



# **Guidelines for managing linguistic equality at Kabisa**

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# 1. MANAGING LINGUISTIC EQUALITY AT KABIA

KABIA is an autonomous entity answering to Gipuzkoa Provincial Council's Social Policy Department. Its mission is to provide care and attention for the dependent elderly in the residential homes and day centres that it runs. The user is at the heart of Kabia's activity and they are offered quality, tailored and comprehensive care to cover their needs and guarantee their rights. A service cannot be considered to be of quality unless it includes linguistic equality.

KABIA currently manages five work centres consisting of its central services and four residential homes. There are expected to be a total of 16 residential homes by 2019. The services are provided by its own workforce and service companies. Therefore, apart from the measures taken with the workforce, linguistic criteria being included in the procurement clauses is fundamental, as the companies providing the service must guarantee linguistic equality.

KABIA has therefore always included linguistic management in its general management system, as, given that it is an autonomous provincial entity, it acts in accordance with the linguistic policy of the Provincial Council, as envisaged in Provincial Legislation 12/2014 that established KABIA.

From June to September 2015, KABIA conducted the Linguistic Influence Assessment (ELE). When the Autonomous Entity was established, it was envisaged that it would include several centres, whose linguistic dynamics would be very varied, which could influence the running of Kabia in Basque. Thus, the ELE report proposed several corrective measures and recommendations in order to add a preventive perspective to the project.

On 8 October 2015, the KABIA Board of Governors approved the document entitled "KABIA. How to Include Basque in the Organisation from the Start". The report specified what the KABIA model is. It defined the Basque language sections of the Headquarters, data was gathered on the linguistic knowledge of each geographical area and the linguistic profile for each job was established. The "2015-2017 Gipuzkoa Social Services Map" was taken into consideration to define the perceptiveness index. The document approved by the Board of Governors was fundamental for linguistic equality being included in the procurement clauses.

The KABIA Strategic Plan is based on the AURRERABIDE Advanced Public Management model and will likewise continue to be so in the future. According to that model, that principle appears as a strategic objective in Line No. 5 of the strategic plan (Linguistic Equality in Society), and the mission includes the need to provide quality treatment and tailored and comprehensive care to the users, guaranteeing their rights; the values likewise specify that linguistic equality will be ensured.

The KABIA non-care and care model has likewise included and will include linguistic equality, both in terms of specific action and by applying them in each action.

Furthermore, the annual budgets will be aimed at delivering results, including the linguistic vision and specifying which percentage will be reserved for actions aimed at achieving linguistic equality.

Between December 2016 and January 2017, KABIA was involved in pilot testing the new Bikain certificate. Very positive results, referring to a gold Bikain (score of 950-999) were obtained from that experience.

Finally, the draft of the "Guidelines for Managing Linguistic Equality at Kabia" was drawn up between December 2016 and April 2017. Special mention should be made of the technical team that took part in the project to make the guidelines a reality, as it is an indicator of the consistency of the document:

- Managers of the Andoain, Arrasate, Bergara and Tolosa municipal residential homes.
- General Manager of Public Institutions of Gipuzkoa Provincial Council, the technician from that division and the Egogain manager.
- Technical and Section Head of the Linguistic Equality Division at Gipuzkoa Provincial Council.
- Kabia Manager.
- Company in charge of the technical support: Ahize AEK (Language Consultancy).

The work carried out by the technical team has also been shared with the managers of other municipal residential homes, and with the representatives of Biharko Gipuzkoa and the company Aita Menni that are in the Elgoibar, Azkoitia and Villabona homes. The aim was for the working parties at the homes to study the report in order to give their feedback.

Thus, KABIA has defined in this document what are the criteria and guidelines for managing linguistic equality. All the participating centres will put into practice, year after year, the improvement plans in order to obtain the intended operation. Therefore, the Bikain certificate model will be followed when defining the annual management plan and it will be specified whether each action is related to the service language or to the working language. Finally, the degree of compliance of the actions shall be assessed, so that all the Kabia centres also have Basque as the service language. It will thus be gradually defined and agreed which centres will be those that embrace Basque as a working language.

## 2. RATIONALE AND PURPOSE OF THE GUIDELINES

Kabia is an autonomous entity answering to Gipuzkoa Provincial Council's Social Policy Department and, consequently, abides by the Basque language mainstreaming plan approved by the Council of Members for the period 2013-2017.

These guidelines seek to include linguistic equality criteria in the Kabia central services, as well as in its residential homes, to ensure that Basque is the main service and working language, as, if our aim is to achieve linguistic equality in Gipuzkoa, it is likewise important to have institutions that operate in the Basque Country; in this regard, it is up to the administrations to foster models to comply with that objective. Therefore, according to the mainstreaming of Basque agreed for 2013-2017, "The Provincial Council (including the autonomous entities) shall be in a position to offer each and every one of its services to the general public also in the Basque Language prior to 1 January 2015". Therefore, Basque must be the service language at the Kabia residential homes and central services. On the other hand, on 8 October 2015, the Kabia Governing Committee defined "Central Services" as an administrative unit in Basque; consequently, Basque is the main working language at that centre. As regards the residential homes, the options to obtaining that status of units in Basque shall be analysed, fostered and developed, as far as possible.

The linguistic criteria will have to be completed, specified and agreed as the Kabia protocols and processes unification process are carried out. Therefore, these guidelines are only the start of a process that will allow the general framework to manage linguistic equality at the Kabia autonomous provincial body to be disseminated and shared.

When preparing a Kabia strategic process, key point or medium, for example, the way to manage linguistic equality will have to be defined, always based on the agreed general framework; the new agreed criteria will then be included in the Kabia general guidelines, using the agreed procedure or methodology. However, when necessary and agreed, the general framework may be adapted to the circumstances. Therefore, the "Guidelines for Managing Linguistic Equality at Kabia" will be a "living" document.

Furthermore, establishing the level of compliance of this document, using the agreed procedure and methodology, will be essential. The tools and methodologies offered by the Bikain Basque Language Quality Certificate may be useful to assess the level of compliance. In short, Kabia has to establish, on the one hand, whether or not we are guaranteeing linguistic equality in service provision and, on the other hand, whether or not Basque is the main working language at our work centres.

### 3. PRINCIPLES OF THE GUIDELINES

The Universal Declaration of Human Rights states that all people have the same rights and there cannot be cases of discrimination. It is a basic rule of coexistence: all people are different, but they have the same rights. Therefore, acting with equity in minorization situations is the fairer way to achieve equality.

One of the ways of overcoming discrimination is to drive linguistic equality. Moreover, real human diversity is not in the colour of the skin, but rather in the diversity of languages and cultures. It is the responsibility of everyone, and particularly of public organizations, to also protect human diversity, as we do so with biodiversity, and to help the development of minoritised language communities.

Consequently, three core areas have to be taken into account regarding language coexistence:

- Freedom. The right of people to the free choice of languages in all areas where it is not regulated must be recognised.
- The responsibility to understand. It is essential for the other person to be willing and have the necessary knowledge to understand in order to substantiate that right. In a community with two official languages, the universalization of the ability to comprehend will be the guarantee to be able to use any of those two languages and monolingualism, on the other hand, will be the greatest obstacle to the free choice of the language that they wish to use.
- Social justice. Balance sought after by equality. Gipuzkoa has two official languages. But one of them, Spanish, has 500 million speakers and, furthermore, there is the legal obligation to know it. The Basque Language, for its part, has a history of contempt and bans. Consequently, to reach that balance sought after by equality, the institutions and stakeholders of Gipuzkoa must strive for the Basque language to have its own spaces, so that from there it can ensure the influence and prestige of Basque.

According to Professor Iñaki Agirreazkuenaga, as regards the use of languages, the Public Administrations must guarantee that the official language chosen by the general public is used. On the other hand, given that it is up to each administration to decide what its working language is, the workforce consequently lack linguistic rights at work and cannot therefore qualify in which language they will work. Clearly, they have the same linguistic rights as any other person outside the workplace.

Similarly, as the health of the languages reflects that of society, it is the responsibility of the public administration to extend that equality to other spheres of society. They must also be a benchmark here. Therefore, as there are so many companies and organisations here that only operate in Spanish, it is essential to generate other benchmarks and give impetus to organisations that mainly operate in Basque. Pursuant to Article 36.1 of the Legal System applicable to the Public Administration Act (Act 4/1999 and subsequent changes), the public authorities have the option to determine both Basque and Spanish as a priority working language, provided that, as already discussed above, it does not qualify the language chosen by the general public.

Taking these points into account, these Kabia guidelines are also based on two other principles, which are aligned with the policies of the Department of Social Policies and the Linguistic Equality Division of Gipuzkoa Provincial Council:

1. Principle. The Kabia Strategic Plan 2016-2019 states that its mission is to provide quality care and tailored and comprehensive attention for users and their relatives, while meeting their needs and guaranteeing their rights.
2. Principle. The Provincial Council's Strategic Plan 2015-2019 states that, if not established to the contrary, priority will be given to fostering the use of the Basque Language, both in the Provincial Council and the rest of the stakeholders of the territory, in order to put the linguistic options on an even playing field and foster equality between speakers.

Therefore, given the above, the fundamental criteria that KABIA will apply in its activities are:

- The KABIA service language will be the one used by the user, with the use of Basque always being pro-actively encouraged.
- The KABIA working language will mainly be Basque, which is thus in line with the objectives of Gipuzkoa Provincial Council and harnesses the legally envisaged right.

This document has been prepared based on those principles. Kabia is aware that there is still a way to go to achieve them and that the pathway will be different for each of the centres and individuals of this organisation, as we are not all starting from the same baseline.

## 4. SERVICE LANGUAGE

### 4.1. HOW TO CONDUCT VERBAL RELATIONS

#### 4.1.1. How to answer the telephone and when working in reception

- When speaking by phone, the first and last word will always be in Basque. The person who answers the phone will ask the following: :
  - *Kabia (as applicable, the name of the centre), egun on?*
  - *Kabia (as applicable, the name of centre) bai esan?*
  - *Agur eta ondo izan.*
  - *Eskerrik asko eta agur.*
  - *Hurrengo arte.*
- Bilingual workers will have a proactive attitude. They will say the second word in Basque, to confirm to the caller that the latter can speak in that language if they want to (Prejudice often leads to Basque speakers being addressed in Spanish).

- *Kabia (as applicable, the name of centre) egun on?*  
 - *Hello. I am a relative of Xxxxx Xxxxx. Can I speak to her?*  
 - *Bai, noski. Itxaron momentu bat, mesedez.*  
 - *Eske..., gaur bere urtebetetzea da, eta zoriondu nahiko nuke.*  
 - *Bai, oso pozik dago. Berehala jarriko da. Itxaron momentu bat, mesedez.*  
 - *Eskerrik asko.*

- If communication breaks down or the user indicates that they want to speak in Spanish, the conversation will continue in the language chosen by the user.
- Anyone who does not speak Basque can seek help from their bilingual colleagues as necessary.

#### 4.1.2. How to deal with a person face-to-face

- The first and last word will also be in Basque when dealing with a person face-to-face- The person at the reception of the building will ask the following:

*-Egun on, zertan lagun zaitzaket?*  
*-Kaixo, norekin egon nahi duzu?*  
*-Arratsalde on, laguntzarik behar duzu?*  
*-Agur.*  
*-Gero arte.*

- Bilingual speakers will have a pro-active attitude and even the second word will be in Basque, to confirm to the visitor that the latter can speak in that language if they want to (Prejudice often leads to Basque speakers being addressed in Spanish).

*- Egun on, zertan lagun zaitzaket?*  
*- I would like to visit Xxxx Xxxxx.*  
*- Egongelan dago. Ba al dakizu non dagoen egongela?*  
*- Ez, ez dakit non dagoen.*  
*- Ezkerreko pasilotik segi eta bigarren atea da.*  
*- Eskerrik asko.*  
*- Ez horregatik. Gero arte.*

- In other cases, even though they answer in Spanish, they would like you to speak to them in Basque. Therefore, you can answer in Basque to the question in Spanish and if communication does not break down, a bilingual conversation can be held. For example:

*- Egun on, zertan lagun zaitzaket?*  
*- I would like to visit Xxxx Xxxxx.*  
*- Egongelan dago. Ba al dakizu non dagoen egongela?*  
*- No I don't, I don't know where s/he is.*  
*- Ados. Ezkerreko pasilotik segi eta bigarren atea da.*  
*- Thank you.*  
*- Ez horregatik. Gero arte.*

- If you know the visitor and a longer explanation is needed, you should ask them if they would

like it to be in Basque or Spanish and you should answer depending on their choice.

- If communication breaks down or the user tells us that they want to speak in Spanish, continue the conversation in the requested language.
- Bilingual workers will insert phrases that are easy to understand in Basque or translated into Spanish to offer the opportunity to speak in Basque, provided that communication does not breakdown and without the user being made to feel uncomfortable. For example:

- *Bai.*
- *Ados.*
- *Ez esan / Really.*
- *Bai zera!*
- *Ez da egia izango!*
- *Eta zer gertatu zen? / And what happened?.*

*(It is a tool to change habits. Linguistic situations are dynamic and someone who does not know enough to communicate in Basque today may do so tomorrow, but will not dare to take the first step).*

- *Anyone who does not speak Basque can seek help from their bilingual colleagues as necessary.*

#### 4.1.3. How to provide an automated service

- Answer machines and telephonic information services will give the information in Basque and Spanish, respectively, following the example set by Kabia:

*Kaixo. Kabiara deitu duzu. Hau Elgoibarko San Lazaro zentroa da. Utzi zure mezua soinua entzun ondoren.*

*Hello. You have called Kabia. This is the San Lazaro de Elgoibar home. Please leave your message after the tone.*

- Whenever possible (VoIP answering machines), the user should be asked to select the language and they will receive the information according to their choice.

*Kaixo. Kabiara deitu duzu. Hau bulego nagusia da. Gurekin euskaraz egitera gonbidatzen zaitugu, sakatu 1.*

*Hello. You have called Kabia. This is its main office. If you wish to speak Spanish, push 2.*

#### 4.1.4. How to provide the service verbally to the users and relatives

- The personalised service offered to the users and to their relatives will be in the language - either Basque or Spanish - that they choose. These services include the following:
  - Once the application has been submitted, the family and the user are interviewed as the appraisal prior to receiving the services.
  - Explanations about the residential home or the services and the visits: introduction to the home, internal rules, explanations about the services and the rates.
  - Meetings and explanations about the individual care plan, its evolution and monitoring.
  - Relationship with the lead professional.
  - Routine basic activities: practices related to getting up and going to bed, personal hygiene and getting dressed, meals, activities...
  - Activities related to community and social participation.
  - Activities to work on cognitive functions.
  - Activities to work on affectivity.
  - Socio-cultural activities.
  - Nursing and medical services.
  - Coffee shop, chiropodist and hairdressing services.
  - Services related to faith and religions.
  - Internet and telephone services: software...
  - Reading and listening to the media in Basque: newspapers, radio and television.
  - Music.
  - Signs, posters and pinboards decorating the linguistic landscape.
  - Relationship with Kabia management: contract and means of payment; complaints, suggestions and claims...
  - Information on social resources and help to manage them.
  - Help with carrying our personal formalities.
  - Family hotline, training and participatory activities.
- Kabia has established the basic lexicon and phrases to offer the service in Basque and Spanish

and which are within the grasp of all the workers to learn and use them correctly.

- If the users and the relatives prefer a third language, that will be taken into account. The management team will establish if there is a worker in the group who knows this language and will take the necessary steps for the others to learn and use basic phrases (greetings, friendly phrases, etc.) and will study whether it is appropriate to contract or use an interpretation device or service (automatic translators, telephone interpreters, communicating through drawings, etc.). There is currently no guarantee that all the services can be provided in that language. In the case of a person being unable to communicate, the matter will be considered in depth and the relevant areas will be analysed.
- Group activities will take place in Basque and Spanish, depending on the make-up of the group (bingo, gym and that type of activities are a good option to learn numbers and basic words).

#### 4.1.5. How to identify the language selected by the users and their relatives

- Data will be obtained on the linguistic ability and the language use of the users and their relatives in order to provide a quality service. This involves two things:
  - On the one hand, we will identify what the first language<sup>1</sup> and the communication language<sup>2</sup> are of the users and their relatives in question both for verbal and written communications. In other words, at the time of the entry appraisal, the lifelong language journey is established, along with the language in which they wish to communicate both in the written and verbal relations (they may be different). That information will be recorded in the relevant ResiPlus sections: the user record, the personalised care plan, care plan, contract section. Apart from Basque and Spanish, other languages that are not official in our territory may appear in that journey. In that case, the users will be asked about them and they will be recorded in the document.
  - On the other hand, that information will be passed on to all the workers, which will act when providing the service according to the criteria in the document. The pathways to communicate that information to the workers include the following: include it in the individual care plan for the user, check the section that ResiPlus has for that purpose, put a list according to the first language and the communication language on the control point notice board, indicate it on the user's record on the cupboard, etc.
- Three methods are used to identify the first language and the priority language of the users:
  - Ask the institutions that have previously dealt with them what the language chosen by the

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<sup>1</sup> First language learnt as a child

<sup>2</sup> Priority language chosen in the present for day-to-day life

user and their relatives is. It should be ensured that it can be contained in the EXTRANET tool.

- As the Basque language has been minoritized, the most effective way to guarantee the selected language and identify the people who want to communicate in Basque is to set an example and invite them to communicate in that language. This can be done in different ways: giving priority to Basque on the language map; ensuring signs are visible that recognise the right to speak in Basque in buildings and rooms; using a symbol (that they will wear) to identify the workers who are ready to speak in Basque (bilingual); with the first, second and last words in Basque...
- Ask them directly in which language they want to communicate.

## 4.2. HOW TO DEAL WITH THE USERS AND THEIR RELATIVES IN WRITING

### 4.2.1. General criteria for documents

- The users and relatives who have asked for written information to be in Basque, they will be offered documents produced in Basque. These will include:
  - All the documents produced by the Kabia administrative department: contract, internal rules, guidelines...
  - The Personal Care Plan and its sections.
  - The daily monitoring log that is used at the day centres.
  - Health-related documents.
  - Any communication sent by postal mail or by email.
  - The materials and cards, games, etc. that are used in the activities.
- Any document received in Basque will be answered in Basque. Therefore, any worker who does not know Basque may ask his bilingual colleagues to help them.
- The **mainstream forms or documents (to be printed or handed over): in Basque or in both languages.**
- The website forms: in Basque or Spanish (depending on the selected language).

### 4.2.2. Documents for the users prepared with the authorities

- In the case of the documents prepared with other authorities (Osabide report, prescription, etc.), Kabia will propose complying with the criteria established in them and will seek to agree measures to guarantee so, with an emphasis on always respecting team work,

responsibility and the freedom of decision of each institution.

#### 4.2.3. How to identify the language

- Apart from the proposals in Section 4.1.5 to determine the language selected by the users and the relatives, two other methods have been established to active pro-actively when using e-mail messages.
- Always write the initial greeting and end the messages in Basque.
- Add a phrase to the electronic signature, as set out in the example below:
  - *Nahi baduzu, nirekin euskaraz!*
  - *Mezua euskaraz jasotzeko aukera daukazu. Anima zaitez!*



- Furthermore, the users and their relatives will be expressly asked in which language they prefer the written relations to be.
- The language that they select will be recorded in the specific ResiPlus section, so that the workers that they deal with and those working at the Kabia central services can see it.

## 4.3. THE KABIA IMAGE

### 4.3.1. How to set out the sign

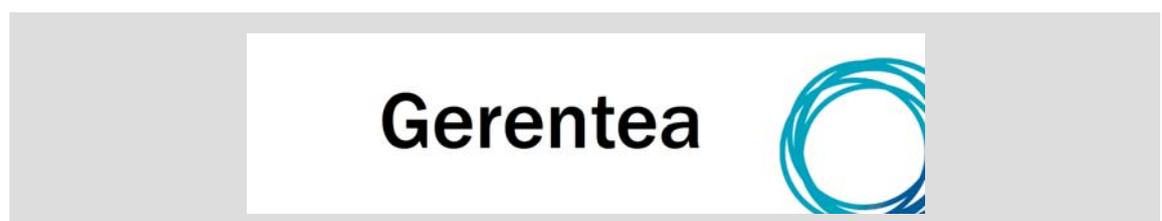
- The main signs placed outside the buildings will bear the Kabia brand in colour, with the coat-of-arms of the Provincial Council in grey or in the platinum version, the name of the residential home and the town. The signs will follow this model:



- The sign placed within the buildings to identify the spaces and services will following this model:



- The terms used to identify the spaces and the posts will be the ones on the unified list for the whole of Kabia.
- As regards the text, letter types from the Franklin Gothic family will be used; the Franklin Gothic Medium font will be used in Basque and the Franklin Gothic Book in Spanish.
- The words of the sign will be written in Basque when the spelling is similar in Spanish or when they are understandable along with a standardised pictogram. For example:



## Komuna



- The other headings (permanent or temporary warning, information about activities and services, general and daily menus, etc.) will be written in Basque and in Spanish, following the two-block example, and they will all have the Kabia brand that should be legible (it cannot be under 7 mm).



**Igogailua matxuratu egin da.  
Eskuinean dituzun eskailerak  
erabili.**

**El ascensor no funciona.  
Utilice las escaleras de la  
derecha.**

- If more than one page is needed, the text will be written in Basque on one and in Spanish on the other, following the two-block structure in the same way.
- The most common signs and posters are included in the unified set of poster models for Kabia. The new posters that are repeated will be mainstreamed and will be added to the set.
- There will be a minimum of spaces in each building for the information to reach the users, relatives and workers (apart from what each service may put on its door):
  - The notice boards for the users and relatives will be at the main entrance to the residential home and in a conspicuous place on each floor or space.
  - The notice board for the workers will be hung in the locker rooms and in the control area, office or any place earmarked for it in each plant or space.
- In the cases of posters and information not created by Kabia, the authors or issuers will be informed of the guidelines and they will be asked to send them in Basque. If they continue to send it only in Spanish after being asked three times, the manager in question will assess whether or not publish that information.

#### 4.3.2. How to design the stationery

- Only the Kabia logo will be used on the headings and on other media, if possible.
- The stamps will be in Basque or in Basque and Spanish.

- General:

- In/out registry:

- Document receipt:

- Date:

- Authenticated:

- San Juan residential home:



- When the address has to be written along with the Kabia log and the Provincial Council's coat-of-arms, it will be in Basque on the envelopes, the business cards and folders (A3). If the post is understandable, it will be written in Basque; otherwise, in Basque and Spanish, in that order.



- Address:

Txara 1  
Zarategi pasealekua 100  
20015 Donostia

#### 4.3.3. How to produce the staff identification cards

- When the workers wear a card accrediting their post or that is embroidered on their clothes, the text will be in Basque or in Basque and Spanish.

#### 4.3.4. How to organise public events and how to act in them

- Public events (meetings held once a year with the relatives, official presentations of the institution, etc.) will be in Basque or in Basque and Spanish (with all the information given in the two languages, in that same order), always using resources to guarantee that all participants understand it (simultaneous translation system, whispered simultaneous interpretation system, sending them or explaining the documents beforehand, etc.).
- The notices, presentations and documents to be used at the events will be prepared and circulated in Basque and Spanish. Priority will be given to creating documents in Basque. Otherwise, they will be created in Basque and Spanish at the same time. Translating of the document into Spanish will not be left until the last moment.

- The event will start by explaining to the participants how the meeting will be run and the guidelines for linguistic equality. The people who do not understand Basque will then be identified and, depending on the number, action will be taken in one way or another. If there is nobody who does not understand or just a handful of people, the meeting will be held in Basque and the whispered simultaneous translation system will be used to guarantee that everyone understands. If, on the other hand, there are many of them or they are the majority, the meeting will be held when there is an interpretation service. If that is not the case, the meeting will be held in both languages, making sure that all the important information is offered both in Basque and in Spanish, but seeking ways to avoid symmetric translation: the verbal explanation in one language and the presentation medium in another, distribute a summary of the main ideas beforehand, offer the opportunity to explain the topics prior to the event, etc.
- If any of the participants ask a question, they will be answered according to the language used.
  - If the question is asked in Basque, the answer will be in Basque. Should there be just a few people who do not know Basque, the whispered simultaneous translation system will be used. However, if there are many people who do not know Basque, a summary of the answer will be provided in Spanish.
  - If the question is asked in Spanish, it will be answered in the same language, but adding an expression in Basque. For example: "Bai, ulertu da?" / "Ados?".

#### 4.3.5. How to produce the publication, announcements, advertising campaigns and press releases

- Any publications, announcements, advertising campaigns and press releases aimed at the general public will be produced in two ways: in Basque or in Basque and Spanish, to use them according to the target audience and the socio-linguistic environment.
- The translation of the document will be part of the document creation process, which will be published in Basque and Spanish. No document can only be disseminated in Spanish until it is translated.
- Document publication: first, the version will be published in Basque, followed by the version in Spanish. A general introduction will be included with details of the location of each version.
- The slogans for advertising campaigns will be thought up in Basque or in Basque and Spanish.

#### 4.3.6. How to make audiovisual materials

- Any videos made for promotion campaigns will be in Basque, with subtitles in Spanish.

- Any audiovisual materials that may be created to be published on the website will have a version in Basque and another in Spanish, so that the visually impaired may also have the possibility of understanding them. The subtitles will be in the same language as in the audio, for any people with a hearing impairment may also receive the information.
- If, as an exception, any audiovisual material is created in Basque and Spanish, the fragments in Basque will have subtitles in Spanish, and vice versa.

#### 4.3.7. How to handle the website and the social media

- The information and forms of the Kabia.eus online portal are in Basque and Spanish. The first time that users access the portal, it will be in Basque. From then onwards, they will find it in the language chosen on their last visit. The selection can be changed at any time.
- The standardised forms or documents to download will be in Basque or in Basque and Spanish. For example, the document that the interested party receive after registering will be in Basque if they register in Basque; and if, on the other hand, they do so in Spanish, they may receive it in both languages; in other words, in Basque and Spanish.
- The electronic log is the same as the one that the Gipuzkoa Provincial Council has, adapted to the Kabia autonomous entity. It may be completed in Basque or Spanish, depending on the language selected to enter Gipuzkoa Ataria.
- The application includes which language was used by the user to register the documents. The language used to submit the documents and that chosen as the priority language (it may have been generated by an entity that has not taken the language rights of the user into account) may sometimes be different. The answer will always be in the language chosen by users and which appears in their records. If they need the documents in another language, they will just have to let that be known and it will happen.
- The queries, suggestions, complaints and claims section also offers the option of completing them in Basque or in Spanish.
- In the social media (Twitter, Facebook...), both the messages in Basque and in Spanish will be grouped in a single account.
  - All the information will be disseminated in Basque and Spanish, respectively, leaving a time gap between the two messages.
  - If, as an exception, two messages are published at the same time, that will happen in Spanish and Basque in turn.
  - A hashtag with the names of the residential homes will be used to indicate the sphere of influence.

## 5. THE WORKING LANGUAGE

### 5.1. HOW TO LINK THE LINGUISTIC LANDSCAPE TO THE WORKPLACE

#### 5.1.1. Provisional work-related posters and notices

- Provisional posters, notices, wall and other posters will be in Basque, using the Franklin Gothic Medium font and following this model:



- If considered appropriate, a drawing may be used alongside the text to make it more understandable.



- Those posters will only be hung in the places indicated for that purpose, in other words in the control areas or in the offices. They will not be scattered around the centre, as we want to

have a homelike atmosphere, not of a hospital or of an institution.

### 5.1.2. Small signs in the workplace

- Small signs (on cupboards, shelves, folders, files, etc.), wall and other posters used in the workplaces will be in Basque, based on this model:



- The names of the folders and the computer network files will be written in Basque as follows:
  - When naming them, the first letter will be uppercase, and the others in lowercase, without full stops, accents or other type of characters. If the name of the folder is more than one word, the underscore will be used to join them. For example: [Hizkuntza\\_berdintasuna\\_jarraibideak](#)
  - The abbreviations eu and es will be used to name the versions of a single file. For example: [Hizkuntza\\_berdintasuna\\_jarraibideak\\_eu.doc](#) and [Hizkuntza\\_berdintasuna\\_jarraibideak\\_es.doc](#)
  - if they are different versions, the version number will be added to the abbreviation. For example: [Hizkuntza\\_berdintasuna\\_jarraibideak\\_eu\\_b01.doc](#)
  - If a date appears in the name, first the year and then the three first letters of the month and the day will be written before the name of the file. For example: [Hizkuntza\\_berdintasuna\\_jarraibideak\\_eu\\_2017ots06.doc](#)
- Any documents from outside the organisation will be an exception as it is not considered to be appropriate to rename them.

### 5.1.3. Health & Safety and Environmental Signs

- Standardised pictograms will be used on health & safety and environmental signs.



- When an explanation is necessary, it will be in Basque.



- A summary of the emergency plan in Basque and Spanish will be available for all visitors. The meaning of the signs and how to act in possible emergency situations will be explained in a summarised and graphical way.

### 5.1.4. Signs on the machines used in the workplace

- The signs, screens, warnings and buttons will be in Basque on the machines used in the workplace (photocopiers, etc.) and on coffee and food machines.

## 5.2. HOW TO TALK IN INTERNAL COMMUNICATIONS

### 5.2.1. How to talk in relations between workers

- Telephone and face-to-face relations between workers within the institutions will be in Basque.

- Therefore, the first, second and last word will be in Basque in face-to-face and telephone relations (with another service, with another residential home or with the main offices).
- If any of the workers is not comfortable using Basque, those who are bilingual will have a proactive attitude, provided that communication does not break down.
- Any workers with low language skills will encourage their colleagues to speak in Basque and will foster bilingual conversation. There will thus be an emphasis on mutual respect and increasing the ability to understand. Those people will not be required to speak in Spanish to their colleagues. They can use phrases such as the following ones:
  - *Zuk euskaraz hitz egin eta nik gaztelaniaz erantzungo dizut. Ulertzen dut, baina kostatu egiten zait hitz egitea.*
  - *Please speak in Basque and I will answer in Spanish. I understand it but I find it difficult to speak it.*
- In the case of a conversation in Spanish, the bilingual people will use understandable phrases or insert translations from Basque to Spanish to help their colleagues with lower language levels to understand.

### 5.2.2. How to organise meetings and how to speak in them

- Verbal communications at the KABIA work meetings, as well as those of the Board of Governors<sup>3</sup>, those that occur between different centres and those held at each centre, will all be in Basque.

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<sup>3</sup>

Approved by the Governance Committee in the meeting on XX April 2017.

## MEETINGS OF THE BOARD OF GOVERNORS

(Approved by the Kabia Board of Governors on 28 April 2017)

Verbal communications at the working meetings of the Kabia Board of Governors will all be in Basque.

The person managing the meeting will speak in Basque, as Basque speakers will do as well; the other people, who are not able to express themselves in Basque, may do so in Basque or in Spanish.

- Until it can be ensured that all the people of the institution are able to understand:
  - At least some part of all the meetings will be in Basque. They will start with the most simple, and targets and actions will be agreed until the meetings can be fully held in Basque.
  - The meeting will start by explaining to the participants the agenda, how the meeting will be run and the guidelines for linguistic equality (this will not need to be repeated in standard meetings, once the guidelines have been established).
  - The people who are able to understand Basque will then be identified and a whispered simultaneous translation system will be used to ensure they understand.
  - The following meetings will be treated as exceptions and held in Spanish: when it is a highly specialised theme and/or there is someone who is irreplaceable among the participants.
  - When the level of understanding of the participants is assured, they will mainly speak in Basque: the person managing the meeting will speak in Basque, as Basque speakers will do as well; the other people, who are not able to express themselves in Basque, may do so in Basque or in Spanish.
  - Depending on the theme, bilingual people should insert Basque and Spanish and use key words in both languages to help their colleagues with lower language skills to learn.
  - In some cases, people with a lower level of understanding, whether written or verbal, may need to be told beforehand of the main key points of the themes in question, in order to better follow the thread.

## 5.3. HOW TO DRAFT INTERNAL COMMUNICATIONS

### 5.3.1. How to write in internal relations

- The relationship in writing between workers will be in Basque.
- The notice board, the suggestion box, intranet and the KABIA fact sheet will be in Basque. When the messages are aimed at all the workforce of the Kabia residential homes, they will be written in Basque and Spanish until the aim of universal language proficiency has been achieved within KABIA.
- The notices of meeting and their agendas will likewise be in Basque. As regards the minutes, they will be drawn up in Basque or in the language used by participants. In the case of those documents that are going to be published, the option of translating them into Spanish will be studied.
- The reports that the KABIA members take to the meetings will be produced in Basque, and, according to the situation, other options will be studied: to provide a verbal and written summary of the document, translate it in full into Spanish...

#### MEETINGS OF THE BOARD OF GOVERNORS

(Approved by the Kabia Board of Governors on 28 April 2017)

The notices of meeting and their agendas of the Board of Governors will likewise be in Basque. As regards the minutes, they will be drawn up in Basque or in the language used by participants. In the case of those documents that are going to be published, the option of translating them into Spanish will be studied.

The reports that the KABIA members take to the meetings will be produced in Basque, and, according to the situation, other options will be studied: to provide a verbal and written summary of the document, translate it in full into Spanish.

The aim will be to produce documents that must be published or disseminated immediately bilingually: calls to tender, amendments to the lists of jobs, financial statements, etc. In any event, the criterion for the document to be bilingual will be what is agreed in the "Guidelines for Managing Linguistic Equality at Kabia".

- KABIA has a list of the most standard documents and which sets out in which language each will be drafted. Those documents are as follows:

TYPE OF DOCUMENT	In Basque (create)	In Spanish (to be published <sup>4</sup> )
<ul style="list-style-type: none"> <li>Short texts: emails, warnings, notifications, receipts and forms</li> </ul>	X	
<ul style="list-style-type: none"> <li>Short texts: receipts.</li> </ul>	X	X
<ul style="list-style-type: none"> <li>Long texts: statements, reports, projects, etc.</li> </ul>	X	X
<ul style="list-style-type: none"> <li>Work orders, daily work logs, plans, use fact sheets, control logs, non-compliances, corrective actions, deposit slips, control, maintenance reports and similar documents.</li> </ul>	X	
<ul style="list-style-type: none"> <li>Document in and out registries.</li> </ul>	X	
<ul style="list-style-type: none"> <li>Plans and assessment.</li> </ul>	X	X
<ul style="list-style-type: none"> <li>Annual budgets and financial statements.</li> </ul>	X	X
<ul style="list-style-type: none"> <li>Functions and descriptions of the jobs.</li> </ul>	X	X
<ul style="list-style-type: none"> <li>Documents relating to quality, environment, prevention and others: processes, procedures, templates, records and audits (internal and external).</li> </ul>	X	<sup>5</sup>
<ul style="list-style-type: none"> <li>Documents relating to managing workers: work schedules and calendars, telephone lists, notices of meetings, forms, warnings, circulars, notifications by email...</li> </ul>	X	X <sup>6</sup>
<ul style="list-style-type: none"> <li>Communication plans; the corporate image manual to be in Basque.</li> </ul>	X	

<sup>4</sup> This group also includes documents related to managing workers.

<sup>5</sup> Exceptions will be the procedures that affect people with B1 linguistic profile. Those procedures will be translated into Spanish to be able to distribute them in Basque and Spanish.

<sup>6</sup> Exceptions will be the documents in Basque that are understandable, such as: work schedules, calendars, telephone lists, etc. Those documents will be distributed in Basque to the whole workforce.

- Until the process to guarantee the universal language skills within KABIA meets their objectives, anybody finding it hard to write in Basque may be exempt, provided that they so request in writing and after the improvement groups of each centre analyses the request, and the person in charge of the organisation, improvement and ICT department accepts it. However, even the exempted people will write the basic greetings and phrases in Basque.

### 5.3.2. How to use the IT resources

- The applications and programmes, both general (Outlook, Windows, Office...) and specific, available for computers, laptops, tablets, cell phones and other devices will be installed and used in Basque.
- All the applications will be set up to create documentary results in Basque.
- The new applications will be set up in Basque from the start, along with the user manuals.
- KABIA will ask the IT service provider to appoint a bilingual person to be the point of contact.
- Should any of the workforce have difficulties, that person may apply in writing to the person in charge of the Kabia organisation, improvement and ICT department to install a version in Spanish.
- The computer resources used by KABIA are as follows:

AREA	APPLICATION	USE
Electronic Office	Profile of the contractor	The information will be published in both languages. The information will be entered in the version in Basque.
	In and registries, and electronic registries	The information will be entered in Basque. In the case of the electronic registry, the user will decide which language to use.
Economic management	Results-oriented budget	The information will be published in Basque and Spanish. It is a DFG corporate application and is in both languages and will be used in Basque.

Social Policy	Sareko (Accounting)	The application is in both languages. The information will be entered in Basque.
	Application to manage the contributions of the users.	It is in both languages. The information will be entered in Basque.
	Extranet (Application of the Social Policy Department: to manage users and services provided by social services)	It is in both languages. The Kabia central service does not enter the information, but rather downloads what is available (to manage the economic contribution that users must make). The centres will enter the information relating to the movements of the users in Basque.
Management and Communication	Midenet	The application is in both languages. The information to be managed will be entered in Basque.
	Liferay (for the website)	The information will be published in Basque and Spanish.
	Elkarlana Platform: platform (to manage projects with representatives of different institutions)	The application is in both languages. Basque will be used.
	ResiPlus	Basque will be used. The application is now in both languages and, until the process to guarantee universal language skills at KABIA meets its target, details will be provided which section is to be completed in Basque and which in Spanish.
	Osabide	KABIA will encourage its use in Basque. The application is owned by Osakidetza and how to gradually progress in this area will therefore be agreed with that intuition.

## 5.4. HOW TO MANAGE THE WORKFORCE

### 5.4.1. How to welcome new members of staff

- The protocol, the induction leaflet and the verbal explanations for the people who start to work at KABIA will be in Basque.
- As part of the induction protocol, the new member of staff will be informed both of the Guidelines for Managing Linguistic Equity and the specific criteria affecting each individual.
- Apart from information about the characteristics of the job and the centre where they will be working, they will also be told about the language status of each user or colleague.
- Apart from the garments to be used at work, they will also be given the symbol indicating that they are a bilingual individual (when Kabia has introduced that symbol).
- The linguistic skills for each job will always be taken into account when recruiting new staff.
- The people joining the company will be given the document setting out the duties and description of the jobs in Basque or in Basque and Spanish, according to the linguistic profile of each job: in Basque and Spanish to the people who are going to hold a post that requires a B1 linguistic profile, and in Basque to everyone else.
- As part of the unification process, while the level of understanding is being improved, as the centres integrate, the version in Spanish of the document will be used for the workers at the centre and who still do not have sufficient language skills.

### 5.4.2. How to act with students on work experience

- The criteria to be followed with people on work experience will be the same as those used for people joining the company: the Induction manual and the verbal explanations will be in Basque (adapted to the needs of the people on work experience); the Guidelines for Managing Linguistic Equality and the specific language criteria that affect them; they will be informed about the linguistic situation of the setting and they will be given the symbol that indicates that they are bilingual.
- The students will provide proof of meeting the linguistic profile for each post; either by means of producing documentary proof, of having studied in Basque (over 50% of the curriculum) or the school guaranteeing that the student has the sufficient level.

### 5.4.3. How to manage the selection, contracting and development of the workforce

- As a public entity, it will have to fulfil the skills levels required by the public authorities. Its commitment is to reach the skills level for each centre and advance in the process until all the centres form a Basque language unit.

SELECTION PROCESS	In Basque	In Basque and Spanish
<b>EXTERNAL PROCESSES (PUBLIC)</b>		
Offers of public employment		X
The VERBAL instructions on the day of the exam will be given in Basque or bilingually according to the language skills required of the post to be filled. However, in the case of posts with profile 3 or 4, the person taking the exam may request that they are given in Spanish.	LP 3 or 4	LP 1 or 2
The person taking the exam will choose the language that they want to use in the exam: Basque or Spanish.	X	X
The standardise sheets of the exam and the written instructions		X
<b>INTERNAL PROCESSES (FOR KABIA STAFF)</b>		
The job offers will be in Basque or bilingual according to the language skill required of the post to be filled	LP 3 or 4	LP 1 or 2
The VERBAL instructions on the day of the exam will be given in Basque or bilingually according to the language skills required of the post to be filled.	LP 3 or 4	LP 1 or 2
In the jobs with LP 3 or 4, at least one exam will be in Basque	X	X
In the case of posts with LP 1 or 2, the person taking the exam will choose the language that they want to use in the exam: Basque or Spanish.	X	X
The standardised sheets of the exam and the written instructions will be in Basque or bilingual according to the	LP 3 or 4	LP 1 or 2

language skills required of the post to be filled

- Everyone joining the company will accredit the linguistic profile required of their post prior to starting.
- When the posts are filled by means of internal promotion, the language level will always be accredited prior to filling the new post.

#### 5.4.4. How to draft legal documents

- The collective bargaining agreement will be in Basque and Spanish.
- The appointments of civil servants will be in both languages.
- When a contract is going to be entered into with a person, they will be offered the option of it being in Basque or in Basque and Spanish, so that it is up to them to choose.

#### 5.4.5. How to create and manage the documents to the staff management system

- A census will be taken to record the linguistic option of the people who work at KABIA. Each time that a new person joins the staff, they will be asked which language they wish to prioritise and their choice will be respected when giving them the T10 tax records, payroll and Social Security and Tax documents. The workers may change their choice at any time and KABIA will ask them from time to time if they wish to change it. That question will be asked as part of the campaign to encourage the use of Basque.
- The KABIA workforce may choose to fill in the following documents either in Basque or Spanish: requesting a reduction in working hours, holiday request, licence application, per diem and travel payment request, job appraisal surveys, request to recognise prior work, suggestions, application to do a training course, and the relevant survey.

## 5.5. HOW TO ORGANISE JOB TRAINING

### 5.5.1. How to manage the courses

- Course announcements and registration, satisfaction survey, applications used for that purpose and other items will be in Basque or in both languages (Basque-Spanish).
- The training plan and the monitoring tools will be in Basque.

### 5.5.2. How to talk in the training sessions

- The training sessions organised by KABIA will be in Basque. Exception will be made in the case of courses to study other languages or those that cannot be given in Basque due to the characteristics of the subject or of the instructor; for example, when the speaker comes from abroad. Until the general level of understanding has been ensured:
  - Versions in Spanish of the sessions in Basque may also be organised. Therefore, priority will be given to suppliers that can offer them in Basque and in Spanish.
  - Workers who have linguistic profile 2 or above will do the courses in Basque. If deemed appropriate and the course allows it, people with a lower level may also do the course in Basque. The language used for training is an important variable to be able to work in Basque.

### 5.5.3. How to distribute the written documents of the training sessions

- The documents of the courses taught in Basque will be distributed in that language. Those documents will be prepared prior to the course being held.
- Exceptions:
  - When the workers with a linguistic profile under 2 attend a course in Basque, they will be given the documents in Basque and in Spanish to make sure they understand.
  - The material of the courses that due to the characteristics of the subject or the instructor is not given in Basque will be distributed in Basque, if so decided, to facilitate the work in that language.

## 5.6. HOW TO ACT WITH THE AUTHORITIES

### 5.6.1. How to communicate verbally and in writing with the authorities

- KABIA will inform the public authorities with which it works that it wants their written and verbal relationship to be in Basque, both in the meetings and in the dealings between people.
- KABIA will always answer in Basque the verbal and written communications in Basque received from any authority.
- KABIA, at the start of each planning period, will identify and check which administrative departments work in Basque and the whole workforce will have that information at its disposal. Similarly, the information systems used to identify the workers of the authorities

with which KABIA deals (telephone lists, for example) will indicate their language skills and which of them work in Basque sections.

- Here are the authorities that KABIA usually deals with, along with the criteria to be applied:

DEPARTMENT, SERVICE	DEALINGS: VERBAL AND WRITTEN
GIPUZKOA GENERAL ASSEMBLIES	The explanations of presentations in Basque or in both languages. The media and documents to be distributed in Basque and Spanish
INSTITUTIONS OF THE DEPARTMENT AND PROVINCIAL PUBLIC SECTOR OF THE PROVINCIAL COUNCIL	Verbal and written dealings in Basque. Otherwise, the criterion for the service language will be used.
LOCAL COUNCILS	Verbal and written dealings in Basque. Otherwise, the criterion for the service language will be used.
BASQUE GOVERNMENT AND ITS PUBLIC INSTITUTIONS	Verbal and written dealings in Basque. Otherwise, the criterion for the service language will be used.

## 5.7. HOW TO MANAGE RELATIONS WITH SUPPLIERS

### 5.7.1. Criteria for the supplier contracting process

- These are the linguistic criteria that KABIA will use in the supplier contracting process:

AREA	MANAGEMENT OF THE WHOLE HOME OR DETAILED CARE SERVICE	ADVISORY OR OTHER SPECIALIST SERVICE	SUPPLIES AND WORKS
<b>ADMINISTRATIVE SPECIFICATIONS</b>			
Purpose of the contract	The purpose of this procurement file is to contract the provision of a service, pursuant to gender equality and linguistic equality conditions, according to what has been established in the clauses of the technical specifications.	<p>The studies, reports, projects and other work, including the sound and text interfaces of the software will be in Basque.</p> <p>Exception: when the service is highly specialised (advisory...) and is not easy to find companies, the option of doing it in Spanish will be studied. In any event, the company will be asked to provide the reports or documents created in both languages.</p>	Not applicable.
Contracting authority, nature of the contract and introduction of contract clauses on socially responsible public procurement	Plan for the mainstreaming the use of the Basque Language 2013-2017 in the area of the Provincial Council and its autonomous entities or those that replace them.	The company will be asked to comply with the Kabia guidelines in related matters.	
Professional and	The representatives of the	The representatives of	The representatives

AREA	MANAGEMENT OF THE WHOLE HOME OR DETAILED CARE SERVICE	ADVISORY OR OTHER SPECIALIST SERVICE	SUPPLIES AND WORKS
<p>technical solvency of the companies</p>	<p>company who will work in coordination with Kabia will have to guarantee that they hold Certificate C1.</p> <p>As regards the implementation of the contract, the commitment will be acquired to design and apply a specific Basque Language Plan (a standardised model to confirm the commitment will be given to the bidder).</p>	<p>the company who will work in coordination with Kabia will have to guarantee that they hold Certificate C1. Exception: when the service (advisory...) is very specialised and it is not easy to find a company.</p> <p>They will be asked that the advisory service or the report is in Basque. The documents created will be delivered in both languages.</p>	<p>of the company who will work in coordination with Kabia will have to guarantee that they hold Certificate C1. Exception: when the service is highly specialised and it is not easy to find a company.</p>
<p>List of workers to subrogate</p>	<p>The company will reflect the Basque Language level of its workforce (that of the people who have a certificate) in the format set by Kabia.</p> <p>Those data provide objective information about the Basque Language level of the workforce, which will greatly help to prepared technical proposals.</p>	<p>Not applicable.</p>	<p>Not applicable.</p>
<p>Special implementation conditions in the area of linguistic equality.</p>	<p>Mention of the standards to be met.</p> <p>The Basque Language Plan has to be submitted within two months from</p>	<p>The people working as advisors or technicians have to have the skills to provide that advisory</p>	<p>Not applicable.</p>

AREA	MANAGEMENT OF THE WHOLE HOME OR DETAILED CARE SERVICE	ADVISORY OR OTHER SPECIALIST SERVICE	SUPPLIES AND WORKS
	the formalisation of the contract.	or relevant service in Basque.	
Award criteria	Action proposal (training or other type of programmes), according to the priorities detailed in each centre, to obtain the mandatory Basque index to be achieved.		
Implementation of the service: equality in the linguistic area and rights and obligations in the use of the Basque Language	<p>This section introduces the criteria set out in the document entitled "Kabia. Integration of the Basque Language in the institution from the start", which will be mandatory when implementing the service.</p> <p>The workers recruited will have to certify their linguistic capacity.</p> <p>The company will comply with what is envisaged in "Kabia: Guidelines for Managing Linguistic Equality". As regard the linguistic rights of users, the company will have to comply with the Kabia service language, or implement a plan in order to meet them.</p> <p>The company will act as per the KABIA language rules in all activities covered by the contract;</p>	The company will act as per the KABIA language rules in all activities covered by the contract; therefore the verbal or written relations that the company has with the administration will be in the KABIA working language.	The successful bidder will provide in Basque the manuals and other documents, including the text and sound interface of the software. Machinery (washing machine instructions, etc.) can be taken as an exception.

AREA	MANAGEMENT OF THE WHOLE HOME OR DETAILED CARE SERVICE	ADVISORY OR OTHER SPECIALIST SERVICE	SUPPLIES AND WORKS
	therefore the verbal or written relations that the company has with the administration will be in the KABIA working language.		
Subjective assessment criteria	Content that the companies must include in their proposals.  Linguistic equality: proposed actions to achieve the required recruitment index.		
<b>TECHNICAL CONDITIONS</b>			
Selection of the workers	One essential point when selecting workers is the level of checking the official languages of the BAC for each professional category, following what is established in the clauses of the specific administrative specifications.	Not applicable.	Not applicable.
Kabia care model	The Kabia care model is introduced. Companies must take it into account when preparing their technical proposal.	Not applicable.	Not applicable.
<b>IMPLEMENTATION OF THE CONTRACT</b>			
Invoices	Suppliers will be asked to send their bills in Basque	Suppliers will be asked to send their	Suppliers will be asked to send their

AREA	MANAGEMENT OF THE WHOLE HOME OR DETAILED CARE SERVICE	ADVISORY OR OTHER SPECIALIST SERVICE	SUPPLIES AND WORKS
	or in both languages.	bills in Basque or in both languages.	bills in Basque or in both languages.
Monitoring and coordination	The successful bidder will be asked for all verbal and written communications (meetings, queries, etc.) regarding this contract are in Basque.	The successful bidder will be asked for all verbal and written communications (meetings, queries, etc.) regarding this contract are in Basque.	The successful bidder will be asked for all verbal and written communications (meetings, queries, etc.) regarding this contract are in Basque.
<b>AWARD PROCESS</b>			
Procurement panels: calls	Calls aimed at the members of the procurement panel will be in Basque. Calls aimed at bidders will be in both languages.		
Language of the procurement panel	The procurement panels will be in Basque. However, bidders will always be guaranteed the right to receive the information in any of the official languages. If a bidder company does not have Basque language skills, the secretary of the procurement panel will provide explanations in both languages.		
Minutes and technical reports	The minutes of the procurement panel will be completely in Basque. The procurement profile will be published completely in Basque as per the transparency criteria of the provincial council. It will be translated if any member of the public so requests and accredits their interest.		
<b>MINOR CONTRACTS (for amounts under EUR 18,000)</b>			
Quotes and estimates	The supplier will be asked to send them in Basque.		

### 5.7.2. Census of the language skills of suppliers

- All the KABIA centres and departments will have a list of suppliers, which will contain the information related to the contact language.

### 5.7.3. How to monitor the criteria established for suppliers

- The linguistic requirements established in the contracts are fundamental obligations of the contract, for the purposes of the Consolidated Text of the Public Sector Procurement Act, and, therefore, failure to meet them will have the same consequence as breach of the other terms and conditions: the application of a penalty system or the termination of the contract.
- It will be the very centre or department behind the procurement of the service that will monitor compliance of the linguistic requirements. This will be done in the same way and on the same timeline as for monitoring the other requirements. The inspections by the person in charge of the contract will be on an ongoing basis and not just at the end of the contract, in order to deal with the errors that may emerge.

## 5.8. HOW TO ACT IN OTHER RELATIONS

### 5.8.1. How to act in the other verbal and written relations

- KABIA will propose that the relations are in Basque, both in the telephone communications or meetings between institutions, and in the written documents of the meetings (notices, agendas and minutes).
- KABIA will guarantee that the conversations begun in Basque take place in Basque; if necessary, with the representative being changed.
- Written documents received from any institution will always be answered in Basque.

## 5.9. HOW TO ORGANISE THE MANAGEMENT SYSTEM

### 5.9.1. How to draft documents linked to the strategy and the annual management

- Any documents for the public domain will be written in Basque and translated into Spanish to

be published: including the strategic plan, the management plan<sup>7</sup> and annual reports.

- The economic management and annual management plan will be in Basque.
- Until it can be ensured that all the people of the institution are able to understand, the Management team will take special measures to be able to guarantee that the people who receive the information understand it. Such measures will include: translating the whole document into Spanish, distributing a summary in Spanish together with the document, providing a special verbal explanation to the people who do not have a sufficient level of understanding; etc.

### 5.9.2. How to draft care-linked documents

- All the care-related documents will be in Basque.
- Documents created by KABIA itself, or commissioned by it, will be in Basque.
- Until it can be ensured that all the people of the institution are able to understand, the Management team will take special measures to be able to guarantee that the people who receive the information understand it. Such measures will include: translating the whole document into Spanish, distributing a summary in Spanish together with the document, providing a special verbal explanation to the people who do not have a sufficient level of understanding etc.

### 5.9.3. How to include linguistic equality in the general management

- KABIA will keep the linguistic management perspective present in its management approach in the short-, medium- and long-term.
- KABIA has defined what the criteria and instructions to manage linguistic equality are; all member centres will annually produce improvement plans to achieve the envisaged functioning. Therefore, the Bikain certificate model will be followed when establishing the Annual Management Plan and it will be specified if each action is to attain the Service Language or the Working Language.
- Once a year, the person in charge of each centre, with the help of the Advanced Training Team, will conduct an assessment, express in what extent the two objectives are met, and will study whether or not the trend of the results is positive, to thus establish the level of progress. At the same time, measures will be taken so there are no setbacks in the achievements and will put forwards others aimed at improving the situation. The improvement plan for the following year will be based on those proposals.

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If it is decided to publish it.

- All the centres, at least once every six months, will monitor the progress of the agreed annual plan, in order to thus be able to decide how to adjust and strengthen the plan, and which will be the following steps to be taken. Each centre will define its policy, taking into account its own needs.
- Furthermore, the complaints and suggestions received will be analysed and managed throughout the year. Improvement actions will be implemented in response, whose monitoring will be carried out on the timeline set in the procedure, until the target is achieved or it is decided that may be reviewed.
- Once a year, the Skills Map will be renewed, which will reflect the progress recorded during the year thanks to the training plan.
- At least once every two years, the answers provided by the users and their relatives in the linguistic equality satisfaction surveys will be reviewed.
- Every four years, KABIA as a whole will be assessed for the Bikain certificate.
- This management process includes the monitoring required of the suppliers, particularly those providing services on behalf of KABIA. Each centre and KABIA overall will conduct that monitoring at least once a year to measure the compliance level of the criteria specified in the guidelines.
- In order to improve the linguistic management, alliances will be established with Gipuzkoa Provincial Council in general, and particularly with the Social Policy Department, the Linguistic Equality Division, the Uliazpi Foundation and also with the Basque Government's Ministry of Health, IVAP - Basque Institute of the Public Administration, the local councils and the main service providers.

## 5.10. THE LEADERSHIP CHAIN IN LINGUISTIC EQUALITY

### 5.10.1. Linguistic equality is the responsibility of everyone

- Everyone who is part of KABIA is responsible for guaranteeing linguistic equality and linguistic rights. Coexistence is not an exclusive task of just a few, as it is a situation that we can all enjoy, including future generations. Anybody with a high level or who is particularly aware may provide great help to those who are learning, but anyone who knows a little Basque may create conditions for other people to use it.
- Depending on the post, each person can hang the relevant signs, posters or notices, can write documents or fill in forms, can speak with other people or manage meetings... It is everyone's responsibility to meet the criteria established in these guidelines. Therefore, each worker will be given precise instructions according to their post.

- Those individuals in positions of responsibility will personally explain the linguistic policy to the members of the organisation. They will improve their linguistic capacity and will increase their level of use; they will therefore encourage their colleagues to learn and use Basque.
- A training pathway has been designed for all employees, beginning from management level, in order to establish linguistic leadership, which will be included within the annual training plan. Managers will receive specific training on linguistic management and they will be monitored and assessed in a previously defined period.
- In the case of positions of responsibility, those individuals will be assessed in terms of their studies, experience, knowledge and courses relating to linguistic management.

### 5.10.2. The structure for managing linguistic equality

- Even though linguistic equality is related to the responsibility linked to each of the posts, specific people will be tasked with acting as a guide in the improvement process. The manager in charge of *Organisation, Innovation and ICT* will be tasked with managing linguistic equality in KABIA overall. Furthermore, the manager of the residential home will be the person at each centre charge with driving this area.
- KABIA will address the areas related with linguistic equality through its usual structure, in the same way as for the other matters. The structure relating to linguistic equality is as follows:

STRUCTURE	DUTIES	MEMBERS
KABIA MANAGEMENT TEAM	Linguistic equality criteria, planning and assessment	The General Manager of Public Entities The manager Heads of management areas
COORDINATION GROUP OF EACH CENTRE	Propose, monitor and assess the actions of the linguistic equality management plan of each centre	Residential home manager Heads of management areas
ORGANISATION, INNOVATION AND ICT DIVISION	It will be tasked with driving the plan It will ensure coordination between the central services and the homes	Members of the Organisation, Innovation and ICT Division

- Permanent coordination with service companies will be guaranteed, in order to achieve the KABIA objectives in terms of linguistic equality.

## 5.11. RESOURCES FOR WORKING IN BASQUE

### 5.11.1. Procedures to obtain linguistic competence

- The linguistic profiles of positions at KABIA are explained in the "KABIA. How to Include Basque in the Organisation from the Start" document. It envisages producing a skills map, which will be updated at every centre annually. It will identify the training needs and the training plan will be designed aimed at obtained the necessary skills.
- KABIA will draw on the regulations of the Provincial Council and on the IVAP offering when designing its training plan. Special preparation groups will also be organised.
- There will be monitoring of those people learning Basque: monthly attendance and annual progress.
- On the other hand, initiatives will be organised to facilitate the learning process and to relate it with work, along with fostering its use among the people who have already learnt it. Including: initiatives based on Ulerrizketa (understanding) and on the Eusle methodology.

### 5.11.2. Other resources for working in Basque

- This section includes other tools in order to increase the use of Basque:

iMemoriak	DFG translation data base. Contains complete phrases and their translation Single words or several together can be consulted. Gipuzkoa Provincial Council.	<a href="http://www.gipuzkoa.eus/imemoriak/">http://www.gipuzkoa.eus/imemoriak/</a>
Hobelex	Lexicon and spelling corrector; in other words, apart from the spelling, this tool lets you write with current and correct lexicon. To be used with MS Office, Open Office or Online. UZEI	<a href="http://www.uzei.eus/hobelex/">http://www.uzei.eus/hobelex/</a>
Xuxen	Spelling corrector. For MS Office, Open Office, Web browser andy MAC. Ixa taldea	<a href="http://xuxen.eus/">http://xuxen.eus/</a>

	and Elhuyar.	
Euskalbar	It is an instrument bar used with the Firefox browser. It allows you to consult several dictionaries at the same time.	<a href="http://euskalbar.eu/">http://euskalbar.eu/</a>
Dictionaries	Different dictionaries. IVAP	<a href="http://www.euskara.euskadi.eus/r59-738/eu/contenidos/informacion/terminologia_2013/educia/terminologia_batzordeak_onartutako_hiztegiak.html">http://www.euskara.euskadi.eus/r59-738/eu/contenidos/informacion/terminologia_2013/educia/terminologia_batzordeak_onartutako_hiztegiak.html</a>
Vocational Training dictionary	Collaborative dictionary for Vocational Training	<a href="http://hiztegia.jakinbai.eus/">http://hiztegia.jakinbai.eus/</a>
Dudanet	Consultancy service, available free-of-charge and online for the general public and institutions. IVAP	<a href="https://apps.euskadi.eus/r61-veddudam/eu/contenidos/informacion/dudanet_hasiera/eu_def/index.shtml">https://apps.euskadi.eus/r61-veddudam/eu/contenidos/informacion/dudanet_hasiera/eu_def/index.shtml</a>
Automatic translator	Automatic translator, which helps to translate texts from Spanish or from English to Basque and from Basque to Spanish. Basque Government	<a href="http://www.itzultzailea.euskadi.net/traductor/porta/Externo/text.do">http://www.itzultzailea.euskadi.net/traductor/porta/Externo/text.do</a>
Matxin	Automatic translator, to translate from Spanish to Basque. Ixa taldea and Elhuyar.	<a href="http://matxin.elhuyar.eus/">http://matxin.elhuyar.eus/</a>
Menu converter	Instrument to translate bar and restaurant menus into Basque Donostia-San Sebastian City Council.	<a href="http://www.donostiaeuskaraz.eus/platerean/?o=6">http://www.donostiaeuskaraz.eus/platerean/?o=6</a>
IVAP style guide (Basque)	Recommendation to ensure quality communication. Criteria to apply to written styles and congruent aspects. IVAP	<a href="http://www.ivap.euskadi.eus/contenidos/informacion/euskalduntze_argit/eu_def/adjuntos/estilo_liburua.pdf">http://www.ivap.euskadi.eus/contenidos/informacion/euskalduntze_argit/eu_def/adjuntos/estilo_liburua.pdf</a>
IVAP style boom (Spanish)	Similar to the above document, but in Spanish. IVAP	<a href="http://www.ivap.euskadi.eus/contenidos/informacion/euskalduntze_argit/es_def/adjuntos/libro_estilo.pdf">http://www.ivap.euskadi.eus/contenidos/informacion/euskalduntze_argit/es_def/adjuntos/libro_estilo.pdf</a>
Galdezka	Guide to clarify doubts about Basque. IVAP	<a href="http://www.ivap.euskadi.eus/contenidos/informacion/euskalduntze_argit/eu_def/adjuntos/Galdezka1.pdf">http://www.ivap.euskadi.eus/contenidos/informacion/euskalduntze_argit/eu_def/adjuntos/Galdezka1.pdf</a>

Professional texts

Models for texts. Donostia-  
San Sebastián City Council

[http://www.donostiaeuskaraz.eus/omerkatari/Lanera\\_koldazkiak2006.pdf](http://www.donostiaeuskaraz.eus/omerkatari/Lanera_koldazkiak2006.pdf)

## 6. HOW TO DISSEMINATE AND ADAPT THESE GUIDELINES

### 6.1. HOW TO DISSEMINATE THESE GUIDELINES

#### 6.1.1. How to disseminate these guidelines

- Once these guidelines on linguistic equality have been approved, they will be presented to the people who work at all the centres, at meetings to be held centre by centre. In the case of people working for subcontractors, the company will be point of contact. The company representatives will be present when the guidelines are being presented to the workforces of service companies.
- Furthermore, each worker will be given a summary setting out the main criteria for each position and a general communication campaign will be conducted to present the basic criteria in a graphic and simple way.
- A communication campaign will also be conducted so that the users, relatives, suppliers, local authorities and society overall are aware of the guidelines.
- They will be included in the KABIA Induction Plan and all new employees will be told about the guidelines overall and the main ideas affecting their posts.
- Every time the guidelines are updated, the people who may be interested in or affected by that change will be notified; in other words, depending on the characterisations of the update, the relevant workers, users, suppliers and partners will be informed.
- The guidelines will be in the public domain and will be available on the KABIA website, in the Resources section. *Linguistic Equality* (<http://www.kabia.eus/es/euskara>).

### 6.2. ADJUSTMENTS AND UPDATES OF THE GUIDELINES

- These guidelines will be reviewed at least every two year to carry out the relevant updates and adjustments. If necessary, that can happen more frequently.
- The *Organisation, Innovation and ICT* manager is in charge of starting and conducting the updating process, which will be authorised by the Management team and approved by the KABIA Chair via decree.