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USE OF SOCIAL MEDIA IN THE CANADIAN ARMED FORCES PRIMARY RESERVES – FACEBOOK – ‘FRIEND’ OR FOE?

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By Lieutenant-Colonel E.J.G. Groulx

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Chapter 1 - Introduction:

The Canadian Armed Forces has routinely lagged behind modern industry in the use of information technology in its business operations. This lag is generally even greater when the ‘new’ technology that is introduced to the Canadian Armed Forces becomes available for the Primary Reserve Force.¹ As a Reserve Force Commanding Officer in 2005, the author was issued a Blackberry and was informed that he was the first in his position in Canada to receive this ‘new’ information technology. In the same community as the author, the Ontario Lottery Corporation began use of the Blackberry 957 in 2001.² Since the early 2000’s, information technology has continuously greatly increased in both capability and accessibility. The Canadian Armed Forces continues to demonstrate a lag behind business and other government agencies when it comes to the introduction of new business communication technologies.

One of the most significant changes in information technology since the early 2000’s has been the introduction and expansion of social media. Today, the use of social media has become prevalent across almost all segments of the population, and especially with those in the generation Y age group.³ The Canadian Armed Forces has made the first step into

¹ Specific evidence to this lag includes the approximate two year delay in the introduction of Blackberry use behind the Ontario Government. The delay on the Blackberry use in the Reserves was another year or more in many cases.

² Lynda G. Thompson, Communication Technology Administrator, Ontario Lottery and Gaming, Telephone conversation with the author 29 May 2014.

³ Shea Bennett, “Millennials and Social Media,” Media Bistro last modified 27 September 2013, http://www.mediabistro.com/alltwitter/social-millennials_b49852.

social networking by allowing some access to some networks from the defence network, and using these social media tools for advertising and communicating to the general public. However, the Canadian Armed Forces does not conduct internal communications (unclassified or not) concerning training, operations, or administration to be on social media networks. Due to perceived and real risks, the Canadian Armed Forces has a significant number of restrictive rules and directives regarding the use of the internet, wireless devices and social media specifically. The purpose of this paper is to illustrate that despite any of the real or perceived risks to information security, the Canadian Armed Forces Primary Reserve Force should employ social media platforms for communications with reservists to take advantage of the significant gains in training, administration and operations.

This paper will begin with an examination of the prevalence of social media in the world today (2015) and specifically in Canada which will demonstrate the capacity of the Primary Reserve Force to accept and use social media for communications. From there, the paper will review the current use of social media within the Canadian Armed Forces which is on the rise and how the increased use of social media would not be a challenging step for use in training administration and operations. The rules governing the use of social media within the Canadian Armed Forces will be examined to demonstrate the restrictions imposed on the use of social media, but will show that even with the tight rules; an expanded use of social media is achievable. A look at the use of social media outside of the Canadian Armed Forces in the world will follow including non-defence related industry to show some of the potential uses of social media. Finally, the opportunities of how social media can benefit the Primary Reserve Force in the Canadian

Armed Forces will be explored along with the risks involved. In the end, it will be clear that there are definite benefits for extending the use of social media in the Primary Reserve Force that far outweigh any real or perceived risks associated with that use.

Chapter 2 - Prevalence of Social Media

One argument that supports the use of social media in the training administration and domestic operations in the Primary Reserve Force in the Canadian Armed Forces is that the use of social media is very prevalent in the Primary Reserve Force membership. This chapter will show the prevalence of social media in the world, and specifically in the Primary Reserve Force membership. This chapter will also describe how the use of handheld technology has increased and is being used for accessing electronic communications – including social media networking.

First, it is necessary to define social media and social networking. The Oxford Online dictionary defines social media as, “Websites and applications that enable users to create and share content or to participate in social networking.”⁴ Social networking is further defined as, “The use of dedicated websites and applications to interact with other users, or

⁴ Oxford Dictionary, last accessed 28 December 2014, http://www.oxforddictionaries.com/us/definition/american_english/social-media?q=social+media&searchDictCode=all,

to find people with similar interests to oneself.”⁵ The current social media network front-runners in terms of the number of users include Facebook, Twitter and Google+.

Although every social media platform varies from one another, they all have a common theme in that they allow for group communications in a quick and easy format. A brief explanation of each of the above mentioned social media networks is provided at Annex A.

Since its introduction, the use of social media around the world has increased at a staggering rate and continues to rise. Despite the competition between the different social media networks, and the introduction of new networks, the large ones keep getting bigger. In comparison to the 300 million users on Google Plus, in December 2014, Twitter reported having 284 million active users that will ‘tweet’ approximately 500 million tweets per month.⁶ In December 2014, LinkedIn reported having 220.9 million users world wide with 9.9 million of those users in Canada.⁷ Facebook, however, is still the front-runner in terms of world wide usage. Worldwide, on 31 March 2014, there were 1,278,837,498 individuals registered on Facebook.⁸ Canada leads the world in terms of per capita usage of Facebook.

⁵ Oxford Dictionary, last accessed 28 December 2014, http://www.oxforddictionaries.com/us/definition/american_english/social-networking, last accessed 28 December 2014.

⁶ Twitter page last accessed 28 Dec 2014 <https://about.twitter.com/company>

⁷ Quantcast Website last accessed 28 December 2014, <https://www.quantcast.com/linkedin.com?country=CA>

⁸ Facebook page last accessed 31 March 2014, [http //app.thefacesoffacebook.com/](http://app.thefacesoffacebook.com/)

“More than one-half of Canadians log onto Facebook at least once per month — that’s 19 million of them... 9.4 million use mobile phones or tablets to surf the social network... Facebook recently released its Canada-specific stats, once again showing that the nation leads the world in online social networking. On average, 61 percent of global users check Facebook at least once a day. In the U.S. 70 percent of them do. In Canada, it’s 74 percent... A lot of that is driven by portable technologies. Even though more people own desktop computers, Facebook’s mobile usage in Canada has now far surpassed that from desktops.”⁹

While many of the users of one social media network are also users on other networks, the numbers are still enormous and growing – especially in the younger segment of the population. “Eight out of 10 millennials – internet users aged 15-34 (the so-called Generation Y) – use social media, with more planning to become active on Twitter than Facebook in the months to come... The average millennial uses 2.5 social networks, with Facebook (66 percent), Twitter (29 percent) and Google+ (28 percent) the most popular. Additionally, more than six in 10 users say they plan to join additional networks in the future.”¹⁰

In Canada, the use of smart phones has also become almost universal. At the end of the first quarter of 2014, there were close to twenty-eight million cellular phone subscribers in Canada.¹¹ Statistics Canada reports the population of Canada to be 35,158,300 at the

⁹ Jennifer Wadsworth, “Canadians are the Most Active Facebook Users in the World” *Inside Facebook*, last modified 23 Aug 2013, <http://www.insidefacebook.com/2013/08/23/canadians-still-the-most-active-facebook-users-in-the-world>.

¹⁰ Shea Bennett, “29% of Under 35s Use Twitter,” Media Bistro last modified 27 September 2013, http://www.mediabistro.com/alltwitter/social-millennials_b49852

¹¹ The Canadian Wireless Telecommunication Association, “CWTA Facts and Figures,” accessed 30 May 2014, http://cwta.ca/wordpress/wp-content/uploads/2011/08/SubscribersStats_en_2014_Q1-C.pdf

end of 2013 which would display that seventy-eight per cent of Canadians have a cellular phone account. However, for a bit more fidelity on the issue, it is probable that the use of cellular phones is minimal for those under age 9 and over age 90. Therefore, the population that is likely to use cellular phones in Canada is 31,104,400.¹² Of this population, eighty-nine per cent of Canadians have a cellular telephone account. Of course, if the statistic was available specifically for how many of the Generation Y age group used a cellular telephone, the number would very likely be approaching one hundred per cent.

When one considers the generation Y population, which forms the majority of the Canadian Armed Forces Primary Reserve Force, the percentage of users of social media is certainly even higher than the general population of Canada. Currently, the majority of Canadian Armed Forces Primary Reserve Force are members of the Generation Y age group (aged 16-35). Current demographics of the Reserve Force population indicate that 56 percent of the Primary Reserve Force personnel fit into the Generation Y age group.¹³ The significance of this statistic is that it demonstrates that the majority of Reserve Force personnel are most likely already users of Social Media platforms – and the majority of them will access their social media information directly from their mobile device.

¹² Statistics Canada, “Population by Sex and Age Group,” last updated 25 November 2013, <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/demo10a-eng.htm>.

¹³ Statistical report received Captain Kassissia from 4 Division G1. Information was derived from the Human Resources Reporting System on 25 August 2014. Details of the report are attached at Annex E.

Chapter 3 - Canadian Armed Forces Current Use of Social Networking

This chapter will examine the current use of social networking in the Canadian Armed Forces with a view to demonstrate that the current use is very limited in comparison with the capabilities of social networking that are being taken advantage in other industries and could benefit the Primary Reserve Force. The number of social media applications in the Canadian Armed Forces although apparently lagging behind private business applications, is on the rise. However, the current use is primarily as a public affairs tool providing a type of an online scrapbook or to provide messages to the general public on the activities and achievements of the Canadian Armed Forces.

A review of social media sites associated with the Canadian Armed Forces displays many that appear to have the aim of communicating with the general public in an advertising type manner. Many units and formations have social media sites that they use to advertise and to show photos and stories of current or past events. Most element commanders have a Twitter account. Examples of Canadian Armed Forces social media sites include are reviewed at Annex B. However, there is an apparent reluctance to use social media for any formal communications with reservists. An example of this reluctance includes the 4 Canadian Division Facebook site. In August of 2014, the Division conducted Exercise Stalwart Guardian 2014. This annual training is conducted to provide a confirmation of training for the Primary Reserve Force of the Division. Posters were distributed around the reserve units in the Division with the aim of increasing attendance. This exercise took place from 16 to 24 August 2014. Any mention of Stalwart Guardian 2014 on social media prior to the event is very limited.

The first Stalwart Guardian entry on the Divisions Facebook page was on 9 April 2014 with an indication of the dates. No other mention of the exercise occurred until 7 August 2014 where they indicated that Stalwart Guardian “is almost here”¹⁴. This major training event saw funds spent on posters and print media to advertise the exercise to the potential participants however only one social media announcement of the event with no information other than the dates. Social media could have been used extensively to gain the support of the reserve training audience. However, the Canadian Armed Forces social media platforms are primarily used to show pictures of events that have already occurred and not to communicate direct messages to members.

The Canadian Armed Forces social media sites revealed no applications to communicate formally with regular force or reserve force members for training, administration or domestic operations. One sector of the Department of National Defence varies significantly from the Canadian Armed Forces because it does communicate with its members for the purposes of training and administration. This sector is the cadet services. Unlike the Canadian Armed Forces social media sites, these cadet sites provide direct communications between unit leadership and unit members. A review of example Canadian cadet service social media sites is provided at Annex C. Social media is used by cadet services as a primary means of electronic communications for the purposes of training administration. The cadet leadership will use social media to advise the membership of upcoming activities, and administration requirements. The cadets themselves will even message the leadership back through the site to provide feedback,

¹⁴ <https://www.facebook.com/4CdnDiv4DivCA>

and ask questions concerning the information provided. By using the social media site, when questions are answered, it provides that clarification of information to all members of the organization at the same time.

The manner in which cadets use social media to communicate at this level of detail is unheard of in any Primary Reserve Force social media site and certainly not seen on any regular force site either. The question that jumps to the forefront concerning these significant differences in the use of social media is “Why”. Why will the cadet services use social media to communicate training and administration details to its members, but the Primary Reserve Force and Regular Force do not at all? There are three factors that explain why cadets would use social media for training administration communications but not the Primary Reserve Force.

The first factor is that the cadet organizations do not have a designated internal medium for communication with the cadet members. Although there are designated networks and electronic communications in place for some of the leadership, there is no integral electronic communication system in place that can reach the actual cadet members.

Without any such communication system in place, the leadership must find other methods to communicate with the cadet population. Therefore, in the absence of any designated system, the cadet organizations frequently turn to use free social media communication systems.

The second factor that led to cadet organizations reliance on social media is the demographics of the cadet organization. Clearly, when the cadets are in attendance, they

can communicate verbally, but when they are not in location, other methods must be employed. In the past, telephone calls would have satisfied that communication need. However, for the teens today that make up the cadet organization, they greatly prefer text communication over speaking on a telephone. Studies from 2010 show that at that time, close to 80% of teens would text their friends daily, and that one in three teens would text more than one hundred times per day¹⁵ The cadet units that moved to using social media for communications have the benefit of not having to pay for the communication platform, and the vast majority of the cadet population is already linked into the social media network. Indeed, as statistics demonstrate, most cadets have a handheld device such that they receive these communications instantly. Demographically, social media was an easy solution for communicating with a group of teens that are already hooked into social media networks.

Thirdly, cadet services are not as restricted by rules governing the use of social media by the Canadian Armed Forces. As they are not involved in operations, the rules associated with the use social media are not directed to cadet services. The restrictions or the perception of the restrictions placed on the Primary Reserve Force use of social media do not influence the communication decisions of the cadet services. The rules governing the use of social media in the Primary Reserve Force will be reviewed in a subsequent chapter.

¹⁵ A. Lenhart, R. Ling, S. Campbell, and K. Purcell, Teens and Mobile Phones, PEW Internet Research Project, last updated 20 April 2010, <http://www.pewinternet.org/2010/04/20/teens-and-mobile-phones/>

Overall, the Canadian Armed Forces is very involved in the use of social media as public affairs tool. The Canadian Armed Forces use social media primarily to communicate with the general public, and to provide an online scrapbook for members, but does not take advantage of the ability to communicate with members for current and future training or administration. As the members are largely already using the social media platforms, and the leadership is familiar with the networks, it would clearly not be a significant technological leap to use the social media tools in the same manner as the cadet services currently do.

Chapter 4 - Review of the Rules Governing Canadian Armed Forces Use of Social Media

Overall, the Canadian Armed Forces appears to have a very conservative approach in its permissions regarding the use of the social media and the internet. Although the use of outward looking social media sites has taken hold, and the use of internal social media is permitted, there have been many limitations in place for a primary reservist that restrict the exploitation the advantages of social media in support of training administration or domestic operations. These restrictive rules have led to a reluctance to use social media networks for any formal communications with Primary Reserve Force members. This chapter will demonstrate that with appropriate policies, the increased use of social media in the Primary Reserve Force is possible in our current rule framework.

One of the primary differences between the communication tools used by the Regular/Reserve Forces compared to the Cadet services is that the Cadet services do not

have access to the Defence Wide Area Network (DWAN). The DWAN is a closed network that is only accessible by authorized users from authorized workstations. The DWAN is generally only accessible from Defence work locations, or through a Defence issued computer from a remote location through the Defence Virtual Private Networking Infrastructure (DVPNI) access. Authorized users cannot access the DWAN from any non- DND issued computer through internet login as is available to most other private industry or government service. Even with the DVPNI access, the Defence issued computer that is used to log in cannot do so via wireless hook-up - the computer must be wired into a router. These restrictions seriously limit authorized users ability to access the DWAN away from Defence establishment work locations. Of course, the major exception to remote access is access to DWAN email via Blackberry. However, the Blackberry access only allows access to email services, and cannot access the functionality of the DWAN intranet services such as SharePoint. Additionally, the allocation of Blackberry in a typical Primary Reserve Force unit is very limited – normally only a few for the entire unit. To make the receiving of military email communications even more challenging, the DWAN email system will not permit the forwarding of email to an email address outside of the DWAN. If this was possible, a Primary Reserve Force member could have been able to automatically forward military email to an address that they could access away from the Defence work location, but rules prevent this from happening. Given these restrictions, DWAN communications is not effective to reach Primary Reserve Force personnel when they are not at the place of work. These restrictive rules on the use of the DWAN contribute to a restrictive culture regarding the use of electronic communications in the Canadian Armed Forces.

The DWAN includes access to the Defence intranet, email communications and restricted internet access. The internet access through the DWAN is limited in that certain sites or types of sites are blocked. Some of the obvious blocks such as pornography or gambling are usual for most business locations. For many years, access to Facebook, Twitter, and all social media networks was restricted, and simply not accessible through the DWAN. Today, in 2015, although the DWAN will now permit access to some social media sites including Facebook and Twitter, access to many other social media sites remains blocked or limited. The following chart shows the top fifteen social media sites, and whether or not access through the DWAN is possible in December 2014.¹⁶

#	Social Media Site	Accessible through DWAN?
1	Facebook	YES
2	Twitter	YES
3	Google+	YES, but limited
4	YouTube	NO
5	LinkedIn	NO
6	Instagram	NO
7	Pinterest	YES, but limited
8	Tumblr	NO
9	Vine	YES
10	Snapchat	NO

¹⁶ Elise Moreau, "The Top 15 Social Networking Sites," *About Tech*, last accessed 28 December 2014, <http://webtrends.about.com/od/socialnetworkingreviews/tp/Social-Networking-Sites.htm>.

11	Reddit	Yes but limited
12	Flickr	YES, but limited
13	Swarm (by Foursquare)	NO
14	TVTag (Formerly GetGlue)	NO
15	Pheed	NO

The sites in this chart that indicate that access is permitted but limited are generally restricted in that some of the content is linked to other social media sites that are blocked. It is also noteworthy that these accessibility rules are not uniform across the DWAN. Some locations allow more access than others.¹⁷ These restrictions have developed a culture in the Canadian Armed Forces that is mistrustful of social media networks. Although access is permitted to some today, it will take time for military members to have sufficient trust in social media networks to use them for any communications for training administration or domestic operations.

As internet usage increased, and more individuals had access to computers both at work and at home, more rules were developed on the use of internet in the Canadian Armed Forces. It is noteworthy to point out that the branch that issued most of the direction was the Public Affairs Branch of the Canadian Armed Forces. This is likely as the social media tools are generally seen as outward facing media for the Canadian Armed Forces to

¹⁷ Noted through trying to access social media sites through Sault Ste. Marie Armoury and through the Canadian Army Command and Staff College.

message the general public. If the social media tools were seen as a method of collaboration and problem solving within the Canadian Armed Forces, the rules would likely be posted under the authority of the Assistant Deputy Minister of Information Management and not under the Assistant Deputy Minister of Public Affairs. Regardless, the effect of the rules on internet usage were often very restrictive – often unnecessarily so. Some examples of these rules follow.

An example of the high level of restrictions on the use of internet tools was clearly demonstrated in the CANFORGEN 096/99 where it is ordered that certain information “should not be published on the internet”¹⁸. The list published at that time included some items that were operational security in nature such as the movement of weapons, and counter-terrorist activities. However, the same list indicated that unit phone numbers and fax numbers were not to be published on the internet. “INFORMATION THAT SHOULD NOT BE PUBLISHED ON THE INTERNET INCLUDES, BUT IS NOT LIMITED TO THE FOLLOWING:...INFORMATION RELATING TO UNIT ORGANIZATION, ...SPECIFIC UNIT PHONE/FAX NUMBERS...”¹⁹ To have followed this rule would have the Canadian Armed Forces not publish information on the internet which was readily accessible using a phone book – including internet based phone directories.

¹⁸ Department of National Defence, CANFORGEN 096/99 VCDS 043 031200Z Nov 99.

¹⁹ Department of National Defence, CANFORGEN 096/99 VCDS 043 031200Z Nov 99

A subsequent CANFORGEN published in 2006 provided further direction on the use of the internet. The primary goal of this order was to ensure that operational security was not compromised. Given the timing of the order with the Canadian Armed Forces very engaged in Afghanistan, and with members of the Canadian Armed Forces inappropriately providing information on social media regarding operations, the order was very necessary to issue.²⁰ The order makes specific reference to the fact that deployed members of the Canadian Armed Forces were posting details of their experiences on operations. Where CANFORGEN 136/06 does offer some balanced advice that the order is not restricting internet access, it does state, “CF MEMBERS ARE TO CONSULT WITH THEIR CHAIN OF COMMAND BEFORE PUBLISHING CF-RELATED INFORMATION AND IMAGERY TO THE INTERNET, REGARDLESS OF HOW INNOCUOUS THE INFORMATION MAY SEEM.”²¹

Access to social media through the DWAN came out after the introduction of rules regarding Web 2.0 tools. Web 2.0 is defined as “The second stage of development of the Internet, characterized especially by the change from static web pages to dynamic or user-generated content and the growth of social media.”²² As the move towards the use of social media and expanded internet permissions on the DWAN came about, direction and guidance on their use was issued. The “DND/Canadian Forces guidelines

²⁰ Department of National Defence, Guidance On Blogs and Other Internet Communications - CF Operations and Activities CANFORGEN 136/06, 01 Sep 2006.

²¹ Department of National Defence, Guidance On Blogs and Other Internet Communications - CF Operations and Activities CANFORGEN 136/06, 01 Sep 2006.

²² Oxford Dictionary, last accessed 28 December 2014.
<http://www.oxforddictionaries.com/definition/english/Web-2.0?q=Web+2.0&searchDictCode=all>

for the External Use of Social Media” directs most of its information to the element command level of leadership, known as Level One, within the Canadian Armed Forces. This is the primary level where the Canadian Armed Forces has external social media sites. The majority of the content of the guideline offers the Level One leadership guidance on how to manage a social media site from a public affairs perspective. As far as members of the Canadian Forces, the guideline offers the following,

“Personnel may use DND/CF Web 2.0 tools and services in the following ways:

Official Use: Use of an official Web 2.0 account for DND/CF communication purposes, including as a spokesperson for the DND/CF or within the scope of an individual’s duties in the course of their employment; and/or;

Professional Networking Use: Use of an individual Web 2.0 account for non-official communication purposes that are related to their employment, including participating in professional associations, knowledge sharing and career development.”²³

These permitted uses authorized by the Public Affairs Branch can be interpreted to allow for communicating with unit members for routine communications, or it could be interpreted as authorization to only communicate on social media in a public affairs manner. This guideline also makes reference to directives that detail the authorized use of DND information systems, “It notes that DND employees, CF members and other authorized users shall only use DND and CF electronic networks and computers for official use and authorized use.”²⁴ This leads the reader to believe that any social media

²³ Department of National Defence, “DND/CF Guidelines for the External Use of Social Media” November 2011.

²⁴ Department of National Defence, “DND/CF Guidelines for the External Use of Social Media” November 2011.

communications outside of military business would not be authorized. However, DAOD 6002-2 does specifically authorize the use of DND systems for a list of things that includes, “communication with family, friends and other persons, for other than official use”²⁵

What this review of rules indicates is that although there are many tight rules for the use of social media, the rules can be interpreted in different ways. When there is room for interpretation, the decision to fall one way or the other is generally based upon the level of risk that the decision maker is willing to accept. In today’s environment, and given the level of comfort that the older and more senior decision makers have with social media, it is likely that the interpretation of the rules will fall to the more restrictive interpretation.

Chapter 5 - Social Media Outside of the Canadian Armed Forces

This chapter will examine the use of social media outside of the Canadian Armed Forces with a view to determine any practices in social media that the Canadian Armed Forces Primary Reserve Force could take advantage of. The use of social median in the armed forces of other nations, as well as private industry will be included in this examination.

²⁵ Department of National Defence DAOD 6002-2, Acceptable Use of the Internet, Defence Intranet, Computers and Other Information Systems, 12 February 1999

The initial review is of the armed forces of other nations. Although it is impossible to state categorically that something does not exist, the author has interviewed officers from the following nations and found no examples where the military within their nation use social media in communicating with members of their force. USA, UK, France, Senegal, Belize, Bermuda, Australia, New Zealand, Brazil, Thailand, Romania, Poland, and Guyana. A review of examples of other nation's armed forces social media sites is provided at Annex D. Although there are countless military social media sites around the globe, the few presented at Annex D are representative of a search and review of more than a hundred military social media sites from around the globe. The results of the review consistently demonstrated that the military unit sites were used primarily as a public affairs tool to communicate with the general public and as an online 'scrap-book' for unit members as well as friends and family of unit members. This search found no social media practices that differed from current practices in the Canadian Armed Forces.

The similarity internationally in the social media sites for cadet units is somewhat surprising but perhaps is predictable considering the similarities in the organizational cultures. Across borders, the cadet groups are of similar ages and run into the same issues that Canadian cadet services have that see them turn to social media for routine communications for training administration. Although not different from Canadian cadet services, there are certainly differences in the use of social media from the Canadian Armed Forces use of social media that may be something that can be taken advantage of.

The next review of social media conducted was for business applications in non-military environments. For the most part, business applications for social media are aimed at

communicating with people who are not members of the business organization. Business has taken advantage of the many benefits of social media including marketing, crowdsourcing, collaboration, recruiting, retention, productivity increasing, and overall workplace intelligence improvements. The most common use of social media in business is marketing or specifically for advertising. A good example of social media use for advertising is Home Depot Canada. Home Depot Canada has a Facebook page at <https://www.facebook.com/homedepotcanada>, a Twitter page at <https://twitter.com/homedepotcanada>, and a Pinterest page at <https://www.pinterest.com/homedepot/>. All of the pages have the same aim of communicating with customers. The short description on the Facebook page states, “Welcome to the official page of The Home Depot Canada – a fun and collaborative space to help our customers get more out of their home improvement projects. www.homedepot.ca” The sites all offer information on sales, and ideas on what to use products for. Additionally, some of the sites provide a forum for two way communication with the consumer where the business can answer questions from the customer directly. Jason DeMers explains the prevalence and many benefits of advertising through social media sites. “92% of marketers in 2014 claimed that social media marketing was important for their business, with 80% indicating their efforts increased traffic to their websites. And according to [Social Media Examiner](#), 97% of marketers are currently participating in social media”²⁶ Advertising is the most obvious use of social media for business, and in many ways is the similar to the way that Canadian Armed Forces uses

²⁶ Jason DeMers, “Top Ten Benefits of Social Media Marketing,” *Forbes Business Channel*, last updated 8 November 2014, <http://www.forbes.com/sites/jaysondemers/2014/08/11/the-top-10-benefits-of-social-media-marketing/>.

social media already. The Canadian Armed Forces ‘advertises’ itself through social media in the same manner that it uses other media for Public Affairs purposes. However, the use of social media for two way communication is very limited, and has potential for increasing. Canadian Armed Forces Primary Reserve social media sites will make reference to recruiting, and provide email or phone numbers for points of contact. However, direct advertising and interaction with potential recruits is limited on social media.

Crowdsourcing is based upon the basic concept that there is strength in numbers, and that by harnessing the thoughts and ideas of many people, a stronger solution can be gained. Crowdsourcing is defined as, “Obtain (information or input into a particular task or project) by enlisting the services of a large number of people, either paid or unpaid, typically via the Internet”²⁷ Crowdsourcing has been used with success and failure in many different businesses. Some success stories where crowdsourcing was used to benefit business include product development at Anheiser-Busch, General Mills, and Nokia. Through the use of social media, these companies sought input to their products, and successfully developed new products based upon the input through the crowd-sourcing methods employed.²⁸ The US Army has employed some similar methods to gain input on

²⁷ Oxford Dictionary, last accessed 28 December 2014, <http://www.oxforddictionaries.com/definition/english/crowdsourcing?q=crowd+sourcing&searchDictCode=al>
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²⁸ J. Artese, “Five Examples of Companies Innovating with Crowdsourcing”, *Perspectives on Innovation*, last updated 18 October 2013, <http://www.innocentive.com/blog/2013/10/18/5-examples-of-companies-innovating-with-crowdsourcing/>.

equipment required for operations.²⁹ In this example, the US Army uses a social media site to collect ideas and information from front line users of equipment to assist in the development of new equipment required. Although an official website exists, this combined military and industry organization has a Facebook page (<https://www.facebook.com/RapidEquippingForce>) to be able to communicate directly with equipment users. The Facebook page short descriptions describes the site as, “The U.S. Army's Rapid Equipping Force (REF) gets innovative equipment solutions into the hands of the Soldiers needing it most.” One challenge with Crowdsourcing is that the results are not always predictable. This lack of predictability can often lead to innovative solutions to problems; however, it can also lead to innovative failures. When United States President Obama employed crowdsourcing to determine questions to be addressed at a press conference, some enthusiasts for the decriminalization of marijuana essentially hijacked the site to move their question forward.³⁰ Other issues with crowdsourcing have included incidents where hackers have hit sites to influence results, or other incidents where a celebrity (comedian) has suggested to his audience to provide results that would not be anticipated by the organizers.³¹ Although crowdsourcing through social media has pros and cons, there are benefits that could be leveraged by the Canadian Armed Forces.

²⁹ J. Artese, “Five Examples of Companies Innovating with Crowdsourcing”, *Perspectives on Innovation*, last updated 18 October 2013, <http://www.innocentive.com/blog/2013/10/18/5-examples-of-companies-innovating-with-crowdsourcing/>.

³⁰ Laura Gaudino, Crowdsourcing benefits, limitations and how to avoid failure, *Crowdsourced Testing*, last updated 28 April 2014, <http://crowdsourcetesting.com/crowdsourcing-benefits/>.

³¹ Nick Saint, “The 5 Most Entertaining Crowdsourcing Disasters,” *Business Insider*, last updated 29 September 2009, <http://www.businessinsider.com/the-5-most-entertaining-crowdsourcing-disasters-2009-9?op=1>.

Collaboration between employees can be a significant benefit through the use of social media in business. Not only can collaboration occur between employees at the same work site, but collaboration can occur between employees from different locations around the world, and even with associates from other businesses in any location. Most employees have a network of connections that they rely upon to aid them in problem solving, or development. Social media tools are specifically designed to assist individuals in maintaining these contacts. An employee can post a question or problem on their social media site, and then their entire network of associates see the question and can provide input – often building on other posted replies. This is an especially valued tool used by information technology professionals. There is a multitude of online blogs for just about any software or hardware in the information technology industry.³² The follow-on benefit of collaboration is the overall increase in workplace intelligence. The ability of employees to draw upon a multitude of resources at their fingertips not only improves the capability to solve the problem at hand, but to also solve many other problems in the future – with less and less time required to collaborate in the future. Industry has proven extensive benefits of collaboration through the use of social media that could certainly be taken advantage of by the Canadian Armed Forces.

Private industry has struggled with the question of how social media effects productivity in the workplace. There are arguments that social media can improve productivity, and arguments for the contrary. On the side of yes, social media can increase productivity, it

³² Teresa Daniel, “Managing and Leveraging Workplace Use of Social Media,” *Society for Human Resource Management*, last updated 12 May 2012, <http://www.shrm.org/templatestools/toolkits/pages/managingsocialmedia.aspx>.

is argued that a social workforce is one that interacts and collaborates more readily which results in increased productivity.³³ On the side of no, social media can not increase productivity; it is argued that employees who access social media in the work place spend too much time on items not related to their work. “Employee productivity can suffer when too much access to social media is granted. Instead of working, employees may take advantage of access to virtual communities or simply be distracted by the sheer amount of information being provided.”³⁴ Regardless, it is agreed to be necessary to have appropriate rules in place governing the use of social media in the workplace. With the appropriate rules in place, productivity can be increased. Overall, with appropriate usage, there are definite benefits that have been gained by organizations other than the Canadian Armed Forces through the effective use of social media in the workplace. Improvements in communication, collaboration, crowdsourcing and recruiting can be gained.

Chapter 6 - Potential Uses of Social Media in the Primary Reserve

This chapter will examine the potential for increased use of social media networks in the Primary Reserve Force. This chapter will discuss these potential gains including the benefits in command, control and communication of training administration, the benefits

³³ Rachelle Falls, “The Benefits of Social Media Networking at Work” *HR Cloud*, last updated 14 January 2014, <http://hrcloud.com/the-benefits-of-social-media-networking-at-work/>.

³⁴ Elizabeth Addis, “Positive and negative sides of social media in the workplace”, *Cuny School of Professional Services Online*, last updated 16 May 2013, https://cunyonline.digication.com/elizabeth_addis_cc499_02_sp13/How_can_social_media_help_an_employee.

of collaboration, and potential benefits of crowdsourcing. It is first important to understand that the Primary Reserve Force is an unusual business operational environment. There are essentially three different categories of individuals that are employed by the Primary Reserve Force of the Canadian Armed Forces. The first category is the full time reservist. This individual treats the Primary Reserve Force as a career, and will move from one class B³⁵ position to another to maintain employment until retirement or transition to civilian employment. The second type of reservist is the individual who is what will be referred to here as the traditional reservist. The traditional reservist has a full time civilian job, or attends school full time, and participates in Primary Reserve force training or operations as time permits away from civilian commitments. The third category of reservist is the part time reservist who has no other civilian employment or educational commitments. This type of individual may have completed education, and has not yet secured civilian employment, or this could be an individual who has either retired or been released from civilian employment. In any case, this third category of reservist has ample time to provide to the Primary Reserve Force for training, administration or operations. The reason that one must understand these three categories of employees is that they may all have different needs or capacities regarding communications from the Primary Reserve Force.

Currently, the only integral communication tool that is available to the Primary Reserve Force is the Defence Wide Area Network (DWAN). The DWAN is an excellent tool for

³⁵ Class B employment in the Primary Reserve Force is full time employment for a limited duration in a non-operational employment position.

communicating with full time employees, or those that are issued with a blackberry that is linked to their DWAN email account. The DWAN is somewhat useful for the part time reservist who is not engaged in other civilian commitments. These reservists may have more time to 'drop in' to the defence establishment to log in and collect any communications sent via the DWAN. However, even for this group, the DWAN is not reliable in terms of getting a message out to an individual in this category with any timeliness. For the traditional reservist, the DWAN is extremely ineffective as a communication tool. An active traditional reservist will attend one night per week (for 10 months), and approximately seven weekend training exercises with a unit per year.³⁶ This training model does not allow for very much time (if any) for a reserve soldier to spend sitting at a DWAN work station to read messages that can be a week old or older, and if this was the only method of providing communication to a traditional reservist, it is certainly lacking in terms of timeliness. So, given all of these limitations of the integral DWAN communication tool, and given that it was demonstrated earlier that the Primary Reserve Force does not use social media as a tool to communicate administratively with its members, then the question remains as to what are they doing at the moment. The only answer left is that they are using civilian email platforms. As noted earlier, the DWAN email will not allow for automatic forwarding to a non-DWAN account. A review of a Reserve brigade email distribution list for commanding officers revealed that more than half of the email addresses were not DWAN account addresses.³⁷ Interesting

³⁶ This attendance model is based upon the current funding model of 37.5 days per year for a Primary Reserve Force member.

³⁷ Information derived from 33 Canadian Brigade Group email from the Commander to all Commanding Officers on 9 Dec 2014

to note that unit commanding officers are issued with a Blackberry linked to their DWAN account, and yet there are still so many civilian email addresses are noted on the distribution list. Any email list to Primary Reserve Force personnel in positions below the position of commanding officer have far fewer DWAN email accounts noted on them.³⁸ Therefore, in the absence of routine access to DWAN, the majority of email traffic to Primary Reserve Force members is conducted through civilian email accounts.

Would the use of social media provide any benefits to a Primary Reserve Unit for routine administrative and training information provide any benefit over the use of civilian email accounts? One real benefit in the use of social media is efficiency. Currently, to email all unit members information, it is either done through a single distribution list that takes time and effort to maintain, and will have errors on it as individual email addresses change and the list is not updated yet. Otherwise, there are many smaller lists that are maintained by different members of the unit. The same issues exist in that system as well – the work on maintaining a list is simply distributed among more people. A social media communication tool would see the member being able to check the information on the site, and for most, it can be set up such that any new messages on the site are sent directly to their mobile device. Another advantage to using social media for routine communications is that in the instances where questions arise from information that is transmitted, any one individual can ask the question, and then when answered, all members of the organization will have the answer.

³⁸ Noted in email lists sent to the author from 33 Canadian Brigade Group and from the Canadian Army Command and Staff College during the autumn of 2014.

Currently, there are some good collaborative on line tools that are accessible to the Primary Reserve Force. The challenge again is that these online collaborative tools are only accessible through the DWAN. The introduction of SharePoint provided the capability for DWAN users to share files and information with other DWAN users regardless of location. Access is limited by the owner, and the files that reside on the site can have varied permissions to allow others to edit, or read only. This type of file sharing allows for people in different locations to collaborate and develop products together without having to be in the same location at the same time. This functionality has taken off since it was introduced, and many new business tools have been developed for use on this platform throughout the Canadian Armed Forces. Again, the problem with SharePoint is with the traditional reservist who has very limited access to the DWAN. A reservist who is an office worker in a civilian job cannot access information or provide input to any collaborative effort. Even for those reservists who do not work at a computer through the day, may have access to social media tools through handheld devices, or at a minimum, when they are at home with their home computer. To discard any input from this segment of the reserve population for any collaboration is to leave out the input of the largest segment of the Primary Reserve Force population.

Collaboration on routine matters can certainly benefit from the use of social media; however, there are two forms of collaboration that can also significantly benefit from social media in the Primary Reserve Force. First, is the potential for collaboration for specific trade or role collaboration across the entire Primary Reserve Force. Imagine an adjutants' social media page. Policy information necessary can be transmitted to all

adjutants across the nation simultaneously – and the Primary Reserve Force adjutants will actually receive the information in a timely manner. Similarly, a specific social media site for a technical trade could quickly provide information to all members of the trade, as well as collaborate for best practices, lessons learned and experiences can be shared for the benefit of all.

The second untapped collaboration pool that can take advantage of social media tools lies in the skills and knowledge that reservists have due to their civilian employment and experience. Reservists currently are ‘embedded’ in industry, commerce, government, and emergency services across the country. There are no formal methods or tools to leverage the benefits of all of the ‘dual responsibility’ individuals, and nor is it possible to formalize this benefit. However, it may be possible to take better advantage of what we have, and social media networks may be one method to do so. To simply have a network in place that can have reservists in similar civilian occupations across the country collaborate on similar issues would provide an indirect benefit to the Canadian Armed Forces. In the event of the need for specialized skills or knowledge for domestic or expeditionary operations, these networks could assist in the quick identification of a qualified reservist that may meet a particular need. Considering the need for many skill sets on operations in a whole of government approach, many of the reservists will hold the necessary skills for a particular operational issue. This type of collaboration may also just provide a venue for those on deployed operations – domestically or internationally to reach back to expertise that exists in the Primary Reserve Force even when they are not involved in the operation.

Crowdsourcing through social media platforms could also prove to be a benefit to the Primary Reserve Force. As discussed in an earlier chapter crowdsourcing can provide the benefits of many minds working together to solve a problem, or to innovate. The only essential difference between crowdsourcing and basic collaboration is scale.

Collaboration is generally by invitation only, whereas crowdsourcing is open ended and generally unlimited in some respects. The Canadian Armed Forces has conducted many surveys through the use of DWAN email. As demonstrated earlier, the traditional reservist has very little time at a DWAN email work-station, and survey responses may be limited simply due to the minimal amount of time available to the traditional reservists. Should surveys be available to those who wished to complete using a social media platform, then response volume would likely increase from the traditional reservist. However, it is also likely that if the survey were only available on social media, then responses from full time reservists would decline as they would see it as something that should be done at the workplace. The best approach for surveys would be to pursue it through DWAN for full time employees and social media for traditional reservists. The crowdsourcing example in an earlier chapter that showed how the US Army was employing crowdsourcing to gather information regarding the need for equipment updates is a good example that is easily translated to the Canadian Armed Forces Primary Reserve Force.

In summary, there are many potential benefits in the employment of the use of social media in the Primary Reserve Force in terms of routine communications for command, control and communication for training and administration as well as benefits that could be realized in collaboration and crowdsourcing. The risks associated with the use of

social media have been the roadblock to moving forward and realizing the benefits, and will be examined in the next chapter.

Chapter 7 - The Challenges / Risks of Social Media Use in Canadian Armed Forces Reserves

Considering that for many years, all social media sites were not permitted to be accessed from the DWAN, it is not surprising that there is an apparent reluctance to employ social media for communications within the Canadian Armed Forces Primary Reserve Force. There are both real and perceived risks in using social media involving force protection, reputation protection, information security, identity theft, and legal risks. However, these risks are either negligible or are already being taken through the use of other communication platforms without negative consequence.

On October 20, 2014, Warrant Officer Patrice Vincent was run down and killed in St. Jean sur-Richelieu. On October 22, 2014, Corporal Nathan Cirillo was shot at the tomb of the Unknown Soldier in Ottawa. These two tragic events provided evidence that there are risks to letting the public be aware of troop locations and movements. Following these events, force protection measures were implemented to limit public awareness of the presence of Canadian Armed Forces members. Limitations were placed on Canadian Armed Force members from wearing uniform in public, and a number of other measures to limit public exposure of uniformed members. In this environment, it can be argued that information concerning the administration and training of military members should

not be placed on social media due to the risk that the information could be used to target Canadian Armed Force members. The issue with the argument that we cannot use social media for posting information regarding Canadian Armed Forces members' locations and movements is that this information is already out in the public domain. Work locations are all posted in public directories, and if that wasn't obvious, then the signs, monuments and public postings are there to direct any member of the public. As for any other information that would be posted on social media sites, as was explained earlier, this information is already sent to a large variety of civilian email providers. One may argue that the specific emails that are sent are directed to individuals and as such are not as easily accessible to the public compared to information posted on a social media site. However, even social media sites can have different levels of privacy. A unit can establish a social media site that is not accessible to the public, and will not even see the site listed. This 'secret' level for Facebook security level is certainly less secure than an integral and protected email system, but it is not any less secure than mailing to a large number of email providers – including some that are on very public sites as well (Hotmail, Yahoo, etc). Additionally, the security benefit of posting information to one social media site is that the administrator can delete information, and can exercise controls over the membership of the social media site.

The risks in using social media in the operation of a business are widely described in research, and primarily involve:

- “• Damage to brand reputation,
- Disclosure of proprietary and/or confidential information
- Corporate identity theft

- Legal, regulatory and compliance violations³⁹

While on the surface, some of these risks may not appear to be related to the ‘business’ of the Canadian Armed Forces; however, they do indeed directly relate. Damage to brand reputation can be equated to the reputation and credibility of the Canadian Armed Forces, as well as the reputation of the Government of Canada. The risk of disclosure of proprietary and/or confidential information is a match for the confidential information of members of the Canadian Armed Forces as well as operational security issues. Corporate identity theft relates to the risk of someone impersonating a Canadian Armed Forces member or department for malicious purposes. Finally, the legal, regulatory and compliance violations is the risk of members of the Canadian Armed Forces contravening the Defence Administrative Orders and Directives (DAOD) and other forms of orders and regulations. Each of these risks will be examined in detail.

Risk is commonly measured as a factor of probability and impact.⁴⁰ This leads to four basic categories of risk:

1. High probability and high impact,
2. High probability but low impact,
3. Low probability but high impact, and
4. Low probability and low impact.

³⁹ Jan Hertzberg, Thomas Thompson Jr., Mark Sullivan, Social Media Risks and Rewards, (*Financial Executives Research Foundation*, September 2013), 7. last accessed 28 December 2014, <http://www.grantthornton.com/~media/content-page-files/advisory/pdfs/2013/ADV-social-media-survey.ashx>.

⁴⁰ PriceWaterhouseCoopers, “A Practical Guide to Risk Assessment”, December 2008, 6. last accessed 28 December 2014, http://www.pwc.com/en_us/us/issues/enterprise-risk-management/assets/risk_assessment_guide.pdf.

First, regarding risk to brand reputation, it can easily be argued that there is a high risk to brand reputation by using social media platforms in the administration of primary reserve units. Risk is introduced through the probability of someone not complying with rules and regulations that are set out in the use of the media as well as the ease of hacking into social media sites.⁴¹ This probability can be reduced with education, training and monitoring. However, the probability of an issue arising cannot be reduced to zero when dealing with human behaviour. Impact can also be assessed as significant. The impact of damage to the credibility and reputation of the Canadian Armed Forces could be significant should a member create a post that brings discredit to the Canadian Armed Forces. In his article from 1999, United States General C.C. Krulak outlines the significance of the "Strategic Corporal".⁴² In the digital information environment, that same strategic corporal can create strategic negative impact from his mobile phone. Additionally, a non-member could hack into a members account, and create the same impact for malicious reasons. Overall, the risk appears to be high, as the probability and impact are both high. However, this risk cannot be measured in isolation. The incremental risk that is created through the introduction of the use of social media is the risk that should be measured to determine the real risk of the introduction of social media. In this example there is perhaps a slight increase in probability in that more military members would be encouraged to participate in social media. However, the increase in

⁴¹ There are numerous sites that provide instructions on how to hack into social media accounts. Examples include: <https://www.facebook.com/haxor here/posts/325261710839342> and <http://hackfbpassfreetool.blogspot.in/> accessed 29 Jul 2014.

⁴² General Charles.C. Krulak, "The Strategic Corporal: Leadership in the Three Block War", *Marines Magazine*, January 1999. http://www.au.af.mil/au/awc/awcgate/usmc/strategic_corporal.htm

probability is minimal due to the fact that the majority of the Primary Reserve Force audience is already involved in the use of social media. Additionally, the probability of an occurrence in this area can be reduced through effective training.⁴³ Therefore, the incremental risk to brand reputation is minimal with the introduction of social media for communications in the Primary Reserve Force.

Secondly, there is the risk regarding the disclosure of proprietary or confidential information through the use of social media in the Primary Reserve Force. Overall risk on this type of incident can also be initially measured as high. Given the many thousands of personnel involved, the probability of an individual leaking confidential or operational classified information inappropriately is high. Also, the impact if this type of event were to occur can also be measured as high. Is it possible that someone could leak military secrets or personnel information considered personal and confidential through a social media site? It certainly is quite possible. In January 2014, Army Commander Lieutenant-General Marquis Hainse issued an email memorandum titled “Unauthorized Release of Information” This memorandum indicated that he was not pleased with members of the Canadian Armed Forces leaking information to the media. He stated, “The unauthorized release of information negatively impacts the credibility of our institution, the center of gravity. It is hurting the Army, it is counter-productive, and it

⁴³ Ethan Zelizer, “Embracing and Controlling Social Media in the Workplace—Ten Rules” *Human Resources Advisor*, Jan-Feb 2010.
<http://www.drinkerbiddle.com/Templates/media/files/publications/2010/controlling-social-media-in-the-workplace--ten-rules.pdf>

needs to stop.”⁴⁴ The interesting thing with this situation is that this memo was leaked to the media, and reported on national news. The reporter points out in the interview that “there have been very few leaks that have had a security operation threat, a lot of it has to do with procurement...”⁴⁵ However, again, one must examine the incremental risk in this situation. Similar to the previous risk examined, it is only the additional risk that would be presented through the introduction of the use of social media in the Primary Reserve Force that need be assessed. Obviously, leaks from the DWAN email can occur as with the above noted email from the Army Commander. Again, it is only the additional volume of communication movement that would increase the probability of any incrementally greater risk of leaks of sensitive information. This minor escalation in probability can also be mitigated through effective training and policies. Therefore, the incremental risk to the disclosure of proprietary or confidential information is minimal with the introduction of social media for communications in the Primary Reserve Force.

Thirdly, is the risk associated with corporate identity theft. To provide an example of social media capability to conduct corporate identity theft, one could look to a Twitter page that purports to be a site belonging to Prime Minister Steven Harper.

(<https://twitter.com/PrimeMinisterH>) This site uses photos of the real Prime Minister but the text is obviously not that of Prime Minister Harper. The probability of someone ‘impersonating’ a Canadian Armed Forces social media site can be assessed to be

⁴⁴ LGen Marquis Hainse Email Memorandum “Unauthorized Release of Information”, 18 December 2013. accessed via <http://cryptome.org/2014/03/ca-army-stonewall.pdf>.

⁴⁵ James Cudmore, Interview on *CBC News* 13 January 2014 <http://www.cbc.ca/news/politics/army-commander-promises-discipline-against-media-leaks-1.2495204>.

medium. Although the motivation to do so would be low as there would be no financial gains, the fact that anyone in the world with access to the internet and a computer can create a site that could look like a Canadian Armed Forces site makes it a possibility.⁴⁶ The impact for this type of risk would be considered to be minimal due to the fact that an authentic site would only be posting information that would appear to be authentic, and an imposter would be quickly revealed. Additionally, if the Canadian Forces sites controlled access to their sites, an Armed Forces member would not likely use a site that was an imposter. Also, as there are social media sites that can currently be imitated, the incremental increase in risk through increased use of social media is again very minimal. Therefore, the incremental risk associated with corporate identity theft is minimal with the introduction of social media for communications in the Primary Reserve Force.

Lastly is the risk associated with Legal, regulatory and compliance violations. The risks associated with violating laws, regulations or policies are assessed to be minimal with the increased use of social media in the Primary Reserve Force. The probability that there would be regulatory and compliance issues are only increased due to the increased amount of access to communication tools. Although impact could possibly be measured as significant – especially in light of the comments from the Army Commander noted earlier. However, the incremental increase in risk by increasing the use of social media in the Primary Reserve Force is negligible.

⁴⁶ Liz Osbourne, “Corporate identity theft: a new realm in risk management,” *Reuters US Edition*, 7 November 2011, <http://blogs.reuters.com/financial-regulatory-forum/2011/11/07/corporate-identity-theft-a-new-realm-in-risk-management/>

Currently, there are many outward facing social media sites that are used to communicate to the public. The risks identified in the previous paragraphs are all still existent with the social media usage that is currently in place and approved. For example, a malicious individual could hack the Facebook page for one of the many Canadian Armed Forces sites, and post defamatory information. They could even hack the particular account of a senior official in the Canadian Armed Forces, and have malicious postings that appear to come from that individual. As for operational security risks, it is common knowledge that there are already significant risks to operational security due to the many social media tools that are available to Canadian Armed Forces members who are involved in operations. For this reason, the Canadian Armed Forces has many rules and regulations regarding operational security and the use of internet as well as social media platforms noted earlier. The suggestion that social media platforms could be used to aid in the administration and communication to reserve force members not only does not introduce any new risk, but arguably could reduce risk. Risk could be reduced by reducing the avenues that are used to share information. Currently, many private social media platforms and personal email systems are used to share information in the Reserve Force environment. The attempt to channel these communications onto a single stream would significantly increase the ability to monitor communications so that operational security and sensitive information is not compromised.

Other than the above noted risks, the other potential issues that could arise through the employment of social media in Primary Reserve communications including the reliance on a communication platform that is not owned by the organization, the capacity to

administer social networking sites, and the potential for reduced productivity for full time staff. The Canadian Armed Forces information technology systems appear to strongly value ownership of its systems. The security of information held within any information system is dependent upon ownership of the system. There would be discomfort in placing official communications on social media due to the lack of ownership. DAOD 6002-7, Internal Use of Social Media Technologies does speak to the concern over the lack of ownership of information on social media sites, “Most social media technologies do not include recordkeeping functionality for the proper retention and disposition of information of business value. Community leads must therefore ensure that any such information is added to the appropriate recordkeeping repository, and profiled in accordance with the DAOD 6001 series.” Essentially what this means is that anything that is posted onto a social media site has to be captured and archived on a system other than the social media site.”⁴⁷ The directive goes further to state, “As the internal use of social media technologies requires access to the defence intranet,…”⁴⁸ The entire directive only allows for social media access through the DWAN, and does not even speak to accessing social media sites away from the DWAN, and as pointed out earlier, that rule effectively precludes the traditional reservist from participation in any of these social media activities. The step to allow/encourage the external use of social media to facilitate communications in the Primary Reserve Force appears to be a big step, but in reality, the step has largely been made – just not efficiently. The practice of sending

⁴⁷ Department of National Defence DAOD 6002-7, Internal Use of Social Media Technologies issued 25 July 2012.

⁴⁸ Department of National Defence DAOD 6002-7, Internal Use of Social Media Technologies issued 25 July 2012.

email to all the external addresses for Primary Reserve Force communications has essentially made the step to external communications. The step to external social media is simply taking advantage of efficiencies and benefits to social media that were pointed out earlier in this paper. Indeed, even the directive regarding internal use of social media recognizes the benefits of social media,

“DND and CF communities of practice may establish internal social media sites to:

1. improve service performance and integrate service delivery;
2. achieve efficiencies in the preparation, accessibility and dissemination of information; and
3. foster interactive communications and facilitate consultation in the development and delivery of policies, programs, services and initiatives.”⁴⁹

As demonstrated earlier, the traditional reservist has limited DWAN access and therefore has no capability to take advantage of the social media capabilities noted in the above directive. Although the Canadian Armed Forces recognizes the benefits of social media to improve communications, there still exists a reluctance to permit the external use of social media by the Primary Reserve for the benefits that are available there. The concern over ownership of the information on the site can be mitigated in the same manner as the internal use of social media sites. The rule that “Community leads must therefore ensure that any such information is added to the appropriate recordkeeping repository”⁵⁰ can also be applied to external social media sites as well. This practice will allow the Canadian

⁴⁹ Department of National Defence DAOD 6002-7, Internal Use of Social Media Technologies issued 25 July 2012.

⁵⁰ Department of National Defence DAOD 6002-7, Internal Use of Social Media Technologies issued 25 July 2012.

Armed Forces to maintain ownership of the information which is essential for Access to Information, and other legal reasons.

Finally, there are issues regarding productivity. Two issues within the productivity topic come to the foreground. First is that the administration of a social media site takes time and effort, and secondly, for those that work full time for the Primary Reserve Force, will they lose productivity due to the capacity for social media sites to distract users from their duties. The first of these issues can be quickly dismissed. Essentially, the use of social media has proven to increase efficiency in communicating to groups.⁵¹ Currently, Primary Reserve unit staff manage lists of email addresses to many outside email carriers and that same effort can be used to manage membership on controlled access social media sites. The argument that staff will be distracted from their duties with social media distraction also holds little water now that staff can already access social media sites from the DWAN.

In the end, it is recognized that there are always risks with communications in an organization – including risks with using social media. However, there are greater risks involved with not having effective communications in an organization. In every case, the risks associated with the use of social media for communications in a Primary Reserve Force unit are either negligible, or can be mitigated to a minimal level with appropriate use.

⁵¹ Teresa. Daniel, “Managing and Leveraging Workplace Use of Social Media,” *Society for Human Resource Management*, last updated 12 May 2012, <http://www.shrm.org/templatestools/toolkits/pages/managingsocialmedia.aspx>

Chapter 8 - Concluding Remarks:

Overall, the benefits of using social networking for training administration and domestic operations in the Primary Reserve Force far outweigh the risks. Demographically, it was demonstrated that the majority of the Primary Reserve Force members as Generation Y are already engaged in the use of social media. The Canadian Armed Forces is currently using social media for public affairs and as an online 'scrapbook' which makes the expanded use that much easier. The majority of the Primary Reserve Force does not have daily access to the DWAN and the communication capability that it offers, and social media offers a free alternative. The current Canadian Forces rules for communications using social media allows for the use of social media for communicating with members in the same way that information is sent to external email accounts. Cadet services in Canada and other nations have demonstrated the effective use of social media for unit communications and that example can be easily followed. Essentially, all of the risks associated with the use of social media for communications are either negligible or are already being realized and can be mitigated with appropriate policies. For all of these reasons outlined in this paper, the Canadian Armed Forces should not only allow the use of social networking sites for Primary Reserve Force training administration and domestic operations, but should actively pursue it as a solution to many communication challenges in the Primary Reserve Force.

The benefits in terms of communication with membership, collaboration, and crowdsourcing can all be taken advantage of. Certainly appropriate policies and procedures are necessary to avoid the potential risks associated with social media use, but

these policies and procedures should be developed from a perspective on how best to serve the traditional reservist from an information management perspective – and not guidelines from a public affairs perspective. With the appropriate policies and practices, Facebook can be a definite ‘Friend’ – not a foe.

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Annex A

Description of the Major Social Media Platforms

Facebook is by far the most commonly known and used social media platform. Although there were some disputes on the original creator of Facebook, the founder is now agreed upon (after law suit settlements) to be Mark Zuckerberg. Zuckerberg originally created a website that had online voting over pictures of female students that did not last very long before Harvard University shut it down. Zuckerberg moved on from there to create Facebook, and is still in control of the company at the time of this writing.⁵² “Facebook’s mission is to give people the power to share and make the world more open and connected. People use Facebook to stay connected with friends and family, to discover what’s going on in the world, and to share and express what matters to them.”⁵³

Facebook has evolved greatly since its inception, and has struggled with privacy issues versus keeping more information public. However, the original concept and purpose of Facebook remains the same. Facebook users can post photos or information about any topic that they wish. The users are linked to other users by agreeing to be ‘friends’. Friends can receive email alerts when another friend posts something. Facebook is also used by groups or organizations where members can share information. Users with similar interests can join a group where they can post information, photos, and videos that are visible by all members of the group. The group can be open for members of the

⁵² Jose A. Vargas, “The Face of Facebook,” *The New Yorker*, last modified 20 September 2010, <http://www.newyorker.com/magazine/2010/09/20/the-face-of-facebook>.

⁵³ Facebook’s *Facebook Page*, last accessed 28 December 2014, https://www.facebook.com/facebook/info?tab=page_info last accessed 28 December 2014.

public to join, or controlled access by the facilitator. Additionally, Facebook has private messaging functionality and a number of different game features.

Twitter originally started out as an online podcasting site, however, that idea failed when Apple included podcasting as part of its suite of products. Twitter was created by a team of people including Jack Dorsey, Evan Williams, George Zachary, Biz Stone, and Noah Glass along with a number of others who provided investment and support.⁵⁴ Similar to Facebook, Twitter started out as one idea, but then morphed into the successful product that was launched in 2006. With the original podcast concept taken by Apple, the concept developed to a site where individuals could broadcast their ‘status’. This would allow users to post information about what they are doing, where they are, what they are feeling, or anything at all in a 140 character transmission called a ‘tweet’⁵⁵ Although other sites such as Facebook have the capability that Twitter has to transmit a ‘status’ message, Twitter keeps itself as a simple short message platform. It is not complicated nor does it include a lot of other features that would be considered distractions from its purpose. As a Twitter user, you would select other users to ‘follow’. As a follower, you will receive all of the messages (tweets) that are transmitted by whoever you follow. You can receive these ‘tweets’ immediately on a mobile device, or at your convenience on a computer.⁵⁶ By receiving updates on status messages from whoever you follow, the

⁵⁴ Nicholas Carson, “The Real History of Twitter,” *Business Insider*, last modified 12 April 2011. <http://www.businessinsider.com/how-twitter-was-founded-2011-4?op=1>

⁵⁵ Wikipedia.org, last accessed 28 December 2014, <http://en.wikipedia.org/wiki/Twitter>.

⁵⁶ Andre Picard, “The History of Twitter, 140 Characters at a Time,” *The Globe and Mail*, last updated 20 Mar 2011, via <http://www.theglobeandmail.com/technology/digital-culture/the-history-of-twitter-140-characters-at-a-time/article573416/>.

receiver can feel very connected to who they follow. Users are both individuals and also businesses and organizations. Some well-known Canadian Twitter accounts include the Canadian Forces, Prime Minister Stephen Harper, Celine Dion, Canadian Tire, and Lieutenant-General Marquis Hainse.

Google Plus is one of the newest social networking sites on the internet and is making very quick headway. It was launched in 2011 and is already reporting to have 300 million users.⁵⁷ Google Plus “is a social networking and identity service that is owned and operated by Google Inc. Google has described Google+ as a ‘social layer’ that enhances many of its online properties, and that it is not simply a social networking website, but also an authorship tool that associates web-content directly with its owner/author.”⁵⁸ Unlike Twitter, Google Plus does not appear to be satisfied with a simple messaging service. Google Plus has much of the same functionality as Facebook and has expanded from there. As a significantly powerful communication tool, Google plus has included the ability to hold live video conferencing with up to ten participants at a time with no costs to the users.⁵⁹

⁵⁷ Craig Smith, “By the Numbers – 45 Amazing Google+ Statistics”, Digital Marketing Ramblings, last updated 28 October 2014, <http://expandedramblings.com/index.php/google-plus-statistics/>.

⁵⁸ Wikipedia.org, last accessed 28 December 2014, <http://en.wikipedia.org/wiki/Google%2B>.

⁵⁹ Marshall Kirkpatrick, “Twitter’s Biggest Rival Thinks Google Plus Could Become Fastest Growing Network in History,” *ReadWrite* last updated 11 July 2011, http://readwrite.com/2011/07/11/twitters_biggest_rival_is_bullish_on_google_plus

Annex B

Examples of Current Canadian Armed Forces Social Media Sites

1. Canadian Armed Forces Twitter Page

(<https://twitter.com/CanadianForcesCanadianArmy>) This site reports itself to be “The official Twitter page of the Department of National Defence and the Canadian Forces.” This site has over 5000 tweets since it commenced in 2008. The majority of the tweets are photos, or video clips with information on activities that have occurred in the Canadian Armed Forces. The video links are provided through links to YouTube which is not accessible through the Defence Wide Area Network (DWAN). Some examples of the content include photos of aircraft or other major equipment in use. This Twitter page also includes a link to <http://www.forces.gc.ca/en/terms-conditions.page> which outlines the terms and conditions that are subject to the social media page.

2. Canadian Army Facebook Page (<https://www.facebook.com/CANArmy>)

Similar in style to the Canadian Armed Forces Twitter Page, this Facebook page is a method for the senior leadership of the Canadian Army to reach out to the general public. The site is similar to a recruiting advertisement and has the short description of “The Canadian Army is known around the globe for its soldiers' courage, integrity and discipline. Professional skills and advanced training help them in their work at home and abroad.” The site has links to other Canadian Armed Forces sites, and messages from the Commander of the Canadian Army. There are very few direct messages to members of the Canadian Army, and again, the video links are primarily YouTube video which is not accessible through the

DWAN. The Canadian Army Twitter page at <https://twitter.com/CanadianArmy> is active with similar and many of the same messages as the Facebook page. As of 24 December 2014, they show 2428 ‘Tweets’ and have over seven-teen thousand followers.

3. **Royal Canadian Air Force (RCAF) Facebook Page**

(<https://www.facebook.com/rcaf1924>) Very similar to the Canadian Army page, the RCAF facebook site also appears to be directed to the general public of Canada to educate Canadians on the activities of the RCAF similar to a recruiting message. The short description provided on the page states, “The Royal Canadian Air Force protects Canadians, Canadian sovereignty and interests at home and abroad.” The messages although may be of interest to members of the RCAF, are not directly aimed at them. The videos are YouTube content that are also not accessible through DWAN. The Air Force also has a Twitter page at https://twitter.com/RCAF_ARC that shows that they have 7951 followers and 4579 ‘Tweets’ as of 24 December 2014.

4. **Royal Canadian Navy (RCN) Facebook Page**

(<https://www.facebook.com/RCN.gc.ca>) With a similar format to its peer Facebook Pages, the RCN Facebook page also presents messages, pictures, and video that advertise the activities of the RCN. This Facebook page appears to be less active than its peers as the most recent post noted in December 2014 was from May 2014. Six months without a posting is clearly an indication that the site is not relevant to the organization. Again, the video content is YouTube format

that is not accessible through the DWAN. However, the RCN is much more current on Twitter with 1704 Tweets as of 24 Dec 2014, and many of them within the recent past. On the same day, the RCN had 6002 followers on Twitter.

5. **OP Artemis Facebook Page** The HMCS Regina while participating on Operation Artemis maintained a facebook page that was primarily used to message Canadians and family at home.
<https://www.facebook.com/media/set/?set=vb.428040827230778&type=2>
6. **Reserve Unit Page** (<https://www.facebook.com/footguards>) This is a typical Reserve unit facebook page. It includes pictures, videos and messages that highlight unit activities that have occurred. The messages appear to be directed to unit members and to the general public for recruiting purposes. The site does not include any messages for unit administration or upcoming events. It is essentially an online unit scrap-book. The short description for the site states, “The GGFG is a Household Infantry Regiment. Based in Ottawa it is part of the Primary Reserve of the Canadian Army.” The email address linked to the account is a recruiter email. (GGFG.Recruiting@forces.gc.ca)
7. **Reserve Formation Page** (<https://www.facebook.com/33CBG>) This is a typical Reserve Formation Facebook page. The short description for the site reads, “33 CBG is made up of 16 Canadian Army Reserve units in Ontario.” The site includes a collection of photos, videos and messages that highlight activities that have occurred throughout the Brigade units. Again, there is no information on

upcoming training, and messages are directed to members and the general public to draw attention to accomplishments. It is also similar in style to a recruiting website.

Annex C

Examples of Canadian Cadet Services Social Media Sites

1. The 107 Spitfire Royal Canadian Air Cadets

(<https://www.facebook.com/107Spitfire>) This site does contain information and highlights of activities that have occurred in the past, however the site includes current information that is used to communicate with members of the organization to facilitate unit administration and training. The short description of the site reads, “107 Spitfire is an Air Cadet Squadron located in the City of Saskatoon. Founded in 1942, we welcome all youth aged 12 to 19.” The site contains information regarding the training calendar – in terms of what training will occur in the future. There are specifics regarding the administration of a fund-raising event where the details of who needs to be where at what time is all posted.

2. **2828 Royal Canadian Army Cadet Corps** (<https://www.facebook.com/pages/2828-RCAC-Royal-Canadian-Army-Cadets/349752760393>) This is another cadet site that displays some photos and ‘scrap-book’ style information for the general public. However, the apparent primary purpose of the site is to message unit members regarding training and administration. The majority of the posts on the site are messages regarding when members should be where for training and other activities.

3. The Royal Canadian Sea Cadets of Napanee

(<https://www.facebook.com/groups/rcssc.napanee.224/>) has a closed group that only members can view. When inside the site, the page displays similar information as

other cadet organizations. This site is for the exclusive use of unit members and provides all administration and training details for the cadets along with pictures and 'scrap-book' style information for unit members.

Annex D

Examples of Other Nations Defence Department Social Media Sites

- 1. United States Army Reserve Twitter Page** (<https://twitter.com/usarmyreserve>) The description on the Twitter page states, “Official U.S. #ArmyReserve Twitter Feed! Connecting #Soldiers & Families of the #Army Reserve to each other and you!” As of 27 December 2014, the site has over 10,600 ‘Tweets’ and reports to having 78,700 followers. A review of the ‘Tweets’ indicate that the site is communicating with both members of the general public for public profile and recruiting issues as well as communicating with members of the organization for the purpose of strategic messaging. In one example, from 26 December 2014, the page offers a ‘Tweet’ that asks, “Can you name the Seven Army Values?” There are many posts following the question. Only a couple of them actually address the question, but many posts criticize President Obama. This site does display some level of messaging to its own members, but with apparent difficulties and does still appear to be primarily a public affairs and recruiting tool.

- 2. United States Indiana National Guard 1413th Engineer Company Facebook Page** (<https://www.facebook.com/pages/1413th-Engineer-Company/412263305521645>) This site is very similar to any Canadian Reserve unit Facebook page. The site is essentially an online scrapbook that highlights events and activities that have occurred in the unit. The site appears to be directed to the general population and to unit members as well as family of deployed members.

3. **The Bermuda Regiment Facebook**

Page(<https://www.facebook.com/bermuda.regiment?fref=ts>) This is another page from yet another nation that has the same look and feel as many Canadian unit Facebook pages. The short description reads, “The site is primarily outward looking and is used as a public affairs and recruiting tool.

4. **France - 1er Régiment d'Artillerie de Marine Facebook Page**

(<https://www.facebook.com/pages/1er-R%C3%A9giment-d'Artillerie-de-Marine/422126417859947>) This French unit site also highlights unit accomplishments and past activities. Again, similar to an online ‘scrap-book’, the site directs its information in a public affairs type format to members of the unit and the general public.

5. **United Kingdom Territorial Army Unit Facebook Page**

(<https://www.facebook.com/londonregiment>) Similar in style and content to any Canadian Reserve unit facebook page, the short description for this site reads, “This is the official Facebook Page for The London Regiment, an Army Reserve regiment of the British Army” The site speaks to recruiting, and highlights activities and accomplishments of the unit.

6. **New Zealand Army Facebook Page** (<https://www.facebook.com/OfficialNZArmy>)

Similar to the Canadian Army site, this site highlights achievements and activities of the New Zealand Army. The short description reads, “Welcome to the NZ Army's

front line on Facebook. For more info about the NZ Army visit www.army.mil.nz or to find out about careers in the Army head to www.defencecareers.mil.nz”

7. United Kingdom Army Cadet Unit Facebook Page

(<https://www.facebook.com/203brentford>) This cadet unit in the United Kingdom is similar to the Canadian Cadet unit facebook pages in that it is used for communication directly to the cadet members of the unit regarding training and administration. The use of social media as a command, control and communication tool at the cadet level has some many similarities that cross borders.

8. Australian Army Cadet Unit Facebook Page

(<https://www.facebook.com/MCUSandgate>) Again, another example of another country where the cadet unit use social media for command, control and communication with unit members.

Annex E

EFFECTIVE STRENGTH BY AGE - RANK - DISTRIBUTION - MALES

RESERVE FORCE ONLY

As of Date: 25-AUG-2014

	Age Bracket								UNSPECIFIED	TOTAL
	16-19	20-24	25-29	30-34	35-39	40-44	45-49	50 +		
TOTAL OFFICERS	79	910	1300	1307	1285	1426	1637	1784	2218	11946
TOTAL NCM	2361	6758	6081	3944	2445	2485	3037	3464	2899	33474
TOTAL MALE	2440	7668	7381	5251	3730	3911	4674	5248	5117	45420

EFFECTIVE STRENGTH BY AGE - RANK - DISTRIBUTION -

FEMALES

RESERVE FORCE ONLY

As of Date: 25-AUG-2014

TOTAL OFFICERS	32	638	815	872	735	625	560	472	468	5217
TOTAL NCM	310	1098	1218	934	706	683	620	656	405	6630
TOTAL FEMALE	342	1736	2033	1806	1441	1308	1180	1128	873	11847

EFFECTIVE STRENGTH BY AGE - RANK - DISTRIBUTION - MALE AND FEMALES

RESERVE FORCE ONLY

As of Date: 25-AUG-2014

TOTAL OFFICERS	111	1548	2115	2179	2020	2051	2197	2256	2686	17163
TOTAL NCM	2671	7856	7299	4878	3151	3168	3657	4120	3304	40104
TOTAL FEMALE	2782	9404	9414	7057	5171	5219	5854	6376	5990	57267

Males

Gen Y 16-35	22740
Not Gen Y	17563
Total (less not specified)	40303
% of Gen Y	56.42%

Females

Gen Y 16-35	5917
Not Gen Y	5057
Total (less not specified)	10974
% of Gen Y	53.92%

TOTALS

Gen Y 16-35	28657
Not Gen Y	22620
Total (less not specified)	51277
% of Gen Y	55.89%

Information provided in this chart was provided by the G1 of 4 Division HQ in August 2014.