

CECOT Companies and their Language Uses, Attitudes and Services

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Abstract

This paper draws on the main contributions of the study entitled *Els usos lingüístics en les empreses associades a la CECOT* (language uses in CECOT companies) carried out by the Department of Culture as part of the agreement between the CECOT (Employers' Association of the District of Terrassa) and the Consorci per a la Normalització Lingüística (Consortium for Language Standardisation). The Institut DEP carried out this study by means of a telephone survey to businessmen and women, managers and companies.

Summary

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1. Aims and Methodology

1.1. Aims

The general aim of this study is to describe the current situation of Catalan in companies that are members of the CECOT. Specifically, it hopes to: find out language uses and the expectations as to an increased use of Catalan; discover the reasons leading companies to use or not to use Catalan; find out the opinion of these companies on the Generalitat's language policy and determine their interest in the language services offered by the Direcció General de Política Lingüística (Directorate General for Language Policy) and the Consorci per a la Normalització Lingüística.

1.2. Methodology

Study universe: Companies with more than two employees of the 4,700 that are associated to the CECOT.

Survey method: Telephone survey using a semi-structured questionnaire.

Sample: A total of 400 valid interviews were held. This sample size offers a margin of error of +4.7% for overall data with maximum indetermination ($p=q=50$) for a confidence level of 95.5%.

Fieldwork: Fieldwork was carried out from 15th-22nd of December, 2000.

2. Framework of Reference

Size: Most CECOT companies are microcompanies with less than ten employees (58.5%), followed by small-medium enterprises (34%) and large companies (7.5%); this distribution is a somewhat faithful reflection of the situation of companies in Catalonia as a whole.

Sectors: The companies associated to CECOT are mainly industrial (46.5%); the subsectors of metallurgy, textiles and graphic arts are particularly well represented, with 22.8%, 8.2% and 6.1%, respectively. Industry is followed by the services sector (31.8%), chiefly made up of business handling agencies (10.4%) and transport companies (6.1%). CECOT companies are from the construction and commerce sectors. Within the latter, image management companies are the main subsector (4.3%).

Territory: CECOT companies are located mainly in the district of Vallès Occidental. This district includes the cities of Terrassa (46.5%) and Rubí (10.5%).

Sales distribution: The main market for the products of the companies analyzed is Catalonia, with three quarters of sales made exclusively in Catalonia. The Spanish market receives 16% of production and 5.3% is exported to the international market, including Europe and the rest of the world.

Companies selling exclusively to the Catalan market are from the construction and commerce sectors, whilst those who operate in the rest of Spain and the international market form part of the industrial sector.

Smaller companies aim sales at a closer market: the bulk of the business of microcompanies is in the Catalan market, whereas sales of companies with over 10 employees are mainly made outside the Catalan market.

3. Use of Catalan in CECOT companies

3.1. The use of Catalan in business

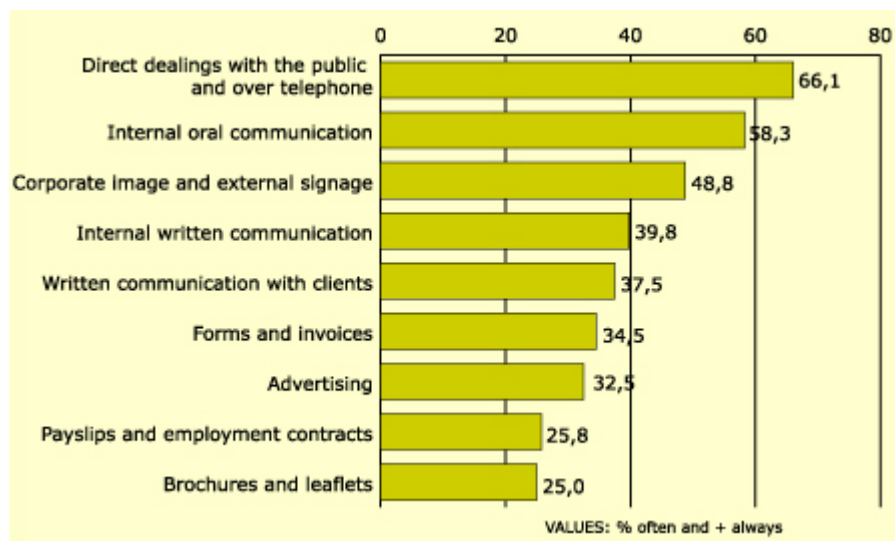
The use of Catalan in the companies we studied varied considerably according to the type of communication or the task in question. A total of 66.1% of companies mainly used Catalan in their direct dealings with the public and over the telephone, and 58.3% mainly used this language in oral internal communication. Almost one in two CECOT companies used Catalan in their corporate image and external signage.

Catalan was used in internal and external written communication in 39.8% and 37.5% of companies surveyed, respectively, whereas only one in three companies used this language in forms, invoices and advertising.

The lowest level of Catalan use was revealed in payslips and employment contracts (25.8%) followed by leaflets and brochures (25%). These figures translate to only one in four companies using Catalan in this type of communication.

By sectors, services employed a moderate use of Catalan, whereas industry had a rather lower level.

Figure 1. To what extent does your company use Catalan in...?



The use of Catalan varies substantially according to the type of communication being carried out: when communication is oral, the use of Catalan increases, but it drops considerably in written communication. Generally-speaking, however, the Catalan language is widespread and scores of an average value of 3.1 on a 5-point scale. In these companies, language is used in two ways: Catalan is used for informal, spontaneous communication and Spanish is used in formal or institutional contexts.

3.2. Personal customer service

Two thirds of surveyed companies preferred to use Catalan in their direct dealings with the public and over the telephone, 21% used Catalan less frequently and 12.8% hardly ever or never used Catalan in this area. The services sector made substantial use of Catalan in customer service, whereas industry had a lower use. Companies in Terrassa and the rest of Vallès Occidental, excepting Rubí, made considerable use of Catalan in their direct dealings with the public and over the telephone.

3.3. Corporate image and external signage

There are two clear approaches as regards the use of Catalan in corporate image and external signage, revealing that companies have a clear idea of the language they need to use for their image.

Almost one in two companies analysed used Catalan in their corporate image and external signage, whereas 37.3% never or hardly ever used it. Companies whose activity is based on commerce and services almost always used Catalan, whereas industrial companies used both Catalan and Spanish.

3.4. Internal Communication

A. Internal written communication

Internal written communication also reveals a clear dichotomy in language use between CECOT companies: although 40% often or always used Catalan, 34.3% never or hardly ever used it. Companies in the services and commerce sector, again, were more likely to use Catalan in internal written communication than industrial and construction companies. Microcompanies seldom used Catalan in this type of communication but small-medium enterprises did so more often.

B. Internal oral communication

Catalan was always or often used in the internal oral communication of 58.3% of companies and frequently in 14.8%. However, 26.6% of companies confessed to seldom or never using Catalan in this type of communication.

The twenty-point difference in the use of Catalan in oral and written internal communication reveals an increased use of spoken Catalan in informal situations between employees, while Spanish is still more dominant in written communication.

At the two poles, employees of the services sector always communicate with each other orally in Catalan, while industry uses both Catalan and Spanish. At this level, small-medium enterprises use Catalan much more often, whereas microcompanies and large enterprises tend to use Catalan less in this area.

C. Payslips and employment contracts

Spanish is the language of this type of document in 58% of companies who acknowledged that Catalan is seldom or never used in this area. However, one in four companies surveyed declared that they often or always used Catalan in company payslips and employment contracts. A further 5.3% of companies stated that they sometimes used this language.

3.5. Advertising and written communication with customers and suppliers

A. Advertising (press, radio and television)

Although, by and large, Catalan is the language of advertising, there is a certain diversity as regards language use in this field: 32.5% often or always used Catalan, whereas 11.5% sometimes used it and 28.3% seldom or never used this language. However, 27.5% of the CECOT companies that we surveyed did not use this type of service.

By sectors of activity, commerce uses Catalan more frequently than the services or construction sectors, which employs a modest use, and the industrial sector, where use of this language is minority.

B. Leaflets and brochures

Although leaflets and brochures are also a form of advertising, Catalan is used less here than in advertisements in the press or on the radio or television. A total of 33.8% of companies surveyed acknowledged that they seldom or never used Catalan in their leaflets and brochures, 25% always or often used it and 8.3% sometimes used this language. However, 32.8% of CECOT companies did not advertise in this way.

The commerce sector makes the greatest use by far of Catalan in leaflets and brochures, whereas construction companies make a more modest use of the language, and industry has the lowest score in this area.

C. Forms and invoices

A total of 51% of CECOT companies never used Catalan in their forms and invoices, whereas 34.5% often or always did so and 10.3% did so only sometimes.

Considerable differences can be observed between sectors of activity: although construction companies, commerce and services mainly use Catalan in their forms and invoices, the industrial sector make a minority use of it.

D. Written communication with clients

Written communication with clients is subject to the language preference of the latter and to the language usually used in relations with them. There is a strong tendency to use Catalan in written communication with clients: 37.5% of companies often or always use it and 23.8% sometimes use this language. However, 32.6% seldom or never use Catalan for this type of communication.

The services and commerce sectors chiefly use Catalan at this level of communication with clients; construction companies use it more modestly, and industry makes a minority use of this language. Moreover, small-medium enterprises often or always use Catalan in their written dealings with clients, whereas this use becomes minority in microcompanies.

3.6. Language norms

Seven out of ten CECOT companies declared that they did not use their own set guidelines for the use of Catalan, although 28.3% did have some.

Of the companies that had set down their own guidelines, almost eight out of ten ruled that Catalan had to be used in dealings with clients, whether in person or over the telephone. Furthermore, almost two in three companies had adopted Catalan as the language of written communication with clients and of oral communication within the company. Lastly, 48.7% of companies had established a norm stating that Catalan was the language of internal written communication.

Despite the wide variety of companies, a greater number of managerial staff from the services sector have adopted Catalan as the language of use for all situations, whereas managers of industrial companies point out the use Catalan in written communication with clients. Large enterprises set down more guidelines for written communication with clients than other types of company.

Staff Recruitment

A total of 60.3% of managers of CECOT companies believed that knowledge of Catalan should be taken into consideration on staff recruitment procedures, whereas 38.8% stated that this criteria was not taken into account during these types of procedure. Although 35% of companies considered knowledge of Catalan to be a requirement for recruitment candidates, 25.3% believed that knowledge of this language was advantageous, but not decisive.

The level of Catalan knowledge required by companies for staff recruitment varies considerably from sector to sector: industry does not deem Catalan to be necessary, the services sector regards Catalan knowledge as a merit and commerce sees it as essential. For managers aged under thirty-five, the level of a candidate's Catalan determines whether their success in staff recruitment procedures.

4. Attitudes and Evaluation of the Use of Catalan

4.1. Progress and evaluation of the use of Catalan

Following analysis of the current level of Catalan use in CECOT companies, we will move on to study the progress of this use over recent years and its evaluation and future perspectives.

A. Progress in the use of Catalan

In the majority of companies that we surveyed the level of Catalan use (60.3%) has not changed over the last four years or so. The level in construction, industry and commerce has been maintained, but the services sector has seen the most significant rise in Catalan use. The reasons for maintained level of use in the majority of companies is due to a lack of changes in the company. Therefore, the habitual language of employees and clients is the same as it was four years ago (this is sometimes Spanish and others, Catalan).

According to the managers whom we interviewed, use of Catalan has increased in 28.8% of companies over recent years. The reasons for this increase are largely connected to an increase in Catalan knowledge of society as a whole. Managers also acknowledge that people have gradually become aware of the need to use this language, sustained in part by the offer and facilities for Catalan learning.

B. Evaluation of the use of Catalan

Over half of the CECOT companies surveyed (52.2%) had a high use of Catalan, with an average evaluation of 7.0. This is largely explained by the fact that Catalan is the habitual language of these companies and has been so for the last four years, as the data on progress indicate.

Secondly – and rather less importantly – business men and women who take this opinion understand that it is difficult to increase the use of Catalan in their companies because of Spanish-speaking clients, Spanish-speaking internal staff and the phenomenon of bilingualism or freedom of language in general, which tends to favour increased use of Spanish to the detriment of Catalan.

4.2. Advances and obstacles to the use of Catalan

A. Advantages

CECOT companies were clearly divided over the issue as to whether the use of Catalan offered advantages: 48.8% considered that it did not, whereas 41.5% thought the opposite, and 9.8% did not express their opinion on the subject.

Commerce believes that the use of Catalan has more advantages, whereas industry is more sceptical. On this same topic, small-medium enterprises believe more than microcompanies in these advantages.

B. Disadvantages

The business managers whom we surveyed were divided about the advantages of using Catalan in their companies, but they almost unanimously affirmed that using Catalan did not create disadvantages for the company (85.0%). Only 10.0% of those surveyed believed the opposite, and 5% did not state their opinion on the issue. More small-medium enterprises believed that the use of Catalan had certain disadvantages for business.

C. Reasons

We have been seen that the attitude towards Catalan in the majority of the companies surveyed is generally positive. However, real Catalan use is not an issue in many cases because Spanish has become the most habitual internal language and because, externally, companies believe that they are required to use Spanish when dealing with clients and the markets of their products.

Table 1: Why do you think that your company seldom or never uses Catalan in these areas?

Reasons	Never	Seldom or sometimes
Spanish is the habitual language of clients and the market	33.9	26.8
Spanish is the habitual language of the company	31.4	24.1
Bilingualism (use of both languages)	9.5	8.8
International markets and clients	7.7	6.1
Lack of knowledge of Catalan	6.2	4.2
Routine/convenience of using Spanish	5.5	5.0
Services offered in Spanish	2.9	-
Logistical issues	1.5	1.1
Deals with civil service or bureaucratic state organizations	1.5	1.1
Freedom of language and lack of guidelines on language	0.7	0.8
Other	2.9	2.7
Didn't know/answer	4.0	25.7
<i>Basis (never or seldom/sometimes use Catalan)</i>	274	261

spontaneous multiple choice

Managers of CECOT companies believe that the use of Catalan in their companies does not cause internal complications and improves client relationships.

Firstly, 75.5% of businessmen and women strongly or somewhat disagreed that the use of Catalan in their companies leads to stock management complications. Secondly, seven out of ten CECOT companies rejected the notion that the use of Catalan entails increased production costs (71.8% strongly or somewhat disagreed) and causes logistic complications (70.8% strongly or somewhat disagreed). Thirdly, two out of three business managers rejected the notion that the use of Catalan increases the cost of product referencing (68.3% strongly or somewhat disagreed) and a similar proportion considered that the use of Catalan facilitates communication with clients (66.8% agreed strongly or to some extent) and increases client satisfaction (63.8% agreed strongly or to some extent).

Lastly, managers of CECOT companies are somewhat divided as to whether the use of Catalan in their company improves their brand image and offers commercial advantages. Although 52.8% of CECOT companies agreed strongly or to some extent with the idea that the use of Catalan improves brand image, 21.3% believed the opposite. Moreover, 45.1% considered that the use of Catalan offers commercial advantages for companies in themselves, whereas 24.8% rejected this notion.

4.3. Plans to increase the use of Catalan

Almost two in three companies have no intentions of increasing their use of Catalan in the immediate future. The main reasons for this rejection of a possible increase in Catalan are that Catalan is already the habitual language; therefore, its current level of use is adequate and an increase is not considered necessary. On the other hand, a number of managers affirmed that there would be no increase in the use of Catalan because it was not in the company's interest; moreover, these companies were accustomed, both internally and externally, to the use of Spanish.

However, one in four companies aimed to increase the current level of Catalan use in the short-term, whereas 9.3% did not express their opinion. This intended increase in use is motivated by the desire of companies to defend and promote Catalan and to respond to the growing demands of society and markets for use of this language.

5. Evaluation of the Language Policy

5.1. Awareness and feasibility of agreements

A. CECOT Agreement

Only 6% of the managers whom we surveyed were aware of the agreements signed between the Consorci per a la Normalització Lingüística and CECOT, while 93.4% were oblivious to these. Of those aware of the agreements, optimism regarding their application was moderate, given the strong presence of the Spanish language and culture in both the general market and among their direct clients.

B. Trade-association agreements

Knowledge of the signatory companies of the agreement between the Centre per a la Normalització Lingüística and their trade association was 4.1. Once again, the general consensus is that the agreement is moderately feasible due to the importance of the Catalan language within the company and the interest that this agreement holds for both parties.

Industry had a greater knowledge than the services sector of the agreements signed with their trade association. However, both the construction and commerce sectors were unaware of such an agreement.

5.2. Agreement with the Language Policy

A. Legislation

The vast majority of the business managers whom we surveyed were positive towards the ideas of the Language Policy Act. They most strongly agreed with the Act in the area of the drafting of bilingual employment contracts (87.6%). This was followed by a similar proportion who supported the labelling in Catalan of products distributed in Catalonia (83.8%) and thirdly, over seven out of ten business men and women agreed that informative signage on the premises should be in Catalan (78.1%), although 10% disagreed with this last aspect.

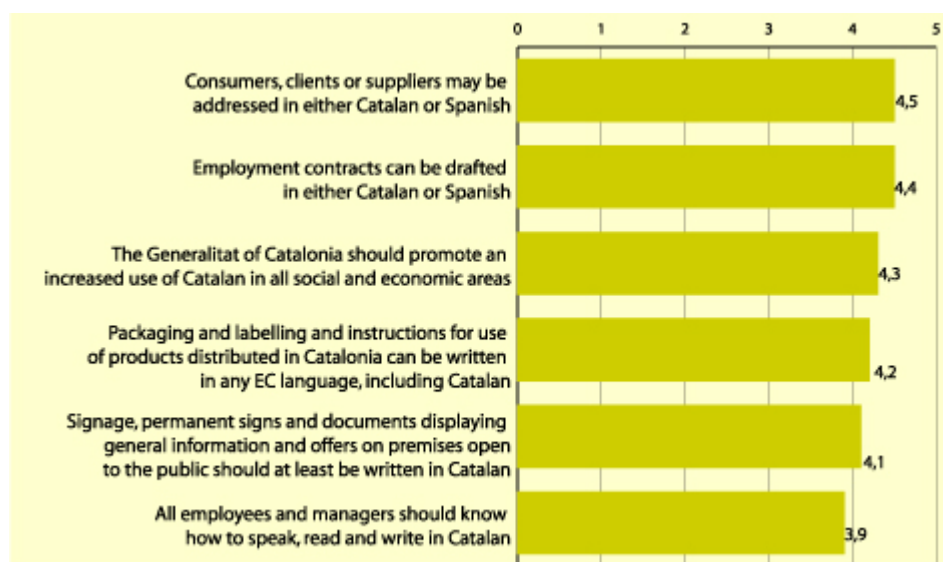
B. Language Policy

CECOT business managers approve highly of aspects of language policy carried out in recent years by the autonomous government to promote the use of Catalan. A total of 91.8% of the managers whom we interviewed agreed strongly or to a certain extent that consumers, clients and suppliers should be addressed in Catalan if they so wish, and only 3.3% disagreed.

A total of 86.3% of businessmen and women were in favour of the Generalitat of Catalonia's promotion of the use of the Catalan language in social and economic areas, although 6.1% of company managers rejected this action. Thirdly, 77.1% of managers were in favour of the idea that employees and managers must be able to read, speak and write in Catalan, whereas 12% of businessmen and women strongly or somewhat disagreed with this.

The services sector, followed by commerce, were most strongly in favour of the promotion of Catalan use by the Generalitat of Catalonia. The recommendation that both employees and managers know how to speak, read and write in Catalan was also well received within the services sector.

Figure 2. To what extent do you agree that in Catalonia...?



6. General Interest in Language Services

6.1. General interest

A total of 244 of the 400 companies analysed i.e. six out of ten, were prepared to provide their details to Department of Culture of the Generalitat of Catalonia to enable the latter to contact them with the offer of their services.

6.2. Interest according to service type

The majority of companies expressed an interest in the services offered by the Department for Culture of the Generalitat of Catalonia and the Consorci per a la Normalització Lingüística, according to the degree to which these services were used in the company. All services that could be classified as one-off or query-type were well-received. However, services involving a permanent policy of introducing the Catalan language attracted a lesser degree of interest.

On a scale where 10 represents the highest level of interest, information about spell checkers, text checkers and computer programmes in Catalan (6.9) and the supply of specific vocabulary (6.7) were the two services that aroused the greatest degree of interest in two out of three companies. One in two CECOT companies was very interested in one-off queries about specific terminology (6.5), provision of model contracts, payslips and other administrative documents (6.3) and tailored advice in the preparation of model company documents (6.2).

By sectors, services revealed considerable interest in all language services, except for information on basic and specific bibliographies. The construction sector had a great deal of interest in the basic and specific bibliography, supply of specific vocabulary and one-off queries about specific terminology. Both industry and commerce revealed a more modest interest in the services on offer.

Of the interest expressed by all companies, microcompanies were the most interested in information on spell checkers and large companies in information on basic and specific bibliographies.

Table 2: How interested would you and your company be in these services, provided by the Department of Culture of the Generalitat of Catalonia and the Consorci per a la Normalització Lingüística?

Services	Very	Quite	Moderately	Little	Not at all	Didn't know / answer	Average *
1. Spell checkers, text checkers and computer programmes in Catalan	30.5	32.0	18.3	4.3	11.8	3.3	6.9
2. Specific vocabulary	25.0	36.3	17.0	7.0	10.5	4.3	6.7
3. One-off queries about specific terminology	24.0	27.8	22.8	8.3	11.5	5.8	6.5
4. Model contracts, payslips and other administrative documents	22.3	29.0	21.0	8.0	13.3	6.5	6.3
5. Tailored advice on the preparation of model company documents	21.8	28.5	20.8	9.0	14.8	5.3	6.2
6. Design and implementation of language education schemes	17.3	26.0	24.8	9.0	17.3	5.8	5.8
7. Tailored design of a Catalan language standardisation or management plan	15.5	24.5	26.0	10.0	18.3	5.8	5.6
8. Basic and specific bibliographies of Catalan	12.0	26.8	30.0	8.8	16.3	6.3	5.6
9. Model Catalan language tests for staff recruitment	15.3	23.3	25.0	10.0	20.8	5.8	5.4

* Average: from 0 to 10, where 0 is "not at all" and 10 is "very" interested.

7. Recommendations

Catalan is always or often used over the telephone or directly with clients, and in oral communication. Catalan is hardly ever used in written communication and, in many situations, it is never used. Nevertheless, most businessmen and women rate the use of Catalan in their companies as high. This leads us to believe that CECOT company managers overestimate the real use of Catalan in their companies, adding to the difficulties of making the latter aware of the need to increase use.

The institutions – the Consorci per a la Normalització Lingüística and the Generalitat of Catalonia – need to increase awareness of the use of Catalan in this area of business. Although most CECOT companies have no internal regulations on the use of Catalan to protect and promote the language, it is taken into account in staff selection procedures.

Company managers believe that the situation of language use is – and will continue to be – the same because, generally-speaking, increasing Catalan use in their companies is not a business

need. Only one quarter of this group consider that increasing use is a future possibility because they understand the need to protect and promote Catalonia's own language and to respond to the growing social demand for its use.

We would recommend that companies be offered measures and guidelines to promote the use of Catalan in internal formal communication, particularly at written level, as in the case of employment contracts and invoices. We also need to maintain and expand the policy of educating the staff of administrative companies in Catalan.

Use of Catalan is more closely linked to business opportunities than to needs. Although company managers are divided as to whether the use of Catalan in their companies involves advantages, they are unanimous in their rejection of the disadvantages:

- they largely believe that the use of Catalan entails no internal complications involving stocks or cost increases (production or referencing) or logistical difficulties;
- secondly, they believe that Catalan contributes to communication with clients and increases the satisfaction of the latter;
- thirdly, managers believe that Catalan can, to a certain extent, favour their brand image and provide certain commercial advantages.

We should take advantage of this open mind to approach and change the view of this group which may well not consider the promotion of the use of Catalan necessary in their company, despite seeing more business opportunities than threats.

Finally, we would also recommend the widespread diffusion and communication of the agreements signed between the Consorci per la Normalització Lingüística and CECOT, and of those signed with trade associations.

8. Listing of Linguistic resources for business companies

Further the interest showed by the companies about linguistic services, several centres of the Consorci per a la Normalització Lingüística drew up a Catalogue of linguistic services for business companies (Recopilació de serveis lingüístics per a l'empresa. See Annex) which contains more than 80 resources and services related to:

1. Information on basic and specialized bibliography about Catalan
2. Computer Resources :
 - 2.1 Information about spellchecks
 - 2.2 Information about automatic translation
 - 2.3 Information about software in Catalan
3. Specialized vocabularies
4. Information about models of administrative documents, payslips, etc.
5. Information about odd enquiries and specific terminology
6. Information about individual advice to draft models of documents for the company
7. Models of language tests in Catalan for personnel selection process
8. Design of linguistic training programmes
9. Tailor-made design of normalization or linguistic management plans

Those companies showing a greater interest about linguistic services were given all the information needed by means of interviews or by postal mail.

We would like to point out on the one hand some services available to the companies at the Centres of Linguistic Normalization, and on the other one a catalogue of on-line resources which completes that which was already published in the article "Usos, actituds i serveis lingüístics a les empreses d'assegurances", <http://cultura.gencat.es/llengcat/noves/hm02primavera/catalana/sole1_9.htm>. <http://www.gencat.cat/llengua/noves>

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The institutions – the Consorci per a la Normalització Lingüística and the Generalitat of Catalonia – need to increase awareness of the use of Catalan in this area of business. Although most CECOT companies have no internal regulations on the use of Catalan to protect and promote the language, it is taken into account in staff selection procedures.

Company managers believe that the situation of language use is – and will continue to be – the same because, generally-speaking, increasing Catalan use in their companies is not a business

Annex

Terminology and specific vocabularies

Biblioteca terminològica (Centre de Terminologia TERMCAT)

<<http://www.termcat.es/biblioteca/index.html>>

Dictionaries, vocabularies, wordlists, posters and other spreading materials containing technical and scientific terminology in Catalan since 1932.

Col·lecció de lèxics de la indústria (Departament d'Indústria, Comerç i Turisme / Enciclopèdia Catalana)

<<http://accnt.gencat.es/lexics/diccion.htm>>

Collection of bilingual Catalan-Spanish vocabularies with more than 15,000 words related to different industrial sectors (graphic arts, electronics, light industry, beverages, equipments, leather, transportation, furnitures, and so forth).

Diccionari de sanejament (Departament de Medi Ambient)

<<http://www3.gencat.es:81/sanejament/diccio.htm>>

On-line resources about environment lexicon available in Catalan, Spanish and English.

Diccionaris tècnics del món de la construcció (Departament de Política Territorial i Obres Públiques)

<<http://www.gencat.es/ptop/llengua/index.htm>>

On-line resources about harbours lexion, underground hydrology, construction and roads. The search for technical terminology can be done from Catalan, Spanish, French and English.

Vocabularis de dret en línia (Servei de Llengua Catalana de la Universitat de Barcelona)

<<http://www.ub.es/slc/termens/termin.htm>>

On-line vocabularies about civil, commercial, and penal law, services of terminology advice, vocabularies and dictionaries, activities of the Advisory Board of Scientific Terminology and discussion forums about terminology.

Biblioterm (Servei de Llengües i Terminologia de la Universitat Politècnica de Catalunya)

<<http://www.upc.es/slt/Biblioterm/>>

Data base of linguistic and terminology resources. The search of each resources can be made by author, title, topic, kind of resource and language. Detailed file with links to more than 380 dictionaries and other linguistic stuff.

Vocabularis en línia (Servei de Llengua Catalana de la Universitat de Barcelona)

<<http://www.ub.es/slc/ffli/apren/vincle3.htm>>

Catalogue of publications about vocabularies for those working in administration and services offices. Includes *Vocabulari de la microinformàtica*.

Models of documents

Manual de documents per a l'empresa (Departament d'Indústria, Comerç i Turisme)

http://www.gencat.es/dict/llengua/eines_per_a_lempresa/mde/web/index.html

This tool offers the more usual documents and linguistic advices in order to improve internal communications within the company and communications with customers as well as the quality of products and services. Includes models of work contracts and links to the trade-union magazine *Papers sindicals*.

Models de redacció (Departament de Cultura)

<http://cultura.gencat.es/llengcat/sial/menus.asp>

More than 90 files to draft documents (proceedings, bills, agreements, appeals, tenders, cheques, etc.).

Plantilles de documents (Departament de Política Territorial i Obres Públiques)

<http://www.gencat.es/ptop/llengua/document/mdoc.htm>

Word 6.0 templates for different documents according to the needs of each user such as proceedings of meetings, letters, certificates, reports, etc. Includes theoretical explanations and examples.

Models de contractes laborals (Departament de Treball)

http://www.gencat.es/treball/docum/montreball/mon_index.html

All kinds of work contracts in PDF format available on-line. Each model is printable. (Last update: March 2002.)

Formularis administratius (Departament de Justícia)

<http://www.gencat.es/justicia/llengua/formularis/index.htm>

Templates of administrative (proceedings, letters, certificates, appeals) and legal forms (appeals, proposals of evidences, sentences).

Formularis jurídics (Servei Lingüístic del Consell de Col·legis d'Advocats de Catalunya)

http://www.cicac.org/newhtm/index_ling.htm

Templates of legal and juridical forms: international law, family law, urban rentings, general forms, etc. Sections: juridical and administrative terminology, new acquisitions, and bibliography.

Banca i estalvi (Servei Lingüístic de Comissions Obreres)

<http://www.comfia.net/catalunya/publicac/norma.htm>

Electronic journal in PDF format with three sections: symbols and abbreviations, vocabularies and expressions, and financial documents.

Personalized help in the centres of Consorci

- Personalized linguistic advices by phone and checking of short texts by fax and e-mail.
- Updated information on specific bibliography related to different fields of activity, both in paper and in electronic format.
- Information about administrative documents: work contracts, payslips, etc. and tailor-made new models of documents for companies.
- Models of tests in Catalan for personnel selection.
In order to receive the more suitable forms, it's necessary to define first the linguistic profile of the job vacancy, i.e. to establish which linguistic skills are required to the candidate and their level of difficulty.
- Design of linguistic plans for companies

Analysis of the linguistic situation of the company (in accordance to six variables: signs, linguistic skills of the personnel, criteria of language use, external documents, external communications and internal documents and communications) in order to establish the concrete linguistic needs of the company as well as to plan the actions to be taken to reach the linguistic situation wanted by the company.

Taylor-made linguistic plan contains scheduled actions to allow the company to reach its linguistic goals.

Evaluation and follow-up. On a regular basis the objectives of the linguistic plan will be checked in order to analyse the results of the actions carried on and, if necessary, to amend and to correct them.

Formalization of linguistic plans by the companies. The cooperation between the company and the Consorci per a la Normalització Lingüística is regularized by means of an agreement stating that the 2 organizations will take the necessary actions to guarantee the success of the proposed plan.

- Design of linguistic training programmes

Training Programme: Level tests and planning of training courses according to the linguistic profiles.

Types of training:

- Organization of general courses and of specific language adapted to each company (terminology and specialized texts);
- Organization of odd linguistic sessions about specific linguistic needs for the company's personnel (abbreviations, symbols, terminology, lexicon, vocabulary, etc.);
- Organization of open-distance and self-learning courses of Catalan (registration to courses, multimedia support).

Report about results: The CNL coordinates the courses, carries on the follow-up of participation and results of those registered, and drafts an evaluation report.