

An Assessment of Media Monitoring Skills:
What Do PIOs Know and Where Should We Go

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Abstract

Reviewing news media reports for accuracy, content and possible response is a key responsibility of a public information officer (PIO), particularly during crisis or emergency incidents.

Monitoring media coverage is more than simply compiling press clippings; analyzing the coverage for tone, prominence and critical insights into public perception to improve communication strategies requires training and skill development. A survey ($n = 186$) was conducted to understand how PIOs assess their own expertise at media monitoring and what tools and training opportunities would improve this critical function of information gathering in a Joint Information Center. Results of the survey, along with key informant interviews, suggest there is a gap in knowledge when it comes to media monitoring analysis that could be addressed by developing formal training, toolkits and templates that could be shared within PIO networks of best practice.

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Introduction

Given the potential for rumors, inaccuracies and other misperceptions that might affect health and life safety, monitoring media coverage should be on the checklist of any public information officer. In the Federal Emergency Management Agency (FEMA) publication *Basic Guidance for PIOs* (2007), media monitoring is described as “the process of verifying that the public and officials are getting accurate and complete information through the media in a timely manner” (p. 13). As PIOs monitor media coverage across news channels, it’s not enough to just identify rumors and information gaps that “could undermine public confidence in the incident response effort” (FEMA, 2007, p. 7). Sharing this information to those who can act on it in a timely manner and incorporating it into strategic communications planning is just as critical.

Over the past few decades, as the speed and nature of the news media business has changed — with the expansion of 24-hour cable news coverage, rise of the Internet, and invention of the smart phone — the job of media monitoring has gotten more complex. With the introduction of social media to government and emergency communications, the amount of information contributing to news reporting has grown exponentially. Fortunately, media monitoring tools — from simple RSS feeds to sophisticated news clipping services and digital dashboards — has made media monitoring more automated and comprehensive and less time and labor-intensive. But as this study will show, most PIOs have no formal training on media monitoring analysis and still rely on tried-and-true methods to track press coverage, if they do it at all.

This research project set out to better understand how PIOs assess their own expertise at media monitoring and what tools and training opportunities would improve this critical function of information-gathering and strategic communications planning. I will first examine the extant

literature related to media monitoring. After introducing the survey methodology, I present the results, discussion, conclusion and recommendations.

Literature Review

In the book *Practice of Government Public Relations*, Maureen Taylor writes about the importance of monitoring communication efforts, and how much of the work of public relations is accomplished through the media (2012). “Traditional media provide a valuable tool to see how public affairs efforts are working” (Taylor, 2012, p. 225).

The different types of news media include:

- **Print-** traditional printed news, such as newspapers and magazines
- **Broadcast** – television and radio
- **Online-** websites, blogs, online media sites
- **Social media-** Twitter, Facebook, Instagram, You Tube, etc.

Given that one of the primary channels that PIOs use to reach their audiences is traditional news media, it makes sense that scholars have studied government communication and its impact on media coverage and in turn, citizen trust. (Liu, Horsley and Yang, 2012). Because media coverage relates so closely to government image and citizen trust, these studies often equate positive media coverage with trust in government (Liu et al., 2012). Some studies also examine the relationship between external communication activities and positive media coverage (Liu, Horsley & Yang, 2012).

Much of the research is focused on how different topics or crises are described, portrayed or framed in news coverage (Pan & Meng, 2016; Li, 2007; Donaldson, Cohen, Truant, Rutkow, Kanarek & Barry, 2015). According to Li (2007), how the media frames the information can have effects on audiences’ understanding and interpretation of issues or events. “By selecting certain facts from a continuous flow of information, emphasizing specific issues or events over

others, and presenting issues or events in specific orders, journalists have the ability to influence attitudes, beliefs and behaviors in a number of ways” (Li, 2007, p. 672).

Li’s study used content analysis to examine the first 24 hours of television news coverage of the 9/11 attack and found that the way the media framed the story changed throughout the early stages of the crisis. “Whereas media primarily served as a source of information during the early stages of a crisis, the media function of consoling the public became more evident as events unfolded” (Li, 2007, p. 685).

Another study looked at how news media framed New York City’s proposal to ban the sale of sugar-sweetened beverages greater than 16 ounces (Donaldson et al., 2015). The analysis showed that the policy debate was largely framed negatively in news coverage with little attention paid to the potential health benefits (Donaldson et al., 2015).

Determining the effectiveness of media relations and communication strategies —is the information being shared with the media being incorporated into media stories that are being seen by the audiences you are trying to reach? — requires a process of monitoring and evaluation, according to Taylor (2012).

One way to “to count and measure what the media are saying about the organization” is through content analysis (Taylor, 2012, p. 222). Beyond just counting the number of times your public messages appear in the media, content analysis looks at the “tone, prominence, and placement” of those messages (Taylor, 2012, p. 222).

Tone refers to the general attitude or viewpoint of the story, and stories can be categorized as positive, negative or neutral. Prominence combines the “location of the story with circulation and readership numbers” (Taylor, 2012, p. 222). Placement is the location of the story in the media, and it assumes that earlier and bigger is better. For example, the lead story on a nightly news

broadcast or a large headline on an article above the fold in a newspaper will attract more readers and viewers (Taylor, 2012).

Many public relations firms employ a media monitoring specialist to do this type of work every day. This person scans content across various media channels — newspapers, television, radio and the Internet—looking for news items that contain key words or specific mentions of an agency, brand or product. Beside just recording that the news item exists, media analysts try to steer the story in a more positive direction. This used to be a tedious, painstaking process of reading through newspapers and magazines to clip articles or watching hours of TV news.

Fortunately, as more content has been digitized, the process has gotten easier and more automated. For instance, subscribers to Real Simple Syndication (RSS) feeds automatically receive notification when a website they follow is updated; they can also choose the type of content to which they want to be alerted. Google Alerts sends regular update emails on the latest search results for a chosen phrase or keyword, making it easy for public affairs professionals to generate alerts for search terms.

With fee-based services (e.g., Meltwater, TVEyes), media monitoring can go beyond capturing key word mentions to include the other components of monitoring — such as auto-sentiment toning (labeling a news story as positive, negative, or neutral), or analyzing the story for prominence and reach while also calculating the value in earned media. New advances in machine learning and artificial intelligence could “have the potential to accelerate the frequency and scope of media monitoring, making it more useful for evidenced-based decision making” by sorting and filtering data to identify trends in coverage (Ayers et al., 2018, p. 10). But while automated media monitoring “can capture a wide scope of media related to a given topic, it may lack the depth of human-led content analysis” (Ayers et al., 2018, p. 11).

Government communicators face unique challenges and organizational restraints in comparison to their corporate PR counterparts, including greater information demands from the public and media, higher degrees of influence of politics, and fewer resources to carry out their external affairs work. (Liu, Horsely & Yang, 2012). A somewhat surprising finding from Liu et al (2012) is that communication planning and research, including activities like developing strategic and crisis communication plans, is negatively associated with positive news coverage for both government and corporate communicators.

Because a primary role of a PIO is to disseminate critical information and emergency instructions through the media to the public, media monitoring and evaluation becomes particularly important in a crisis (FEMA, 2017). “The traditional news media paint the image of the incident response in the eyes of the public. They create the perception of the agency and their response to the incident, and perception is reality to the public” (FEMA, Public Information Officer Awareness course IS.0029).

In their article on integrating social media into public health emergency response operations, Tamer Hadi and Keren Fleshler (2016) outlined “three key reasons for any response agency to monitor social media”: 1) Situational Awareness; 2) Assessing the success or failure of public messaging; and 3) Rumor, misinformation and reputation management. While the focus of their article was on social media monitoring, one could argue that these same reasons apply to traditional news media monitoring.

During an emergency or crisis response, PIOs may be operating under the Incident Command System (ICS)¹ and the scale of the incident often dictates who performs the monitoring function and where it resides in the operational structure of a Joint Information Center (JIC)². For smaller incidents, the responsibility may be handled by an Assistant PIO or a Media Relations Manager who will search, identify and curate the relevant news stories. For larger incidents, or when

news coverage is particularly heavy, it may be assigned to one or more Media Monitoring and Analysis Specialists in the Information Gathering unit.

Although the titles and responsibility may vary between various JIC structures, the purpose of media monitoring and analysis is the same: “to assess the content and accuracy of news media reports and assist in identifying trends and breaking issues” (NRT, 2013, p. 27).

Under the National Response Team JIC Model (2013), the responsibilities of the media monitoring and analysis specialist are: to identify the media outlets to monitor; assess the accuracy, tone and quality of the media coverage; respond to and counteract rumors; and set up a system for capturing news clips in a central location so they can be consulted when needed. The person in this position might need to request a contract with a broadcast media monitoring or press clipping service or set up equipment to be able to record TV or radio broadcasts. He or she might also be expected produce a daily summary of media coverage that can alert the public information lead to anything requiring immediate attention, as well as to inform operational decision-making and improve messaging strategies. An example of a Daily Brief Worksheet and a Media Analysis Worksheet can be found in Appendix B and Appendix C.

When appropriate, the media monitoring and analysis specialist may also make recommendations “to improve or increase the coverage and accuracy of information in an effort to alleviate concerns and gain community support” (NRT, 2013, p. 27). The NRT JIC Model (2013) recommends that personnel be assigned to the media monitoring role based on experience, training and abilities, not rank or employer.

As part of ongoing training in public affairs and crisis communications, PIOs are often exposed to professional writing seminars, social media management tools, and media relations and interviewing techniques. This study set out to determine if there is a training and knowledge gap when it comes to media monitoring and analysis.

Method

Information was collected through an electronic survey and through key informant interviews conducted by telephone. The survey consisted of 10 multiple-choice questions and was conducted via Survey Monkey³ and sent to a convenience sample. To help recruit participants, the survey was shared within established PIO networks such as the National Public Health Information Coalition and FEMA's Advanced PIO (E0388) course rosters. One additional question was used to solicit contact information for the key informant interviews. For the survey, media monitoring was defined as reviewing news media reports for "accuracy, content and possible response" (FEMA, 2007, p. 17). Respondents were asked to only consider traditional news media monitoring and not social media monitoring in answering the questions.

A total of 186 persons responded to the survey with representation across a range of disciplines, including government (39%), public safety (27%), public health (21%), utilities/transportation (6%) and hospital (1%). More than half (56%) of respondents work at a city/county level. Twenty-two percent work at the state level, 7% work for a special district, 5% were federal employees and 5% were employed for private or nonprofit agencies. Of the 186 respondents, 76% have worked in public information or professional communications for 5 years or more with 38% having worked for more than 15 years.

In addition to the survey, key informant interviews were conducted by phone with five public affairs/PIO professionals representing different disciplines, experience levels and geographic locations. These interviews were used to expand on the knowledge gained through the survey and to better understand the training needs of PIOs when it comes to media monitoring and analysis.

Results

Survey

A summary of survey questions and responses is provided in Appendix A.

Just under half (47%) of respondents indicated that maintaining situational awareness was the primary purpose of media monitoring, while nearly 31% selected rumor control and reputation management as the primary purpose. A little over half of respondents (56%) perform media monitoring in both daily communication activities and during emergency responses. Others noted the importance of monitoring information to assess its impact.

Of the respondents (4%) who never do media monitoring, two indicated lack of time or resources. Other reasons given included that it was not a function of their job or that other staff members were assigned to the task. Lack of training or guidance was not cited as a reason.

One question asked respondents about the methods used to perform media monitoring, and the majority (71%) cited free tools, such as Google Alerts, RSS feeds, etc. Forty-two percent indicated that they do so manually using methods like cutting and pasting content from websites or using DVRs or other devices to record broadcasts. Seventeen percent use paid monitoring services, such as Meltwater or TVEyes, to track media coverage. Other methods mentioned included using both paid and free tools, following news media social accounts, or relying on media reports issued by state agencies.

When asked to rate their skills at media monitoring, 49% of respondents chose “somewhat skilled” and 31% chose “very skilled.” About 6% rated themselves as “extremely skilled,” while 12% classified themselves as “not so skilled.” The vast majority (76%) indicated they have never received training on media monitoring.

Another question asked respondents “what would you need to help you at Media Monitoring analysis?” and the results were nearly primarily split between “a communication toolkit with guides and report templates” (40%) or a “training course or online program” (36%). About 13% of respondents chose “more knowledge about media monitoring.” One respondent suggested

“better tools to monitor social media topics” that go beyond keyword searches to incorporate geographic trending analysis. Another respondent wrote, “best practices of others would be helpful - finding something that wasn't time consuming.”

Interviews

A synopsis of each of the five key informant interviews sheds light on how PIOs across the country handle media monitoring in their daily work as well as during emergency responses.

Toni is a communications/marketing professional and the defacto PIO for a small county in the Midwest. There is no daily newspaper in her community and only a handful television stations that are based in a nearby city. People get their news increasingly from social media and a variety of other sources. Yet, she knows from surveys her county has conducted, people still mostly rely on television news for information in an emergency. While Toni was expected to track press coverage in her previous job with non-profits, she was never formally trained and found the process largely tedious and cumbersome. It wasn't until she attended FEMA's Advanced PIO (E0388) course that Toni saw how media monitoring can work in a JIC setting. Since taking the course, Toni has applied what she learned about media monitoring for rumor control and for testing the effectiveness of public messaging during some recent emergency incidents, including a train derailment and a boil water event that affected her community. She thinks a formal course on media monitoring as a prerequisite to the FEMA Advanced PIO class would be a good first step for addressing training needs on this topic.

Jeremy is a public affairs officer working for a large suburban county in the Mid-Atlantic region. Because of its proximity to the national capital, his community receives extensive media coverage, particularly during major incidents (As an example, the local police department received 62 media calls within the first 90 minutes of a reported active shooter event that occurred recently). Jeremy has worked in many JIC operations over his 15 years. In the hustle

and bustle of a JIC, it can be hard to monitor media coverage in real time even with five televisions tuned to each of the local broadcast channels. “Overall, that’s one of our biggest challenges,” Jeremy says of media monitoring. When serving as the JIC manager, he will often try to assign the media monitoring role to a seasoned communications professional with experience in media relations. But he admits there is no official prerequisites for the position and no formal process of documenting and analyzing the media coverage – it’s largely done manually. Until recently, the public affairs team was using Google Alerts to flag news articles as part of their daily media monitoring routine. Jeremy says they have recently contracted with a fee-based service in hopes of being able to do real-time monitoring and for building metrics over time. Jeremy thinks a half-day seminar on media monitoring or a breakout session as part of a broader emergency communications conference could be beneficial to new PIOs and seasoned professionals alike.

Steve, a fire chief for a township in the Midwest, doesn’t have to devote much time to media monitoring in his day-to-day work. He keeps a television in the fire house tuned to one of the local TV stations, but the news media rarely covers anything but the big incidents in his community. Not only is his township small, but it shares a name with several other nearby townships, which can create confusion for news outlets covering events in the region. It’s been awhile since the county had to activate a JIC, but Steve serves in the PIO role for a Type 3 All-Hazards Incident Management Team (AHIMT). While he deployed only once in the past two years, the training he has received during real world events and through full-scale exercises has taught him a lot about social media and news media monitoring in emergencies. Steve thinks it would be helpful if reporters and media professionals themselves were involved in these trainings so PIOs could learn more about their needs as news agencies and incorporate that into their media relations efforts.

Will, a public affairs officer working for a FEMA regional office in the eastern United States, manages the media monitoring program, among other duties. Like a lot of public affairs professionals, Will learned to do media analysis on the job through trial and error with no formal training beyond what was passed on from his predecessors. His office produces a daily media summary that advises leadership and agency staff in their six-state region about relevant news coverage. During emergency responses, the battle rhythm will often dictate a twice-daily media summary. Google searches are performed to manually compile the story links, but a member of his team analyzes the coverage and categorizes it as positive, negative or neutral. If a story is particularly prominent, it will be flagged for follow-up with the reporter, Will said. While the daily media reports provide a certain level of situational awareness to staff and leadership, Will says their value comes mostly from helping to identify the reporters who cover the jurisdictions within the region and the topics that are most relevant to them. He does question whether producing the report is always worth the investment in time and resources.

Kristina, a PIO for a county health department in the upper Midwest, sets up Google alerts to track any media coverage of her agency, the county, and surrounding jurisdictions. She filters through the dozens of alerts it generates daily to compile the most relevant story links into a media summary for her executive leadership team. She also produces a quarterly report that is posted publicly on the agency's website. During the response to a water contamination incident at a local school, Kristina was part of the county communications team that monitored news coverage of the crisis. Kristina kept Incident Command apprised of the coverage during daily operations briefings. She has logged more than 100 stories or media interactions since the incident began in October of 2018. Overall, the media coverage has been accurate, and she has only had to contact one reporter to offer clarification to a story, as a way of generating a correction. Prior to her role in government PR, Kristina worked in marketing and

communications for nonprofits. Most of what she knows about media monitoring was acquired over time through on-the-job experience, FEMA and Centers for Disease Control and Prevention (CDC) courses, and peer-to-peer networks like the National Association of County and City Health Officials (NACCHO). Keeping up with the latest trends and technologies in media and social monitoring takes time and it can be easy to get “stuck in the old ways of doing things,” she said.

Discussion

Lessons Learned

As the survey and informant interviews suggest, media monitoring is largely done for the purposes of maintaining situational awareness or for rumor control and reputation management.

Many PIOs continue to track media coverage manually, using a DVR to record local news broadcasts, or cutting and pasting stories or screen shots from websites. But this can be a tedious process that is time and labor-intensive— an approach that also makes it difficult to follow news coverage in real time and respond quickly to correct misinformation. While paid monitoring tools can be employed to collect and analyze news coverage, these tools vary greatly in price and functionality. For some government communicators, cost is a barrier.

Many of the PIO surveyed and interviewed have a process for compiling new clippings or story links; yet there appears to be no standard report form that is used and no consistency in how the information is analyzed or how it contributes to operational decision-making or public messaging strategies. The most surprising result of the study is that PIOs generally rate themselves as somewhat or very skilled at media monitoring; however, most have had no formal training beyond exercise play and real-world events.

By doing this research, I was also able to identify gaps in my own knowledge of media monitoring as well as identify some best practices in the field of public information. I hope the

results of the study will spur further research into the topic and will have an impact on the larger body of knowledge of public information and emergency management.

Limitations and Future Directions

This study relied on a convenience survey that was not nationally representative or scientific. It also focused exclusively on traditional media monitoring; however, PIOs are expected now to use and monitor social media platforms⁴ “to provide information, as well as to enhance their own situational awareness” (Watson, Anson & Wadhwa, 2016).

“With more than half of U.S. residents on social media, dedicating resources to social media during an emergency should no longer be considered optional, but rather as a critical operation to ensure the agency is aware of all potentially useful incident information as it occurs” (Hadi & Fleshler, 2016, p. 775).

Social media is an important way to reach specific audiences, but also presents unique challenges for public information at all levels. Tools like Twitter can be used to disseminate and receive information, solicit public opinion and respond to questions in real time (Bartlett, 2015). But more research is needed on how social media monitoring — alongside traditional news monitoring — can be performed effectively during emergency response and recovery. “Just a few years ago, it was almost enough to have a media monitoring service dedicated to your crisis, giving updates as they happened,” wrote Jane Jordan-Meier in her book *Four Stages of Highly Effective Crisis Management* (CRC Press, 2011). Now Jordan-Meier advises her clients to have systems in place for both social and mainstream news media monitoring. “Listening and monitoring should be a constant, ongoing effort” (Jordan-Meier, 2011, p. 240).

The survey also did not ask specifically if PIOs have a standard reporting form or template they use for compiling and analyzing press coverage; although the answers given in the interviews suggest there is much variation across the county. This could be an area to explore

more fully.

Future analysis could also look at the effect that disinformation campaigns that employ altered video and images will have in overall media monitoring practices. A 2019 Pew Research Center survey showed that Americans view made-up news as more detrimental to the nation than terrorism, racism and illegal immigration, and seven in ten adults said it is impacting public confidence in government institutions (Stocking, 2019).

Conclusions and Recommendations

Monitoring media coverage during an incident is critical for both situational awareness and operational intelligence, but this work is not always consistently done or formally integrated into the JIC operation in a way that can improve decision-making and crisis communication plans. Public information officers, both seasoned and novice, rate themselves as somewhat or very skilled at the task, but most acknowledge no specific training. Many would welcome a toolkit or training program that incorporates best practices, examples and report templates.

A recommendation moving forward is to develop an online course on Media Monitoring and Analysis that might be a prerequisite for the Advanced PIO course (E0388). Since a new course could take years to develop, an intermediate step would be to create a more robust module on media monitoring tools and techniques that can be delivered during Basic PIO (G0290) or Advanced PIO (E0388) courses, or as part of a crisis communications workshop or professional conference. Consulting with working journalists in developing the material and information could make the product more robust.

A second recommendation is to use the “The Daily Brief Worksheet” and “Media Analysis Worksheet” included in the NRT’s Joint Information Center Model (2003) as the standard reporting forms for media monitoring and analysis (See Appendix C and D). Exercises and training simulations like the JIC exercise performed during the Advanced PIO course would

provide an important opportunity to practice these monitoring skills, using the tools and templates referenced above.

Since the activities a PIO performs in non-emergency times has a significant impact on how successful he or she will be in a crisis response, it's important that PIOs develop essential skills at media monitoring and integrate it into their strategic communication planning process.

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Footnotes

¹ICS is a “widely applicable management system designed to enable effective and efficient incident management by integrating facilities, equipment, personnel, procedures, and communications operating within a common organizational structure” (FEMA, 2007, p. 1).

²A JIC is a central location “where personnel with public information responsibilities perform critical emergency information functions and crisis communications” (FEMA, 2007, p. 7).

³Survey Monkey is a cloud-based survey development software company founded in 1999.

⁴As of June 12, 2019, YouTube and Facebook are the mostly widely used platforms with 73% of Americans using the former and 69% using the latter (Pew Research Center, 2019). Smaller shares of Americans use sites such as Twitter, Pinterest, Instagram and LinkedIn.

Appendices

Appendix A: Summary of Survey Questions and Responses

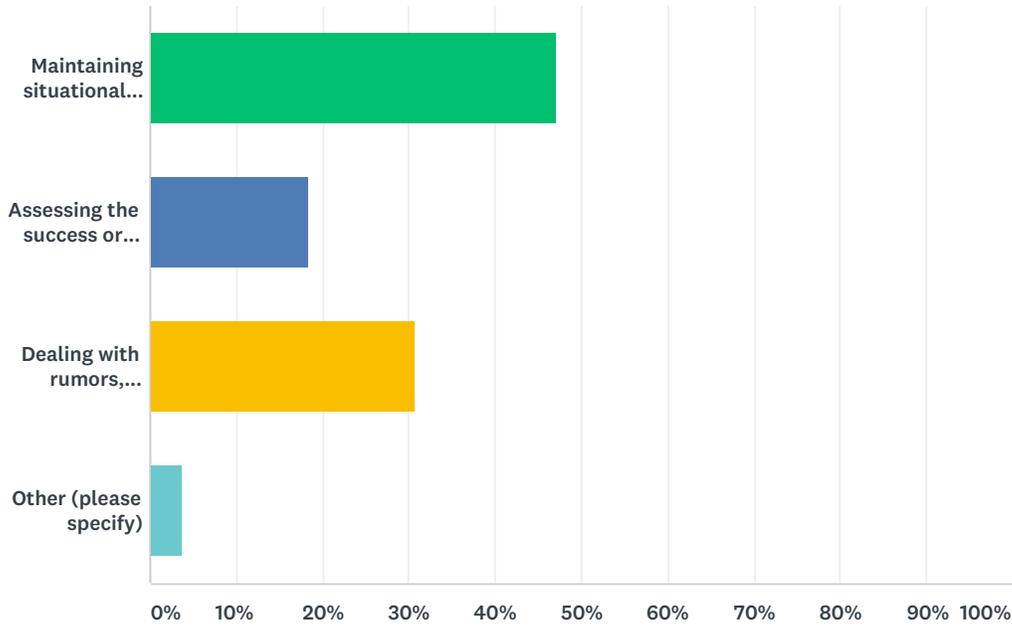
Appendix B: Daily Brief Worksheet, NRT Joint Information Center Model, April 2013.

Appendix C: Media Analysis Worksheet, NRT Joint Information Center Model, April 2013.

Appendix A
Media Monitoring Survey

Q1 What do you consider the PRIMARY purpose of Media Monitoring?
(Check only one answer)

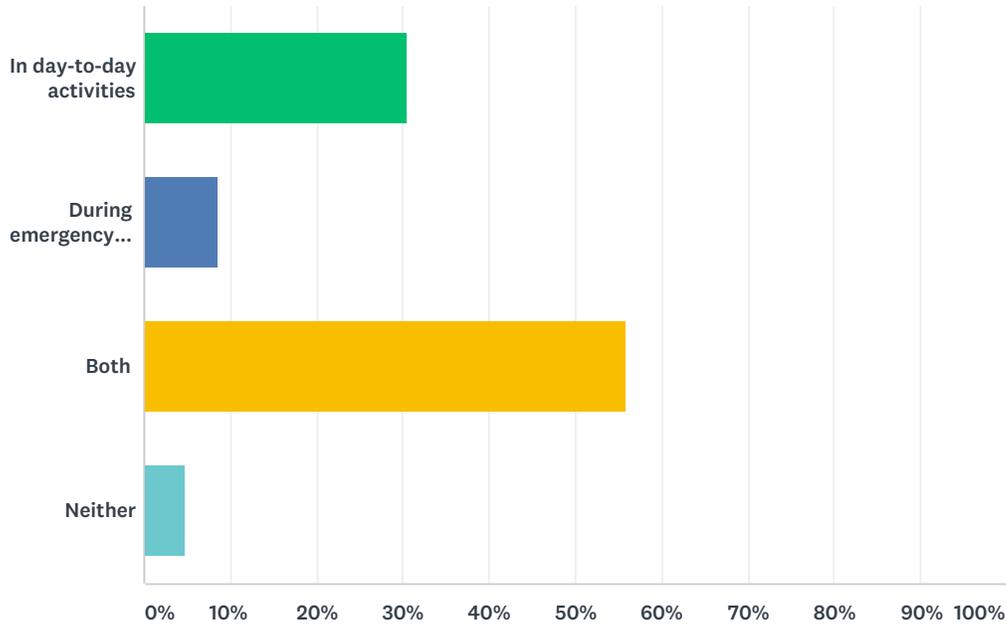
Answered: 185 Skipped: 1



ANSWER CHOICES	RESPONSES	
Maintaining situational awareness	47.03%	87
Assessing the success or failure of public messaging	18.38%	34
Dealing with rumors, misinformation and reputation management	30.81%	57
Other (please specify)	3.78%	7
TOTAL		185

Q2 How frequently do you perform Media Monitoring in your role as an agency PIO or communications professional?

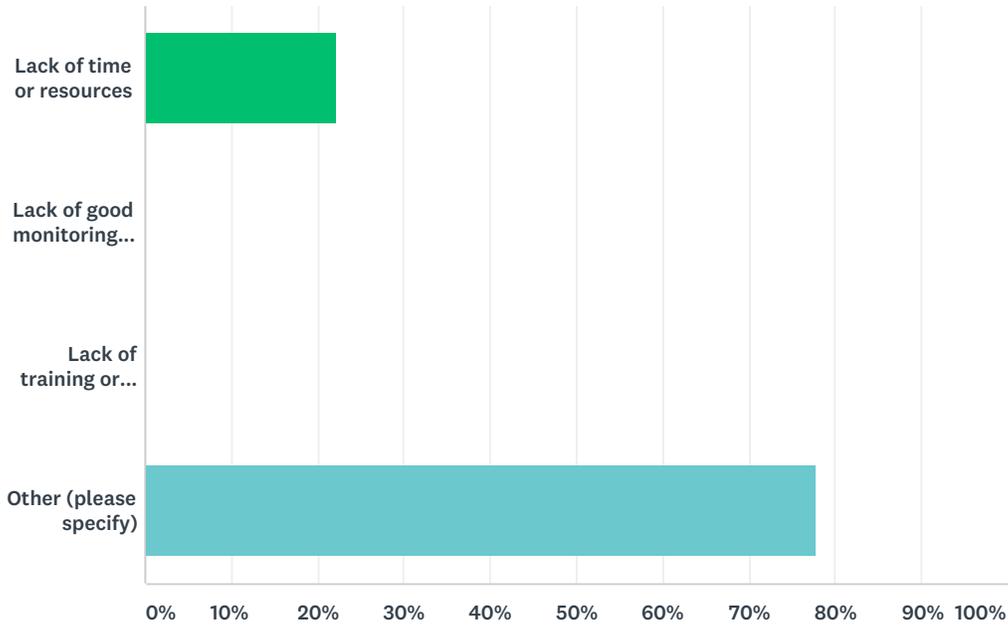
Answered: 186 Skipped: 0



ANSWER CHOICES	RESPONSES	
In day-to-day activities	30.65%	57
During emergency responses	8.60%	16
Both	55.91%	104
Neither	4.84%	9
TOTAL		186

Q3 If neither, what is your primary reason for not performing Media Monitoring?

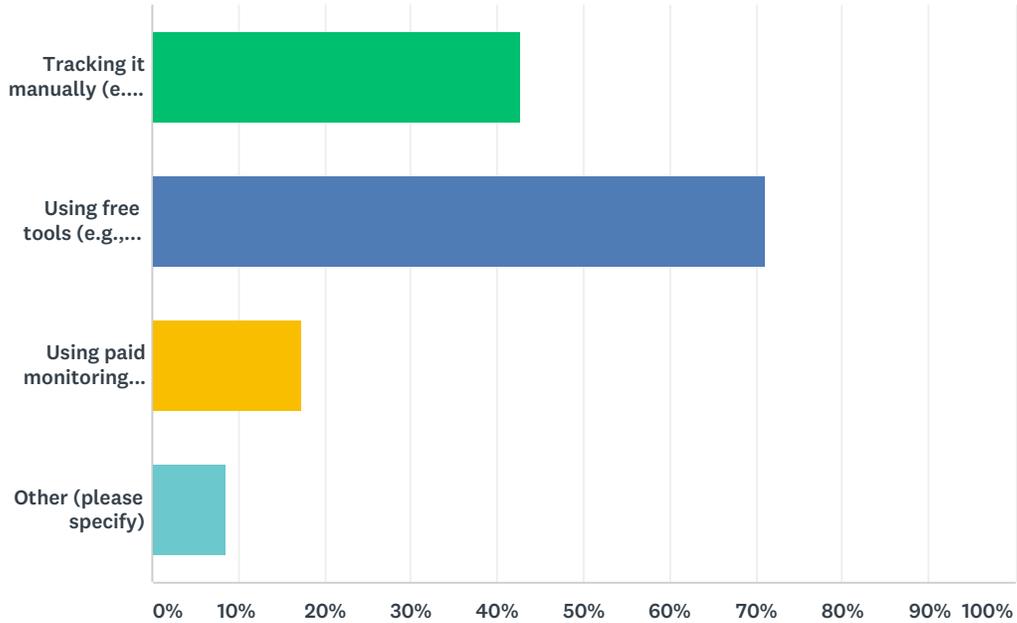
Answered: 9 Skipped: 177



ANSWER CHOICES	RESPONSES	
Lack of time or resources	22.22%	2
Lack of good monitoring tools	0.00%	0
Lack of training or guidance	0.00%	0
Other (please specify)	77.78%	7
TOTAL		9

Q4 How do you perform Media Monitoring?

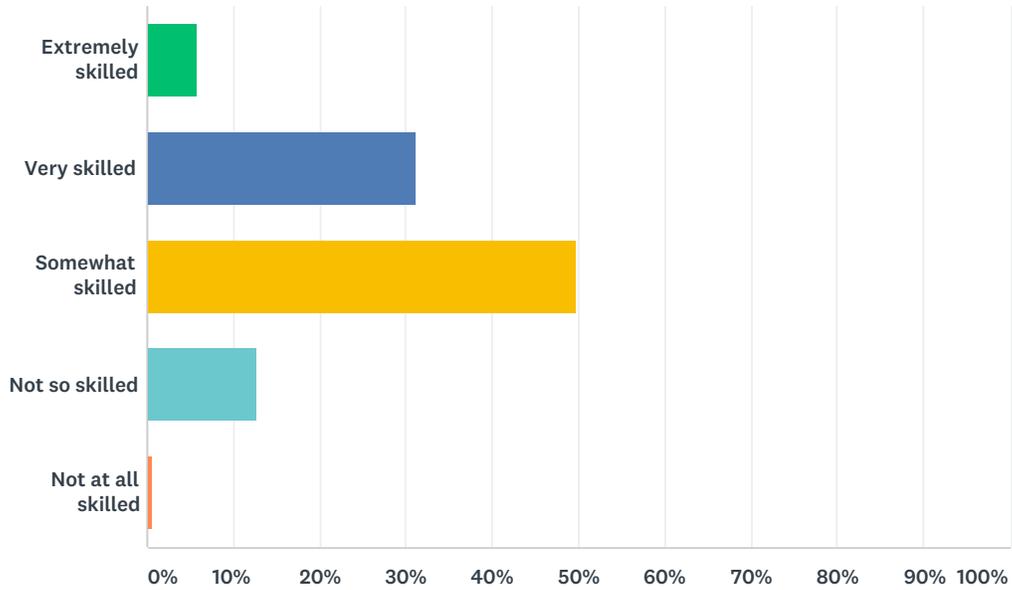
Answered: 173 Skipped: 13



ANSWER CHOICES	RESPONSES	
Tracking it manually (e.g., cutting and pasting from news sites, using a DVR to record broadcasts, etc.)	42.77%	74
Using free tools (e.g., RSS Feeds or Google Alerts, etc.)	71.10%	123
Using paid monitoring tools (e.g., Meltwater, TV Eyes, etc.)	17.34%	30
Other (please specify)	8.67%	15
Total Respondents: 173		

Q5 How skilled would you say you are you at performing Media Monitoring analysis?

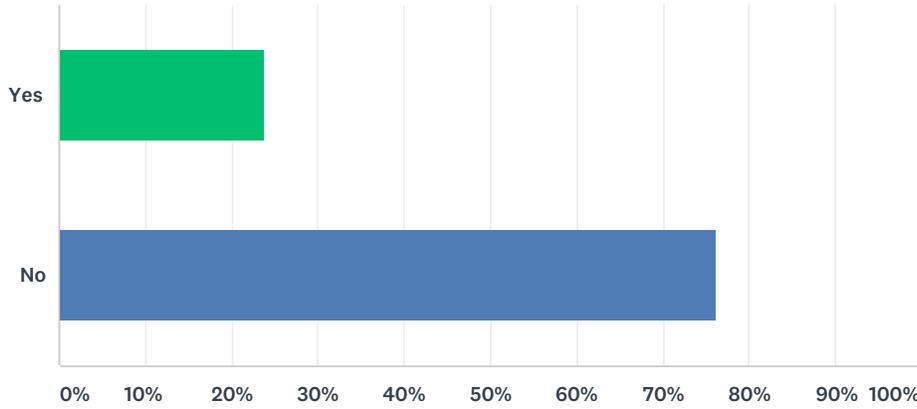
Answered: 173 Skipped: 13



ANSWER CHOICES	RESPONSES	
Extremely skilled	5.78%	10
Very skilled	31.21%	54
Somewhat skilled	49.71%	86
Not so skilled	12.72%	22
Not at all skilled	0.58%	1
TOTAL		173

Q6 Have you ever received training on Media Monitoring?

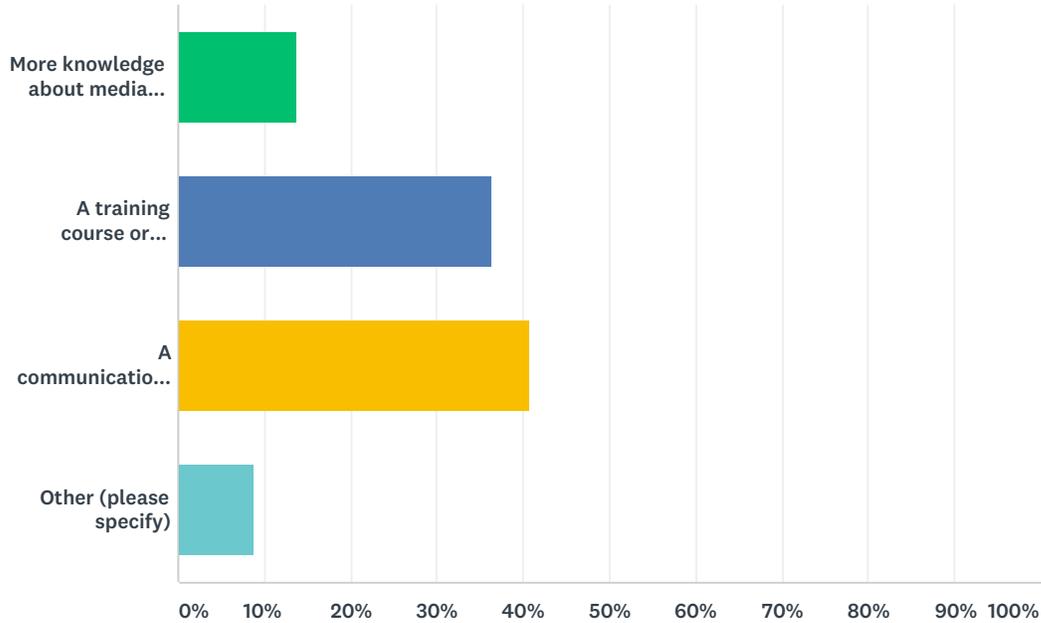
Answered: 180 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	23.89%	43
No	76.11%	137
TOTAL		180

Q7 What would you need to help you at Media Monitoring analysis?

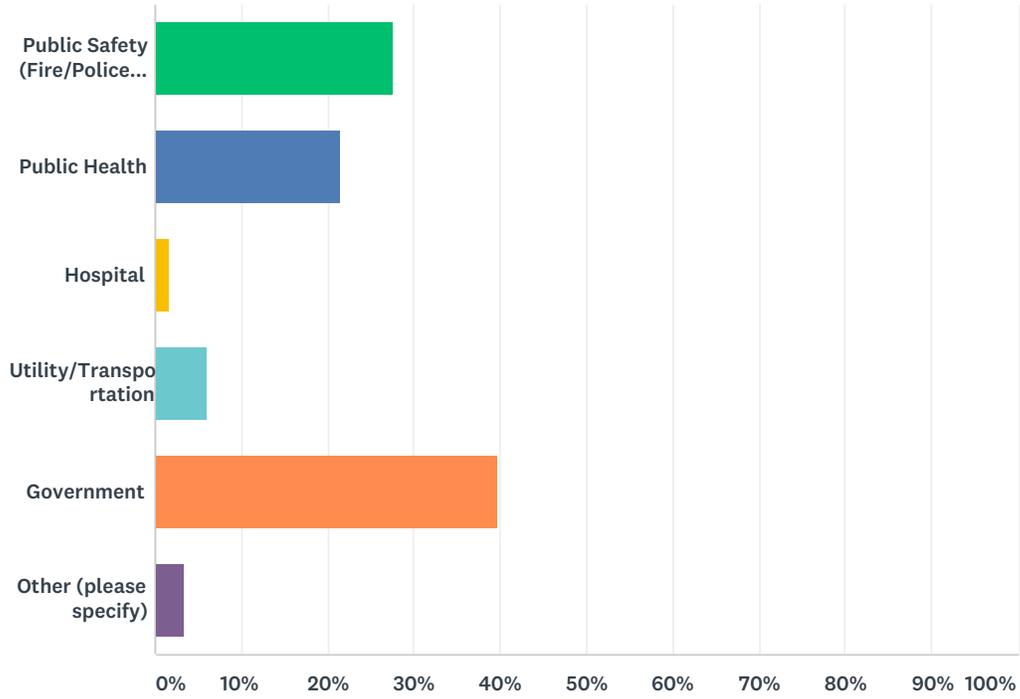
Answered: 181 Skipped: 5



ANSWER CHOICES	RESPONSES	
More knowledge about media monitoring	13.81%	25
A training course or online program	36.46%	66
A communication toolkit with guides and report templates	40.88%	74
Other (please specify)	8.84%	16
TOTAL		181

Q8 What type of discipline do you work in?

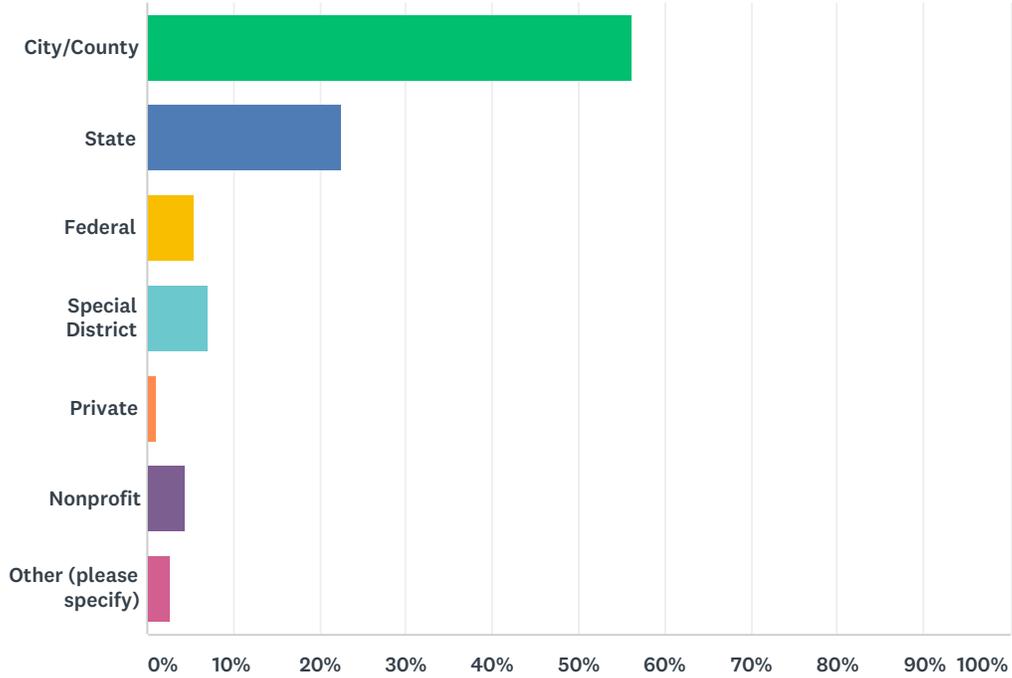
Answered: 181 Skipped: 5



ANSWER CHOICES	RESPONSES	
Public Safety (Fire/Police/EMS/911)	27.62%	50
Public Health	21.55%	39
Hospital	1.66%	3
Utility/Transportation	6.08%	11
Government	39.78%	72
Other (please specify)	3.31%	6
TOTAL		181

Q9 For what type of organization do you work?

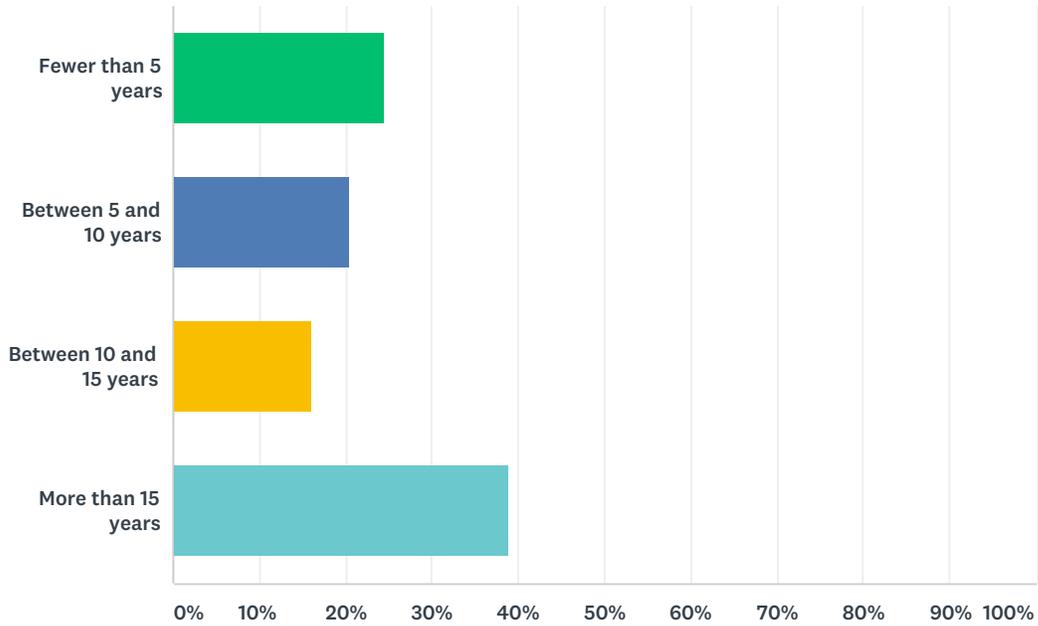
Answered: 181 Skipped: 5



ANSWER CHOICES	RESPONSES	
City/County	56.35%	102
State	22.65%	41
Federal	5.52%	10
Special District	7.18%	13
Private	1.10%	2
Nonprofit	4.42%	8
Other (please specify)	2.76%	5
TOTAL		181

Q10 How many years have you worked in public information or professional communications?

Answered: 180 Skipped: 6



ANSWER CHOICES	RESPONSES	
Fewer than 5 years	24.44%	44
Between 5 and 10 years	20.56%	37
Between 10 and 15 years	16.11%	29
More than 15 years	38.89%	70
TOTAL		180

Q11 If you would be willing to participate in a brief phone interview to discuss your answers, please leave your contact information below.

Answered: 56 Skipped: 130

ANSWER CHOICES	RESPONSES	
Name	100.00%	56
Company	0.00%	0
Address	0.00%	0
Address 2	0.00%	0
City/Town	0.00%	0
State/Province	0.00%	0
ZIP/Postal Code	0.00%	0
Country	0.00%	0
Email Address	100.00%	56
Phone Number	100.00%	56

Appendix B
Daily Brief Worksheet

DAILY BRIEF WORKSHEET

1. Incident Name:	2. Operational Period:
3. PIO:	4. Prepared by:
5. Joint Information Center Personnel Assigned	
APIO – JIC Manager:	APIO – JIC Manager (satellite JIC):
APIO – Information Gathering:	APIO – Media Relations:
APIO – Information Products:	APIO – Community Relations:
6. Joint Information Center Daily Activities	
6a. Information Gathering	
Media monitoring & analysis highlights:	Rumor control highlights:
Social media monitoring & analysis highlights:	
6b. Information Products	
Written news releases:	Fact sheets:

Photographs:	Video:
PSAs:	Website:
Incident Social Media Websites:	
6c. Media Relations	
Media inquiry highlights:	Media interviews scheduled:
Media briefings scheduled:	Media speaker preparation scheduled/required personnel:
Field activities scheduled:	
6d. Community Relations	
Community inquiry highlights:	Community meetings scheduled:
Community speaker preparation scheduled/required personnel:	

Appendix C
Media Analysis Worksheet

NRT JOINT INFORMATION CENTER MODEL COLLABORATIVE COMMUNICATIONS DURING EMERGENCY RESPONSE

MEDIA ANALYSIS WORKSHEET

Date: _____ / _____ / _____

Media Outlet Name: _____

Radio TV Print Website _____

Current Release #: _____

Daily Broadcast Times: _____

(If recorded please mark Y or N after time)

Daily Cover Synopses: _____

Issues: _____

Inaccuracies: _____

View Points: _____

Fixes: _____

Who Replied To: _____