

4 April 2017

C84143

Emmy Rākete  
[fyi-request-5503-06e0fcd5@requests.fyi.org.nz](mailto:fyi-request-5503-06e0fcd5@requests.fyi.org.nz)

Dear Ms Rākete

Thank you for your email of 7 March 2017, requesting information related to the Department's use of social media. Your request has been considered under the Official Information Act 1982 (OIA).

Social media is an important tool for the Department, enabling interaction directly with the public, allowing users to share their feedback and concerns quickly, and allowing the Department to address these in turn.

You may be aware that, in 2012, the New Zealand government set the Better Public Services (BPS) targets. One goal of the BPS programme is to improve how the public interacts with government by increasing the availability of digital services. The Department's social media contributes to this by providing a convenient, digital platform to users wishing to make contact.

You have asked for a number of documents related to the Department's use of social media for the past five years. Please note the Department formalised its use of social media in August 2016 and, therefore, does not hold any documents pre-dating this time. I have responded to each part of your request below.

1. *'Job description for all staff involved in the running of social media accounts.'*

The Department's social media accounts are managed within the Department's communications team. There is one role directly responsible for social media, the Principal Adviser Social Media. The job description for this position has been attached to this response.

2. *'Key performance indicators for all staff involved in the running of social media accounts.'*

The role of the Principal Adviser Social Media is to manage the Department's social media presence which includes making progress outlined in its social media strategy. The Department's social media strategy includes measurable success indicators, and is reviewed regularly to measure ongoing progress. Success is, therefore, measured against the indicators included in the social media strategy and not against key performance indicators attached to the role itself.

This part of your request is, therefore, declined under section 18(e) of the OIA, as the document alleged to contain the information requested does not exist or cannot be found.

3. *'Internal communications regarding the department's use of social media.'*

The Department has created two documents related to staff use of social media, both of which were released on the Department's intranet. These documents are 'Social Media Safety Tips' and 'Social Media at Corrections'. These documents have been attached to this response.

The Principal Adviser Social Media also prepares regular status reports for me, providing information and advice to senior management on the Department's social media presence. These reports are primarily for the consideration of senior management and a release of this information is likely to affect the ongoing openness of opinions and advice tendered to senior management.

The status reports are, therefore, withheld under section 9(2)(g)(i) of the OIA, to maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to Ministers of the Crown or members of an organisation or officers and employees of any department or organisation in the course of their duty.

4. *'Policy documents regarding the purpose of social media for the department.'*

There is one document related to the purpose of the Department's social media presence. This is the Department's social media strategy. As requested, this document has been attached to this response.

Please note that some information has been removed from the attached documents pursuant to section 9(2)(a) of the OIA to protect the privacy of natural persons, including that of deceased natural persons.

I trust the information provided is of assistance. Should you have any concerns with this response, I would encourage you to raise these with the Department. Alternatively you are advised of your right to also raise any concerns with the Office of the Ombudsman. Contact details are: Office of the Ombudsman, PO Box 10152, Wellington 6143.

Yours sincerely



Vincent Arbuckle  
Deputy Chief Executive  
Corporate Services



## JOB DESCRIPTION

<b>Job Title:</b>	Principal Adviser Social Media
<b>Group:</b>	Corporate Services
<b>Reports to:</b>	Manager Media & External Communications
<b>Location:</b>	National Office, Wellington
<b>Date:</b>	September 2016

## ORGANISATIONAL OVERVIEW

At the Department of Corrections our goal is to reduce re-offending, and underlying this is a strong commitment to public safety.

Our people care about our communities and want to make New Zealand a safer place to be. We do this by helping people lead crime-free lives, which means fewer victims and safer communities.

Corrections' core role of managing the custodial and community-based sentences imposed by the Courts gives us the opportunity to change lives and shape futures. Of the 8,000 people who work at Corrections, the majority work directly with offenders in a variety of roles including probation officers, corrections officers, case managers, programme facilitators, nurses, community work supervisors, instructors and psychologists.

The Department of Corrections manages 18 prisons located from Northland to Invercargill and 160 Community Corrections sites in towns and cities across New Zealand where probation staff manages people serving non-custodial sentences and orders such as community work, home detention or parole.

The vast majority of the offenders the department works with live in the community, and most of those sentenced to a term of imprisonment will be released at some stage. Therefore it is in all our interests to ensure that when people leave Corrections they have the support and skills they need to live a crime-free life. We do this through targeted rehabilitation and reintegration, treatment, education and trade-training opportunities for offenders that will reduce the likelihood of re-offending.

You can help change lives and shape futures too.

For more information go to [www.corrections.govt.nz](http://www.corrections.govt.nz).

## ROLE PURPOSE

The Principal Adviser Social Media is fundamentally Corrections' social media expert, and has responsibility for the department's social media strategy, and the day to day monitoring and management of our social media platforms ensuring that they deliver our stated objectives.

This role also provides strategic advice, manages significant communications issues and supports major departmental initiatives with a focus on social media. The role requires a collaborative work style in supporting a broad range of communications activities that positively influences and manages the reputation of the Department in social media.

As part of the Media and wider Communications team, the Principal Adviser Social Media has a key role in developing and promoting communication that builds understanding and support for the role that Corrections plays in achieving government outcomes.

## KEY ACCOUNTABILITIES

Key Accountability Areas:
<p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>• Champion the role of communications as a key tool in management best practice.</li> <li>• Lead, support and facilitate the development of social media capability within the Department, including social media training and coaching when required.</li> </ul>
<p><b>Relationship management</b></p> <ul style="list-style-type: none"> <li>• Establish and maintain relationships with DCE's, and Managers (both in national office and in the field), in order to encourage and enable them to easily access social media support and advice when needed.</li> <li>• Establish and maintain relationships with stakeholder audience groups and with members of the media.</li> <li>• Liaise with other members of the Communications team on the development or management of Department-wide communications activities.</li> </ul>
<p><b>Strategic communications</b></p> <ul style="list-style-type: none"> <li>• Develop communications plans to support projects and change management processes and events.</li> <li>• Participate in the development of media and social media focussed communications plans.</li> <li>• Ensure ongoing evaluation of the effectiveness of social media, and use the results of such evaluation to review and improve communications, processes and practices to best meet the needs of the Groups.</li> </ul>
<p><b>Corporate communications</b></p> <p>Provide communications advice to support the dissemination of key messages within the Department, and to external audiences through social media.</p> <ul style="list-style-type: none"> <li>• Review draft documents/proposals to identify key communications issues and ensure that social media has been appropriately considered, including ensuring that key messages are clearly conveyed and that proposals are consistent with the Department's overall communications strategy, policies and standards.</li> <li>• Identify opportunities for social media and communications activity to support the work of the Department.</li> <li>• In collaboration with the wider Communications Team, ensure the production of high quality external communications tools (regular and occasional publications, leaflets, brochures, information fact sheets, etc.).</li> <li>• Ensure social media platforms and communication systems, processes, practices and activities are consistent with the overall Department communications strategy, policies and standards.</li> </ul>

### Key Accountability Areas:

- Ensure all material produced supports the Department's strategic agenda and that key audiences are provided with consistent, relevant and up-to-date information.
- Provide expert communications advice and input to Departmental projects on behalf of Corporate Services.

### Social media/media management

- Use research and data collected from various sources to create and maintain Corrections' social media strategy ensuring that it delivers the department's stated objectives.
- Identifies, develops and generates media and social media opportunities to enhance public trust and confidence.
- Co-ordinate and provide oversight of responses to social media enquiries, ensuring that these are timely and accurate as required.
- Lead or contribute to the department's social media response to significant incidents as required.
- Work with the Department's staff and key audience groups to ensure social media opportunities are maximised ensuring that they carry key messages critical to and consistent with the Department's strategic agenda.
- Manage, own, monitor and enhance Corrections' social media communities. This includes design, development, performance, feedback and related monitoring and analytics.
- Continually measure effectiveness of social media activity and provide regular reports.

## GENERAL ACCOUNTABILITIES

### Code of Conduct and Department Policy

- Familiarity and compliance with the Department's Code of Conduct and related documents; and with Department policy and procedures relating to the functions of the position held.

### Health and Safety

- Help maintain a safe working environment within Corrections by adhering to Department policy and procedures relating to the position held.

### Other Duties & Responsibilities

- All employees are expected to perform other such other duties as can reasonably be regarded as incidental to their job description, and other such duties that fall reasonably within their experience and capabilities as may be assigned from time to time to meet business requirements.

## RELATIONSHIPS

### Key Working Relationships:

**Internal:** Executive Leadership Team  
Managers and staff from Corporate Services and other business groups

**External:** Justice Sector and other government agencies (including Central agencies)  
Media representatives  
Other key stakeholders  
Other external resources/suppliers as appropriate

## PERSON SPECIFICATION

### *Knowledge, Skills and Experience*

- Experience in developing strategic communications plans.
- Talent for recognising social media opportunities.
- Developing and implementing targeted communications.
- Managing communications projects.
- Ability to manage a diverse portfolio of tasks to a high standard and to timeframes.
- Excellent crisis and reputation management skills.
- Ability to coach and influence staff.
- Flexible and responsive to stakeholder needs.
- Strong oral communications and interpersonal skills.

### Qualifications

- A tertiary qualification in journalism, communications or a related discipline is desirable.
- At least five years relevant experience in a state sector agency and/or a large, diverse organisation.

### Other Requirements

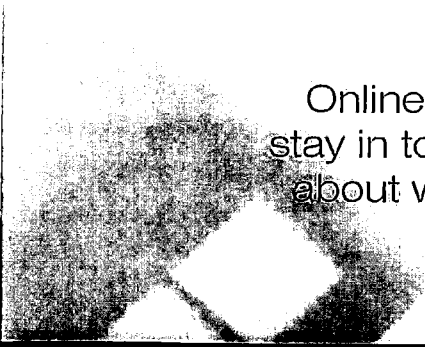
- Current, clean driver's licence.
- Travel around New Zealand will be required to fulfil the requirements of the position.

## COMPETENCIES

COMPETENCY	DESCRIPTION
Service Focus	<ul style="list-style-type: none"> <li>• Maintains a helpful and courteous approach when dealing with others.</li> <li>• Clarifies expectations when providing a service and keeps client informed of progress.</li> <li>• Anticipates the needs/concerns of those to whom a service is being provided.</li> <li>• Prioritises and balances the needs of others in overall service provision.</li> </ul>
Problem Solving	<ul style="list-style-type: none"> <li>• Identifies and weighs up risk appropriately before taking action.</li> <li>• Discusses options with manager where appropriate.</li> <li>• Makes use of relevant and available information and consults others when developing workable solutions.</li> <li>• Recognises the importance of IOM and its impact on analysis and development of options.</li> </ul>
Communication	<ul style="list-style-type: none"> <li>• Listens to others and asks questions to clarify own understanding.</li> <li>• Responds politely and sensitively to queries and alternative points of view.</li> <li>• Is prepared to take on board others' ideas and suggestions.</li> <li>• Produces written communication that is clear, concise, logical and</li> </ul>

	<p>understood by the reader.</p> <ul style="list-style-type: none"> <li>Communicates in a style appropriate to the recipient or audience.</li> </ul>
<b>Commitment</b>	<ul style="list-style-type: none"> <li>Shares the responsibility to maintain a safe and healthy workplace, carries out work-related activities in accordance with safe procedures and reports all hazards, accidents and incidents.</li> <li>Is familiar with the Code of Conduct and statutory confidentiality requirements.</li> <li>Acts with integrity at all times.</li> <li>Supports and models the organisation's values, taking responsibility for their own actions and decisions.</li> </ul>
<b>Responsiveness</b>	<ul style="list-style-type: none"> <li>Acts fairly and impartially in all dealings with others, respecting their rights and needs.</li> <li>Demonstrates an understanding and respect for Maori, Pacific peoples' and ethnic minorities' values and beliefs.</li> <li>Incorporates cultural responsiveness, and EEO principles into work practices.</li> <li>Promotes EEO policy to peers and others.</li> </ul>
<b>Teamwork</b>	<ul style="list-style-type: none"> <li>Proactively shares information, ideas and experience with managers and peers.</li> <li>Encourages and supports team members and others they are working with.</li> <li>Promotes a work environment where others can exchange opinions and ideas.</li> <li>Co-operates with other staff outside their own service or group.</li> </ul>
<b>Self Management</b>	<ul style="list-style-type: none"> <li>Proactively obtains feedback about their own performance from peers and managers so that they can improve their performance.</li> <li>Accepts constructive criticism without becoming defensive.</li> <li>Alerts manager when overloaded, stressed, or having difficulty with specific tasks or areas of responsibility.</li> <li>Identifies and commits to learning and development opportunities.</li> </ul>
<b>Work Management</b>	<ul style="list-style-type: none"> <li>Processes work to the required standards (quality and timeliness).</li> <li>Identifies issues and problems and communicates these to manager in a timely fashion.</li> <li>Focuses on the task at hand and the work that needs doing without losing track of priorities.</li> <li>Is alert to connections and interrelationships between own workload and that of others and consults as appropriate.</li> </ul>

Released under the Official Information Act 1993



Online social networking is a great way to stay in touch with friends and family, but think about what you're saying/posting, and who could see it.

## SOCIAL MEDIA SAFETY TIPS

### SO HOW COULD YOUR ONLINE PROFILE AFFECT YOUR SAFETY AT WORK?

It is worth remembering that offenders use social networking sites too. They gather information about individuals who pose a threat to their operation, or are seen as being vulnerable. This means that when you share your personal information about you and your family on these sites you are potentially exposing your private details to offenders and their associates.

Using privacy and security settings to allow only those you know and trust to access your information is the best option.

For more information about other ways you can keep safe please see the **Ensuring Personal Safety Brochure** (also available on **Comnet**).

### AVOID IDENTIFYING YOURSELF AS A CORRECTIONS EMPLOYEE

With a little bit of background research someone may be able to identify where you live, where you go on holiday, where your children go to school or additional personal contact details.

To ensure your safety you shouldn't:

- Add Corrections as your place of employment.
- Use profile photos that identify you as a Corrections employee i.e. In uniform.
- Avoid making comments on your page about your work or workplace (Facebook allows people to free-text search across open posts).
- Join Facebook *Groups* which identify you as Corrections employees, such as the following;

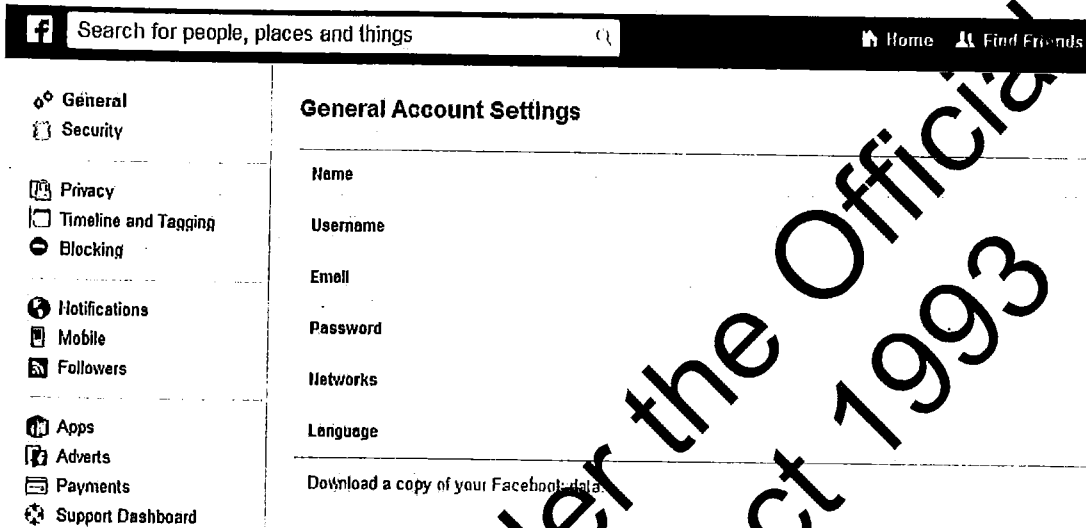
- PAREMOREMO :) (<https://www.facebook.com/pages/Paremoremo-NewZealand/114798301864732#!/groups/144511082340309/>)
- Paje Women Proud (<https://www.facebook.com/pages/Paremoremo-NewZealand/114798301864732#!/groups/172724669514686/>)



## LOCK DOWN YOUR PRIVACY SETTINGS

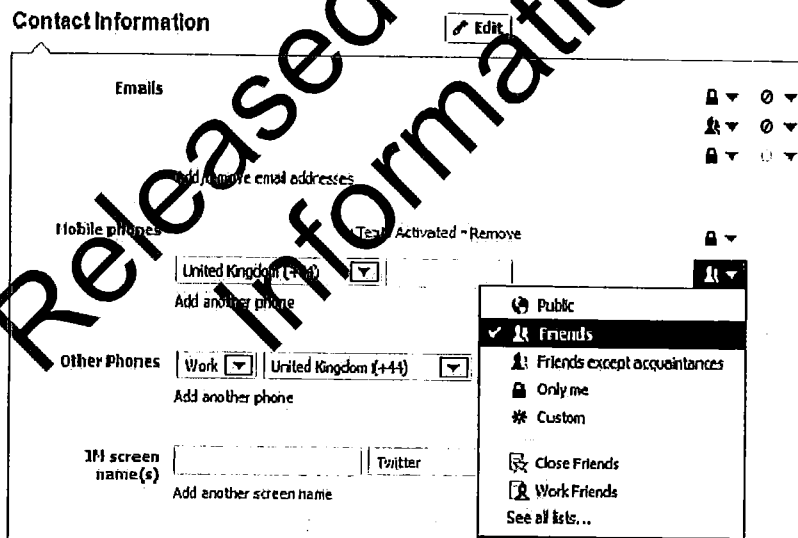
To access your main privacy settings, click the drop-down arrow on the far top-right of your Facebook toolbar. Then select "Settings."

This will take you to your security and privacy menu, divided into sub-sections along the left-hand side. We're going to look at each section in turn, explaining your different options:



The screenshot shows the Facebook interface. At the top is a search bar with the text "Search for people, places and things" and a magnifying glass icon. To the right of the search bar are links for "Home" and "Find Friends". Below the search bar is a left-hand navigation menu with the following items: General (selected), Security, Privacy, Timeline and Tagging, Blocking, Notifications, Mobile, Followers, Apps, Adverts, Payments, and Support Dashboard. The main content area is titled "General Account Settings" and contains the following fields: Name, Username, Email, Password, Networks, and Language. Below these fields is a link that says "Download a copy of your Facebook data". A large, diagonal watermark reading "Released under the Official Information Act 1993" is overlaid across the entire page.

## CONTACT INFORMATION



The screenshot shows the "Contact Information" settings page. At the top left is the title "Contact Information" and an "Edit" button. Below this are several sections: "Emails" with three email addresses and privacy icons; "Mobile phones" with a dropdown menu set to "United Kingdom (+44)", a "Text" toggle set to "Activated", and a "Remove" button; "Other Phones" with a dropdown menu set to "Work" and another dropdown set to "United Kingdom (+44)"; and "IM screen name(s)" with a text input field and a "Twitter" link. A privacy dropdown menu is open, showing options: Public, Friends (checked), Friends except acquaintances, Only me, Custom, Close Friends, Work Friends, and See all lists... A large, diagonal watermark reading "Released under the Official Information Act 1993" is overlaid across the page.

The "About" section is divided into multiple sub-sections, with a wealth of personal information in each. You have to manually change the privacy settings for almost every part.

To check your privacy levels for each item of Info, click on "Edit" at the top-right of each section.

You will see an icon next to each bit of Info in the new expanded view. The icon design changes, depending on the privacy level, but you'll most likely see a globe icon, indicating that Info is public, or a two-person icon, which shows info is for friends' eyes only.

To change the privacy level, click on the icon and select the option you want from the drop-down menu.

If you don't have time to check your entire "About" section, we suggest taking a close look at your "Contact Information" sub-section at the very least.

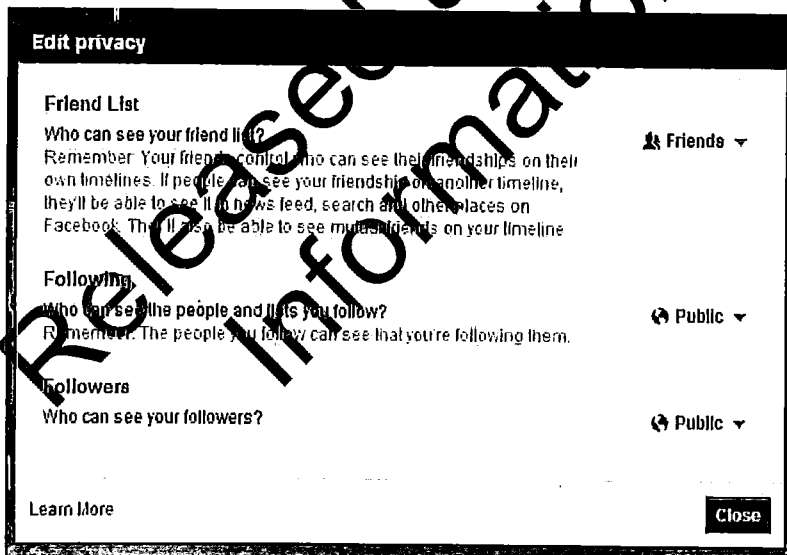
## FRIENDS AND FOLLOWERS

Click on your "Friends" tab, hit the pencil edit icon on the top-right of the page and select "Edit privacy." This will bring up your privacy options in a pop-up box.

**Who can see your friend list?** Use the drop-down box to select who should be able to see your other friends on Facebook. Remember, if your friends aren't concerned about Facebook privacy, people may be able to click through and view photos of you, etc., that friends have uploaded to their profiles. You may want to set this option to "Friends" to be on the safe side.

**Who can see the people and lists you follow?** Again, you can select the privacy level for this by clicking the drop-down menu.

**Who can see your followers?** If you've enabled Facebook Subscriber, choose who can see your Facebook followers.



## PHOTOS

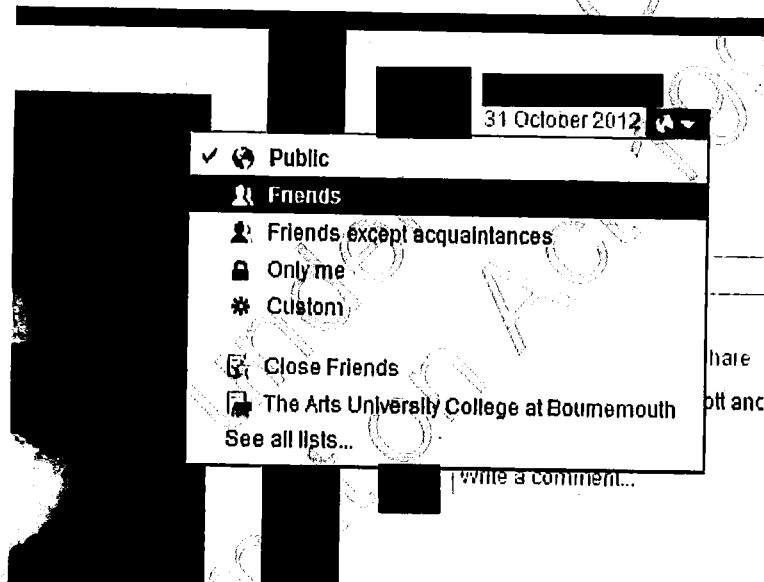
Next, click on your "Photos" tab, then select "Albums."

The privacy levels differ depending on the kind of album. **Your cover photos are automatically public; you can't change that setting.** But your Timeline, mobile and profile picture albums' privacy levels can be changed on a photo-by-photo basis.

The privacy setting for each album you've manually created will show in the bottom-right corner of the album thumbnail (see the grab below).

To adjust the privacy level for each album, select the privacy icon and choose the option you want from the drop-down menu.

If you want to check and change the levels for your Timeline, mobile and profile pictures, you'll need to go through each album, looking at every photo in turn and changing the privacy level on the individual image.



Look for the privacy icon next to the photo's date, then click on it to get drop-down options to amend.

## PRIVACY SETTINGS AND TOOLS

First, click on the "Privacy" subhead on the left-hand menu. This brings up your "Privacy Settings and Tools," which are divided into two sections.

**Who can see your future posts?** As you write individual posts, you can change the privacy levels, but we advise to set the default option to "Friends." Think of posts from third-party apps or sites where privacy settings may not be available.

To change, click on "Edit," then select "Friends" from the drop-down menu.

**Review all your posts and things you're tagged in.** This option takes you to "Activity Log," where you can view a time-ordered list of all posts you've made, comments, things you've Liked and content you're tagged in.

Review the privacy setting of each item by hovering over the privacy icon to the right of each post. To make a change, click on the pencil icon to see edit options for each type of content.

### **Limit the audience for posts you've shared with friends of friends or Public?**

This tool changes all Timeline content you've shared with friends of friends or Public to just "Friends," effectively hiding it from folks with whom you're not connected.

If you don't have time to review your entire Timeline via the Activity Log option, this is worth activating. Click "Limit Past Posts," then "Limit Old Posts" to make the change.

<b>Who can look me up?</b>	Who can look you up using the email address or phone number you provided?
	Do you want other search engines to link to your Timeline?

**Who can look you up using the email address or phone number you provided?** This one is self-explanatory. The options are "Everyone," "Friends of Friends" or just "Friends." We'd recommend setting this to "Friends" only, but if you want to make a change, simply click "Edit" and choose the option you want from the drop-down menu.

**Do you want other search engines to link to your Timeline?** This determines whether your Facebook profile shows up in search engine results when people look up your name. Click "Edit" to select whether you want to be discoverable from a net-wide search.

### **GEO-TAGGING**

Global Positioning System satellite technology (better known as GPS) is embedded into so many of the devices we use today for location purposes, that we sometimes take it for granted.

One use of GPS is geotagging, which is the process of attaching location information to content such as a photograph or video (when you shoot and upload a photo to Facebook with the location of your whereabouts, for example, that's geotagging).

If a user has uploaded, for example, a photo of their new house or vegetable garden, other could potentially use the geo-data embedded in the photo to obtain the user's home address.

Geo-tagging/location information is also included in private messages sent via Facebook if not disabled.

**Getting your privacy settings right can seem time consuming but it's important you take some time to ensure your personal safety online.**

**If you use other forms of social media, you can search online for additional privacy tips.**

Released under the Official Information Act 1993

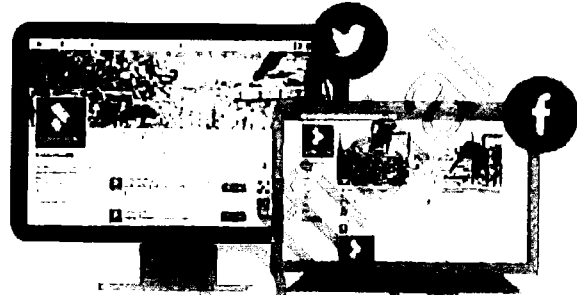
# cornet

Creating Lasting Change

## SOCIAL MEDIA AT CORRECTIONS

Want to stay up to date with all the latest Corrections' news and share the great things you and your colleagues are doing to create lasting change every day?

The Department of Corrections has joined the exciting world of social media and has established Facebook and Twitter pages, where we'll be sharing our latest news and updates. There will also be a subscription RSS feed coming to the Corrections website in the near future.



It's no secret that social media is being used more and more every day. Senior Media Adviser [REDACTED] has been working on the project. "Getting involved in social media means we will have a way to better interact with the public and spread the word about the great work that Corrections does."

We're on Facebook and Twitter!

You can find our Facebook page and Twitter feed by searching Corrections NZ from your personal computer or on your Samsung phone.

Be sure that your interaction with our social media pages is professional and take the time to review the **Social Media Policy**. A moderation policy will be adhered to and there will be no tolerance of inappropriate posts.

As always, staff safety is paramount and there are a number of risks involved with social media. Remember that even on Facebook and Twitter, you are representing the department and what goes online is not easily taken down. Careful and considered use of social media is important for keeping yourself, your family and friends safe.

Liking, following or re-tweeting the department's social media profiles will associate your social media profile to Corrections. There are many reasons why we can all be proud to be part of Corrections. However, you need to be careful about the personal information that you make available on social media and be selective about the people you share it with.


So before interacting with our new social media pages, take the time to make sure you have reviewed your privacy settings to ensure that your personal information isn't accessible to the public.

"I'm excited about the opportunities using social media will be able to bring for the department," says [REDACTED]

"Make sure you get liking / following / retweeting / sharing and encourage your friends and colleagues to do the same. We need all the support we can get if we want to beat the 104,000 Facebook followers the NZ Police have!"

If you have any questions about the use of social media or any potential news updates, get in touch at [socialmedia@corrections.govt.nz](mailto:socialmedia@corrections.govt.nz).

If you have a good story to pass on or a question to ask us, please email [us@corrections.govt.nz](mailto:us@corrections.govt.nz)

 Better Public Value



## Corrections' social media strategy

### Purpose

This document outlines Corrections' initial approach to the use of social and direct media to communicate with stakeholders and the public. The strategy provides a starting position for the launch of social media channels, and will be subject to ongoing refinement as Corrections' experience with social media grows.

### Background

A large number of New Zealanders use social media as a tool to connect with friends and acquaintances, share interests and opinions, and keep up to date with current affairs. In recent years businesses, not for profit organisations and public services have started using social media to connect with their customers, stakeholders and the wider public. These organisations have recognised the potential to capitalise on the increasingly widespread use of social media to reach a wider audience than they might have otherwise.

Due to the nature of Corrections' work, social media has previously been used very cautiously and in a limited way. Access has been restricted to staff working on initiatives with an approved social media component. This has included the following platforms.

Platform	Use	Business owner
LinkedIn – Company and careers pages, advertising for roles.	Raise the profile of Corrections as an employer, promote roles and attract candidates.	Recruitment/Communications
YouTube – Just the Job footage	Raise the profile of Corrections as an employer, promote roles and attract candidates.	Recruitment
Automatically generated Facebook page – content about Corrections generated from Wikipedia.	Not actively managed by Corrections. People cannot post on this page. It is completely automated. Corrections can request to have this removed.	Communications
Facebook page – Department of Corrections Christchurch EQ Staff Support	Updates for staff in Canterbury following the Christchurch earthquake. Was a success and generated no negative commentary from members of the public.	Administrators including members of the ministerial team and local staff in Canterbury.
Wikipedia - Description and history of the Department of Corrections that can be updated/edited by anyone.	People doing internet searches about Corrections will likely find this page. It needs to be updated on a regular basis.	Communications/Legal

In March 2016, Latitude Strategy and Communication were commissioned to undertake a review of Corrections' approach to social media, and make recommendations about how Corrections could use social and other direct media channels in the future.

Latitude recommended an approach to increase the use of social media in a managed and planned way, and that Corrections "develop a coordinated social media presence that is centrally integrated into the department's existing external/corporate communications function". Latitude also provided a number of suggestions about how implementation could be managed incrementally, beginning with the establishment of a basic centralised social media presence.

In addition, Latitude identified that, through the behaviour change that is required to effectively participate in social media, there is an opportunity to effect broader change to Corrections' overall communications approach. Their view was that social media should not be seen as a

new communications channel alone, but "reflective of more substantial changes taking place in the communications landscape - greater participation by citizens in the media, greater expectations in government transparency, increased speed at which information can travel and scale, greater ability for individuals to affect change, more interactive (two-way) communications, and greater interconnectedness between individuals, media, government and others". They recommended that Corrections' overall approach to external communications be modernised, using the adaptation of social media as a catalyst for change.

A decision was made to proceed initially with the development of a Twitter profile, Facebook page and subscription service for stakeholders to opt in to the distribution of news to be emailed to them directly.

The recommendations and suggestions made by Latitude have been taken into account in this strategy, along with eight common success factors in agencies' use of social media, as identified by the Office of the Auditor General in a review completed in 2013.

<b>Leadership</b>	Good leadership means being open to exploring the possibilities of social media and providing a culture for innovation.
<b>Strategy</b>	Social media should be used deliberately and targeted to achieve a clear purpose.
<b>Implementation</b>	People and time are just as important as technology and money.
<b>Risk management</b>	Risks need to be recognised and managed, but do not need to act as a barrier to participation.
<b>Integration</b>	The use of social media needs to be nurtured, then slowly and deliberately brought into the entity's day-to-day operations. (Think big, start small.)
<b>Adaptation</b>	Entities need to be adaptable and learn as they go.
<b>Measurement</b>	It is not always easy to measure social media's effect on outcomes, but it is important to know what success might look like.
<b>Considered communication</b>	Public entities need to make their 'terms of engagement' in social media clear, and consider how social media might require changes in the way they communicate.

Guidance about the implementation of social media produced by Government Information Services (Department of Internal Affairs), the New Zealand Police; and other agencies has also been incorporated in this strategy.

#### Benefits

Corrections' use of social media is intended to deliver the following benefits:

- Improved audience reach and accessibility of communications
- Reduced dependence on media - direct communication without potential distortion of message
- Increased speed of public feedback and input where appropriate
- Ability to tailor and refine message in accordance with stakeholder commentary
- Additional platform(s) to share our good news stories
- Enables us to promote the work of stakeholders, and share positive media coverage
- Enhanced ability to mass respond to media and other stakeholders when necessary, ie: during large-scale operational incident
- Meets the public expectation of modern organisations through digital connection
- Promotes involved relationships with citizens, partners and other stakeholders
- Anticipated improved long term cost-effectiveness of communications
- Promotes Better Public Services target of New Zealander's connecting with government digitally

## Launch

As recommended by Latitude, Corrections will proceed with launching Facebook and Twitter profiles, and a new microsite to host news and media information, with an RSS feed to enable subscribers to be provided with email updates as content is loaded to the site.

Guidance from the Department of Internal Affairs, and the OAG report into agencies use of social media encourages a 'soft launch' of social media. It is critical that Corrections' first post(s) are free from controversy (real or perceived), and are of interest to followers.

The launch of the @CorrectionsNZ Twitter and Facebook platforms is planned for 22 August 2016, to coincide with the 2016 Leaders' Forum.

One option for Corrections' first social media post is the announcement of prison and district of the year. Presentation of the awards is in the evening of day one of the Forum. The post would require a photograph of the award winners with the Chief Executive and/or Minister. Text could read:

Facebook (unlimited post length):

*"We're proud to announce x and x as the winners of our district and prison of the year – for xxx and xxx. Congratulations!"*

Twitter (160 character post length):

*"We're proud to announce x and x as the winners of our district and prison of the year. Congratulations!"*

Another option could be the announcement of the Partnership Award, presented by the Minister of Corrections. Last year's award was presented to the Department of Conservation. Using last year's award as an example, the text could read:

Facebook:

*"Congratulations to our partner of the year, the Department of Conservation! Our partnership with DOC demonstrates our joint vision to protect our nature, improve our unique environment and make a visible contribution to our communities. It also gives offenders and prisoners the chance to give back to their communities and learn new skills that will help them to find work and reduce their likelihood of re-offending. Already we have worked together to plant and grow thousands of native plants and trees; make predator traps to protect our native whio (blue duck); and clean up beaches across the country."*

(\*Note that by tagging the organisation, the post will also be visible to followers of their Facebook page.)

Twitter:

*"Congratulations to our partner of the year, @DepartmentOfConservation! We have worked together to plant and grow thousands of native plants and trees; make predator traps to protect our native whio (blue duck); and clean up beaches across the country."*

(\*Note that by using the organisation's Twitter handle, the post will be visible to followers of their Twitter feed.)

Our first post(s) will be monitored closely for feedback and views. It is important that we are able to respond quickly to any comments or questions. We should "like" positive Facebook responses of significance, or "re-tweet" if appropriate.



## Build

The New Zealand Police spent their first year of using social media building their followers. Without followers, there is no one to hear your message, and share it.

We will use our extensive staff network, existing stakeholder group, relationships with media and visual prompts to promote our new platforms and encourage followers. We will also be creative in our attempts to engage the public with our platforms through the use of tools such as hashtag campaigns such as the existing #throwbackthursday or potentially our own campaign #behindthewire.

Prior to the launch, we will issue a refreshed social media policy for staff to provide guidance on their own use of social media, and their interaction with Corrections social media platforms. The policy will provide information for staff about ensuring their own safety online, and guidance about their interaction with Corrections on social media, their role as representatives of the organisation and as part of the wider public service.

The policy, and Corrections' social media platforms will be promoted via Ray's message, a Corernet slider story and a Frontline update, scheduled for the week of the launch. Prior to this we will communicate the policy to unions and encourage them to share with their members from 22 August.

Prior to the launch we will also undertake an exercise to determine which of our existing key stakeholders and partners are active on Facebook and Twitter. In the days prior to launching the page we will begin to 'follow' these stakeholders. We will encourage stakeholders to follow us back, with a private or direct message similar to the below:

*"Hi! We've joined Facebook/Twitter (as appropriate) and we'll be launching our page from 23 August. Follow us back to find out more about what's going on at Corrections."*

The table below outlines the further activities that will be used to build our followers on Facebook and Twitter.

Follower group	Tactic
Corrections staff (including unions)	Ray's message – including messaging about new social media policy for staff.  Corernet slider story.  Frontline update (new policy).  Via Union communications channels.
Stakeholders and partners	Use existing stakeholder databases to carry out exercise to follow stakeholders and partners.  Use direct/private message function to encourage stakeholders and partners to follow us back.  Use relationships (ie: between communications teams and peer to peer) to encourage agencies to follow Corrections.  Tagging stakeholders in posts when relevant.  Use of visual prompts (hyperlinked images) in staff email signatures.

Journalists	<p>Media team relationships.</p> <p>Links to our Facebook and Twitter pages in media releases.</p> <p>Use of visual prompts (hyperlinked images) in staff email signatures.</p>
Members of the public	<p>Engaging and interesting content, specifically photographs.</p> <p>Use of existing social media campaigns such as #tot or #throwbackthursday, which involves posting an old picture and reflecting on it.</p> <p>Consider own hashtag campaign such as #behindthewire, which could be a fortnightly series of candid/artistic photos from inside prison. For example meals being prepared, prisoner art or a staff professional development session or similar. This would provide an opportunity to de-mystify our working environment and engage the public.</p>

**Monitor**

Corrections' social media platforms will be closely monitored for activity. A number of risks identified with the implementation of social media may be mitigated through monitoring and moderation of responses as appropriate.

Instant notification of activity on both Facebook and Twitter will be made via the social media mailbox. The on-call media adviser will be responsible for considering whether posts need to be moderated or responded immediately or responded to the following day. Both platforms will make it clear in their bio section (and terms of use, available on Corrections website) that followers can expect us online between 8.30am-5.30pm Monday to Friday. The NZ Police aim to respond to posts within two hours.

A moderation policy will be publicly available alongside the terms of use document. This document will provide clear guidance to followers about how posts and comments may be moderated, including for inappropriate or threatening language, or sustained trolling.

Guidelines for Corrections' social media operators will include suggested responses to anticipated comments to guide the media adviser in responding to activity on social media platforms. The guidelines will also provide information about enforcing the moderation policy.

**Maintain**

Ongoing content will be identified for promotion from a content calendar (attached). Flexibility will be necessary to allow for consideration of internal and external environmental factors which may require Corrections' response. For example, an incident underway that may require frequent updates to a large number of media, or positive media coverage that Corrections wishes to share.

In addition to self-generated content, opportunities will be sought to promote the content of others. For example, stakeholder initiatives and the work of international Corrections jurisdictions. Ideally, post frequency is recommended at a minimum of between two and five times a week.

**Evaluate**

Both Facebook and Twitter provide services to allow users to monitor key information including the audience reach of their posts, through in-house analytics. There is significant information available online about the use of these services to self evaluate performance. Corrections will initially use these services to report social media statistics weekly. A draft weekly report is attached.

A recent OIA sent to a number of agencies asked for disclosure in relation to social media monitoring services used, and their associated costs. Review of the responses revealed a number of services and providers used including Sprout Social at \$53 per month (NZDF); Crimson Hexagon at \$35,000 per annum (Ministry for Primary Industries); and Hootsuite which is a free service (Customs). Police have a tailored solution, provided by InterGen. Contracting this service could be considered in future.

The success of Corrections' implementation of social media will focus on the benefits that the use of social media is expected to deliver.

#### **Measures of success**

- We reach more people with our voice
  - Post reach
  - Number of followers
- Our good news stories are shared, and published in mainstream
  - Corrections posts shared or retweeted
  - Media coverage of good news stories
- Our stakeholders and the public are engaged in Corrections' work
  - Corrections posts shared or retweeted
  - Comments on posts
  - Influential posts, or those that advocate for our work
- We can respond to a number of people very quickly when we need to
  - Social media is used to communicate with media or public during large scale incident
  - Social media is used to correct or reposition information about Corrections
- The work of our stakeholders is promoted
  - Corrections posts about partnerships, and why they are important
  - Stakeholders share or retweet our posts about joint work.

#### **Review**

This strategy will be reviewed quarterly to determine whether the expected benefits have been delivered, and whether the measures of success are indicated.

As previously stated, this strategy provides a starting position for the launch of social media at Corrections. The strategy will be subject to ongoing refinement as our experience with the use of social media grows. A longer term strategy will developed for the 2016/17 financial year.

#### **Risks**

Social media does present risks, alongside opportunities. Some of these risks are identified in the risk register below, along with their suggested mitigation(s). This information will be incorporated into the guidelines for Corrections' social media operators.

Risk	Probability	Impact	Suggested mitigation
Negative comment posted about Corrections	Almost certain	Minor/moderate, depending on nature of comment(s) and whether others engage/share.	Depends on nature / how widely shared – Corrections may post rebuttal if content is incorrect, however ongoing dialogue discouraged.  Regular monitoring of page, moderation of inappropriate content.
Corrections profile hacked	Rare	Major	Usernames and passwords to be kept secure.  IT to be consulted on security issues.
Sustained campaign of comments from lobby groups	Possible	Moderate/major, depending on nature of comment(s) and whether others engage/share.	Depends on nature / how widely shared – Corrections may provide a response, however ongoing dialogue discouraged.
Corrections tagged or linked to inappropriate content	Possible	Moderate	Remove tag.  Report to site administrator.  Hide post from timeline.  Regular monitoring of page, moderation of inappropriate content.
Corrections social media operator posts inappropriate comment	Unlikely	Minor/moderate	Guidance for social media operators to be understood and followed.  Comment deleted, with apology posted if serious.
Content of comment includes threatening or abusive language	Almost certain	Minor, depending on who language or behaviour is directed at.	Regular monitoring of page, moderation of inappropriate content.  Hide post from

Released under the Official Information Act 1993

Risk	Probability	Impact	Suggested mitigation
			timeline.
Corrections staff member posts inappropriate content, may expose legal or reputational risk	Possible	Moderate/major	Regular monitoring of page, moderation of inappropriate content.  Hide post from timeline.  Refer to manager / Integrity Services Team
Followers use channels to report crime or concerns	Likely	Minor	Promote the use of correct channels for reporting crime or concerns.  Refer crime or concerns to correct channel for review.
Greater resourcing required than anticipated	Possible	Minor	Regular reporting of resourcing in monthly reports.  Consider use of external providers, ie: for monitoring.
Inappropriate third party advertising	Possible	Moderate/major, depending on nature of advertisement.	Report to site administrator.

### Resourcing

Ongoing responsibility for social media will sit with the media team.

Initially, a senior communications adviser in the media team will be responsible for setting up Corrections' social media presence; refreshing Corrections' social media strategy; developing a content calendar to plan future posts on the platform; and drafting a set answers to Frequently Asked Questions.

It is anticipated that a member of the media team will maintain responsibility for ensuring that the content calendar is updated frequently; monitoring and moderating comments on the platforms during business hours; the ongoing administering of social media; and evaluating Corrections' use of Twitter and Facebook.

The on-call media team member will monitor the platforms outside of business hours to identify whether any moderation or response is required urgently.

### RSS feed

This strategy primarily addresses Corrections' use of social media. At the same time as launching Facebook and Twitter, Corrections will also enable subscribers to have an RSS feed emailed to them of new news and media content from the Corrections website.

An RSS feed (rich site summary) is a format for delivering regularly changing web content. It is widely used by news sites, bloggers and other online publishers. The RSS feed enables subscribers to stay regularly informed by retrieving the latest content from websites and emailing it to them. The Corrections RSS feed will ensure that stakeholders and members of the public can receive regular updates of news and media content published to the Corrections website.

Released under the Official  
Information Act 1993