

Social Media Integration Maturity Model

	Integration Points	Phase One	Phase Two	Phase Three
People and Process	Adoption	General	General (Department-Specific)	Required
	Training	Minimal	Externally Provided/Optional	Internally Provided/Required
	Staffing	External Support	Part-Time	Full-Time
	MOU Partners	Surge Support	Surge Support	Surge Support
	ESF Placement	PIO	PIO/Intel	PIO/OPS/Intel
	Digital Volunteers	Ad-Hoc	External/Informal	Internal/Formal
Governance	Documentation	External Sources	Partial (Business Unit Only)	Full (Agency-Wide Strategy)
	Data Standards	None	Identified	Required
	Policies	None	Identified	Developed and Implemented
Technology	Information Products	PDF	PDF/Data Layers	Web Maps/Dashboards
	Tools and Licenses	Free/Trial	“Lite” Versions	Purchase/Licenses
	Applications	Communications/ Episodic Monitoring (Full EOC activation)	Communications/ Partial Monitoring (All EOC activations)	Communications/ Full Monitoring (Ongoing)
	System Integration	No Integration	Partial Integration (Data Layers)	Full Integration via COP

Phase One: Implementing a Social Media Capability

In the first phase (Table 2.1), social media is generally accepted as useful and employed for communications or general situational awareness. The agency leverages external resources for a variety of activities such as training, volunteer support (external and ad-hoc only) and documented processes. Supporting policies have been considered, but not developed or adopted, and information is shared statically while open-source software is used with a lite or trial purchase.

Table 2.1: Phase One of the Social Media Integration Maturity Model

Phase One: Implementation of Social Media	
People and Process	<ul style="list-style-type: none"> • Social media is considered a viable tool for communications and situational awareness; some monitoring occurs • Social media coordinator position may exist within EOC at some (not all) activation levels depending on resources available • Social media coordinator position falls within PIO function • Some training for social media use may exist (FEMA or personalized) • Agency may leverage support via digital volunteer teams (established/ad-hoc)
Governance	<ul style="list-style-type: none"> • Standard Operating Procedures, Concepts of Operations, and other documentation developed in limited format only and focusing on individual aspects of tools • Policies concerning security, privacy, and legal matters have not yet been considered
Technology	<ul style="list-style-type: none"> • General social media commercial off-the-shelf (COTS) used for monitoring (free or limited subscription model) (e.g., Hootsuite, Tweetdeck, Geofeedia, etc.) • Applicable information shared via PDF or other non-dynamic reporting method (WORD, PPT, shared licenses, etc.) • Data and multiple technologies have not been integrated and cannot be accessed from one central point (or within one central technology/common operating picture)

Phase Two: Partial Integration

In the second phase (Table 2.2), an agency has accepted social media as a useful activity and is moving towards integrating it across the departments. Social media is leveraged for both communications and situational awareness, but only by some of the business units. Some internal resources have been developed and are leveraged, such as general trainings, the development of a process for coordinating with external volunteers, or the establishment of a part-time position to oversee social media in the EOC. Policies have been considered and are in development, information and data requirements have been addressed, but have not been implemented. Information is shared dynamically, but only when tools allow. Software has not yet been purchased and remains in the lite or trial period.

Table 2.2: Phase Two of the Social Media Integration Maturity Model

Phase Two: Partial Integration	
People and Process	<ul style="list-style-type: none"> • Social media is considered a viable tool for communications and situational awareness; monitoring continues as standard practice • Social media coordinator position (or equivalent) exists (full-time or part) • Social media coordinator position may fall within PIO, Operations, or Intelligence • Training, job descriptions, and other HR-related materials have been developed • Digital volunteer team (or equivalent) leveraged for surge support or official support • Information requirements have been defined and shared with digital teams; monitoring is based on information requirements as appropriate
Governance	<ul style="list-style-type: none"> • Standard Operating Procedures, Concepts of Operations, and other documentation developed in limited format only and focusing on individual aspects of tools • Policies concerning security, privacy, and legal matters have been considered and partially addressed (e.g., firewall and access to technology) • Information requirements have been discussed and coordinated across business units; attention paid to data standards but not executed
Technology	<ul style="list-style-type: none"> • General social media COTS used for monitoring (free or limited subscription model) (e.g., Hootsuite, Tweetdeck, Geofeedia, etc.) • Applicable information shared via PDF or other non-dynamic reporting method (WORD, PPT, shared licenses, etc.) • Data from available technologies may have been integrated into common operating picture or daily briefing materials (if not dynamic)

Phase Three: Full Integration

In the final phase (Table 2.3) of the social media integration maturity model, social media is accepted, used and required across the agency for a variety of purposes. Roles and responsibilities have been addressed and a social media-specific position has been established. Supporting documentation has been completed, data standards have been addressed and implemented and tools have been purchased. Information is shared dynamically and tools have been linked where possible.

Once an agency has achieved the final stage of integration, social media will remain a sustainable, scalable, repeatable capability and resource for communications, information sharing, engagement, situational awareness and operational decision-making. However, technology and popular practices advance very quickly. Even now, it is essential that the organization continues to assess, reevaluate, and renew training materials, supporting documentation, policies, technology strategy and roadmaps. Flexibility is the most critical component of technology adoption. Without it, tools will become outdated, links broken, coordination disorganized, branding confused, resources underutilized and investments wasted.

Table 2.3: Phase Three of the Social Media Integration Maturity Model

Phase Three: Full Integration	
People and Process	<ul style="list-style-type: none"> • Social media monitoring continues as a standard practice • Social media coordinator position (or equivalent) exists (full-time or part) • Social media coordinator position falls within PIO, Operations and/or Intelligence • Training, job descriptions, and other HR-related materials have been developed • Digital volunteer team (or equivalent) leveraged for surge support or official • Information requirements have been defined and shared with digital teams; monitoring is based on information requirements as appropriate • Operational decisions and resource planning consider information from social media
Governance	<ul style="list-style-type: none"> • Standard Operating Procedures, Concepts of Operations, and other documentation developed and agency-wide (or department) strategy has been addressed • Policies concerning security, privacy, and legal matters have been considered and partially addressed (e.g., firewall and access to technology) • Information requirements have been discussed and coordinated across business units; data standards have been identified and universally accepted
Technology	<ul style="list-style-type: none"> • Social media monitoring tools/licenses have been purchased (COTS or Software as a Service) • Data from available technologies has been integrated into common operating picture via web map or other dynamic data feeds • Technical requirements have been identified and addressed • Data available from multiple sources; data is standardized upon publication or receipt • Social media data integrated with other data to produce enhanced maps (aggregation and fusion of applicable information); multiple data layers are available for consideration