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Project Title: Serving Behind the Screen: Practical Recommendations for Best Practices on Social Media for Government Practitioners

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Abstract

The usage and importance of social media continues to grow in our everyday life, however, governments lag on using the platforms to the fullest extent. This study aimed at learning what best practices should government practitioners exercise to meet constituents needs and provide services and information online. Through oral histories conducted with a small pool of participants, four themes emerged which helped to answer the research question. Findings illustrated four main traits/themes were essential if social media managers wanted to excel at their job: Competent Strategic Senior Management, Effective Community Management, Mission and Value Alignment, and Customized Curation. Through an analysis of these four themes practical recommendations were provided to current and potential social media managers, who seek to utilize social media as a communication medium where they could best represent government entities in serving the people.

Keywords: social media, public sector, government, trust, best practices, strategy

Introduction

Social media is an important mode of communication in American society and continues to grow in usage with the addition of new, emerging platforms. Seven in every 10 people in the USA use or view social media on a daily basis (Auxier, 2021), and this influx of users also includes companies, brands and other groups such as government agencies. Scholars have

researched the importance of governments being on social media platforms as an extension of their function (Khan, 2014), user perceptions of official accounts (Hong, 2013), and studied traits, such as trust, deemed as effective for reaching constituents (Di Virgilio, 2018). Because there are differences between the public and private sector in regard to social media, such as limitations and restraints, careful consideration must be made for those who work in government (Levenshus, 2016). The current body of research provides a wealth of information, however, there is no one point of reference for government communication professionals, whose goal is to effectively provide services and information for constituents across all social media platforms (Sitten, 2012).

One municipal government entity striving to serve through social media, is the City of New York, which comprises local agencies, such as New York Fire Department, NYC Department for the Aging, NYC Department of Health and Mental Hygiene, each tasked with a specific function in keeping NYC working efficiently. For this project, several local government agency social media accounts were examined and oral histories were conducted with the individuals who manage the accounts. The findings were compiled into concrete and personalized practical recommendations; a brand new resource for government communication professionals. These practical recommendations are applicable to a plethora of platforms, including new emerging ones such as TikTok. Social media managers will find the guide helpful in navigating the following items: choosing the right platforms, content creation, providing information and services to constituents, studying trends (Enberg, 2022), measuring success, and addressing privacy and legal concerns.

While there are resources for brands/corporations, potential content creators, and influencers on how to be “successful” on social media, limited are the ones dedicated to the

public sector. By producing these practical recommendations, the need to adapt to the everchanging social media landscape is addressed, and the call to more research conducted on public sector social media accounts is answered. This contribution will be a reliable resource for social media managers serving in government in the quest to be service-centric.

Literature Review

The current body of research includes studies about the importance of government agencies being available on social media to assist constituents and increase participation (Evans, 2018). Since the inception of social media, the private sector, brands and corporations, have been quick to adapt to the new sphere of influence for potential consumers, but the same cannot be said of government agencies. Those in the public sector, governments and nonprofits, did not adapt as quickly to the new technologies (as social media was called a decade ago), due to the high risks and uncertainty (Picazo-Vela, 2016). For government agencies to be successful on social media, a clear understanding must exist between what are the goals of the private vs public sector, customer service must be available, and trust must be present as a result. The following sections will examine how each component holds vast value and weight in the success of government online.

Private sector vs Public sector on Social Media

There are differences in the goals of organizations depending if they are in the private sector or the public sector. In this study, the private sector refers to brands and companies of all sizes (local shops to large corporations) on social media platforms who are for-profit, to sell a product (ex: household, auto, hygienic/cosmetic) or service (Nasrudin, 2022), which is frequent in certain industries such as healthcare, banking and tourism. The public sector refers to the

government and nonprofits on social media platforms including but not limited to Twitter, Facebook, Instagram, WhatsApp, and TikTok.

Companies in the private sector have the luxury of utilizing one-way communication if their business goals are being met which includes increasing sales and providing customer satisfaction (Sitten, 2012). One-way communication in social media refers to sharing information to online users without engaging in any way with them, which is ineffective for governments (Sitten, 2012). Other companies utilize two-way communication on social media as the channel to build value by investing in consistent customer engagement (ex: product information, special offers, and various types of entertainment). Recently, this has been showcased through the study of social media marketing efforts of luxury brands. Researchers who studied luxury brand social media accounts confirmed that marketing efforts such as consistent interactions and providing entertainment for users, meant a higher chance for those users to become consumers and create brand loyalty (Godey, 2016), which cannot be said of the public sector. The majority of government entities and nonprofit organizations are not established to create profit like the private sector. Government agencies receive funds from taxpayers and utilize those funds to provide essential and necessary services to constituents. Two-way communication is utilized to provide information and services based on the organization's mission, to constituents and citizens on social media (Mergel, 2013). Being on social media provides the US government opportunities to work with the public on government-based problems, gain feedback on policy-based conversations, and increase transparency. These functions are unique to the public sector. According to Mergel (2013), the Obama Administration back in 2009 deemed information as an asset that must be shared with the public, and government agencies were instructed to use new technologies to readily share information about themselves. As a result

many federal agencies created social media accounts publishing their operations, decisions and more with a button featured on their main websites. While both sectors may see markers of customer engagement, such as likes, shares, and comments, as an indication their content is successful, the markers serve distinct purposes. In the private sector, brands provide a space for users on social media accounts to foster a perceived sense of brand community, in hope users will identify with the brand more closely because of the created sense of intimacy (Simon, 2018).

From their distinctive goals, entities in both sectors are targeting users of social media, but from different positions. In the private sector brands use their social media accounts to target users who may be current or potential consumers, thus why brand management and strategies are important (Kolesnyk, 2022). Their posts work to keep users, who may be interested in their products or services, interested and invested in the brand. Those in the private sector are not required to provide goods or services for social media users. Social media is one tool out of their communication plans to actively engage consumers. While social media is also one type of tool for government entities, the target audience are not people who are potential customers. In the United States' private sector, these customers are those who buy and consume goods and services from small and mid-sized businesses (local shops in a neighborhood), large corporations and multinationals (such as Amazon or Target), and professional and trade associations (Investopedia, 2022). In the public sector, government social media accounts are to reach constituents and citizens who require the services and information the government exists to provide. These constituents can be anyone and everyone who is affected by the government, works with the government, elected officials and much more (Lovari, 2020).

In addition to having different audiences for social media accounts, another component which further illustrates the uniqueness of each sector, is the management of resources which

includes staff and employees managing the accounts, and spending for advertising and/or promotion. Since social media was established, the private sector has been quick to adopt new technologies for innovation and commercial purposes (Levenshus, 2015). Companies and brands who have been on social media for a long time know how to use the platform for their benefit, unlike the government which has lagged behind due to uncertainties. Currently in the private sector, corporations are continually increasing their social media spending funds, as there is always a demand for measuring a return of investment (ROI) (Weinberg, 2011). Brands understand the value and influence social media has on their target audiences, therefore, see spending as one more resource that can be used to enhance their external communications plan. However, the public sector is more conservative in spending as funds come from taxpayers. Social media managers at the US federal level have vocalized their dissatisfaction with limited budgets and small staff, compared to the private sector. They expressed less ability to manage the accounts, and less opportunities for professional development according to a study conducted by Levenshus (2010). If the private sector provides social media managers more resources for their communication plans, then there is ample room and ability to be as creative and effective one needs to be to meet business goals. The same can be said in the opposite direction: if the government does not have adequate resources for social media, then effectiveness and creativity will be limited as their budgets. While both sectors have distinct goals in the realm of social media, both share one function: customer service, which will be discussed below.

Customer Service Via Social Media

One of the main components of strong social media management is the function of customer service. To communicate effectively with target audiences online, both the private and the public sector must provide customer service directly on social media platforms. In the public

sector though, customer service carries more weight as the action is to serve constituents by providing important and necessary information and services directly online. When government entities dedicate time, effort and resources into streamlined and efficient customer service, they will form trust, (an intangible benefit), between themselves and their constituents, who need and want their services and information. While many government agencies do provide customer service via social media, there are still entities that do not provide this service to their respective online audiences.

Current literature reports that constituents and citizens from various countries, including the United States have voiced their desires for governments to provide more services and information via social media (Al-Aufi, 2017). Providing information to constituents online is not only replying to comments and messages, but also sharing links to official sources and websites (Hong, 2013). Constituents want to ensure that the information they are receiving is accurate and is coming from a trustworthy service, which is what official websites help to do. By giving information to constituents, government entities on social media are being service-centric. There was a time in which governments were only participating in one-way communication (such as publishing posts), and not responding to users, but with customer service, they are now entrenched in two-way communication, for example, instant messaging on specific platforms, which expands their ability to serve people. Not only do constituents want governments to serve them on social media, but studies have shown that providing information and access to information are indicators of effective government function on social media (Darwish, 2017). If governments want to make the most out of their social media accounts, they must include a firm foundation of excellent customer service, as requested by their constituents. One way government entities can produce excellent customer service and be service-centric is to be on the

platforms constituents are on. For example: Facebook is the most widely used social media network used across every demographic group (Enberg, 2022). Therefore, government agencies should have a Facebook account to reach their audiences because more than likely, constituents are there and would be able to have access to one's services and information. Another way governments can expand on customer service is to foster trust through well-crafted language (Reddick, 2017). The use of language can help users understand the desire for governments to help online, and can be seen as a positive influence. For example: using natural language, which is the opposite of a survey question known to be very formal and impersonal. Government agencies can utilize natural language when responding publicly on Twitter or Facebook, by answering more questions about the inquiry, instead of just a standard reply. By asking a question in response to an inquiry, the user will realize the government agency is indeed interested, and genuinely wants to help resolve the issue.

Another way to examine the power of trust through language, is to showcase the failure to gain trust. Poorly thought out content creation can damage and worsen user perception of government agencies via social media (Jackson, 2015), which is reflected in the language used. For example: the NYPD's infamous #myNYPD Twitter campaign. The campaign was created to foster a sense of community in which users were encouraged to use the hashtag to talk about how they perceived their local police groups. Instead, the hashtag was used by users to showcase their negative experiences, which went viral, and exposed the lack of trust New Yorkers, in this case the constituents, had with their police department, a government agency online. In addition to language, trust can also be detected by the outcomes that are visible on a government's public page and their interactions with online users. According to Lovari (2021), social media managers have a checklist of "signs of trust" which they can continually refer to ensure there is public trust

being introduced and maintained between both parties, basically in action. Effective social media managers (government employees) have set monitoring processes and appropriate avenues for feedback to ensure trust is visible. Some of the signs include positive comments left by constituents on official social media accounts, official government posts shared by constituents to their own pages, and repeated interactions (publicly, and privately in direct messages) with constituents who use social media as their choice of communication to reach out to said government entity. Employees who work in social media understand when these interactions occur on their pages in their roles, then they are building trust with the target audience they wish to serve online.

One of the results of providing excellent customer service is the visible value of transparency through which constituents can detect. Social media managers on the behalf of government entities, provide online users with transparency when they consistently answer and reply to people who have sincere questions and concerns (Evans, 2018). Users want to get information from their governments, and being able to rely on these entities to respond to them, is one way for users to know that social media is here for disclosure and transparency. One way communication may give users the perception that important information or processes are being withheld when there are no avenues for open dialogue, even when speaking or typing on a screen. There is no goal to hide information, instead share and spread substances that will make the government more efficient and service-centric.

In order for government entities to successfully provide information and services to their constituents, they must know where their audiences are. According to The Pew Research Center (Auxier, 2021), new platforms such as TikTok, Snapchat and Instagram, are used by a majority of adults under the age of 30, therefore, if government agencies seek constituents in this group,

they must be willing to adapt to new platforms more quickly, like their private sector counterparts. In order for government agencies to provide adequate customer service online, they must know which platforms their constituents are using. This fact does not advocate for governments to be on every single social media platform available, but to do diligence in regard to audience reach. Audience reach is not only found through the platforms chosen by government entities, but also by analyzing content and reporting methods. Governments can assess their current accounts to see if their followers and engagement are people who they serve directly and can benefit from their online presences. Large municipal government agencies with established record management systems are factors which helped to increase transparency and engagement across platforms (Evans, 2018). Some examples of established record management include recording incidents in word/excel to share with senior management, content creation calendars, and/or reports recording impact of content on a monthly or quarterly basis.

As mentioned before in this section current research reiterates the importance of government agencies being active, and responsive to constituents via social media. In order to be effective and strategic on social media, government entities must understand how to create trust, create efficient customer service systems, and recognize what goals they must reach as opposed to their private sector counterparts. With a thorough examination of how the public sector functions on social media, and exploring the substantial value of customer service to reach goals, one research question was formulated in order to create a reliable resource for government social media managers.

Research Question: What are the best practices for government agencies to be service-centric for their constituents on social media?

Method

In order to gather the highest quality of information from social media managers in the NYC government, and as a means of answering the research question, a qualitative method was chosen in the form of semi-structured oral history interviews for data collection. For this study qualitative research allowed for in-depth conversations with participants to speak candidly and provide details on their historical experiences and practice (Lindlof & Taylor, 2017). Speaking to participants in a one-on-one environment was the best manner to answer my research question as the discussions provided an opportunity for explanations and examples in the specific and unique context of NYC government work.

Participants

For this study five social media managers spoke about the traits and skills they needed to effectively manage and create service-centric social media accounts for government agencies. Participants had to meet certain criteria including: must have been managers at a current NYC government agency, unit, or office, and be in the role of managing social media for at least six months. They had to be individuals who were responsible for engaging with constituents online (answering people). In addition, they had to be full-time employees with the City of New York. Participants who qualified and a part of this study were either current or former social media managers in NYC government, therefore those qualified are part of a small pool.

Because the oral histories will be a resource for government employees (and potential employees), whose day-to-day work position is managing social media, those who participated had to confirm they did this for a living. Those who didn't qualify for the study included interns or part-time employees (only working with an agency in a limited capacity as in time/duration).

Individuals who were under contract with a foundation or entity that is associated with a NYC government agency (i.e. Sanitation Foundation, FDNY Foundation, NYPD Foundation). Nor did full time government employees who work in the Communications team, but had no work in the realm of social media accounts (i.e. graphic designers, web designers). Last but not least, employees who have not been in this role for at least six months.

Data Collection

For the purpose of this study, 5 participants agreed to speak about their unique roles as social media managers for NYC government agencies. Each social media manager described the strategies, tactics, goals and advice these individuals use to effectively use social media in government. Participants chose a day of their convenience, to meet virtually, and provided their experiences based on an eleven question protocol. These conversations were held in a private location of their choosing, and there were no other individuals besides themselves and the interviewer present for privacy. Participants were informed of the process, and provided oral consent for their part in the study. These conversations were recorded for data collection purposes. Because each participant spoke in great detail about their experiences, the recordings were transcribed for analysis. Conversations spanned from 40 minutes to an hour, resulting in a total of 66 pages of transcripts. With these personal experiences recorded and transcribed, original information and recollection is now primary source material for a future “How To” guide. Names were changed and protected for privacy, and not revealed in the findings.

Data Analysis

Once all conversations with participants were transcribed, data analysis unfolded over three iterations starting with open coding and then moving into focused coding. First, I reduced the raw data of 66 single spaced pages by removing responses that had no relation or association to the work of social media in government, resulting in a total of 20 pages of transcript pertaining to best practices (Glaser & Strauss, 2017). After that, the focus shifted to identifying responses which pertained to the themes of “best practices” and “service centric” and assign them codes. The data in this set that did not relate to best practices was removed, thus further reducing data. With this updated set there were 104 open codes which were then reduced into 19 focused codes. To reduce the data further, I then analyzed the focused codes, and compared them side-by-side, to find patterns or ways from participants’ responses on their social media management. This constant comparison was utilized to understand what exact practices these managers used, and what they determined to be the most important skills needed to be service centric for their constituents. From this comparison, four themes emerged which helped to answer the research question of identifying which best practices can be used by social media managers seeking to provide service-centric online presences. These themes are: Competent Strategic Senior Management, Effective Community Management, Mission and Value Alignment, and Customized Curation.

Results and Interpretation

The research question sought to understand the ways in which best practices were used by government social media managers, to be service-centric online. I answered this question through four emerging themes: 1) Competent Strategic Senior Management 2) Effective Community Management 3) Mission and Value Alignment, and 4) Customized Curation.

Competent Strategic Senior Management (CSSM)

The first theme that emerged was Competent Strategic Senior Management (CSSM). CSSM is expressed by an individual who is beyond capable, which is the ability to complete tasks exceptionally, and knowledgeable in how to manage the social media presence for an entity at the highest level. Nancy, a senior management representative with 5 years experience explained her version of competence as:

I am the social media manager. Basically, that's pretty much everything from strategizing our content to creating our content, working with designers for graphics, working with our multimedia content creator on videos, and then any random projects as they arise. Like, working with our vendors on our ad campaigns and whatever requests come in that have anything to do with social. I probably have something to do with that. I also work with partnerships a lot, creating toolkits for our partnerships and outreach team. Pretty much, just anything that has to do with social media. I'm involved in some capacity.

Clearly, Nancy has a strong handle on what a senior management representative is supposed to be doing in the role to ensure good social media presence. Being the representative means that the individual who is tasked with overseeing the entire program, knows the value of each part of social media, and how they all work together to create a dynamic account. Nancy specifically highlights the numerous functions that must work efficiently in order to make a good impression online. When she says “that’s pretty much everything from strategizing our content to creating our content,” she’s zeroing in on the fact that social media is not a one trick pony. To those who do not manage profiles for organizations, social media is only about posting funny stories, but this is utterly false. Competent social media managers, like Nancy, know and learn about each tool that makes social media work for their government agencies.

Similarly to Nancy's understanding of the scope of social media, having experience and/or an expertise in one of the functions is also an indicator of competence. In other words: participants did not become the senior managers without working in social media at a lower capacity. Like Katie, who was a photographer, producing work to support the social media presence for another agency, before becoming the social media manager in her current role. Her previous experience provided her a foundation in the work of social media, and gave her credibility to prove herself as a qualified candidate to be manager because she knows how important visuals/graphics are, for social media accounts. Government employees who wish to work in social media must understand the scope of the work, and would benefit to gain experience in one of the areas before assuming they are qualified to oversee the social media operations for any employer.

Similarly, Christopher, who oversees the social media presence for a top elected official also speaks on the breadth of responsibility in the context of a government entity:

I oversee the whole to-do list of social media content that goes out every day from our channels and make sure that we're tracking all of the events....they should be promoted and which accounts should they be promoted on and also keeping track of our own initiatives that we should be highlighting again and again. If we have videos on them, if we have graphics on them, if there are articles that have come out about them, keeping track of all those, and should they be in play. Then also keeping an eye on what all of these like 70 some-odd city agencies are doing and what should be promoted from there. Does early voting start in five days? We want to promote that. Then when that's over, we want to tell people to vote on election day as well and all of those things. I keep an eye on

all of the agencies and all of our evergreen content, and I make sure it's reflected on social media appropriately.

Christopher recognizes that there are many moving parts to manage social media accounts effectively, and the parts range from tracking news, events, and what other smaller municipalities are posting. His role as a senior manager of social media indicates he is not responsible for one part of the social media management in government, but the whole program; his role encompasses strategic management which is shared by several other participants.

Another component of being competent and strategic as part of senior management is creating an effective social media strategy. An effective social media strategy can be characterized as a clear plan which outlines how social media will be created and implemented in order to meet the strategic goals of the organization. An effective social media strategy should include tactics that can be used repeatedly to drive a call-to-action to the target audience. Speaking of tactics, Patricia explained that the process for creating content isn't easy, but involves prioritizing core messages of employer:

The process that we've started working off of is we have basically our top-level messages that we want to get across. We figure out how to basically distribute that across the month. Then, we get a little bit more granular like, "Does this story work better as a video? Does this story work better as a graphic?" Then, we plug in those details and then work off that. When it gets down to the week, that's when I start writing captions and stuff like that.

Social media managers clearly have different work styles, but each one has the responsibility of spreading the core messages that pertain to the goals of the organization, and the government is no exception. Without the big messages, content can be vague and from an overall perspective,

the social media accounts may be confusing and without any direction. The big messages ensure that residents online know what Patricia's government agency offers consistently in all content. Then once messaging is interwoven in the idea/post, then the specifics can be designed and implemented.

When speaking of social media strategy, there was also consideration for choosing the right platforms for each piece of content to ensure impact and reach. Naomi, a former social media manager expressed this sentiment by answering several questions:

We had questions like who's your audience? What are the risks here? What is it? Then we also gave them the opportunity to check off a box for what they think they want. As I'm sure you know, in the comms world, people think like, "Oh, I read a newspaper so I know how to do press," or like, "I'm on Twitter so I know how to do Twitter." Then basically, we would receive these inquiries and the comms team would meet and go through and say, "This is an Instagram campaign. We're not doing a press release." We would redirect it. Then from there, whoever was owning the project. If it was for social, I would then take whatever content they gave me and come up with a few core messages for each platform that I thought it belonged on and then work directly with the team to make sure that I wasn't misrepresenting something. Then work with our graphics design team if we didn't already have some sort of imagery to go with it to figure out what the best way to market it was in terms of graphics.

Working as the senior social media manager for her agency, Naomi realized that not every piece of content will drive engagement equally across each platform. For her time, intentionally creating specialized content for various platforms meant focusing on core messages that would drive the goal online. Her social media strategy also included working with colleagues on parts

of content that were not her specialty; delegating tasks to those who have the capacity is important for the success of a social media presence.

One example of an effective social media strategy is creating posts based on trends, which jumpstarts new engagement in ways scheduled content cannot. Katie, a social media specialist for her agency recalls how she recently took advantage of an trend as part of her strategy:

One of our best ones in the last month or so is the photo of the woman screaming into the guy's ear. I don't know if there's a meme for that yet or whatever. We reposted with some content that had to do-- It was like a quote that happens all the time about large mammals coming back into the harbors of New York City. She was screaming bad in the ear. That one we got a lot more comments than we would normally get because I think it gives you the feeling that the person who's running the social media is actually participating in the conversation with the rest of the internet. Some people said we're boring like, Oh my God. Someone was like, someone wrote, "This meme is now officially dead because (our agency) posted it," but, you know what, it's all love.

While trends are helpful, they are fleeting. Social media managers also create campaigns in advance to ensure content is published in line with program announcement, news, or with the season. For example Nancy creates content based on timing: a month before residents head to the polls, she'll schedule one post, then do another one a week before as a reminder. By creating content ahead of time she's able to ensure messaging is concise, clear, and also approved by her higher ups. She explains this process below:

The big picture stuff is across the month and then maybe a week before the post is actually set to publish, I will draft the caption, make sure that our graphic request is in,

see if we have to write a video script. Anything that has to get done before anything that needs approvals for a post, try to get that in the week before.

Effective Community Management

Theme Effective Community Management is using deep knowledge gained from audience analysis to assist and inform the online community on one's social media accounts. Many participants expressed their use of Effective Community Management as building relationships with their online audiences, and probing them in order to provide accurate assistance. Patricia described her strategy as educating constituents as a core part of her role:

I think my role is just utilizing social media as another channel to reach these audiences and hopefully in a speedy and plain language way that they don't have to necessarily go through other channels that they may not be comfortable with. I think it depends on the user. Some users may just want general information like, "Hey, how do I know if this is a scam?" thing. But at the end of the day, I think, education is a core component of our mission. We're not trying to like pander to people and we're definitely not trying to put down people because I think even for me, being at the agency for as long as I have, I'm still learning things every day on the stuff that we cover. There is such a vast amount of knowledge of work that we do at this agency, but also for New York City trying to find ways to accommodate all the different audiences.

Patricia knows that her government agency serves New Yorkers in various ways - operationally, internally, and in her work, externally. Social media is another channel for communication to reach the audience who are online and make the resources, news, and information accessible to those who are in need. Because she's aware of the breadth of work her agency does, she wants to ensure that the output for her work online is teaching New Yorkers what they need to know. By

creating content that serves to educate the public, constituents' interests are peaked, and engagement can transpire.

Participants also spoke in length about the importance of answering inquiries, and analyzing language for proper responses. Answering inquiries via social media means that managers are serving their purpose to assist constituents with the information and services their government agencies are assigned to give. Without answering, responding or assisting online users, social media managers lose a great opportunity to represent the government positively, and end up making their entities a forgettable organization to the public. When these online representatives carefully incorporate customer service, they are letting constituents know they are present and ready to help, as the government should. Nancy has no problem incorporating customer service in her work:

It's totally customer service. We basically respond to every message as it comes in if it's a voter question. If it's a voter question that we can answer, we answer it. Our volume is at a level where we can do that and one person can handle it. Because sometimes people ask a question, but it's not actually a question. It's like a remark, and in those cases, we will make a decision to leave those be but then also like is the tone something that we want to highlight?

Another part of Effective Community Management mentioned by participants was the need to learn who were the individuals reaching out online, which directed the process of assistance. Naomi expressed this sentiment with a very specific audience group:

We actually had a daily social media roundup starting in March 2020 where I would say, here are the top five things that business owners are saying today about their challenges. Even if we didn't necessarily respond to them directly, we would use it as a way to inform

our next steps .A lot of them were really offensive things. People just expressing their anger at the situation. A lot of business owners were really hurting during the pandemic, so a lot of death threats and those types of things, we would escalate to the NYPD. Other than that, if it wasn't a real question, we did not answer.

The 2020 covid pandemic proved to be a challenge for everyone, including social media managers like Naomi, who had to deal with the high emotions, frustrations, and nonsense people spewed online. Her job was made difficult when she tried to understand the intentions of her target audience, business owners, and provide assistance but only met with resistance. Her constituents had their own struggles and projected them onto her with an appearance of genuinely requesting assistance from the government. After several interactions Naomi quickly learned how to probe and identify those who wanted real help, as opposed to those who wanted to present danger online.

For Katie, one way she got to know her audience well was by them reaching out repeatedly. With frequent interactions he learned how to recognize what customer service would entail in her agency, and what assistance specific individuals would request from her. She mentioned “Most of the people who comment are repeat offenders. I don't mean that in a bad way, but the people who comment tend to comment a lot and I'm getting to start to know them.” Once social media managers like Katie get regular visitors or commenters, the process of providing excellent service is smooth, clear and painless. These communication professionals are continually working to help people who now trust them, and when this is repeated with other constituents a community is essentially grown online.

Collectively, participants talked about Effective Community Management in a few ways including getting to know their target audience, learning how to provide excellent customer

service, and ultimately building an online community that reflects the goals of the government agency. Without an audience analysis or content that produces engagement, social media managers will struggle to provide value, and will not know how to best serve those who need their expertise. Another way managers can ensure they are serving their audiences to the best of their ability, is by evaluating how much they value and agree with the mission of their government employer.

Mission and Value Alignment

The next theme which emerged from my data analysis is Mission and Value Alignment, which centers on individuals who agree and support the mission and values of a government entity, in order to be an effective social media representative. A mission can look like a statement outlined with a goal the organization plans to accomplish through their work. The United States National Park Service's (2022) website provides a clear mission statement with "The National Park Service preserves unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations." Values typically look like a list of core beliefs, or philosophies an organization adheres to in order to be great at the work or service they offer, this can be seen as integrity, compassion, hard work (Wong, 2022). Participants mentioned their gladness to focus solely on the mission for their respective government agencies, instead of profit goals which the private sector has. Nancy explained this below:

Another thing that is unique about government, I think on the flip side of that same point is that it can feel really mission-driven because you're coming straight from whatever service that agency is doing. I think there's a lot of organizations that do democracy work and there's a lot of private companies that have maybe a democracy component to what

they do, but our mission is very pure for lack of a better word. It's all about getting people to-- it's all about encouraging New Yorkers to vote, and that's the bottom line, and there is no alternative motive or not.

One of the things that Nancy appreciates about working for the New York City government is the fact that she doesn't have to worry about some of the standards that must be met in the private sector. She's aware that there are for-profit organizations that do similar work but she sees working in the government as a unique opportunity to focus on helping New Yorkers participate in civil matters that will better society; not convince them to pay for something to help the bottomline of a private company.

Katie also expressed this sentiment with the goal of reaching communities online:

The difference is I think that we're not chasing dollars necessarily in the same way that someone who's selling a product is. We're seeking approval from the community of the initiatives that we're starting and also getting the information about different programs and things like that so people can partake in it...I like their mission statement as an agency. Who wouldn't? I don't know. It's a really good mission. That really attracted me to them. I like that there is a-- it's a really important environmental initiative.

When Katie is creating content and answering inquiries, she doesn't have to worry about how her work impacts the bottom line for her employer, because the public sector is not for profit. Her work is not driven by financial goals, instead, her desire to excel on social media stems from the fact she supports the mission of her government agency. She really does want to help the targeted audience, who are fellow New Yorkers, receiving the information they need from her online. She is able to showcase authenticity for the community because her values align with the mission statement of her agency.

Social media managers also expressed how working for New York City in the government sector is itself a value in which they want to support online. Christopher was excited as he explained the brand for the government is NYC, and that his customers are the constituents:

I think in some ways it's liberating that you don't have profit margins, that you're not trying to sell anything, that you don't need to prove your return on investment in the same way you do in the private sector. You still have customers to a certain extent. We just call them constituents, and they're also your shareholders, and you certainly have a CEO to please, but it's different in that the things I worry about can be really mundane and practical and don't need to be flashy or new or novel. It's also, I think, easier because we have no competitors in the space. Like when people talk about establishing a brand, I'm always like, "Our brand is for New York City. I think you've heard of it before."

Christopher compared his work in the public sector to the private sector, where social media managers are working for companies (for profit), must create content for customers (consumers who will buy company products/services), and fight with competitors to build brand loyalty by differentiation. Because profit margins are the drive for those in the private sector, social media managers must go above and beyond consistently to ensure financial goals are being met.

Christopher understands this burden is not the case for communication professionals in the government sector. He doesn't have to build a brand for the New York City government; this entity in the city is already established, what social media managers do is enhance and showcase the value and mission of said government entity.

In addition, participants explicitly expressed caring about constituents and their localities as one reason for why they chose to be social media managers in the government sector. Nancy honed in the realities of doing social media on a daily basis with the following:

When you're doing social media, you are in that content all day and that's all you're looking at and all you're writing and all you're creating. There's going to be some freedom and creative opportunities within that. Definitely pick something that excites you and like a subject matter that you're interested in because otherwise, it's not going to be sustainable. Pick something you align with.

Nancy's urgent request stems from the fact that these daily tasks will be boring and frustrating, because the assigned manager does not enjoy the work, or or can't support the mission of the government employer. The frustration and boredom could lead to stale content, and a disconnect from the constituents who need the services, because the person who is doing the social media, simply doesn't care. If an individual is dissatisfied with the work because there is no Mission and Value Alignment, then there is a real possibility the frustration will be manifested externally through the social media presence. The effect could and will be seen by everyone online and unintentionally create a negative reputation for the government entity. Internally, said government social media manager may come across as an employee who isn't what many in the workplace call "culturally unfit." Part of being service-centric means caring about the work being done by the employer and reflecting that value online to those who need customer assistance.

Naomi also spoke in regard to caring about constituents and localities, specifically in her role as a New Yorker:

Actually, I think really loving working for the city of New York is a good way to maybe loving New York City, loving working for New York City. I think you need that to be able to want to bring this information to the people a little bit.

As a resident of the city she serves, she has an innate perspective and motivation, which translates to her genuinely wanting to help other New Yorkers get the services and information they need. Naomi's example illustrates how being a part of the community that needs assistance, is one way government communication professionals can ensure there is a Mission and Value Alignment. Christopher echoed the sentiment when speaking about serving constituents online:

A big part of it is also really caring about the people you serve, the things they're worried about, and caring about how does the internet work, and how do we make government work on it? It's not abstract. It's real to do that.

In order to be service-centric online social media managers must ask themselves how they can, in their roles, do what their government agency strives to accomplish. Christopher understood that communication professionals must care about what constituents need, and how social media can assist. He and other participants in the study spoke about how working for New York City and being a New Yorker meant that they were aligned with the values that were represented online. Social media managers who are looking to be a part of the government sector should do extensive research on what are the missions and values of potential offices with vacancies. While there are numerous mission statements and value sets across the public sector, participants all agreed sharing the values in the government agency one is a part of, will enhance their work to reach users online, and provide exceptional service via social media.

Customized Curation

That last theme that emerged from the study is Customized Curation, which can be described as the individualized plan to form an effective social media management program based on the entity's needs and goals. Some examples of customized curation might look like using specific tools (not the same across the board for all managers) and posting frequency (some may post 10 times on one platform, vs. 1 a day on another). Christopher showcased this customization when he mentioned how his team will repeatedly share more posts via Twitter because of the nature of the platform, and the most 3 posts on Facebook due to a less engaged audience present.

Customized Curation is not created overnight; the trial and error process demands reviewing content and identifying their impact. When participants spoke about how they measured a successful or failed post, they all admitted that checking statistics alone wasn't enough. Patricia thought statistics was the biggest indicator of success in the beginning of her career:

In the past, I think, it may have early on anyone admit that may have focused a little bit too much on the social media metrics, that are like, "Oh, my goodness, how many likes are we getting? How many followers that we get this month? How many impressions were made?" I think that has subsided a bit just because I know, sometimes at least, for some of the work that we do, I think it's more about ensuring that the right people are helped and get the information, and the word is spread and the actual services are met. Social media managers may be inclined to look at the numbers to determine the value or impact of a post or campaign, but for government employees who must be service-centric, the more important indicator is if constituents are being helped as Patricia mentioned. Christopher also explained how statistics aren't the only indicator, as social media managers who know their

audience well, can sense what does well, average or below expectations. He confidently explained what average means to him:

I think everyone knows what your average post looks like. I can just tell by looking at-- same as everyone else, looking at replies and likes and tweets and retweets and quote tweets. I can tell what's doing well, what's not doing, and what's doing average, and what got missed entirely. It's the exact same as everyone else. We can tell when a post takes off.

With his experience managing more than 9 accounts for one entity, he is able to distinguish what is considered average in engagement and views, for each platform. He was very clear in his belief that there is no one number or metric that is average across all the platforms. Once an average can be noticed for each respective account, then the communication professionals can also identify when a post is doing better than expected, or lower than expected. Some participants believed having goals and meeting those goals, illustrated success for their government entities. Nancy explained success in these terms:

I think it's important to have a goal in mind. I would say definitely more important than likes. I would say shares are more important than all of those things because the comments are great in that. They're like an engagement piece. Yes, I would say that right now, because we're in the stage of growing our audience, the shares are, we probably place more value on the shares.

For Nancy, at the moment the metric that has most value is the amount of shares a post receives, however, she is clear that the shares and other statistics only matter as a part of meeting the goal for her government office. Part of Customized Curation is understanding the overarching purpose of a government entity, and using social media to reach that purpose, therefore, setting specific

goals for the entity is imperative. Similarly, creating customized content serves to meet the needs for the target audience for said government agency, and that includes having a call-to-action off social media. According to Naomi, the content she created was to help constituents go to events that would be of a benefit. She explains this concept with an example:

That was always a battle. Everyone was like, "Oh, how many likes does it have?" I was like, "No one's going to like this weird random post because then other people will see that they liked it." I'm looking at how many impressions it got and how many unique views. Then I also talk to the program teams. How many website hits did you get? We also would talk to, depending on what it was, how many Eventbrite RSVPs did they get versus how many Eventbrite views. Not even necessarily looking at the platform itself but looking at the call to action and how successful the call to action was.

These four themes are critical in understanding how communication professionals can create effective and strategic social media presences in the government sector. Each of them serves to explain the tools, considerations, and processes needed to create the best practices for government entities that strive to serve constituents at the highest level of excellency. The following section will expand on how these themes can be utilized by current, and for future social media managers, to maximize government impact on our ever-growing and demanding society.

Discussion

In today's world everyone is connected online. Those who are immersed in the digital space understand there is a plethora of activities, discussions and exchange of information that is only growing. This plethora includes social media, which was once exclusively for recreational

purposes, yet now deemed an important vehicle of communication for governments to assist constituents and increase participation (Evans, 2018). As more government departments create social media accounts to meet their constituents, there is an urgent need to ensure online presences are managed and utilized efficiently to serve the very people who need the services and information provided by the government. While companies in the private sector have resources available on how to be “successful” on social media, those in the public sector do not have as many available (Sitten, 2012). companies in the private sector. From the lack of resources available to the government (one member of the public sector), the research question for this study was developed: What are the best practices for government agencies to be service-centric for their constituents on social media? In order to answer this imperative question, several oral histories were collected and examined which produced the four essential traits social media managers must have in order to be service centric and effective for government agencies. Competence, having the right values, the desire to help people, and know how to personalize content: each of these traits which stemmed from the themes, work together to equip government communication professionals, who are tasked with representing their employer online, by providing services and information, to the fullest extent, as their purpose indicates. Without these four traits social media managers may be able to create content, respond to people, and even gather metrics, but their online accounts will fail in reaching the standard of excellence as a service-centric entity. Government agencies are on social media to serve those who need their services and information, not to make a profit, therefore this standard requires full and intentional commitment to being service-centric. The next four sections will examine why these four traits will propel governments to exceed in their mission of serving constituents online and contribute to the progress of social media.

Competence is the Foundation

This study found that the participants collectively had one quality in common: competence. This quality came from the first emerging theme (Competent Strategic Senior Management), which is expressed by an individual who is beyond capable and knowledgeable in how to manage the social media presence for an entity at the highest level. Competence is an organizational necessity as this trait demonstrates the qualifications that each social media manager must have including social media experience (before becoming managers), deep knowledge of all the functions in social media, and being able to formulate and implement strategies online. Once communication professionals' step into the role as the top-level representative for their employer's social media program, very quickly do they realize the magnitude of responsibility they are given. The social media accounts are public-facing artifacts that strive to show constituents and residents the crux of the government's existence: to serve the people they are responsible for. Government accounts are not private as they are digital tools to reach citizens (Di Virgilio, 2018), therefore all the work is visible and scrutinized more easily than those whose work is in the background or invisible. Social media managers, as the participants confirmed, are aware of this constant risk, therefore they must be keen to the content published, the responses to online inquiries, and other actions that are indirect but noticeable if done poorly (examples: sharing other content, liking suspicious posts). While this concern also applies to companies in the private sector, the standard for efficiency in the public sector has more at stake, because the government exists to serve the people, they are accountable to. The government's goal at the core does not change with new technologies, instead each office adapts to the technologies to extend their function (Picazo-Vela, 2016). Private companies have the

luxury to be only utilizing one-way communication, and the freedom to change goals or purposes as they see fit for their profits.

Because of this eternal fact, social media managers must be competent to understand, create, and execute a social media strategy that will enhance the reputation of the government as a reliable source of help for constituents. Any government agency can establish a new social media account, but competence is the driving force that will assist qualified managers to excel in their jobs. Social media users have various opinions about governments, but proactive managers will make their local government agencies distinct and trustworthy when they create content that caters to the people for which they are responsible. When managers know how to utilize the tools they have at hand, which includes a team, programs, experience, to create a dynamic online presence, they are effectively setting themselves up as the example of how to utilize social media as an organization. In this scenario government managers will stand out as the role model for using social media effectively and naturally raise the standards for others to do the same online. When a government account is recognized as a leader in their field via social media, others take notice and want to learn how to do the same. This interest is shared by anyone and everyone on social media including high profile individuals, large corporations, small businesses, and other people who are aspiring to become social media's next big stars. These qualified social media managers can influence others to use social media for the greater good when they use their competence in creating and building a trustworthy social media presence. This competence also empowers online constituents and citizens to reach out to their own local governments and expect quality service as they deserve. Without competence spread throughout the accounts, online users will lower their expectation of government assistance, and view their government entities as inefficient and disinterested in doing their jobs.

Value and Mission Importance

Another trait that government social media managers cannot be successful and effective without, is the alignment of values and mission. Mission and value alignment centers on individuals who agree and support the mission and values of a government entity, in order to be an effective social media representative. Both organizations and companies and the public sector have mission statements, which outline the goal and purpose the organization plans to accomplish through their work.

Those who do not share or care about the values, or the missions that the government sets, will not be able to create an online presence that is positive, or goal driven. To showcase the sincerity of the government agency's desire to help people online, social media managers must agree with the values that their employer possesses. The public who are to be served, and those who are critical of the government, will examine the content posted, and the quality of customer service provided. These individuals will be able to tell if the people (and the government agency) who are behind the accounts are genuinely interested in helping constituents by the effort and time being invested. Those who do not find value or agree with the mission of the chosen government entity will not be able to create content that encompasses the goals, which can lead to a vague or misleading presence that is projected onto the government itself. The social media manager is responsible for representing their government entity, especially as we have identified earlier, and their lack of enthusiasm for the mission can lead to negative user perceptions (Hong, 2013). Social media managers who are passionate about propelling the mission to the public, are accurate representatives of their employer, thus creating trust among constituents, and intangible credibility to the government as a provider of services and information. Without value and mission alignment the face value of the government agency will diminish on social media due to

the manager's personal disinterest. Unfortunately negative perception will be confirmed, and the process of building a positive reputation for the government will be more difficult as changing people's minds is not an easy challenge to overcome.

Necessity of Effective Community Management

Community management is using deep knowledge gained from audience analysis to assist and inform the online community on one's social media accounts. Using the knowledge gained from interacting with constituents which includes sharing official information (Hong, 2013) allows social media managers to build community. While negative user perceptions may always be a risk, effective community management is one quality that government social media managers can cultivate to mitigate that risk. Effective community management manifests when practitioners invest time and effort into providing quality customer service online. Unlike companies in the private sector, government representatives are expected to meet users, who are constituents, and assist them as their existence showcases. Again one way communication only serves to share information but is most inefficient for government entities online (Sitten, 2012). Government accounts must actively engage with users online which includes answering questions, probing for further clarification, and providing a space online where people feel their inquiries are validated. If governments continually only share information or posts, and do not engage with those who are seeking help, then the result will be a passive presence where people do not trust this entity to meet people where they are. Participants in the study shared this sentiment when they expressed the importance of answering people to fulfill the mission of their municipal office.

When government social media managers allow for consistent customer service on their platforms, including publicly (public posts) and privately (in messaging spaces only meant for

two users), constituents will continue to reach out as they are confident in the government's ability to do their job. Furthermore, these constituents will amplify their positive experiences to others who need these services, and that will foster an online community that solidifies the notion that the government is trustworthy and service-centric. Government social media accounts have the opportunity to gain the public's trust and improve customer service functions, every single day, and in turn all social media users - consumers, organizations, companies - will see the government excelling at their purpose through effective community management.

Curated Content

Last but not least, customized curation is another tool that can help government practitioners excel in their roles on social media. Customized curation can be described as the individualized plan to form an effective social media management program based on the entity's needs and goals. Instead of following one template or script made for all social media accounts, one is customized for maximum efficiency according to what one entity needs.

Social media management for the government differs from companies and large organizations in the goals they are to meet. Those in the private sector seek to utilize their communication channels, including social media, to sell a product or service to potential consumers (Nasrudin, 2022). However, the government does not seek to make a profit from their audiences; their goal is to provide services and information. For this reason, content creation for the government should be customized to the needs of their constituents and aligned to the goals their entity must meet. Customized content such as joining trends showcased the government's ability to be relatable to users in ways that are not expected. More importantly, customized creation showcases how to effectively reach new users who are in need of government services, who would have never discovered these accounts had they not reached the algorithms and drew

engagement. Customized curation is the key to ensuring content is reaching the target audiences (constituents and residents) and sharing the services and information provided by the government entity. When government social media managers are planning the content for their accounts, these two goals must be met and expressed when they press publish. By taking these two goals into consideration, content creation will not be vague or confusing for other entities online; instead these two goals provide the setting for effective content. Customized curation will allow government managers and the entities as a whole, to continually reach the people who need their services and information, and be service-centric to the fullest extent.

Practical Recommendations

While this project draws on complex ideas about government social media, there are simple actions that can be taken to create an effective and service-centric online presence. Current government managers, practitioners, and interested individuals can assess their work as communication professionals, and incorporate the following into their social media best practices:

1. Social media managers must understand the full scope of the work, not only details, to oversee government accounts purposely.

People who follow government accounts on social media only see the finished product, not the energy, time, or mental exercise needed to create and publish those posts.

Government communication professionals who oversee the social media program are aware that much work is invested in order to create quality posts that will drive the agency's purpose online. Current social media managers should spend ample time immersed in the areas of the work that are most unfamiliar to them with the goal of being well-informed about expertise. Managers must be aware of all functions from idea

generation, strategy, to metrics and content creation, in order to create effective and successful posts that will drive proper engagement with constituents. Current social media professionals who do not oversee social media (junior level or at entry-level) and want to be managers in the future, should learn about the other units that assist in the functions of social media. This learning can be when a graphic designer in government decides to start talking to the writer to learn about the process for writing captions. The employee can ask questions such as how the tone is chosen, how to incorporate key messages, what hashtags are used, and much more to understand what value each role brings to social media as a whole. By learning and asking about other roles, employees will start to build competence to oversee all the parts that work together to create an effective and service centric social media presence.

2. Managers must gain formal experience through employment - personal account management is not sufficient.

For those who are interested in becoming social media managers for a government office, gaining professional experience is a must. Owning and regularly using personal social media accounts do not count because government accounts serve a distinct purpose in helping constituents with the information and services only the government can provide. The most practical step to becoming a social media manager is to get a government job, preferably in the communications office/unit. Communication professionals who want this job probably possess transferable skills that can be highlighted when applying for a job related to social media. Some transferable skills can include knowledge of graphic design, photography, writing, and customer service. Getting a position in the communications office would be ideal, but there is indispensable value with any position

in the government. Working in the government sector, in any capacity gives interested individuals the opportunity to examine the employer's mission and goals, and how that must be amplified online to constituents. Once working in the position, start following the employer's social media accounts to identify ways in which the online platform is talking to the target audience, how frequently assistance is provided, and how posts are showcasing the government's mission and values. After time in said position, consider searching for and asking around for any vacancies in the communication office, and then apply. If an interview is granted, understand that the interviewer will most likely be the social media manager, and clearly state a strong interest in learning more about the government's social media program. Use the interview as an opportunity to showcase familiarity with the team's current work, speak about a recent project/post that was well done, and argue how acquired transferable skills and current experience in the government agency can be an asset to the team if chosen for the position. In addition, various government entities offer formal training and courses for skill advancement; employees should check if any pertain to communication to always be up-to-date on emerging trends.

3. Decide if providing excellent customer service is a duty truly desired in a career.

Most people in our society have had a job which was public-facing, and many times the experiences are nothing short of horrible. The reason why employees dread customer service jobs is because dealing with people's emotions and demands are depleting and can put one's mental health at risk. Yet, customer service is a core function as an effective social media manager in the government. Online users who reach out to government agencies on social media need assistance, and because the government is to provide

essential services, managers must always be willing to carry this function out. In order for the government to be efficient and successful in their goal to serve constituents, they must be willing to meet their audience where they are, which includes social media channels.

There is no shape or form, social media managers can provide these services without engaging with people, or ignoring them intentionally. One-way communication is no longer standard, so social media managers and aspiring managers must understand the depth of commitment required of them if they are to be fully service-centric.

Communication professionals who despise answering and probing people for their needs, may not be the most qualified people to represent the government on social media.

Excellent customer service provided by mission-driven social media managers will consistently build efficient, accessible, and reliant government reputations. In other words: if individuals hate helping people, online users who need help may think that the government doesn't want to help, and the agency won't be seen as trustworthy.

Limitation and Future Directions

This study, like all studies, has limitations. First, responses and commentary from all participants are from a limited pool, specifically social media managers for municipal entities in New York City. Future researchers may decide to complete oral histories with social media managers working on government accounts across the country. Second, the oral histories collected from this study were from one municipality and are not representative of other government entities on state, or federal level. Nor do they represent other geographic areas with less resources, as New York City is a large metropolis. More research is recommended and encouraged to accurately represent the wide variety of issues and solutions across all government entities in the United States, via social media. Lastly, future researchers can tap into the expertise

of communication professionals in the public sector to conduct research based on levels (local, state, federal), geographic locations (rural, suburban, city) and/or government types (health dept vs waste management vs fire department).

Conclusion

The world of social media is expanding and evolving as people, places and ideas come into existence. Unlike social media, the government's purpose in society does not change. As a whole governments must adapt themselves to new spaces such as social media to meet their constituents and help them. Those who are tasked to represent a government entity online know they carry a heavy responsibility, and cannot succeed in their roles without proper guidance. As this study demonstrated social media managers who are equipped with competence, the right values, the desire to help people, and know how to personalize content, they will effortlessly showcase the government's fullest potential in serving the people as they were always meant to.

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Appendix

Interview protocol

1. Tell me a little bit about your role, and what you do regarding social media daily.
2. Working for the NYC government is a very specific field. What would you say is unique about doing social media on the behalf of a NYC agency?
3. As a social media manager for the City of New York, how do you serve or help New Yorkers online through your agency?
4. What is your process for creating content?
5. How do you handle daily inquiries like comment sections, private messages, mentions?
6. How do you know when your post/campaign is doing well on social media?
7. There are many ways to do social media management, but what would you say are the essential tools and resources you need to reach out, and help users online?
8. What would you say is the goal or mission for your government agency online?
9. If there was one thing – a new tool, resource, or product – that could greatly improve the way you manage and help people via social media, what would that be?
10. Just like anything in life, to be successful there are a lot of trial and errors. Can you describe a specific campaign, idea, or post that you thought would be successful and didn't? Tell me how you worked through that problem or struggle.
11. If you could give any advice for a social media professional working in government like you do, what would you tell them they need to do, to meet their goal?