# Week 11

Social Media for eGovernment

Outline

- Why Social Media

- Challenges in adopting social media in Government

- Social Media in Public Sector

- Social Media in Singapore Government

- Guest speaker: Mr. Kelly Choo (Co-founder & Business Development Director, Brandtology)

IT Young Professional of the Year award for championing social media intelligence

- Invented innovative ways for companies to leverage social intelligence to benefit their businesses, as well as spearhead Brandtology's growth to become a leading provider of social media intelligence globally

Gen-Y & Social Media

What is it?

Social Media Users - Creating, Sharing, Listening
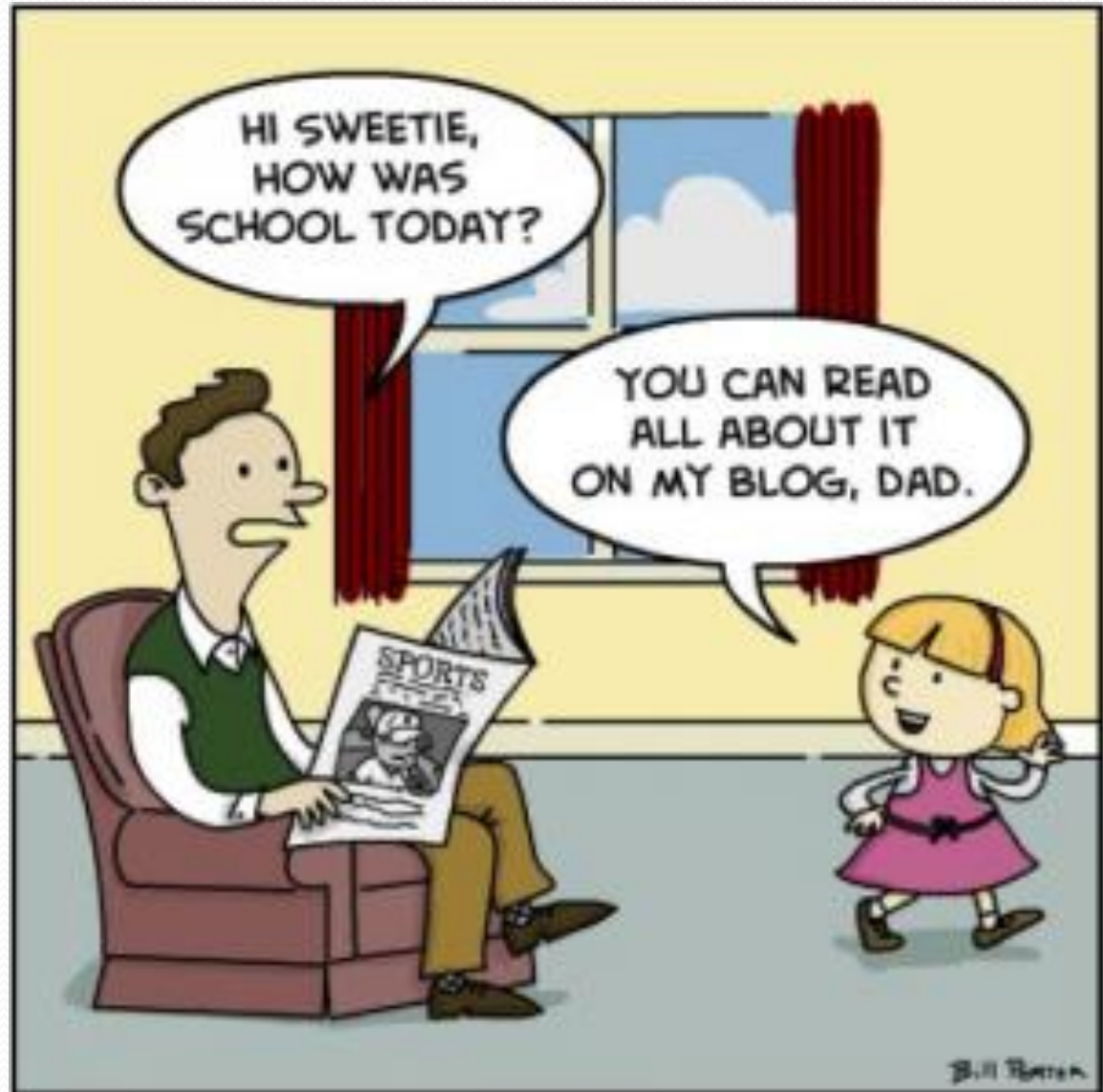
- An umbrella term
  - Integration of online technologies with social interaction to create value
  - Use of Internet tools that enable shared communities through multi-directional conversations that create, organize, edit, combine, & share content
- A new channel to solve age-old problems?

Ways of Engaging

Content creators   **Sharers**   **Listeners**
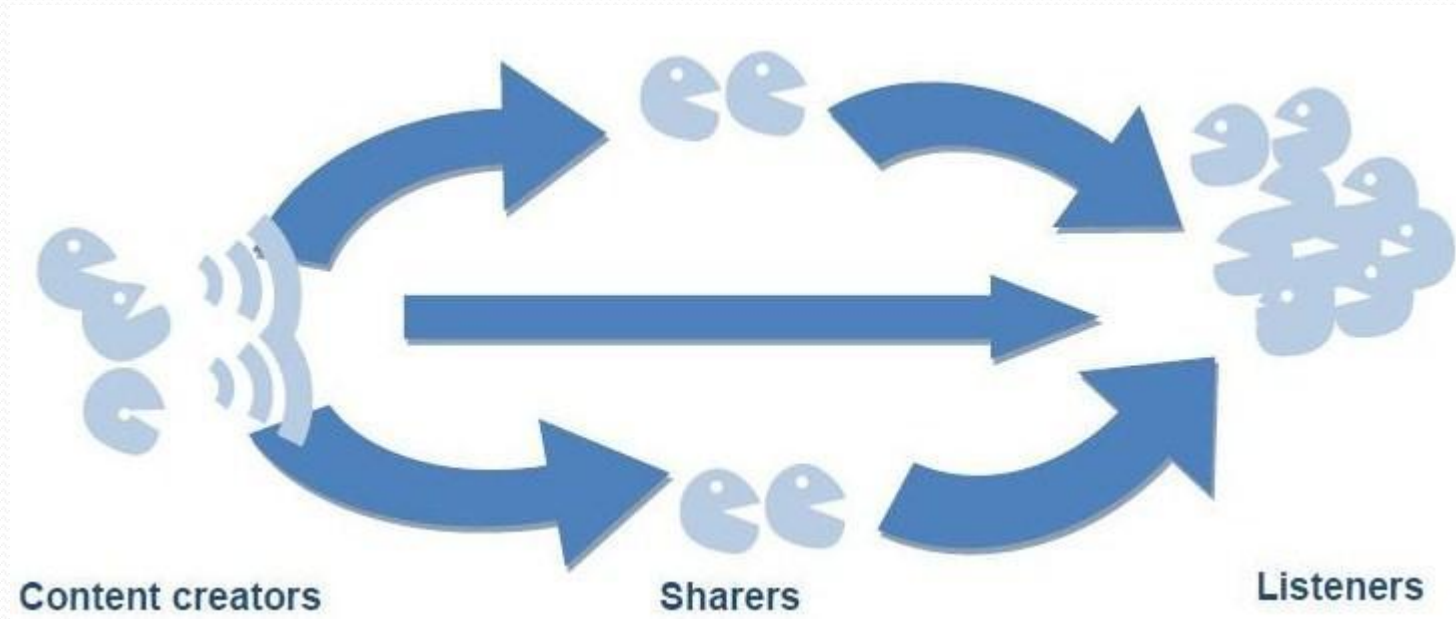
- Creators
  - Some people create contents – informing, changing opinions & leading trends
- Sharers
  - Some people dig thru info & share with others – adding comments & forwarding in all directions
- Listeners
  - Some people just listen – using this info outside social media space

Examples of Social Media Sites

- Craigslist – classified ads
- Delicious – social bookmarking
- Digg – social news
- Facebook –social networking
- Flickr – photo sharing
- LinkedIn –professional networking
- MySpace Music – music sharing

- Ning – social network space
- Second Life – virtual worlds
- Slideshare – presentation sharing
- Twitter – microblogging
- WordPress – open source blog publishing
- YouTube – video sharing

Popularity of Social Media

- Singapore Polytechnic survey (Dec 2009)
  - 64% of local youths visited Facebook daily
  - 35% of local youths visited YouTube daily

- Nielsen study (2010)
  - Over 50% of Singapore population participated in at least one social media website
    - Facebook (42%)
    - YouTube (35%)

- Facebook
  - Estimated 2.2M Facebook user accounts in Singapore
  - Most visited online site by Singaporeans since Aug 2009

Myths

- It's only a fad
  - Used by more people & organizations everyday
- It's only for young people
  - People of all ages access social media
  - Average age of LinkedIn user is 44 years old
  - Fastest growing group of Facebook users is over 55 demographic
    - Grew over 500% throughout 2010
- It's not relevant for government
  - Another method to communicate & interact with stakeholders
- It's too risky for government
  - Identify & mitigate risks

Benefits

- Increasing education of public
- Access to information
- Promotion of govt agency
- Marketing
- Thought leadership promotion
- Opportunity to forge, build & deepen relationship
  - Drive stakeholder involvement & satisfaction

Implications

- Agency may have to transform organizational structure
- Agency may have to open corporate ecosystem
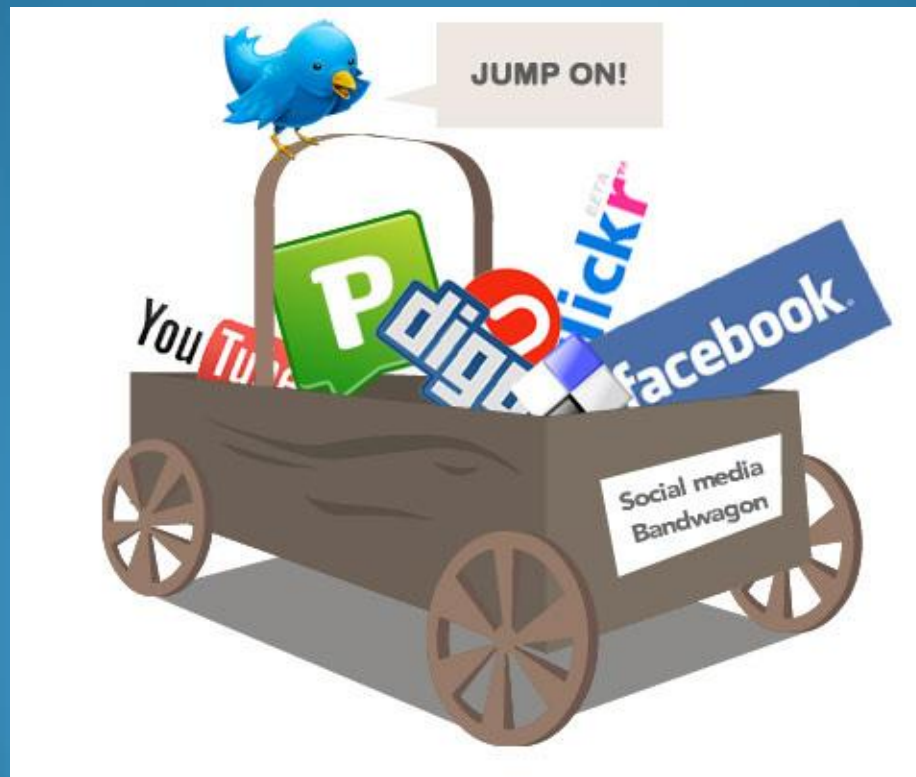
How Social Media Accelerated the Uprising in Egypt

BY E.B. BOYD Mon Jan 31, 2011

Did Twitter, Facebook, and YouTube send people out into the streets? Of course not. Did they speed up the process of protest? Absolutely.

There's been some backlash in the last few days against the idea that either Tunisia or Egypt

Challenges in adopting Social Media in Government

Caveat Emptor

- An engaging communications platform
  - Poses risks if not managed well
- Are irresistible as the tides
- Gen Y (familiar with social media) entering government service, giving rise to cultural case
- Govt must adjust

Challenge 1

- Social media are spontaneous & instantaneous
  - Government is slow & steady
  - Too used to formalized communications, layers of approval, multiple edits & re-edits of memos, letters & slide presentations
- Pace of decision-making
  - Government has to get used to a slower decision-making process than before
  - Allow broader participation at local then national level
- Need to be more nimble

Challenge 2

- Internal governance
  - Info privacy & security issues are new manifestations of old phenomena
    - Not fundamentally new, but need to be interpreted in a new context
  - Always have been risks of improper disclosure & misuse of govt info

Challenge 3

- Risk management (not risk avoidance)
  - Personnel as an individual
    - Express private views
  - Personnel as a professional
    - Explore alternatives or present authoritative views
  - Personnel as an official
    - Discuss organization's policies or represent them
- Employee preparation
  - Instill employee discipline based on understanding of risk
  - Thoughtful choices on what to put on social media sites, rather than spontaneous babbling

Challenge 4

- Measuring success of implementation by & use of social media in government
  - Dearth of
    - Analytic support
    - ROI or cost/benefit analysis
  - Few direct measures
    - Proxy measures e.g. personal opinion, citizen engagement score, employee engagement scores, …
- Developing performance metrics

Challenge 5

- Capabilities
  - Need to edify organization by helping personnel at all level to realize social media & how to manage it
    - Inculcate culture of collaboration
  - Craft social media policies to capitalize
    - How personnel should conduct themselves
    - Appropriate behaviour when personnel interface on blogs, wikis, social networks, virtual worlds, …
  - Reliance on outdated hardware or software

Challenge 6

- Inertia to embrace change
  - Most public sector organizations are inactives
    - Continue to reply on yesterday's technology to address tomorrow's problems
  - Mindset change to understand emerging mental models
  - Equip themselves with right policies, strategies, resources, delivery mechanisms & management skills to take part in collaborative relationships
- Institutional blockers from various units
  - E.g., marcom, general counsel, line managers
- 3 camps of participants
  - **Zealots** love tools for experience & opportunity they offer
  - **Collaborators** see tools helping to do jobs better
  - **Resisters** concern with risks of policy violations

Social Media in Public Sector

Social Media Usage

- Sharing Content with people
  - As a way of micro-broadcasting news about policies to target stakeholders
- Engaging with citizens
- Using collective knowledge of public
  - As a way to crowdsource feedback about policy to gauge public interest
  - Needs to be backed by action & willingness to engage
- Just listening
  - As a way to mine stakeholder opinions in social media interactions in third party sites (e.g., Facebook)

Factors Influencing Participation

- Characteristics such as type of group, identity of poster & characteristics of post
- Receiving a reply
- Having a positive first experience with online group
- Online behaviors
  - Peripheral participation
  - Trolling
  - Flaming

Online Behaviors (1/2)

- Peripheral participation
  - Common misconception is lurkers are driven by selfish motivations
    - Behavior is due (in part) to inexperience with online community
  - Some lurkers are future active users that are learning from other users how to behave & contribute online
  - Reasons to lurk include
    - Efficacy issues with topic & technical system itself
    - Lack of identity with group
    - Perception that just visiting is actually a form of contribution

Online Behaviors (2/2)

- Trolling
  - Provoking other group members in such a way that discussion diverts from main topic & falls into fruitless arguments
- Flaming
  - An uninhibited hostile behaviour expressed through words of profanity, obscenity & insults with intention to harm a person or organization

Hindrances of Social Media Success

- Simply broadcasting messages
- Not responding to contributions of stakeholders
- Over-prescribing topics
- Overly specific goals

Getting Started …

1. Determine the business need
2. Assess the risks
3. Make a plan
4. Implement the plan

[Source: Western Australia Social Media Guidelines, August 2011]

1. Determine Business Need (1/4)

Does social media help in meeting a business need?

- What does an agency aim to achieve?
- Will social media help?

- Define the goals e.g.,
  - Engage with community
  - Disseminate info
  - Raise awareness of services
  - Network with peers
  - Develop policy
  - Collaborate
  - Improve customer service
  - Join existing conversations

1. Determine Business Need (2/4)

- Refine the goals
  - Will project be ongoing or short-term?
  - Will project be internal or external?
  - Is social media already being used?
    - Important to have consistent message
  - Will project involve other agencies?
  - Will project include whole agency or those with right skills?
  - What will project do?
    - What message to convey
    - Dialogue – Deals with a topic
    - Function – Do something e.g., gain access to a service
    - Content – Info to address audience's need

1. Determine Business Need (3/4)

- Listen & understand
  - Identify people to engage with
  - Aim for quality engagement
  - Monitor existing conversation/discussion
    - Assess tone
- Choose the right tools
  - Choose social media most closely aligned with customers & target market
  - Social Networking (e.g., Facebook)
    - Useful for disseminating info, brand improvement, engagement with community, marketing services
  - Blogging
    - Useful for in-depth engagement, brand improvement, developing policy, disseminating info, engaging with expert communities, networking, collaboration

1. Determine Business Need (4/4)

- Microblogging
  - Useful for emergency info, complaints management, customer service, professional networking, internal comms
- Crowdsourcing
  - Useful for developing policy, engaging with community
- Wikis
  - Useful for disseminating info, knowledge management
- Media sharing (e.g., music, video & pictures on Facebook & Flickr)
  - Useful for disseminating info, engaging with community

- A project is not restricted to using one tool
  - Important how the tools interact
  - Important not to spread resources too thin

2. Assess the Risks

- Public nature of social media increases visibility of any inappropriate staff conduct
  - Similar to inappropriate conduct on TV, newspaper & open letter
- Outcome of risk assessment
  - Highlight that goals need to be redefined
  - Risks are too high to be accepted
  - Prompts creation of contingencies
    - Should not wait for blunder to occur
- Risk areas
  - Monitoring comments concerning agency
  - Moderation
  - Loss of control over content
  - Security risks
  - Impersonation

3. Make a Plan (1/5)

Staff skills & responsibilities

- Social media activity must abide by existing policies governing staff behaviour
  - Codes of Ethics, Codes of Conduct, ICT security policies
- Staff access to social media
  - Staff use social media for personal, professional or business reasons
  - Info or views posted online by staff cannot be isolated from their working life
  - Ability to communicate on behalf of agency should be strictly controlled
  - Only those with appropriate communications & social media knowledge should be accessing official social media accounts
  - Message must be consistent with other communications

3. Make a Plan (2a/5)

Allocating resources

- Initial staff costs involved in
  - Creating & managing social media plan
  - Updating communications plan
  - Creating internal policies & associated documentation
  - Establishing & updating IT infrastructure
- Ongoing costs incurred in
  - Writing & reviewing content prior to publishing
  - Responding to feedback from users
  - Researching upcoming contents
  - Monitoring project's social media presence & KPIs
  - Providing IT support

3. Make a Plan (2b/5)

- Incorporate social media duties & responsibilities into relevant staff roles
  - Social media is active 24 x 7
  - If social media is public facing, need to plan for monitoring interactions outside business hours
- Allocate resources for training
  - Level of expertise available will determine resourcing levels
- Consider varying demands over time
  - Plan for slow uptake of services
  - When to end
    - Migrating any necessary content to other channels
    - Ensuring users are advised of closure
    - Closing social media accounts
    - Ensuring any record management policies have been complied with

3. Make a Plan (3a/5)

Planning how to respond to feedback

- Need a feedback response plan to ensure consistency of message and tone & timelines of responses align with broader communications strategies

- Moderation
  - Chosen social media tool may support different moderation
    - Strong moderation – Posts need prior approval
    - Weaker moderation – Negative posts are retrospectively removed

- Dealing with negative feedback (legitimate problems, constructive criticism, trolling, spam, …)
  - Consider such comments similar to other channels
  - If an agency does not have capacity to deal with comments, the comment function should be disabled
  - Should not respond in an ad hoc manner or with silence
    - Messages & tone of responses should align with broader communications strategies

3. Make a Plan (3b/5)

- Decide how to react (or determine type of response necessary)
    - Stay positive (even to negative criticism)
    - Do not be drawn into a fight with a citizen or user
- Decide how to handle
    - Handling complaints & feedback is treated the same as thru other medium
- Negative comments made by staff
    - Risks associated with negative comments are actually due to fault of handling responses poorly
    - Training is needed to align social media with normal complaints process
    - Authority for staff to assume official persona is strictly controlled
- Monitoring outside sources
    - Monitor sentiments & comments from all sources
    - May respond only to comments on official pages, rather than related pages

3. Make a Plan (4/5)

Incorporating record keeping & archiving

- Social media is a communications methodology
- Irrespective of medium used, if content is defined as a record, it must be record & archived
  - Is existing record keeping system capable of supporting social media records?
  - Who is responsible for social media record keeping?
  - Do existing policies cover social media records?
  - Is the retention process & period defined for social media records?
  - Is data stored within agency? Data stored on external sites cannot be defined as a record
  - Are staff appropriately trained for social media record keeping?
- Ability to export data in a format that can be stored on record keeping system is important

3. Make a Plan (5/5)

Accessibility

- All government websites (including social media) should comply with prevailing standard & accessibility compliance

4. Implement the Plan

- Create a sign-off document
  - E.g., business plan
- Gain executive sign-off
  - Document provides a formal record, useful for funding & resourcing
- Ongoing review to ensure solution remains relevant & meets business needs
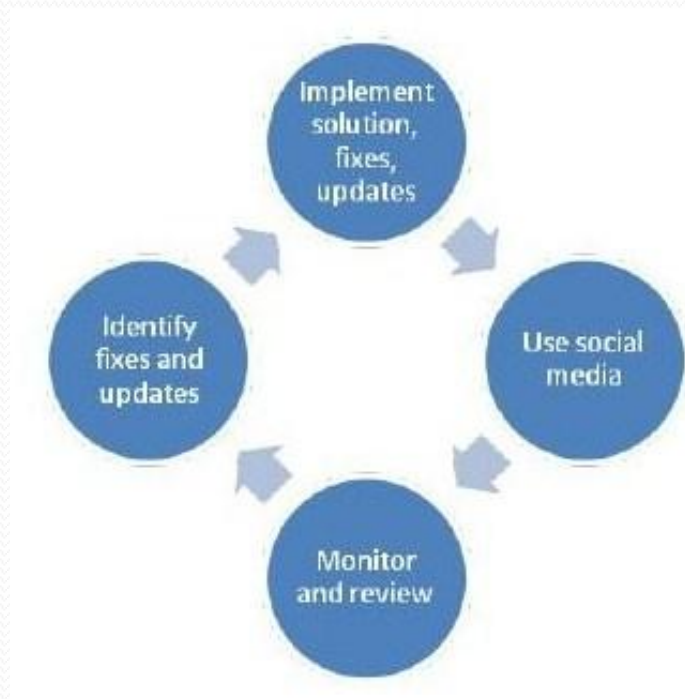
Use of Social Media by Citizens

- Engaged citizens use Web & social media
  - To mobilize campaigns
  - To express political opinions in form of deliberation
  - To cultivate an interest in politics thru exposure

- Unclear how such citizens have exerted influence on policy makers digitally

Social Media in Singapore Government

Sharing Content with people

Govt creates its own YouTube

It used Cloud to develop its own video-hosting service, saving money on servers and avoiding ownership issues

Government agencies like the Ministry of Transport (www.mot.gov.sg) are using short video clips on their websites to better explain policies to citizens. The videos are hosted on the cloud but popular video hosting site YouTube has nothing to do with it.

Khoong Hock Yun, assistant chief executive officer of the Infocomm Development Authority (IDA), said: "YouTube has made videos popular. But government agencies hesitate to use it because any video posted on YouTube belongs to the website. If there is a court case, it must be heard in the United States. There is also a discomfort knowing that our videos on National Day parades, for example, can be spoofed."

The IDA came up with a video-hosting service last March which any government agency can use to put up videos on their websites. Instead of building its own hardware to host the videos, the IDA is making use of the cloud to host and stream the videos.

Dubbed Envision, the video-hosting service was awarded to two local consortia Evvo Media and ServTouch through a public tender earlier this year.

PHOTO: WWW.MOT.GOV.SG

In this screen shot, Transport Minister Raymond Lim explains his ministry's land transport policy in a video embedded in the Ministry of Transport website.

There are three key benefits to Envision, said Khoong.

By using a shared resource, each agency pays only when they use the service and save on high capital expenditure on servers and networks.

There are two different service levels to ensure smooth video streaming experience. One is on a best effort basis where some lag during video streaming is acceptable. Said Khoong: "Agencies will use this for promotional videos."

The other is a guaranteed level of service where a large number of people can sign in simultaneously and the high Internet bandwidth assigned for this service will ensure that the videos will play without lag or stalling.

Copyright and ownership issues form the third benefit for users. There is no worry over who owns the videos hosted by the service providers.

Explaining why IDA went for a cloud service, Khoong said: "It's difficult to know how much storage capacity and bandwidth to plan for. If we over-provide, it's a waste. If we under-provide, we can't scale easily when demand increases."

With Envision, the savings can be substantial. A 10-minute video, made available for one month and in which 150 concurrent users could tune in, could save an agency about $5,000 a month by using the cloud service compared to paying $10,000 to a dedicated video-on-demand provider. The Ministry of Transport, Mindef, the Public Service Division and IDA are the initial agencies interested in Envision services.

A video search in the www.gov.sg website will be rolled out soon, which will let people search online for all videos created by the Government.

In phase two of the project next year, Envision will be rolled out to schools where teachers and students can access videos and other interactive digital material for learning and teaching.

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Engaging with Citizens

Using Collective Knowledge of Public

Just Listening

Social Media in Singapore Politics: It's Serious Business Folks!

Posted by theonlinecitizen on May 25, 2011

35 Comments

Like 39   Tweet 10   Share 21

This article was originally posted on 24 May 2011 on Economy Watch . TOC thanks Economy Watch for permission to publish this in full here.

Raymond Tham/

Singaporeans Find Their Voice (Credit: Stell Woll)

Use by Government Agencies

- As of June 2011
  - ~150 Facebook pages
  - Over 50 YouTube channels
  - More than 50 Twitter accounts

Guest speaker

Mr. Kelly Choo

Co-founder & Business Development Director

Brandtology