

Table 1: Types and number of documents included in the corpus

Type of document	Number
Corporate identity manuals	150
Communication policies	87
Communication strategies	55
Media policies	19
Branding platforms	17
Web policies	9
Communication plans	6
Social media policies	6
Marketing plans	2
Others	6
Total	357

Table 2: Examples of segments from the documents with reference to transparency, consistency or both

Transparency	Consistency	Both
<p>“The principle of Public Access to Information” put specific demands on an agency. Transportstyrelsen shall always provide information that is requested, if there are no legal restrictions. Everyone should be able to rely on information from the agency. (Communication policy Transportstyrelsen [the Swedish Transport Agency])</p>	<p>Wherever we are visible, we will communicate with the same visual language. Whether people see our information material, visit our website or come to our premises, the experience should be the same. The graphic profile is our common face outward. [...]. It is about creating clarity and consistency, and by consistent and persistent use creating recognition. (Graphic Manual, Arbetsförmedlingen [Swedish Public Employment Service])</p>	<p>Kustbevakningen shall be perceived as one agency irrespective of the employee’s organizational and/or geographical position. The information [given out] should be</p> <ul style="list-style-type: none"> - Open, ie, the person who wants information should receive as much as possible without compromising confidentiality - Fast, ie given without delay, - Understandable, ie formulated in a clear and simple manner so that misunderstandings do not arise, - Easily accessible, ie employees and the public should be able to easily search and get information about Kustbevakningen, - Uniform, ie, the message should have the same meaning and appearance regardless of where in the organization it is conveyed. <p>(Communication policy, Kustbevakningen [Swedish Coast Guard])</p>
<p>Strålsäkerhetsmyndighetens shall by the use of information and openness help to provide our stakeholders with insight into all activities for which the Authority is responsible. Among other things, the assignment involves informing about the agency's activities, communicating risks in the field of radiation safety, and working on crisis communication in the event</p>	<p>Barnombudsmannen collaborates with many other agencies, organizations and specialists, even in media contexts. One of the Communication Unit’s tasks is, as far as possible, to coordinate and attain unambiguous messages concerning Barnombudsmannen, whether they are given by a lawyer, investigator, someone from the</p>	<p>All activities at SMI shall be communicated. Communication is an important tool for implementing management decisions, business goals and the vision. It also ensures high quality and efficient use of resources in all activities and it creates coordination, transparency, credibility and employee involvement.</p> <p>Employees have an extensive influence on how SMI is</p>

<p>of accidents or events within the authority's areas of responsibility (Communication strategy, Strålsäkerhetsmyndigheten [Swedish Radiation Safety Agency]).</p>	<p>communications unit or the director general. The purpose is to achieve consistent communication and a clear message from the agency. (Guidelines for current media activities, Barnombudsmannen [The Ombudsman for Children in Sweden])</p>	<p>perceived. The more consistent we are in our communication, the more clearly the people's perception of us becomes. SMI's communication is the responsibility of all employees. Each employee is also responsible for searching for the information necessary to fulfill his/her assignment. (Communication Policy, Smittskyddsinstitutet [Swedish Agency for Disease Control])</p>
---	--	--

Table 3: Categories of activities related to the ideas of transparency and consistency included in the documents

Idea	Category	Activities
Transparency	Blow the whistle	Provide journalists with sensitive information Express private opinions
	Obey the law	Provide public documents upon request Leave written responses if the document is classified Ask for advice from lawyer or communicator if unsure about a document's status
	Stand up for one's actions	Explain and take responsibility for the decisions made Take responsibility for failures and negative consequences Provide balanced information Be open about problems
	Provide information	Provide facts (correct, true, objective, impartial) Explain state of affairs (simple, clear, clear cut) Explain what the content means for the receiver Take up a matter-of-fact manner Answer questions, provide feedback Be accessible Collect information actively Share information Refer to others if one can't answer a question Listen and be aware of other's points of view Choose a channel that is relevant for the receiver Provide good service
	Transparency as a means	Ask for advice from the communication department before you make an announcement and/or statement Provide feedback to the communication department after you have responded to questions and/or have made an announcement and/or statement Prepare before you answer questions from journalists Never respond directly to a question, always ask for an opportunity to call back Adapt the information to the target groups Be proactive and deliver information before it is requested
Consistency	Create and express identity	Act and communicate according to the agency's mission, vision and identity Act as an ambassador for the agency Communicate a coherent and reliable story Act and communicate in a unique and distinctive manner Communicate internally before communicating externally

	Dress the agency	<p>Secure usage of the agency's logotype</p> <p>Design materials according to the corporate profile (typefaces, colours and graphical elements)</p> <p>Use approved templates (documents and presentations) and visuals (photographs and illustrations)</p>
	Talk with one voice	<p>Only comment on issues within your own expertise</p> <p>Make sure that you know the agency's position on an issue</p> <p>Undergo media training</p> <p>Avoid commenting on issues that might interfere with the agency's image</p> <p>Adapt your messages to the situation and/or the audience but never sacrifice the agency's position</p>

