

## **The Applicability of CMMI to the GILT Industry**

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With the increasing volume of trades, and information to be disseminated in multiple languages as quickly as possible, under the ease of communication produced by an overwhelming technological evolution, translation has rapidly emerged as an economic activity following a typical production cycle.

Translation technology, together with the refinement of process and project management techniques draws the attention of some scholars to methodological aspects, their impact, and how they meet the industry requirements for new profiles and skills. Translation helps profits, and is now a product to be managed according to specific business logic and model.

As the result of an industrial process, a translation product must be measurable. The purpose of this paper is to sketch the lines for investigating the applicability of the Capability Maturity Model Integration (CMMI) to the GILT industry, from the point of view of the language/translation service provider (L/TSP).

This paper is based on the idea that a scientific methodology can be used in translation based on the repeatability of the process so as to encompass any iterative task in a manageable production cycle. These tasks, from terminology work to support, audit and review are the stages of a process runned according to a model based on continuous improvement.

The goal of any L/TSP should be process efficiency through definition, documentation, standardization, and control to increase productivity and competitiveness in a market increasingly averse to improvisation and disorganization.

Terminology, support, control, and testing can meet the user's requirements; they do not consists in marginal or contour tasks, but are essential for the translation process to take place, and the foundations of the translation value chain.

By implementing a process-oriented model, translation can be run as a process based on best practices, coming to an end with a product of its own. The implementation of a process-oriented model allows for parting translation in discrete tasks. Each one can be handled by following a scientific method for continuous improvement.

To identify the attributes of an organization at a given level of maturity, a descriptive model can be used, suggesting, rather than imposing, how to improve processes that are closely related to the nature and uniqueness of the body taken into consideration.

In fact, quality certifications in translation are seemingly complete, but the key element of the continuous improvement is just seen as an ultimate goal rather than as a pre-requisite.

Compared with ISO 9000 and other quality management systems, a maturity model describes a reverse process, assuming that a company going for certification should improve steadily, and offers a reference framework for process documentation and management.

This paper outlines a maturity model inspired by CMMI, based on repeatability of tasks. The model consists of five maturity levels, and is divided into process areas, with their own goals and tasks. To reach a level, each task of the areas of that level must be accomplished.

What follows is a scheme with every level providing for the tasks and goals in the translation process.

	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Level 4</b>	<b>Level 5</b>
<b>Process Areas</b>	(Partial) process definition	Best practice used to define tasks  Fulfilment of requirements	Document definition and process control	Compliance with style guides and quality metrics  Customer satisfaction measurement	In-depth risk analysis for failure prevention  Timely resolution of common problems
<b>Goals</b>	Full execution of projects  Generic process goals	Processes performed as planned	Process management and control	Process automation  Implementation of quality standards	Innovation Continuing education  Goal-oriented strategies