

Defense Intelligence Agency

Social Media Vision and Guiding Principles

Aug 2017 – Feb 2018

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Social Media Vision and Guiding Principles

Purpose

In the complex and ever-changing arena of social media, this document was created to outline OCC's vision and guiding principles on social media strategy - giving communicators direction and guidance to ensure synchronized DIA goals, while maintaining the agility and freedom to make the tactical communication decisions needed for social media.

Overarching Objectives/Vision

Social media will be used to increase brand awareness of DIA as the indispensable source of Defense Intelligence expertise. Specifically:

- Increase DIA credibility as the leader in foreign military intelligence.
- Demonstrate DIA's relevance by highlighting our mission and customers.
- Showcase science, technology and innovation.
- Gain recognition as a desirable employer for college graduates.

Communication Guidance

The DIA social media plan is a subcomponent of the overall OCC communication strategy, with the aim of using DIA social media channels to support overall DIA communications objectives. As such, social media communication should not be stand-alone or ad-hoc initiatives – they should be coordinated and nested in a broader communication plan that includes internal communication, press engagement, Congressional engagement, website posts and a multimedia (photo/video) plan.

Situational Analysis (Addendum 1)

An analysis of the social media landscape will be done once every six months and added as an addendum to this plan. This analysis will inform the tactics in Addendum 2.

Tactics (Addendum 2)

Specific tactics will be reviewed once every three months and adjusted accordingly.

Addendum (1)

July 2017 Situation Analysis

DIA is a key member of the IC yet lacks the same brand awareness as the CIA, FBI, and NSA. In addition, journalists and government leaders, at times, have commented unfavorably about DIA's competence and relevance.

As of July 2017, DIA's social media engagement has significantly improved over the past 9 months. To continue with this momentum and refine our practices, this document will inform the social media strategy from August 2017 to Feb 2018 and will be updated NLT 16 Feb 2018.

Social Media Challenges

Challenge 1: content. Content is king and DIA exists in a world of classified information. The challenge we face is creating and approving timely and relevant unclassified content that is useful and interesting to our primary audiences.

We currently have a number of major annual milestones that provide a great source of content (see calendar in Addendum 2), but those alone are not enough. We must maximize every opportunity to create approved content and maximize each event across all forms of multimedia communication (photo/video/news).

Challenge 2: personnel. Social media is currently a collateral duty. With the additional of Major Jackson in August 2017 we'll be in much better shape. An additional challenge lies with a lack of personnel who can edit photos and videos.

Challenge 3: photo and video agility. There is a continuing issue with currently needing weeks or even months to properly edit and upload a photo or video. This needs to be reduced to hours or minutes.

Bi-annual Objectives (Aug 17-Feb 18)

- By Nov 2018, establish and maintain active presence on LinkedIn.
- By Jan 2018, at least 33% of social media posts will be multimedia (include a photo, video or graphic)
- By Feb 2018, increase engagement rates by 10%.
- By Feb 2018, review and make a recommendation on outsourcing metrics to a commercial company.
- By Feb 2018, research and determine whether HR should launch a separate employment/internship account on facebook or twitter.

Brand Strategy

At least 67% of social media communication should further one of the following goals (see bins 1 and 2 in addendum 2):

- **Credibility:** If DIA provides useful and accurate information, we will increase our credibility as experts in foreign military intelligence.
- **Relevance:** Relevance can will be demonstrated by providing timely information related to current events and the news cycle. For example, if a foreign military tests a missile or moves into a new area, DIA should make every effort to provide unclassified intelligence and background on that event and topic.
- **Science, technology and innovation.** Competition is fierce in the tech world, with every agency desiring to tell their story to the public about how they are leading innovation. Here we must provide examples of how innovation supports DIA efforts in order to stand out.

Key Publics

Primary Audiences

Influencers, journalists, DoD/Govt leadership, Congressional/staff leadership:

This is our critical mass for social media engagement. This audience typical reads online news every day and stays on top of current events. They are an “informed” audience, meaning they typically have a baseline of knowledge and new issues don’t need to be explained at a beginner level.

This audience is also weary of blatant advertising, self-promotion, or overuse of sappy click-bait like American flag pictures on the Fourth of July. This audience is desirous of news that makes them more informed of current event and policy. Our posts should reflect that.

News/Journalists

We know journalists watch our twitter feed, therefore it can be leveraged as a distribution mechanism for organic DIA content, as well as content written by the press. In addition, social media can be used as an effective way to immediately deliver factual information when communication is needed quickly.

Industry

Industry follows twitter closely, as evidenced by 80+ white papers received by [redacted] for the August Industry days.

College Students/Post-Graduate Students (18-25 years old)

DIA is always actively recruiting talent. The main issue is HR content competing with other content on social media – with potential that it gets overrun and lost among other

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posts. One goal for this period is to strongly consider starting HR accounts on social media.

Secondary Audiences

Current Employees, Friends and Families

Many current and former employees follow DIA on social media. The Agency needs to be able to reach them and encourage them to share DIA's posts to provide credibility to Agency messages and increase DIA's brand awareness. Sometimes they can even provide insightful and add emotion to a story. This audience is best reached through facebook.

IC Agencies

The other IC agencies are a resource for content as a force multiplier. DIA can tag or repost IC content to multiply our audiences. Of the 17 IC members, the focus should be on the following Agencies:

- National Geospatial Intelligence Agency
- Central Intelligence Agency
- National Security Agency
- National Reconnaissance Office

Addendum 2

Tactics

Bins

Content bins are general guidelines to help organize and manage content to ensure that different mission areas of being covered in the optimal amount. Typically, posts will be planned so that each bin is about equal in terms of content (meaning bins 1 and 2 should be about 67% of content; with bin 3 at 33%):

1. Unclassified intelligence. This includes unclassified information on foreign militaries. Examples include military power books, Congressional statements and testimony, speeches, leadership panels and briefs to the media. This content typically comes from IICs (DI) or public remarks. This bin is the priority.
2. Science, Technology and innovation. This includes [redacted] as well as highlighting specialized centers such as [redacted] etc.
3. Public Interest Stories. This is communication that is interesting and engaging to the general public, and puts a human face on DIA people. It includes history, Attaché remarks, public/school visits and outreach, job fairs, cultural references such as movies or TV shows, and sometimes humor. This bin is the lowest priority and we must avoid overdoing the "easy" things just because bins 1 and 2 are harder to coordinate.

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Tactics Based on Current Environment

- Content will be created based on coordinated communication campaigns across all of OCC. The guiding principle is to avoid content which is just "social media content" and not coordinated with other aspects of OCC. Campaigns will include the following plans at a minimum:
 - Internal communication plan
 - Multimedia plan
 - Press engagement plan
 - Congressional engagement plan
 - Social media plan
- Every event will have a multimedia support plan, whether photos, videos, graphics or publications. This will include an estimate of time needed to edit, process and upload finished content to NIPR.
 - The timespan for providing facts to inform reporting is extremely short – sometimes minutes. Video and photo editors must make quick work on editing and uploading imagery.

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- [redacted] focus month (bin 2)
- Quarterly Industry Days (bin 2)
- Presidents Day (bin 3)
- Black History Month (bin 3)

March

- Annual Threat Assessment testimony (bin 1)
- Women's History Month (bin 3)

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April

- Press briefing (bin 1)
- DR media engagement (bin 1)
- [redacted] focus month (bin 1)
- April Fool's Day (bin 3)
- Earth Day (bin 3)
- Bring your Kid to Work Day (bin 3)
- Holocaust Remembrance Day (bin 3)

May

- Press briefing (bin 1)
- Innovation/IHub focus month (bin 2)
- Asian/Pacific Heritage Month (bin 3)
- Armed Forces Day (bin 3)
- Memorial Day (bin 3)
- National Physical Fitness and Sports Month (bin 3)
- International Museum Day (bin 3)
- NIU focus month (bin 3)

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June

- [redacted] Industry days (bin 2)
- Flag Day (bin 3)
- National Donut Day (bin 3)
- National Selfie Day (bin 3)
- Army Birthday (bin 3)
- [redacted] focus month (bin 3)

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July

- GEOINT (bin 1)
- Independence Day (bin 3)
- Museum focus month (bin 3)

August

- DoDIIS Conference/CIO (bin 2)

September

- INSA (bin 1)
- National Hispanic Heritage Month (15 Sep-15 Oct) (bin 3)
- DIA Birthday (1 Oct) (bin 3)
- Air Force Birthday (bin 3)
- POW/MIA Day (bin 3)
- Premier of "The Brave" on NBC (bin 3)

October

- U.S. Navy Birthday (bin 2)

November

- USMC Birthday (bin 3)
- Veterans Day (bin 3)
- Thanksgiving (bin 3)
- Torchbearers (bin 3)

December

- Christmas/holiday season (bin 3)

Current Social Media Snapshot

As of June 2017, DIA has five social media accounts:

- Facebook: 384k followers and 388k likes
 - Followers are 17% women and 83% men; 110k are from India, 90k are from the United States.
 - On average, 11k "reaches" per page post.
- Twitter: 108k followers and 1,592 tweets, used daily
 - Twitter engagement ranges from 1.2% on the low end to 6% for an engaging post. This is an increase from 2016 where we typically saw a 1.2-1.6% engagement rate.
- Instagram: 3,512 followers and 49 posts. Not actively being used.
- LinkedIn
 - 32,268 followers
 - Current information is basic about agency
 - No current open positions listed
- YouTube
 - 1,397 followers
 - Youtube is essentially a host site for video, just as DIA.mil is a host site for test and DVIDS is a host site for photos.