



**Style and Usage Guide of the
Government of Catalonia's
social networks**

**Fifth edition:
February 2012**

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General Directorate for Citizen Services and Publicity

gencat.cat

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**Style and Usage Guide of the Government
of Catalonia's social networks**



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Introduction 1

Participation in online social networks affects our personal, social and professional spheres. If we focus on the professional area, the current situation – with its high levels of interpersonal connectivity – as well as the management of the information generated, have contributed to the forms of collective intelligence that are changing organisations. Access to social networking sites by means of wireless devices ensures participation from virtually anywhere and as more people join social networks, more uses will be found for them. They therefore constitute an excellent platform for improvement and innovation.

Social networks facilitate active participation and involvement of citizens and other stakeholders in governance. They also complement the Administration's traditional two-way communication channels (over-the-phone or on-site assistance, etc.). While the official website of the *Generalitat de Catalunya* (Government of Catalonia) offers up-to-date information, social networks seek to:

- Provide immediate answers to users. In this case, the information offered might also be useful for other people who find themselves in the same situation (saving time and resources, as it is usually the case with web channels). This occurs in a more closely related manner, given that we are dealing with the user's personal context.
- Redirect users towards the corporate web (or towards another defined resource that provides information as reliable as that generated by official channels) to expand official information.
- Facilitate the creation of thematic networks that generate essential and complementary knowledge allowing organisations to learn about the users' interests as well as the information generated on these networks, and to take all of this into account.

The *Style and Usage Guide of the Government of Catalonia's social networks* establishes common guidelines for a consistent presence of the Government of Catalonia in social networks. It aims to be a dynamic resource, to which all may contribute their experience by emailing xarxessocials@gencat.cat. The Guide contains the recommended procedure for creating accounts and profiles for any department, service, or brand (and by breadth of scope, also for private entities, and public companies in which the Government of Catalonia holds a controlling interest) in these spaces for networking and participation. It also lists the different social media utilities, their various uses and the purpose of each network, recommendations for an appropriate and productive presence, as well as the criteria for finding the best communicative style for each tool.

The General Directorate for Citizen Services and Publicity (GDCSP) of the Government of Catalonia's Presidential Department coordinates the account

creation procedure. Upon ensuring compliance with all required standards, the GDCSP issues the corresponding user accounts and editing profiles to each applying entity, along with the corporate image for social networking environments as established by the visual identification programme (PIV)
gencat.cat/piv/aplicacio/16_xarxes.html.

Besides, an updated list of the applications recommended to efficiently manage each social network can be found at gencat's Delicious profile.

gen
cat

jus
tícia

biblio
teques

Avatars from
the visual
identification
programme
(PIV)

Principles behind the Government of Catalonia's presence in social networks

When interacting with the general public, the values shared by the Government of Catalonia and its network of professionals must be upheld at all times:

- **Collaboration (participation in citizen activities):** promoting and participating in collaboration areas is the key for creating communications that contribute value to the Network. Participate in citizen activities as if they were ones own, as well as promoting participation from other citizens.
- **Openness and transparency:** the organization must be shown transparently and openly and with the aim to serve.
- **Interdependence (co-responsibility):** knowing who it represents and who it is aimed at, how and where we relate. The rules of netiquette of each of the spaces must be taken into account.
- **Share (open knowledge):** with new focus on copyright, which permits the creation of the necessary conditions in order for citizens, companies and other organizations to generate wealth with the data and the content created by the Administration.
- **Integrity (public service):** communication and attention through the social networks must be as efficient or more than that which is situational. At the same time, it must be more efficient and provide more results while not increasing resources. It is recommendable to show at all times a predisposition to listen and help citizens as much as possible and to offer solutions to all their doubts and queries.

The tone of a conversation must always be polite and cordial. Communications in the various Generalitat social networks is always aimed at citizens. Thus, it is important to listen to people and give answers that are suitable to their needs, so that the users of these spaces feel that the presence of the Generalitat is not intrusive and that it participates in their conversation on an equal level.

When we are using social networks, we must remember that we are entering citizens territory, and here each user has his opinion, which we do not always share,

but which we must respect. The presence of the Generalitat does not aim to change these opinions, or impose others. It only aims to share, listen and converse with citizens on its network.

As a general principal, from corporate profiles, users are not permitted to issue personal opinions and the editorial line must coincide with that of the official website.

Useful suggestions and recommendations for Government of Catalonia employees

Social networking sites offer an unlimited number of possibilities that people working for the Government of Catalonia may enjoy in a responsible manner. A series of recommendations must be kept in mind so as to guarantee appropriate use of social media utilities, even when interacting from personal profiles.

Opinions shared in any social profile are personal in nature, and in no case may be attributed to the organisation. Employees have the right to freely express their opinions or points of view on whatever subjects they wish.

To avoid possible conflicts with the service being offered, it is advised to observe the following:

- Any employee of the Government of Catalonia who participates in social networks may freely identify him/herself as being such.
- It is recommended not to use corporate email addresses to create personal accounts in sites unrelated to the Government of Catalonia, since this information could be misinterpreted or used for undesirable purposes.
- Participation in activities or groups that may damage the reputation of the Government of Catalonia and its services must be avoided.
- It is advised to act in a forthright manner and to respect in-force legislation. It must be noted that language policies emphasize the responsibility of civil servants in the effective use of Catalan in any work-related activities.
- No insulting or offensive comments may be published on the Internet.
- If social networks are used during work hours, they must be used in an appropriate fashion, and always with the purpose of improving the service offered.
- It must be kept in mind that all Internet activity is recorded indefinitely, and is accessible to any user.

In this case, it is useful to specify that the comments, points of view and opinions expressed on the social network are merely personal.

Rules for participation

For correct communications in all Generalitat de Catalunya social tools, some minimum rules of participation have been established, in order to ensure that respectful, tolerant and fruitful conversations take place with citizens.

Blogs and other spaces on different platforms on the social network are open to comments from readers, which will be published if they comply with the following requirements:

1. They must be pertinent, that is to say, not stray from the subject in question.
2. They must be respectful and well intentioned and not infringe or attempt to infringe on the dignity of other persons.
3. They must not contain personal details or advertising.

The Generalitat is only liable for the contents that are issued through its channels. Those responsible for the Generalitat profiles reserve the right to not publish any contribution that does not observe these minimum regulations.

Privacy on social networks

Social networks have an increasing presence in our daily lives. However, to date self-governing measures have proved to be insufficient to preserve the privacy of citizens and to promote at the same time the potential for innovation and economic growth that Internet and social networks represent. Thus, it is useful to establish privacy rules for these platforms:

1. Training

It is important to learn how to manage contacts and publish all types of contents on networks. To know what we can publish, the time that it will remain (forever?) and to obtain authorization from third parties for photos to be published, for example. And, furthermore, we must know that some networks are especially intrusive with the exploitation rights of the contents published in them.

2. Regulations and liability

It is important to complete the regulation of the specific appropriate uses in order to preserve personal data. Social network users must also accept the responsibility inherent in this medium (Internet). For example, labelling photographs of a third party without their consent infringes their rights.

3. Identification

It is important to include user identification to avoid anonymity on social networks (*civic identity*).

The case of departments or institutions with service provider centres

There are departments, services and brands which, due to their internal structure, have service provider centres (SPC), throughout the country. The SPC can request the opening of a social network account that follows the common rules for all the Generalitat and obtain the official avatar according to the Visual Identification Programme (VIP) of the Generalitat social networks.

The opening process to be followed will be coordinated between the SPC and the body responsible for the opening of social networks in the department or organization, following the protocol that has previously been established by the GDCSP.

The department, service or brand coordinates the whole opening process of new accounts and profiles of the SPC that request it.

The functions of the department, service or brand are:

- Diffusion of the communication strategy to the networks.
- Design of the avatar and the wallpaper of the SPC based on the template provided by the GDCSP.
- Definition of the name of the SPS social networks accounts, as well as other related texts: Bio on Twitter, tab Information and Participation on Facebook, etc.
- Storage of administrators, user names and passwords of the accounts of the social network accounts notified by the SPC.
- Training, aid and advice from those in charge of the accounts on the social networks with situational and/or virtual meetings in the form of professional communities (PC).

The functions of the SPC:

- Opening of the social network account from a non-corporate mail account.
- Management and maintenance of the social network profile.
- Notification to the department, service or brand of the names of the administrators and the user names and passwords of social network accounts to be controlled.
- Commitment to inform the department, service or brand of any change in user name and/or password.
- Commitment to use the applications recommended by the GDCSP to manage accounts and profiles.
- Participation in the training sessions and updating of the PC in own sphere.
- Collecting and supplying metrics of the open social network accounts.

2 Blog

The Government of Catalonia has its own corporate blog platform with a uniform template and design, which may be adapted to the specific needs of the different departments.

The blog works as a connecting link for all the social networks of the Government of Catalonia's departments, which means the rest of the tools complement the blog and are used for further promoting it. To facilitate this feedback function, the blog includes applications or widgets which channel the user back to the social networks of each department. In this way, a higher number of users are reached, creating an even wider network. The purpose is to achieve complete integration, so that users can learn about the different network profiles of the departments and can choose the website they prefer to interact from.

The screenshot shows the 'gencat bloc' website interface. At the top left, it displays the Generalitat de Catalunya logo and the URL 'www.gencat.cat'. To the right, there are links for 'Sobre el gencat bloc' and 'Altres blocs de gencat'. The main header features the 'gencat bloc' logo and the tagline 'CONNECTANT IDEES I EXPERIÈNCIES DE LA GENERALITAT DE CATALUNYA A INTERNET'. Below the header, it indicates '128 APUNTS/POSTS' and offers language options: 'català', 'español', and 'english'. A search bar is present with the text 'Cerca'. The main content area features a post from '21 FEBRER 2012' at '11:54' with '0' comments. The post title is 'La Generalitat i l'Ajuntament de Barcelona informaran a Twitter sobre el Mobile World Congress'. The post text discusses the Mobile World Congress 2012 (#MWC12) and mentions the 'Mobile World Capital' initiative. It also provides Twitter handles: '@MobilCAT (català)' and '@MobileESP (castellà)'. There are two large graphic elements on the left: 'MWC cat' and 'MWC esp'. On the right, there are social media widgets for 'gencat twitter' and 'gencat facebook'. The Twitter widget shows two tweets from February 22, 2012. The Facebook widget shows a post from 'gencat al Facebook' with the text 'A 4,152 persones els agrada gencat.' and a 'M'agrada' button. At the bottom of the post, there are social media sharing icons for Twitter, Facebook, LinkedIn, and YouTube, along with the text 'Temes: Xarxes socials | Publicat per: gencat | 0 comentaris'.

blocs.gencat.cat

It must be clear that the blog is a corporate tool at the service of the department, therefore the profile must also be corporate (i.e., the user that generates the content does so from a generic profile). Nevertheless, there may be blogs in which the posts are signed (name and surname) by the person publishing the information (service blogs, brand blogs, etc.).

The purpose of the blog is to broadcast information relating to current issues, department projects, different events, etc. Posts are published regularly to maintain communication with the blog readers. For this it is essential to plan the editing of blog posts, which should be interesting and dynamic, encourage discussions and be related to the activities of the department, service or brand.

The ultimate purpose of blog posts must be to encourage audience participation. Therefore it will be necessary to complement the editing of blog posts with a good coverage in social media utilities. Then any comments will need to be managed. Below, the publication procedure for posts and comments is outlined.

Registration on a new blog is requested by submitting a form with the necessary details (blog name, header image, applications or widgets and sidebar plug-ins) through the *Suport gencat* tool suport.gencat.cat.

2.1 Publication

2.1.1 Frequency

The general recommendation is to publish a post every week or week and a half, leaving sufficient time for reader comments, meaning the quality is more important than the quantity.

It is also necessary to evaluate which hours and which days are the most suitable for the publication and diffusion of entries according to the performance of the network that feeds the blog in question. This way, the maximum propagation of the entry through the various tools of the social network is achieved.

2.1.2 Style guidelines

a) Structure

The text must have about 300 words and the paragraphs must be brief and concise, distributed into two levels of reading. On the first level, the main information must be summarized and in the second, any additional information must be added (extension and details).

b) Organisation of the information

I. Post titles

It will be necessary to prioritize the informative headlines, which are those that summarize the content of the entry. They must be attractive, but must never move away from a formal register.

II. First reading level

Structures must be used (rhetorical questions, sentences, etc.) which invite reflection.

The paragraphs must be explanatory but brief: it is important to be capable of summarising information as much as possible. Moreover, it is advisable to end with a sentence that invites the reader to continue reading the second level.

III. Second reading level

Here the additional information must be collected, which are the details that permit the extension of the initial content but which are not essential for a general idea of the entry. It is not necessary to make a final conclusion in the form of a summary; remember that it is published in an Internet environment and if the important information is not given at the beginning, the user may leave the page and not continue to read. In other words, the summary or important information must occupy the first level and not the second. The user must be given the basic key to the text in the first paragraphs so that he can decide if he is interested in the subject or not.

When a concept, proper name or term is quoted which may be unknown to the reader, a link to a trustworthy source containing additional information (Government of Catalonia resources, dictionaries or trustworthy websites such as Wikipedia en.wikipedia.org) should be included.

c) Images

Adding images to posts make them more attractive. It is essential to know about the intellectual property rights of images used to illustrate posts, whether they are the property of the Government of Catalonia, or they belong to third parties, in which case it will be necessary to obtain user rights.

Alternatively, images licensed under a Creative Commons license creativecommons.org may be obtained from different Internet repositories bit.ly/iG97Ky. These images already have licenses that protect author rights but allow certain third party usage.

2.1.3 Circulation

When a new entry is published on a blog, it is sent to Facebook and Twitter. The title of the entry can be reproduced together with the link, or more attractive forms can be found (asking users about a specific subject, encouraging participation, etc.). It is important to steer participation to the blog to centralize the debate on a single platform.

2.1.4 Language

The Government of Catalonia blogs are published in Catalan, although the corporate blog platform can support versions in other languages. The *gencat* blog, for example, contains posts available in Catalan, Spanish and English.

2.2 Contents

Firstly, make sure that the blog does not become an agenda. Invitations to events or plans must not be included. You should only publish entries on relevant events when you are aiming to generate a prior debate that will incite interest in attending the event in order to continue the conversation held on the blog. However, it may be interesting to print a chronicle of events of certain importance once these have taken place.

The information published on the blog must provide added value to capture the interest of readers. The thematic lines should also be defined somewhere in the blog, so that readers can learn about them.

For example, the gencat blog posts inform readers about projects the Government of Catalonia is developing on the Internet, such as new websites, multimedia projects, applications, tools, corporate solutions and other services. The posts also deal with different subjects related to the Internet, innovation, knowledge management, e-Government and Open Government, telematic procedures, multi-channelling, accessibility, usability, change management in organisations or legislation on aspects such as reuse (intellectual property and author rights) or the protection of personal data.

2.3 Comment management

The Government of Catalonia's blogs should be moderated. It is advisable to publish the blog's comment guidelines, as on the gencat blog blocs.gencat.cat. These guidelines must be based on appropriateness (comments relating to a conversation thread), respect (use of non-offensive language) and information type (with respect to data protection and privacy of individuals). Information of an advertising nature must be avoided above all.

Comments not complying with these requirements will not be published, although their authors may be given the opportunity to rewrite them, if they would like to do so.

The recommended time-frame for responding to comments is within 24 hours.

3 Twitter

Twitter is a microblogging service for publishing short text messages (up to 140 characters) and interacting with other users through web browsers or through desktop and mobile phone clients. The microposts or tweets are published to all (although private conversations can be protected so that only the user's followers can read them) and social networks are created by following those users that we find interesting.

Twitter is a great tool to inform about new services, to provide reference information (dates, emergencies, new publications...) and to cover live events, but it is also a tool for user discussion and collaboration. In this sense, the Twitter accounts of the Government of Catalonia are aimed at fostering communication and interaction with users.

The screenshot shows the Twitter profile for @gencat. The profile header includes the name 'gencat', the handle '@gencat', and a bio: 'Difusió d'activitat de gencat (Generalitat de Catalunya) a la Xarxa + reflexió sobre Internet, innovació, gestió del coneixement, eGovernment...'. It also shows the website 'http://www.gencat.cat'. The statistics are: 4,114 tweets, 10,848 following, and 25,285 followers. The main content area displays a list of tweets, including one about 'La Fundació puntCAT' and another about 'Eixos.cat'.

twitter.com/gencat

Accounts type

- **Informative (diffusion):** these issue unidirectional messages to inform people who have subscribed
- **Relation (communication):** these issue, hold conversations and create relationships with people on the Network
- **Assistance (attention to citizens):** this focuses on answering questions and queries from followers.

3.1 Account management

The Twitter accounts for the different departments of the Government of Catalonia are corporate, and they are authorised and configured by the General Directorate for Citizen Services and Publicity (GDCSP). The persons responsible within each department must contact the GDCSP in order to obtain an account. The GDCSP will assess the channel's suitability and then configure the appropriate settings, inform about managing guidelines and provide PIV-approved graphic elements (avatar and background) to certify the official character of the process.

User's name is restricted to 15 characters.

The names of the department or service accounts are created by using the department, service or brand name and then adding the suffix *cat*.

Examples:

- Justice: @justiciacat
- Health: @salutcat
- Emergencies: @emergenciescat

The accounts are managed from the Tweetdeck application. The GDCSP opens the accounts, both on Twitter as well as Tweetdeck, and designates a user that acts as administrator.

In order to ensure optimal management of Twitter accounts, as well as adequate data protection and the transfer of responsibility and control, the Government of Catalonia avoids using the username and password for the different social networks applications directly.

Accounts are managed through the Tweetdeck application. The GDCSP sets up both the Twitter and Tweetdeck accounts and designates a user as the account administrator.

Please bear in mind that a Twitter account that has not been updated for six months is considered inactive and can be removed automatically.

3.2 Presentation aspects

3.2.1. Personalisation of accounts

The General Directorate for Citizen Services and Publicity (GDCSP) has defined certain elements that need to be taken into account to ensure Twitter accounts comply with the Government of Catalonia's corporate identity guidelines:

- a)** The name of the account should follow the structure 'name of the department, service or brand. Government of Catalonia'.
- b)** The account's avatar must be in accordance with the visual identification programme gencat.cat/piv/aplicacio/16_xarxes.html.
- c)** The reference website or blog must be the URL of the department, service or brand.
- d)** The location is 'Catalunya'.
- e)** A brief description in Catalan should be included in the Bio section with [name of department, service or brand. Government of Catalonia]. It should not exceed 160 characters. If the number of characters has not been exceeded, the name of the department, service or brand should be written also in English.
- f)** Design colours: background #ffffff, links #ac2215.
- g)** Background: upload image of the Government of Catalonia and the URL of the department, service or brand in landscape format. The image height should not exceed 800px to prevent the screen from being cut.

3.2.2 Language

Tweets are written mostly in Catalan, the Government of Catalonia's official language. They can also be written in Spanish and English, depending on the specific contents.

As for retweets, they will be kept in the original language of the tweet.

3.2.3 Tweet structure

Tweets are a combination of (headline-style) text and, if possible, a shortened link. Whenever possible, Tweets will also include a hashtag introduced by #.

text + Short link + #hashtag

Twitter account analysis of the Catalan Parliament bit.ly/cLcOR4 #ogov

The text information should be synthetic, rigorous and concise. It is important to add a link whenever possible so that users can expand on the content.

In the case of broadcasting live events via Twitter (*live blogging*), it is not necessary to add a link, but it is important to include in the tweet a hashtag referring to the event. The structure of the tweet should be the following:

Author + quote + #hashtag

Boris Mir: "Transversal competences are important in the new educational system" #sessioweb

In the case of broadcasting live events via Twitter (live blogging) regularly, it is recommended to create a special channel to tweet (for example, @sessionsweb) in order to avoid overloading followers' timeline. The new channel should be announced to the audience by the main Twitter profile, which will retweet some of the most interesting information.



"Cal sortir de la zona de confort per
fer salt qualitatiu", @DidacLee
#sessioweb

Abbreviations of the days of the week and dates

Given the limitation of 140 characters, if we must use days of the week and dates, we recommend using the abbreviated format.

- Days of the week: mon., tue., wed., thu., fri., sat. and sun.
- Dates: day (in number) - month (in number)

This structure of tweet is proposed:

Abbreviation + text + shortened link + hashtag

Example: *Thu. 01-12 the 6th meeting of the professionals group will be held*

In order to save space you can write the abbreviations without a full stop

Optimization of tweets for searching

When responding to any question, it is necessary to write the answer always taking into account the key words. This way, the information which may be of use to other users will be better positioned on Internet and will be less difficult to find when carrying out a search.

Example: - @gencat *When will the call for university grants come out?*
- @username *The call for university grants will come out next month*

3.2.4 Links

Links add value to tweets. They should be shortened using the bit.ly application, which is built into Tweetdeck. This allows quick and easy monitoring of the account metrics. Contents must be carefully read before being linked and the source needs to be reliable. In the case of websites, author references should be checked in order to determine if the source can be trusted. In general, tweets should not link to personal blogs, except in those cases where the content is relevant (it is in line with the stated purpose of the corporate Twitter account) regardless of the opinion of the author or blogger.

3.2.5 Tags (hashtags)

The hashtag announces the theme of the tweet and those that are already used in Twitter must be used. To know if a hashtag is in use, write it on the Twitter search engine search.twitter.com (ex: administracio) and this way you can find out if it is being used or not. The hashtag must be short.

The use of hashtags permits a speedy classification of the information. Users can search and filter contents from hashtags. They are also an indicator of the most trending topics on Twitter.

3.2.6 Retweets (RT)

Retweets are tweets from other users that are published again to contribute to the conversation. In order to be retweetable, tweets should not exceed 125-130 characters (depending on the length of the account name).

As a general rule, retweets should be written in the following format:

RT + @nameoftheretweetedprofile + text + short link + #hashtag

RT @tecnimap2010. "All the news of the event on Facebook"

bit.ly/9SBfzF #tecnimap

It is important to open and shorten the first tweet by means of the corporate application, so that it can be included in the profile's metrics.

Interesting content that can be retweeted:

- Content from trusted sources (institutions or individuals who are experts in the theme of the Twitter account).
- Content posted by renowned users.
- Official information.

It is not recommended to automatically retweet from a keyword.

The number of retweets should not exceed that of the original tweets, although at first it may be acceptable to keep a balance between the two modes of publication, with the purpose of building the network.

If the text exceeds 140 characters, it must be shortened in an intelligible manner. If there are more than one hashtag, some may be deleted. If the text is not clear, contains errors or content needs to be added, the tweet can be modified as long the following formula is added to the end:

Text + link + #hashtag + /via @nameoftheretweetedprofile

All the news of the event on Facebook bit.ly/9SBfzF #tecnimap /via @tecnimap2010

3.3 Contents

It is important to establish internal channels for the provision of contents and to inform managing units about this tool to instantly communicate events, news, consultations, emergencies, etc. However, those in charge of managing the Twitter accounts should be responsible for the contents posted on the account, for the resulting conversations and for retweeting relevant contents.

To maintain Twitter's social network, content needs to be published regularly but not to the point of being too much. In general, it is recommended to publish between 1 and 10 tweets a day, except when broadcasting live events, in which case it may be interesting to publish more tweets that will allow users to track key points of the event, or when reporting on emergencies etc.

Contents, comments and responses should be managed manually, which also allows identifying spam and/or spammers.

Tweetdeck allows scheduling tweets, which can be useful when a tweet needs to be posted at a later time. However, it is recommended not to overuse this feature.

Images, messages and video posting (Twitpic and Twitvid)

Images, message and videos (Twitpic / Twitvid): You can post messages, images and videos on Twitter using e-mail through Twitpic/Twitvid. It's simple to do: just send an email to a predefined address (which will be distributed to the account managers) such as XXXX@twitpic.com XXXX@twitvid.com. The text in the subject line will be the text of the tweet, and the image or photo taken with your mobile phone, PDA, or other device will be attached to it.

3.3.1 Types of content

Information from external sources

- Publication of new entries on the corporate blog.
- Broadcasting of live events.
- Publication of new videos, photos, presentations, etc., on the Internet repositories.
- Public calls for selection processes.
- Site updates, new sections and publications.
- Press releases published on the website. When tweeting a press release, the headline should be reworded for this medium and the link to the web should be added.

Content generated in Twitter

- Announcements and invitations to events.
- Information on incidents, emergencies and critical situations.
- Contents produced exclusively for Twitter based on verified information from the network that adds value to the profile of the Government of Catalonia. In this way, the profile becomes a filter for high quality content.

Once you have consolidated your activity on Twitter, you can automate the publishing of some tweets by means of a RSS assignation for certain contents (public tenders, subsidies, official gazettes, etc., provided that they do not generate excessive volume).

3.3.2 Questions and other user input

Immediate action must be taken for those tweets requiring an answer, namely:

- a)** Questions, concerns and requests: those of a more personal nature can be answered via a private message.
- b)** Criticism: in cases of constructive criticism, the best option is to respond publicly to show that an answer is given to user feedback. If the feedback is negative, the complaint must be analyzed and a constructive answer must be given.

In cases where more information is needed, users can be referred to an email address.

FAQs and complaints received by the different departments, services and brands may be stored in the GDCSP site, Internet group, belonging to the e-Catalunya platform, so that the community that manages the Government of Catalonia presence in social networks can consult them in the future.

3.4 Network: following and followers

When a Twitter account is created for a department, other departments and relevant organisations will be actively followed. We should follow people and organisations related to our service strategy. As a guiding principle, we will follow any person who becomes a follower of our profile, because it is considered a basic rule of netiquette. It is advisable to avoid followers with an offensive avatar (i.e. pornography) or spammers. However, it is generally recommended not to block followers. *Automatic* mentions without any interaction with the department, service or brand profile will not be taken into account for the monitoring.

Our reputation on Twitter also depends on the number of users that we follow. A balance must be kept between the number of followers and the number of those who we follow. Otherwise, it can be regarded as a misuse of the tool, since the ultimate purpose is to share knowledge and create a two-way social network.

However, in order to optimally handle communication it will be necessary to create lists of specific people or organisations that should be monitored more closely because their activities match our profile.

3.5 Integration

Twitter accounts, because they are public in nature, can be integrated in other spaces by means of small applications (widgets) that embed external information in a website to promote it. These widgets can be used on:

- **Own spaces:** corporate blogs, gencat.cat website, department websites or special websites. In this case, the official Generalitat widget must be used..
- **Our own external sites:** gencat's Facebook page, Facebook pages of other departments, etc., by means of a tab, a sidebar widget or via automatic publications.
- **Third-party sites:** widgets can be integrated on anyone's website, blog, etc.

3.6 Account verification

As it can be difficult to distinguish a fake account from an official account, Twitter offers the *verified account* service, which places a badge on those accounts whose authenticity has been verified. To use this service, log in to Twitter and fill the verification form.

Before submitting the form, it is important to publish at least a link to the Twitter account on the official website. This will ease the verification process.

It should also be noted that any changes to the user name, bio or account information will result in the loss of the *verified account* status, so a new verification process will be needed.

3.7 Publication issues

When managing Twitter accounts, there may be times when these applications stop working (for example, due to a momentary Twitter error). There is no way to avoid this, just wait for it to start again.

Tweetdeck, the management tool we use to manage these accounts, might also be down for some reason. These service outages do not tend to last long, but they could prove critical in some situations, such as when covering or broadcasting a live event. The following alternative resources will allow you to maintain normal account activities.

If the server is down for maintenance

Mobile clients: Most service outages are related to updates in the web interface. This means that even if the website doesn't work, you can still access the service using mobile phones which have been configured in advance.

3.8 Managing Twitter from your mobile phone

Publications will always be managed from the official Twitter application, available for all mobile phone operating systems, taking advantage of the multi-account option provided by the application.

The GDCSP will configure access on the mobile device of the person in charge.

4 Facebook

This social network provides a platform to communicate and share information, photos, videos and links with users we know. Besides, users can participate in communities that may interest them. Moreover, there is a wide array of applications that complement the basic functionalities of Facebook, bringing a new range of recreational as well as professional functions.

Facebook is one of the most popular social networks worldwide and one of the largest in terms of active users. In this sense, it is an appropriate platform to convey information to a broad audience.



facebook.com/gencat

4.1 Profiles, pages and groups

Facebook offers several options depending on whether users represent themselves, an institution, a company or business, or a group of people. Thus, a profile, a page (official or community page) or a group can be created, depending on their purpose within this social network. Facebook retains the right to re-classify (and in some cases even to shut down) the options if the established criteria are not respected.

4.1.1 Profile

Profiles are for people who join Facebook on an individual basis.

4.1.2 Page

The pages are ideal for institutions, companies and businesses, public figures, etc. They are managed by one or several administrators.

a) Official page

Official pages allow institutions, businesses and other entities to create their official space within Facebook in order to communicate with their fans.

4.1.3 Group

Groups are created by a user (creator) and the people that join the group may have different roles: administrator, voting members and members. Groups can be public, private or secret, and are used to create networks of people interested on a specific topic.

4.2 Pages as a corporate solution

Pages are the corporate solution chosen by the different departments of the Government of Catalonia. In fact, it is the most suitable option for institutions and their constituent bodies, as Facebook attributes a differential character to organisations of all types to distinguish them from personal profiles.

Creating a profile for a department or service is not an option because it would break Facebook's terms of use.

Pages have a number of features that make them very useful when trying to monitor what's happening on the Web and they have full statistics on the relations and activities that take place on this space.

4.3. Account management

The Facebook pages for the different departments of the Government of Catalonia are corporate, and they are authorised and configured by the General Directorate for Citizen Services and Publicity (GDCSP). The persons responsible within each department must contact the GDCSP in order to obtain a page with the appropriate avatar and instructions in respect of the individual page and corporate image.

Pages are managed directly from the Facebook interface. Users who need to edit information on the page or add content to it will be made co-administrators.

4.4 Contents

It is recommendable to publish an average of two or three messages daily on Facebook, but this will depend on the type of activity of the account.

Information from our own sources may be posted on Facebook:

- Publication of new entries on the corporate blog.
- Broadcasting of live events: links to pages where events are being broadcast on streaming.
- Publication of new videos, photos, presentations, etc., on the Internet repositories.
- Site updates, new sections and publications.
- Departments, brands or services should be mentioned when talking about them.
Example: *@justiciacat*

It is important to avoid automatic publication of tweets on Facebook, as the writing on the two tools is different. On Twitter, hashtags are used and often other users are quoted. Thus, if you organize the content automatically, it may be out of context.

On the other hand, tabs and sidebar widgets can be added to the Facebook page to complete the contents.

In order to make the Generalitat Facebook accounts more visible, each page manager of the different departments must click on "Like", at least, on the Gencat Facebook page. The services and brands account managers must also mark "Like", at least, on the Gencat Facebook page and on the page of the department on which they depend. This will promote the diffusion of the official image of the corporation's Facebook pages.

4.4.1 Language

Facebook posts are written mostly in Catalan, the Government of Catalonia's official language. They can also be written in Spanish and English, depending on the specific contents.

4.4.2 Account customization

In the section General Information of Basic Information the following will be specified:

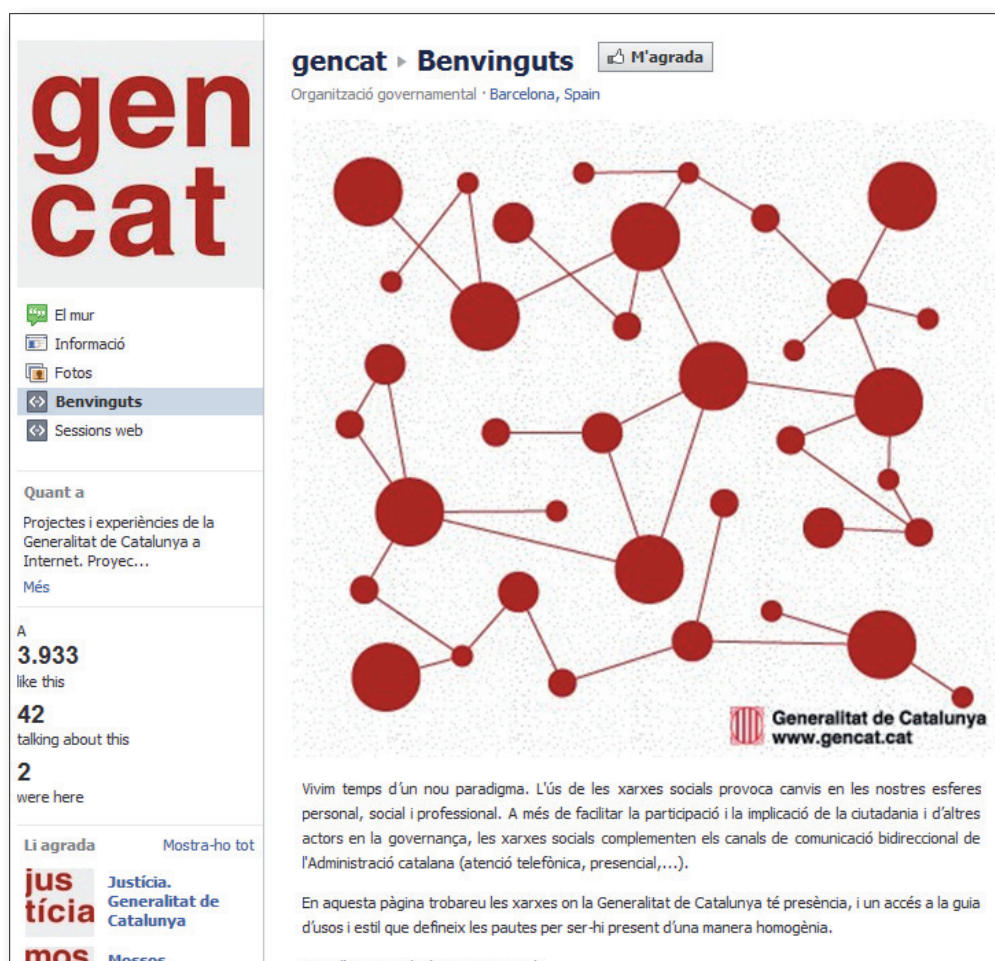
Name of service, brand. Department name. Generalitat of Catalonia / Name of service, brand (in English). Department name (in English). Government of Catalonia.

If it is not possible to specify all the information due to lack of space, only the names in Catalan will be used.

4.5 Comment management

The administrator manages who can write on the page's wall: only the administrator, only the fans, or anyone. It is recommended that only the administrator can write on the wall. To choose this option, go to the *Settings* section that sits just below the text box and uncheck the option *Fans can write or publish content on the wall*. Then select *Only written by the page* as the *Default view of the wall*. Additionally, choose *Our page* from the options that are above the wall, so that only messages posted by administrators of the page can be viewed.

Therefore, it will be necessary to previously configure the notifications by going to facebook.com/editaccount.php / *notifications* / *page*, where you must select when you want to receive the notifications in your mail (you can also configure a notification mail for each page that is administrated).



facebook.com/gencat

Comments must be addressed as soon as possible, on the same space of the question or query. It is advisable to thank the user for participating and to include any additional content that may be needed. If the comment is inappropriate or irrelevant, we must find the best way to respond to the user in a polite fashion, linking information or redirecting the user to other websites which may provide an adequate response, if necessary. It is important to respond in a corporate fashion, i.e. on behalf of the page and not from the administrator's profile (administrators must be careful because it is easy to get confused on Facebook). Comments can be sorted in two types:

- a)** Questions, concerns and requests.
- b)** Criticism: in cases of constructive criticism on Facebook, the best option is to respond publicly on the comments section, which is the only place where users can post messages if the above instructions were followed correctly. If the feedback is negative, the complaint must be analyzed and a constructive answer must be given.
- c)** Proposals and suggestions
- d)** Acknowledgments for the content
- e)** Debate about a question

On Facebook you will always respond publicly in the comments section, which is the only space where users may write their messages, if you have taken note of the instructions given at the beginning of the section. If the comment is negative, it will be necessary to study the complaint and give a constructive reply.

All the contributions and questions from different departments, services and brands should be formulated through the tools (blog, documents platform...) of the Social Media Group in the Citizen Attention and Publicity e-Catalunya portal, so that they can be used in other occasions by all the community that administers the presence of the Government in social media.

The option to activate a space for open debate (forum) must be accepted by the GDCSP.

4.6 Network

One of the main features of Facebook pages is that they do not have a list of friends, as profiles do, but they have fans, so that page administrators cannot ask users to become friends and must instead devise other strategies to increase the number of fans.

Pages can have their own URL (i.e.: facebook.com/genocat) when they reach 25 members. In order to quickly reach this figure, some specific actions are recommended, such as:

- Sending an email to the department's contact list.
- Publish a press release informing about the creation of the page.
- Paying for a sidebar of Facebook to advertise.
- Including a URL in the e-mail signature.
- Link to the page from the relevant web.

4.7 Integration

Integrating Facebook in other sites can be managed in several ways:

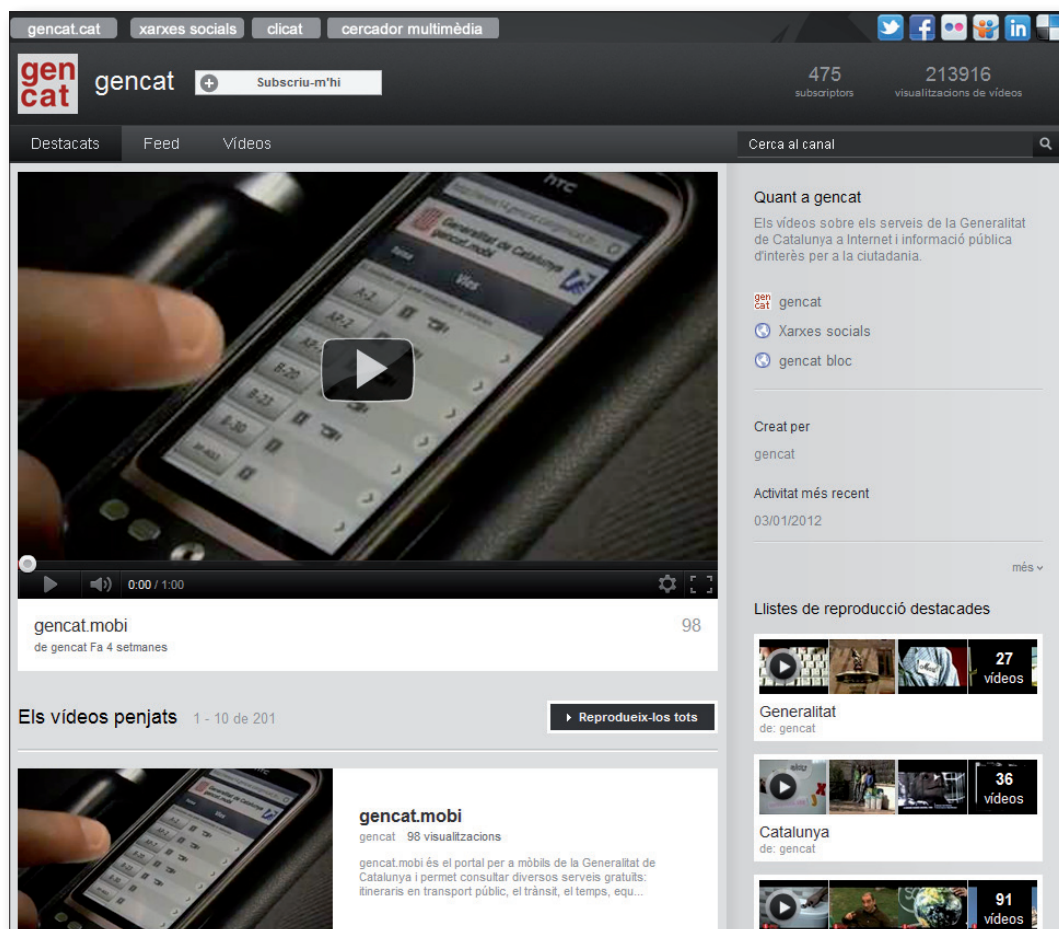
- In our own sites (blogs and gencat website, webs of the department, special websites, etc.): by means of small applications (widgets) that embed external information in a website to promote it developers.facebook.com/docs/plugins/
- Third-party sites: through applications allowing users to post on their Facebook profiles information created by departments.

5 Youtube

YouTube is a platform which allows users to publish, watch and share user-generated videos. YouTube is ideal for disseminating informative or educational audiovisual material about the activities of departments. It complements the corporate multimedia platform BIG (image bank of the Government of Catalonia).

5.1 Account management

The YouTube channels of the different Government of Catalonia ministries and departments are corporate channels, and they are authorized and configured by the General Directorate for Citizen Services and Publicity (GDCSP). The persons responsible for this means of communication in each ministry or department must contact the GDCSP in order to obtain an account with the appropriate avatar as well as guidelines regarding the channel and corporate image. The Government of Catalonia's YouTube accounts are set up using *gencat* email addresses. To manage



youtube.com/gencat

them, a session of the Youtube account which is linked to a version of Firefox Portable will be left open. Be careful to pay attention and never close the session when you log out of Firefox—otherwise, you might lose your password. User's name is restricted to 20 characters.

We do not recommend linking your YouTube account with your Facebook or Twitter accounts. It is preferable to manually control the circulation of videos on other social networks so that published content is adapted to each network.

5.2 Contents

The website Youtube permits you to classify videos by playing lists and you can choose which list you want to play or which video you wish to highlight within the section Videos and playing lists.

When you publish a video, you must give it a title and a description. You must also fill in the field Tags with key words that make reference to the video in question to facilitate the search.

5.2.1 Account customization

In the section *Write about yourself* in the *Profile configuration* you must specify:

Name of service, brand. Department name. Generalitat of Catalonia / Name of service, brand (in English). Department name (in English). Government of Catalonia.

If it is not possible to specify all the information due to lack of space, only the names in Catalan will be used.

5.2.2 Channel customization

In order to implement the rules of corporate identity to the Generalitat Youtube accounts, the GDCSP defines the following fields:

a) Design colours

General

Background #CCCCCC, envelope #999999, envelope text #000000, link to the envelope #0000CC.

Colour range

Background colour #EEEEFF, title text colour #000000, link colour #0000CC, text body colour #333333, transparency: none.

5.3 Network

Although YouTube offers typical social networking functionalities, such as instant messaging and a comments system, the Government of Catalonia has decided to use social networking functionalities through other tools and to use YouTube only as a means of publishing videos.

With the same idea of avoiding interaction with users through YouTube in order to concentrate interaction on other social networks, in each video that we publish we select *Don't allow comments*, *Don't allow comment voting*, *No, don't allow video responses*, and *No, don't allow this video to be rated*.

5.4 Integration

The most common way of integrating this service in other places will be from the incrustation of part of the contents into other mediums, such as on a blog. This permits blog readers to enjoy the resource without having to go to another website and prevents them from getting lost and optimizes the number of clicks.

5.5 Recommendations for videos

- When editing a video, add at the beginning and the end of the video a cover with the title, date and the organization responsible and next, the copyright licence to be applied.
- If you use music, it should be copyright free.
- You should also control all the copyright on the photos and state the source if necessary.
- Label the videos with the corresponding key words in order to optimize the search.

Linkedin 6

Linkedin is a platform for professional interaction in which users can exchange experiences to improve their work praxis. The site permits the creation of groups that share an interest on specific initiatives or projects, posting or answering questions, posting job offers or responding to job offers... In the specific case of the Government of Catalonia, gencat and the other departments create groups that share summarized information providing significant added value to professionals.

6.1. Groups

Linkedin groups may be open or closed – and in the later case, access is available only by invitation. In any case, the privacy of the group's contents is guaranteed because the groups are not indexable. Linkedin is a network of people, and it is not advisable that organisations create personal accounts.

6.1.1 Management of Linkedin groups

One group per department/service/brand will be created, and there will be a common administrator-owner shared by all the groups of each organisation, who will assign administrator privileges for each department group.

In any case, as happens with all social networking tools, the purpose is to encourage decentralized management without running the risks associated with profiles/accounts/mailboxes and data security.

6.1.2 Sections of Linkedin groups

- a)** Summary. We recommend publishing contents that give a high value to the debates initiated in individual instruments such as blogs.
- b)** Debates. Forums in which topics may be debated.
- c)** Headlines. Publication of feeds.
- d)** Jobs. Job offers.
- e)** Subgroups. Only in those cases where they have been created.
- f)** Management of the group and other aspects.

Groups should be promoted in external environments (blogs, Facebook, Twitter...) given that Linkedin does not allow for much circulation.

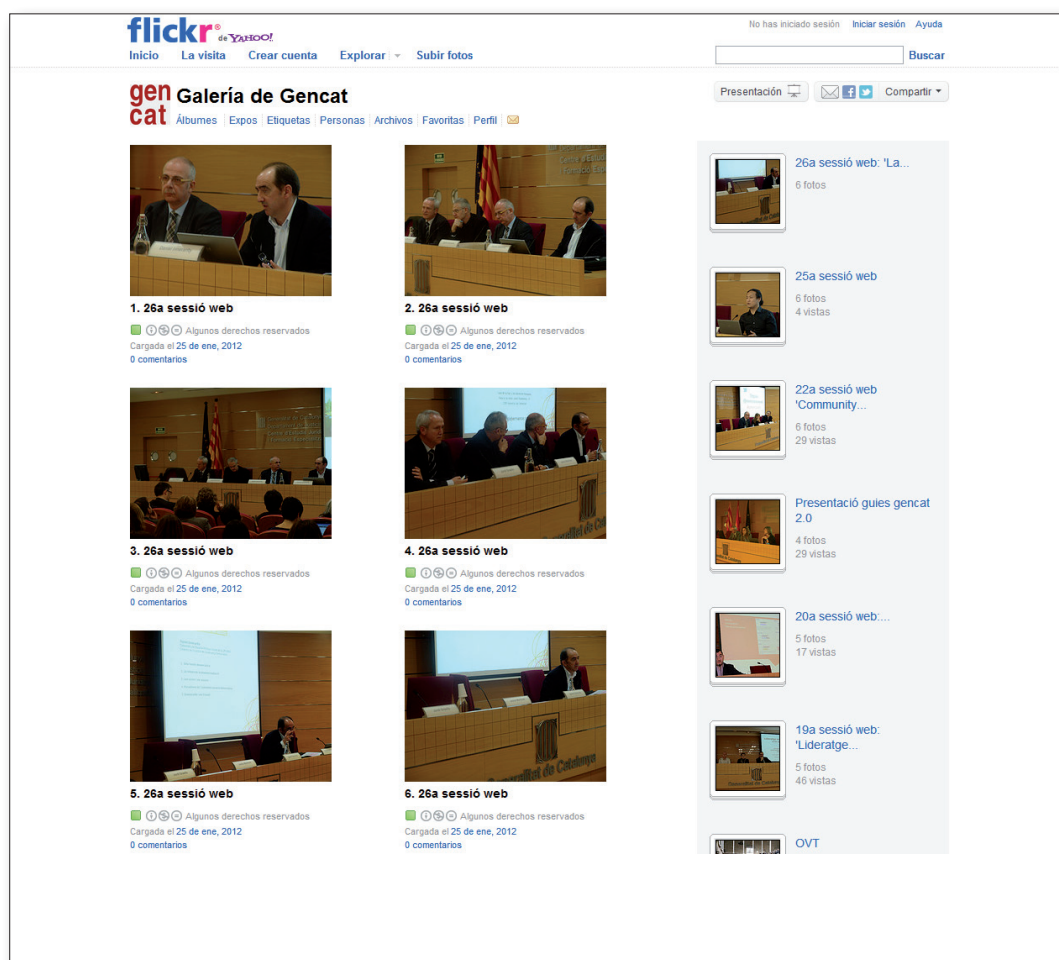
6.2 Content management strategies

- a)** Self promotion of the group (blogs, forums, etc.).
- b)** Automate the publishing of contents in the section 'News' via RSS of contents published in other repositories and networks (primarily on Twitter, blogs, Facebook...). To avoid overloading the channel, it is recommended to manually publish only the news or information related to the department or service. This way we can offer the users of this group more specialized content.
- c)** As debates are carried out on the blogs, it is recommended to publish manual summaries in the corresponding section of the Linkedin group. Users belonging to the group will receive an automatic email each time the administrators post a new topic for debate.

7 Flickr

Flickr is an online photo management and sharing application that, similarly to the case of YouTube, complements the corporate multimedia platform BIG (image bank of the Government of Catalonia).

Photos of the departments' institutional events, press conferences, presentations, etc., can be published in Flickr and classified in different albums according to subject matter. It must be noted that the free version has a monthly upload limit of 100 MB (10 MB per image). Photostream views are also limited to the 200 most recent images.



[flickr.com/genocat_cat](https://www.flickr.com/photos/genocat_cat/)

7.1 Presentation aspects: personalisation of accounts

Flickr allows users to choose their own avatar. Image size is 48 x 48px.

It is also possible to choose the view mode for the site, that is, whether the images appear in a single column, or in two or three columns; whether the albums and collections in our account appear on the side, etc.

7.2 Account management

The Flickr accounts for the different departments of the Government of Catalonia are corporate, and they are authorised and configured by the The General Directorate for Citizen Services and Publicity (GDCSP). The persons responsible within each department must contact the GDCSP in order to obtain an account with the appropriate avatar and instructions in respect of the individual account and corporate image.

The Flickr accounts of the Government of Catalonia are set up from gencat email addresses and are managed via the Firefox extension FireUploader. Once installed on the user's computer, this application allows access to the contents of the user's Flickr account without having to log in to the Flickr website, and it works in a way very similar to an FTP client. You can upload photos and add titles, descriptions, tags and classify them in albums which will later be visible from the Flickr website.

7.3 Network

Contents published on Flickr are circulated through other social networks, such as Twitter and Facebook, with the aim of reaching the greatest number of users.

The Flickr account has to be configured so that it only works as an image bank. To avoid the publication of comments that would make it a social network, go to *Privacy and permissions*, then to *Preferences for new uploads / Who can add notes, tags and people*, and select *Only you*.

7.4 Integration

The most common way of integrating this service in other sites is by embedding contents in other media, such as blogs. Images can be embedded as part of the content of a blog post, but other applications can also be used, such as sidebar widgets enabling the Flickr gallery to be accessed from the blog of the department, service or brand.

7.5 Recommendations for photos

- You must label all the photos that are added to the Flickr account with key words to optimize the search.
- It is recommendable to classify the photos into albums.
- You must also control all the copyright of the photos and state the source if necessary.

8 Slideshare

This tool enables the publication of Power Point or Keynote presentations, Word documents and PDF's. It is used for publishing information in a more schematic format: training materials, tasks and activities specific to a department.

The screenshot shows the Slideshare profile for 'gencat'. On the left, the profile header includes the 'gencat' logo, a 'Follow' button, and 'SlideShares 117'. Below this, location information is given as 'Barcelona, Catalonia, Spain'. The bio reads 'gencat at Generalitat de Catalunya - Generalidad de Cataluña - Catalan Government' with the website 'www.gencat.cat'. A note states 'Espai per a les presentacions de diapositives de la Generalitat de Catalunya.' The profile shows '280 Followers' and '358 Following'. A '305 Tags' section lists various terms like 'administracio', 'generalitat', and 'socialnetwork'. The main content area features a presentation titled 'Informe sobre l'ús d'Internet, mòbils i xarxes socials' with 280 views. Below this is a 'Favorites' section with four items: 'Twitter aplicado a negocio', 'La Pizarra Digital: Proposte...', 'Aprender a difondre coneixeme... from justicia', and 'Internet, Salud y Sociedad. A... from flupianez'. On the right side of the presentation player, there are sections for 'Presentations' (87), 'Documents' (30), and 'Videos' (0).

slideshare.net/gencat

8.1 Presentation aspects: personalisation of accounts

SlideShare allows users to choose their own avatar. Image size is 100 x 100px.

8.2 Account management

The SlideShare accounts of the Government of Catalonia are set up from gencat email addresses and are managed via the Firefox extension FireUploader. Once installed on the user's computer, this application allows access to the contents of the user's SlideShare account without having to log in to the Flickr website, and it works in a way very similar to an FTP client. You can upload presentations and add titles, descriptions, and tags which will later be visible from the SlideShare website.

8.2.1 Account customization

In the section *About* in *Personal information* you must specify:

Name of service, brand. Department name. Generalitat of Catalonia / Name of service, brand (in English). Department name (in English). Government of Catalonia.

If it is not possible to specify all the information due to lack of space, only the names in Catalan will be used.

8.3 Contents and Network

Contents published on SlideShare are circulated through other social networks, such as Twitter and Facebook, with the aim of reaching the greatest number of users. In the case of SlideShare, there is not an option to prevent users from making comments, but it is advised not to encourage them. The only networking functionality that will be used is the 'subscribe to'.

For SlideShare to work only as a repository for presentations, go to *Edit profile / Privacy* settings and select *No one*.

All the materials published on SlideShare, whether presentations or documents, must be in PDF format. The following parameters have to be set: document title, tags, CC licence, continuous page format, definition of file with the document title and full page view.

8.4 Integration

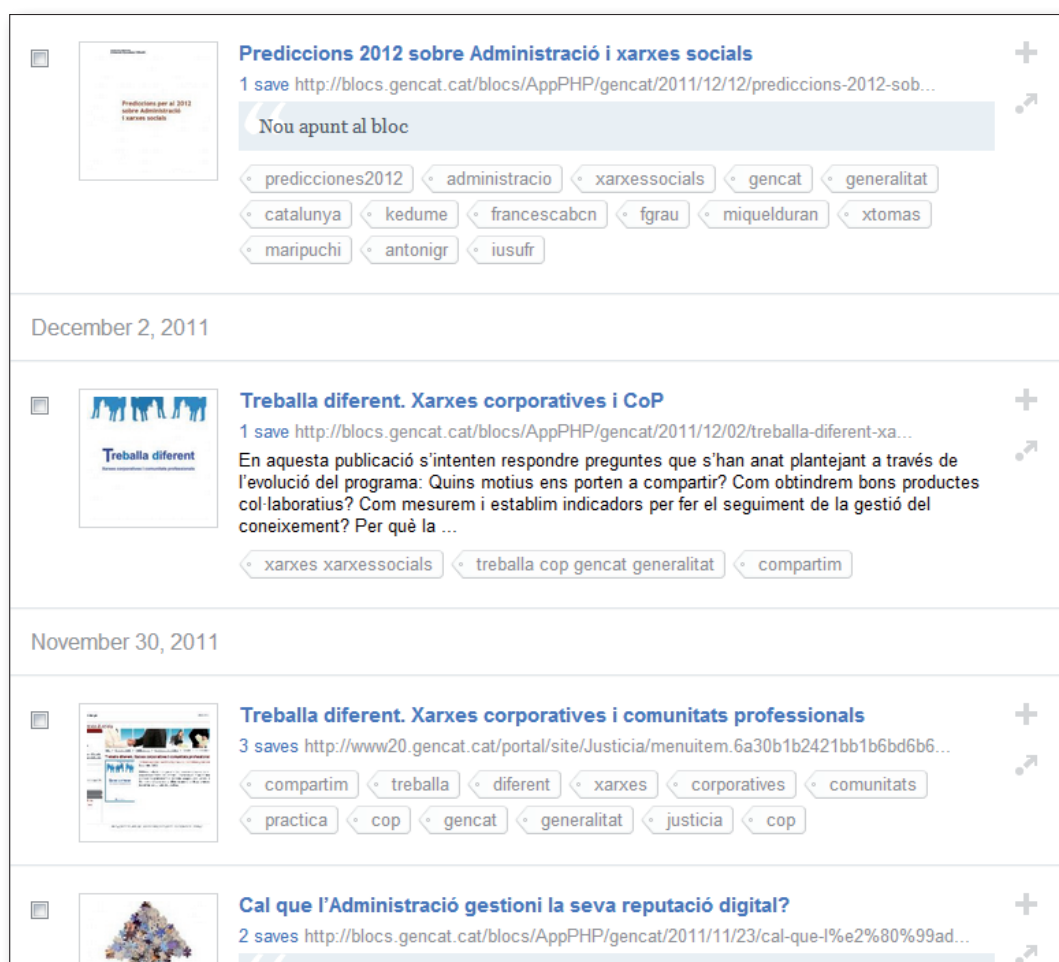
The most common way of integrating this service in other sites is by embedding contents in other media, such as blogs. In this way, blog readers can use this resource without having to go to a different website, which reduces the risk of confusing the reader and optimises the number of clicks.

8.5 Recommendations for presentations

- Indicate at the beginning and at the end (if you wish, also on each slide or page of the document) the licence in which you want to present.
- Label the presentations and documents with the corresponding key words in order to optimize the search.
- You must also control all the copyright of the photos, and state the source if necessary.

9 Delicious

Delicious is a social bookmarking web service, that is to say, a data bank of URL's of interesting websites or documents of any kind that are published on the Web. Following the model of the so-called Favourites, the list of websites of interest that is stored in each personal browser, Delicious offers users the possibility of sharing lists online and organising them through the use of tags and stacks, which makes it easier to search for materials by using keywords within the Delicious site.



The screenshot displays a feed of bookmarked items on the Delicious platform. Each item includes a thumbnail image, a title, a save count, a URL, a text description, and a set of tags. The items are organized chronologically by date.

- Item 1:** Title: "Prediccions 2012 sobre Administració i xarxes socials". URL: <http://blocs.gencat.cat/blocs/AppPHP/gencat/2011/12/12/prediccions-2012-sob...>. Date: December 2, 2011. Tags: predicciones2012, administracio, xarxessocials, gencat, generalitat, catalunya, kedume, francescabcn, fgrau, miquelduran, xtomas, maripuchi, antonigr, iusufr.
- Item 2:** Title: "Treballa diferent. Xarxes corporatives i CoP". URL: <http://blocs.gencat.cat/blocs/AppPHP/gencat/2011/12/02/treballa-diferent-xa...>. Date: December 2, 2011. Description: "En aquesta publicació s'intenten respondre preguntes que s'han anat plantejant a través de l'evolució del programa: Quins motius ens porten a compartir? Com obtindrem bons productes col·laboratius? Com mesurem i establim indicadors per fer el seguiment de la gestió del coneixement? Per què la ...". Tags: xarxes xarxessocials, treballa cop gencat generalitat, compartim.
- Item 3:** Title: "Treballa diferent. Xarxes corporatives i comunitats professionals". URL: <http://www20.gencat.cat/portal/site/Justicia/menuitem.6a30b1b2421bb1b6bd6b6...>. Date: November 30, 2011. Tags: compartim, treballa, diferent, xarxes, corporatives, comunitats, practica, cop, gencat, generalitat, justicia, cop.
- Item 4:** Title: "Cal que l'Administració gestioni la seva reputació digital?". URL: <http://blocs.gencat.cat/blocs/AppPHP/gencat/2011/11/23/cal-que-l%e2%80%99ad...>. Date: November 30, 2011.

delicious.com/gencat

9.1 Purpose

- a) To record of all the contents shared by the Government of Catalonia through any of its profiles.
- b) To follow-up on all the online contents generated by the Government of Catalonia.
- c) To store interesting contents and organise them according to subject matter and source.

9.2 Account management

The Delicious accounts of the Government of Catalonia are set up from gencat email addresses and can also be managed from other tools.

9.3 Contents and tags

The basic information that has to be filled in when saving a link is contained in four fields:

- **URL:** the URL of the link
- **Title:** the title of the link. The system will automatically take the title of the link being saved, so it may have to be changed to match the content.
- **Tags:** they are used to describe and classify the links, grouping them in an orderly fashion.

Bookmark tags must be clearly defined. Each tag can only consist of one word describing the content shared in a concise and clear fashion. It must also be noted that there is no limit of tags for each bookmark, so they can be classified using as many tags as needed.

In order to standardise tagging of shared contents, a set of guidelines has been established:

- Always write tags without accents or punctuation marks.
- If two words are needed to define the content, create compound words. For example, in the case of electronic books, an appropriate tag would be electronicbooks.
- If the shared content is generated by any of the Government of Catalonia's official institutions, the tag gencat will always be added in the first place.
- If the shared content is generated by any of the Government of Catalonia's departments, the tag of the department will always be added in the second place. If the department has more than one department tag, the most appropriate option or options will be selected.

It is important to always add the department tag, as they enable the classification of bookmarks into categories or bundles of tags, making it easier to search by department. Also, other bundles can be created to group together items of a similar subject matter.

Limiting the number of bundles is recommended in order to make classification easier and to define contents as much as possible. In this sense, it is essential to

choose tags carefully and to ensure they are clear and concise.

List of department tags:

Presidential Department	presidencia
Ministry of Agriculture, Livestock, Fisheries, Food and the Environment	agricultura ramaderia pesca alimentacio medinatural
Ministry of Well-being and the Family	benestarsocial familia
Ministry of Culture	cultura
Ministry of Economy and Knowledge	economia coneixement
Ministry of Enterprise and Labour	empresa ocupacio
Ministry of Education	ensenyament
Ministry of Governance and Institutional Relations	governacio relacionsinstitucionals
Ministry of Home Affairs	interior
Ministry of Justice	justicia
Ministry of Health	salut
Ministry of Town and Country Planning and Sustainability	territori sostenibilitat

Author rights 10

10.1 Copyright

Copyright is the group of rights governing the homologized text of the Spanish Law of Copyright (LPI) to protect the creations of individuals; artistic, literary and scientific (books, plays and translations; musical compositions; films; paintings, photographs and sculpture; architectonic and engineering projects and software programmes).

Given the Spanish legal order, this document expressly leaves out industrial property rights, which protects brands and patents, and focuses on authors rights, which are those that protect the abovementioned works.

Likewise, a set of complementary rights to copyright must be taken into account (registering, interpretations, phonograms, databases...). In the specific case of databases (DB), the sui generis right databases must be applied with protection for a period of 15 years. In the DB the following is also important; if you have selected or used contents, article 12 of the LPI may consider them to be intellectual creations and, therefore, with copyright rights.

10.2 Author's rights

Due to the nature of the object to protect, two significant types of author's rights are defined:

10.2.1 Moral rights

These are characteristic of the so-called Continental author's rights against the Anglo-Saxon rights and especially the North American rights, where these are practically unknown. Author's rights protect the authorship or paternity of a work, which is absolute for the author. This protection is consolidated in the right to recognition with regards the integrity of the work, dissemination and option to remove the work from trade.

10.2.2 Exploitation rights

These refer to the possible uses that may be made of a work. The current copyright law recognizes four: reproduction, distribution, public communication and transformation. In both cases, both moral and exploitation rights always correspond to the authors. The exploitation rights, however, may be ceded to third parties (individual or legal entities) that wish to exploit a work.

The Copyright Law also determines the exploitation rights: that known as copyright. The Copyright Law currently establishes the protection for the majority of works (exceptions: CD, DVD, photography, among others) until 70 years after the death of the author and that, once this period is over, it passes to public domain. For authors who died before December 7th 1987, the protection period is 80 years.







10.3 Reuse of information

In the Government of Catalonia strategy of open data dadesobertes.gencat.cat, the tendency is to offer the data as it is and not in the form of works (tables, graphs...), as the opening process is simpler, in accordance with Law 37/2007, of 16th November, of reuse of information of the public sector that transposes the Directive 2003/98/CE of the European Parliament and the Council.

10.4 Open licences for managing copyright

There are several licences, but the most well known are those promoted by **Creative Commons**, which permit the copy, distribution and public communication of the work when the author is stated. Furthermore, authors may decide on the commercial uses of the work, the possibility of transformation or that the resulting work maintains the same licence as the original work.

The six **Creative Commons licences** (CC) are:

BY Attribution	
BY-SA Attribution / Share Alike	
BY-ND Attribution / No Derivatives	
BY-NC Attribution / Non-Comercial	
BY-NC-SA Attribution / Non-Comercial / Share Alike	
BY-NC-ND Attribution / Non-Comercial / No Derivatives	

10.5 Copyright on social networks

The Government of Catalonia is considered owner of the exploitation rights of the texts, comments and other contributions that exist on its different social networks, to which effect it can permit the reproduction, distribution, public communication and transformation. Furthermore, it is the author of its own contents.

10.6 Copyright at repositories

Images –photos, graphics, tables...– , videos and presentations are copyright and consequently are subject to the legal precepts of copyright. With this end, Flickr, Youtube and Slideshare incorporate respectively the corresponding functions to indicate which licence the photo, video or the presentation in question requires.

The Government of Catalonia opts by default for the Creative Commons licences and within these, for those that facilitate opening and broader reuse, such as BY Attribution or BY-SA Attribution Share Alike.

These two types are those that adapt most closely to the Government of Catalonia's strategy for making available for citizens and companies as many works – and data – as possible and as freely as possible, in an attempt to promote commercial use. In all these cases, it is necessary to state the Government of Catalonia as author or copyright manager through the department and / or body in question. For example: 'Generalitat de Catalunya. Departament de la Presidència' or 'Generalitat de Catalunya. Escola d'Administració Pública de Catalunya'.

10.7 Image rights and data protection

The right to one's own image is a fundamental right recognized in 18.1 of the Spanish constitution which establishes: "the right to honour, personal and family privacy and to one's own image is guaranteed". As a personal right, this implies that its holder has the right to decide on the publications or reproductions of his/her image. For this reason the corresponding authorization must be requested.

On social networks, the Government of Catalonia guarantees the confidentiality of personal data in the terms established in the Organic Law 15/1999, of 13th December, of personal data protection (LOPD), by implementing the security measures necessary and suitable to the type of personal data, in accordance with the Royal Decree 1720/2007, of 21st December, in which the Development Regulation of the LOPD is approved. The data required is that which is strictly necessary, suitable and pertinent to the end for which it is collected and must be subject to automatic processing in accordance with the legal precepts.

10.8 How to manage copyright on the networks

The following are some useful recommendations for managing image, videos and presentation rights:

- Apply Creative Commons licences to the images, videos and presentations with copyright from which the pertinent right to exploit or the corresponding authorship have been obtained.
- Avoid exploitation rights that have a limited term, as this involves a complex management of these rights.
- Opt preferably for photos or videos where it is difficult to physically recognize people who have not signed or agreed to the corresponding image rights, when necessary.
- Add clauses to the contracts, subsidies, tenders... that permit free distribution of the photos, videos, presentations or texts acquired (which are not property of the Government of Catalonia).
- Include the suitable ceding of image rights (if people appear) and the exploitation rights of the work in the process of data collection, creation of documents, organization of events or any event where content is used that does not belong to the Government of Catalonia.
- Manage correctly the works (photos, videos, presentations, texts...) that are property of the Government of Catalonia; have everything documented and in a position to be able to accredit and transfer to any other unit or person.

11

Evaluation of the presence on networks

11.1 Analysis of the social networks

Measuring the activity taking place on the Network is always important in order to gain information on the results of the efforts dedicated to this task. In the ever-changing world of networks, metrics are necessary in order to monitor what is being done and to evaluate and measure the impact, in this case, of the presence of the Administration in this environment and the benefits that it represents for citizens.

11.1.1 Application for opening an account

Before opening an official account on social networks, there must be a prior reflection about the aims. For this reason, any department, service or brand that wishes to incorporate this corporate tool must fill in a questionnaire. They are asked why they want to open an account, what they want to communicate and why they have chosen the medium of a social network, who they want to communicate with, etc. These questions are those that permit us to define key performance indicators, which quantify the fixed objectives and which permit us to monitor the degree of success.

11.1.2 Data collection

The DGCAD is the body in charge of collecting in a centralized form the metrics of all the Government of Catalonia's official accounts. All this data is obtained directly from the various social platforms.

This centralized collection permits the standardization of the values and ensures that they are common to all accounts. An effort is made, whenever possible, to automate this by means of the Application Programming Interface and the feeds of the various social networks.

The managers of the different accounts must enter the data that cannot be obtained automatically by means of a form, such as consultations and incidents resolved through networks.

11.2 Periodical and annual reports

With the data from all the official accounts, the Government of Catalonia can contextualize, compare accounts (always taking into account the differences) and detect common tendencies.

Once this data has been obtained, the GDCSP regularly sends a report on individual activity for each of the Government of Catalonia corporate social network account managing units. These reports help the units to evaluate the effectiveness of their activity on the social networks and to consider whether they are achieving the objectives previously defined. As well as the individual activity reports, the GDCSP annually prepares a comprehensive report on the activity on the social networks of the group of the Government of Catalonia profiles.

11.2.1 Government of Catalonia indicators and reports

In order to monitor the social network accounts activity, a group of indicators is used that will provide a small indication as a group. These fields are a group of specific indicators that can help to improve communication from the Government of Catalonia

on the social platforms. It is important to be aware, however, that it is complicated to simplify in a single figure an optimum presence on the social networks. It will always be necessary to contextualize these indicators, also taking into account that they must not be interpreted as absolute.

In order to facilitate the interpretation, the GDCSP writes up a report that shows graphically the evolution of these indicators and this is sent to each of the units responsible for the corporate social network accounts.

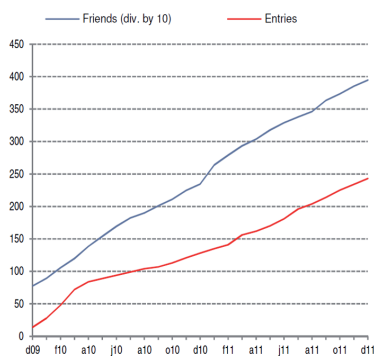
This report on personalized activity refers to each of the social networks where the Government of Catalonia has an active and bidirectional presence, such as Twitter and Facebook. This information must permit the design and optimization of the communication carried out on each platform, individually and adapted to the possibilities that are available.

In the first stage, the aim is to collect the interest of the information published by the Government of Catalonia and the commitment of the community of each of the social network accounts.

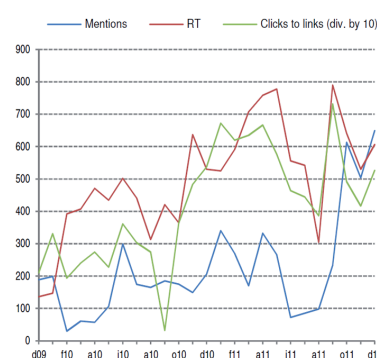
The data is studied from different points of view, and for this reason ratios are applied to the key concepts that are given in the following:

- **Dialogue:** measures the degree of dialogue that the Government of Catalonia maintains with citizens on different social networks.
- **Reach:** information of the distribution of the Government of Catalonia contents to the people that form part of the social network.
- **Action:** indicates whether the content shared on the networks promotes activity.
- **Interaction:** shows the global relationship between an account and its audience.
- **Applause:** quantifies the degree of satisfaction.

Audience in Facebook (accumulated)



Interactions in Twitter

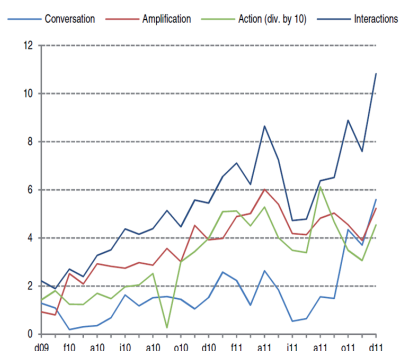


11.3 The key, the evaluation of the impact

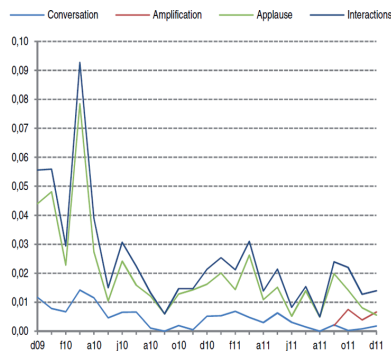
Once all this data has been compiled and the indicators of interest have been extracted, these must be compared with the data from other channels (website, telephone, e-mail...) in order to be able to compare the impact of both. Finally, it would be interesting to be able to relate the group of data with the organization's work objectives and discover if this has been fulfilled. Furthermore, the information obtained would help, for example, to make forecasts and to plan future campaigns.

The evaluation of the Government should help to identify the public policies that work, to get to know its impact and to find out if this impact is due to the problem itself or to the Government's action. For instance, if there are fewer fires, it could be due to the firemen action or to other reasons (weather conditions, etc.). Besides the public intervention, there are other variables that make the evaluation complicated (the economy evolution, society, teaching of digital skills to citizens, programs and current legislation, etc.). Therefore, in many occasions, in order to evaluate properly, the results of the public intervention and what would have happened if it was no public intervention should be related.

Interest in Twitter



Commitment in Facebook



List of indicators for Twitter and Facebook

Concept		Twitter	Facebook
Audience		Followers	Friends
		Tweets sent	Entries
Interactions		Mentions	Comments
		Retweets (RT)	Shares
		Clicks to links	<i>Likes</i>
Interest	Dialogue	Mentions/tweets	Comments/entries
	Reach	RT/tweets	Shares/entries
	Action	Clicks to links/tweets	
	Applause		<i>Likes</i> /entries
	Interactions	(Mentions+RT)/tweets	Comments+shares+ <i>likes</i> /entries
Commitment	Dialogue	Mentions/followers	Comments/friends
	Reach	RT/followers	Shares/friends
	Action	Clicks to links/followers	
	Applause		<i>Likes</i> /friends
	Interactions	(Mentions+RT)/followers	(Comments+shares+ <i>likes</i>)/friends

List of indicators for Youtube, Flickr and Slideshare

Tool	Indicator
Youtube	Total number of videos uploaded
	Videos uploaded during the month
	Number of views of all the videos uploaded
	Visits to the channel
	Subscribers
Flickr	Total number of photos published
	Photos published during the month
	Number of views of all the photos published
Slideshare	Total number of presentations and documents published
	Presentations and documents published during one month
	Number of downloads of all the presentations and documents published
	Number of visits of all the presentations and documents published

12 Corporate image

The complete visual identification programme can be found at: gencat.cat/piv/aplicacio/16_xarxes.html

12.1 Criteria for identifiers

12.1.1 Gencat

Helvetica唐特
Ces 110/92 pt.
La "t" i la "c" estan
centrades verticalment.
La "n" i la "g" també.
L'interlineal en aquest
cas és més petit que el
cas de les altres paraules
del mateix tipus de lletra
descendent i ascendent.



Mida màxima: 200x200 píxels

Aquesta mida petita és el
resultat d'un escaneig
automàtic, que fan les
aplicacions mòbils. No
hauríem controlat sobre el seu
disseny. Només es pot
traballar sobre la mida
gran.



Mida mínima: 24x24 píxels

12.1.2 Departments of the Generalitat de Catalunya

Helvetica唐特
Ces 20/92 pt.
La "t" i la "c" estan
centrades verticalment.
El "n" està més a l'esquerra
que les altres lleteres per
aportar el mateix la
altura de la "t".
L'interlineal en aquest
cas és igual que el cas
de les altres paraules
del mateix tipus de lletra
descendent i ascendent.



Mida màxima: 200x200 píxels

Aquesta mida petita és el
resultat d'un escaneig
automàtic, que fan les
aplicacions mòbils. No
hauríem controlat sobre el seu
disseny. Només es pot
traballar sobre la mida
gran.



Mida mínima: 24x24 píxels

12.1.3 Public companies, autonomous institutions and services

Helvetica唐特
Ces 28/54 pt.
L'interlineal en aquest
cas és més petit que el
cas de les altres paraules
del mateix tipus de lletra
descendent i ascendent.



Mida màxima: 200x200 píxels

Aquesta mida petita és el
resultat d'un escaneig
automàtic, que fan les
aplicacions mòbils. No
hauríem controlat sobre el seu
disseny. Només es pot
traballar sobre la mida
gran.

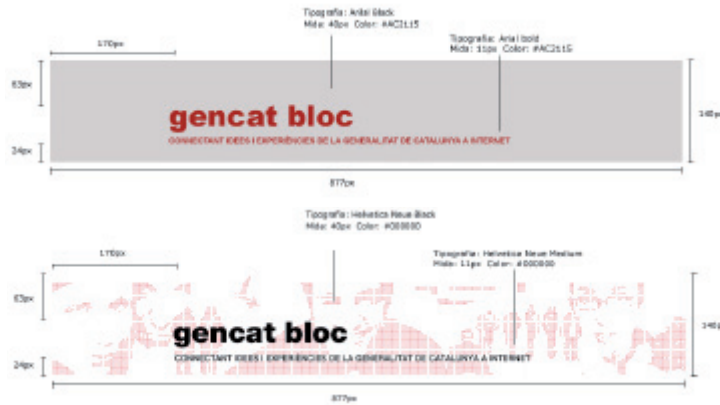


Mida mínima: 24x24 píxels

12.2 Blogs of the Generalitat de Catalunya

12.2.1 Gencat

Option 1 -Light background



Option 2 -Solid dark colour background or dark background image (picture or illustration)



Option 3 - Picture or illustration, text is hard to read



12.3 Twitter

12.3.1 Size of background design



12.3.2 Gencat



12.3.3 Departments of the Generalitat de Catalunya



12.3.4 Public companies, autonomous institutions and services



12.4 Facebook

12.4.1 Gencat



12.4.2 Departments of the Generalitat de Catalunya

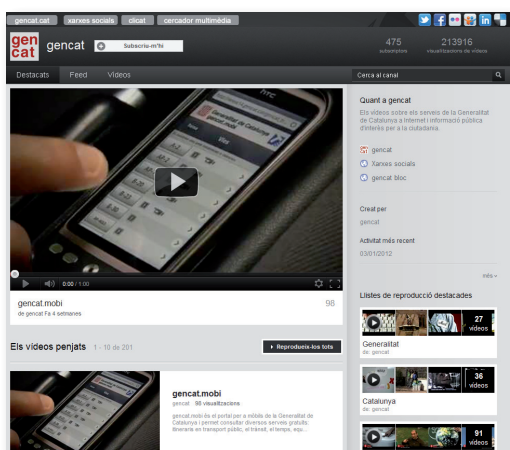


12.4.3 Public companies, autonomous institutions and services



12.5 Youtube

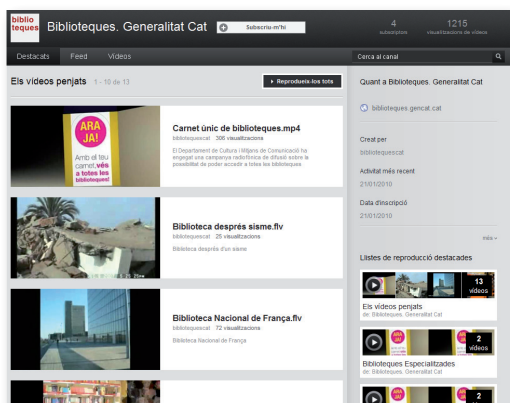
12.5.1 Gencat



12.5.2 Departments of the Generalitat de Catalunya

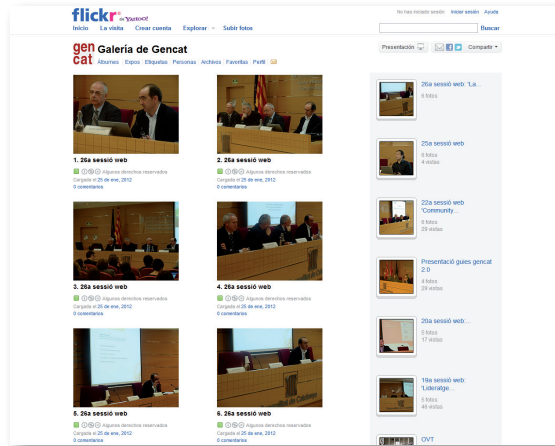


12.5.3 Public companies, autonomous institutions and services

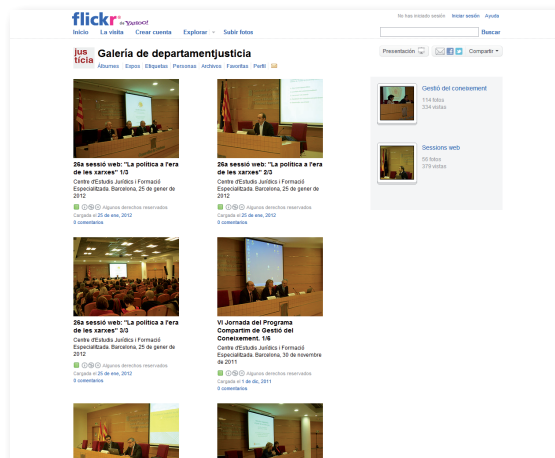


12.6 Flickr

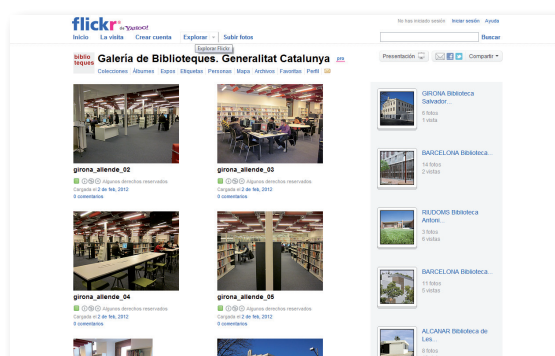
12.6.1 Gencat



12.6.2 Departments of the Generalitat de Catalunya

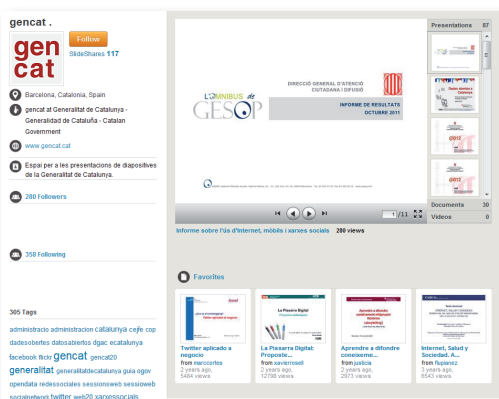


12.6.3 Public companies, autonomous institutions and services

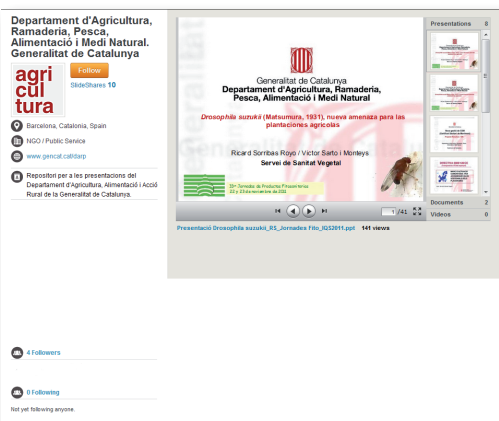


12.7 Slideshare

12.7.1 Gencat



12.7.2 Departments of the Generalitat de Catalunya



12.7.3 Public companies, autonomous institutions and services

