association, the Austin Area Translators and Interpreters Association.

My volunteer efforts with ATA began many years ago (before and during) the Annual Conference in Austin, Texas, in 1994. It was my pleasure to be a part of the local organizational committee that helped make that a very successful conference. I've served two full terms on ATA's Board, and it has been my pleasure and privilege to serve the Association on a number of different committees. I currently serve as chair of the Interpretation Policy Advisory Committee.

One of the most satisfying achievements of my work on the Board has been the establishment of ATA's Advocacy Committee, which today plays an important role representing the interests of interpreters and translators. I'm also proud of having helped develop and implement the credentialed interpreter identification program. As a result of my experience as a member of the Board of Directors, I'm confident I can work well with both incoming and continuing members of the Board in a productive and transparent way.

If elected secretary, my goal will be to continue to build upon the professionalism, transparency, and effectiveness of my predecessors. As a member of the Executive Committee, I will strive to be the voice of and defend the interests of all ATA members while also continuing to speak out on behalf of all freelance members of our Association.

I look forward to serving you and ATA as secretary as well as a member of the Board. Thank you for your consideration and I ask for your vote.

Treasurer
Two-Year Term

Ben Karl, CT

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I'm honored to have been nominated for the position of ATA treasurer. I've been an ATA member since 2016 and am grateful to be a part of a community that works tirelessly to support, professionalize, and advance the careers of language professionals in the U.S. and around the world. This past year and a half was especially difficult for so many, and ATA was there to lend support, guidance, and hope.

I'm a Mandarin>English and ATA-certified French>English translator and copywriter based in Long Beach, California, specializing in marketing, corporate, and financial communications.

I started my freelance career in 2013 after several years at a major language services provider. I promptly joined the Nevada Interpreters and Translators Association (NITA) and quickly learned the value of association membership. In 2015, I was elected to NITA's board of directors and named public relations chair, a position I held until moving to California in 2019.

I currently volunteer for ATA in a variety of ways. I serve as the editor of the French Language Division's blog and as a member of *The ATA Chronicle* Editorial Board, supporting efforts to make sure ATA's magazine features relevant, quality content. Since 2018, I've served on ATA's Membership Committee and as the Membership Committee representative to the Government Linguistic Outreach Task Force. During my time on the Membership Committee, I've contributed to the rollout of new member orientations, military linguist outreach, countless new member benefit initiatives to ensure members are taking full advantage of their memberships, and most recently, a guide to help new translators get their initial foothold in our exciting industry.

In addition to my work for ATA, in 2018 I was nominated by ATA to serve on the *Translatio* Standing Committee of the International Federation of Translators (FIT), which I also currently chair. I coordinate a team of a dozen volunteers and suppliers to publish FIT's quarterly newsletter, *Translatio*, which features articles from FIT member associations around the world, including ATA.

If elected treasurer, I would work closely with the Finance and Audit Committee and ATA's in-house accountant, financial advisor, and auditors to ensure the solid financial foundation laid by my predecessors is made even stronger, in full transparency, without passing an undue financial burden onto ATA members. My MBA and experience as a financial translator give me a solid background in finance to convey ATA's financial information to all ATA members effectively, so they know their dues are being put to good use. Wherever possible, I would seek to optimize ATA's resources to benefit members and work to ensure ATA's financial statements are accurate and clear.

Finally, I believe strongly in taking steps to embody and fulfill ATA's 2017 Resolution Supporting Diversity and 2020 Statement on Racism and Inequality, and would advocate for the Board to allocate financial resources to initiatives that support our underrepresented members and the communities they serve.

I'm grateful to be considered for this position and hope to be able to serve you all as treasurer.

Treasurer
Two-Year Term

John Milan, CT

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ATA membership has been slowly declining for over a decade, while conference attendance (even before the pandemic) has trended smaller. These two items—membership dues and the Annual Conference—account for more than 80% of our revenue. Since neither is growing, we need to continue to manage our finances prudently, making sure that funds are optimally allocated to serve members' interests and objectives.

Fortunately, the Association is financially sound in terms of its balance sheet, investments, and strategic reserves. Good governance and forward-thinking actions have prepared us for this reality. I've been committed to both since being elected treasurer in 2017, and prudent financial management will continue to guide my decisions if I'm re-elected to this post for a final two-year term.

For those who don't know me, I'm an ATA-certified Portuguese>English translator, economist, consultant, and former adjunct professor of economics, with 25+ years of professional experience in multiple countries. I've served on ATA's Finance and Audit Committee (FAC) since 2015, chairing it since I became treasurer. The FAC oversees our finances and ensures accurate financial reporting. I'm also the chair of ATA's Strategy Committee, which takes a step back from day-to-day operations to examine longer-term trends in our profession and help the Board of Directors make decisions about the Association's future.

My background includes a Master of Science in applied microeconomics from Ohio State University, where I was a foreign-language fellow specializing in Portuguese translation and linguistics. I also hold degrees in Spanish and international political economy from Indiana University, and I finished up my undergraduate studies in Madrid, Spain, at the Institute of European Studies.

For 11 years, I lived in Brazil, where I was on the faculty of a university in São Paulo, concomitantly working as a freelance translator, interpreter, editor, and consultant. Among other experience,

I was the financial administrator of a nonprofit organization that employed eight people with a $1 million budget, and I've run three businesses, one of which employed 45 people and had a $3 million budget.

From 2009–2016, I served on the board of the Carolina Association of Translators and Interpreters, ATA's local chapter in the Carolinas, as director, vice president, and president. During that time, we developed a local mentoring program, expanded outreach efforts to universities, held quarterly meetups for translators and interpreters, updated and digitized operating procedures, took the chapter paperless, and, most significantly, organized well-attended annual conferences in partnership with foreign-language and interpreter-training programs in the region.

I've drawn on this experience to make sure that ATA has a solid budget, sufficient funding, accurate financial statements, and an open channel of communication with the membership. If re-elected treasurer, I shall continue to seek out areas to improve the stewardship of ATA's resources, ensuring that our Association remains financially sound, transparent, and duly audited.

I look forward to this opportunity and am honored to be considered once again for this position.

Director
Three-Year Term

Eve Bodeux, CT

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Actively involved with ATA for over 20 years, I'm proud to have served as an ATA director for the past three. It would be a privilege to serve a second term and help lead ATA as we face the challenges and opportunities presented by the changing conditions in our world and our profession. I thank the Nominating and Leadership Development Committee for allowing me this opportunity.

I'm an ATA-certified French>English translator specializing in international development, corporate communications, and tech marketing. Throughout my career, I've been committed to professional associations and the value that they bring.

As a Board member, I've served as chair of ATA's Public Relations Committee (2018–2021). My overarching goal has been to inform the public and media about the importance of translators and interpreters in society. I've focused on educating potential buyers about the importance of using professional providers and specifically about the value of using services provided by ATA members.

I've been fortunate to work with devoted committee members whose efforts benefit all of ATA. I've interfaced with the national and regional media to spotlight ATA and its members, worked with the ATA Writers Group to publish articles in a wide range of media outlets, developed marketing pieces for buyers of translation and interpreting (T&I) services provided by ATA members, and organized external events for ATA to promote its members. I've also participated in advocacy efforts aimed at informing Congress and state and local officials about issues that matter to our members and affect their livelihoods. Successful advocacy takes action at all levels.

I've been active in the Divisions Committee (2015–2019) and in the Governance and Communications Committee (2018–2021), helping to evaluate ATA policies and procedures and ensure efficient governance.

Past volunteer positions include having served as newsletter editor and two terms as administrator of the French Language Division in addition to two terms as vice president (and numerous other positions) with the Colorado Translators Association, an ATA chapter. The author of *Maintaining Your Second Language*, a book for language professionals, I also co-founded and co-hosted the podcast *Speaking of Translation* from 2008 to 2021.

As an ATA director, in addition to helping to execute the governing responsibilities of the Board, I plan to:

- Assist the new Public Relations Committee chair and maintain a presence on the committee, providing continuity and working on special projects. Public relations activities are important to promoting T&I in general, ATA as an organization, and the services that members provide.
- Work actively in ATA's Advocacy Committee to help monitor laws, regulations, and policies that affect translators and interpreters in the U.S. and abroad and help translators and interpreters make their voices heard.
- Continue to actively engage with members to be able to understand their needs and execute programs that will help them be successful translators and interpreters.

It would be my honor to continue to serve you and I thank you for your support.

Director
Three-Year Term

Robin Bonthrone, CT

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Being invited to run for a position on ATA's Board of Directors is a singular honor that not only acknowledges what you've already accomplished as an active ATA member, but also underscores that your peers think you've a lot more to give. That's why I'm delighted to be asked to be a candidate in this year's elections.

Despite the excitement about opening up again this year, I think it's important to consider that our professions, and ATA itself, are moving into uncharted waters. The challenges we face—for example, neural machine translation, remote interpreting, the PRO Act and similar state legislation, and the pandemic-related

economic disruption to target markets—are matched by concerns affecting ATA. These concerns include the steady shrinkage of our member numbers, questions about the profitability of future in-person events, and the need to realign the Association and its support structures to safeguard ATA's long-term future as *the* national home for translators and interpreters.

I believe the wealth of experience I've accumulated not only as a professional German>English financial-legal translator for over 32 years, but also as an active member of ATA's Professional Development and Business Practices Education Committees—and what I have learned as a member of the Finance and Audit Committee—will make me a valuable team player on ATA's Board of Directors.

I'm particularly proud of the collective achievements of the Professional Development Committee in 2020 and 2021, proving how much a well-balanced, diverse team of professionals can accomplish when they share the same objectives, enthusiasm, and motivation. We've helped make ATA a global leader when it comes to high-value, affordable, online continuing education, and I firmly believe that encouraging ATA members to be subject area specialists with wide-ranging business knowledge and "soft" skills—and supporting them across all stages of their professional journey—is probably ATA's most critical mission in the coming years.

My commitment to ATA and its members is also reflected by my work to educate ATA members about federal funding programs available to them during the pandemic, in particular the Paycheck Protection Program (PPP). As well as regular updates on the Business Practices listserv, I authored several versions of a Guide to PPP, which were published in *The ATA Chronicle* Online section of ATA's website. I'm proud to have helped many ATA members secure financial assistance when they needed it most.

Finally, my position since January 2021 as president of the Austin Area Translators and Interpreters Association has given me a ringside view of nonprofit governance. I've gained an excellent insight into what it means to guide and support a diverse team of volunteers, and my awareness of nonprofit challenges and opportunities was broadened and deepened by a virtual training event for nonprofit board members I attended.

I'm asking you to vote for me so I can help shape the future of ATA in a fast-changing world and work with fellow Board members to advance the interests of all of our members.

Director
Three-Year Term

Céline Browning
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I remember vividly the pure passion and excitement emanating from the attendees at my first ATA Annual Conference in 2012. Soon after becoming an ATA member, I became involved in the conference planning committee of the Japanese Language Division (JLD) in 2014. I served as division secretary in 2016, and I became the JLD administrator in 2019. Much has changed in the JLD since that first introduction.

Despite COVID heavily impacting my first year as administrator, ATA61 served as a catalyst for our current offering of division events. An online meetup during ATA61 has grown into a webinar series, roundtable discussion, and coffee hour, with our division hosting more than 22 events. The JLD has also collaborated with the Chinese and Korean Language Divisions to jointly host future conference sessions, webinars, or get-togethers.

As the outgoing JLD administrator, it's an honor to be nominated to run for a position as an ATA Board director. I've lived in Japan from a young age as a non-native bicultural resident. I've made a living as an adult as a minority interpreting in a minority language. Thus, I've had first-hand experience on the impact of diversity and bicultural experiences, while gaining proficiency in my heritage culture, as well as of the culture of Japan, where I settled. It's my deepest hope to bring more awareness and appreciation to the diversity within the various divisions of ATA.

Goals

- Outreach to educate clients on our professional standards and values, especially in the new post-pandemic normal, by serving on the Advocacy or Standards Committee.

- Creating more cross-collaboration within ATA's divisions by serving on the Divisions Committee.
- Serving on the Interpretation Policy Advisory Committee to work to prevent the exploitation of interpreters in the new-normal of the post-pandemic world. Some of the impacts have included price cuts of normal fees and unrealistic expectations on working hours and conditions.

Education: I attended the Japanese obligatory education system from elementary through middle school as the only non-native Japanese in my school. I returned to Japan for university studies in international relations with an emphasis on human rights. I then obtained a master's degree in intercultural conflict management in Germany. I next attended the Middlebury Institute of International Studies at Monterey, where I received a master's degree in conference interpreting.

Professional Experience: I've worked primarily in the private sector, including interpreting for the tidying-queen Marie Kondo. I'm also a contract conference interpreter with the U.S. Department of State. I have experience with remote simultaneous interpreting, working in that mode since 2018 and presenting at conferences on the topic. As a member of the leadership council of the National Small Business Association, I'll use my seat to advocate for opportunities for translators and interpreters within the U.S. small-business community, bringing recognition where linguists are underrepresent.

If elected, I hope to bring more equality, visibility, and appreciation to language professionals. I believe my background is ideally suited to maintaining and fostering organizational resilience through nurturing collaboration and in-depth communication.

Director
Three-Year Term

Manako Ihaya, CT

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This is my second year running for ATA's Board of Directors. While I'm honored once again to be nominated, I also know that it's a tough election, with half of us guaranteed to lose. So why am I taking the risk again? Simple: because I want to help make the Association that helped me make it here in the U.S. even better.

I joined ATA in 1999 as a mother of four, soon-to-be divorced, four years after immigrating to the U.S. I was determined to make a living for myself and my children, and it was ATA's Certification Program and network of fellow freelancers that provided me with the confidence, legitimacy, and reassurance to forge ahead, building my business as a professional translator, and later, interpreter.

I grew up uniquely bilingual, moving around in Japan and the U.S. attending a total of five elementary schools, three junior high schools, and two high schools before graduating from Tokyo's Sophia University with a BA in English literature. I learned to make friends everywhere I went to school, a trait that became invaluable for networking later in life. After working as an English-language journalist in Tokyo, I transitioned to being a Japanese>English translator in the U.S., being ATA-certified in that direction as soon as I joined the Association. Now that my children are grown, I've been working primarily as an interpreter, traveling wherever my assignments take me. I also act as an agency when I have large projects that require multiple translators and interpreters.

At ATA, I made use of my experience as a staff editor and writer at *The Japan Times Weekly* to serve as the editor of the *JLD Times*, the newsletter of ATA's Japanese Language Division, when it was still in print form. I've also been involved in the Certification Program, serving as a grader for the Japanese>English certification exam since 2008 and as language chair since 2019. In addition to ATA, I became a member of the Japan Association of Translators and was on the board of directors from 2006–2010, serving as president for two years.

If elected, I hope to help lead ATA to be not only the reassuring presence it was for me when I joined, but also a powerful advocate and a provider of tools for our profession to deal with these changing and challenging times. As an association professionally representing global languages and cultures, we are in a unique position to help the U.S. understand and appreciate the diversity that makes our country strong. I hope to help ATA in that role, both within and beyond the Association.

Director
Three-Year Term

Meghan Konkol, CT

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I appreciate the opportunity to continue serving on ATA's Board of Directors. Since joining the Board in 2018, I've had the privilege of serving alongside truly remarkable hard-working colleagues, and I look forward to continuing this work if re-elected.

Over the past three years, the issues we've addressed on the Board have covered a number of big-picture items for the Association, including membership structure and benefits, certification, and advocacy efforts. Serving on the Board has allowed me to directly impact how ATA supports professional translators and interpreters and educates the public about our skills and services.

Now more than ever, it's essential that we keep our eyes and minds open so we can respond swiftly and effectively to change—whether it's learning new skills, adapting to emerging technologies, or advocating for recognition of our professions. If re-

elected, I'll continue to actively listen to members' concerns and address them through my work on the Board and various committees. I'll maintain my focus on optimizing the Association's offerings to ensure ATA remains the go-to support system for all language professionals.

I've served on ATA's Membership Committee since 2018 and became chair in 2020. This committee works to provide a wide range of programs and benefits to encourage member participation and retention and to recruit new members to join ATA. I welcome open discussions with and comments from colleagues, no matter what languages they work in or what stage they're at in their career. I strive to consider the needs and concerns of ATA's diverse membership so the Association can adapt to our ever-changing landscape and provide the support that translators and interpreters need most. My work on the Membership Committee includes our recently published e-book, *The ATA Guide to Starting Out as a Translator*, member orientation sessions, a member benefits video, and an upcoming membership survey to obtain diversity information that will allow ATA to better serve all members.

Since 2011, I've served as coordinator of ATA's School Outreach Program under ATA's Public Relations Committee. Our recent work includes support for virtual classroom visits, improved resources for presenters, video and podcast promotions, and a livestreamed School Outreach event.

I also serve on ATA's Governance and Communications Committee. This committee focuses on reviewing ATA policies and procedures to ensure they reflect the realities of the Association and our members. We also work to make sure these policies are communicated clearly to keep members informed.

My strong organizational, communication, and leadership skills are a crucial part of my work serving on ATA's Board and various committees. I approach decisions and projects with an aim to consider the concerns of all members so ATA can continuously improve its offerings.

It would be an honor to continue serving on the Board. As always, I encourage all ATA members to reach out with any comments or questions about how I can continue addressing your needs as language professionals. Thank you for your consideration.

Director Three-Year Term

Carol Shaw, CT

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The daughter of linguists, I was raised in Ecuador from the age of one, returning to live in the U.S. in my early 20s. After a detour into the corporate world of international sales, marketing, and logistics, I returned to my roots and training in 2000 as a full-time freelance translator and interpreter. A few months later, I stumbled onto a listserv for translators. Instantly, I had a host of mentors and a wealth of advice at my fingertips to help me do my best. It was my first taste of what a professional community can be.

I joined ATA in 2001 and was certified (Spanish>English) in 2006, but never really explored the benefits of getting involved with a national organization. To be honest, as a member of the board of the Metroplex Interpreters and Translators Association and a founding member of the Texas Association of Judiciary Interpreters and Translators, I wasn't convinced that greater participation in ATA was worth the time and money.

So, in 2010, I went to Denver to find out whether it was or not. I've only missed one ATA Annual Conference since. I've also joined divisions, watched webinars, and presented at ATA59 in New Orleans. It's my honor to serve as the blog editor for ATA's Interpreters Division. And it's an enormous honor to be nominated this year for a director position on the ATA Board.

My Perspective

The individual components of ATA are valuable ones. The professional development, publications, advocacy, certification, policy—even the chance to gather with others of our "tribe" and revel in being with people who understand the art and science of what we do—are all important.

By incorporating all these activities (and more) cohesively, such that one area informs another, ATA creates a space that both serves and strengthens the whole professional. That, in turn, helps the rest of the world understand just what we do. And helping the rest of the world better understand what we do is invaluable.

My Passion

Educational translation and interpreting is increasingly recognized for the specialized field that it is. As the district translator for several school districts for over 20 years, I also train their staff translators and interpreters.

I believe strongly in *peer-to-peer education.* For nearly 10 years, I taught continuing education classes for my fellow licensed court interpreters in Texas. I've taught seminars and classes, and I've appreciated what so many of you have taught me.

And I believe in coming alongside our clients through consultancy and advocacy. The more the rest of the world understands our role and function, the more effective our partnership will be.

My Promise

All these years later, I'm still a little in awe of what a community of professionals can be. It would be an honor to put my experience and expertise at the service of ATA and our community. I promise to do my best.

Proposed Amendments to the Bylaws to be Presented to the Membership for Voting in October 2021

In addition to electing Board officers and directors, Voting members will also vote on five proposed Bylaws amendments. The proposed changes appear below and are posted online at *www.atanet.org/elections*. Please note that material proposed to be deleted is struck through; material proposed to be added is underlined. ATA's Bylaws may be altered, amended, or repealed by a two-thirds vote of the voting members.

Amendment 1: Ex Officio Membership of Ethics Committee

Proposed Amendment to the Bylaws

ARTICLE V
Officers
Section 2—Duties

a. The President shall be the principal executive officer of the Association and shall in general supervise all of the affairs of the Association and be responsible for the operation of the Association Headquarters. The President shall be the Chairman of the Board and shall preside at all meetings of the Association, the Board of Directors, and the Executive Committee and shall be a member ex officio of all committees, except the Nominating and Leadership Development Committee and the Ethics Committee, without the right to vote unless otherwise provided by these Bylaws. The President shall share with the Treasurer the right to sign checks and warrants for the withdrawal of Association funds. The President shall execute on behalf of the Association all documents, obligations, contracts, or other instruments which the Board of Directors have authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors, or these Bylaws or by statute to some other officer or agent of the Association. The President shall perform such other duties applicable to the office of President as prescribed by the parliamentary authority adopted by the Association. The President shall be responsible for carrying out the policies and directives adopted or approved by the Board of Directors.

b. The President-Elect shall automatically become President at the end of the current term of office. The President-Elect shall perform all duties applicable to the office of vice-president as prescribed by the parliamentary authority adopted by the Association or as may be presented by the Board of Directors from time to time and shall be a member ex officio of all committees, except the Nominating and Leadership Development Committee and the Ethics Committee, without the right to vote unless otherwise provided by these Bylaws.

The ATA Board of Directors recommends approval.

Commentary

The purpose of the proposed amendment is to add the Ethics Committee to the list of committees of which the President and President-Elect shall not be ex officio members. They are already excluded from being ex officio members of the Nominating and Leadership Development Committee. Robert's Rules of Order recommends exclusion from these committees to avoid any undue influence by these officers over nominees for elected office or the investigations of members.

Amendment 2: Expanding Eligibility to Chair and Serve on Committees

Proposed Amendment to the Bylaws

ARTICLE III
Membership
Section 3—Rights and Privileges

b. Corresponding members have all the rights and privileges of Active members except the right to hold Association office and to serve on the Board of Directors ~~or standing committees~~.

c. Associate members have all the rights and privileges of Active members except the right to vote, to hold Association office, and to serve on the Board of Directors ~~or standing committees~~.

ARTICLE VII
Other Committees
Section 1—Appointment of Committee Heads and Members

Unless otherwise specified in these Bylaws, and subject to approval by the Board of Directors, the President shall appoint or reappoint all committee heads, all

of whom must be voting members of the Association. Members of any committee shall be appointed by the President in the same manner or selected by the head of the committee, subject to approval by the Board of Directors.

~~Only Active members of the Association may serve on, or be committee heads of, the standing committees.~~ Only voting members of the Association may chair committees. Vacancies in the membership of any committee may be filled on an interim basis by appointments made by the President.

The ATA Board of Directors recommends approval.

Commentary

The purpose of the proposed amendments is to allow fuller participation on ATA committees by Active, Corresponding, Associate, and Student members. The amendment in Article VII, Section 1 also extends the right to serve as committee chairs to include Corresponding members.

Amendment 3: References to Committee Chairs

Proposed Amendment to the Bylaws

ARTICLE V
Officers
Section 2—Duties

a. The President shall be the principal executive officer of the Association and shall in general supervise all of the affairs of the Association and be responsible for the operation of the Association Headquarters. The President shall ~~be the Chairman of~~ chair the Board and shall preside at all meetings of the Association, the Board of Directors, and the Executive Committee and shall be a member ex officio of all committees, except the Nominating and Leadership Development Committee, without the right to vote unless otherwise provided by these Bylaws. The President shall share with the Treasurer the right to sign checks and warrants for the withdrawal of Association funds. The President shall execute on behalf of the Association all documents, obligations, contracts, or other instruments which the Board of Directors have authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors, or these Bylaws or by statute to some other officer or agent of the Association. The President shall perform such other duties applicable to the office of President as prescribed by the parliamentary authority adopted by the Association. The President shall be responsible for carrying out the policies and directives adopted or approved by the Board of Directors.

ARTICLE VII
Other Committees
Section 1—Appointment of Committee ~~Heads~~Chairs and Members

Unless otherwise specified in these Bylaws, and subject to approval by the Board of Directors, the President shall appoint or reappoint all committee ~~heads~~chairs, all of whom must be voting members of the Association. Members of any committee shall be appointed by the President in the same manner or selected by the ~~head~~chair of the committee, subject to approval by the Board of Directors.

ARTICLE VIII
Compensation and Administrative Secretariat
Section 1—Compensation

Officers, Directors, ~~chairmen~~chairs and members of committees of the Association or any of its Chapters or Divisions shall receive no salary or other compensation with the exception that editors of ATA Division and Chapter publications may receive a modest honorarium, as authorized by the Board. Duly authorized expenses incurred on behalf of the Association shall be reimbursed.

The ATA Board of Directors recommends approval.

Commentary

These proposed amendments do not represent a change in procedure or policy. Rather, their purpose is to create consistency in wording throughout ATA's Bylaws

when referring to Board and committee chairs in addition to using a gender-neutral term.

Amendment 4: Removal of Membership Facilities

Proposed Amendment to the Bylaws

ARTICLE III
Membership
Section 3—Rights and Privileges

a. Active members have the right to attend any of the Association's membership meetings, ~~use all of its membership facilities,~~ and receive all of its regular publications free or at special membership rates. They also have the right to take certification examinations, to vote, to hold Association office, and to serve on the Board of Directors and all committees of the Association.

The ATA Board of Directors recommends approval.

Commentary

The purpose of the proposed amendment is to clarify that the Association does not have, nor has it had, "membership facilities" such as physical buildings for members to use (ATA Headquarters is an administrative office and not a membership facility). In ATA's early days, some founding members considered establishing a physical library of materials related to translation and interpreting. As such a "facility" was never built, and technology has now made it highly unlikely that any such physical facility for members will ever exist, this wording in ATA's Bylaws has become obsolete.

Amendment 5: Two-Thirds of Board Votes

Proposed Amendment to the Bylaws

ARTICLE III
Membership
Section 2—Eligibility

h **Honorary:** Honorary membership may be conferred upon individuals who have distinguished themselves in the translation or interpreting professions by a vote of two-thirds of the entire Board of Directors. The total number of living Honorary members shall not exceed twenty at any one time, and not more than two may be elected in any one year.

Section 6—Disciplinary Actions

b All disciplinary actions are taken pursuant to procedures adopted by the Board from time to time, which procedures may be amended only by a two-thirds vote of the entire Board of Directors.

ARTICLE IV
Board of Directors
Section 5—Removal

Any Director or officer may be removed from office by vote of the voting members at any annual or special meeting of such members. Any motion to remove a Director or officer may be presented to the voting members for vote only ~~upon~~ by a two-thirds vote of the entire Board of Directors, or upon submission to the President of a petition for removal signed by at least 100 voting members of the Association.

ARTICLE XII
Chapters
Section 6—Termination of Agreement

When the activities of a Chapter are deemed to run counter to the established policies and objectives of the Association, ~~the Board of Directors, by a two-thirds vote, may terminate~~ the agreement between the Chapter and the Association may be terminated by a two-thirds vote of the entire Board of Directors.

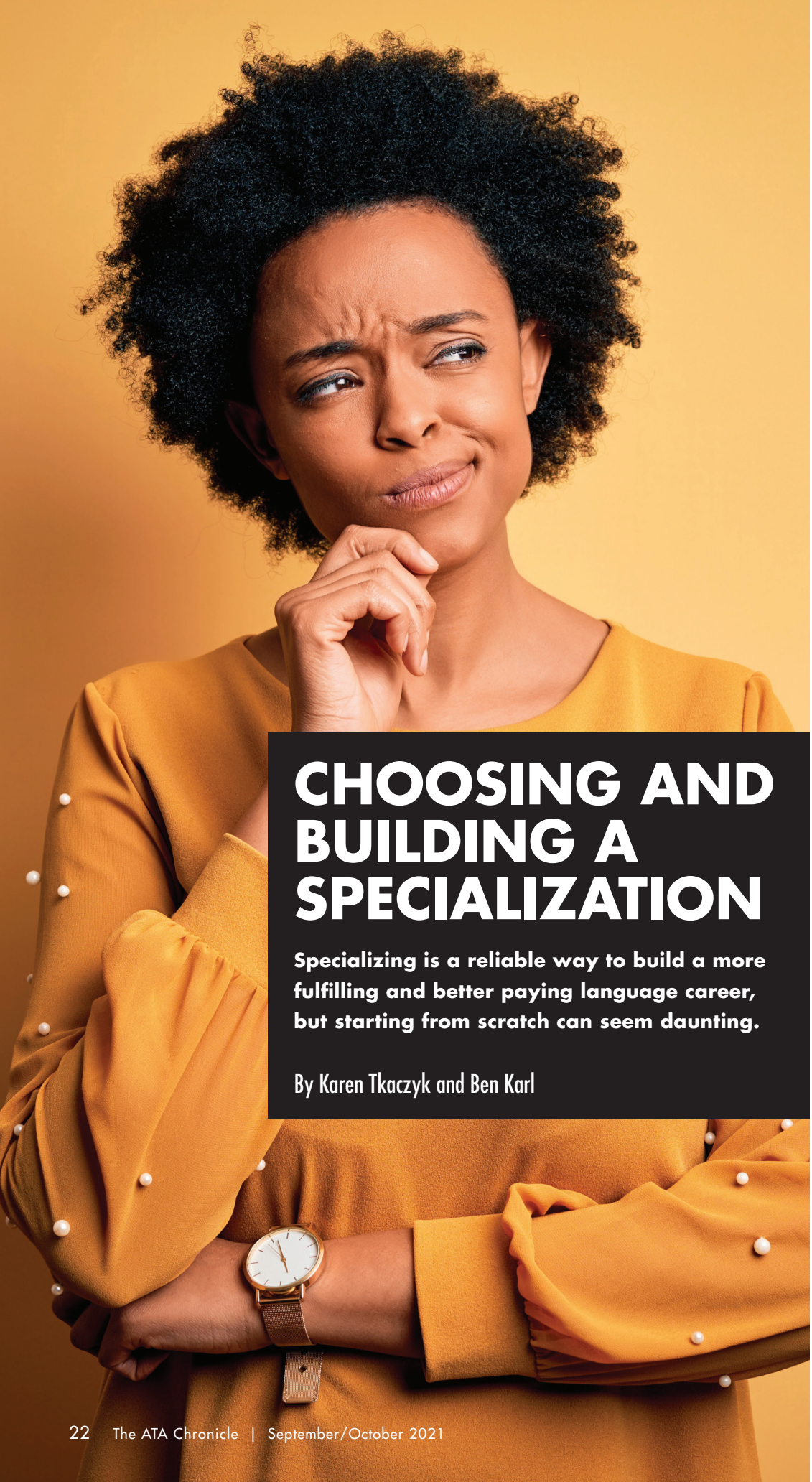
ARTICLE XIII
Divisions
Section 6—Dissolution and Suspension

When the activities of a Division are deemed to run counter to the established policies and objectives of the Association, ~~the Board of Directors, by a two-thirds vote, may dissolve~~ that Division ~~or declare its activities suspended~~ may be dissolved or have its activities suspended by a two-thirds vote of the entire Board of Directors.

The ATA Board of Directors recommends approval.

Commentary

These proposed amendments do not represent a change in procedure or policy. As currently written, there is potential ambiguity as to whether the two-thirds vote applies to the entire Board or to those voting. The purpose of these amendments is to create consistency and resolve this ambiguity. A two-thirds vote of the entire Board means that when there is a motion related to any of the above, at least 9 of the 13 members of the Board must vote affirmatively for the motion to pass.



CHOOSING AND BUILDING A SPECIALIZATION

Specializing is a reliable way to build a more fulfilling and better paying language career, but starting from scratch can seem daunting.

By Karen Tkaczyk and Ben Karl

"I'm a generalist," she said, "and I'm doing better than ever." When did you last hear that? A long time ago, we surmise. Neither of us can remember the last time.

Practitioners know we work in an ever-changing industry. Today, these changes feel faster than ever, and we need look no further than the pandemic-related overnight shift to remote simultaneous interpreting for a recent example. Translation technology abounds, and neural machine translation (NMT) is increasingly common—and accurate. But even as tools like machine translation become more widespread, in our experience, the best way to ensure quality and a sustainable business practice is to specialize.

The larger your language pair, the more this matters. If you work in a language of limited diffusion, our premise may not apply. But in all of the world's major languages and most of the medium-sized ones, we suggest that the most economically successful freelancers producing the best quality are experts who specialize.

And what do we mean by expert? *Merriam-Webster's Collegiate Dictionary, 11th Edition*[1] says "having, involving, or displaying special skill or knowledge derived from training or experience." In practice, here are two measures we often observe:

- Expert language professionals are comfortable hobnobbing with end clients at their events, talking to them as

peers in their language of choice.

- Expert translators frequently know the answers to term queries posed in translation groups off the top of their head, or have a sixth sense for how a sentence or phrase should be worded to sound right.

Choosing a Specialization

No two career paths are the same. That said, most language professionals come to the industry in one of two ways.

Fortifying an Existing Specialization: A fair number of translators and interpreters come to the industry after an initial career in a different field. They study for years to become a doctor, lawyer, chemist, or banker, and then, due to a change in interest or personal circumstances, decide to leverage that knowledge and love or affinity for languages into a new career in the language professions. Industry transplants often have advanced degrees or many years of concrete experience under their belts and a lifelong interest in languages, but might need time to perfect their translation or interpreting skills.

Building a Specialization from Scratch: Conversely, many less-experienced language lovers gravitate toward a career in the language industry without a prior career. They might graduate from a translation or interpreting program with a solid foundation but without the subject-matter expertise of a career expert. As these professionals build their careers and their practice, they might identify in-demand fields that complement their skills and interests, then jump headfirst into becoming an expert in those fields.

Clients are crying out for subject matter experts.

To identify those fields, consider your market. What industries are strong? Mining? Viticulture? And how broad are those fields? Medical and financial are giants where you may need to narrow down further into a sub-specialty, like orthopedics or regulated banking. On top of focusing on a specialization that could be considered in demand (i.e., producing a steady stream of work), we recommend picking an area you truly enjoy. If you despise reading contracts even when you have to sign them, legal will likely not be for you. If you spend hours browsing museums' websites, watching all the virtual tours, and devouring the descriptions of every work in an exhibition, perhaps museum texts would be a great target market.[2]

Regardless of how they choose their specialization, all language professionals must work to build, maintain, and transform their areas of expertise to attract great clients and earn top dollar.

Building a Specialization

Specialized translators live and work in the habit of immersing themselves in their specializations. Some of these habits are easy and inexpensive to cultivate, while others take more dedication, effort, or investment. To take the first step, try one of these approaches. Experts combine all of these, year after year.

Reading Industry Publications: Every specialized translator should have an array of subscriptions to trade journals, magazines, newspapers, newsletters, and other industry publications that track and analyze the extralinguistic aspects of the field in both their source and target languages. Financial translators working to or from English read the *Financial Times* or *The Wall Street Journal*, while legal translators subscribe to the many law reviews of the world's most prestigious law schools. Extralinguistic aspects might include technological advancements and discoveries, legal or regulatory changes, and more, and staying abreast of evolving terminology and key issues and trends is a must.

Taking Courses: Whether for credit or not, online or in person, many specialized translators pursue opportunities to beef up their specialization and expertise through formal courses, while others arrive in the industry with advanced education and credentials. The acceleration of virtual workspaces and classrooms means that there are now thousands of online classes, massive open online courses (MOOCs)[3], and even full

Specialists have the credentials to work more like partners than providers, which results in higher quality in both the source and target languages.

Check Out ATA's Inside Specialization Podcast!

Inside Specialization is a new feature of *The ATA Podcast* that focuses on specialization. Each episode tackles the "what, why, and how" of a particular field with a seasoned expert. Listeners learn about typical work translators and interpreters in that field do and the skills they need, plus the pros and cons of the job and the types of clients those experts work with. There are loads of personal stories and recommendations for getting started. Join us for monthly episodes—it's an adventure you won't want to miss! Check out these episodes!

Episode 61: Inside Specialization—Technical Translation
www.atanet.org/podcast/e61-inside-specialization-technical-translator

Episoide 59: Inside Specialization—Educational Interpreting and Translation
www.atanet.org/podcast/e59-inside-specialization-educational-interpreting-and-translation

Episode 57: Inside Specialization—International Development
www.atanet.org/podcast/e57-inside-specialization-international-development

Episode 55: Inside Specialization—Court Interpreting
www.atanet.org/podcast/e55-inside-specialization-court-interpreting

In addition to *Inside Specialization,* make sure to peruse the many excellent episodes available from *The ATA Podcast* at ***www.atanet.org/news/the-ata-podcast***!

degree programs that language professionals can take advantage of to keep their skills current and earn official recognition of their specializations.

Joining Industry Associations and Attending Events: Specialized translators typically belong to one or more non-translation industry associations or groups. In addition to industry publications, associations are an amazing forum for keeping up to date on industry trends, networking with other specialists, and passively marketing your services. Very often, you might be the only language professional at a conference of 1,000 biochemists, accountants, or chief financial officers, putting you in a unique position to talk about what you do and show genuine interest in what your peers are doing, too.

Creating a Specialist Network: Your specialized peers are also an invaluable resource for maintaining and growing your specialization. When you have a network of colleagues who are all reading, learning, and growing in your field, you can leverage their expertise and knowledge and work together to make your projects even better—and delight your clients.

The Benefits of Specialization

Specializing produces many benefits. For starters, a 2020 survey by Inbox Translations found that specialized translators are able to charge rates that are on average 25% higher than their unspecialized peers.[4] However, the benefits aren't merely monetary. Here are some that we've experienced.

Your specialized peers are also an invaluable resource for maintaining and growing your specialization.

Efficiency: Specialists work smarter, not harder. They have enough familiarity with the subject matter, document types, terminology, and current trends in their fields that they spend less time looking up unfamiliar words or concepts and can instead focus on putting words to paper (or, in most of our cases, words to screen). This can result in higher margins, either due to higher rates, being able to fit more work into a typical workday, or both.

Quality: Specialists have the expertise they need to talk to the authors of the documents they translate as peers. This means they not only know how the text should sound in the target language, but they can also help document authors pick out inconsistencies, term issues, misspelled words, logical flaws, and more. Specialists have the credentials to work more like partners than providers, which results in higher quality in both the source and target languages.

It's this level of service that the clients who hire specialists come to expect and appreciate.

Respect: Specialists build a reputation among their clients and peers as reliable experts in certain fields. Your peers seek your advice, ask questions about your industry and your professional practice, and think of you immediately when someone is looking for a particular kind of translator. This professional respect, backed by the quality of your work, can lead to more of it.

Referrals: Referrals are a specialist's best friend. When you deliver high-caliber work, people talk, and many specialists report meeting new clients thanks to word of mouth, both from their existing clients and their colleagues.

What It Means to Be a Specialist

Whether you come to the industry with a specialization or are working to build one, you'll find it's a marathon, not a sprint. Specialists build their careers and client bases over years, not months, and their practices do not always look like those of their generalist peers.

You Only Need Enough Work for You: A lot of translators wonder, *Do I need more than one specialization? Is my specialization too narrow? Does anyone even need translations about underwater basket weaving?* There's no single answer to these questions, but it's worth keeping in mind that you only need enough work for you, and positioning yourself as an expert in a certain niche is never bad. If you're the go-to person in your field, chances are you'll have plenty of work without necessarily having to specialize too broadly. That said, if you're afraid your field is too narrow, you can broaden your expertise over time in complementary fields and add new specializations over time based on your clients' needs.

Specialists Refuse a Lot of Work (and Refer a Different Specialist Instead): When you find a client who loves and comes to trust what you do, they may ask you to translate content that you have no expertise in. In fact, it happens all the time. In cases like these, specialists loop in other specialists to work on these projects with them to be able to deliver the same high-quality work their client has come to expect. This makes your network of specialized colleagues all the more valuable.

In addition to industry publications, associations are an amazing forum for keeping up to date on industry trends, networking with other specialists, and passively marketing your services.

The Future Belongs to Experts

We all see the increasing adoption of NMT, which often reads well but can be full of subtle mistakes. Specialists are perfectly positioned to educate clients when NMT may do more harm than good and take on the role of editors who spot the glaring errors that only experts can identify.

Clients are crying out for subject matter experts, not only to post-edit machine translation, but for human translation as well. End clients see mistakes that highlight lack of understanding straight away and will red-flag work that was clearly done by someone lacking specialist knowledge. Language services companies take a hit to their quality assurance key performance indicators when their clients complain, which means that they also have an interest in working with specialists.

We suggest that only translators who translate like machines will be replaced by machines. Those of us who add value are treasured by our clients, and our clients are willing to pay for the peace of mind that provides. ATA

NOTES

1 *Merriam–Webster's Collegiate Dictionary, 11th Edition* (Kindle Locations 147580-147581). (Merriam-Webster, Inc. Kindle Edition, 2009), *https://bit.ly/Merriam-Webster-kindle*.

2 Balemans, Percy. "Translation Is an Art: How to Get Your Work in a Museum," *The ATA Chronicle* (January/February 2021), 22, *https://bit.ly/Balemans-museum*.

3 Check out *www.mooc.org*.

4 Freelance translator survey 2020 (Inbox Translation), *https://bit.ly/Inbox-survey*.

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AUDIO TRANSCRIPTION

What It Is, What It Is Not, And Why It Is in High Demand

If you have the right skills, audio transcription can help you diversify your portfolio. However, there a few things to keep in mind before you consider accepting an assignment.

By Rafa Lombardino

The demand for transcription services remains high due to the increasing amount of audiovisual content being developed in a wide range of industries since the professional world became more remote. If you have the right skills, audio transcription can help you diversify your services as a translator. However, there are a few things to keep in mind before you consider advertising your availability.

Misconceptions

As the name suggests, audio transcription involves transcribing the content of a recorded audiovisual file. I think it's important to stress "audiovisual" instead of simply "audio" here, because you could be provided with either an audio or a video file and be asked to transcribe the contents of that recording.

It might seem that one definition could be used to cover all types of transcription, but that's not always the case. For example, some clients may request transcription services when they don't have an actual recording. If the scope of their project involves a live transcription, that's something else entirely. So, let me start off by explaining what audio transcription is not before establishing what it actually involves.

It's essential to be aware of some of the common misconceptions clients have about transcription services to be able to position yourself as an expert and steer them in the right direction. They will appreciate this, and it might just help you down the road when they're looking for services you actually provide.

Mistaking Transcription for Court Reporting: When a transcription takes place in court during a live session, a certified court reporter (often referred to as a stenographer) is the one in charge of this task. A court reporter is trained to create a written verbatim record of the proceedings using a shorthand writing style called "stenograpy," in which they use a stenotype machine to type out syllables rather than each letter of a word. This cuts down the time required to type and helps them enter what's being said into the record in real time. But this is not transcription.

Mistaking Transcription for Live Captioning: The same is true when clients organize remote conferences and online events and need the audio "transcribed" in real time, or when major in-person events with live interviews and roundtable panel discussions have a "transcription" projected onto a large screen above interviewees and panelists. In both cases, clients would need a service called "live captioning." And, if live captions are to be shown in a language other than the one

being spoken live, then it's called "Communication Access Real-Time Translation," or CART for short.

Mistaking Transcription for Subtitling: Another misunderstanding happens when a potential client needs audiovisual services and requests a "transcription" when they're actually expecting subtitles to be added to a recorded video file. Subtitling is not transcription. Subtitling requires special file formatting, and there are several technical aspects involved to ensure that character limitations are respected so the message fits on the screen. The target audience's reading speed must also be considered so that they can have a pleasant viewing experience.

Mistaking Transcription for Audio-to-Text Translation: Finally, there are clients who expect us to listen to audiovisual material in the source language and type the equivalent message in a target language. That's not transcription but an audio-to-text translation, because you'll effectively be translating it "in your head" instead of providing a written record of what's being said in the same language in which it was originally said.

So, What Is Audio Transcription?

Now that we've cleared up some misconceptions and learned what does not classify as an audio transcription, let's address what the process actually entails. Knowing what each type of transcription involves is important because you must ask the right questions before accepting an assignment and understand exactly what your clients expect from the document containing the transcribed audio.

Verbatim Transcription: If the audio needs to be transcribed verbatim, this means that both verbal and nonverbal components of what you hear in the original must be reproduced in the document. Aside from the essence of the message, every factor recorded in the audio or video—from shifts in breathing, emotion and tone, to the interruptions in speech and background noise—is included in the final written document. This will involve the use of what we call "tags," which are markers that contextualize the audio. For example, you may have to indicate when someone coughs, sneezes, or speaks loudly or softly. You must also indicate whether there are any noises, such as a phone ringing, a knock on the door, or something falling on the ground. These markers are indicated in the transcription through the use of angled, square, or curly brackets.

Punctuation is also used to help contextualize the contents of an audio file, including inserting ellipses in the transcription to represent pauses or hesitations and two short dashes for interruptions.

EXAMPLE: *I-- I told him... <coughs> It wasn't necessary. Really. Don't go calling me. <shakes head> I asked him to send me a message. {phone rings}*

Overall, it's important to use tags, markers, and punctuation consistently. It's also essential to review your client's style guide, if there is one, or use an industry standard, such as the Vienna-Oxford International Corpus of English (VOICE), to make sure your transcriptions are done correctly. VOICE is a structured collection of language data compiled by the University of Vienna with contributions from Oxford University Press. This project yielded the first computer-readable corpus of spoken English as a lingua franca in different kinds of interactions.

Intelligent Transcription: This kind of transcription is just as accurate as a verbatim transcription, but it's lightly edited and may have the tags and markers removed because there's no need to contextualize the audio setting. Since it's still pretty literal, this type of transcription is intended to streamline the content better and make it easier for readers of the transcribed document.

EXAMPLE: *I-- I told him... It wasn't necessary. Really. Don't go calling me. I asked him to send me a message.*

Edited Transcription: This type of transcription often uses a more streamlined writing style and may include some changes to the transcribed material, such as removing hesitations that don't really add anything to the understanding of the content or correcting grammar errors. The main purpose of edited transcriptions is to present the transcribed content for general consumption as written text, such publishing it as an article or website post so people who didn't attend a live event can have access to the material in a written format.

EXAMPLE: *I told him it wasn't necessary, really. Don't call me. I asked him to send me a message.*

Summarized Transcription: You can also have summarized transcriptions, which are not literal but intended to give readers the gist of the content of the audio recording.

EXAMPLE: *I told him he didn't need to call me and asked him to send me a message.*

Paraphrased Transcription: This is similar to summarized transcription but it is written in the third person.

EXAMPLE: *She told him not to call and send her a message instead.*

Why Is Audio Transcription in High Demand

Transcriptions continue to serve an important purpose in many industries. They may be legal in nature: recorded depositions, hearings, interrogation sessions, investigations, wire or phone tapping, and audio obtained from mobile applications. They may be business-oriented: recorded corporate meetings or information dictated by executives and managers. They may be related to the health field: doctors and health professionals share notes in audio format about medical cases and patients.

Transcription Resources and Tools

American Association of Electronic Reporters and Transcribers
www.aaert.org

Association of Transcribers and Speech-to-Text Providers
https://atspnetwork.org

Express Scribe Transcription Software
www.nch.com.au/scribe/index.html

International Alliance of Professional Reporters and Transcribers
www.iaprt.org

KeyBlaze Typing Tutor Software
https://bit.ly/Keyblaze-tutorial

Review of Transcription Services (PC Magazine)
https://bit.ly/PCMagazine-transcription

Three Types of Transcription: Edited, Verbatim, and Intelligent
https://bit.ly/transcription-types

Timestamps in Transcription
https://bit.ly/transcription-timestamps

Transcription Services for T&I Professionals (Course)
https://bit.ly/linguistic-online

Transcription Society
www.transcriptionsociety.org

Translation Confessional Podcast: Transcription Services
https://bit.ly/transcription-confessional

Vienna-Oxford International Corpus of English Mark-Up Conventions
https://bit.ly/VOICE-markup

They may also be used in the academic world: dictated information about current research or studies that collect statements from interviewees.

As people continue to favor a fully virtual or hybrid model when it comes to holding conferences, workshops, webinars, group discussions, and networking events, the demand for transcription will only increase. That's the good news—the bad news is that the field currently lacks professionals who have the skills and the appropriate training to tackle this surge in demand. In other words, more people need to study and train in the field in order to provide transcription services at the professional level and help dissipate the misconceptions we see nowadays. And there is yet another discouraging trend: many clients are settling for artificial intelligence (AI), such as automatic dictation software, when they need a transcription. Even though AI helps cut down the time, since computers can transcribe audio much faster than a transcriptionist, the human component is still needed to ensure that the final product fulfills its purpose: ensuring communication access.

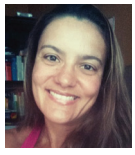
Of course, it's imperative that target markets such as the deaf and hard of hearing have access to the wealth of information distributed through recorded audiovisual materials, but the use of computer-generated transcriptions require the same level of caution we apply to machine translation. AI and machine translation can be useful tools, but professional transcribers and translators will always be crucial in ensuring proper language access to a variety of target audiences.

Requirements and Challenges

If you're looking to diversify your language-related activities and decide to add audio transcription services to your portfolio, it's important that you study the market and acquire the required skills to provide these services at a professional level. You must be able to type fast and accurately to minimize the need to edit what you type. You must also use specialized software to streamline your work—from adding timestamps and tags to controlling the audio file itself as you play, pause, rewind, or fast forward the track while transcribing its contents into a document.

Besides the steep learning curve, one of the main challenges will be to educate potential clients about what transcription actually is (see the misconceptions I discussed earlier) and how you can provide this service to them. As a language professional, you're in the best position to meet the demands of this highly specialized market, and you probably already have many of the necessary skills to reach out to clients. The fact that you have at least two languages you can work with will definitely help you stand out. For example, you could possibly offer a transcription plus translation combo to clients who want to ensure access to the deaf and hard of hearing community with transcriptions of the source audio, as well as readers of other languages with the respective translation of its content.

You can learn more about this segment through organizations and associations dedicated to bringing professional transcribers together, such as the Transcription Society, the American Association of Electronic Reporters and Transcribers, the International Alliance of Professional Reporters and Transcribers, and the Association of Transcribers and Speech-to-text Providers. For further information, check out the links in the sidebar.



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Is Applying ISO Standards to Information Security the New Black in Translation?

The ISO 18587 standard offers best practices for using and processing content through machine translation. Moreover, considering that machine translation may pose a risk to the security and confidentiality of the content to be translated, we should also rely on the ISO 27000 series, which offers a framework of international standards for organizations and professional translators to manage their information assets. The application of these standards is a quality seal of a more secure and reliable service.

By Dolores R. Guiñazú and Gabriela Escarrá

"Quality is not subjective. Quality has to be measured. What gets measured, gets managed."

The above quote from *The Practice of Management* by Peter Drucker[1], published in 1954, is still relevant today.

ISO standards furnish translation services providers (TSPs) and organizations with a basis for achieving the best possible quality, improving customer satisfaction, and reducing errors to a minimum. They include the industry best-practices that facilitate processes. The well-thought-out application of these processes, including monitoring and measurement, is crucial for ensuring that an organization is performing as designed and thus meeting quality requirements. As a result, TSPs can stand out and differentiate from their competitors and increase their potential for profit and customer loyalty.

Post-Editing and ISO 18587:2017

Technology is quickly evolving, and that's changing the way we used to work. Artificial intelligence (AI) is the ability of a computer program or machine to learn and perform tasks that were previously done by humans. As AI becomes increasingly sophisticated and precise, the growing demand for such services as post-editing machine translation (MT) and remote interpreting via Zoom or other online platforms continues to impact the translation and interpreting professions worldwide.

Some translators may panic and feel terrified about the possible automation of our profession. However, like many other professionals, we strongly believe that we have to embrace and leverage this new reality. For instance, in episode 49 of *The ATA Podcast*[2], Jay Marciano, director of MT outreach and strategy at Lengoo, states that we all need a positive attitude toward technological change. He emphasizes that technology is just another tool like a hammer and that we should all try to learn how to use it in the right way. In almost every area of life, technology is used as a supplemental aid to what people used to do manually. Thus, making friends with the latest available technology is an imperative of life.

In the past few years, the use of MT has been on the rise to meet the increased demand for multilingual content. Many perceive MT to be slightly cheaper and faster than human translation. However, we must be tech-savvy and

Even though the advantages of post-editing are many, the information security threats posed by some MT engines cannot be ignored.

bold when seizing this new technology to enhance the provisioning of our services. As translators, we must dare to walk new paths in our profession. Moreover, due to the variable quality of MT, it's necessary to combine MT with post-editing. In response to this need, the International Organization for Standardization (ISO) has greatly contributed to setting the requirements for post-editing through ISO 18587:2017—Translation Services—Post-Editing of Machine Translation Output—Requirements.[3]

ISO is a non-governmental organization that determines specifications for products, services, and systems for quality and efficiency. It gathers experts in a particular subject area to create a standard. The organization's abbreviated name—ISO—is not an acronym; it derives from the ancient Greek word *ísos*, meaning equal or equivalent. Because the organization would have different acronyms in different languages, the founders of the organization decided to call it by the short form ISO. It was founded in 1947, and since then it has published 23,943 international standards covering almost all aspects of technology and business.

In our current scenario, ISO 18587:2017 Translation Services—Post-Editing of Machine Translation Output—Requirements is a necessary guideline for the pre-production, production, and post-production of post-editing jobs. ISO 18587:2017 begins with a focus on the delivery of MT output, followed by human post-editing, and its intended use by TSPs, their clients, and post-editors. The standard sets out exactly how and to what extent MT output should be revised and edited.

By following the processes recommended in this standard, TSPs can achieve a great balance between time, cost, and quality. A qualified post-editor should check the MT output for completeness and accuracy, verify the grammar, syntax, and semantics of the text, and ensure that it meets all the expectations in terms of style, formatting, and terminology.

MT Engines and Information Security

Even though the advantages of post-editing are many, the information security threats posed by some MT engines cannot be ignored. The main risk is largely dependent on the server, engine, or computer that's being used and who has access to that information.

Apart from considering the use of protected MT engines with controlled access to the content and fewer people involved, TSPs should follow strict processes to keep information assets secure, streamline workflows, manage sensitive information, and avoid any critical data leak. To that end, TSPs should have the necessary knowledge of the ISO 27000[4] family of information security standards published by ISO in partnership with the International Electrotechnical Commission (IEC). This series of standards enables organizations to manage the security of assets such as financial information, intellectual property, employee details, or information entrusted by third parties.

The requirements set forth in this standard are generic and are intended to be applicable to all organizations, regardless of type, size or nature. What follows is an overview of the main standards found in this family. (See Figure 2 for a table of the entire ISO 27000 family and how the standards relate to one another.)

ISO/IEC 27000:2009—Information Technology—Security Techniques—Information Security Management Systems—Overview and Vocabulary[5]: Provides an overview of the information security management systems (ISMS) family of standards. ISO/IEC 27000:2009 also provides an introduction to ISMS and a brief description of the Plan-Do-Check-Act (PDCA) cycle. The PDCA cycle is a four-step model for carrying out change. Just as a circle has no end, the PDCA cycle should be repeated for continuous improvement. The PDCA cycle is considered a project planning tool. (See Figure 1.)

ISO/IEC 27001:2013—Information Security Management Systems[6]: Specifies the requirements for establishing, implementing, maintaining, and continuously improving an ISMS within the context of an organization.

Similar to how ISO 9001:2015—Quality Management Systems—Requirements is considered the leading international

standard for quality management systems in almost every industry, ISO/IEC 27001:2013 is the leading international standard for an ISMS. An ISMS helps organizations secure the confidentiality, integrity, and availability of information assets. An ISMS is composed of policies, procedures, and other controls entailing individuals, technology, and processes.

Organizations that are serious about data protection should have a process in place to classify their information assets according to the level of protection they should be given. Information assets should be divided into four main levels according to the degree of confidentiality:

1. Confidential: only accessible to senior managers
2. Restricted: accessible to almost every employee
3. Internal: accessible to all employees
4. Public Information: accessible to everyone.

In some cases, certain sublevels may be created for specific job functions.

Once the information assets involved in the translation are classified, the risks associated with them determined, and the various ways to treat them specified, the TSP or translator can ensure a secure treatment of the information contained in the source document. In addition, ISO/IEC 27001:2013 requires all risks to be assigned to an owner who is responsible for approving any risk treatment plans. (In general, the owner is the one in charge of the area, such as the marketing

Figure 1: PDCA cycle applied to ISO/IEC 27001 (Source: http://bitly.ws/g5Sc)[7]

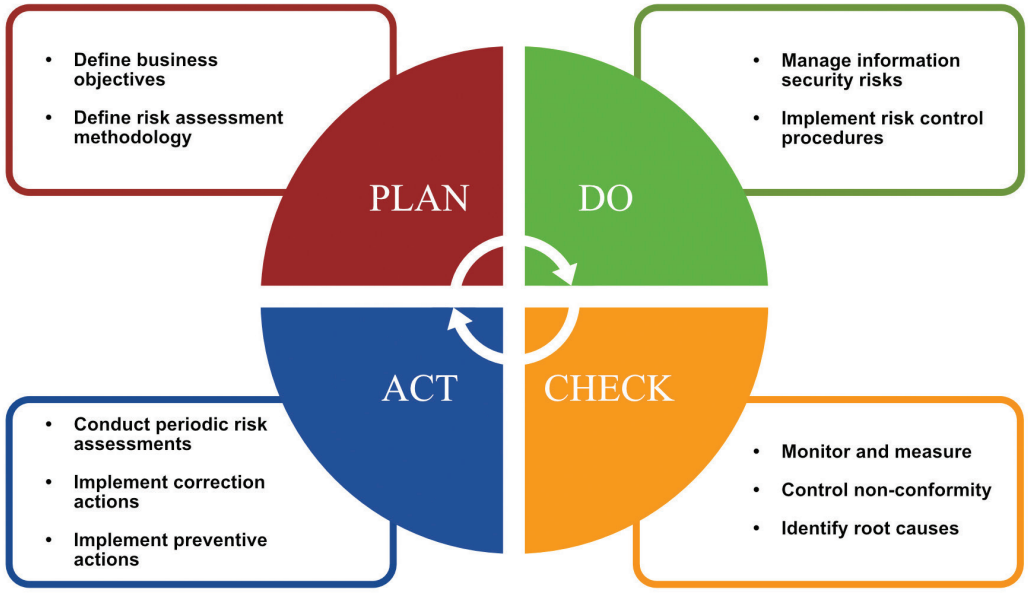
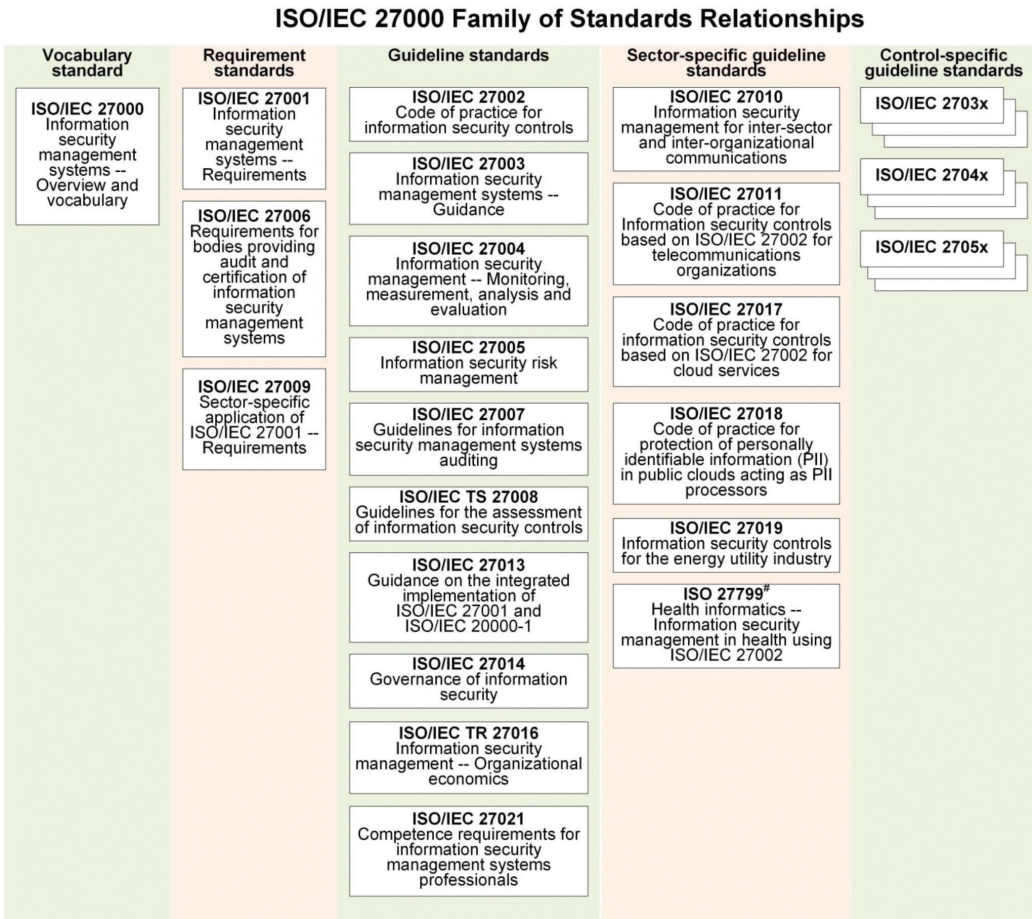


Figure 2: The ISO/IEC 27000 Family of Standards[10]



Given that MT output does not equal the quality and accuracy of human translation, human post-editing is required to ensure high-quality translations while speeding up processes and shortening delivery times.

director in the commercial area or the head of human resources in that department.)

This PDCA cycle is a continuous loop of planning, doing, checking, and acting. It's just a reminder of how a simple and effective approach can help us solve problems and manage change.

ISO/IEC 27002:2013—Information Technology—Security Techniques—Code of Practice for Information Security Controls[8]: This is a supplementary standard that provides a code of practice for ISO/IEC 27001:2013 that recommends specific information security controls addressing information security control objectives arising from risks to the confidentiality, integrity, and availability of the information assets to be handled by the TSP or translator.

ISO/IEC 27007:2020—Information Security, Cybersecurity and Privacy Protection—Guidelines for Information Security Management Systems Auditing[9]: This standard is applicable to those who need to understand or conduct audits to ensure the secure handling of the information assets by the TSP or translator. This document concentrates on ISMS internal audits (first party) and ISMS audits conducted by organizations on their external providers and other external interested parties (second party).

Final Thoughts

The post-editing process is extremely dynamic with a diversity of issues to be considered. The use of MT and post-editing may involve some risk factors related to the lack of qualified post-editors and the possibility of data breaches depending on the engines that are used. These potential risks must be identified and addressed. Thus, a strong focus on ISO standards for ensuring that the best processes and practices for post-editing and information security management are followed are crucial to consolidating our professionalism, ethics, and relevance as highly competitive post-editors.

NOTES

1 Drucker, P.F. (1954), *The Practice of Management*, Harper, New York, NY.

2 Episode 30 of The ATA Podcast with Jay Marciano can be found at *https://bit.ly/ATA-Podcast30*. Episode 49, also featuring Jay, can be heard at *https://bit.ly/ATA-Podcast49*.

3 ISO 18587:2017, *https://bit.ly/3ry7tbX*

4 ISO 27000 series, *https://www.27000.org/*

5 ISO/IEC 27000:2009, *https://bit.ly/3zxffG0*

6 ISO/IEC 27001:2013, *https://bit.ly/3y18VpD*

7 PDCA Cycle applied to ISO/IEC 27001:2013, *https://bit.ly/3y50Wb8*

8 ISO/IEC 27002:2013, *https://bit.ly/3i32vkm*

9 ISO/IEC 27007:2020, *https://bit.ly/3wYi5lv*

10 An Overview of ISO/IEC 27000 Family of Information Security Management System Standards, published by the Office of the Government Chief Information Officer Updated in May 2021, *https://bit.ly/3BvlHhr*

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OPUS-CAT: A State-of-the-Art Neural Machine Translation Engine on Your Local Computer

Neural machine translation (NMT) is one of the success stories of deep learning and artificial intelligence. Revolutionary innovations in the computational architectures made in 2015–2017 have led to dramatic improvements in the quality of machine translation (MT) and changed the field forever. Some professional translators welcome these changes with enthusiasm, others less so. But everyone has to deal with them. Historically, the relationship between human translation and MT has been uneasy and complicated, but an increasing number of players in both fields are now coming to view it as synergistic.[1]

To leverage this synergy, MT developers, disappointed with the quality of crowdsourced evaluation of MT output, are heeding advice from professional translators. The latter, in turn, are using MT suggestions alongside translation memory (TM) matches to facilitate work on their projects, especially since many computer-assisted translation (CAT) tools now have plugins for popular generic MT engines. And one should never forget that the multilingual data used to train MT systems has, at the end of the day, a very human origin.

Most general-purpose MT systems are trained on everything they can find, scrape, clean, and align from the huge amount of multilingual data available. But most of professional human translation is specialized, which is what gives it a real value. Yet the desire to automate everything is unstoppable. Tech giants, custom MT providers, and larger language services providers are actively working, even as you read this, on domain adaptation—the fine-tuning of MT systems to particular areas such as software localization, clinical trials, or pharmaceuticals. Domain adaptation is a hot topic in academic MT research and figures prominently at the annual machine translation competitions.

To make use of the MT adaptation offered by commercial companies, translators are encouraged to upload their TMs and term bases to a cloud-based engine in the hope that the system will learn, for example, to translate "conductor" as "electric conductor" and not "music conductor." Normally this requires a paid subscription, with confidentiality of the uploaded resources promised in return. There's no reason to distrust such assurances.[2] Yet some translators may hesitate to press the *Upload* button and commit their golden super-confidential resources, resulting from years of painstaking work and generating steady revenue, to the cloud. And some may want to know more about what happens, technically speaking, to the uploaded data on the other side of the internet connection.

One could handle all such issues by installing, training, and using a customizable NMT system, such as OpenNMT or Marian NMT (see the links in the sidebar on page 37), on a local machine. But one should be prepared to use command line programming and deal with very intimidating installation and debugging pipelines. Even if the process is successful, before the system is fine-tuned for a specific domain (e.g., oil and gas, aerospace engineering) it needs to be trained from scratch on 10+ million parallel sentences from generic bilingual corpora, such as OPUS. Doing it on a central processing unit (CPU) machine would take several months (and you would need to put it in a freezer). Using a graphics processing unit might be a better option. But to harness its full power, you need to know what to do with it—another pain. It's safe to say that 99% of us don't have the requisite skills to do any of that.

What if someone else did all of that for us? And we could simply enjoy having a pre-trained state-of-the-art NMT system on our PC, totally free, in a familiar Windows environment giving us an opportunity to fine-tune it with our local and exclusive resources? And even better—integrate it into our CAT tools? Sounds too good to be true? Enter OPUS-CAT.

What's OPUS-CAT?

OPUS is one of the largest collections of publicly available bilingual corpora in many language pairs widely used for training MT systems. OPUS-MT, an ongoing project led by Jörg Tiedemann, a professor of language technology at the University of Helsinki, and funded by several European Union and local agencies, is a growing repository of over a thousand pre-trained NMT models intended to be used with Marian NMT, an efficient and robust framework written in C++, which can run on Windows computers. OPUS-CAT is a collection of MT tools built around Marian NMT and developed by Tommi Nieminen[3], an experienced professional translator and MT researcher. It's largely due to his unique combination of skills that we have OPUS-CAT at our fingertips.

Figure 1: OPUS-CAT architecture: From: Nieminen 2021

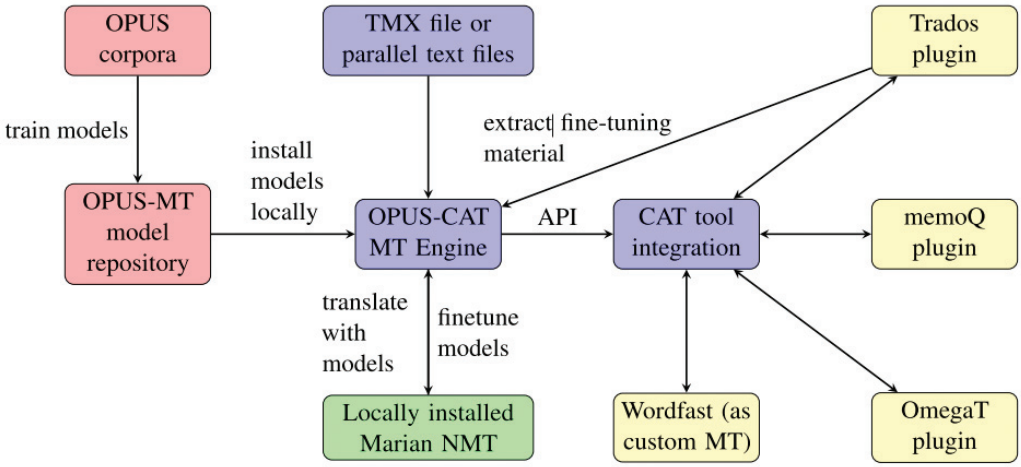
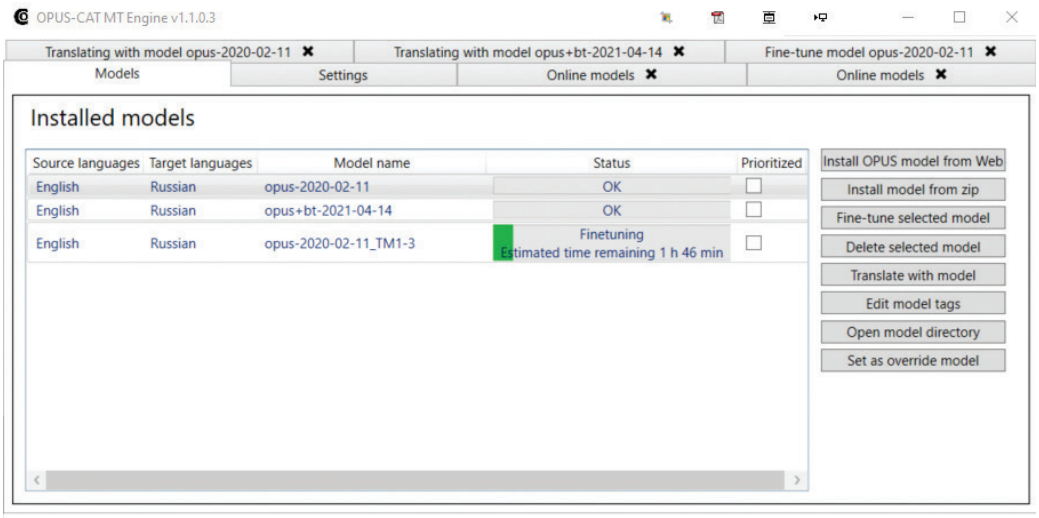


Figure 2: OPUS-CAT graphical user interface



OPUS-CAT Architecture

OPUS-CAT must be installed first as a standalone Windows application. (Please follow the detailed instructions on the OPUS-CAT GitHub site referenced in the sidebar on page 37.) It can then be used as such, or in combination with a CAT tool via a plugin that needs to be installed and configured separately. (See Figure 1.) Integration with CAT tools is an explicit goal of OPUS-CAT that's even reflected in its name, and probably the best way to use it in actual translation projects with optimal speed. Because of Trados Studio's more advanced plugin support, its users may currently enjoy the most benefits from such an integration. But plugins are also available for other CAT tools such as memoQ and OmegaT, along with more limited application programming interface support for Wordfast. The features and documentation of these plugins are in development, as are additional plugins.

The following will focus on the backbone of OPUS-CAT—a locally installed MT engine that enables the deployment and fine-tuning of NMT models in the form of Windows executables built on the Marian-NMT framework.

OPUS-CAT MT Engine

The engine has a minimalistic graphical user interface (GUI) and comes in a zipped folder whose contents can be placed anywhere on your computer. Figure 2 shows the GUI for the most recent version of OPUS-CAT available at the time I'm writing this article. The GUI may look slightly different in later versions.

To start the engine, double click on *OpusCatMTEngine.exe* or run it from the command line. The next step is to download a pre-trained NMT model from the OPUS-MT repository by clicking on *Install OPUS model from Web*. Select the most recent model in your language pair (e.g., French-English) and click *Install model locally* to place it in your local AppData directory (e.g., C:\Users\Yuri Balashov\AppData\Local\opuscat). These two directories, whose contents are displayed in Figure 3 on page 35, are the only ones associated with OPUS-CAT on your computer, with the models and other data written to the second directory. No registry changes, and no external dependencies. Both directories can be safely deleted if the application is no longer needed. (I checked it.)

After installation, the model(s) will be displayed in the *Models* tab of the GUI (See Figure 2). You're now ready to click *Translate with model.* Now hold your breath: a state-of-the-art NMT system is running on your computer!

How Good Is the Base Model?

I ran some random tests with the base English-Russian

model pre-trained on 50+ million parallel sentences from the OPUS corpora. I can report anecdotally (but in line with what Jost Zetzsche says in a recent post[4]) that the OPUS-CAT performance was roughly comparable to that of Google Translate or DeepL. For example, all three did equally well on sentences with center embedding, such as "The book the girl gave to the boy was interesting" (making the correct gender choices required in Russian) and "Yuri is easy to please" versus "Yuri is eager to please," which require different noun forms in Russian. And all three stumbled on really challenging (even for us!) "garden path" sentences, such as "The horse raced past the barn fell," generating fluent but inadequate output. DeepL did very well on the nested possessives in "My sister's favorite movie actor's largest car was green" (Самая большая машина любимого киноактера моей сестры была зеленого цвета), while OPUS-CAT missed "favorite" and "movie" (Самая большая машина актера моей сестры была зеленая), and Google inserted a disfluency in an otherwise acceptable translation (Самая большая машина у любимого киноактера моей сестры была зеленой). Not much should be read into such ad hoc evaluation. The online MT systems are constantly improving their output, but one can always set new traps for any engine to fall into. A more interesting question is the usefulness of MT systems for postediting and domain adaptation.

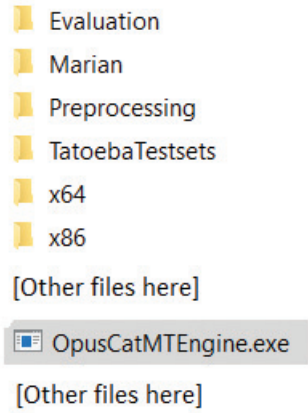
Fine-Tuning and Domain Adaptation in OPUS-CAT

Domain adaptation involves additional training of the base model with a relatively small amount of your golden data (e.g., 10–100K parallel sentences) in the form of translation memory eXchange (TMX) or parallel text files. To do this, click the *Fine-tune selected model* button (see Figure 2) and upload your TMX (Locally! You can shut down your internet if you're still worried) and choose a suitable model label. (See Figure 4 on page 36.)

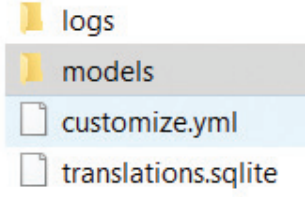
Press *Fine-tune* and reopen the *Models* tab to track progress (see Figure 2). Fine-tuning may take several hours depending on the amount of data, but the engine will use only one CPU thread and 2048 MB of workspace by default, so you can safely do other things in parallel. Behind the scenes, OPUS-CAT will strip your TMX of all the tags and inline formatting, split it into a "training set" and a "validation set," and extract parallel Unicode text from both. The former is used to batch-train the model with conservative default hyperparameter settings (such as the "learning rate") to ensure a reasonable time frame, avoid overfitting (modeling the data too closely without learning the ability to generalize to new examples), and make your life easier. The validation set is used to check the model performance with BiLingual Evaluation Understudy (BLEU)[5] scores after every 100 weight updates. (See the blue line in Figure 5 on page 36.) In addition, the performance will

Figure 3: The contents of the two OPUS-CAT directories for version 1.1.0.3. They may look slightly different in later versions.

(a) C:\Users\Yuri Balashov\OpusCatMtEngine_v1.1.0.3\



(b) C:\Users\Yuri Balashov\AppData\Local\opuscat\



be scored against an "out-of-domain" validation set supplied with the base model (see the red line in Figure 5).

To access this chart, click *Show fine-tuning progress* when the fine-tuning is complete. If you're lucky (and your TM is good!) you should see your in-domain score improved by 10 or more BLEU points without overfitting and without degrading the out-of-domain performance by more than a few BLEU points. Otherwise, your model may start "hallucinating" the overlearned specialized content in translating generic sentences. ("Hallucination" is a term used in MT research to denote MT-generated content that has no counterparts in the source.)

Please be aware that each fine-tuning of the original model will create a separate subdirectory (about 1GB) in your local AppData directory or similar directory for your language pair. But any model can be easily removed by clicking *Delete selected model* from the GUI or directly. (Do not delete the base model!)

Customization and Evaluation (For More Advanced Users)

The quality of domain adaptation in any MT system is an open empirical question, and OPUS-CAT is no exception. You're in the best position to evaluate the output of a fine-tuned model, compare it with other customizable or generic MT systems, and decide whether it can be used in your work. You may be disappointed with the initial results, but don't give up. Experiment with different TMs, large and small. Try to increase the number of training "epochs" (i.e., complete runs through your fine-tuning data) by changing the *after-epochs* parameter from 1 to, say, 3 in the

Figure 4: Fine-tuning settings in OPUS-CAT

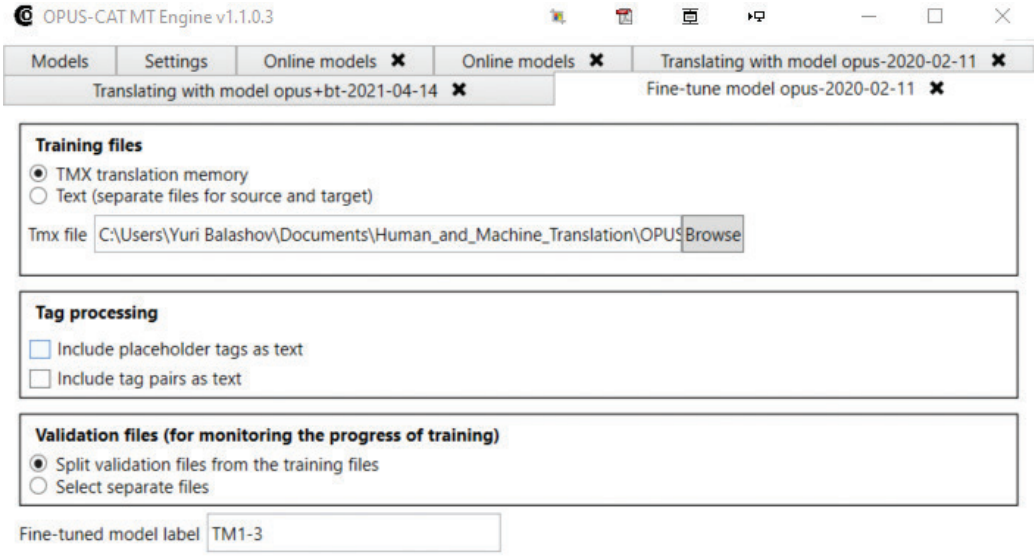
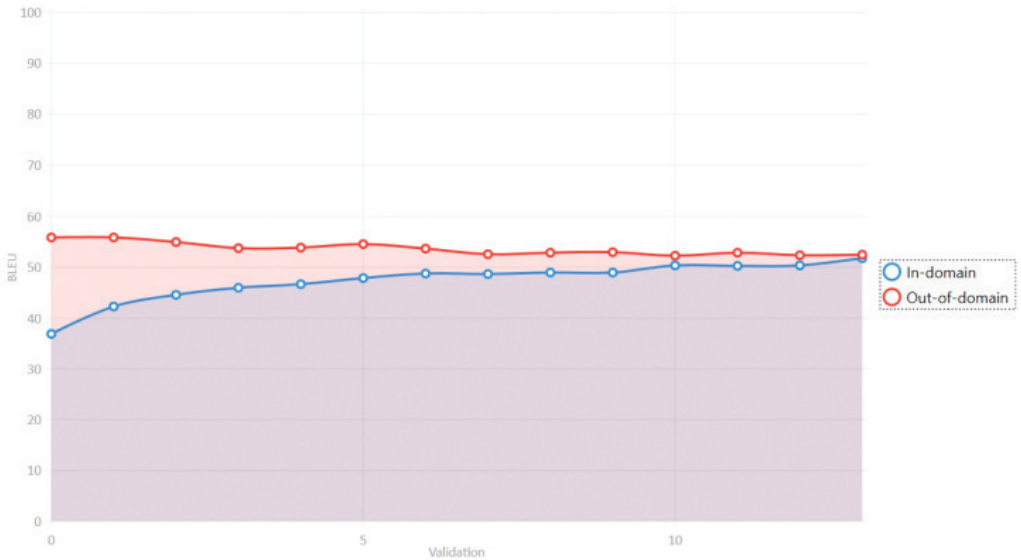


Figure 5: Tracking fine-tuning progress with BLEU scores. From: Nieminen 2021



customize.yml file (see Figure 3b), which can be opened with Notepad++ or by clicking *Open fine-tune setting in text editor* in the *Settings* tab of the GUI (see Figure 2).

Consider using more demanding validation sets (e.g., your own domain-specific parallel Unicode text files with 100–300 sentence pairs) instead of letting the system split your TMX. And if you know what you're doing: try repeated training (with the same or different TMs) by replacing the model file in the base model directory with a similarly named file from the fine-tuned model directory and deleting the latter. As a last resort, try increasing the learning rate (roughly, the proportion by which the parameters of your model are adjusted after each training batch) from, for example, *learn-rate:0.00002* to, say, *learn-rate:0.00005* in the *customize.yml* file. But beware of overfitting: the system may effectively "memorize" your training data and become unable to generalize beyond them. This is a bit like manually oversteering a self-driving car into a wreck. If you have a good in-domain glossary, try to repeat the training with it and see what happens. (I haven't done it yet.) Finally, don't use any of your training sentences in validation or testing. That would run afoul of the first principle of machine learning! ("Never use your training data in testing!") I suggest using your CAT tool to filter out any TM matches ≥ 75% from both.

So far, my decidedly unscientific experimentation with all of that has produced mixed results. For example, using in-domain resources enabled the system to correct its initial translation of "fibrotic infiltration" from фибротическая инфильтрация to фибриозная инфильтрация. But the fine-tuned model sometimes misses or mistranslates entire fragments in the test sentences, such as "positive end expiratory pressure," while generating very fluent output. Post-editing it would definitely require extra care. Repeated training or increasing the number of epochs improves the translation of some parts of a test sentence but deteriorates others. Fine-tuning with a mammoth TM (general health care, about 350K units) and a more narrowly specialized custom validation set took over six hours, degraded both in- and out-of-domain performance, but did surprisingly well on that famous "garden path" sentence, translating "The horse raced past the barn fell" as Лошадь, которая бежала мимо сарая, упала ("The horse, which ran past the barn, fell"), and beating Google Translate, DeepL, and all my previous OPUS-CAT models. Neural networks are

For More Information

OPUS
https://opus.nlpl.eu
A growing collection of open multilingual corpora.

OPUS-MT
https://opus.nlpl.eu/Opus-MT/
A repository of 1000+ NMT models trained on OPUS. The training process is described here: *https://github.com/Helsinki-NLP/Opus-MT.*

OPUS-CAT MT Engine and CAT Plugins
https://helsinki-nlp.github.io/OPUS-CAT/
Documentation and installation instructions.

OPUS-CAT MT Engine and CAT Plugins
https://github.com/Helsinki-NLP/OPUS-CAT/issues
Lists known issues and debugging tips.

Marian NMT
https://marian-nmt.github.io

OpenNMT
https://opennmt.net

SacreBLEU
https://github.com/mjpost/sacrebleu
A robust implementation of BLEU scoring used in OPUS-CAT.

Subword NMT
https://github.com/rsennrich/subword-nmt
A subword segmentation algorithm based on byte-pair encoding and used in some older OPUS-CAT models.

SentencePiece
https://github.com/google/sentencepiece
A tokenization-free subword segmentation algorithm based on byte-pair encoding and unigram language model, used in most OPUS-CAT models.

generally inscrutable, but they can be awesome too.

Under the Hood

To those who are, like me, interested in how natural and artificial systems process bilingual content, OPUS-CAT offers a unique opportunity to take a peek under the hood without learning a lot of coding. You can explore the contents of some files in your model subdirectories with Notepad++. Some of these are configuration files while others are fine-tuning logs. For example, the *opus.spm32k-spm32k.vocab.yml* configuration file is quite special. It encodes a fixed bilingual vocabulary of about 60,000 entries used in all your models. Most entries are familiar words in both languages. Others are "subword pieces," such as "al" and "gi," which allow the model to learn the translation of rare or new words (including those unseen at training), such as "polymyalgia," by mapping subword segments (e.g., "_poly my al gi a" to →поли ми ал ги я) and, hopefully, learning some morphology as well (e.g., "_patient s"→ _пациент ы).

The notion of "vocabulary" in NMT is, well, curious. You can visualize subword segmentation by checking the box next to your language pair in the *Translate with model* window. And you can play with the word alignment feature (if available for your model) to see which target words and subword segments correspond to which source words and their pieces, by hovering over the source sentence.

Good luck experimenting with OPUS-CAT! If you run into problems, make sure to check out the "debugging and known issues" GitHub site referenced in the sidebar. If you don't find information on the problem you're experiencing, consider posting a query on the site to see if anyone can offer a suggestion.[6]

NOTES

1 Balashov, Yuri. "The Translator's Extended Mind." In *Minds and Machines* 30(2020), 349–83, *https://rdcu.be/b7r9T*; see also Zetzsche, Jost. "(More) Advanced Human–Computer Interaction for Translators," *The ATA Chronicle* (January/February 2021), 30, *https://bit.ly/Zetzsche-Chronicle*.

2 For a recent discussion of this issue, see Zetzsche, Jost, "Data Privacy and MT Engines," *The ATA Chronicle* (July/August 2021), 31, *https://bit.ly/data-privacy-MT*.

3 Nieminen, Tommi. "OPUS-CAT: Desktop NMT with CAT Integration and Local Fine-tuning." In *Proceedings of the 16th Conference of the European Chapter of the Association for Computational Linguistics: System Demonstrations* (2021), 288–294, *https://bit.ly/Nieminen*.

4 Zetzsche, Jost. "Any Artistic Work, Especially One on a Large Scale," *The Tool Box Journal*, Issue 21-4-324 (April 2021), *https://bit.ly/Zetzsche-ToolBox*.

5 BiLingual Evaluation Understudy (BLEU) score is an automatic metric for evaluating the quality of MT by comparing its output to reference translations produced by humans.

6 I thank Tommi Nieminen for numerous discussions and comments.

Yuri Balashov, CT is a professor of philosophy and a faculty fellow in the Institute for Artificial Intelligence at the University of Georgia. He is also a certified ATA member (English>Russian). He is currently working on a new project exploring cognitive, linguistic, and philosophical dimensions of human and machine translation (*www.yuribalashov.com*). *balashov.yuri@gmail.com*

Online Exam Proctoring: Something Old, Something New

With the successful launch of ATA's online certification exam, we're starting to ramp up capacity and open more spaces for candidates.[1] (For basic information about the online exam, check out the Certification Forum column in the July/August issue.[2]) This expanded accessibility to candidates opens possibilities for proctors as well, since they're no longer limited by geography. Read on to learn more about this important role and decide if you might be interested in becoming a proctor.

Proctoring Online versus In Person: What's the Difference?

A proctor's role is to (a) ensure that the translations produced are the candidate's work alone, and (b) safeguard the confidentiality of exam passages. This means monitoring what websites are accessed by candidates during the exam to verify that no machine translation, email, or chat rooms are used. (For a complete list of resources that are allowed or prohibited, see ATA's website.[3])

Proctors at in-person sittings check in candidates and hand out envelopes containing the passages and the USB drives where candidate's save their work. Proctors announce the start of the exam then walk around the room observing screens and monitoring behavior for the three-hour exam period. Once time is up, they collect the USB drives and papers and check that nothing has been saved on candidates' computers. The head proctor returns all exam materials to ATA Headquarters.

Proctors at online sittings have a more focused role. ExamRoom.AI, the remote online proctoring company ATA partnered with, performs the "onboarding" steps of checking identification, reviewing our exam rules (which candidates already received by email and agreed to when they registered), and logging candidates in to start the exam. The proctor's job begins at that point.

Online exam security is significant, through a combination of artificial intelligence (AI) and live proctors. Proctors view candidates and their screens remotely and can communicate with candidates to warn them if they engage in prohibited behavior. It's much easier to monitor website use online than in person, and the AI records every exam and flags prohibited behavior. Flagged behaviors can be reviewed with the exam recording later if needed.

Candidates' translations are saved automatically and candidates' screens have a countdown timer showing their remaining time, so online proctors don't have to track the time. Because all materials are online, proctors are not responsible for sending anything to ATA Headquarters.

The main difference between an online and in-person exam for candidates and proctors alike is that the staff at ExamRoom.AI serve as the direct contact and "first-line" proctors. They know the system and can answer all technical questions quickly. They also have ATA's guidelines and can answer basic questions about our exam rules. ATA proctors can hear verbal exchanges and communicate with vendor staff to relay responses if needed. Our proctors also communicate anything they want to flag to the vendor staff via private chat.

How Do You Qualify to Proctor?

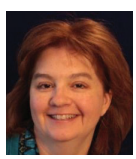
ATA proctors for the online exam must be ATA-certified translators (CTs). CTs who plan to test in another language pair may not proctor in the year they will take the exam. Proctors are paid a $75 honorarium for each exam sitting and must attend a training session to learn about the new online modality to be eligible. Once trained, proctors sign up for predetermined sittings (i.e., online dates and times scheduled by ATA Headquarters). Spots are opened to candidates based on the number of proctors available: currently, at a 5:1 candidate-to-proctor ratio.

Where Do You Sign Up?

We're very proud of our proctors' dedicated service to our program! ATA would not be able to offer a certification exam, in person or online, without these key actors. If you're a certified translator and interested in helping fellow translators by joining their ranks, please contact Caron Bailey, ATA's Certification Program manager, at ***certification@atanet.org*** to learn more.

NOTES

1. For a list of available exam sittings, see *https://bit.ly/ATA-exam-schedule*.
2. Hansen, Michèle. "The Online Exam Is Here!" (*The ATA Chronicle*, July/August 2021) *https://bit.ly/ATAonline-exam*.
3. ATA Computerized Exam Online Resource List: What's Permitted and What's Not, *http://bit.ly/ATA-exam-resources*.



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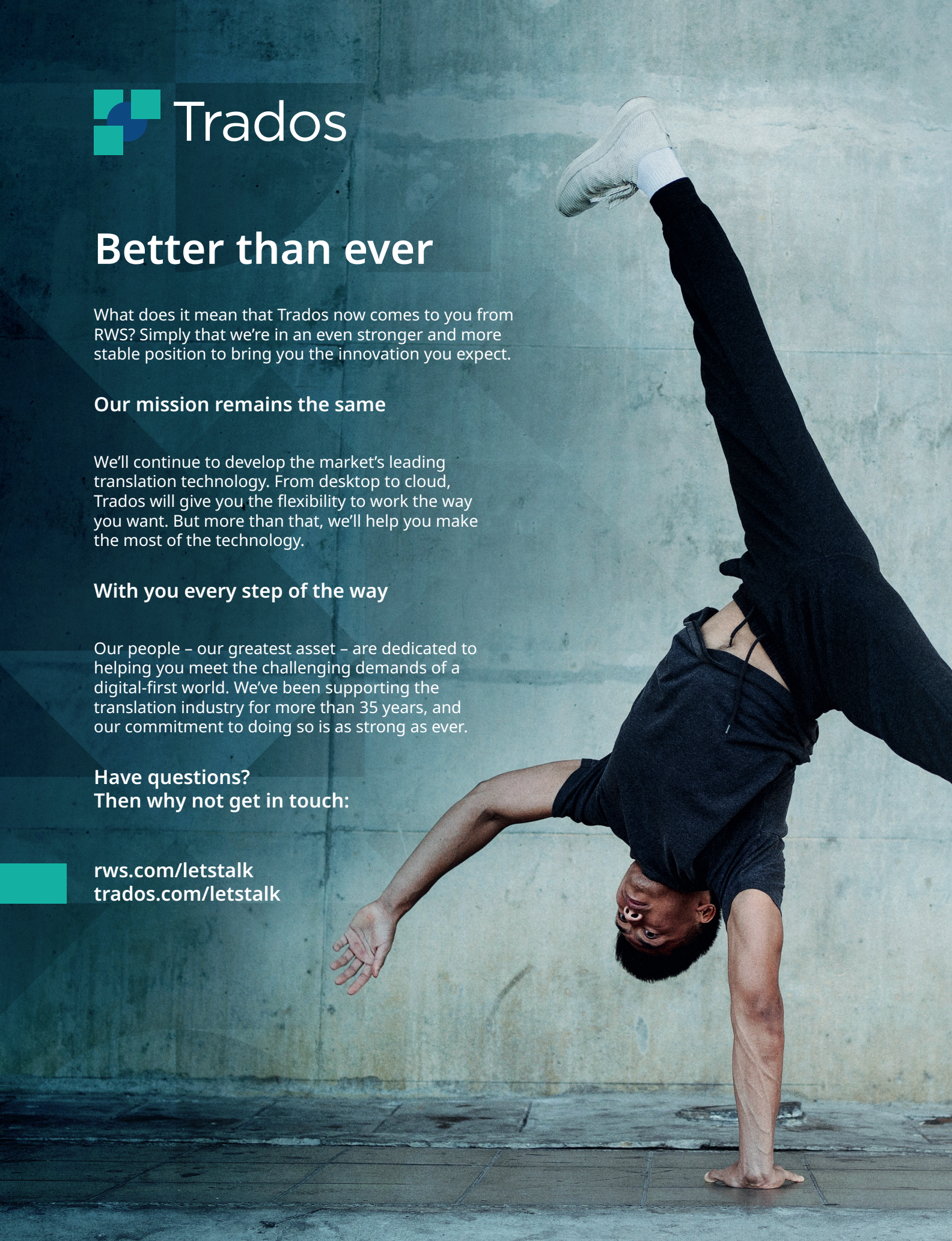
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With you every step of the way
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ata 62

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