The Wired Employee: Personnel Issues 2010 and Beyond

Objectives

- Explore trends that are impacting the use of technology in the workplace.
- Learn what HR challenges the wired employee and employer may face.
- Identify HR best practices to help your organization achieve success.
- Learn why a social media policy is needed.
- Identify the essential elements of a social media and telecommuting policy.

Trends

- Growing demand for flexibility & work/life balance; more diverse workforce.
- Technology is changing more rapidly - requiring different methods of communication.
- Organizations relying more on social media for marketing, donors, mission branding.
- Lines become less distinct between personal and professional.
- “Electronic etiquette.”
- Surveys identify benefits of remote work.
Benefits

- Recruiting efforts
- Retention efforts
- Productivity
- Reduction in absenteeism and tardiness
- Cost savings from travel, utilities
- Reduce stress-related illnesses
- Greater control over schedules - balance

HR Challenges

- Balance employee needs with organizational needs
- Source of conflict between employees and supervisors
- Providing a sense of team
- Productivity - electronic devices may serve as a distraction
- The line between personal and professional has grown increasingly blurred

HR Challenges

- Security, safety, confidentiality
  - Reputation of organization
  - Release of information
  - Workers’ comp
  - Electronic devices and driving
- Wage and hour
  - Staying connected all the time, taking work wherever you go
  - Overtime requirements of FLSA
  - 10 – 15 minutes per day may be significant
  - Not limited to non-exempt
HR Challenges

- Discrimination
- ADA
- Hiring procedures (recruiting; screening)
- Textual harassment
- Communication
- Reshaping
- Diversity issues (generational, cultural)
- Virtual meetings
- Cybersmear

HR Challenges

- Social media
  - How to use it to the organization’s advantage yet protect the organization from risk
  - Wasted employee work time
  - Confidential organizational information
  - Representation of organization
  - Virus protection
  - Immediacy & global reach

Facebook Statistics

- More than 400 million active users
- 50% of active users log on to FB in any given day
- More than 5 billion pieces of content (web links, news stories, blog posts, notes, etc.) shared each week
- More than 1.5 million local businesses have active Pages on FB
- More than 20 million people become fans of Pages each day
- Average user spends more than 55 minutes per day on FB
- More than 100 million active users currently accessing FB through mobile devices
- People using FB on their mobile devices are twice more active on FB than non-mobile users.
Social Media Statistics

- Twitter
  - 75 million visited Twitter in 2009
  - 50 million tweets are sent each day
  - Total tweets sent went up 1,400%
- LinkedIn
  - 60 million users
  - Grew 5 million in less than 2 months
- Yelp
  - 30 million visitors per month

Why Employers Should Care

- 61% employees say that even if employers are monitoring their social networking activities, they won’t alter behavior
- 74% employees believe it is easy to damage a brand’s reputation via social networking sites
- 53% employees say “social networking pages are none of an employer’s business”

Why Employers Should Care

- Only 17% organizations have programs in place to monitor and mitigate reputational risks.
- Only 22% of employers have a formal social networking policy.
Employer Risk
- Possible liability for employee posting
  - Defamation
  - Copyright infringement
  - False advertising claims
  - Discrimination / harassment
- Medical information (HIPPA / GINA)
- Electronic discovery issues
- Electronically stored information

HR Challenges
- Telework
  - Management philosophy
  - Perceptions of remote workers
  - Varied work teams
  - Increased efforts to interact
  - Isolation - loss of face to face contact
  - Workers' compensation liability

Plans for Success - General
- Hold brainstorming meetings
- Conduct a technology audit
- Formalize policies and procedures
  - Establish acceptable and unacceptable behavior
- Provide necessary equipment
- Communicate in a variety of ways
  - Face time is still important
- Manager support
- Enforce policies equally for everybody
Plan for Success – Security, Safety, Confidentiality
- Electronic policy should include clear requirements for data protection including:
  - Password protecting sensitive files
  - Label confidential data
  - Control access to confidential data
  - Confirmation
  - Monitor network activity
  - Information and device recovery
  - Limit use of electronic devices while driving or in other unsafe conditions

Plan for Success – Wage & Hour
- Establish or evaluate policy
- Electronic device check-in while on leave
- Require reporting of time worked outside normal working hours

Plan for Success – Communication
- Get people involved
  - Reshape communication efforts
  - Plan for face-to-face
  - Develop policies, procedures, practices
  - Establish expectations
  - Blogging
  - Privacy
  - Harassment
  - Train all employees
Plan for Success – Social Media

- Determine organizational strategy
- Convene working group to draft policy
- Communicate implications
  - Organizational brand
- Understand how employees perceive the organization
- Develop social engagement policy (what’s permitted, what’s not)
- Offer training to encourage appropriate use

Plan for Success - Telecommuting

- Identify organization’s strategic reason
- Benchmark against other like organizations
- Determine how on-site and off-site opportunities are selected
- Determine equipment requirements
- Conduct focus groups
- Create policies, procedures & training
  - Set ground rules
  - Manage by objective
  - Connect
  - Be visible
- Consider a pilot program

Top 10 Cities for Telecommuting

1. Boston, MA
2. Raleigh-Durham, NC
3. Atlanta, GA
4. Denver, CO
5. Kansas City, MO
6. Richmond, VA
7. Austin, TX
8. New York, NY
9. Sacramento, CA
10. Portland, OR
Technology Policy Considerations

- Technology belongs to the employer
- Use technology for appropriate and lawful business purposes
- Incidental personal use
- Employer rights
- Employee rights
- Internet use policy
- Intellectual property

Telecommuting Policy

- Form a team to establish the policy.
- Identify need and purpose for having policy.
- Begin with an introduction and background.
- Include policy statements.
- Determine if you want to include an agreement.

Sample Telecommuting Agreement
Social Media Policy

- Determine your organization’s position on social media
- Identify your definition of social media
- Determine who owns content material
- Address confidentiality
- Assign responsibility
- Establish ground rules
- Cross reference in other policies
- Monitor
- Train

Sample Social Media Policies

Common Sense Policy Components

- HR Issues:
  - Discriminatory/harassing conduct
  - Notification org uses social media
  - Go-to source for information about policy
  - Cross reference to related policies
- IP Protection:
  - Trade secrets / proprietary info disclosure
  - References to clients / customers
- 3rd Party Liability:
  - Disclaimers that opinions are the employee’s
  - Defamatory or derogatory comments
  - Confidential medical information
Sample Twitter Policy

HR Takeaways
- Conduct strategic planning process – be ready to be wired.
- Use technology that makes sense.
- Establish clear expectations through policies and procedures.
- Evaluate and modify personnel policies to reflect changes in risk due to mobility of wired employees.
- Train managers and employees on communication process.
- Remind employees regularly.

Summary
- A new way of thinking about the role of employee communication.
- With new technologies, the voice of the organization is coming from within. The magnification potential is greater.
- Consider how these tech programs will fit into your organization’s culture and plan.