

Public Information Management (PIM)

Public Information Management (PIM) primarily provides information and safety messages to the public, undertaking media liaison and monitoring, community engagement, stakeholder liaison, giving and receiving information via social media channels and internal communication.

Outputs for PIM across response levels include: Key messages, plans, collateral for the public, meetings, briefings and events, mainstream and social media content, monitoring and analysis.

- Community engagement
- Media Coordination
- Stakeholder and partner liaison
- Social media management
- Set up and manage the PIM team

Incident Level (I)

Classification 1

2

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- Issue authorised warnings and holding lines ●
- Work out who is impacted (using information from Welfare, Intelligence, Council, GIS if available) ●
- Understand needs across functions (in terms of connecting and informing impacted individuals/ communities) ●
- Liaise to determine how best to communicate to them and what they need to know ●
- Tap into local sources of knowledge and networks to find out how things are on the ground (if time is available) ● ●
- Identify community stakeholders, advocates “trusted spokespeople” ● ●
- Connect with iwi – identify iwi, who their leadership is, what they need, and how they want to be involved ● ●
- Identify groups for whom a tailored approach is required and put this in place “it’s not one size fits all...” ●
- Build on (if existing) or develop a brief Comms Plan ●
- Develop key messages in consultation with functions, community representatives, other stakeholders ● ●
- Identify local organisations with good networks and trusted representatives who can assist with getting messages out ● ●
- Ensure right level, scale and type of information or interaction is happening for impacted individuals and communities through feedback loops ●
- Ensure all response personnel and other stakeholders in contact with the community are fully briefed with key messages ● ●
- Monitor public reactions, social and mainstream media content and responses to ensure information is getting through and messages are aligned ● ● ● ●
- Partner with specialised local resources in to advise on how best to target specific communities or hard to reach groups ● ● ●
- Set up and manage community events; where, when, who can get there, who takes the lead, all agencies involved in the response represented; what are the community expectations’ what format is appropriate: “their terms, their turf, we go to them” ● ●
- Ensure social media information is current and aligned with key messages ● ● ●
- Generate images (photo, video, graphics) to use on social media that align with key messages ●
- Co-ordinate with other functions and agencies to ensure consistent key messages ●
- Manage internal comms for response staff including via Controller/CEO updates ●
- Put systems in place to log and document all PIM activity ●

Classification 1

2

3

Local Level (L)

Builds on tasks identified at Incident level

- Participate in the development of the Action Plan and develop a PIM Plan aligned with the Action Plan in consultation with other functions as required ● ● ● ●
- Determine the skills, knowledge and capacity required in the PIM team ●
- Ensure PIM team understands the response objectives, their role, expectations and the relationships they require, oversee and track team performance ●
- Brief Logistics on PIM facilities and capabilities required ●
- Set up a schedule of activities (briefings, info releases, 0800, press conferences, community meetings etc.) that aligns with the response tempo ● ● ● ●
- Maintain broad oversight over all PIM activities, including related activities carried out by other functions ●
- Map out local stakeholders and put a plan in place for engagement ● ●
- Prepare and brief all individuals with spokesperson roles for contact with the media, stakeholders and community (i.e. at meetings/briefings) (e.g. response leadership, agencies, Local Council) ●
- Co-ordinate media engagement including information requests, release of information, access to sites ● ●
- Collect information from the community, including risks and unmet needs, and feed back to Intelligence and other relevant functions ● ●
- Use monitoring systems in place to identify and address misinformation and carry out reputational damage control, ● ● ●
- Resource and support PIM needs at Incident level (e.g. door knockers with up to date info, community meetings with talking points) ● ●
- Facilitate VIP visits ●
- Prepare to support early recovery activities and ensure smooth transition to recovery communications ●

Classification 1

2

3

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Regional Level (R)

Builds on tasks identified at Incident and Local level

- Right-size and task the Regional PIM team ●
- Develop a coordinated regional PIM plan taking account of local and response partner activities and priorities ● ● ● ●
- Identify shifting priorities across the response and ensure that the PIM plan and activities align with these ● ● ● ●
- Anticipate and respond to the consequences of Regional response decisions on specific sectors of the community ● ●
- Manage PIM issues escalated from Local level and provide resources and support ● ● ● ●
- Develop longer term planning to take account of changing phases of the response ● ● ● ●
- Liaise between Local and National levels on a range of issues ● ● ● ●
- Make decisions on the use of marketing and paid advertising as a tool and commission analysis, demographics, collateral etc. ● ●
- Liaise with other agencies who are independently issuing messages for alignment and consistency ● ●
- Direct issues to relevant agencies for response but stay across the issue ●
- Liaise with Strategic Communications if deployed ●
- Coordinate stakeholder relations across multiple localities ● ●
- Monitor and analyse social media and media activity, addressing misinformation. ● ●
- Provide a regional perspective to media ●
- Share and amplify local messages to communities, stakeholders and media ● ● ●
- Create generic collateral that local PIMs can use ●
- Liaise with iwi to enable and support direct communication with impacted whanau / hapu ● ●
- Prepare to support early recovery activities and ensure smooth transition to recovery communications ●

Classification 1

2

3

National Level (L)

Builds on tasks identified at Incident, Local and Regional levels

- Work with the Controller, Strategic Comms, functions and external experts on information and warnings (following set processes and templates) ● ● ● ●
- Set direction across the response, working with the Controller and Strategic Comms ● ● ● ●
- Develop and brief initial PIM Plan in advance of the Action Plan and then align ● ● ● ●
- Build strong and ongoing engagement with Strategic Comms, particularly around updates and co-planning on emerging issues, media issues, stand-ups, updates to key messages as well as strategy ●
- Convey clear communications priorities that Regional and Local teams can give effect to and use to guide their decisions ● ● ● ●
- Collaboration and planning with Strategic Comms to identify the stories to be told to support the perception that government is doing everything it can ● ●
- Ensure the messages are signed off and consistent via communications “bible” in place, updated constantly, signed off by the Controller aligned with strategic comms ● ● ● ●
- Manage interactions with international media ●
- Take a strategic view on impacts at a national and international level e.g. international reputation, trade relationships, commercial sensitivities ● ●
- Escalate issues to governance for decisions as necessary ●
- Build constant and effective engagement with key government stakeholders at this level e.g. MFAT, Immigration, and private sector stakeholders to update key messages, respond to media enquiries and co-ordinate activities ●
- Provide support for, and draw on, effective engagement with iwi (framed by the Treaty partnership) at other levels of the response ● ●

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Context at Incident Level

- Local audience – individuals and communities
- Can utilise existing information e.g. Regional Council mapping of areas, identification of vulnerable communities
- Community response plans may be in place – e.g. evacuation routes, maps and centres
- May be one person responsible at the outset
- May be able to use pre-existing Comms plan where this has been developed
- May be making more calls on key messages etc.
- Team may not have any depth of comms or PIM experience
- Must be capable of creating and delivering holding lines and authorised warnings

Context at Local Level

- Primary point of contact for all PIM issues
- More elected members – relationships go up as well as laterally and to incident level
- Community audience, agencies and key stakeholders
- Critical to keep elected representatives engaged and informed – they are a critical conduit to their community. Mayors have a primary role in declaring a state of emergency
- Expanded range of feedback channels and ways public can communicate with the response
- Media/social media monitoring is likely to be a separate role at this level
- Team may not have depth of Comms or PIMs experience
- Stakeholders (e.g. local council, iwi, local industry, welfare groups) may influence PIM activity

Context at Regional Level

- Team are likely to have comms experience and most will have PIM experience
- Regional audience and stakeholders
- Strategic Comms role or function may have been set up
- Increased integration of activities across functions (Intel, Welfare, Operations, iwi liaison)
- Alignment and coordination of messages and activities across different response levels
- Providing assistance and support to Local and Incident level, including sharing and amplifying their messages

Context at National Level

- If very fast moving (e.g tsunami), course of action may be pre-determined through protocol (e.g. National Warning Systems). This ‘pushing the button’ is particular to National level and templates / protocol are followed.
- If live safety threat, there will be communications to public on every possible channel
- Proactive engagement (public safety)
- National to international audience
- Strategic Comms is a key stakeholder with significant influence on every aspect of the PIM Manager role
- PIM planning may start to move into the recovery phase
- Significant political dynamics
- Potential to get distracted by reputational damage control

Incident Classification

As a response moves up the scale:

- Not always as predictable as for other functions - volume of noise can increase significantly over a very minor issue and have significant repercussions
- Political considerations mean that you are focusing not just on impacted people (although these remain a priority) but confidence levels of the wider community and the country as a whole
- Strategic Comms role (major – severe) means there is active management of the political dynamic and a stakeholder with significant influence

Generic PIM team tasks and capabilities

- Create and update authorised key messages for use across all channels
- Put systems in place to log and document all PIM activity
- Proactive media liaison – writing and sending updates; responding to questions; setting up media stand-ups; briefing spokespeople; responding to inquiries; facilitating managed access; monitoring media activity and identifying information needs
- Seek out, collate and provide approved information to answer questions
- Monitor status and intelligence reports
- Share information, engage with and monitor social media
- Post approved information, stories and images
- Carry out basic administration tasks
- Arrange and manage community and stakeholder briefings
- Identify community events and activities that PIM can support and utilise
- Take photos and videos
- Write and produce a range of material for mainstream and social media, community and stakeholders
- Locate and organise relevant equipment and services (e.g. translation)
- Prepare and issue media releases
- Manage events in tandem with Logistics team and stakeholders/community representatives, support spokespeople, coordinating participation from all response agencies
- Create and distribute collateral – FAQs, newsletters, factsheets

PIM Lead/Manager Knowledge, skills and experience (at all levels of response)

- Experience in building and managing cross-agency engagement
- In-depth knowledge of other CIMS functions and ability to work in an integrated way
- Understanding of the different PIM issues to consider at each stage of the response cycle
- Experience in working with iwi in partnership contexts
- Exceptional relationship management and influencing skills with both internal and external stakeholders
- Proactive approach and action oriented
- Experience liaising with elected representatives and senior officials and a good understanding of the machinery of government
- Campaign management
- Strong skills and experience across the communications spectrum
- Political nous and a good risk radar
- Reputation management expertise
- Prioritisation skills – ability to determine what is most useful in the context of the intent and response objectives
- Experience in establishing effective, consistent practice, approaches and systems across dispersed teams
- Understand political dynamics – local, regional and national
- Strong existing relationships and networks with media
- Problem-solving skills, particularly in managing diverse stakeholders in complex situations and under time and operational pressure
- Experience in managing upwards
- Skills to position the PIM function within the response
- Forward thinking, anticipation and forecasting