



Strategic Plan 2018-2023

Linguistic Research and Development Department

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PART 1. Strategic vision for 2018-2023

Mission statement

LRDD's main mission is to provide the Armed Forces of Ukraine (AFU) with high-quality translation, terminology management and other linguistic services.

By making information available we enable the AFU to more effectively communicate with EU and NATO representatives and make the AFU more strong, transparent and interoperable.

Our vision

We aspire to be the hub for all translation and terminology activities at the AFU and a full partner in the legislative and communication processes, while contributing to achieve required defence capabilities.

Operating context

Obligations

LRDD plays a central role in multilingual communication and military cooperation of AFU as it delivers equally authentic language versions of the all documents proposed and adopted by the authority of AFU. LRDD endeavors to ensure that all language versions convey the same meaning so that texts can be interpreted and applied in a uniform way and produce the same legal effect. LRDD thus contributes to the legitimacy and transparency of the law-making process.

In terminology operating context LRDD is:

- main organization on the standardization in military sphere – «Administration, linguistic support and military terminology» (order of Minister of Defence of Ukraine # 450 as of August 22, 2017);
- leading organization responsible for developing, functioning and filling of information resource of standardized military terminology in the AFU (order of Minister of Defence of Ukraine # 481 as of September 15, 2016).
- main expert body in AFU for linguistic expertise of bilingual military standards (order of Minister of Defence of Ukraine # 481 as of September 15, 2016).

Challenges given the context

The trend over the past 3 years has been a clear overall increase in demand for translation. The need for bilingual digital content has also become more prominent.

LRDD therefore faces the following challenges:

- Meet the translation and editing needs of the AFU in a context of decreasing resources, while continuing to provide high quality translation and language services;
- Adopt, harmonize and standardize Ukrainian military terminology with NATO terminology;
- Develop a forward-looking IT architecture to underpin its core business;
- Implement succession planning and HR policy within its constraints of structure and location.

PART 2. Strategy

The primary tool by which LRDD will steer its operations over the 2018-2023 period is the new communication to the AFU, which seeks to further integrate translation and terminology development procedures in the AFU's decision-making and legislative production process. The aim is to make that process more efficient so that translation and terminology resources are put to the best possible use and achieve maximum effectiveness. The process includes translation, editing and terminology development since linguistic quality and legal accuracy are essential requirements.

LRDD pursues five specific goals to deliver on the general objective:

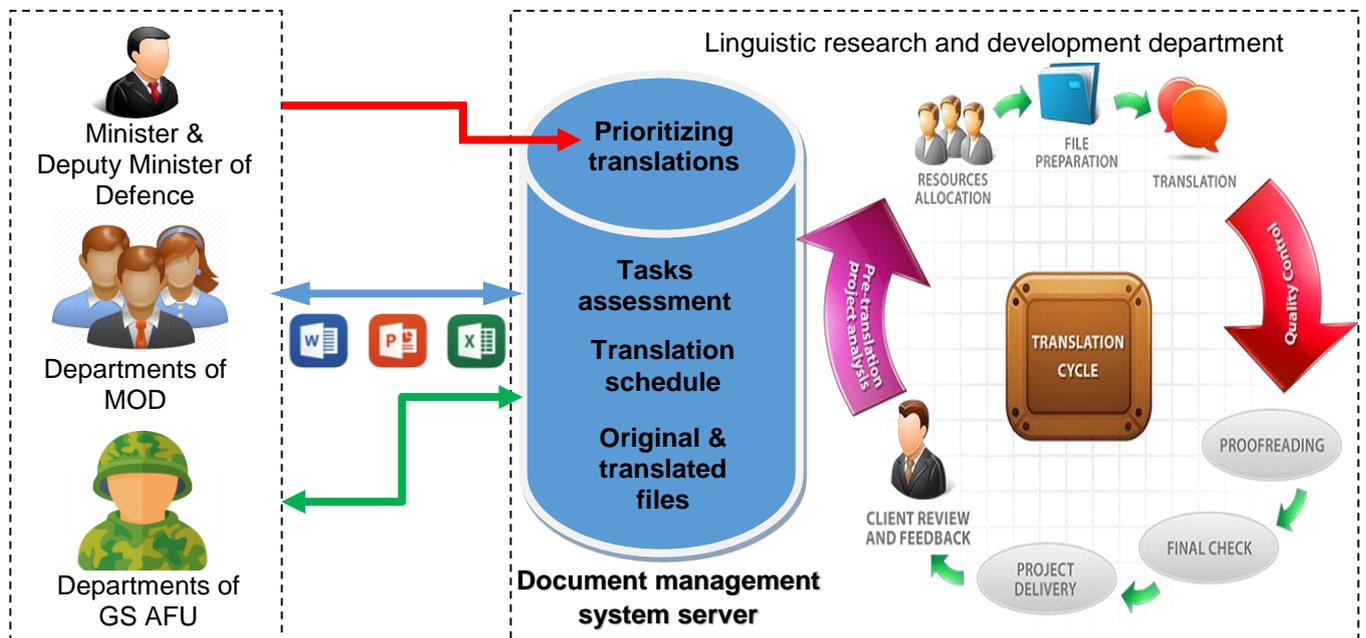
1. Meets the AFU's needs by delivering high quality translation, editing, terminology services
2. Makes efficient use of its human and financial resources
3. Develop a modular computer assisted translation environment to support quality and efficiency in the translation process
4. Creates synergies in translation by cooperating with its partners in the institutions and by jointly developing IT tools
5. Promotes the role of translation and professional cooperation through outreach work.

Given the challenges, LRDD's strategy for the next five years will encompass the following main elements:

New communication to the AFU

Over the 2018-2023 period LRDD through the new communication system will increase responsiveness by prioritizing translation tasks in order to provide faster translation and meet the most pressing needs.

LRDD will launch translation document management system to improve management capacities during whole translation process. LRDD's translation management tools will be adapted to facilitate translation workflow management, with the emphasis on paperless electronic workflows - inside LRDD, between LRDD and its customers and with freelance translators. This focused two-way communication will further contribute to the efficiency of the overall translation process.



New IT environment

LRDD will steer its IT system that will support quality and efficiency in translation management and production. LRDD will build a computer assisted translation (CAT) environment to support quality and efficiency in translation management and production. The shift from a standalone working environment to a server-web-based architecture offers also the opportunity to rethink traditional working methods. The future tools should allow our translators to work equally efficiently in their office or telework and collaborate on translation projects, in real-time or via standardized information exchanges, between themselves, with freelance contractors and with translators from other NATO and EU institutions.

The new CAT environment should seamlessly integrate translation memories, terminology resources and machine translation in order to make translation as efficient as possible and capitalize on past work and shared knowledge. It should allow LRDD's linguistic resources to be continuously enriched with validated high quality data and will result in a steady reduction over time of segments that need to be translated from scratch.

LRDD will also use machine translation system as the secondary translation system enabling AFU customers to overcome language barriers when there is a need to understand only main idea of document. LRDD will encourage the use of machine translation by its customer for suitable documents with language combinations that yield good results and with appropriate safeguards.

LRDD will develop a **Terminology Framework** to anchor terminology work, which is key to ensure consistency of translation. This is crucial to the efficiency of the translation process and the quality of our translations. LRDD's terminology work involves making terminology publicly available through the Information resource of standardized military terminology (www.mildic.com). The tool will consist of a central terminological database enabling the terminology services of all AFU institutions to store and exchange standardized Ukrainian and foreign terminology.

New Quality Management System

LRDD will use a **Quality Management System**, which lays down the principles and key processes for providing a high-quality translation and terminology services that comply with the highest professional standards. The System comprises several initiatives, for instance: Military standard "Linguistic support in AFU", "Terminology works in AFU". These Quality Guidelines will improve both efficiency and text quality. These guidelines will also be used to support the risk assessment of translation management, providing for optimal use of resources and quality control to ensure the texts are fit for their intended purposes.

New training, staff development and knowledge sharing

LRDD seeks to empower its staff and invest in them to develop their competencies and skills in a changing professional world. Changes to working methods due to new tools will trigger the need for continuous professional development opportunities (subject-matter training, management and soft skills, language training, etc.).

To put in practice our core values, it organizes continuous internal and external professional trainings to develop and retain staff by investing in organizational and talent management

and in the training of translators and terminologists, helping them to develop required subject matter expertise, new language skills and other skills useful to adapt to changes in the profession.

In order to prepare colleagues for taking up a middle management role, LRDD has a range of talent management initiatives including mentoring and coordination roles to interested colleagues to enable them to gain managerial experience.

Effective and efficient management of resources also encompasses a suitable working environment, including IT tools and healthy working conditions. In 2018 LRDD plan to move to new building and organize flexible working conditions and office sharing.

New partnership environment

LRDD will continue to create opportunities for **exchanging experience and knowledge** via jointly organized management events and via flexible methods for staff exchanges with the other institutions.

In its outreach work, LRDD aims **to link up with translation stakeholders** (universities and research centers, national, regional and local authorities, (potential) translators, translation service providers, the language industry) with the purpose of sharing knowledge, giving visibility to the translation and language industry and promoting the development of the translation profession in Ukraine. This requires a joined-up approach to connect with its stakeholders through meetings, visits, conferences and social media.

LRDD will **establish contacts with national and international language communities** for the principal purpose of maintaining high quality in translation. These networks include public translation services, national experts and terminology specialists, and the focus is on maintaining contacts so that LRDD can access local expertise to feed into terminology and translation quality work. LRDD will step up this important work by running or participating in networks with language communities, ensuring that each division is connected with a appropriate network.

LRDD will contribute to joint work to **develop new bilingual terminology standards** with its partner with a view to adopting a common approach for understanding and implementing NATO standards in AFU.

PART 3. Key performance indicators

Objective 1: Communication to the AFU

Target 1: Customer satisfaction rate

Proportion of pages (hours) requested by customers and produced by department

Baseline 2018	Interim 2020	Target 2023
71%	85%	98%
Allocated resources		
100%	100%	100%

Target 2: Deadline compliance rate

Proportion of pages produced within the deadline as a percentage of the total number of pages produced

Baseline 2018	Interim 2020	Target 2023
90%	95%	99%
Allocated resources		
100%	100%	100%

Objective 2: IT environment

Target 1: Purchasing CAT software licenses (Trados™)

Number of Trados™ licenses

Proportion of Trados™ licenses as a percentage of the total number of personnel

Baseline 2018	Interim 2020	Target 2023
8	15	19
Total supply ratio		
42%	79%	100%

Target 2: Direct requests for machine translation by individual users

Baseline 2018	Interim 2020	Target 2023
500 pages	1000 pages	3000 pages

Objective 3: Quality Management System

Target 1: Standardization of key processes for providing a high-quality translation and terminology services

Baseline 2018	Interim 2020	Target 2023
Standard “Linguistic support in AFU”	Standard “Terminology works in AFU”	Review

Objective 4: Training, staff development and knowledge sharing

Target 1: Staff ratio (interprets/terminologists)

Baseline 2018	Interim 2020	Target 2023
10/9	8/11	7/12

Target 2: Day number of training courses per person/per year

Baseline 2018	Interim 2020	Target 2023
6	15	25

Target 3: Number of local training events

Baseline 2018	Interim 2020	Target 2023
1	4	7

Objective 5: Partnership environment

Target 1: Number of shared interinstitutional training events

Baseline 2018	Interim 2020	Target 2023
1	5	10

Target 2: Number of bilateral cooperation agreements concluded

Baseline 2018	Interim 2020	Target 2023
1	3	5