


A presentation and discussion regarding the increasing role that technology plays in the area of Human Resources creating opportunities and challenges.

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**The Wired Employee:
Personnel Issues 2010 and Beyond**



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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.



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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.



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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

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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

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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

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HR Challenges

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

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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

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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

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3


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

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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"

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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.

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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

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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

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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

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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

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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



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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



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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



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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



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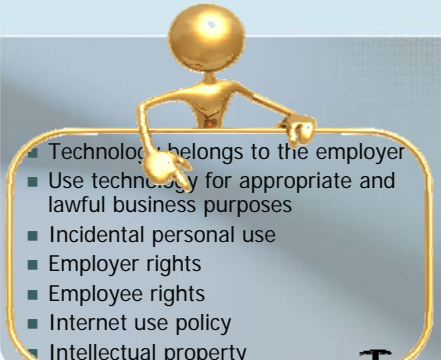
Top 10 Cities for Telecommuting

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



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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

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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.

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Sample Telecommuting Agreement



Berkeley
 Home Resources University of California, Berkeley

Personnel Policies and Union Contracts

Staff Employee Telecommuting Procedures

WORK TELECOMMUTING AGREEMENT

The agreement provides the conditions applicable to an agreement for performing work at an alternate work site on a regular basis. The agreement begins on page 1 and continues until page 10 or thereafter with (a) (b) (c) (d) (e) (f) (g) (h) (i) (j) (k) (l) (m) (n) (o) (p) (q) (r) (s) (t) (u) (v) (w) (x) (y) (z) (aa) (ab) (ac) (ad) (ae) (af) (ag) (ah) (ai) (aj) (ak) (al) (am) (an) (ao) (ap) (aq) (ar) (as) (at) (au) (av) (aw) (ax) (ay) (az) (ba) (bb) (bc) (bd) (be) (bf) (bg) (bh) (bi) (bj) (bk) (bl) (bm) (bn) (bo) (bp) (bq) (br) (bs) (bt) (bu) (bv) (bw) (bx) (by) (bz) (ca) (cb) (cc) (cd) (ce) (cf) (cg) (ch) (ci) (cj) (ck) (cl) (cm) (cn) (co) (cp) (cq) (cr) (cs) (ct) (cu) (cv) (cw) (cx) (cy) (cz) (da) (db) (dc) (dd) (de) (df) (dg) (dh) (di) (dj) (dk) (dl) (dm) (dn) (do) (dp) (dq) (dr) (ds) (dt) (du) (dv) (dw) (dx) (dy) (dz) (ea) (eb) (ec) (ed) (ee) (ef) (eg) (eh) (ei) (ej) (ek) (el) (em) (en) (eo) (ep) (eq) (er) (es) (et) (eu) (ev) (ew) (ex) (ey) (ez) (fa) (fb) (fc) (fd) (fe) (ff) (fg) (fh) (fi) (fj) (fk) (fl) (fm) (fn) (fo) (fp) (fq) (fr) (fs) (ft) (fu) (fv) (fw) (fx) (fy) (fz) (ga) (gb) (gc) (gd) (ge) (gf) (gg) (gh) (gi) (gj) (gk) (gl) (gm) (gn) (go) (gp) (gq) (gr) (gs) (gt) (gu) (gv) (gw) (gx) (gy) (gz) (ha) (hb) (hc) (hd) (he) (hf) (hg) (hh) (hi) (hj) (hk) (hl) (hm) (hn) (ho) (hp) (hq) (hr) (hs) (ht) (hu) (hv) (hw) (hx) (hy) (hz) (ia) (ib) (ic) (id) (ie) (if) (ig) (ih) (ii) (ij) (ik) (il) (im) (in) (io) (ip) (iq) (ir) (is) (it) (iu) (iv) (iw) (ix) (iy) (iz) (ja) (jb) (jc) (jd) (je) (jf) (jg) (jh) (ji) (jj) (jk) (jl) (jm) (jn) (jo) (jp) (jq) (jr) (js) (jt) (ju) (jv) (jw) (jx) (jy) (jz) (ka) (kb) (kc) (kd) (ke) (kf) (kg) (kh) (ki) (kj) (kk) (kl) (km) (kn) (ko) (kp) (kq) (kr) (ks) (kt) (ku) (kv) (kw) (kx) (ky) (kz) (la) (lb) (lc) (ld) (le) (lf) (lg) (lh) (li) (lj) (lk) (ll) (lm) (ln) (lo) (lp) (lq) (lr) (ls) (lt) (lu) (lv) (lw) (lx) (ly) (lz) (ma) (mb) (mc) (md) (me) (mf) (mg) (mh) (mi) (mj) (mk) (ml) (mm) (mn) (mo) (mp) (mq) (mr) (ms) (mt) (mu) (mv) (mw) (mx) (my) (mz) (na) (nb) (nc) (nd) (ne) (nf) (ng) (nh) (ni) (nj) (nk) (nl) (nm) (nn) (no) (np) (nq) (nr) (ns) (nt) (nu) (nv) (nw) (nx) (ny) (nz) (oa) (ob) (oc) (od) (oe) (of) (og) (oh) (oi) (oj) (ok) (ol) (om) (on) (oo) (op) (oq) (or) (os) (ot) (ou) (ov) (ow) (ox) (oy) (oz) (pa) (pb) (pc) (pd) (pe) (pf) (pg) (ph) (pi) (pj) (pk) (pl) (pm) (pn) (po) (pp) (pq) (pr) (ps) (pt) (pu) (pv) (pw) (px) (py) (pz) (qa) (qb) (qc) (qd) (qe) (qf) (qg) (qh) (qi) (qj) (qk) (ql) (qm) (qn) (qo) (qp) (qq) (qr) (qs) (qt) (qu) (qv) (qw) (qx) (qy) (qz) (ra) (rb) (rc) (rd) (re) (rf) (rg) (rh) (ri) (rj) (rk) (rl) (rm) (rn) (ro) (rp) (rq) (rr) (rs) (rt) (ru) (rv) (rw) (rx) (ry) (rz) (sa) (sb) (sc) (sd) (se) (sf) (sg) (sh) (si) (sj) (sk) (sl) (sm) (sn) (so) (sp) (sq) (sr) (ss) (st) (su) (sv) (sw) (sx) (sy) (sz) (ta) (tb) (tc) (td) (te) (tf) (tg) (th) (ti) (tj) (tk) (tl) (tm) (tn) (to) (tp) (tq) (tr) (ts) (tt) (tu) (tv) (tw) (tx) (ty) (tz) (ua) (ub) (uc) (ud) (ue) (uf) (ug) (uh) (ui) (uj) (uk) (ul) (um) (un) (uo) (up) (uq) (ur) (us) (ut) (uu) (uv) (uw) (ux) (uy) (uz) (va) (vb) (vc) (vd) (ve) (vf) (vg) (vh) (vi) (vj) (vk) (vl) (vm) (vn) (vo) (vp) (vq) (vr) (vs) (vt) (vu) (vv) (vw) (vx) (vy) (vz) (wa) (wb) (wc) (wd) (we) (wf) (wg) (wh) (wi) (wj) (wk) (wl) (wm) (wn) (wo) (wp) (wq) (wr) (ws) (wt) (wu) (wv) (ww) (wx) (wy) (wz) (xa) (xb) (xc) (xd) (xe) (xf) (xg) (xh) (xi) (xj) (xk) (xl) (xm) (xn) (xo) (xp) (xq) (xr) (xs) (xt) (xu) (xv) (xw) (xx) (xy) (xz) (ya) (yb) (yc) (yd) (ye) (yf) (yg) (yh) (yi) (yj) (yk) (yl) (ym) (yn) (yo) (yp) (yq) (yr) (ys) (yt) (yu) (yv) (yw) (yx) (yz) (za) (zb) (zc) (zd) (ze) (zf) (zg) (zh) (zi) (zj) (zk) (zl) (zm) (zn) (zo) (zp) (zq) (zr) (zs) (zt) (zu) (zv) (zw) (zx) (zy) (zz)

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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



The screenshot shows a webpage titled "SOCIAL MEDIA GUIDELINES FOR ESPN EMPLOYEES". The page includes sections for "Purpose", "Scope", "Prohibited Activities", and "Enforcement". The "Purpose" section states that the guidelines apply to all ESPN employees who participate in any form of professional social networking. The "Scope" section states that the guidelines apply to all ESPN employees who participate in any form of professional social networking. The "Prohibited Activities" section lists several items that are prohibited, including posting confidential information, posting defamatory or derogatory comments, and posting confidential medical information. The "Enforcement" section states that employees who violate these guidelines may be subject to disciplinary action, up to and including termination.




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



The screenshot shows a webpage titled "Walmart's Twitter External Discussion Guidelines". The page header includes the Walmart Corporate logo and navigation links. The main content area contains the title "Walmart's Twitter External Discussion Guidelines" followed by introductory text and a bulleted list of guidelines. The guidelines include:

- While more than 2 million accounts are active on using Twitter and other social networks, @Walmart is not a public company and we do not have a public company disclosure obligation.
- Walmart reserves the right to remove any content that is defamatory, obscene, abusive, libelous, or otherwise in violation of applicable laws, regulations, or policies.
- The use of social media is not intended to be a substitute for traditional communication channels and should not be used to disseminate confidential information.

 The page footer includes the copyright notice "© 2010 Tompkins HR Group, Inc." and the Tompkins HR Group logo.

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.
