

评审简表

申报单位（盖章）： 申报人姓名： 刘小棠 语种：英语 拟评资格： 一级笔译 审核人签字：

一、基本情况及主要经历

姓 名	刘小棠	性 别	女	出生年月	1979.5	参加工作时间	1999	现行政职务		无
最高学历	研究生	毕业学校	湖北省社会科学院		所学专业	中国近现代史	毕业时间	2024.6	学位	硕士
现专业技术职务（资格）		二级笔译	取得时间	2009.12	同级专业技术职务取得时间		/	从事本专业年限		17
专业技术工作起止时间		工 作 单 位			从事何种专业技术工作		取得何种专业技术职称		取得职称时间	
1999 年 1 月~ 2004 年 6 月		湖北省黄冈市团风县人民政府第二招待所			前台职员					
2005 年 1 月~ 2006 年 2 月		武汉海德翻译公司			兼职英语翻译					
2006 年 3 月~ 2008 年 5 月		武汉市华译翻译公司			专职英语翻译					
2008 年 5 月~ 2021 年 8 月		语联网（武汉）信息技术有限公司			专职英语翻译					
2024 年 7 月~今		自由职业			英语翻译					
年 月~ 年 月										
年 月~ 年 月										

注 1：审核人请在首行签字并在表首加盖公章。

注 2：“同级专业技术职务及取得时间”是指由其它专业技术职务转评为翻译专业技术职务人员，其原专业技术职务取得时间。

二、任现职（取得现资格）以来的工作业绩

1. 承担重点项目情况

序号	重点项目名称	本人负责部分	级 别			项目进行时间	出版单位及时间	完成情况及效果
			地市级	省部级	国家级			

2. 获奖情况（填地市级一等奖，省部级一、二等奖，国家级一、二、三等奖）

序号	获奖题目	奖项名称	获奖级别及等级	颁奖单位	获奖时间	本人承担内容

三、任现职（取得现资格）以来完成工作任务情况

审定稿字数（万字）	
<p>自取得现资格以来，本人长期在翻译公司从事专职英语笔译工作，2021 年中因全日制学习转为兼职译员，2024 年成为自由译者。</p> <p>作为党员，本人在工作中一直以党员的标准严格要求自己，在翻译实践中时刻保持政治敏锐性和鉴别力，秉持正确的大局观，热爱祖国，遵守宪法和法律，及时了解和关心国家的政策、方针和路线，保证自己在承担相关翻译任务时绝对不会出现任何政治立场上的错误或瑕疵。</p> <p>本人工作态度极为严谨，承接翻译任务时始终按照客户要求和行业规范一丝不苟地按时完成任务；同时充分发挥自己的工作积极性和专业才能，积极配合单位或客户解决翻译相关的重难点问题，从无敷衍，赢得大量客户好评，多次受到单位表彰。</p> <p>本人时刻关注行业进步趋势和专业理论发展，刻苦钻研，积极学习相关业务理论知识，不断精进自己的业务能力。截止目前，本人已参与、主导并完成累积（折合）近千万字的笔译项目，其中亲自承担的中英互译工作量达三百万字以上。凭借自身扎实的业务基本功、精益求精的工作态度、优秀的团队协作精神和卓越的团队管理能力，本人所主导和承担的英语翻译任务涉及机械设备、国际工程、电力、电子电气、文化、外宣、经贸、军事、本地化等各领域，其中有代表性的项目包括：中交二公院英国标准（BS）项目；尼泊尔上马相迪水电站相关项目；毛里塔尼亚荒漠防治项目；内蒙古辉腾锡勒百万千瓦级风电场项目；中缅原油管道项目；中国妇女儿童博物馆介绍文件翻译项目；CCTV-中文国际频道节目字幕翻译项目；两会专题报道相关新闻及评论翻译项目；人民交通出版社《高速公路景观设计》翻译项目；中交建内部管理文件翻译项目；长江商学院系列课件翻译项目；大众集团 4S 店销售文件翻译项目；蒙内铁路水文报告翻译项目；中航 HD 战术文件翻译项目；美军战术空中控制组训练战备手册翻译项目；扬子江快运航空管理文件翻译项目；北车集团 SAE 文件翻译项目；SHDR 安装施工文件翻译项目；中国国际扶贫中心“中国扶贫年鉴”系列和扶贫案例汇编翻译项目；辽宁美术出版社“阴山岩画”系列文稿翻译项目；国防大学《美军陆军条令》系列翻译项目；当代财经杂志社系列论文翻译项目等。</p> <p>近年来，本人多次参与中国历史和传统文化对外译介工作，以译者身份参与了“文明和谐论”、“中华文化根脉”、“中国佛教与美学”、《营造法式》等相关专著和系列论文的翻译；还承接了近四十万字涉及军事技术动态及外国涉华舆情监测研究等方面的 MTPE 任务。</p>	

四、任现职（取得现资格）以来发表、出版的译著（文）或论文

序号	译著（文）或论文题目	出版、发表在何处	作品字数（万）	发表时间	独（合）译	本人在合译中所承担部分及字数（万）
1	《海关医报》	《长江学研究·2022》	2.4	2023.8	独译	
2	《汉口市政报告》（1882-1884）	《长江学研究·2023》	1.8	2023.12	独译	

五、出国进修情况

进修起止时间	国 家	内容及专业
年 月~ 年 月		
年 月~ 年 月		
年 月~ 年 月		

六、国内进修情况

进修起止时间	进修内容及专业
年 月~ 年 月	
年 月~ 年 月	
年 月~ 年 月	
年 月~ 年 月	

七、出国工作情况

工作起止时间	任务
年 月~ 年 月	
年 月~ 年 月	
年 月~ 年 月	
年 月~ 年 月	

单位负责人签字：_____

单位：（盖章）_____

年 月 日

注2：“单位推荐意见”主要按照《翻译专业人员职称评价基本标准》中相应等级任职条件的要求对申报人的水平、业绩给予评价和推荐。

The Role of a Translator as a Good Communicator when Leading a Small-sized Translator Team in Translation Practice

Facing the client group's requests on more professional translation services featuring outstanding quality, higher efficiency and customization, enterprises focusing on translation services must take effective measures to improve quality and efficiency for the purpose of pursuing survival and further development. The mode of small-sized translator team is proven helpful for guaranteeing translation project capacity and enhancing management efficiency in the context of fiercer market competition, which thus has been widely applied in translation services sector. So, an attempt to summarize the gains from translator team operation is of practical significance. The following is a fraction of my experiences as a translator and a translator team leader when working for a Chinese leading language service provider over a decade, in the hope of inspiring my peers in the translator community and sparking meaningful reflection.

I. Translator Team and Team Leader

My focus here is on a small-sized “team” composed of

multiple translators. J. Richard Hackman, a Harvard professor who studies social and organizational psychology, held that, when it comes to the optimal team size, a team with 5-7 members can achieve maximum performance; once the size of a team exceeds 12 people, the efficiency of communication inside and outside the team will begin to decline. Similarly, according to Simon Mac Rory in his work *Wake Up and Smell the Coffee: The Imperative of Teams*, a “team” can be defined as “a group of people, normally fewer than ten, that needs to work together to achieve a common goal, normally with a single leader and where there is a high degree of interdependence between the team members to achieve the goal or goals.”

The above views roughly hold true for practical translation services. Ideally, for a source text in an appropriate length to be translated within a proper time schedule, three different translators shall be assigned respectively with specific tasks in three links, namely one for first-round translation, one for second-round peer review, and one for third-round final examination, and such three tasks will be completed one after one. However, most translation projects in practice were implemented under relatively tight schedules as required by clients. In such cases, to guarantee the submission of satisfactory deliverables as scheduled, more translators must be included in above-mentioned three links, which means the first-round translation, the second-round peer review and the

third-round final examination will be conducted simultaneously by multiple translators, with the task specific to each link to be completed under the joint effort of more than one translator. However, considering that the multi-translator engagement in a single link is likely to pose risks of inconsistent style in expression and additional minor errors in typing, it is better to limit the number of translators for one translation service at 5 to 7, and sufficient translation capacity reserve might also be required for responding to any emergencies that possibly take place during the project implementation. So, in the mode of project-oriented translator team, a stable team consisting of about 10 mature members is the most desirable. Consequently, a typical enterprise specializing in translation services generally establish several teams of such kind for its translation business segment based on its available translator resources.

Just as its name implies, a small-sized translator team refers to a group of several translators who work together for the implementation of translation projects aiming at gaining certain economic or social benefits. So, a translator's competence that is excellent enough to complete corresponding translation tasks should be considered as essential for the selection of team members. In general, the formation of a small-sized translator team might attribute to the pending implementation of a translation project specific to a certain discipline or domain. However, members of such team are far more than just

maintaining excellent translation competence in one specific discipline or domain. In practice, on the premise of prioritizing the team's prominent competency in one specific discipline, the leader of such team who takes charge of assembling team members often manages to select those with translation competence covering as many disciplines as possible, considering that the three links involved in the practice of translation often require different proficiency levels of translation, or that a source text to be translated may be composed of sections with varying difficulties for translation or relevant to multidisciplinary content. Only the team leader creates a proper organizational structure in his/her team featuring qualified translators at different proficiency levels and competent for multidisciplinary translation, can the team be outstanding enough to meet diversified demands on translation services. In other words, a small-sized multidisciplinary translator team featuring a proper echelon of translation capacity and proficiency is of great necessity to fulfill various tasks of translation services with excellent results.

As mentioned before, there is often one single leader in a small-sized team of this kind. On one hand, in view of the team's purpose of undertaking translation projects, the leader as a core member of the team should have corresponding translation proficiency to allow him/her to practice translation personally and even act as a chief translator in some cases. On

the other hand, as the leader of the team, he/she is naturally obligated to assume the management responsibilities for daily team operation and translation project implementation. That is to say, the leader of a small-sized translator team should be qualified as an all-around translator who outperforms his/her team members on translation proficiency while being endowed with superior management competence. Thus, the team leader will be authoritative enough to give necessary instructions and make decisions for issues related to translation when carrying out routine management or implementing projects.

And when it comes to routine team operation and translation project implementation, it should be certain that communication within and outside a team will play a vital role, which is particularly true for the leader of a small-sized translator team in an enterprise specializing in translation services.

II. Communication for Routine Team Operation

The team leader, as the first person responsible for a small-sized translator team, usually employs various means and manners of communication to effectively promote the fulfillment of his/her responsibilities for routine team management. We can say that good communication serves as one of important guarantees for maintaining team stability, energizing translators' development and fostering positive vibe

for team work.

Firstly, a team's survival and flourishing depend on its stability, and good communication plays a vital role in maintaining a stable team. Functioning as main parties related to sustaining the stability of a small-sized translator team, the team leader and his/her team members must make effective and efficient communication to strength cooperation for human resource maintenance. The internal communication between the team leader and his/her translators basically involves latter's translation proficiency enhancement and career development planning. As mentioned above, the team leader usually outperforms his/her team members on translation proficiency, which enables the former to offer regular or unregular tutoring and mentoring on translation to the latter in a convincing pattern of one-to-one or one-to-many communication. The team leader can also implement an AAR (After Action Review) for the whole team immediately upon the completion of a project for summarizing and analyzing key takeaways and difficult points during translation, in a bid to help all translators in the team build up a professional database for late use. Thus, for both the whole team and individual translators, gradual improvements in translation proficiency can be attained. Moreover, to encourage the passion of team members for work, the team leader can share his/her own expertise and experience of career development to help the team translators customize most fitting

career plans by taking into account such factors as their daily work performance, personal willingness and recognition of corporate culture. Hence, their sense of belonging to the team will be strengthened to maintain the team stability in a better way.

Secondly, constant staff mobility that infuses fresh blood into a team drive the team's growth, which largely depends on efficient internal and external communication of relevant parties in practice. For regular staff mobility of a team (also known as periodical renewal of human resources), coordination and collaboration between the team leader and the HR specialist assigned to the team by the company are of great necessity, especially communication between both sides for introduction, dismissal, promotion and demotion of translators in the team. For translators' promotion, demotion and dismissal, in general, the team leader and corresponding HR specialist will first jointly work out rules applicable to the team based on the company's general performance evaluation system through full communication; then they will periodically conduct analysis on daily behaviors and work performance of existing team translators; and at last, they will cooperatively work to put these rules into effect in a considerate manner when necessary. For the introduction of new translators into a team, close ties between the team leader and the HR specialist based on good communication shall be paid special attention. Once the team

leader proposes a request on new translator recruitment by considering the existing human resource gap, preliminary communication will be made between the team leader and the corresponding HR specialist to help the latter develop a recruitment plan. Both sides will then discuss and input some details to make subsequent plan execution viable. And finally, the HR specialist will complete the translation recruitment and new comers' training in line with the requirements of the plan. It is no doubt that the team leader will do his/her part in some key links of the recruitment process, including applicants' translation proficiency evaluation and interview, as request by the HR specialist. In other words, the renewal of team human resources vitally depends on the smooth and resultful communication between the team leader and the corresponding HR specialist.

Thirdly, a positive vibe in a small-sized team provides external guarantee for the team's vitality and efficacy in daily operation, virtuous communication among the team leader, team translators and corresponding company-level administrative clerk contributes to the fostering of such vibe. To this end, beyond focusing on translators' job performance, the team leader must make good use of positive communication and interactions in routine team operation to effectively identify some team members' negative moods or states of mind that are likely to exert adverse influence on individuals or the whole team and timely take measures to eliminate possible risks.

Besides, diverse team-building approaches, either conventional or creative, including regular meetings, group study, sharing sessions, dinner parties, game-playing, can also be taken by the team leader for boosting favorable communication and interactions, in a bid to strengthen team work spirit based on enhanced mutual understanding, respect and trust among team members. By the way, in a modern enterprise engaged in translation services, we must recognize the crucial contribution made by corresponding administrative clerk to the success of a variety of team-building events orchestrated by the team leader, which largely lies in good communication and collaboration between the former and the latter. We can say that effective and timely communication featuring creativities among different parties greatly energizes the forming and maintaining of a positive team vibe.

To sum up, for a small-sized translator team, the team leader not only dominates the exchange of information among all parties related to routine team operation but also plays a bridge role in connecting relevant parties for smooth and efficient communication. Internal and external communication characterized with efficiency and timeliness for daily operation and management is of great importance for a translator team's survival and further growth.

III. Communication for Project Management

The “project-oriented” mode is generally adopted by most translation service providers when offering language services. During the implementation of a translation project, the people involved can be categorized by front end and back end. The front-end personnel mainly refer to marketing personnel, while the back-end personnel cover those responsible for project management and delivery, individual translators/translator team(s), and staff for pre- and post-translation processing. In this mode, the cycle of a translation project can be divided into three stages, namely pre-translation, during translation, and post-translation, clearly marked by the beginning and ending of the text translation practice by translators/ translator team(s) involved. All parties involved in such three stages will make efforts to properly break down the work and engage in cooperation for completing the project smoothly. Regarding the implementation of a translation project, the translator team involved is essential for the successful project completion, and its leader will undoubtedly fulfill some special functions of communication inside and outside the team throughout the process.

(I) The Pre-translation Stage

At this stage, the leader of a translator team assigned with the burden of engaging in a translation project will carry out internal and external communication as part of his/her efforts to adequately prepare for the project kick-off and subsequent

implementation. And communication made by the said team leader will cover the client and marketing personnel at front end and project manager and translators in the team at back end.

External communication: according to the work division principle in most enterprises engaged in translation services, the front-end marketing personnel will constitute the first group who receives the client's project demands at the earliest and conveys such demands to the back end, while corresponding project manager and translator team leader assigned for the project will also be involved in this process to some extent. At this stage, communication among the said three parties focuses on key information about the proposed project, thus facilitating the further coordination and brainstorming to embark on necessary preparations. For the assigned translator team leader, information about the project to be communicated with other two parties may include languages of source text and target text, type of translation task, word count, project period, disciplines involved in the translation task, client requirements, and so on. And the said team leader thus can develop a plan for implementing the proposed translation task based on his/her team's existing translation capacity (with details about list of selected translators, assignments to specific translators, notes and cautions for translation practice, solutions for difficulties and response to unplanned emergencies), which can be used as reference for the follow-up internal communication. And it also

should be noted that the said team leader must well communicate the task implementation plan with the corresponding project manager who will serve as the project coordinator, in a bid to make necessary improvements for the plan based on the latter's pertinent suggestions. Apart from this, on the request of marketing personnel or project manager in some cases, the said team leader may function as a language expert to directly communicate with the target clients prior to the tendering process, in a move to impress them with the enterprise's professionalism in translation services for contributing to the subsequent bid-winning effort.

Internal communication: at the pre-translation stage, the said team leader is also required to well communicate with translator selected to be engaged in the project implementation. The communication may cover the following points: translator's willingness to participation in the project, mobilization prior to the project, disclosure of the project background, detailed arrangement of specific translation tasks (based on project requirements, task difficulties and disciplines involved for texts to be translated, as well as translators available), applicable translation notes, suggestions on translators' preparations (including applicable glossary, understanding and application of professional translation tools and expertise, and others), and translators' perception about the project (especially referring to translators' expectation and discussion about key and difficult

points). Generally, such internal communication aims to come to a consensus on the approach of project implementation and brainstorm to figure out proper solutions for difficulties in practice, thus laying a foundation for a steady project progress.

To sum up, at the pre-translation stage, the team leader functions as a bridge linking the front end and back end for information integration, who gives full play to his/her translation expertise and management competence for appropriate planning and resource allocation based on external and internal communication, hence effectively advancing and guaranteeing a successful project kick-off.

(II) The In-translation Stage

The end of the pre-translation stage marks the official initiating of translation practice, which implies those translators selected by the assigned translator team leader embark on their translation tasks respectively according to the plan developed at previous stage. The whole cycle from the beginning to the termination of all translation tasks is called the in-translation stage. At this stage, the assigned translator team leader will continue making external and internal communication for guaranteeing the team's plan implementation in a strict manner while effectively responding to all unexpected emergencies during performing the tasks. Corresponding project manager, translators engaged in translation and the client (probably) will be involved in the process of such communication.

External communication: the beginning of the in-translation process means the marketing personnel basically wraps up their engagement in the project, with subsequent work related to project coordination and implementation handed over to the corresponding project manager at the back end. Hence, external communication made by the said translator team leader for the project will mainly target the project manager. In the process of performing translation tasks, the said team leader will communicate with the project manager, who is responsible for supervising the project progress in line with applicable corporate specification from time to time, with such details as regular (daily/multi-day) reports on the team's work progress, deviations from the project plan, and translator feedbacks during the translation. For any unplanned emergencies identified in these reports or feedbacks, further communication between the said team leader and project manager is a must, so that they can immediately work out an effective and viable response plan to get things back on track. For example, in case of identifying any progress delay based on existing project progress reports, or an individual translator's unexpected withdrawal from the project due to force majeure factors, the said team leader must instantly communicate with the project manager to make slight adjustments to previous project plan (such as adding or replacing new translators) for catching up with the project schedule. Moreover, there are also possibilities for the client to

make changes to the project requirements for their own reasons during the project implementation, which are typical issues to be solved based on good communication and synergy among the said translator team leader, the project manager, and the client. In this way, the project's progress can be guaranteed.

Internal communication: at the in-translation stage, the said team leader will also make necessary communication with his/her team translators involved in the project, with the focuses mainly on task progress and translation quality. For example, during the project implementation, a translator may encounter some accidental changes that will impose adverse influences on the task progress; or partial translation outcomes may be evaluated as unqualified for incompetent translator(s) having been assigned with improper translation tasks due to inadequate pre-translation estimation on difficulties of the source text for translation; or the translator may identify some errors, omissions, or some issues to be clarified in the source text that require explanation or confirmation from the client. In response to these, effective communication shall be made by the said team leader with his/her translators to pre-identify those factors likely to affect the latter's performance or attitude toward work mentally or physically, and take proper remedial actions, including making targeted adjustments on translator arrangements, timely informing translators of alterations or feedbacks from the client and giving them appropriate advices or instructions on issues

related to translation. Thus, relevant translators will be motivated to bring their initiatives into full play and a positive vibe can be fostered within the team to guarantee the success of all translation tasks' completion.

In a word, good communication made by the team leader at the in-translation stage not only greatly contributes to the successful accomplishment of translation tasks undertaken by the team, but also underpins the follow-up project closure and warranty.

(III) The Post-translation Stage

The handover of translation deliverables to the project manager from the assigned translator team leader heralds the beginning of the post-translation stage, which mainly involves post-translation processing and project warranty. The post-translation processing refers to final check and trimming of document format and appearance for the deliverables before submission to the client, under the arrangements of the project manager based on applicable translation specification and the client's requirements. And the project warranty aims to fulfill the commitment that has been made to provide translation quality-related follow-up services after the final deliverables' submission within a specific period. At this stage, the said team leader's effort on effective communication plays a critical role in ensuring a perfect project conclusion.

Despite the demand on sustained communication with such

parties as the project manager, those translators involved in the project, and the client during this stage, the said team leader has much less communication-related matters to be dealt with than before. Specifically, external and internal communication made by the said team leader in terms of post-translation processing will only focus on how to identify and eliminate minor translation quality defects (including few spelling errors, non-compliances, and others) from the final deliverables; and within the valid period of project warranty, the said team leader, together with the project manager, just need to retain the existing communication and collaboration with the client to facilitate necessary clarifications, explanations or improvements for the submitted deliverables, thus raising the latter's satisfaction for further business relations. And it should be noted that, the said team leader's proficiency in translation and full-cycle supervision on translation process enable him/her to independently respond to all translation-related requests claimed in the warranty period, without making translators ever involved in translation held liable, which to some extent reduces the internal communication burden on the said team leader.

In brief, the team leader plays a pivotal role in initiating and maintaining timely and smooth communication among all related parties at the pre-translation, in-translation and post-translation stages, thus doing his/her part in guaranteeing the project performance and contributing to the success in

project kick-off, execution and closure.

IV. Conclusion

The translation service sector highly requires social division of labor and team work. At the core of translation services, translators or translator teams as a whole serve as a connecting link in service chain. The team leader, as the first responsible person of a small-sized translator team in an enterprise specializing in translation services, performs routine team management while taking charge of management on different translation projects undertaken by the team.

In the team leader's endeavor to assume the responsibilities of management on translator team and translation project, communication plays a vital role. Good communication featuring timeliness, effectiveness and creativity is conducive to learning about different views from all parties involved, thus effectively strengthening mutual understanding and trust. Good communication facilitates information dissemination among all parties for timely problem solving in the process, thus contributing to efficiency improvement. And good communication also energizes brainstorming for collaboration and innovation. More importantly, positive interactions among all parties in communication are beneficial to the fostering of a positive vibe for team growth and project implementation.

Hence, the team leader must make effective

communication for contributing to the maintenance and renewal of the translator team's human resources and the fostering of a positive vibe within the team. The team leader is also required to make full use of timely and smooth communication at the pre-translation, in-translation and post-translation stages for creating favorable conditions to bring about the completion of a translation project to the client's satisfaction as scheduled with qualified deliverables.

All in all, the leader of a small-sized translator team must attach great importance to good communication in diversely creative manners when performing his/her duty.