OFFICE OF THE CHIEF OF PUBLIC AFFAIRS

THE UNITED STATES ARMY SOCIAL MEDIA HANDBOOK

VERSION 3 | JUNE 2012

ONLINE AND SOCIAL MEDIA DIVISION | 1500 PENTAGON | WASHINGTON, DC

U.S.ARMY

Optimizing Online Engagement

Army Social Media

Table of Contents

Letter from the Chief of Public Affairs II

Social media summary 1

Social media for Soldiers, Army Families and Army personnel 2

Social media standards for Army leaders 3

Operations security and safe social networking 4

Establishing and maintaining Army social media presences 6

Social media registration and social media directory 8

So you think you need a social media presence? 9

Checklists for establishing an official Army social media presence 10

Using social media for crisis communications 12

Army branding 14

Blogging 15

Social media impersonations 16

Social media case studies 17

The Army Public Affairs Portal 21

Eight tips for populating your organization's Facebook Timeline 22

Facebook and Twitter quick reference guides 24

Frequently asked questions 26

Social media glossary 28

Social media resources 34

Enclosures 35
- (1) DTM 09-026 – Responsible and Effective Use of Internet-based Capabilities
- (2) Army Standard Operating Procedure for Official U.S. Army External Presences
- (3) Delegation of Authority Approval of External Official Presences
- (4) ALARACT 421/2011 – Army OPSEC Training for External Official Presence Sites Operators

Letter from the Chief of Public Affairs

Team,

I want to recognize and applaud all the great work each of you are doing to help the Army tell our story.

As communicators, we operate in a 24-hour news cycle with the news moving faster than ever before. In order to be successful at telling the Army's story, we must take full advantage of all the communication tools at our disposal.

It is important to be as transparent as possible. As communicators, we need to be the first with the truth, whether it's good or bad. Social media allows us to do that while also painting a visual picture which allows us to shape messages.

Recently, Army organizations have used social media to communicate during times of crisis. Communications regarding the earthquake in Japan, the tsunami threat in Hawaii, the tornadoes and floods in the Midwest - all benefited from Army communicators turning to social media to inform and update the public and the community.

In today's media environment, understanding social media, especially as it relates to time, can help you excel as an Army communicator. People expect news to find them through social media platforms, so when breaking news happens, one of the first places they turn is social media. Social media can be a valuable tool for Army organizations. It helps Army organizations and Army commands establish credibility, accessibility and authenticity.

In this edition of the Social Media Handbook, we have included details about social media OPSEC training and examples of how to effectively use the new Facebook Timeline design. We also take a closer look at the steps needed to establish a social media presence and how to register that presence on the social media directory.

Social media is constantly evolving, and it is not going away. Soldiers have always been and always will be our best story tellers – they are the Strength of the Nation. Social media helps us connect America to its Army and assists us in reaching new demographics.

I wish you the best of luck with your social media endeavors. We look forward to working with all of you as we continue to improve the way we tell the Army's story through social media. Please reach out to our Online and Social Media Division if you need any assistance.

STEPHEN R. LANZA
Major General, USA
Chief of Public Affairs

Social Media Summary

What is social media?

Social media represents a shift in the way we as a culture communicate. By using Internet-based platforms like Facebook, Twitter, Flickr and YouTube, social media provides new ways to connect, interact and learn. People no longer look for news; the news find them. And in the world of social media, the perception of truth can be just as powerful as the truth itself. The Internet moves information quickly, whether for good or bad. Social media, with a variety of available platforms, can instantaneously connect users within a global network, making the transfer of information even more pervasive. Today, social media use is so widespread and transparent that you may already be involved even if you are not actively participating. It is a highly effective tool for reaching large communities and audiences. But this substantial ability to connect with the masses is not without its risks. Using social media to spread information is becoming the standard, so it is important to understand the power, the benefits and the risks associated with using the various platforms.

Army social media

The Army recognizes that social media gives people the ability to communicate with larger audiences faster and in new ways. It has become an important tool for Army messaging and outreach. The Army uses a variety of social media platforms designed to support a range of media from text, audio, pictures and videos; all of which are generated and maintained by organizations and individuals within the Army Family. The Army understands the risks associated with social media and has developed training to help Soldiers and Family members use social media responsibly (www.slideshare.net/USArmySocialMedia).

Why use social media?

Soldiers have always been the Army's best and most effective messengers. Today, Army social media enables the Army Family around town, around the country and around the world to stay connected and spread the Army's key themes and messages. Every time a member of the Army Family joins Army social media, it increases the timely and transparent dissemination of information. It ensures that the Army's story is shared honestly and directly to Americans where they are and whenever they want to see, read or hear it. Social media allows every Soldier to be a part of the Army story and it allows America to connect with its Army. Social media is a cheap, effective and measurable form of communication. The Army uses social media to tell the Army's story, but it also uses social media to listen.

What does the DoD say about social media?

On February 25, 2010, the DoD re-issued a Directive-Type Memorandum providing guidelines for military use of social media and acknowledged "that Internet-based capabilities are integral to operations across the Department of Defense." On March 1, 2011, William J. Lynn III, the Deputy Secretary of Defense, reauthorized Directive-Type Memorandum (DTM) 09-026 – Responsible and Effective Use of Internet-based Capabilities (Enclosure 1). The move extends the DTM through May 2012 and outlines how the NIPRNET should be configured to allow access to Internet-based capabilities across all DoD components. All service branches are using social media at different levels, but this DTM indicates that use of social media in the DoD is authorized. The extension is not a permanent solution, but it allows the military to continue using social media until a more permanent list of rules and regulations is established.

The way forward

The Office of the Assistant Secretary of Defense is currently working on all-encompassing policy including data points currently listed in DTM 09-026 as well as updates to the DoD's 1998 web policy. The DoD instruction is in the creation stage since this policy is presently in draft form. Once vetted and approved, the instruction will be a compendium of everything that will be needed for use of Internet-based capabilities – to include content on ethics, operations security and information assurance. Once published, it will be posted on the Army's SlideShare site.

Social Media for Soldiers, Army Families and Army Personnel

Joining social networks

Soldiers will naturally seek out involvement in social media platforms if they haven't already. Social media helps individuals with similar interests connect and interact. Soldiers are authorized to use and belong to a variety of social media platforms as long as their involvement does not violate unit policy and the basic guidelines of the Uniform Code of Military Justice.

Lay out the guidelines

All leaders should communicate social media expectations with their Soldiers. It is important to outline unit policy and make sure all Soldiers know what they can and cannot do when using various social media platforms. A generic unit policy can be found on the Army's SlideShare site and it can be customized to each unit.

Follow the Uniform Code of Military Justice

Soldiers using social media must abide by the Uniform Code of Military Justice (UCMJ) at all times. Commenting, posting or linking to material that violates the UCMJ or basic rules of Soldier conduct is prohibited. Social media provides the opportunity for Soldiers to speak freely about their activities and interests. However, Soldiers are subject to UCMJ even when off duty, so talking negatively about supervisors or releasing sensitive information is punishable under the UCMJ. It is important that all Soldiers know that once they log on to a social media platform, they still represent the Army.

Security items to consider

- Look closely at all privacy settings. Set security options to allow visibility to "friends only."
- Do not reveal sensitive information about yourself such as schedules and event locations.
- Ask, "What could the wrong person do with this information? Could it compromise the safety of myself, my family or my unit?"
- Geotagging is a feature that reveals your location to other people within your network. Consider turning off the GPS function of your smartphone and digital camera.
- Photos and videos can go viral quickly. Closely review them before posting to ensure they don't give away sensitive information which could be dangerous if released.
- Talk to your family about operations security. Be sure they know what can and cannot be posted.

M.I.A. and K.I.A.

Social media is a major part of our daily interactions, so when Soldiers are killed in action or go missing, it's hard to turn off the flow of information distributed through social media platforms. While it's difficult to prepare for tragedy, it's important to know that social media can play a role (good or bad) in the handling of M.I.A. and K.I.A. situations.

In an M.I.A. or K.I.A. situation, members of the media may look at your personal Facebook profile or the profiles of your family to find out more about you. In an captivity situation, captors may also turn to Facebook to pull information from family member profiles for interrogation purposes. It's vitally important that you and your family set privacy settings as restrictive as possible.

Details about Soldiers killed in action cannot be released until 24 hours after the next of kin has been notified and after the information has been released by the DoD at www.defense.gov/releases. In our social media culture, this has become more difficult to enforce. It's important that all friends, family and fellow Soldiers know that information about individuals killed in action must not be released before the next of kin is notified. Always follow unit and Army protocol when it comes to M.I.A. and K.I.A. situations.

Social Media Standards for Army Leaders

Online relationships

Social media is about connecting, so it is only natural that Army leaders may interact and function in the same social media spaces as their subordinates. How they connect and interact with their subordinates online is left to their discretion, but it is advised that the online relationship function in the same manner as the professional relationship.

Leader conduct online

When in a position of leadership, conduct online should be professional. By using social media, you are essentially providing a permanent record of what you say. If you would not say it in front of a formation, do not say it online.

It is your responsibility as a leader to monitor Soldiers' conduct on social media platoforms, as well. If you find evidence of a Soldier violating command policy or the UCMJ on social media platforms, then you should respond in the same manner you would if you witnessed the infraction in any other environment.

Should Soldiers "follow" those in their command?

Ultimately, it depends on how that leader uses social media. If the leader is using social media as a way to receive command and unit information along with installation updates, then following members in a leader's command is appropriate. But if the leader is using social media to keep in touch with family and friends, it may not make sense to follow people in the leader's chain of command. Leaders cannot require that members of their unit accept a friend request from their personal profile account.

Self promotion

It is not appropriate to use rank, job and/or responsibilities in order to promote yourself online for personal or financial gain. Such actions can damage the image of the Army and your individual command.

Paid submissions

Treat requests from non-governmental blogs for a blog post as a media request and coordinate with your public affairs officer. It is against Army regulations to accept compensation for such posts.

Operations Security and Safe Social Networking

Safe social networking

Social media has become a big part of our Army lives. It helps organizations share information and keeps Soldiers, Family members and Army Civilians connected to loved ones. We depend on social media, but it can be extremely dangerous if you are not careful. Do you know what information you can post about your job? Did you know people can use social media to steal your identity? Did you know you can be at risk, even if you don't use social media? Operations security (OPSEC) and personal privacy concerns should be paramount when using social media.

OPSEC in daily interactions

Since social media use is so commonplace in our day-to-day interactions, it is easy to become complacent. In order to maintain OPSEC, it is important to remain vigilant at all times. Sharing seemingly trivial information online can be dangerous to loved ones and fellow Soldiers—and may even get them killed. America's enemies scour blogs, forums, chat rooms and personal websites to piece together information that can harm the United States and its Soldiers. Be cautious when accepting friend requests and interacting with people online. Never accept a friend request from someone you don't know, even if they know a friend of yours. Don't share information that you don't want to become public. Someone might target you for working in the DoD, so be cautious when listing your job, military organization, education and contact information. Providing too much information in your profile can leave you exposed to people who want to steal your identity or sensitive operational information.

Privacy settings

Understanding what you can and cannot post on social media platforms goes a long way in protecting yourself online, but more can be done by adjusting your privacy settings. Many platforms set the default privacy setting to public, but they also provide various options to help users control their privacy settings. These settings are easily accessible; the trick is customizing them to meet your privacy needs.

Geotagging safety

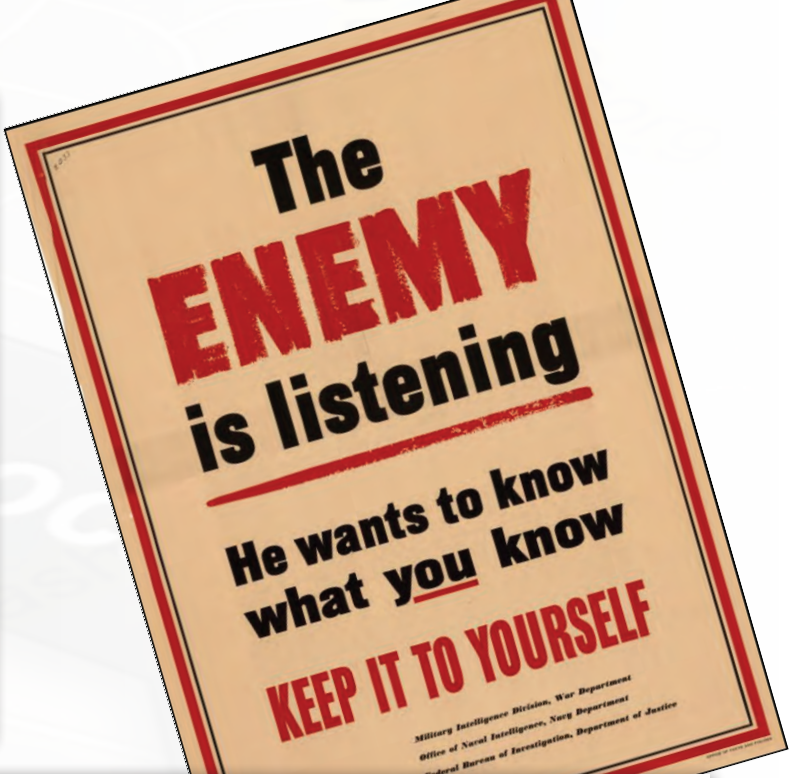
Geotagging is the process of adding geographical identification to photographs, videos, websites and SMS messages. It is the equivalent of adding a 10-digit grid coordinate to everything posted on the Internet. Some smartphones and digital cameras automatically embed geotags into pictures, and many people unknowingly upload photos to the Internet that contain location information.

A variety of applications are capitalizing on users' desire to broadcast their geographic location. The increased popularity of location-based social networking is changing the way we view security and privacy on an individual level and creating OPSEC concerns on an Army level. One Soldier exposing his/her location can affect the entire mission. Deployed Soldiers or Soldiers conducting operations in classified areas should not use location-based social networking services. These services will bring the enemy right to the Army's doorstep.

ALARACT – Army Operations Security (OPSEC) Training for External Official Presence Sites

In 2011, the U.S. Army Audit Agency determined that not all social media managers had received appropriate OPSEC training before posting content to external social media presences. ALARACT – Army Operations Security (OPSEC) Training for External Official Presence Sites (EOP) Operators (Enclosure 4) states that all commanders will ensure that those personnel who publish information on external online presences receive mandatory OPSEC training.

Social media managers are required to take two OPSEC courses. The Information Assurance Training Center offers the computer-based Social Media and Operations Security Training Course (ia.signal.army.mil/sms.asp). It is a self-paced class that takes approximately 60 minutes to complete. Social media managers must also take the DISA Social Networking Class (iase.disa.mil/eta/sns_v1/sn/launchPage.htm). The class is available 24 hours a day, seven days a week and takes approximately 50 minutes to complete.



Checklist for Operations Security for Official Army Pages

- [ ] Designate members of your team responsible for posting content to the official online presence and make sure those individuals are current on all OPSEC training.
- [ ] Make sure all content is submitted to and approved by the commander or the organization's release authority prior to posting.
- [ ] Make sure all content is posted in accordance with organization public affairs guidance and Army regulations.
- [ ] Monitor your social media presence and make sure external social media users are not posting sensitive information on your official presence. Monitor your Facebook wall and comments posted to your YouTube, Flickr and Blog presences.
- [ ] Produce training materials and conduct regular social media OPSEC training within your team and with other units in your organization.
- [ ] Distribute social media OPSEC training to the families of your Soldiers. It is important to keep them just as informed and up-to-date as the Soldiers in your unit.
- [ ] Be vigilant. Never become complacent when it comes to OPSEC. Check social media presences within your organization for OPSEC violations. Never stop working to protect OPSEC. Once the information is out there, you can't get it back.

Making Potentially Dangerous Social Media Posts Safer

Dangerous	Safer
My Soldier is in XYZ at ABC Camp in ABC City, Afghanistan.	My Soldier is deployed to Afghanistan.
My Soldier will be leaving Kuwait and heading to Iraq in three days.	My Soldier deployed this week.
My Soldier is coming back at XYZ time on XYZ day.	My Soldier will be home this summer.
My family is back in Edwardsville, IL.	I'm from the Midwest.

Establishing and Maintaining Army Social Media Presences

Managing a social media presence

Today, the Army understands that social media has increased the speed and transparency of information. More Army organizations are using social media for strategic online engagement. Social media is used in garrison environments, operational environments and in Family Readiness Groups. Developing a successful social media presence does not happen overnight. It is a detailed process that requires extensive planning and execution. It all starts with stating the organization's missions, messages and themes.

Developing a strategy

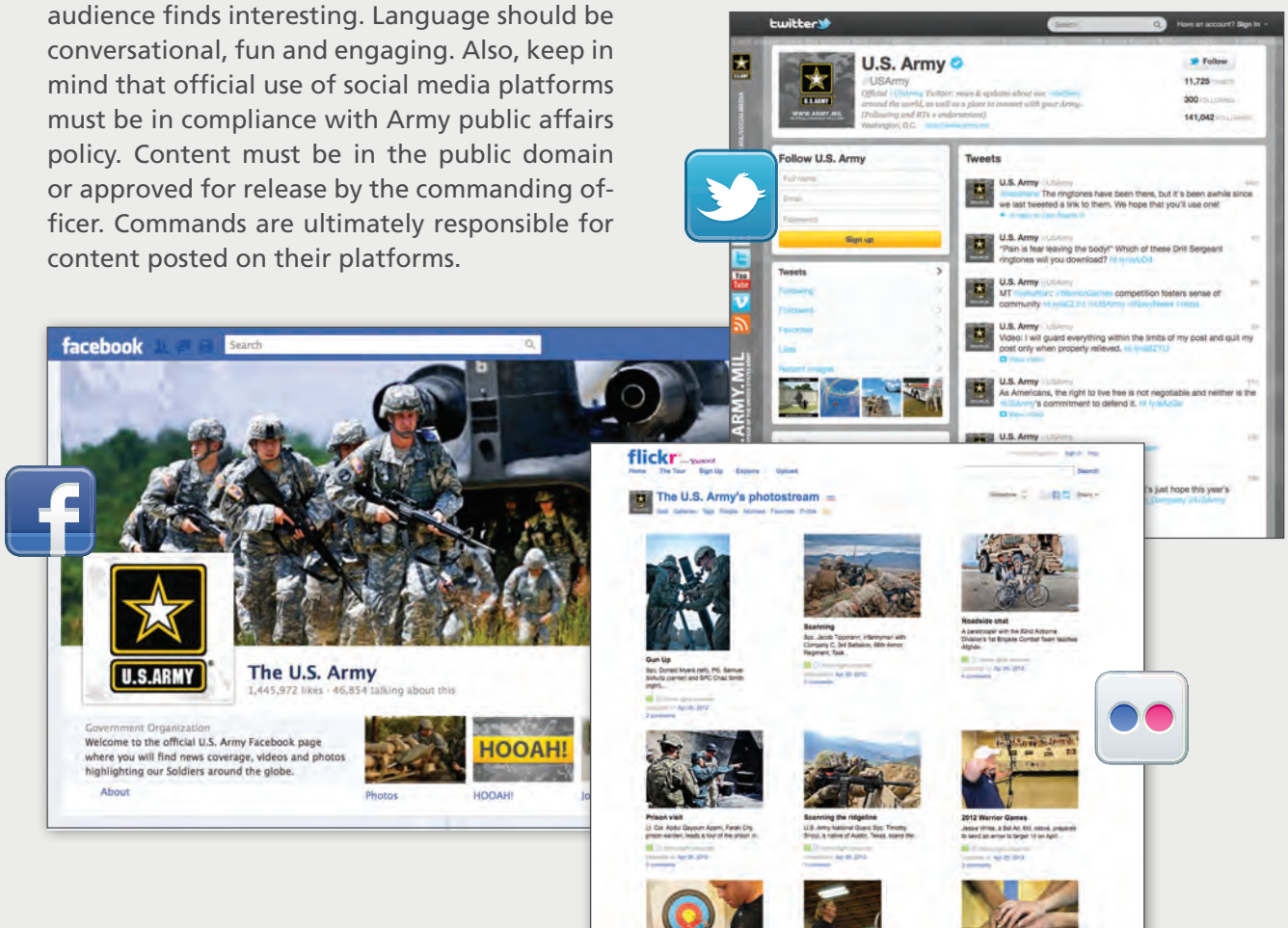
Once an organization establishes a direction, it can begin to develop a detailed social media communication strategy that provides input into all the social media platforms supported by the organization. The purpose of using social media is to place your unit's messages in the social media space. But in order to keep people coming back to the pages, units should develop a strategy that mixes messages with items the audience finds interesting. Language should be conversational, fun and engaging. Also, keep in mind that official use of social media platforms must be in compliance with Army public affairs policy. Content must be in the public domain or approved for release by the commanding officer. Commands are ultimately responsible for content posted on their platforms.

Contact information

It is vitally important to provide up-to-date unit contact information on your social media platforms. Facebook pages and YouTube channels are required to provide an AKO email address and a mailing address for the unit. However, since some platforms like Twitter allow less space for this information, it is sufficient to provide just an email address.

Terms of use statement

Each social media presence must have a terms of use statement that informs visitors of what is authorized when interacting on the platform. This terms of use statement should include a general disclaimer, privacy and security disclaimers, a copyright and trademark disclaimer, moderated presence disclaimer and a Freedom of Information Act notice. For an example of a terms of use statement, review the Army's terms of use statement on the Army's official Facebook page (goo.gl/ySaQx).



Enforce posting policy and monitor comments

It is good to have a posting policy, but just because a posting policy is in place does not mean everyone will follow it. Make sure to review wall posts frequently and remove posts that violate the posting policy. Keep in mind that social media doesn't take a break for the weekend. In some instances, weekend activity on Facebook can be busier than the week, so watch the organization's wall every day, even on days off, holidays and weekends.

Engage the audience

Social media is more than just a platform to push command messages; it is a social community. Platforms like Facebook and Twitter help people bridge geographical gaps to connect, talk and interact. Using social media can be valuable to a communication strategy, but it needs to be more than a sounding board for organization messages. Social media should be used to facilitate the conversation, engage the population and keep people interested in the discussion to bring America closer to its Army.

Listen to the audience

By reading the comments on a Facebook wall or blog post, social media managers can get a feel for what the online community wants to hear. It is also useful to talk to your audience directly. Ask for feedback and suggestions, and then act on their responses. A social media presence accomplishes very little if the audience is not interested in what is being said.

Mix it up

Balance "fun" with "medicine." It is important to post command messages and organizational information, but try to keep the page entertaining enough for people to want to follow it. Don't be afraid to have fun by posting interesting links or asking trivia questions. Try posting a photo of the day or asking a weekly question. Social media is social, so it is important not to fall into the trap of talking at your audience.

Answer questions

Once a social media presence grows to a certain size, the population will likely use it as a resource and forum to ask questions. It is important to spend time responding to questions to establish a valued relationship with users. The one-on-one conversations will show the community that their voices are being heard.

Measurement

Ten years ago, the success and reach of a news story could be measured by the size of a newspaper's circulation or the number of clicks on a website. Today, measurement is about more than just numbers. It is about trends and human feedback. Social media sites like Facebook, Twitter, Flickr and YouTube provide their own free analytics tools that allow administrators to track views, impressions and comments. By using numbers in conjunction with comments and reader feedback, it is easier than ever to determine how organizational messages are received and how the audience is responding to the content. Some analytics tools provide graphs and charts, but ultimately the presentation of information depends on the platform. These different presentations make for a richer statistical analysis. Using free analytics tools can help a unit demonstrate the usefulness of a social media platform, and even highlight the success of a specific social media campaign.

Social Media Registration and Social Media Directory

Registration

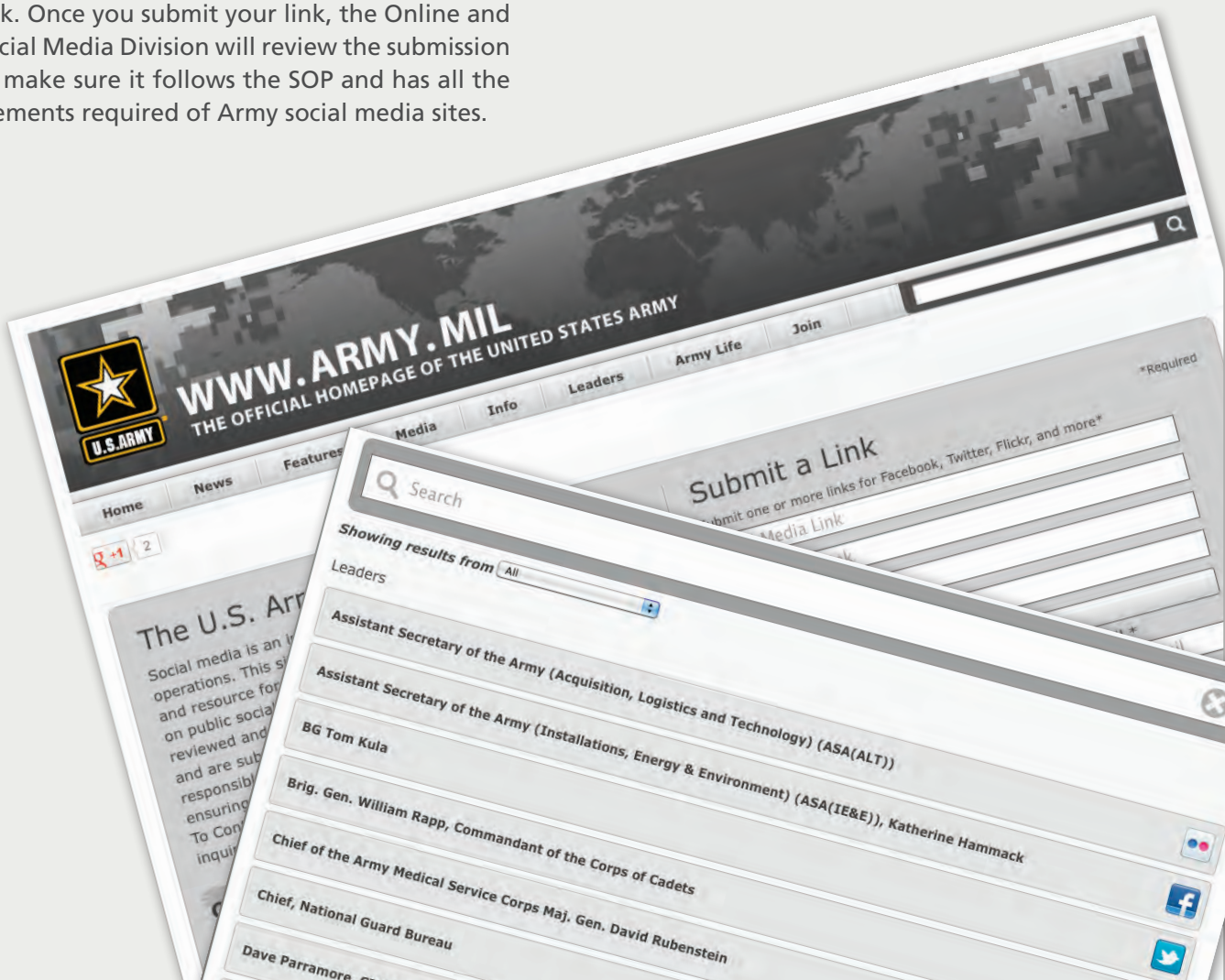
Registering organization social media sites through the social media directory is not just encouraged, it is required. According to Directive-Type Memorandum (DTM) 09-026 – Responsible and effective use of Internet-based capabilities, official online presences must "be registered on the external official presences list, maintained by the Assistant Secretary of Defense for Public Affairs (ASD(PA)), on www.defense.gov. Once your social media site is reviewed, approved and registered on the Army's Social Media Directory, your organization will be in compliance with DTM 09-026.

Registering your social media presence is quite simple. Once you've reviewed the Standard Operating Procedure for Standardizing official U.S. Army external official presences (social media) (Enclosure 2) and your social media site meets all of the requirements, use the upper right side of the Social Media Directory to submit your link. Once you submit your link, the Online and Social Media Division will review the submission to make sure it follows the SOP and has all the elements required of Army social media sites.

Once Facebook sites are approved, they will be added to the directory and the URL will be sent to Facebook so that all paid ads will be removed from the Page. When a social media manager leaves the position, be sure to email ocpa.osmd@us.army.mil to let the OSMD team know of the change so it can adjust the social media contact list.

Directory

The Army's Social Media Directory (www.army.mil/socialmedia) includes links to thousands of official Army social media sites on Facebook, Twitter, Flickr, YouTube and Vimeo. The directory makes it easy for Army social media managers to submit social media sites. It also allows users to search for social media sites currently stored in the directory. Each Social Media Directory entry has an icon for each social media site they maintain. This makes it easier to search for all of the social media presences belonging to a specific Army organization.



So You Think You Need A Social Media Presence?

Social media is a powerful communications tool. When used correctly, social media can help an Army organization reach an enormous audience. Social media can help organizations engage in the conversation while at the same time promoting awareness of the organization's main communication priorities. But not all Army organizations use social media effectively. Most of social media failures can be attributed to organizations rushing into social media before determining what exactly the organization aims to achieve with social media platforms. Using social media effectively is a process and it requires strategy, goals, manpower and foresight. Here are some steps that will help your Army organization get started with social media. The checklists on the following Pages will help you as you develop your social media presence.

STEP 1:

Determine what you plan to achieve with your social media presence. Make sure you have a way forward and a set of goals. Developing a social media outreach plan requires a lot of thought, so make sure you know how you plan to use social media to communicate.

STEP 2:

Review all of the Army social media content already available. This handbook is a great start, but there are more materials at your disposal. The Army maintains a SlideShare site (www.slideshare.net/usarmysocialmedia) where there are dozens of Social Media Roundups. These are brief, 10-15 slide presentations that discuss various social media topics. Be sure to also review the other documents on the site. This will help you understand the policies surrounding social media use. If you want to get a better feel for how the other services are using social media, you can check out: socialmedia.defense.gov.

STEP 3:

After you've done the basic research, work with your team to develop a social media strategy. The Army has a strategy for each social media platform. This helps your organization refine its focus. During this phase of the planning process, it's also helpful to look at how other Army organizations are using social media. The Army Social Media Directory (www.army.mil/socialmedia) provides links to all of the Army's registered social media sites.

STEP 4:

Once you've done your research and you're confident in setting up a social media presence be sure you set it up in accordance with the Army's Social Media SOP (Enclosure 2).

STEP 5:

Once the Page is complete, you need to register it with the Army. The process for registering your Facebook page with the Army is quite simple. If you go to www.army.mil/socialmedia, type in your information then click the "submit" button, your site will appear on a spreadsheet that we review internally. Once your site is approved, it will be added to the list of social media presences on the Army's social media directory within a few weeks. In addition to appearing on the Army's social media directory, we will also forward your Facebook link to Facebook. Facebook will then remove the ads from the right side of your page.

STEP 6:

Once you're up and running, the process isn't over. Make sure you post often and keep your social media presences active. A stagnant social media presence is an ineffective social media presence.

Checklists for Establishing an Official Army Social Media Presence

PRIOR TO ESTABLISHING AN OFFICIAL SOCIAL MEDIA PRESENCE, CONSIDER THESE ITEMS

- [ ] **Get command approval -** See Delegation of Authority memo (Enclosure 3).

- [ ] **Study Army social media policy and read Army resources -** Before you get started with social media, it is important to understand Army social media policy. Army social media resources can be found at www.slideshare.net/USArmySocialMedia.

- [ ] **Determine your goals -** What do you want to achieve/communicate? It could include distributing command information, connecting to a community, building espirit de corps, etc.

- [ ] **Determine your audience -** Identify the audience you intend to communicate with. This can include Soldiers, Families, Veterans, Army Civilians and the general public. Don't forget, your audience will also include stakeholders, politicians, community leaders and adversaries or enemies.

- [ ] **Research and select social media platforms -** Identify the social media platforms that will best suit the needs of your organization. Not all platforms will work for some organizations, so make sure you understand what can be achieved with each platform. Look at what other organizations are doing to get ideas.

- [ ] **Select your name and branding -** Read the Army's SOP for social media platforms to get detailed naming and branding procedures (www.slideshare.net/USArmySocialMedia/army-social-media-standard-operating-procedure-standardization). For more information on branding, visit www.usarmybrandportal.com or www.army.mil/Create.

- [ ] **Draft content strategy -** After identifying your audiences, selecting the platforms and approving branding, begin drafting a posting strategy. This helps refine your organization's social media goals. For an example of a social media strategy, visit goo.gl/3Tmw0.

- [ ] **Determine site management strategy -** Identify social media managers on your team. Make sure contingency plans are in place to allow for other members to fill in on established duties if necessary.

- [ ] **Develop policies and training -** The social media team is responsible for developing organization-specific social media policies to include posting and commenting policies. Also make sure to develop training materials to help educate and train individuals in your command about social media and its uses. To view the Army's social media training resource, visit www.slideshare.net/USArmySocialMedia.

REQUIREMENTS FOR AN OFFICIAL PUBLIC FACING COMMAND SOCIAL MEDIA PRESENCE
(THIS MEANS A PUBLIC SITE, NOT ONE BEHIND A FIREWALL)

- [ ] **Commanding officer or public affairs officer approval -** A presence must be approved by the release authority before it can be registered. Delegation of Authority – Approval of External Official Presences (Enclosure 3).

- [ ] **The point of contact must include a valid .mil address each time an organization submits for approval.**

- [ ] **The presence must have a URL to an official Army website -** Your command's website or the Army.mil if your organization does not have a website.

- [ ] **The presence must post disclaimer text -** The disclaimer identifies the page as an "official" Army social media presence and disclaims any endorsement. An example can be found at on.fb.me/eulvUR.

- [ ] **The presence must be clearly identified as "official" -** Site must identify that the presence is "official" somewhere on the page. An example can be found in the left-hand column of the Army's Facebook page (www.facebook.com/USArmy) or at the top of the Army's Twitter account (www.twitter.com/USArmy).

- [ ] **The presence must be unlocked and open to the public -** This mostly applies to Twitter, but also means that ~~p~~rivate Facebook groups should not be registered on the Army's social media directory. All official presences are open to the public.

- [ ] **Only official presences on Facebook can be registered and should be labeled as "Organization-Government" -** The use of Facebook Profile, Community and Group pages for official purposes violates the government's terms of service agreement with Facebook.

- [ ] **Submit the social media presence for approval and registration to www.army.mil/socialmedia.**

- [ ] **Set default view of your Facebook wall to show posts by only your organization.**

- [ ] **Make sure YouTube channels are set up as a government presence.** Step-by-step instructions can be found at forum.webcontent.gov/?page=TOS_YouTube.

Using Social Media for Crisis Communications

Crisis management

Using social media to communicate with stakeholders during a crisis has proven to be effective due to its speed, reach and direct access. In recent crises, social media has helped distribute command information to key audiences and media, while also providing a means for dialogue among the affected and interested parties. For a case study on how to use social media in a crisis situation, refer to this Army presentation: goo.gl/4S1HA.

Build a community early

The time to start using social media isn't in the middle of a crisis. In order to build credibility, you need to establish a presence in social media platforms before a crisis even occurs. A large social media following doesn't happen over night, so relax and execute your social media strategy. The better you are at providing good information and engaging your audience, the faster your following will grow.

Promote organizational social media presences

It is important to tell the social media community that you're out there. Organizations should advertise their social media presences on outgoing press releases, email signatures, websites and in conversations with reporters. The more you spread the word about a social media presence, the faster the community that follows it will grow. Make sure the public knows that your organization's social media presences are a good resource for information.

You can't force trust

The best course of action during a crisis is to leverage existing social media presences. If you have a regularly updated channel of communication before a crisis hits, then your audiences will know where to find information online.

Post content to social media platforms often

A static social media presence is ineffective, because visitors will lose interest quickly and stop coming to view the page. Social media platforms are designed to support various forms of content. Take advantage of this by posting stories, videos and photos related to your organization's mission.

Post cleared information as it comes in

Social media moves information quicker than ever, so when a crisis hits, don't wait for a formal press release. When you have solid, approved/cleared information, post it. This includes information about negative news items, as well. You can always post updated information as it becomes available. Not posting updates quickly during a crisis, or not keeping the community informed may damage the organization's credibility.

Monitor content and conversations

Avoid just posting information on a social media presence. Monitor content posted by users to get a better understanding of what information they want/need. Use search engines and other monitoring tools to track discussions on various topics.

The March 2011 Japan Tsunami is a good example of how the Army successfully used social media to get critical information to key audiences during a crisis.

Answer questions

It's not enough to just listen to what your audiences are talking about. Be prepared to engage and answer questions. Respond as quickly as possible through the most appropriate means of communication. This is the best way to stop rumors before they run rampant.

Share information

Share critical information with a network of trusted social media sites, such as other Army command sites, government and official non-governmental sites like the American Red Cross. The social media community is large and it is possible to reach a lot of people through an extended network in the social media space.

Encourage people on the scene to send info

Organizations can do this by having individuals on the scene use their personal accounts or feed you information to post on the official command social sites. No matter how the information is submitted, the command site should promote it when appropriate. It also helps to follow trends and related pages so your organization can repurpose information.

Use mobile devices

Keep your social media presences up-to-date by using mobile devices, if necessary. The myriad of mobile devices available today allow you to update social sites without being tied to your computer at a desk. Crisis happen all the time, so be prepared. Whether the installation is on lockdown, you're waiting out a storm or you're at a remote site at the scene, mobile devices allow you to share updates immediately. Ensure your mobile devices are continuously charged and be creative in finding power solutions that work for your situation.

Analyze results

Once the crisis is over, analyze what happened. Evaluate metrics and track user feedback. It is important to evaluate how a social media presence performs during a crisis so adjustments can be made for the future.

Army Branding

Using Army branding

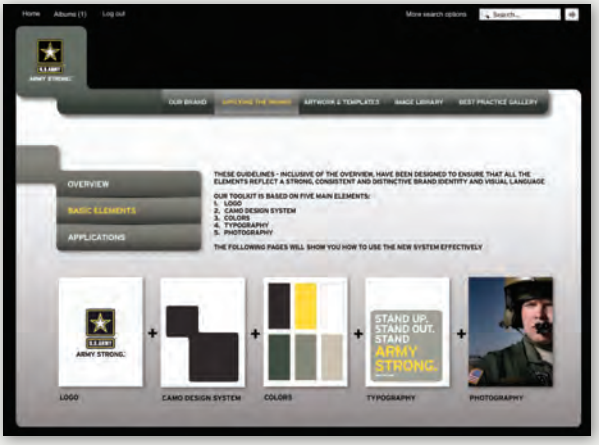
A brand is not just a logo or an emblem; it is an organization's identity. When using Army branding on social media sites, it is important to use the correct colors, tagline and imagery. A brand represents the organization through distinctive visual elements, which uphold the integrity of the brand when used consistently and correctly across all communications.

Staying Army Strong

"Army Strong" is a unique brand of strength. Everyone is familiar with the tangible power of the U.S. Army: the Apaches, the Humvees, the weaponry, the pushups. This campaign highlights the true strength of our Army—the strength that lies within each and every Soldier. It is harder to see, but it is this strength that makes the U.S. Army the preeminent land power on earth. Thus, maintaining the same consistent branding across all Army sites (social media or otherwise) is vitally important.

U.S. Army Brand Portal
www.usarmybrandportal.com

The U.S. Army Brand Portal provides brand elements such as Army logos, camouflage backgrounds, color palettes, typography and released Army photography. The site also provides guidelines on how to use those elements together. By getting brand elements and guidelines from the same place, people can ensure their use of Army branding is consistent with the Army's own designs.



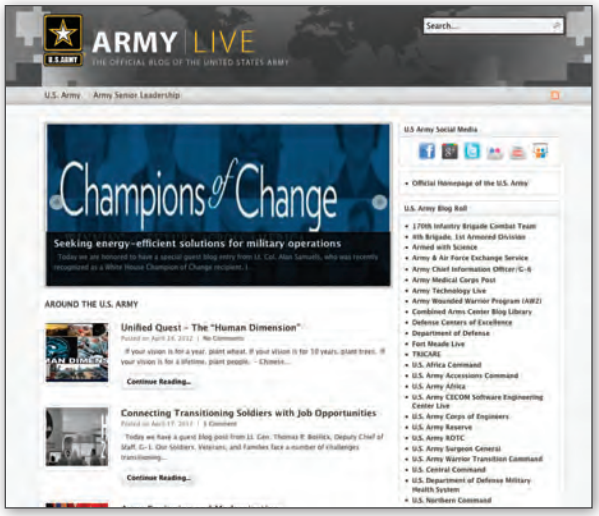
ARMY.MIL CREATE
www.army.mil/create

Creating a unit specific brand while following the Army style can seem overwhelming, but the Army.mil Create website can help get you started. There, you will find Designer, Web Developer and Content Editor tips that guide you through creating your own brand. There is even a social media toolkit your team can download.

Blogging

What is a blog?

A blog (also known as a "web log") is a type of website, usually maintained by an individual with regular entries of commentary, descriptions of events or other material such as video or graphics. Entries are commonly displayed in reverse-chronological order. "Blog" can also be used as a verb, meaning to maintain or add content to a blog. Many blogs provide commentary or news on a particular subject; others function as personal online diaries. A typical blog combines text, images, video and links to other blogs, websites, and related media to its topic. The ability of readers to leave comments in an interactive format is an important part of many blogs. Most blogs are textual, although some focus on art (art blog), photographs (photoblog), videos (video blog), music (MP3 blog), audio (podcast) and microblogging (Twitter).



Army Live Blog
www.army.mil/blog

The U.S. Army's official blog, Army Live, offers Soldiers, Veterans and Families the opportunity to share their experiences with the Army Family on a more personal, informal platform. In addition, it allows the U.S. Army to share information and news that sparks thoughtful and engaging conversations. To submit content for publication on Army Live, send an email to ocpa.osmd@us.army.mil. Be sure to include photographs, graphics and related links to include in the blog post.

Army Strong Stories
www.armystrongstories.com

Army Strong Stories is an Army blog and story-sharing program that provides an online community for Soldiers, Families, friends and supporters to share their Army stories on Army life and military service. Hundreds of Soldiers and supporters submit new video and written stories every day. Army Strong Stories has two main features – the Soldier blog and Army stories. The Soldier blog is exclusive to Soldiers, Cadets, Veterans and Army Civilians, but anyone can share video or written submissions through Army stories.

Social Media Impersonations

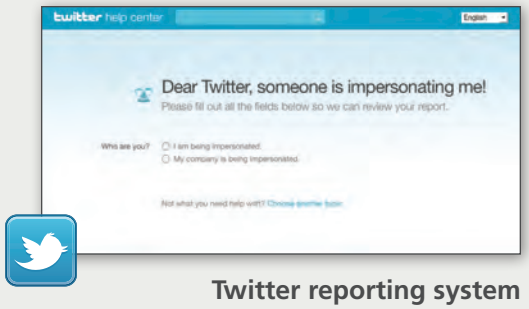
Social media impersonations

Occasionally, social media users claim to be someone they are not. This practice can become a problem when users claim to be Army officials or Soldiers. Some individuals impersonate others for recognition, while others do it for financial gain. The practice of impersonating Soldiers for financial gain is common. When imposter accounts are identified, it is important to report the accounts to the host platforms. Twitter allows for imposter accounts, if they indicate that they are "unofficial" or "fan" accounts.

Reporting impersonations

Imposter accounts are violations of terms of use agreements and can be damaging to a Soldier's reputation, as well as the Army. Most social media platforms have a reporting system that allows users to report an individual who is pretending to be someone else. If a high-level Army official, such as a General Officer, is impersonated, contact the Online and Social Media Division at ocpa.osmd@us.army.mil so the situation can be resolved quickly.

Facebook reporting system
www.facebook.com/help/?faq=12256



Twitter reporting system
support.twitter.com/forms/impersonation

Staff Sergeant Salvatore Giunta, Medal of Honor Recipient

Staff Sergeant Giunta was impersonated on Twitter before being awarded the Medal of Honor. The Online and Social Media Division reached out to Twitter and the imposter account manager to ensure it was identified as a "tribute" or "fan" account.

Case Study: Operational Environment

Social media in combat

There are multiple opportunities for strategic online engagement on several platforms in combat. Many deployed units maintain Facebook pages, Flickr sites and YouTube channels, for example.

Connecting from battle

More and more commanders see the value in using social media in combat. Social media can keep the public informed, it can keep Families connected and it can help address negative news stories and inaccurate reports.

Combined Joint Task Force-82
www.youtube.com/CJTF82Afghanistan

CJTF-82 in Afghanistan posted this video to their YouTube channel of an air weapons team engaging and killing insurgents who were attacking a small patrol base in Paktia Province. While the Taliban claimed Americans had killed innocent civilians, this video allowed CJTF-82 to accurately portray the event to the world, thus correcting misinformation while building trust and confidence in the Army.

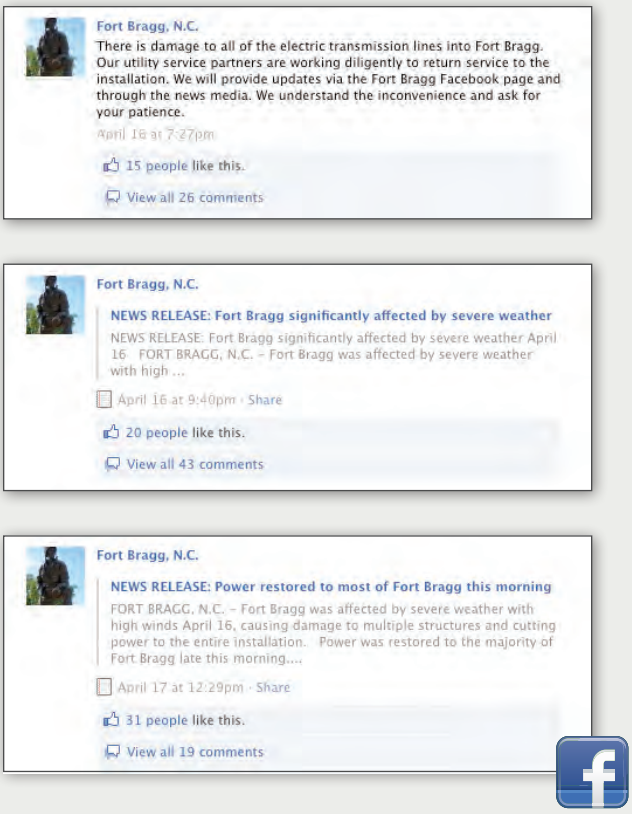
General Ray Odierno
www.facebook.com/RayOdierno

When it comes to using social media to compliment his outreach strategy, General Odierno has been an ambitious and enthusiastic leader. During his multiple tours in Iraq, General Odierno used his Facebook page as a ready source of information and an opportunity for discussion for his followers and other interested readers. His page provided updates from theater, keeping Family members connected during deployments. He continues to use Facebook on a regular basis.

Operational Environment
www.youtube.ug/watch?v=7qqIbl0rqvk

In September 2011, ISAF uploaded a video to YouTube showing U.S. Army Soldiers and Marines fighting off Taliban insurgents during an attack on the U.S. embassy compound in Kabul, Afghanistan. This allowed ISAF to get in front of the news, and show American forces working together to combat an enemy force.

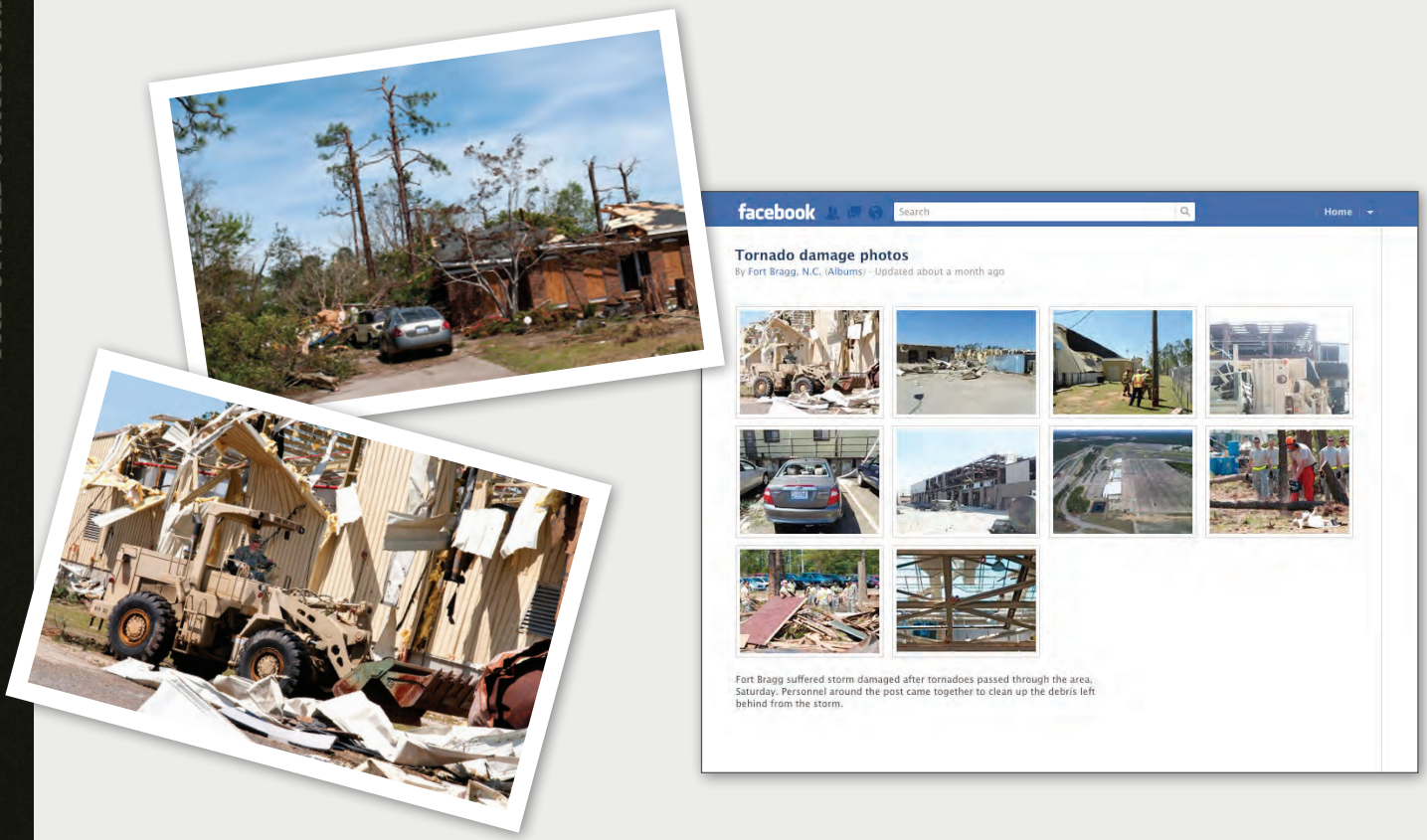
Case Study: Garrison Crisis Management



Fort Bragg tornado

On April 16, 2011, Fort Bragg was affected by severe weather with high winds, causing damage to multiple structures and cutting power to the entire installation. As a result, Fort Bragg was forced to close with the exception of key and essential personnel. It remained closed until power was restored to the installation. With the power down and the installation closed, it was difficult to get information out to the communities surrounding Fort Bragg. The installation turned to social media to disseminate information and provide updates. Once power was restored, Fort Bragg continued to use social media to document the efforts made to clean up the installation and get it back in working order.

The screen captures to the left and below are examples of messages and photo updates Fort Bragg posted to their Facebook page to keep the community up-to-date.



Case Study: Family Readiness

Social media and Army Families

Social media is becoming a valuable tool for keeping Families and Soldiers connected, which is vitally important to unit well-being. Family Readiness Groups (FRGs) are key organizations that reap the social media benefits by providing a venue for support, assistance and community resources. FRG social media sites have become the alternative to running from physical location to physical location to find out what is happening at an installation. They also provide discussion sections where the FRG, Soldiers and Families can post information and photos about installation news and activities.

What not to post?

- Specific unit movement information
- When/if a family is going on vacation or leaving the house vacant
- Gossip
- Information concerning MIA/KIA prior to release by DoD

What are good items to post?

- Pride and support for service, units, specialties and service member
- Generalizations about service or duty
- General status of the location of a unit ("operating in southern Afghanistan" as opposed to "operating in the village of Hajano Kali in Arghandab district in southern Afghanistan")
- Links to published articles about the unit or service member
- Any information already in the public domain

California National Guard Operation Ready Families Program

www.facebook.com/pages/California-National-Guard-Operation-Ready-Families/175848800597

California National Guard Operation Ready Families Program successfully uses Facebook to keep Family members up-to-date on activities of interest. Followers are very active and often post additional information to announcements. The interaction on this page, much like other FRG pages is dynamic, interesting and informative. Newcomers to the unit can go to this page to get answers to questions they have about their new unit or location. Connecting online often eases the stress and anxiety of moving to a new unit.

Case Study: Army Leaders and Social Media

Leaders in action

The previous case studies illustrate how leaders around the Army have used social media in garrison and operational environments, but social media use goes much deeper than that. It is about the daily interactions and some of the Army's highest ranking leaders have tapped into social media platforms to communicate with the population at large.

Reaching out

Leaders across the Army understand that social media is a new way to connect with various Army audiences. By reaching out through video, Facebook and blogs, Army leaders are engaging a new population of individuals who scour social media platforms for news rather than traditional media outlets. Social media helps bring the news to the user rather than forcing Army leaders to wait for the user to come to them.

Chief of Staff of the Army
General Ray Odierno
www.facebook.com/RayOdierno
twitter.com/GENRayOdierno

Chief of Staff of the Army, General Ray Odierno is an advocate of social media. He actively uses the platforms to engage with various Army audiences by posting, commenting, Tweeting and responding to people who visit his sites.

Sergeant Major of the Army
Raymond F. Chandler
www.facebook.com/SMAChandler
twitter.com/SMAChandler

Sergeant Major of the Army Raymond F. Chandler III uses Facebook to distribute new Army guidance and information to Soldiers worldwide. He also uses it to facilitate discussions about Soldier issues like training and uniforms.

The Army Public Affairs Portal

The Army Public Affairs Portal, commonly known as the PA Portal (www.us.army.mil/suite/page/216363), is a one-stop-shop for Army communication products and resources. This AKO portal integrates communication efforts by making products available for synchronization and coordination across the Army. By using the PA Portal, Army communicators can achieve full understanding of the Army's communication goals in order to succeed at building trust and confidence, and broaden understanding and advocacy among our varied audiences.

Army Public Affairs Portal
www.us.army.mil/suite/page/216363

The PA Portal provides up-to-date Army-wide and OCPA communications products and resources, including:

- HQDA Resources/PAO Rosters
- Public Affairs Guidance and Talking Points
- Army Communication Working Group (ACWG)
- Community Relations and Outreach Resources
- Media Analysis Products
- Senior Leader Hearings and Speech Transcripts
- Army Communication Engagement Calendar (ACEC)
- Online and Social Media Resources

Eight Tips for Populating your Organization's Facebook Timeline

On March 30, 2012, all Facebook Pages were converted to the new Facebook Page design, also known as Timeline. Many organizations have taken advantage of new Timeline features like the cover photo and highlighted posts. But perhaps the most interesting feature of the new Timeline design is the ability for social media managers to map out their organization's history using milestones. Here are eight ways your organization can populate Timeline to create a rich, historical overview of your organization.

1. Add the date your organization was founded

It sounds simple enough, but many organizations haven't added this important piece of information to their Timeline. It may take some digging to identify the exact date, but this piece of information should definitely be part of your organization's Timeline. How can you show how far your organization has come if you can't identify when it was founded?

2. Include major battles

Unit nicknames like "Rock of the Marne" are directly related to a historic battle. The 3rd Infantry Division earned the nickname "Rock of the Marne" during the Second Battle of the Marne during WWI. An important battle like this should be included in a unit's Timeline. While not all units were involved in historic battles during WWI or WWII, it still adds a great deal of depth to an organization's Timeline if you can indicate your unit's role in a major conflict.

3. Note leadership changes

Leaders are important to an organization, so why not feature them in your organization's Timeline?

Finding exact dates of when leaders took over might be challenging, but at the very least, include your organization's current leaders on the Timeline. As with all Facebook posts, it's important to include photos with each new milestone. While official photos work just fine when identifying leaders in your Timeline, also consider using photos from change of command or change of responsibility ceremonies.

4. Mention unit reflagging/moves

The Army occasionally reorganizes units and moves them to different organizations. Army units also move from installation to installation depending on the needs of the Army. These reflagging ceremonies and installation moves are important to unit history, so make sure to include them in your organization's Timeline. Unit history can easily be lost if it's not effectively documented, so make sure your organization recognizes old units in its Timeline so that the history of the unit survives long after the unit fades away.

5. Note unit/individual awards

It's important to note when and under what circumstances your organization received an award. This can include unit recognitions and awards, but it can also include awards earned by an organization in Army competitions. It's also important to note major individual awards in your organization's Timeline. If a Soldier earned the Medal of Honor while assigned to your unit, make sure you mention it in your organization's Timeline. You can even include the citation in the description of the milestone.

6. Include deployments

The U.S. Army has been at war for the last 10 years, and mobilization and deployments are a major part of Army life. Note when your organization deployed and when it returned. These are important milestones and they demonstrate how your organization supported conflicts in Afghanistan and Iraq. If your unit is about to deploy or is about to return from deployment, make sure you do not post information that would violate operations security. Wait until your unit has arrived at its destination before you note specific dates.

7. Note equipment changes

Army equipment evolves with the times and each unit has unique equipment needs. Note when your organization began fielding specific pieces of equipment, vehicles or aircraft. The day your organization received its first Stryker, or its first Kiowa Warrior is an important milestone so it is worth including in your Timeline.

8. Include training exercises

Training is an vital part of Army operations. While training seems commonplace to Soldiers and civilians in the organization, the external public is not as familiar with Army training. While it's important to avoid talking about tactics, techniques and procedures in the interest of OPSEC, it is acceptable to show images from major training exercises like the annual Reception, Staging, Onward Movement and Integration exercise in Korea or Exercise Cobra Gold in Thailand.

Facebook Quick Reference Guide

DO:

- Start with a strategy – How does social media fit into your overall communication goals?
- Scatter your posts throughout the day, nights and weekends; do not clump all together
- Post on weekends and evenings, and evaluate which time works best
- Try to tag at least one other page in each post, when possible or appropriate
- Ask an engagement question for every post, when possible
- Respond to questions in a timely manner
- Post a comment policy and enforce it
- Remember to post in a friendlier tone, but not unprofessional
- Spell check every post prior to posting; the Army's reputation is at stake
- Thank your followers and praise them often
- Mix it up: photos, questions, videos, sharing others' content, news stories, etc
- Use lots of quality photos (be sure to add as many details about the photo as possible – or ask your audience to add details as an engagement item; also ask them to tag themselves or others)
- Use short, raw, catchy video
- Ask yourself: would I share that with my friends?
- Add a personal touch; connect with your audience
- Set defaults to show only your posts first (after all, this is a command information platform, and this allows your message to be seen first, and allows others to still comment on your wall)
- Welcome participation, collaboration and feedback
- Get a short, smart vanity URL (facebook.com/username) (available only after 25 followers)
- Update top 5 photos often (show a variety of activities, angles, personnel, etc)
- Have someone else read your posts before you post them (to see if they make sense)
- Track metrics and evaluate how content performs. Determine what metrics are important to you before you engage, set a benchmark and track over time.
- "Like" sister or similar organizations, and tag them often
- Post information or comments on other pages, while using your organization's page
- Always be mindful of OPSEC when posting
- Identify/find subject matter experts to answer questions that people ask on your page
- Avoid using automated posting services to post same content to multiple sites
- Ask your followers what they would like to see on the page
- List links to other sites, like Twitter and blogs, on the information tab

DON'T:

- Post too many times a day (you will lose followers)
- Clutter all your posts at one time or seem spammy
- Be too promotional
- Use boilerplate messages or snoozy press releases, unless necessary
- Use social media (teen) language in professional posts (ex: I wanna b ur bff 2day & 4evr)
- Use geotagged programs (ex: showing location where you are Tweeting or Facebooking)
- Post a link without giving some sort of lead, description or call to action
- Remove content just because you don't like it. If it doesn't violate your comment policy, leave it!

REMEMBER:

- You do not control what happens to a message once it is posted.
- It only takes one unprofessional slip to taint a reputation.
- If you do not have a lot of time to monitor, then set tighter restrictions (photos, videos, comments, etc).

Twitter Quick Reference Guide

DO:

- Be creative by posting different types of information
- Use URL shorteners (Google: http://goo.gl/ or Go.USA.gov: http://Go.USA.gov/)
- Use hashtags in every Tweet by searching for established hashtags and creating your own
- Tweet links to content (articles, photos, websites)
- Tweet breaking news related to your unit
- Tweet Army senior leader quotes
- Live Tweet events
- Create your own hashtags for events; explain and advertise these early and often
- Use Twitter to communicate during a crisis
- Follow other Army and DoD Twitter accounts
- Check often for new Twitter accounts and acknowledge, follow, share, etc
- Retweet content from other accounts while also adding your organization's words
- Engage with your Twitter audience by asking questions and retweeting their answers
- Include usernames of other accounts in your Tweets to boost awareness and followership
- Listen to what your followers are talking about
- Ask yourself "Would I want to retweet this?" before Tweeting
- Check your direct messages and mentions daily and respond
- Create a voice and personality for your organization
- Become the go-to resource for timely news and information
- Use direct messages to engage with your organization's followers
- Focus on Tweeting exceptional content
- Mix up your Tweet times
- Edit your Tweets and avoid typos
- Include a disclaimer (Following does not equal endorsement)
- Brand your page
- Include a link to official site in biography
- List Twitter page on your Facebook page
- Use Twitpics

DON'T:

- Tweet too many times in a day (you will lose followers)
- Clutter all of your Tweets at one time
- Follow brands (Pepsi, Coke, etc.) It looks like an endorsement
- Follow imposters or those with religious or political affiliation
- Obsess about the number of followers you have
- Tweet on the hour (everyone does that)
- Be too promotional
- Tweet with unprofessional Twitter language ("lol" "2 be" "OMG")
- Let your Twitter account become stagnant (go more than a week without Tweeting)
- Add location to Tweets
- Connect Twitter to Facebook or have automated Tweets with no engagement

REMEMBER:

- You do not control what happens to a message once it is posted.
- Once a Tweet is out there, it is out there.
- If you are Tweeting from a mobile device, be sure you do not mix professional and personal on the same device.

Frequently Asked Questions

Q: How do I get content on the Army's social media pages?
A: You can email stories, photos or links to unit videos to the Online and Social Media Division at ocpa.osmd@us.army.mil. We will work hard to feature them on our sites.

Q: I've never been on Facebook (Twitter, YouTube, etc). How do I get started?
A: First, know that you're not alone. Fortunately most social media platforms are relatively easy to use. The best way to get started is to find someone you know who is savvy with social media to show you the ropes. You can also start your own personal social media accounts so that you can familiarize yourself with how they work. The Online and Social Media Division also maintain Social Media resources for Facebook, Twitter and Blogs that are available on SlideShare (www.slideshare.net/USArmySocialMedia). If you have any questions that you can't find answers to you can always call the Online and Social Media Division or your local public affairs officer.

Q: Who can manage my unit's Facebook page?
A: Currently, social media manager is not an Army military occupation specialty, so it is often viewed as an additional duty. Often times, public affairs specialists take the role of social media managers since much of the content loaded to social media sites is news and command information. But it doesn't necessarily have to work that way. If a Soldier is motivated and the commander approves his/her managing the site, anyone can run a social media site as long as they work closely with the unit's public affairs shop in accordance with DTM 09-026.

Q: What if my unit doesn't have enough money or people to manage a social media presence?
A: Many social media platforms are free (Facebook, Twitter, YouTube, Flickr, etc), so it is possible to have a social media presence without a budget. Limited manpower does not limit your unit's ability to maintain a social media presence. Evaluate the platforms and determine which will work best for your manpower situation. It only takes one person to run a Facebook page and a Twitter account.

Q: Can I delete comments on my unit's Facebook wall?
A: Every registered social media presence in the Army is required to have a posting policy that should indicate what can and cannot be posted to a Facebook wall. If users violate these terms on your unit's wall, you are entitled to delete the comment and block the user if necessary. Keep in mind that Facebook is about facilitating the conversation so stick to your posting policy, but don't delete comments just because they express negative opinions about your organization.

Q: What are the elements of a Tweet?
A: A basic Tweet will typically have one of four main elements: a retweet or public reply, another Twitter handle (account name), a hashtag, and a shortened URL or link. Sometimes a Tweet will have all the elements like the example below.

Q: How can I increase the number of individuals who follow my unit on Facebook and Twitter?
A: Be creative. There is no surefire way to increase followers on Facebook and Twitter. Different techniques work for different organizations so it is important to think outside the box. Ask your followers to participate in the conversation, respond to them directly and ask them what they expect out of your social media presence. Look at what other organizations are doing. If they launch a successful campaign on Facebook, feel free to use their example and tailor it to your unit. Social media is still evolving so there is a lot of room to be creative. Don't be afraid to experiment and have fun.

Q: What happens if someone is impersonating me or someone in my unit?
A: Report the impersonation to the social media platform by clicking on the report button or emailing the platform directly. If the platform is unresponsive and the impersonation becomes a threat to reputation or personal safety, contact the Online and Social Media Division for assistance.

Q: Where should I direct recruiting related questions asked on my unit's social media profiles?
A: Army recruiting resources include goarmy.com, the goarmy.com Facebook page, @goarmy Twitter feed, goarmyvideos YouTube channel and ArmyStrongStories.com. The latter is an online community where Soldiers, supporters and families are blogging, sharing stories and answering questions about recruiting, as well as life in the Army.

Q: A family member posted something that violates OPSEC. What do I do now?
A: If the post is particularly offensive, the first thing you should do is take a screen capture of the post and delete it. It is also advised to engage that person in a discreet manner and explain that information isn't appropriate for conversation online. If the person posts again, you have the option to block them or report them. This should be used as a last resort because it is difficult to undo and only shifts the problem to out of view—the person will more than likely continue to post inappropriate content somewhere else. In either case, you should notify your command so that they are informed of the OPSEC breach and can take appropriate action.

Q: I did some searching and found that this command already has a non-official Family Group on Facebook (Twitter, YouTube, etc). What should I do?
A: Many commands have unofficial social media presences established by former Soldiers, Veterans or just fans excited about that command. We do not have the right to remove these presences nor would we want to unless they portrayed themselves as an official presence. In the meantime, work with the command leadership to determine if you want to approach the page and/or simply monitor it and chime in when you have information to add. You may also want to contact the administrator and touch base. These official presences are listed in the U.S. Army Social Media Directory (www.army.mil/socialmedia). Temporarily, the Social Media Directory lists only command presences, not family readiness groups.

Q: I'm transferring my duties as the social media manager. What should I do?
A: If you established your social media presences under a general command account, it is as simple as turning over the login and passwords and teaching the new social media manager how the platform works. If you have been using your personal account to relay information, you will need to introduce the new social media manager on the social platform to the audience. Make sure to give the new social media manager administrator privileges.

Q: Should my organization use collaboration tools like milSuite, milBook and Intellipedia?
A: This social media handbook deals specifically with social media sites outside of the firewall. Consult your individual organization to determine how it uses these specific collaboration tools.

Social Media Glossary: A – H

* This list is for situational awareness and is not all-encompassing. Listing terms does not equate endorsement.

A

Application Programing Interface (API): A documented interface that allows one software application to interact with another application. An example of this is the Twitter API.

B

Bit.ly: A popular free URL shortening service that provides statistics for the links users share online. Use it to condense long URLs and make them easier to share on social networks like Twitter. www.bitly.com

Blog: A word that was created from the two words "Web log". Blogs are usually maintained by an individual with regular entries of commentary, descriptions of events or other material such as graphics or video. Entries are commonly displayed in reverse-chronological order. "Blog" can also be used as a verb, meaning to maintain or add content to a blog.

Blogger: A free blogging platform owned by Google that allows individuals and companies to host and publish a blog. www.blogger.com

Blog Talk Radio: A free Web application that allows users to host live online radio shows. www.blogtalkradio.com

C

Chat: Any kind of communication over the Internet, but traditionally describes one-to-one communication through a text-based chat client commonly called an instant messaging application.

Comment: A response that is often provided as an answer of reaction to a blog post or message on a social network. Comments are a primary form of two-way communication on the social Web.

Craigslist: A popular online commerce site in which users sell a variety of goods and services to other users. The reduction of classified advertising in newspapers across the United States has been attributed to Craigslist. www.craigslist.com

Crowdsourcing: A combination of the words crowd and outsourcing, it refers to asking a question via social media and collecting answers from your various communities and users. The term has become popular with businesses, authors and journalists as shorthand for the trend of leveraging the mass collaboration enabled by Web 2.0 technologies to achieve business goals.

D

Delicious: A free online bookmarking service that lets users save website addresses publicly and privately online so that they can be accessed from any device connected to the Internet and shared with friends. www.delicious.com

Digg: A social news website that allows members to submit and vote for articles. Articles with the most votes appear on the homepage of the site and subsequently are seen by the largest portion of the site's membership as well as other visitors. www.digg.com

F

Facebook: A social networking website. Users can create a personal profile, add other users as friends, and exchange messages and profile updates. It is the world's largest social network with more than 900 million users (as of April 2012).
www.facebook.com

Flash Mob: A large group of people who assemble suddenly in a public place, perform an unusual and pointless act for a brief time, then quickly disperse. The term flash mob is generally applied only to gatherings organized via social media, viral emails, or phone.

Flickr: A social network centered around online picture sharing. The service allows users to store photos online and then share them with others through profiles, groups, and other methods. www.flickr.com

Forum: An online discussion site (also known as a message board). It is the modern equivalent of a traditional bulletin board, and a technological evolution of the dial-up bulletin board system.

Foursquare: A location-based social networking website, software for mobile devices, and also a game. Users "check-in" at venues using a mobile website, text messaging or a device-specific application — they're then awarded points and sometimes "badges." www.foursquare.com

G

Google Documents: A group of Web-based office applications that includes tools for word processing, presentations and spreadsheet analysis. All documents are stored and edited online, and allow multiple people to collaborate in real-time.

Google+: A social networking service operated by Google Inc. The service launched on June 28, 2011 in an invite-only "field testing" phase. plus.google.com

Gowalla: A social network in which friends share their locations and connect with others in close proximity to each other. www.gowalla.com

H

Hashtag: Because Twitter provided no easy way to group tweets or add extra data, the Twitter community came up with their own way: hashtags. A hashtag is similar to other Web tags — it helps add tweets to a category. Hashtags have the 'hash' or 'pound' symbol (#) preceding the tag, like so: #socialmedia, #marketing, #hashtag.

HootSuite: A Web-based Twitter client for individuals and organizations. With HootSuite, you can manage multiple Twitter profiles, pre-schedule Tweets and view metrics, and teams can collaboratively schedule updates to Twitter, Facebook, LinkedIn, WordPress and other social networks via Web, desktop and mobile platforms.
www.hootsuite.com

Social Media Glossary: I – S

I

Instant Messaging (IM): A form of real-time direct text-based communication between two or more people. Advanced IM clients allow enhanced communication, such as live voice or video calling.

L

Like: An action that can be made by a Facebook user. Instead of writing a comment for a message or a status update, a Facebook user can click the "Like" button as a quick way to show approval and share the message.

LinkedIn: A business-oriented social networking site. LinkedIn had more than 100 million registered users in more than 200 countries. www.linkedin.com

M

Mashable: Founded in 2005, Mashable is the top source for news in social and digital media, technology and Web culture. With more than 50+ million monthly pageviews, Mashable is the most prolific news site reporting breaking Web news, providing analysis of trends, reviewing new websites and services, and offering social media resources and guides. www.mashable.com

Mashup: A content mashup contains multiple types of media drawn from pre-existing sources to create a new work. Digital mashups allow individuals or businesses to create new content by combining multiple online content sources.

MySpace: A social networking website owned by News Corporation. MySpace became the most popular social networking site in the U.S. in June 2006, but it was overtaken by its primary competitor, Facebook, in April 2008. www.myspace.com

N

News Reader: Enables users to aggregate articles from multiple websites into one place using RSS or Atom feeds. These aggregators allow for a faster and more efficient consumption of information.

O

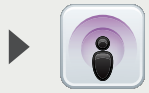
Orkut: A social networking website that is owned and operated by Google. It's named after its creator, Google employee Orkut Büyükkökten. Although Orkut is less popular in the United States than competitors Facebook and MySpace, it is one of the most visited websites in India and Brazil. www.orkut.com

P

Pandora: A social online radio station that allows users to create stations based on their favorite artists and types of music. www.pandora.com

Permalink: An address or URL of a particular post within a blog or website.

Podcast: A non-streamed webcast; a series of digital media files, either audio or video, that are released episodically and often downloaded through an RSS feed.



R

Real-Time Search: The concept of searching for and finding information online as it is produced. Advancements in search technology coupled with the growing use of social media enable online activities to be queried as they occur, whereas a traditional Web search crawls and indexes Web pages periodically and returns results based on relevance to the search query.

Reddit: A social news site similar to Digg and Newsvine. It's built upon a community of users who share and comment on stories. www.reddit.com

RSS (Really Simple Syndication): A family of Web feed formats used to publish frequently updated works — such as blog entries, news headlines, audio and video — in a standardized format. An RSS document (which is called a "feed," "Web feed" or "channel") includes full or summarized text, plus metadata such as publishing dates and authorship. Web feeds benefit publishers by letting them syndicate content automatically. They benefit readers who want to subscribe to timely updates from favored websites or to aggregate feeds from many sites into one place. RSS feeds can be read using software called an "RSS reader," "feed reader" or "aggregator," which can be Web-based, desktop-based or mobile-device-based.

S

Scribd: A social publishing site that turns document formats such as PDF, Word and PowerPoint into a Web document for viewing and sharing online. www.scribd.com

Second Life: An online virtual world. Users are called "residents" and they interact with each other through avatars. Residents can explore, socialize, participate in individual and group activities, create and trade virtual property and services with one another, and travel throughout the world.

Sentiment: In the context of social media, sentiment refers to the attitude of user comments related to a brand online. There has been an explosion of free and paid social media monitoring tools that measure sentiment, including TweetMeme, HootSuite, and PostRank, to name a few.

SlideShare: An online social network for sharing presentations and documents. Users can view files or embed them on other social networks. www.slideshare.com

Skype: A free software application that enables users to make video and voice calls, send instant messages and share files with other Skype users. Users can also purchase plans to receive phone calls through their Skype account. www.skype.com

Social Media Marketing: A term that describes use of social networks, online communities, blogs, wikis or other online collaborative media for marketing, sales, public relations and customer service.

Social Media Monitoring: A process of monitoring and responding to social media mentions related to a business or brand.

Social Mention: A free social media search and analysis platform that aggregates user generated content from across the Web into a single stream of information. www.socialmention.com

StumbleUpon: A free Web browser extension which acts as an intelligent browsing tool for discovering and sharing websites. www.stumbleupon.com

Social Media Glossary: T – Y

T

Technorati: A popular blog search engine that also provides categories and authority rankings for blogs. www.technorati.com

TweetDeck: An application that connects users with contacts across Twitter, Facebook, MySpace, LinkedIn and more. www.tweetdeck.com

Tweetup: An organized or impromptu gathering of people that use Twitter.

Twitter: A platform that allows users to share 140-character-long messages publicly. User can "follow" each other as a way of subscribing to each others' messages. Additionally, users can use the @username command to direct a message towards another Twitter user. www.twitter.com

Twitter Search: A Twitter-operated search engine that finds Twitter messages and users in real time.

Tumblr: A microblogging platform that allows users to post text, photos, videos, links, quotes and audio to their tumblelog, a short-form blog. www.tumblr.com

U

Ustream: The leading live interactive broadcast platform that enables anyone with an Internet connection and a camera to engage their audience in a meaningful, immediate way. Unlike previous webcasting technology, Ustream uses a one-to-many model, which means that the user can broadcast to an audience of unlimited size. www.ustream.tv

V

Video Blog (vlog): A blog the produces regular video content often around the same theme on a daily or weekly basis. An example of a successful video blog is Wine Library TV.

Vimeo: A popular video sharing service in which users can upload videos to be hosted online and shared and watched by others. Vimeo user videos are often more artistic and the service does not allow commercial video content. www.vimeo.com

Viral Marketing: A term that refers to marketing techniques that use pre-existing social networks to produce increases in brand awareness or to achieve other marketing objectives through self-replicating viral processes.

W

Web 2.0: Commonly associated with Web applications that facilitate interactive information sharing, interoperability, user-centered design and collaboration on the Web. A Web 2.0 site (e.g. Facebook) enables its users to interact with each other as contributors to the site's content, in contrast to websites where users are limited to the passive viewing of information.

Web Analytics: The measurement, collection, analysis and reporting of Internet data for purposes of understanding and optimizing Web usage.

Webcast: A media file distributed over the Internet using streaming media technology to distribute a single content source to many simultaneous listeners/viewers. A webcast may either be distributed live or on demand. Essentially, webcasting is "broadcasting" over the Internet.

Webinar: Short for Web-based seminar, a presentation, live meeting, training or lecture that is transmitted over the Internet. It is typically one-way, from the speaker to the audience with limited audience interaction, such as in a webcast. A webinar can be collaborative and include polling and question & answer sessions to allow full participation between the audience and the presenter.

Widget: An element of a graphical user interface that displays an information arrangement changeable by the user, such as a window or text box. Widgets are used on both websites and blogs.

Wiki: A website that allows the easy creation and editing of any number of interlinked Web pages via a Web browser, enabling collaboration between users.

Wikipedia: A free, Web-based, collaborative, multilingual encyclopedia project supported by the non-profit Wikimedia Foundation. Its 15 million articles (over 3.3 million in English) have been written collaboratively by volunteers around the world, and almost all of its articles can be edited by anyone with access to the site. www.wikipedia.org

WordPress: A content management system and contains blog publishing tools that allow users to host and publish blogs. This blog runs on WordPress and uses the Thesis theme. www.wordpress.com

Y

Yammer: A business communication tool that operates as an internal Twitter-like messaging system for employees within an organization. It provides real-time communication and reduces the need for email. www.yammer.com

Yelp: A social network and local search website that provides users with a platform to review, rate and discuss local businesses. Over 31 million people access Yelp each month, putting it in the top 150 U.S. Internet websites. www.yelp.com

YouTube: A video-sharing website where users can upload, share and view videos. It is the largest video sharing site in the world. www.youtube.com

Social Media Resources

The Department of Defense and the Army have dozens of social media resources available for social media managers, Soldiers and their Families.

POLICY RESOURCES

- [ ] **DTM 09-026 – Responsible and Effective Use of Internet-based Capabilities (Enclosure 1)**
- [ ] **Standardizing Official U.S. Army External Official Presences (Enclosure 2)**
- [ ] **Delegation of Authority – Approval of External Official Presences (Enclosure 3)**
- [ ] **ALARACT – OPSEC Training for External Official Presence Sites Operators (Enclosure 4)**
- [ ] **AKO Social Media Portal:** www.army.mil/suite/page/505262

OTHER SOCIAL MEDIA RESOURCES

- [ ] **Army Social Media Directory:** www.army.mil/socialmedia
- [ ] **STRATCOM Social Networking Training:** www.stratcom.mil/snstraining
- [ ] **Interagency OPSEC Support Staff:** www.ioss.gov
- [ ] **Interagency OPSEC Support Staff Social Networking Training:** goo.gl/AqmE1
- [ ] **OnGuard Online:** www.onguardonline.gov
- [ ] **Anti-Phishing Phil:** goo.gl/ZFkY3

Enclosure (1)

DIRECTIVE-TYPE MEMORANDUM (DTM) 09-026 – RESPONSIBLE AND EFFECTIVE USE OF INTERNET-BASED CAPABILITIES

DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, D.C. 20301-1010

February 25, 2010
Change 4, May 9, 2012

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Directive-Type Memorandum (DTM) 09-026 - Responsible and Effective Use of Internet-based Capabilities

References: See Attachment 1

Purpose. This memorandum establishes DoD policy and assigns responsibilities for responsible and effective use of Internet-based capabilities, including social networking services (SNS). This policy recognizes that Internet-based capabilities are integral to operations across the Department of Defense. This DTM is effective immediately; it will be converted to a new DoD issuance. This DTM shall expire effective ~~May 1, 2012~~ *July 15, 2012*.

Applicability. This DTM applies to:

- OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the "DoD Components").

- All authorized users of the Non-Classified Internet Protocol Router Network (NIPRNET).

Definitions. Unless otherwise stated, these terms and their definitions are for the purpose of this DTM.

- Internet-based capabilities. All publicly accessible information capabilities and applications available across the Internet in locations not owned, operated, or controlled by the Department of Defense or the Federal Government. Internet-based capabilities include collaborative tools such as SNS, social media, user-generated content, social software, e-mail, instant messaging, and discussion forums (e.g., YouTube, Facebook, MySpace, Twitter, Google Apps).

- external official presences. Official public affairs activities conducted on non-DoD sites on the Internet (e.g., Combatant Commands on Facebook, Chairman of the Joint Chiefs of Staff on Twitter).

- official public affairs activities. Defined in DoD Instruction (DoDI) 5400.13 (Reference (a)).

Policy. It is DoD policy that:

- The NIPRNET shall be configured to provide access to Internet-based capabilities across all DoD Components.

- Commanders at all levels and Heads of DoD Components shall continue to defend against malicious activity affecting DoD networks (e.g., distributed denial of service attacks, intrusions) and take immediate and commensurate actions, as required, to safeguard missions (e.g., temporarily limiting access to the Internet to preserve operations security or to address bandwidth constraints).

- Commanders at all levels and Heads of DoD Components shall continue to deny access to sites with prohibited content and to prohibit users from engaging in prohibited activity via social media sites (e.g., pornography, gambling, hate-crime related activities).

- All use of Internet-based capabilities shall comply with paragraph 2-301of Chapter 2 of the Joint Ethics Regulation (Reference (b)) and the guidelines set forth in Attachment 2.

Responsibilities. See Attachment 3.

Releasability. UNLIMITED. This DTM is approved for public release and is available on the Internet from the DoD Issuances Website at http://www.dtic.mil/whs/directives.

Attachments:
As stated

DISTRIBUTION:
SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
DEPUTY CHIEF MANAGEMENT OFFICER
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
DIRECTOR, COST ASSESSMENT AND PROGRAM EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DoD FIELD ACTIVITIES

ATTACHMENT 1

REFERENCES

(a) DoD Instruction 5400.13, "Public Affairs (PA) Operations," October 15, 2008
(b) DoD 5500.7-R, "Joint Ethics Regulation," August 1, 1993
(c) DoD Directive 8500.01E, "Information Assurance (IA)," October 24, 2002
(d) DoD Instruction 8500.2, "Information Assurance (IA) Implementation," February 6, 2003
(e) DoD Directive 5400.11, "DoD Privacy Program," May 8, 2007
(f) DoD Directive 5230.09, "Clearance of DoD Information for Public Release," August 22, 2008
(g) DoD Manual 5205.02-M, "DoD Operations Security (OPSEC) Program Manual," November 3, 2008
(h) DoD Directive 5015.2, "DoD Records Management Program," March 6, 2000
(i) DoD 5200.1-R, "Information Security Program," January 14, 1997
(j) DoD 5240.1-R, "Procedures Governing the Activities of DoD Intelligence Components That Affect United States Persons," December 1, 1982
(k) DoD Instruction O-8530.2, "Support to Computer Network Defense (CND)," March 9, 2001
(l) Unified Command Plan, "Unified Command Plan 2008 (UCP)," December 17, 2008

ATTACHMENT 2

GUIDELINES FOR USE OF INTERNET-BASED CAPABILITIES

1. GENERAL. This attachment applies to the official and/or authorized use of Internet-based capabilities by DoD personnel and all authorized users of the NIPRNET. Examples include, but are not limited to:

a. SNS.

b. Image- and video-hosting web services.

c. Wikis.

d. Personal, corporate, or subject-specific blogs.

e. Data mashups that combine similar types of media and information from multiple sources into a single representation.

f. Similar collaborative, information sharing-driven Internet-based capabilities where users are encouraged to add and/or generate content.

2. OFFICIAL PRESENCES. External official presences shall comply with Reference (a) and clearly identify that the Department of Defense provides their content. In addition, external official presences shall:

a. Receive approval from the responsible OSD or DoD Component Head. Approval signifies that the Component Head concurs with the planned use and has assessed risks to be at an acceptable level for using Internet-based capabilities.

b. Be registered on the external official presences list, maintained by the Assistant Secretary of Defense for Public Affairs (ASD(PA)), on www.Defense.gov.

c. Comply with References (a) and (b) as well as DoD Directive (DoDD) 8500.01E, DoDI 8500.2, DoDD 5400.11, DoDD 5230.09, DoD Manual 5205.02-M, DoDD 5015.2, DoD 5200.1-R, and DoD 5240.1-R (References (c) through (j), respectively).

d. Use official DoD and command seals and logos as well as other official command identifying material per ASD(PA) guidance.

e. Clearly indicate the role and scope of the external official presence.

f. Provide links to the organization's official public website.

g. Be actively monitored and evaluated by DoD Components for compliance with security requirements and for fraudulent or objectionable use (References (d), (g), and (i)).

3. OFFICIAL USE. Official uses of Internet-based capabilities unrelated to public affairs are permitted. However, because these interactions take place in a public venue, personnel acting in their official capacity shall maintain liaison with public affairs and operations security staff to ensure organizational awareness. Use of Internet-based capabilities for official purposes shall:

a. Comply with References (b) through (j).

b. Ensure that the information posted is relevant and accurate, and provides no information not approved for public release, including personally identifiable information (PII) as defined in Reference (e).

c. Provide links to official DoD content hosted on DoD-owned, -operated, or -controlled sites where applicable.

d. Include a disclaimer when personal opinions are expressed (e.g., "This statement is my own and does not constitute an endorsement by or opinion of the Department of Defense").

4. RECORDS MANAGEMENT. Internet-based capabilities used to transact business are subject to records management policy in accordance with Reference (h). All users of these Internet-based capabilities must be aware of the potential record value of their content, including content that may originate outside the agency.

5. LIMITED AUTHORIZED PERSONAL USE. Paragraph 2-301 of Reference (b) permits limited personal use of Federal Government resources when authorized by the agency designee on a non-interference basis. When accessing Internet-based capabilities using Federal Government resources in an authorized personal or unofficial capacity, individuals shall employ sound operations security (OPSEC) measures in accordance with Reference (g) and shall not represent the policies or official position of the Department of Defense.

ATTACHMENT 3

RESPONSIBILITIES

1. ASSISTANT SECRETARY OF DEFENSE FOR NETWORKS AND INFORMATION INTEGRATION/DoD CHIEF INFORMATION OFFICER (ASD(NII)/DoD CIO). The ASD(NII)/DoD CIO, in addition to the responsibilities in section 4 of this attachment, shall:

a. Establish and maintain policy and procedures regarding Internet-based capabilities use, risk management, and compliance oversight.

b. Provide implementation guidance for responsible and effective use of Internet-based capabilities.

c. Integrate guidance regarding the proper use of Internet-based capabilities with information assurance (IA) education, training, and awareness activities.

d. Establish mechanisms to monitor emerging Internet-based capabilities in order to identify opportunities for use and assess risks.

e. In coordination with the Heads of the OSD and DoD Components, develop a process for establishing enterprise-wide terms of service agreements for Internet-based capabilities when required.

2. UNDER SECRETARY OF DEFENSE FOR INTELLIGENCE (USD(I)). The USD(I), in addition to the responsibilities in section 4 of this attachment, shall:

a. Develop procedures and guidelines to be implemented by the OSD and DoD Components for OPSEC reviews of DoD information shared via Internet-based capabilities.

b. Develop and maintain threat estimates on current and emerging Internet-based capabilities.

c. Integrate guidance regarding the proper use of Internet-based capabilities into OPSEC education, training, and awareness activities.

d. Ensure that all use of Internet-based capabilities that collect user or other information is consistent with DoD 5240.1-R (Reference (j)).

Enclosure (1) Cont'd

DIRECTIVE-TYPE MEMORANDUM (DTM) 09-026 – RESPONSIBLE AND EFFECTIVE USE OF INTERNET-BASED CAPABILITIES

3. ASD(PA). The ASD(PA), in addition to the responsibilities in section 4 of this attachment, shall:

a. Maintain a registry of external official presences.

b. Provide policy for news, information, photographs, editorial, community relations activities, and other materials distributed via external official presences.

c. Provide guidance for official identifiers for external official presences.

4. HEADS OF THE OSD AND DoD COMPONENTS. The Heads of the OSD and DoD Components shall, within their respective Components:

a. Approve the establishment of external official presences.

b. Ensure the implementation, validation, and maintenance of applicable IA controls, information security procedures, and OPSEC measures.

c. Ensure that computer network defense mechanisms that provide adequate security for access to Internet-based capabilities from the NIPRNET are in place, effective, and compliant with DoD Instruction O-8530.2 (Reference (k)).

d. Educate, train, and promote awareness for the responsible and effective use of Internet-based capabilities.

e. Monitor and evaluate the use of Internet-based capabilities to ensure compliance with this DTM.

f. Coordinate with USD(I) regarding the use of all Internet-based capabilities that collect user or other information, to ensure compliance with Reference (j).

5. DoD COMPONENT CHIEF INFORMATION OFFICERS (CIOs). The DoD Component CIOs shall:

a. Advise the ASD(NII)/DoD CIO and ensure that the policies and guidance for use of Internet-based capabilities issued by ASD(NII)/DoD CIO are implemented within their Component.

b. In coordination with Component OPSEC and Public Affairs offices, provide advice, guidance, and other assistance to their respective Component Heads and other

Component senior management personnel to ensure that Internet-based capabilities are used responsibly and effectively.

c. Assist their respective Component Head to ensure effective implementation of computer network defense mechanisms as well as the proper use of Internet-based capabilities through the use of existing IA education, training, and awareness activities.

d. Establish risk assessment procedures to evaluate and monitor current and emerging Component Internet-based capabilities in order to identify opportunities for use and assess risks.

e. In coordination with the Component Public Affairs Office, assist their respective Component Head in evaluating external official presences' intended use.

6. COMMANDER, UNITED STATES STRATEGIC COMMAND (CDRUSSTRATCOM). The CDRUSSTRATCOM, in addition to the responsibilities in section 4 of this attachment, shall:

a. In accordance with Unified Command Plan 2008 (Reference (l)), direct the defense and operation of the DoD Global Information Grid (GIG).

b. Assess risks associated with the use of Internet-based capabilities, identify operational vulnerabilities, and work with the ASD(NII)/DoD CIO to mitigate risks to the GIG.

Enclosure (2)

DEPARTMENT OF THE ARMY STANDARD OPERATING PROCEDURE ON STANDARDIZING OFFICIAL U.S. ARMY EXTERNAL OFFICIAL PRESENCES (SOCIAL MEDIA)

DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF PUBLIC AFFAIRS
ONLINE AND SOCIAL MEDIA DIVISION
1500 ARMY PENTAGON
WASHINGTON DC 20301-1500

01 November 2010

SUBJECT: Standardizing official U.S. Army external official presences (social media)

1. References:
   a. Secretary of the Army Memorandum – Delegation of Authority – Approval of External Official Presences, 21 Oct. 2010
   b. Directive Type Memorandum DTM 09-026, Responsible and Effective Use of Internet Based Capabilities, 25 February 2010
   c. CIO/G6 Memorandum, Responsible Use of Internet Based Capabilities, 2010

2. The purpose of this memorandum is to standardize Army-wide External Official Presences (EOPs) (aka social media sites).

3. IAW Delegation of Authority memorandum (referenced above) commands are authorized to establish EOPs.

4. U.S. Army Family Readiness Groups may establish an official presence with the approval of their command. It is possible the unit's official page also serves the dual purpose as a platform for its Family Readiness Group to disseminate information, however, if the command elects to have separate pages they must adhere to the same standards.

5. All U.S. Army EOPs, to include pages on Facebook, Twitter, Flickr, YouTube, blogs and any other platform must adhere to the following standards:

   a. must be categorized as a government page
   b. include the Commander approved names and logos (i.e. 1st Brigade, 25th Infantry Division [Family Readiness]), not nickname nor mascot (i.e. not the "dragons")
   c. branding (official name and logos) across all social media platforms (i.e. Facebook, Twitter) are uniform
   d. include a statement acknowledging this is the "official [Facebook] page of [enter your unit or organizations name here] [Family Readiness]"
   e. Facebook pages must default to the "Just [your unit or organization's]" on the wall (Do this by selecting "edit page," then "manage permissions." Drop down under the "wall tabs page" and select "only post by page"). This results in command information being the first and primary thing on the wall, instead of spam and others comments.
   f. Facebook pages must include "Posting Guidelines" under the "Info Tab." Use the U.S. Army's Facebook policy as a reference and/or visit the DoD Social Media user agreement at: http://www.ourmilitary.mil/user_agreement.shtml
   g. be recent and up-to-date. Post must not be older than one month.
   h. adhere to Operations Security guidelines. FRSAs/FRG leaders should provide all page administrators and FRG members with the U.S. Army Social Media OPSEC presentation and the FBI Briefing on Identity Theft located on the U.S. Army's slideshare site at www.slideshare.net/usarmysocialmedia.

SUBJECT: Standardizing official U.S. Army external official presences (social media)
01 November 2010

i. should not be used as a place for personal advertisement nor endorsement
j. All pages must be registered through the U.S. Army at www.army.mil/socialmedia

6. The Office of the Chief of Public Affairs has the right to deny any page during the approval process if one or more of these guidelines are not followed.

7. For step-by-step instructions on how to set up pages, visit: http://socialmedia.defense.gov/learning-and-resources/training/social-media-guides/how-to-guides/ Further information, instruction, techniques, etc. can be found at www.slideshare.net/usarmysocialmedia

8. In order to sign up to receive weekly lessons, TTPs, etc. on how to manage social media pages, send an email to the email address below.

9. Use the platforms' help option to resolve questions, such as: http://www.facebook.com/help/ If questions are not resolved there, direct all questions and concerns to ocpa.osmd@us.army.mil.

10. POC for this memorandum can be reached at ocpa.osmd@us.army.mil

//original signed//
JUANITA A. CHANG
MAJ, CM
Director, Online and Social Media Division,
Office of the Chief of Public Affairs

Enclosure (3)

DELEGATION OF AUTHORITY – APPROVAL OF EXTERNAL OFFICIAL PRESENCES

SECRETARY OF THE ARMY
WASHINGTON

SASA

21 OCT 2010

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Delegation of Authority – Approval of External Official Presences

1. References:

a. Deputy Secretary of Defense Directive-Type Memorandum 09-026, Responsible and Effective Use of Internet-based Capabilities, February 25, 2010.

b. CIO/G-6 Memorandum, Responsible Use of Internet-based Capabilities, March 25, 2010.

2. In accordance with reference a., I hereby delegate the authority to approve the establishment of External Official Presences (EOP) to the commanders of all Army Commands, Army Service Component Commands, Direct-Reporting Units; to the Director of the Acquisition Support Center; and, to the Chief of Public Affairs for Headquarters, Department of the Army and its Field Operating Agencies. EOP will be established in accordance with the standards set forth in the references above.

3. EOP are official public affairs activities conducted on internet-based capabilities. Internet-based capabilities are the publicly accessible information capabilities and applications available on the internet in locations not owned, operated, or controlled by the Department of Defense or the Federal Government. They include social networking services and other collaborative tools listed in reference a.

4. Unless expressly prohibited or restricted by law, directive, regulation, policy, or as set forth herein, the individuals specified in paragraph 2, above, may re-delegate this authority to a subordinate general officer or member of the Senior Executive Service within their organization. Any re-delegation of this authority may further restrict or condition a subordinate's exercise of this authority. No delegation or re-delegation of the authority conferred herein shall be effective unless it is in writing and determined not to be legally objectionable by the servicing judge advocate or legal counsel.

5. Record copies of delegations and re-delegations will be provided to the Office of the Administrative Assistant for archiving within ten days of taking effect. The individuals delegated to in paragraph 2, above, will remain responsible and accountable for all actions taken pursuant to this delegation of authority or any subsequent re-delegation of authority.

SASA
SUBJECT: Delegation of Authority – Approval of External Official Presences

6. This delegation is effective immediately and expires three years from the effective date, unless earlier suspended, revoked or superseded.

John M. McHugh

DISTRIBUTION:
Principal Officials of Headquarters, Department of the Army
Commander
- U.S. Army Forces Command
- U.S. Army Training and Doctrine Command
- U.S. Army Materiel Command
- U.S. Army Europe
- U.S. Army Central
- U.S. Army North
- U.S. Army South
- U.S. Army Pacific
- U.S. Army Special Operations Command
- Military Surface Deployment and Distribution Command
- U.S. Army Space and Missile Defense Command/Army Strategic Command
  - Eighth U.S. Army
- U.S. Army Network Enterprise Technology Command/9th Signal Command (Army)
- U.S. Army Medical Command
- U.S. Army Intelligence and Security Command
- U.S. Army Criminal Investigation Command
- U.S. Army Corps of Engineers
- U.S. Army Military District of Washington
- U.S. Army Test and Evaluation Command
- U.S. Army Reserve Command
- U.S. Army Installation Management Command

Superintendent, U.S. Military Academy
Director, U.S. Army Acquisition Support Center

CF:
Director, Army National Guard
Commander, U.S. Army Accessions Command
Director, U.S. Army Office of Business Transformation

Enclosure (4)

ALARACT – ARMY OPERATIONS SECURITY (OPSEC) TRAINING FOR EXTERNAL OFFICIAL PRESENCE SITES (EOP) OPERATORS

ALARACT 421/2011

DTG:220403Z NOV 11

UNCLASSIFIED///FOR OFFICIAL USE ONLY
THIS MESSAGE HAS BEEN SENT BY THE PENTAGON TELECOMMUNICATIONS CENTER ON BEHALF OF DA WASHINGTON DC//HQDA G-3/5/7//.

SUBJ: ALARACT - ARMY OPERATIONS SECURITY (OPSEC) TRAINING FOR EXTERNAL OFFICIAL PRESENCE SITES (EOP) OPERATORS

REF A / U.S. ARMY AUDIT AGENCY "THE ARMY'S USE OF SOCIAL MEDIA" 26 JUL 11//
REF B / AR 530-1/ OPERATIONS SECURITY / 21 APR 07//
REF C/ SECARMY MEMO "RESPONSIBLE USE OF INTERNET-BASED CAPABILITIES" 25 MAR 10//
REF D/ DODD 5205.2E OPERATIONS SECURITY (OPSEC) PROGRAM/6 MAR 06//

1. BACKGROUND: THE 26 JULY 2011 U.S. ARMY AUDIT AGENCY AUDIT REPORT REGARDING THE "ARMY'S USE OF SOCIAL MEDIA EXTERNAL OFFICIAL PRESENCE SITES (EOP)", SUCH AS ARMY PUBLIC AFFAIRS OFFICE WEBSITES, IDENTIFIED THAT OPSEC REVIEWS WERE NOT CONDUCTED ON THE MATERIALS POSTED ON THE SITES. THE REPORT RECOMMENDED THE ARMY DEVELOP AN OPSEC TRAINING PROGRAM FOCUSED ON OPSEC AWARENESS WHILE USING SOCIAL MEDIA AND EXTERNAL OFFICIAL PRESENCE (EOP) SITES. UNTIL THE NEW PROGRAM IS DEVELOPED, EXISTING TRAINING VEHICLES WILL BE USED.

2. ALL COMMANDERS WILL ENSURE THOSE PERSONNEL WHO PUBLISH OR INPUT INFORMATION ON EOP SITES RECEIVE MANDATORY OPSEC TRAINING NLT 1 MAR 2012. THIS TRAINING WILL CONSIST OF THE FOLLOWING TWO COURSES. THE FIRST COURSE IS THE SOCIAL MEDIA OPERATIONS SECURITY TRAINING COURSE. THE SECOND COURSE IS THE SOCIAL NETWORKING COURSE. BOTH ARE OFFERED ONLINE THROUGH COMPUTER BASED TRAINING AT NO COST.
3. DODD 5205.02 MAY 11, 2011, DOD OPERATIONS SECURITY (OPSEC) PROGRAM MANUAL (DRAFT) DIRECTS ALL OPSEC PROGRAM MANAGERS, COORDINATORS, INFORMATION OPERATIONS PROFESSIONALS, PUBLIC AFFAIRS PERSONNEL, AND PERSONNEL RESPONSIBLE FOR THE REVIEW AND APPROVAL OF INFORMATION INTENDED FOR PUBLIC RELEASE TO RECEIVE SPECIALIZED OPSEC TRAINING.

4. ALL SOLDIERS, DA CIVILIANS, AND CONTRACTORS WHO POST OR MAINTAIN INFORMATION OR DOCUMENTS ON THE PUBLIC DOMAIN FOR OFFICIAL PURPOSES WILL TAKE THE TWO CLASSES/COURSES LISTED IN PARAGRAPH 5.

5. THE INFORMATION ASSURANCE TRAINING CENTER OFFERS THE SOCIAL MEDIA AND OPERATIONS SECURITY TRAINING COURSE VIA INTERNET AND IS A SELF-PACED CLASS THAT TAKES APPROXIMATELY SIXTY (60) MINUTES TO COMPLETE. THE INFORMATION ASSURANCE TRAINING CENTER'S COMPUTER BASED TRAINING IS FOUND AT HTTPS://IA.SIGNAL.ARMY.MIL/SMS.ASP. DISA'S SOCIAL NETWORK CLASS IS AVAILABLE 24/7 VIA INTERNET AND IS A SELF-PACED CLASS THAT WILL TAKE APPROXIMATELY FIFTY (50) MINUTES TO COMPLETE. HTTP://ISAE.DISA.MIL/ETA/SNS_V1/SN/LAUNCHPAGE.HTM.

6. HQDA G-3/5/7 G-39 WILL DEVELOP AN OPSEC TRAINING PROGRAM SPECIFICALLY GEARED TOWARDS USING AND REVIEWING SOCIAL MEDIA AND EXTERNAL OFFICIAL PRESENCE SITES NLT 1 JUNE 2012.

7. HQDA G-3/5/7, G-39 WILL REVISE AR 530-1, OPERATIONS SECURITY (OPSEC) TO DIRECT ALL ARMY PERSONNEL RESPONSIBLE FOR REVIEWING AND APPROVING OFFICIAL INFORMATION FOR PUBLIC RELEASE TO TAKE THE TWO OPSEC TRAINING COURSES LISTED IN PARAGRAPH 5.

8. ALL COMMANDERS WITH PERSONNEL PROVIDING INPUT TO THE PUBLIC DOMAIN FOR OFFICIAL PURPOSES WILL ENSURE THE PERSONNEL RECEIVE THE ABOVE TRAINING. COMMANDERS WILL REPORT COMPLIANCE WITH THIS REQUIREMENT TO THEIR RESPECTIVE ARMY COMMAND (ACOM), DIRECT REPORTING UNIT (DRU), ARMY SERVICE COMPONENT COMMAND (ASCC) THROUGH THE COMMAND'S OPSEC PROGRAM MANAGER NLT COB 02 MARCH 2012.

9. BY COB 29 NOVEMBER 2011 ACOM/DRU/ASCCS WILL RESPOND VIA EMAIL WITH STANDARD NAME LINE OF THEIR RESPECTIVE OPSEC PROGRAM MANAGER OR OFFICER TO THE HQDA OPSEC PROGRAM MANAGER. POC IS MR. GEORGE HULEY, AT DSN 224-6558, COMM (703) 614-6558, OR E-MAIL GEORGE.HULEY@US.ARMY.MIL. THE G-39 OPSEC COORDINATOR. POC IS MR. REGINALD SMITH, AT DSN 227-9902, COMM (703) 697-9902, OR E-MAIL REGINALD.SMITH15@US.ARMY.MIL HQDA G-3/5/7.

10. EXPIRATION DATE OF THE ALARACT IS UNDETERMINED. PROPONENT FOR THIS ACTION IS DAMO-OD.

SOLDIER. CIVILIAN. SELF.

THERE ARE NO SPLIT PERSONALITIES IN SOCIAL MEDIA.

U.S.ARMY

WWW.ARMY.MIL/SOCIALMEDIA

Blogs

Facebook

Twitter

Flickr

YouTube

Vimeo

Army Social Media

Online and Social Media Division
Office of the Chief of Public Affairs
1500 Pentagon, Washington, DC
OCPA.OSMD@US.ARMY.MIL

www.army.mil