



**LANGUAGE SERVICES  
OPERATIONS PLAN COMBINED WITH  
AFTER ACTION REPORT**

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# **2001 SPECIAL OLYMPICS WORLD WINTER GAMES ALASKA**

## **LANGUAGE SERVICES FUNCIONAL OPERATION PLAN**

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## SECTION 1: OVERVIEW OF LANGUAGE SERVICES COMMITTEE/FUNCTION

### A. Overview / Purpose

Language Services is responsible for providing **communication facilitation** for recognized Special Olympic Athletes, Coaches, and Heads of Delegations. Language Services is the conversation link between GOC representatives and Special Olympic Family members who do not speak a common language.

Language Services volunteers are **skill specific**, and as such, Language Services is responsible for recruiting, testing, evaluating, training and scheduling over 250 interpreters in over 30 languages who will staff all venues and facilitate communications with in and among delegations. Language Services volunteers will serve, in priority order: medical, security, athletes, heads of delegations, coaches, media, Honored Guests, ceremonies and others. Language Services interpreters will serve at every venue and assist other functional departments (especially as bilingual Delegation Assistance Leaders) and all other areas as much as possible.

*Many interpreters were scheduled in dual roles to assist the above groups with language issues during the Games. Bi-lingual volunteers were recruited by LNG services to serve as DALs and to fill many spots within the village organization positions. Additionally, volunteers working the cellular language lines assisted with medical, Honored Guests, and other areas as needed. The expectation for each of these areas needs to be spelled out in the SOI/GOC contract language to prevent any disappointments during Games.*

Language Services provides advanced, expert or professional interpretation services for Heads of Delegations meetings and coaches meetings held during game days. English is the official language of the 2001 Special Olympic World Winter Games Alaska (2001 World Games Alaska) and there are no financial provisions for written translation services from English into other languages for publications. All requests for written translation into other languages must first be reviewed by the Language Services manager for pricing and then forwarded for approval by the Director of Participant and Delegation Services and by the Chief Executive Officer.

*Participant and Delegation Services was able to identify the need for expert interpreters for the nightly HOD meetings and worked with the military to secure expert translators for these meetings. Simultaneous translation equipment was not available in Anchorage and was researched extensively. LNG Services found several vendors offering the equipment and prices ranged from \$60,000 to \$700.*

*2001 World Games believes that simultaneous translation equipment is necessary to produce world-class Games and would strongly recommend that language services and equipment be discussed in detail prior to finalization of the SOI/GOC contract. Simultaneous translation is recommended at the Advance Delegation Meeting, at all nightly HOD meetings, Healthy Athlete Program, coaches meetings, Officials orientation and the Family Forum. Additional meetings and functions may benefit from having interpretation and translation services available and needs in this area should be identified early in the planning process in order to have the plan and the funding approved for Games.*

## B. Goals & Objectives

1. GOALS: The Goal of Language Services is to provide **communication facilitation** for recognized Special Olympic Athletes, Coaches, and Heads of Delegations through an effective and efficient and skill specific volunteer workforce capable of handling all language needs to ensure all foreign delegations, families, friends and foreign speakers feel welcomed and their language needs are met.

2. OBJECTIVES: The Objectives of Language Services is to provide language support for all non-English speaking and American Sign Language (ASL) participants according to the following classifications:

- Competition
- Athlete Villages
- Auxiliary
- Head of Delegation Nightly Meeting

*The objectives of this department were accomplished. Future Games should note that Sign Language is necessary at all functions. Additionally, American Sign Language is different from other sign languages and the issue of hearing impaired should be thoroughly researched for maximum results in providing language assistance to all participants and delegates of World Games events.*

## C. Overview of Services

Language Services has three service areas:

1. Translation  
English is the official language of the 2001 World Games Alaska, therefore no provisions have been put in place for written translation services from English into Spanish, Russian, Arabic, French or other major or minor foreign language represented by the Special Olympic Delegations.  
Translation of signage will be limited to Venue Welcome Banners. International pictograms will be used whenever possible

*GOC and SOI did not establish the reasonable expectation of Language Services translation prior to Games. The translation expectation should be clearly defined and incorporated into the contract verbiage. Translation services were needed for sports protest forms, medical authorization forms and at the poly clinic and could have been more successfully incorporated into the manuals for HODs, Coaches, Family Registration and Housing Registrations.*

2. Interpretation (including American Sign Language)

Language Services provides advanced or expert interpretation services for high-level meetings, advanced Head of Delegation meeting the evening of March 1<sup>st</sup>, and daily Heads of Delegations meetings held during game days.

***Professional Military Linguists were provided through assistance from Department of Military Services. These linguists were invaluable in their ability to provide expert linguistic support to the GOC. Primary services of the linguists included: interpretation at the nightly HOD meetings, emergency interpretation 24-hours per day via cell phone, in-person linguistic support in main dining halls each morning.***

Language Service will prepare and provide a glossary of specific Special Olympic terms to interpreters to help increase the accuracy of interpretation.

***LNG Services was effective in working with the University of Alaska and received University assistance with this portion of the Language program. The language dictionary was produced by volunteers enrolled in the University. This dictionary will be passed on in CD form.***

Language Services will assist in locating bi-lingual (skill specific) Delegation Services Leaders, Delegation Assistance Leaders, Housing Attendants and Supervisors, Food Services and Information Services.

***Language Services was very successful in recruiting language volunteers from various cultural groups within the community. It was decided that to maximize the resource, language volunteers would be placed in dual “functional roles” throughout the venues and villages, i.e.; food service, DAL’s, housing, etc. Having language volunteers in other roles allowed the language volunteer to have a sense of purpose. Higher utilization of the volunteer was achieved and volunteers were essentially more valuable. It is highly recommended to utilize the language resource in other areas where the language is accessible. Recommendation is not to place a language volunteer in an essential role where the Games would be delayed if the language volunteer needed to be “pulled” from the assigned duty to assist with interpretation. Example: we placed language volunteers in jobs where they could serve the dual role of language interpreter if necessary.***

Language Services will establish a Language Services Switchboard as a back up for all Venues.

***An emergency cellular language bank was established to provide “on the spot” interpretation as needed. Volunteers were recruited based on expert language ability. Phones numbers were assigned a language and volunteers were scheduled to the phone line by language. The program was very successful early in the Games and was highly successful at the poly clinic and for the Healthy Athlete program. Language volunteers were not needed at all locations, and this program offered immediate interpretation at the touch of a phone.***

Professional interpretation [under review – TBD if this service is required/implicit – and if so, how financed – possible DOMS]

Provides professional interpretation services required for high-level meetings, Heads of Delegation meetings, media conferences.

***Discussed above. This interpretation service was provided through formal request and review from the U.S. DOMS. Services were not reimbursable.***

Secures rental of all simultaneous interpreting equipment along with the required technical support

*Simultaneous equipment was researched and secured by the Language Services department. This service was not mentioned in the Contract language between GOC and SOI and was a large cause for concern. The GOC contracted for the simple use of equipment. The equipment included headsets and transmitters and did not include any sound-proof barriers. GOC recommends that future Games consider the acquisition of language equipment to include sound-proofing booths. Meetings held where translators communicate without benefits of such silence equipment can be distracting to the facilitator and other attendants of the meetings.*

Coordinates with Logistics the timing and scheduling of delivery and removal.

***Equipment secured for the 2001 World Games did not require logistics support.***

### 3. Operations

Facilitates conversation between GOC representatives, athletes and coaches, Heads of Delegations and family members to assure efficient and effective operation of the games.

Identifies, interviews, evaluates, selects, assigns, and trains all designated volunteers serving as Interpreters during the 2001 World Games Alaska.

***LNG was responsible for recruiting the language volunteers and assessing their abilities. Bi-lingual volunteers were then turned over to VOL Services for registering and scheduling. The scheduling model did not have a language field, so we were unable to identify volunteers by language skill within each venue. Scheduling should include where bi-lingual assignments have been placed. Volunteers were contacted by the VOL department and LNG Services which created confusion with the volunteers. Training for the bilingual volunteers was labor intensive and required additional mailings, several additional training sessions and extensive record keeping and reports. Language skills need to be clearly identified on the volunteer application and captured in the volunteer scheduling model. VOL and LNG need to work together on the scheduling of bi-lingual volunteers to determine the need for LNG within each venue. Bi-lingual volunteers working as LNG volunteers in another functional role need to have their dual roles identified early in the process. The need for volunteers can be reduced when placed in a dual role, however, the volunteers must understand that their language roles will be secondary to their other job assignment.***

Maintains a small response team of Volunteer Interpreters (Language Services Leader/Interpreter/Supervisor) with expert to advanced language skills in key languages in all venues. (The majority of volunteers speak English with one other language only).

***2001 World Games did not utilize this method. Language Leaders were primarily English speaking. Proficient interpreters were scheduled into functional positions within venues. The most proficient interpreters were placed where the language demand was greatest.***

Provides conversation facilitation services over the telephone when appropriate and dispatches Volunteer Interpreters (Language Services Leader/Interpreter/Supervisor) to the primary client(s): Medical, Security, Sports, Media, Honored guests, Ceremonies and all other “Special Olympics Family” members. [Notation: Present planning does not allow for LNG to provide dedicated language assistance for Public Information, Special Events including the Opening and Closing Ceremonies, Host Team Program or Honored Guest events.]

***Games contract verbiage should include the expectation for this area. Without language assistance and interpretation services clearly spelled out in the contract, the desire to provide this service later in the planning process can be very costly or cause an extreme burden on both LNG and VOL to find interpreters.***

Establishes and operates the GOC Language Switchboard, a cell phone mobile/virtual switchboard with at least one dedicated phone number per foreign language. The switchboard is designed as a back-up system to all language needs during the 2001 World Games Alaska. However, due to the limited volunteer workforce it is anticipated that languages in the minority will utilize the switchboard as a primary interpretation service.

***The cellular Language Switchboard was utilized by every language. Usage was heavier during the Host Team days and tapered off as the Games proceeded. The service provided 24-hour immediate assistance in 29 languages, for 14 days. Utilization was critical in emergency situations where physical interpretation was unavailable or until physical interpretation could be secured. Volunteers were scheduled to work a “language line” for a minimum of 24 hours, but were allowed and encouraged to take the “language line” for an extended period of time. Volunteers who “manned” the cellular Language Switchboard were not required to work on-site during the Games. One benefit to recruiting volunteers to “man” this service was the independence associated with the duty. These volunteers could provide a truly needed service and still function in their normal jobs, they could be at home or they could volunteer in another completely unrelated area within the Games. The only stipulation was that the cell phone must be turned on at all times, and that phones would be returned charged and ready for the next volunteer. The equipment for the program was secured under a separate program with the University and was managed by student at the University. LNG managed equipment distribution and recovery. It should be noted that cell phone distribution should include a waiver and loss or damage responsibility. Any financial responsibility should be clearly defined.***

Coordinates and approves any and all usage of AT&T’s Language Line services.

***Cellular service was provided through a grant within the University. LNG managed the scheduling of equipment, assignment of personnel and the creation and distribution of the language phone list. The phone list was prepared as a laminated card to be worn on the lanyard with the credential.***



Modifies LNG operation plan accordingly to best accommodate potential language needs of specific venues and participating venues (scheduling/finals etc.) while taking into consideration the limited LNG volunteer workforce.

*LNG Services accomplished this goal and worked continually to improve the planning process and the placement of language resources.*

#### **D. Key Responsibilities**

Language Services is responsible for providing the following key services for functional areas:

##### **1. Identify language needs for the specific-venue based on participating delegations.**

LNG must identify, in advance, the language requirements by delegation and then with the assistance of the Venue Coordinators, LNG must assign Language Services Volunteer Interpreters to ensure the maximum language coverage per venue.

*LNG was able to clearly determine the needs for each venue based on the number of delegates participating in that sport. Language volunteers were scheduled in functional areas to support the other services required at the venues, however, whenever possible, the LNG volunteers at sporting venues were scheduled primarily for interpretation and translation. LNG skills and primary language spoken should be included in the VOL registration process. Including this information saves time when scheduling volunteers and assessing language coverage at venues.*

##### **2. Provide evaluation and training services for other Functional Areas utilizing language-skilled/bilingual individuals.**

In an effort to maximize volunteer resources and enhancing the over all security and quality of enjoyment for all participants, LNG will evaluate and train language-skilled volunteers who are members of other functional areas of the games. LNG base line goal is to help staff the functional areas that interact with international clientele with bilingual speakers. In an effort to assist the largest number of people, LNG will place an emphasis on German, Russian, French, Arabic and Spanish.

*LNG determined the largest language needs and worked to support those languages first. LNG was very successful in recruiting volunteers with high skill level. Recruitment was achieved through personal appearances at many community events and through civic organizations, ethnic organizations and churches.*

**3. Maintain a response team of Volunteer Language Services Interpreters:**

Language Services (LNG) will maintain a response team of Language Services Interpreters with advanced to expert language skills in key languages. These volunteers will be assigned to venues to accommodate highest and best use. LNG will utilize phones, pagers or radios to communicate throughout the venues. The majority of volunteer interpreters will speak English and one other language only.

***LNG determined that the LNG Leader would be the “point person” to request assistance with languages in all venues. NOTE: In order to be effective in the position, Leaders need to be equipped with cell phones. LNG leaders must also have a current daily volunteer schedule indicating the languages spoken at the venue each day and the position of the bi-lingual volunteer. The schedule should be updated with any “no-show” language volunteers so that an accurate language assessment is always available.***

**a) Requests for languages not staffed at the venue:**

When a particular venue is lacking coverage for a particular language, the Language Services Leader will utilize the Language Switchboard. In the event that the situation cannot be resolved over the telephone, the situation will be resolved by the Language Services Leader requesting a Language Services Interpreter be dispatched from another venue.

***Provide all Language Leaders with cell phones so that they can respond immediately in the case of an emergency.***

**4. Provide language services for media interviews/conferences:**

LNG will facilitate conversation between speakers of other languages during media conferences and interviews. These events may be staffed with DAL's or Language Services Interpreters and/or professional interpreters (***IF DOM's REQUEST IS HONORED***).

***LNG did not have the interpretive volunteer staff to support the media with constant language assistance. It is recommended that interpretation be considered to assist the media for future Games.***

**5. Provide language services for hearing impaired individuals:**

LNG will play a very important role in conversation facilitation with the hearing impaired population to ensure that all information and instructions are understood throughout the Games. It is also anticipated that American Sign Language will be provided at venues, events and conferences as determined by GOC and/or required by state and federal laws.

*ASL was limited to very few events. It is recommended that Sign Language be a consideration of future Games and that the GMS system track hearing impaired from foreign countries to assess any additional sign language needs.*

**6. Tracking of Language-skilled volunteers in other Functional Areas:**

LNG will track on a daily basis all language-skilled volunteers at an advanced or expert level of proficiency who are being used by other Functional Areas in order to ensure LNG knows at any given time where these language-skilled volunteers are located within the venue. *It is expected that Bilingual language-skilled volunteers will be issued a specific uniform (COLOR CODE) to distinguish them from other volunteers. Such a distinction will aid those in need of language assistance – and therefore the distinction must be easily recognizable.*

*LNG volunteers were provided neon arm-bands as a distinguishing part of their uniform. This system proved cost effective and was successful in identifying the bilingual volunteers that worked other areas of the Games.*

**7. Daily Reports:**

Daily reports from each LNG Services Leader will be submitted to the LNG management through the JOCC.

*Daily reports were captured through each of the venues when there was a language issue that required reporting. Venue Coordinators reported problems and challenges to the JOCC on daily reports.*

**E. Legacy / Measurable Outcomes**

It is Language Services intention to leave at least two measurable outcomes for the State of Alaska that relates to cultural awareness and language interpretation.

1. The first measurable outcome will be based on an increased awareness and cultural sensitivity for our international guests and the international community residing within Alaska. It is the LNG goal to work with the staff of the GOC and the numerous volunteers by providing cultural awareness through the University of Alaska, and the local school district as well as the tremendous resource provided by local social service clubs.

*LNG was extremely successful in creating awareness of 2001 World Games within the various cultural groups in and around Anchorage. Additionally, the goal was exceeded on working with the public schools and the University. 2001 World Games*

***recommends utilizing Universities and public school systems as they offer a tremendous pool of resources.***

2. The second measurable legacy will be a tangible asset for the State of Alaska. It is the goal of LNG to leverage the volunteer language-skilled volunteer workforce into a State Wide Volunteer Emergency Services Language Bank. It is anticipated that this volunteer interpreter bank will host a membership of 300+ serving 50 languages. This language bank will provide assistance during emergencies, will provide more comprehensive community involvement/support for the under served population, may be used by business, tourism, education, international festivals, sister cities programs and special events.

***LNG is working with several government agencies to introduce the concept of a “Live” database of all languages and interpreters in the community. This language bank could serve as an extremely valuable asset and will be accessible by numerous agencies and organizations.***

## **SECTION 2: SCHEDULES/TIMELINES/EVENTS**

### **A: Schedules**

The following schedule is the Language Services goals/timeline work schedule. This chart is a Games Preparation guideline used during the preparation phase of the Games, leading up to the operations phase. The dates and times are intended to provide a general understanding of the sequencing of activities for Language Services.

Start	End	Dept	Action Required	Staff member
15May00	30May00	LNG	Review materials - fact finding	Alexander / Jo Ann
1Jun00	10Jun00	LNG	Work space/bus. Cards/computer up	Office manager
15May00	19May00	LNG	Meet with UAA language Department	Alexander / Jo Ann
15May00	15Jun00	LNG	Meet w/depts. to assess needs	Alexander / Jo Ann
1Jun00	1Jul00	LNG	Begin to identify key team leaders	Alexander / Jo Ann
1Jun00	30Jul00	LNG	Daily phone/personal contacts	Alexander / Jo Ann
1Jun00	30Sep00	LNG	Work plan developed	Jo Ann
1Jun00	16Jun00	LNG	1st leaders w/ consulates	Alexander lead
16Jun00	15Oct00	LNG	Create language skill assessment methods / Schedule training clinics w/ team leaders	Jo Ann
30Jun00	15Jul00	LNG	match needs w/ tentative competition schedule	Alexander / Jo Ann

1Jul00	30Aug00	LNG	Identify local personnel for Language Delegation Assistance Leaders	Alexander
1Jun00	1Sep00	LNG	Volunteer job descriptions complete	Jo Ann
15Jun00	1Sep00	LNG	Contact Delegations / language needs	Alexander
10Jul00	15Sep00	LNG	Draft information to include in Publications	Jo Ann
15Sep00	1Oct00	LNG	Publications list to Karla	Jo Ann
15Sep00	1Dec00	LNG	Revise language needs as Athlete registrations received	Alexander
1Nov00	29Dec00	LNG	Technology needs identified – language switchboard defined	Jo Ann / Charles
10Jan01	15Feb01	LNG	Walkthru of all venues with team leaders	Alexander / Jo Ann / depts.
15Jan01	15Feb01	LNG	Volunteer scheduled training	Alexander / Jo Ann / Lisa
Feb2801	2-Mar-01	LNG	pre game family assistance	Alexander / Jo Ann / family cord
3Mar01	11Mar01	LNG	Competition	Alexander / Jo Ann
12Mar01	14Mar01	LNG	after game family assistance	Alexander / Jo Ann
1Apr01	1Apr01	LNG	After Action Report	Alexander / Jo Ann

***LNG services recommends volunteer recruitment and training of language leaders as soon as possible to assist with the overall job of placement and training for support volunteer positions.***

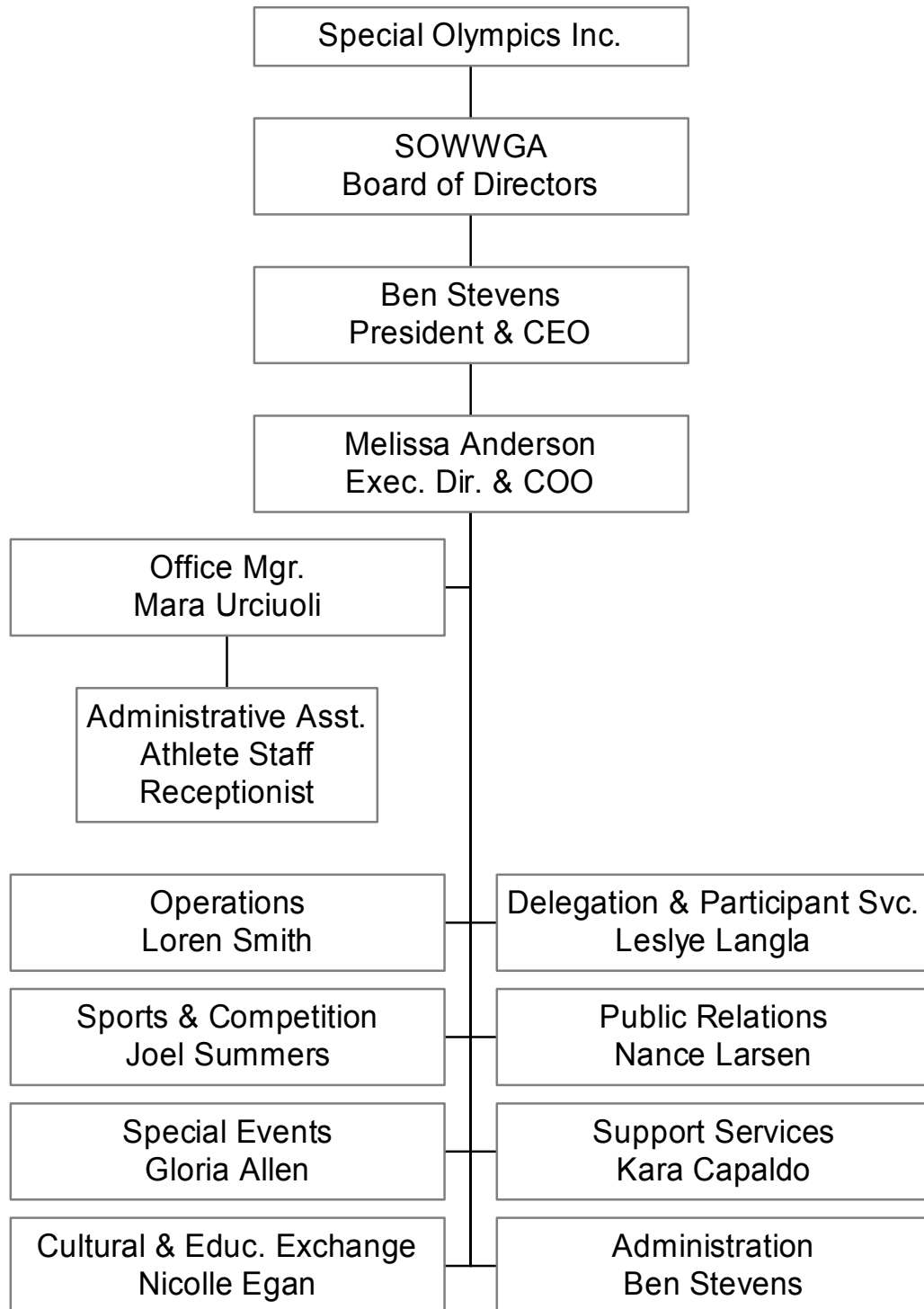
The following is the LNG activities / typical event day venue operations schedule

ACTIVITY	DATE	DESCRIPTION	
Arrival of LSM	Prior to meeting of venue team		
Managers Meeting	EARLY AM and late PM (daily)	LSM to attend daily meeting of venue teams	
Meeting with Media	Prior to Volunteer Interpreters arrival	Discuss day's activities as anticipated by Media Ops	
Technicians Testing Simultaneous	Prior to start of day's activities	Equipment Technicians to test equipment prior to the start of the day's activities	
Arrival of Volunteer Leaders & Interpreters	As scheduled	Volunteer Interpreters to be on-site as scheduled when athletes, officials, and/or media in venue	
LNG Shift Meeting	Beginning of each shift	Meeting conducted by LNG Leader to brief staff on day's activities, procedures, changes	
Normal Operations	Throughout day	Provide language assistance as required. Dispatch Volunteer Interpreters as appropriate and scheduled.	

Monitor Competition	Throughout day	LNG Manager must closely monitor competition activities to anticipate language needs for media conferences and update/advise Volunteer Interpreters of new developments and information.	
Arrival of Interpreting Staff	At least one hour prior to required meeting.	Interpreting staff includes professional simultaneous interpreters & technicians	
LNG Media Team in place	1/2 hr. prior to Media Conference	LNG Team ready for Media Conference (LNG Media Team includes LSM, Volunteer Interpreters, and professional consecutive interpreters (if available))	
Receiver Distribution Area Set-up	1/2 hr. prior to required meeting	Set-up Receiver Distribution Area & Operate	
Secure Interpreting Equipment	Conclusion of last required meeting.	Secure all interpreting equipment for next day's use	
Ceremonies Coordination	<i>[Dates of ceremonies go here]</i>	Coordination of language assistance required & procedures for ceremonies	
LNG Daily Report	End of day	Reports faxed to designated Supervisor at end of each day	
LNG Volunteers Depart		Volunteers can depart at the end of their shift or once all international guests have left the building.	
LNG Manager or Leader		The Manager or Leader must remain in the Venue until the last Volunteer Interpreter has departed.	

## SECTION 3: ORGANIZATION

### A. GOC Overall Organizational Chart



## **B. GOC Department Chart**

*LNG reported to Participant and Delegation Services. LNG was successful and efficient working closely with Delegation Services and Registration/Accreditation to facilitate smooth communication between functional areas.*

### **C. Venue Team Organizational Chart**

*[Insert Chart here]*

### **D. Venue Team Functions**

*[Insert Chart here]*

### **E. List of Venues**

## **SECTION 4: SCOPE/FUNCTIONAL AREA LANGUAGE SERVICES MANAGEMENT STAFF/VOLUNTEERS**

### **A: Language Services Organizational Chart**

*[Insert Chart here]*

### **B: Language Services Volunteer Staff Job Descriptions**



## **2001 SPECIAL OLYMPIC WORLD WINTER GAMES ALASKA**

**POSITION:** LANGUAGE SERVICES STEERING COMMITTEE CHAIRPERSON

**DEPARTMENT:** LANGUAGE SERVICES

**SUPERVISOR:** LANGUAGE SERVICES MANAGER

**SUMMARY:** The Language Services Steering Committee Chairperson is the direct liaison with the University of Alaska Anchorage and is directly responsible for the management of committee members and execution of steering committee tasks. The LNG Steering Committee Chairperson will serve as a communication link between the GOC and the LNG Executive Committee, and UAA. The Chairperson will make progress reports to the GOC and will draft and help file and prepare the appropriate Language Services After Action Report at the completion of the 2001 World Games.

### Duties and Responsibilities

Ensure that the LNG Steering Committee establishes and adheres to regular meetings schedule.

Create a focused agenda prior to LNG Steering Committee meetings and ensure that the agenda is followed.

Oversees the creation of any subcommittees necessary to the function of the LNG.

Coordinates with Participant / Delegation Services, Volunteer Services and other Special Olympic functional areas making sure that language needs are met in the general volunteer training process.

Appoint a LNG Steering Committee member from the University or find a student intern to act as the committee administrative assistant (responsible for minutes, distribution of minutes and agenda to all committee members and appropriate GOC staff prior to meetings, general administrative tasks).

Ensure committee goals are set and adopt an action plan to achieve goals.

Adopt an Action Plan to achieve goals that will be added to the LNG operation plan.

Communicates with the LNG Manager on all workings of LNG Steering Committee

Helps with the development of the LNG after-action report to be used by future Special Olympics World Games staff and volunteers.

**Commitment:** 10 hours monthly September – November 2000  
10 – 25 hours monthly November 2000 – March 2001  
Must be available to work March 4-11 – unspecified number of hours during games time.

Qualifications: Committed to the success of the 2001 Special Olympic World Winter Games Alaska  
Experience working with diverse cultures  
Knowledge of University of Alaska Anchorage  
Able to coordinate and delegate tasks and meet deadlines  
Superior Communication Skills  
Special Olympics experience or understanding of person with mental retardation helpful

## 2001 SPECIAL OLMPIC WORLD WINTER GAMES ALASKA

**POSITION:** LANGUAGE SERVICES LEADER

**DEPARTMENT:** DELEGATION SERVICES / LANGUAGE SERVICES (LNG)

**SUPERVISOR:** LANGUAGE SERVICES MANAGER

**SUMMARY:** The Language Services Leader serves on the Language Services Executive Committee and participates in the LNG Executive Committee monthly meetings. The Language Services Leader is assigned/placed for a particular venue and is responsible for implementing and overseeing the LNG operations at the assigned venue during Games time.

### Duties and Responsibilities

Attend LNG Executive Committee meetings monthly, assisting in the development of LNG plans.

Work closely with Volunteer Recruitment to identify direct volunteers and general volunteers who possess high levels of foreign language skills.

Work with Sports and other functional areas to determine language needs assessment at competition and non-competition venues, assigning Language Services Attendants (interpreters) as needed.

Work with LNG Recruitment & Evaluation Managers to ensure proper training of LNG Attendants is taking place, adhering to all established volunteer policies and procedures.

Establish proper training program for Venue and oversee implementation.

Oversee and coordinate LNG operations at venues during Games week.

Complete venue reports and after action reports at completion of games

**Term:** Active September through departure of the delegations to their home countries after the 2001 Special Olympic World Winter Games Alaska.

**Commitment:** 20 hours monthly until Games Week. Must be available during games week – unspecified number of hours.

**Qualifications:** Committed to success of 2001 SOWWGA  
Experience with foreign language (being bilingual is a PLUS)  
Experience working with individuals from different cultures  
Able to coordinate and delegate tasks  
Excellent Communication skills  
Use of Word and Excel  
Organized – aware of deadlines

## SPECIAL OLYMPICS WORLD WINTER GAMES ALASKA

**POSITION:** Language Services Interpreter

**DEPARTMENT:** Language Services

**SUPERVISOR:** Language Services Leader

**SUMMARY:** The LNG Interpreter is considered a skill specific communication facilitator. Reporting to the Language Services Leader at a particular venue, the LNG Interpreter can be dispatched from one venue to another if a venue is lacking sufficient language coverage. LNG Interpreters may also be equipped with a dedicated LNG switchboard cell phone line.

### Duties and Responsibilities

Attend LNG committee meetings monthly, assisting in the development of the LNG plans.

Will work with sports venues to create a 'phonetic' name list of all athletes, heads of delegations, coaches – to ensure correct pronunciation of names, especially during broadcast / award presentations etc.

Will serve as backup for language switchboard

Will serve as backup for language needs of ALL functional areas during Games week.

Will report regularly to the LNG leader as to the operation of the Switchboard before and during Games Week.

**Term:** 10 hours monthly until Games Week

**Commitment:** Must be available to work 6-8 hour shift during Games Week March 4-11

**Qualifications:** Must be bilingual – excellent communication skills  
Experience with foreign languages  
Experience working with individuals from different cultures  
Must be flexible  
Excellent organizational skills  
Special Olympic experience or understanding of persons with mental retardation helpful

## 2001 SPECIAL OLYMPIC WORLD WINTER GAMES ALASKA

**POSITION:** SWITCHBOARD LEADER

**DEPARTMENT:** LANGUAGE SERVICES

**SUPERVISOR:** LANGUAGE SERVICES MANAGER

**SUMMARY:** The Switchboard Leader serves on the Language Steering Committee and participates in the LNG monthly meetings. It is the responsibility of the Switchboard Leader to oversee the LNG Switchboard that will be manned 24hrs per day by volunteer Interpreters. It is the goal to provide language coverage on the LNG Switchboard in as many languages possible for as many shifts as possible. The Switchboard Leader will assess the needs and manage the operations of this Switchboard.

### **Duties and Responsibilities**

Attend LNG Steering Committee meetings monthly, assisting in the development of the LNG plans.

Will work with logistics to establish appropriate site for LNG Switchboard as a stand-alone virtual system.

Will work with logistics and support services and technology to ensure that proper equipment and technology is in place to successfully operate the Switchboard.

Will design the Switchboard telephone book, assigning phone numbers to languages.

Will serve as backup for language needs of ALL functional areas during Games week.

Will report regularly to the LNG Manager as to the operation of the Switchboard, before and during games week.

**Term:** 20 hours monthly until games week.

**Commitment:** Must be available to work March 4-11 unspecified number of hours.

**Qualifications:** Must be bilingual (preferably either Spanish, Arabic, Russian, German or French)  
Experience in handling and working during 'rushes' and/or emergency conditions  
Able to coordinate and delegate tasks  
Excellent communication and organizational skills  
Special Olympic experience or understanding of persons with mental retardation helpful

## C. Games Time

### Clients

During Games Time access to Language Services is restricted to its primary clients: Athletes, HOD, Coaches, Medical, Security, Sports, Media Operations, Honored Guests and Ceremonies. Volunteer Interpreters will be the primary source of language assistance. Delegation Assistant Leaders will also assist in providing LNG services to delegations. Delegation Assistant Leaders can access the Language Switchboard, and on occasion may field a dedicated language line.

*During Host Team, DALs were utilized in many cases to provide essential language assistance for the delegation. Games-time language assistance required the services of the interpreters and the cellular language bank. 2001 World Games LNG recommends language services be clearly established with sports department, medical department, media department, observer groups, SOI and events prior to Games.*

### Written Translation

There are no provisions for written translation during Games Time.

*2001 GOC was requested to provide the HOD manual in both Spanish and Russian. Funding was not available in the GOC budget for translation, however, SOI was able to support the request with funding.*

### Volunteers

LNG volunteers at Games Time will be easily identified by color code.

### Addressed above

LNG volunteers are communication facilitators – however LNG intends to recruit and cross train as many bilingual volunteers as possible to fill other support roles.

### AT&T Language Line

The use of the AT&T Language Line is costly and will be reserved for medical and security emergencies or situations that cannot be resolved through the Language Switchboard. The language switchboard, command center and Medical Team will have access to the AT&T Language Line.

*AT&T offers emergency language services. 2001 GOC was able to secure adequate resources through volunteers, military linguists and the cellular language bank. AT&T services were not required. Some hotels also offer a language line as a service to their guests. 2001 GOC has no reports of hotels being asked for this assistance.*

### Language Switchboard

Prior to Games Time the Language Switchboard will be tested. The Switchboard Manager will create the policies and procedures of operation of the Language Switchboard with assistance from the LNG Steering Committee.

*The language switchboard did not require testing. Cell phones were provided by AT&T through a program in the University. Cell phones numbers were assigned a language; the phone was then assigned to a volunteer fluent in the language relating to that specific language line. Cellular language bank volunteers served an important volunteer role however, their unique roles allowed them to participate as a volunteer without mandating that they were physically present at the Games. They volunteered by phone.*

### **Professional Interpreters & Translation**

Professional simultaneous interpretation will be utilized for Head of Delegation meetings only (pending funding and/or DOMS request).

*Eight professional military interpreters were provided by DOMS.*

### **International Protocol**

LNG will alert the Director of Participant and Delegation Services of improper procedures or incidents that may erupt or escalate causing friction and disruption of the Games.

*LNG reported one situation which escalated to an inappropriate level involving interpretation. The situation was dealt with immediately and was resolved immediately.*

## **SECTION 5: GUIDELINES/RULES/POLICIES & PROCEDURES**

### **A. General Guidelines/Management Policies**

LNG is responsible for recruiting, testing, evaluating, training and scheduling over 250 interpreters in over 30 languages who will staff all venues and facilitate communications with in and among delegations, and serve, in priority order; medical, security, athletes, HOD, coaches, media, Honored Guests, Ceremonies and others, making the Games visitor-friendly and safe.

*2001 LNG Services utilized the skills of some bi-lingual student volunteers. It is recommended that wherever possible, LNG utilize the skills of mature volunteers as these volunteers may be asked to resolve emotional and controversial issues. Additionally, LNG volunteers may be required to respond to emergency situations.*

### **B. Functional Policies**

#### **General**

LNG provides linguistic assistance to all GOC Functional Areas in support of their interaction with all athletes, officials, media, and SOI & Delegation members.

In addition to recruiting, evaluating and training all Volunteer Interpreters, LNG is also available to assist all FA's prior to Games Time in the evaluation and training of FA volunteers who also have language skills.

## **Specific**

LNG will provide a LNG guide / informational handbook that is quick and easy to read and follow to all LNG volunteers that will enhance the LLG volunteer training. This handbook will be attached as an addendum to this operation plan.

***The language guide should be included in Games publication material in order to insure consistent look on all documents. 2001 LNG Services utilized volunteers and the University to publish the document. (See attachment Section 6 A!)***

LNG will train (in cooperation with volunteer services) all LNG skill specific volunteers.

- Volunteers will be educated on general volunteer policies and procedures.
- LNG Steering Committee will develop generic / basic LNG /Cultural norms / cultural sensitivity training to be used in LNG training.
- It is the responsibility of the Venue Manager / Team to alert LNG of any known special terms that should be studied by LNG team in preparation of Games.

***LNG Services worked with DEL, INF, FAM, HOU, FOO to cross-train volunteers working in other functional areas. Village Venues were challenged with filling many of the volunteer positions due to the amount of days and the amount of shifts needed to cover the villages in all of the required areas. LNG volunteers were encouraged to assume the dual roles and there was some resistance. It is the best utilization of the resource and it is recommended that this type of placement be considered as significant way of maximizing the volunteer and providing functional area coverage.***

All LNG volunteers will have written job descriptions.

## **C. Procedures**

The following outlines basic procedures of LNG with the various Functional Areas.

### **1. Accreditation**

Coordinate with accreditation process to ensure LNG interpreters have access to restricted zones in order to perform their functions.

***LNG recommends working with ACC to establish any specific language needs by arriving delegation. LNG was needed to assist with the registration process when delegations arrived without registration completed.***



2. **Airport/Arrivals/Welcome Center**

LNG will assist airport operations with planning as necessary and will provide LNG support during arrivals of Special Olympic Delegations if determined necessary.

*LNG recommends that consideration and attention be given to the Airport area. It is recommended that the Airport be considered a venue. DALs performed a vital role in the airport welcome for the delegations which could be supported more successfully with additional volunteer effort.*

LNG will provide LNG Leaders and Interpreters at the Arrival/Welcome Center to ensure the delegations first impression of the 2001 World Games is visitor-friendly and hassle free.

*This is another ideal location for bi-lingual volunteers to be placed in dual roles.*

3. **Awards Ceremonies**

LNG will provide written phonetic interpretation of all athletes, coaches and HOD'S to ensure that their names are pronounced correctly.

*This job was sizable. LNG was challenged by late registration and lack of support staff to produce this document. LNG was able to engage students from the University and within the public school system to create this database. Awards presenters utilized this document, however, presenters also advised that verbal support and assistance from the coaches was very valuable in pronunciation of the athlete names.*

Working hand-in-hand with the Delegation Assistance Leaders LNG will provide direct support to ensure that delegations hear and understand all instructions.

*LNG assisted the DEL department in recruiting for the DALs. This combined effort was very successful.*

In order to enhance the over-all award experience, the Award and Ceremonies staff should notify LNG of any information concerning scheduling and major language dialects anticipated.

*LNG supported both of these areas as requested.*

4. **Ceremonies (Opening and Closing) – Sullivan Arena**

LNG will support Ceremonies as necessary – to include recruitment of bilingual venue staff to help ensure movement coordination and safety of foreign delegations, family members and visitors.

American Sign Language (ASL) used during the ceremonies will be contractual and part of the Ceremonies budget. LNG may help locate professional ASL signers.

***LNG assisted in locating signers for specific events however, coverage in this area could be expanded.***

**5. Delegation Services**

LNG will work hand-in-hand with Delegation Services helping with the identification and evaluation of language proficient individuals to fill the honored and prestigious role of Delegation Assistant Leader (DAL).

LNG will provide language assistance in situations where DAL'S are unable to perform such functions, especially in the instance of medical and/or security.

**6. Family Services**

LNG will work hand-in-hand to ensure safety and comfort of non-English speaking family members.

***LNG assisted FAM with contact of families prior to Games and worked with FAM on providing interpreting at the family forum. Additional assistance could be beneficial to families at the airport and at the Family Welcome Center.***

**7. Food & Beverage**

LNG will work hand-in-hand with Food Services to identify cultural specific foods or food groups.

***LNG and FOO worked together on staffing the dining halls so that delegates would have language assistance when dining.***

**8. Government**

LNG will provide routine and emergency language assistance as required.

**9. Honored Guests**

LNG will review language needs of HG to ensure the comfort and safety needs of Honored Guests are met. LNG will not provide personal interpreters for Honored Guests, however LNG can supply HG with expert 'for hire' translators and interpreters if required.

***LNG received requests to assist HG with interpretation without adequate time to plan for scheduling interpreters, therefore all requests for this service were not accommodated.***

## 10. Host Team

It is expected that Delegation Assistance Leaders will be with the delegations to provide language support. LNG will work closely with the Host Team program to help support the early arriving delegations.

## 11. Information Services

LNG will support information services by recruiting bilingual volunteers to help man the information kiosks. In addition, LNG will always be available at the venue, and by use of the Language Switchboard.

***LNG and INF shared many areas at the competition and non-competition venues which was very successful.***

## 12. Logistics

Move-in set up; tear down LNG operations desks.

Standard routine cleaning of the LNG area while each venue is occupied.

***LNG was responsible for the set-up and tear-down and daily cleaning of all LNG areas.***

### Simultaneous Interpreting

Simultaneous Interpreting Equipment will be installed and maintained by contract technicians or DOMS. Coordination of these efforts (loading and entry of equipment) must be coordinated with logistics in advance.

***The equipment was very small and did not require assistance from logistics or specialized technicians.***

## 13. Medical

LNG recognizes that MED volunteers need to communicate quickly and effectively with Special Olympians, Coaches and family members. LNG will attempt to recruit bilingual volunteers with medical backgrounds to work within the Medical team.

***MED and LNG supported each other with bi-lingual volunteers whenever possible however, these two areas were not extremely successful in recruiting bi-lingual volunteers with medical experience.***

***Field of Play and Warm-up Assistance*** – When an athlete or other accredited individual is injured, medical volunteers will identify language assistance needs and determine if anyone, such as coaches, officials, escorts, sports personnel, volunteers in the immediate area can help interpret.

LNG will be contacted if language assistance is not quickly found.

LNG will escort the injured athlete and medical staff to the aid station or hospital.

**First Aid Station Assistance** If bilingual medical staff is not available to administer first aid, Medical Team will contact the LNG Leader to determine if there is an interpreter skilled in the injured parties language available. If none available at the site, the Language Switchboard will be called.

**Language Switchboard** numbers will be provided to every Medical team and Venue Coordinator.

***LNG was successful in providing this service to the Poly Clinic via the cellular language bank.***

#### 14. **Media / Communications**

LNG requires that Media provide constant and regular communication concerning all media conferences anticipated times and needs, and advance notice of all unusual newsworthy information that may be discussed during an interview.

LNG will provide language assistance for scheduled media interviews in the competition venues and other requests for language assistance as needed. Volunteer interpreters and professional interpreters (TBD – DOMS) will provide services.

LNG does not provide volunteer written translations. Written translations such as publications, forms and other signage must have funding prior to written translation and must be approved by the CEO, COO and the Language Services Manager.

***LNG was not able to identify the needs of the media department prior to Games resulting in limited resources for the Media department. DOMS provided eight interpreters which was not sufficient to cover areas including Media.***

#### 15. **Olympic Town/Egan Center**

LNG will provide a LNG leader and interpreters at the Olympic Town Venue. LNG will also help recruit bilingual volunteers to staff other volunteer positions thus maximizing the talents of volunteers to help ensure the safety and enjoyment of participants, their families and general public.

#### 16. **Risk Management**

Coverage and/or liability protection of all staff and volunteers is provided in the event that misinformation between languages is communicated.

Adequate insurance is needed to cover replacement cost of interpretation receivers in the event of an unforeseen loss/breakage. (Assumes contractor / DOMS providing equipment)

***All cell phones and translation equipment was returned in excellent condition.***

**17. Security**

Normal security measures are required for LNG volunteers as well as equipment used throughout the Games.

LNG will supply routine and emergency language support to SEC as needed. Types of situations and procedures to be determined based on the final development of the Security plan.

**18. Sports**

So that that LNG can begin to assign appropriate LNG interpreters to ensure that the event is adequately covered, prior to the Games, LNG will meet with sports (by Venue) to receive competition schedules and corresponding lists of the eligible competing countries.

So as to properly train LNG volunteers, and to have a LNG vocabulary in all LNG volunteer handbooks, prior to the Games, LNG will receive from Venue Managers lists of known sports terms or traditional areas of conflict.

Language will provide a phonetic translation of all athletes for sports announcers' use.

In the event that a matter cannot be adequately resolved with the volunteer interpreter on site, LNG may dispatch additional interpreters and/or utilize the Language Switchboard.

**19. Transportation**

Language will provide a LNG interpreter at the Bus Depot and will supply routine language support via the Language Switchboard.

***Bi-lingual volunteers were scheduled at the bus transfer station and proved to be helpful.***

**D. Emergency Language Switchboard**

**2001 SPECIAL OLYMPICS**

**WORLD GAMES**

**LANGUAGE SERVICES**

**EMERGENCY**

**CELLULAR SWITCHBOARD**

**OPERATIONAL PLAN**

PROJECT MANAGER/ LEADER  
JENNIFER RAE

ASSISTANT LEADER  
CHRIS HARRELSON

**2001 SPECIAL OLYMPICS WORLD WINTER GAMES**

**LANGUAGE SERVICES EMERGENCY CELLULAR SWITCHBOARD**

**OPERATIONS PLAN**

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  - 2. Objectives
- C. Key Responsibilities
- D. Legacy

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**SECTION E: GUIDELINES AND RULES**

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- F. Equipment Check-Out List

## **CELLULAR SWITCHBOARD**

### **POLICIES AND PROCEDURES**

By Jennifer Rae

#### **SECTION A**

##### **Overview**

The purpose of the Language Services Emergency Cellular Switchboard Service is to offer emergency language interpretive services in each of the thirty languages spoken at the 2001 Special Olympics World Games for the duration of the games including a day prior and a day after the games.

##### **Goals and Objectives**

1. Goals
  - To offer another avenue for interpretive services during the 2001 Special Olympic World Games filling the gap previously seen at other games to be the best World Games ever.
  - To satisfy the needs for interpretive services during the 2001 Special Olympic World Games on an emergency basis when other interpreters are unavailable.
2. Objectives
  - To act as the interpreters under emergency situations when other interpreters are unavailable.
  - To provide the best interpretive services possible for the 2001 Special Olympics World Games
  - To set a precedent and structure so as to decrease the language barrier between Athletes, Coaches, Judges, Emergency Personnel, and others.

##### **Key Responsibilities**

To offer emergency interpretive services during the 2001 Special Olympic World Games by creating a structure to fulfill the needs when other interpreters are not available. The Language Services Emergency Cellular Switchboard is designed to be available 24 – hours a day during the entire duration of the games in all thirty different languages to offer interpretative services when other interpreters are not available.

##### **Legacy**

The intention if the Language Services Emergency Cellular Switchboard is to create a workable system to offer interpretive services during the 2001 Special Olympics World Games Alaska when other interpretive services options have been exhausted. The Structure and planning of this program is intended to be gifted to the next Special Olympics World Games Committee to be used and bettered.



## **SECTION B**

### Timeline and Schedule

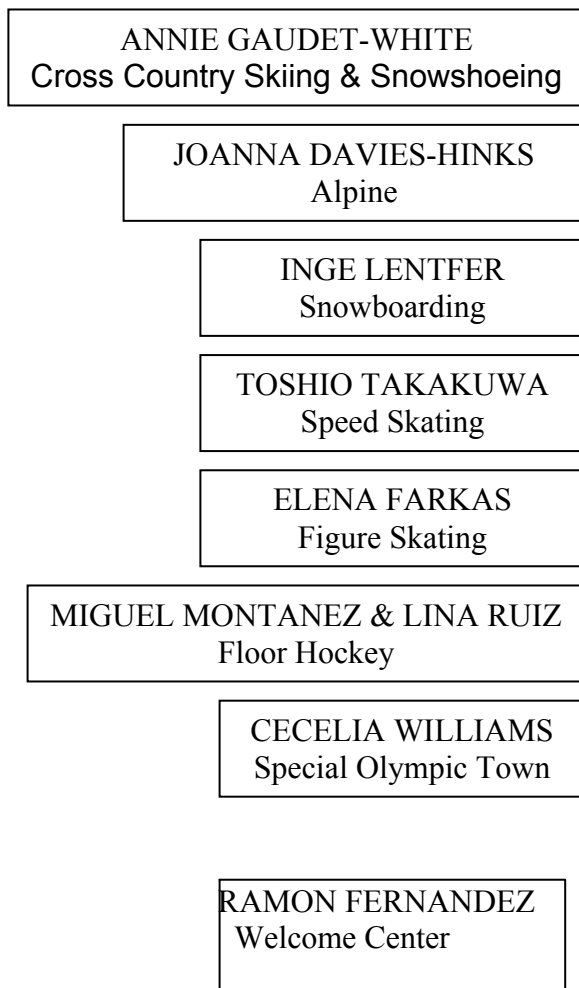
October 2000	~ Language Services Emergency Cellular Switchboard Leader chosen
November 2000	~ Leaders Meeting Held at the Anchorage Hilton Hotel ~ Recruiting for interpreters begins
December 2000	~ Operations plan in infancy ~ Language Services Emergency Cellular Switchboard Leader Assistant chosen ~ Recruiting for interpreters continues ~ Proposal for funding written and submitted
January 2001	~ Operations plan finalized for publication ~ Funding approved through University of Alaska Anchorage 2001 Special Olympics World Games Grant received ~ Recruiting for interpreters continues ~ Training begins ~ Site walk through occurs ~ Logistical Center defined ~ Equipment check list, responsibilities agreement, phone tracking sheets, and daily interpreter logs designed and approved
February 2001	~ Final Interpreter recruiting occurs ~ Training continues ~ Switchboard Directory completed and proofed ~ Switchboard Directory sent to the printer ~ Shift schedule defined for interpreters ~ Equipment received from AT&T ~ Phones Programmed
March 2001	~ Phones Activated ~ Interpreter adjustments made
Game Time	~ Arrive at venue 3 days prior to games to set up operations center ~ Distribute cellular phones for interpretation beginning immediately ~ Log phone use and equipment condition ~ Recharge phones each time returned ~ Log phone calls and results ~ Continue throughout duration of Games and 1 day after ~ Gather all phones at 10 P.M. 1 day after games
Post Game	~ Return equipment to AT&T ~ Review logs and Interpreters journals to determine weakest and strongest areas ~ Write Post Games Reports ~ Create "How – To" book for Next World Games in Ireland

## SECTION C

### Language Services Organization



#### COMPETITION VENUES



#### VILLIAGE VENUES



## Cellular Switchboard Organization

### **JENNIFER RAE**

Project Manager/ Cellular  
Switchboard Leader

### **INTERPRETERS**

Language Services

### **CELLULAR**

### **CHRIS HARRELSON**

Assistant Language Leader

#### **Arabic:**

~

#### **Azerbaijan:**

~

#### **Belgian:**

~

#### **Chinese:**

~ Wulin Yen

~ Minnie Yen

~ Lai-Leng Tan

#### **Croatian:**

~ Milo Mugagic

#### **Czech:**

~

#### **Dutch:**

~ Curtis Hight

#### **Estonian:**

~

#### **French:**

~ Ron Randell

~

#### **German/ Austrian:**

~ Brunhilda O'Brien

~

#### **Georgian:**

~

#### **Greek:**

~

#### **Hindi:**

~ Manju Bhargava

~ Sandy Bhargava

#### **Hungarian:**

~ Barna Mikes

#### **Italian:**

~ Lucy Hannigan-Ewing~

#### **Japanese:**

~ Tim James

~

#### **Korean:**

~

~

#### **Norwegian:**

~

#### **Polish:**

~

#### **Portuguese:**

~ Rich Cooley – Brazilian Portuguese

~ Ryan Neff

#### **Russian:**

~ Curtis Townsend

~

#### **Slovene:**

~

#### **Spanish:**

~ Asti Laing

~

~

#### **Swedish:**

~

#### **Turkmanistanian:**

~

## **SECTION D**

### **Cellular Switchboard Leader**

DEPARTMENT: Language Services

SUPERVISOR: Language Services Manager

SUMMARY: The Switchboard Leader serves on the Languages Services Steering Committee as well as participates in monthly Language meetings. It is the responsibility of the Switchboard Leader to oversee the Language Switchboard that will be manned 24 hours a day each day of the games including 2-3 days prior and 1 day after the games have ended by volunteer interpreters. It is the goal to provide interpretation coverage via the Language Switchboard in as many languages as possible throughout the entire length of the games. The Switchboard Leader must assess the needs of the Switchboard as it progresses making any necessary changes as they occur.

TERM: 15 Hours Weekly until Games Week

COMMITMENT: Must be available to work the week of the games, 2-3 days prior, and 1 day after the games an unspecified number of hours.

#### **QUALIFICATIONS:**

- Must be bilingual preferably Spanish, German, Russian, or French
- Experience in handling and working in emergency situations
- Strong ability to coordinate and delegate tasks
- Excellent communication and organizational skills
- Special Olympic Experience or understanding of persons with mental retardation

#### **DUTIES & RESPONSIBILITIES:**

- Attend Language Service Steering committee meetings monthly, assisting in the development of the Language Services Operational Plan.
- Will work with Assistant Leader: Logistics, to establish appropriate site and determine if necessary resources are available for the Language Services Cellular Switchboard as a stand-alone system.
- Will design and coordinate printing for the Switchboard telephone directory.
- Will serve as back-up for language needs of ALL functional areas during Games week.
- Will report regularly to the Language Services Manager as to the operation of the Switchboard, before and during Games week.

### Cellular Switchboard Assistant Leader: Logistics

DEPARTMENT: Language Services

SUPERVISOR: Cellular Switchboard Leader

SUMMARY: The Switchboard Assistant Leader participates in monthly Language Services meetings. The Switchboard Assistant will program ALL of the cellular phones with the Switchboard directory. It is the goal to provide interpretation coverage via the Language Switchboard in as many languages as possible throughout the entire length of the games including 2-3 days prior and 1 day after the games. The Switchboard Assistant Leader must assess the logistical needs of the Switchboard as it progresses making any necessary changes as they occur.

TERM: 5 Hours Weekly until Games Week

COMMITMENT: Must be available to work the week of the games, 2-3 days prior, and 1 day after the games an unspecified number of hours.

#### QUALIFICATIONS:

- Extensive experience handling the logistical operations of an organization
- Experience in handling and working in emergency situations
- Strong ability to coordinate and delegate tasks
- Excellent communication and organizational skills
- Special Olympic Experience or understanding of persons with mental retardation
- Mechanical abilities in order to program cellular phones

#### DUTIES & RESPONSIBILITIES:

- Oversee the logistical operations of the Switchboard
- Attend all required monthly meetings and training sessions
- Assist the Switchboard Leader in providing the best possible Emergency Interpretive services to the athletes, coaches, medical and emergency personnel, and other dignitaries throughout the 2001 Special Olympics World Winter Games Alaska.
- Will work with Switchboard Leader to establish appropriate site and to determine if necessary resources are available for the Language Services Cellular Switchboard as a stand-alone system.
- Will report regularly to the Cellular Switchboard Leader as to the operation of the Switchboard, before and during Games week.

### **Cellular Switchboard Interpreter**

DEPARTMENT: Language Services

SUPERVISOR: Cellular Switchboard Leader

SUMMARY: It is the goal of the Emergency Cellular Switchboard to provide interpretive services in all needed languages throughout the length of the games including 2-3 days prior and 1 day after the games. The interpreter is to be available 24 hours a day to answer the cellular phone and interpret in their chosen language. The Interpreter may or may not serve in a secondary role during games but will make themselves available should the need arise for in-person interpretation at any venue. Because interpretation is over the phone, it is imperative that the interpreter be advanced or expert in their chosen language.

TERM: Various 24-hour shifts during the full length of the games.

COMMITMENT: Must be available to answer cellular phone any time during the 24-hour shift they are interpreting for.

QUALIFICATIONS:

- Advanced or expert level interpretive skills for chose language
- Ability to deal with emergency situations without being able to be on site
- Ability to answer the cellular phone any time during the day or night for interpretive purposes
- Ability to travel to any venue to interpret should the need arise
- Special Olympic Experience or understanding of persons with mental retardation
- Understanding of multi-cultural communication

DUTIES & RESPONSIBILITIES:

- Attend all required training sessions
- Answer cellular phone 24-hours a day
- Be willing to serve a minimum of (4) 24-hour shifts as a cellular interpreter
- Be available to serve 2-4 shifts in a secondary role during the games
- Will report directly to the Switchboard Leader
- Will debrief with next party receiving phone as to the type of calls and how they ended.
- Will track all calls on a log card to assess needs
- Will check equipment in and out and report any technical problems to Assistant Leader

## **SECTION E**

### **General Guidelines and Management Policies**

Language Services Emergency Cellular Switchboard Leader is responsible for recruiting, training, and scheduling as many as 50 expert or advanced level interpreters in every language of the 2001 Special Olympics World Winter Games Alaska. These Interpreters will assist in staffing all venues and facilitating communication throughout the Games. The Cellular switchboard will serve in priority order: Medical and Security personnel, Athletes, Heads of Delegations, Coaches, Media, Honored Guests, Ceremonies, and others making the games visitor-friendly and safe.

The general function of the Language Services Emergency Cellular Switchboard is to offer interpretive services when all other interpretive options have been exhausted. Language Services will provide all training materials needed to create a well-trained interpretive work force for the Games. Each interpreter will be given a handbook and operational plans for Languages Services as well as the Switchboard. In addition, each interpreter will be trained through role-playing, how to handle various multi-cultural situations and to interpret not mediate the emergency.

### **Procedures**

The following outlines basic procedures of the Language Services Emergency Cellular Switchboard with the various Functional Areas.

#### **Accreditation:**

Coordinate with accreditation process to ensure that Switchboard interpreters have access to restricted zones in order to perform any on-site interpretation necessary.

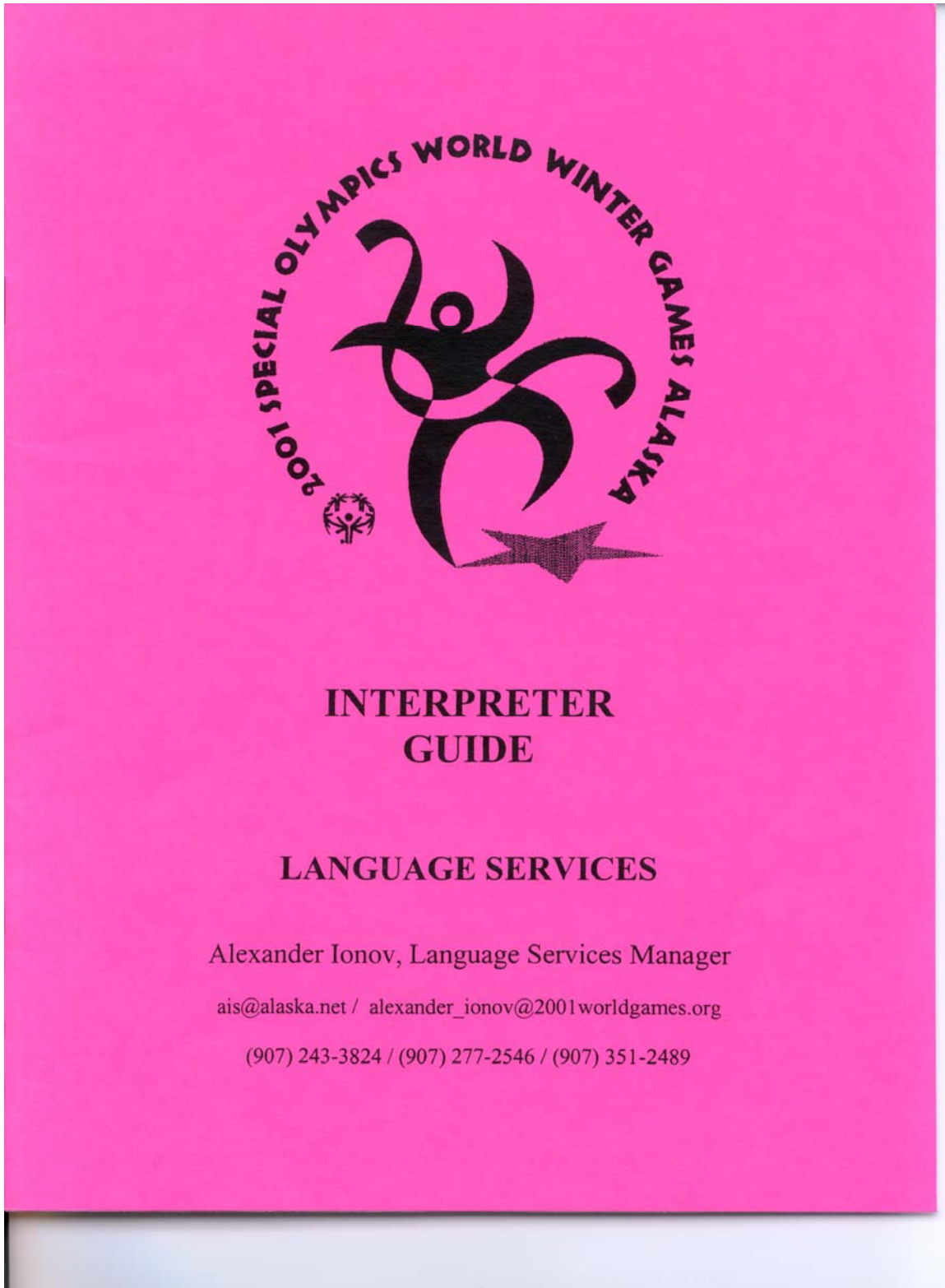
#### **Airport/ Arrivals/ Welcome Center:**

Switchboard interpreters will offer services beginning 2-3 days prior to the games and 2 day after the games to assist in facilitating the arrival of the Athletes, Coaches, and Heads of Delegation, etc.

## **SECTION 6: ADDITIONAL FORMS AND HANDOUTS**

### **A. Products/Promotional Items / Guides**

#### **1. Interpreter Guide**





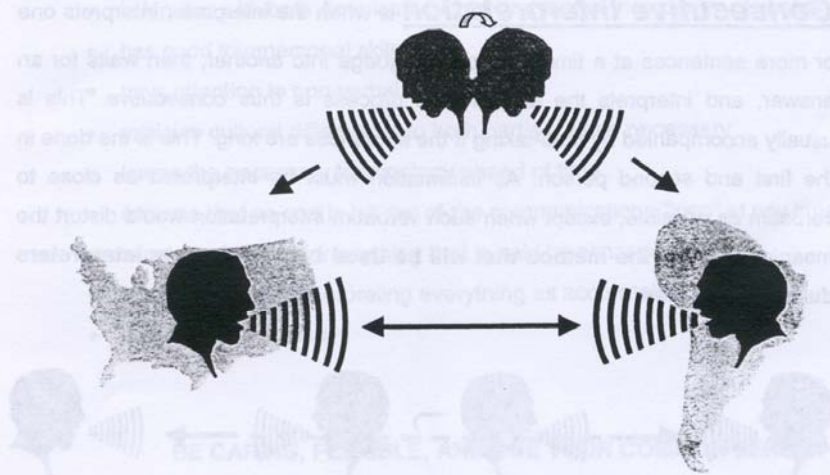
## WHAT IS A TRANSLATOR?



A translator is an individual who renders a written text in one language into a similar written text in another language.

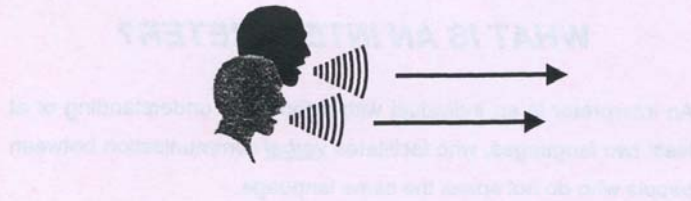
## WHAT IS AN INTERPRETER?

An interpreter is an individual with a thorough understanding of at least two languages, who facilitates verbal communication between people who do not speak the same language.

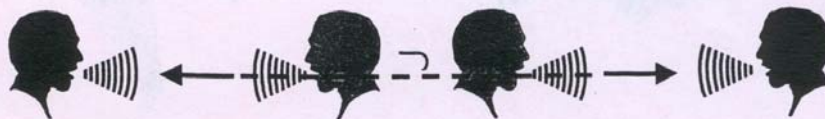


## MODES OF INTERPRETATION

**Simultaneous Interpretation** is when the interpreter speaks at the same time and at the same speed as the person doing the talking, with no pauses or interruptions. This system requires the interpreter to listen, understand, process into another language, speak in that other language, and again, listen, understand, etc. *simultaneously*. The interpreter is usually one or half a sentence behind the speaker because of grammar and syntax changes. **This method will not be used at all by volunteer interpreters during the Games.**



**Consecutive Interpretation** is when the interpreter interprets one or more sentences at a time from one language into another, then waits for an answer, and interprets the answer; this process is thus *consecutive*. This is usually accompanied by note-taking if the sentences are long. This is done in the first and second person. All information must be interpreted as close to verbatim as possible, except when such verbatim interpretation would distort the meaning. **This is the method that will be used by all volunteer interpreters during the Games.**



## **ROLE OF THE VOLUNTEER INTERPRETER**

The volunteer interpreter (VI) ensures the *effective communication* between the English speaker and the non-English speaker. The interpreter is merely a link between the two, not the person the two others talk to.

Keep in mind, that if the two parties spoke the same language, they would be communicating with their own distinct personalities and levels of knowledge, without the benefit of an "intermediary".

The VI should be courteous, caring and kind. However, be careful not to take on roles that may conflict with the interpreter's role.

### **The VI ...**

- does not have to be a professional interpreter
- is proficient in English and in the language of choice
- is familiar with both American culture and that of the country of choice
- has good interpersonal skills
- pays attention to non-verbal messages
- explains cultural differences to both parties, when necessary
- learns the necessary terminology ahead of time
- ensures that no one is left out of the communications "loop" at any time
- is not responsible for anything that is said by either party
- is responsible for interpreting everything as accurately as possible
- does not give advice

**BE CARING, FLEXIBLE, AND USE YOUR COMMON SENSE!!**

## ***Listening is impaired . . .***



- ❖ if you are given too much information at one time
- ❖ if the information is given so fast that you cannot process it
- ❖ if the speaker has a speech impediment or very limited vocabulary or very limited knowledge or mental capacity
- ❖ if the speaker does not produce clear, concise, finished thoughts
- ❖ if you do not have adequate knowledge of the subject, so that you can relate what you hear to what you know
- ❖ if you are distracted by noises
- ❖ if you are tired, worried or not feeling well





## LISTENING TECHNIQUES



Your goal is to listen spontaneously and totally. You must listen for what the speaker is trying to convey -- the entire message.

- ❖ Listen to the sense —the concept— of something, NOT just the words.
- ❖ DO NOT interpret in your head while you need to be listening.
- ❖ DO NOT wonder how you will interpret this or that word.
- ❖ DO NOT worry about individual words — if you have the sense of something, you CAN explain it in another language!
- ❖ Concentrate!! This is what makes interpreting so tiring.
- ❖ Visualize what you are hearing instead of verbally memorizing.
- ❖ Analyze the relationships between the bits of information, consciously and subconsciously.
- ❖ Relate numbers to the things they measure or indicate.
- ❖ Relate your previous knowledge to what you are hearing.
- ❖ Have reactions (emotional or rational) that will help you remember.
- ❖ Put emphasis on the same ideas that the speaker is emphasizing.
- ❖ Some bits of information can only be "transcoded".
- ❖ Don't let yourself get so tired that you can't think straight.
- ❖ In any case, do the best you can and use your common sense.

## **MORE POINTERS ON LISTENING TECHNIQUES**

**A**lthough no research has been done on this, speech therapists have indicated that, at normal speaking speeds, comprehension would be at 100%. The faster the speaker speaks, the less actual comprehension occurs on the part of the listener. That is because the brain does not process a lot of information at enormous delivery speeds.

**P**repared or memorized texts are a problem in that they are rattled off at top speed, with little or no concern for the listener. The speed and lack of emphasis does not allow a correct association of ideas to take place. The words become a tangle of sounds rather than a series of concepts, and it becomes impossible to make sense out of the whole.

**C**onversely, if something is read slowly or poorly, other problems occur: emphasis gets lost, words become isolated, the speaker stumbles and goes back to reread half a sentence out of context, and the interpreter is tempted to simply repeat word for word -- to transcode.

**T**o get the sense of what is said, the interpreter requires a steady flow of words that can be associated in that split second with relevant non-linguistic information, and as soon as the thought is consciously in mind, it will disappear. Therefore, if the speaker does not produce clear, concise thoughts, the interpretation will also suffer.

**L**istening is also much easier if you have some knowledge of the subject. You can anticipate the next sentence or word. With knowledge comes a series of associations of ideas -- the implicit must be associated with the explicit so that something may be fully understood. Be careful, however, not to let your own knowledge interfere with what was actually said and heard.

**T**herefore, the more knowledge you accumulate over time, the easier interpreting in that subject will become, since you have more concepts to relate to, and a larger store of words to pick from. You go for the SENSE of what you heard, you associate it quicker, and you don't get hung up on a series of words.

**H**owever, there are always names or technical terms that have only one meaning and have to be rendered quite literally -- transcoding again. This is particularly true when you have names of people, names of institutions, etc. Numbers, of course, are always transcoded. Also be aware that certain emphasis words are used to get specific points across by the speaker; therefore, the interpreter should maintain that emphasis by words of equal power and meaning in the other language.

**V**isualization -- means to "see" what is being said. Drawing mental pictures. Adding colors, shades, highlights. Then use that mental picture to describe what you drew and colored, and shaded, in another language. This method also helps considerably in remembering the order in which things were said, like placing overlays on a basic drawing, then repeating the process from the bottom up.

**C**oncentration and distractions -- Learn to focus your attention as if you were a laser beam -- narrow, strong, powerful and oblivious to everything around it. There will be noises, others talking, visual things happening, your own personal problems coming through, all of which will distract you from what is being said. Note-taking, focusing on a given point in the room, closing your eyes for a few seconds, all help you to concentrate only to what you are hearing. Learning to ignore distractions takes practice. Usually, you try to focus on everything that is going on around you, to be aware of everything. In interpreting, you do that up to a point, but then you must pay attention mainly to what you are HEARING. It helps if you can remain somewhat relaxed, it is easier and less tiring to concentrate when you are relaxed. The more stressed you are, the worse the interpretation will become.



## **COMMENTS ON LISTENING TECHNIQUES**

Even when we listen in our own language, we sometimes misinterpret what the speaker is trying to convey — we hear but do not listen. As interpreters, we have to really listen on many levels, like putting out various antennas.

As you listen, do NOT wonder which word you will use for this and which word might be best for that. DO NOT listen and translate to yourself! You will get all hung up on words and will not understand the sense. Then out will come a series of words that may be in the order used by the original speaker but which are probably gibberish to the listener — provided you remember that many "words" to begin with.

### ***To listen correctly you must:***

- ❖ visualize what you are hearing instead of verbally memorizing
- ❖ consciously analyze the relationships between bits of information
- ❖ relate figures to the things they measure or indicate
- ❖ relate all your previous knowledge to what you are hearing
- ❖ have reactions (emotional or rational) that will help you remember

### ***When listening to a speaker ignore, as irrelevant***

- ❖ the color, softness or harshness of a voice
- ❖ the accent in a voice

### ***DO NOT try to:***

- ❖ evaluate the personality of the speaker
- ❖ assess if the speaker is telling the truth or not.





## **A CRASH COURSE IN CONSECUTIVE INTERPRETING**

### **DO'S AND DON'TS**

#### **DO:**

- ◆ Focus intently on the speaker's full message
- ◆ Speak in the first person at all times
- ◆ Note names, numbers and other helpful information
- ◆ Speak slowly, clearly, and distinctly
- ◆ Be sensitive to the needs of all parties

#### **DON'T:**

- ◆ Add anything to, or omit anything from, the original message, or make your own editorial comments
- ◆ Use the phrase "he said / she said"
- ◆ Make things up if you lost your train of thought
- ◆ Rely on complicated notes
- ◆ Mumble, shout, or punctuate with "um"!

## **ADDITIONAL GUIDELINES AND TECHNIQUES FOR CONSECUTIVE INTERPRETATION AND DELIVERY**



- ◆ ALWAYS interpret in the first and second person verb form ("Are you ..."; "No, I'm not." Try and find a moment to explain this to both parties so as to avoid confusion. If this confuses an athlete with mental retardation, switch to the 3<sup>rd</sup> person, "he"/she says ...". The first and second person approach encourages direct dialog between the two parties, rather than both talking "to" the interpreter.
- ◆ You will refer to yourself in the 3<sup>rd</sup> person if clarification is needed "the interpreter requests ...".
- ◆ Gestures do not need to be repeated ("it's this big ..."), they have been seen. Some non-verbal indications may have to be brought into the interpretation if it seems that they were not seen or understood.
- ◆ Never get into an argument, never take sides. If one party becomes very agitated, get someone they know to calm them down, then you can continue interpreting.
- ◆ Handle interruptions with as much aplomb as you can muster.

- ◆ On occasion an interpreter is only needed for the "hard words." Stand by in silence unless you see misunderstandings developing.
- ◆ This half-and-half interpreting can cause more confusion and misunderstanding, but many people insist on practicing what little they know of a language to show they care.
- ◆ Accept corrections gracefully. Do not insist on being right all the time; keep your argument for when you are 100% right and need to set the conversation back on track.
- ◆ No one is perfect and interpreters do make mistakes. Some are serious, others are unimportant. If you do make a mistake, OWN UP to it, DO NOT pretend you didn't make it. Tell both parties that "there was an interpreter error ...."
- ◆ Be punctual, patient and even-tempered.
- ◆ Always carry a notepad (steno pads are excellent) and working pen(s). Note-taking is an ongoing process.
- ◆ If one party obviously does not understand something, ask the speaker to use easier or more common words, to ensure understanding.
- ◆ When necessary (medical situations), assure everyone that all information exchanged will be kept strictly confidential.
- ◆ Sit or stand where everyone can see everyone (triangle configuration).
- ◆ If there is a medical situation, stand where patient's sensibilities can be taken into account.

- ◆ Be aware of surroundings – don't unhook or unplug some vital piece of equipment or machinery.
- ◆ Keep your own emotions under control, and don't openly show your feelings about what you may see or hear. Put aside any personal prejudices or problems.
- ◆ Remember that an interpreter remains as unobtrusive as possible. You are the "disembodied" voice of each speaker. The principals should look at, and talk to, one another, rather than looking at, and speaking to, the interpreter. Interpreters should repeat exactly what is said, and never add extra words, comments, opinions, or explanations
- ◆ Don't frown when you are concentrating, it may be misread as a bad temper. Smile a lot, care a lot.
- ◆ The speed of delivery is obviously important. If you are going to stammer, stutter, go back to the beginning, hunt for words, provide six synonyms, repeat yourself, give a halting rendition, etc., it shows that you are unsure and unprepared.
- ◆ So ... make your rendition smooth, fluid, correct and with no sign of hesitation or insecurity (always provided that the person spoke that way to begin with). Inspire confidence in those who listen to you. You are the language expert -- act like one.
- ◆ Your tone of voice is also important. To accurately reflect the feelings, emotions, emphases of the speaker, you must emulate his/her tone of voice up to a point. Incorporate nuances and asides, they are indicative of the message the speaker is trying to convey (emotionally upset, scared, angry, confused, etc.).



- ◆ Practice public speaking in front of a group or mirror and become accustomed to being the center of attention.
- ◆ You can also gently remind the speakers to give you shorter sentences or more frequent pauses and adequate time to interpret.
- ◆ Be totally impartial. Both parties must be able to trust you.
- ◆ If something amusing is said, be sure and interpret it first and only then, laugh along with everyone else. You must keep everyone in the loop all the time.
- ◆ It is easier to remember the last thing that was said instead of the first, so if your memory looks like it will desert you, start from the last thing that was said, and if you visualized properly, you can go backwards and your memory will kick in with each phrase.
- ◆ Practice memory games to lengthen your memory span for conversations.
- ◆ Relax!! You'll interpreter better relaxed than up-tight.
- ◆ People with mental retardation, process words more slowly. Be sure to give them enough time to formulate an answer and don't become impatient.
- ◆ It is not up to the interpreter to simplify language, it is up to the speaker.



## ROLE OF CULTURE IN INTERPRETATION

Culture . . . "The total pattern of human behavior and its products, embodied in thought, speech, action and artifacts and dependent upon man's capacity for learning and transmitting knowledge to succeeding generations through the use of tools, language and systems of abstract thought."

- Webster's International Dictionary.



- The interpreter is usually in the best position to explain one party to another when there are disagreements among speakers of different languages. Understanding and explaining cultural differences can help ensure that no international incidents occur.
- All interpreters should know the cultures of the countries (languages) for which they are interpreting, and should be sensitive to both parties.
- Things like gestures, touching, postures, patterns of speech, food preferences, may have to be explained - not necessarily to excuse the habit, but to indicate the difference between the U.S. and the other country, so that both will understand the differences and learn from each other.

## **B. Functional Area Language Services Layout**

LNG will be visible at all Venues and Public areas and will be easily recognized with signage and color-coded uniforms.

*Overall LNG did an excellent job of providing services to all delegations requiring language assistance. This success can be attributed greatly to the cultural diversity of the Anchorage area and the recruitment of the LNG staff. LNG recruitment is essential as an early part of the planning process. It is strongly recommended that the GOC and SOI clearly determine what the needs and the expectations are for these services. Language interpretation and document translation services are a key component to the success of any world-class event. The services for the 2001 World Games were provided and accomplished without the benefits of prior planning and budgeting. There are real costs associated with translation of documents and interpretive equipment. Costs should be researched early in the planning process for adequate resources during event.*