

Managing risk in social media

Social media policy

MARK 360 Week 6

Topics for today's class

- Managing risk when using social media for marketing – who should be responsible?
- What to look for when hiring for social media roles
- Employees – the public / personal divide: legal aspects for organizations – some case examples
- Social media policy / guidelines

**MANAGING RISK IN SOCIAL
MEDIA MARKETING – WHO
SHOULD BE RESPONSIBLE?**

How can organizations act like people?

- Jay Baer on who should be responsible for social (20 minutes)
- What skill set should the person / people on the front lines have?
 - Judgment is important
 - Communication skills important
 - Knowledge of the product / services / organization
- Decentralization – not just the marketing department
- Train people on walking through social media crisis situations
- Give employees freedom to act like a real person – allow them to work off script

Example: The public face of Victoria Police

- How difficult is it for an organization like a police force to “humanize”?
 - <https://twitter.com/vicpdcanada/status/492754858194108417>
 - <https://twitter.com/vicpdcanada>
- This is the person who manages that twitter feed (this is not a secret..)

So how do you find the right people in your organization?

- Especially difficult if the function is distributed across the organization
 - Not the responsibility of just marketing / PR (because do they really have a finger on the pulse of the organization?)
 - Not the IT Department (because really this has nothing to do with technology)
- Also difficult because social media is time consuming – what role do the ideal people already have?

So who are these people?

- Probably not the CEO (unless your CEO is Richard Branson)
- Probably not the traditional “spokesperson” or media contact
- Probably not the intern

- Hire for:
 - Mindset not skills (skills can be taught and are ever-changing)
 - Fit with company culture and values
 - Passion for work
 - Broad minded in the interdisciplinary sense (not stuck in a silo)
 - Pre-existing relationship networks and social graph

Personal characteristics and traits to look for when hiring for social media

- Curiosity – always wondering how something could be better
- Enthusiasm – optimistic and constructive (especially in the face of adversity)
- Innovation – not constrained by “we’ve always done it this way”
- Motivation – intrinsic is good (the “self-starter”) – this is perhaps the most important personal characteristic – [watch Daniel Pink](#)
- Collaboration
- Translation – able to interpret across departments and to the public
- Humility – Spock attitude “the good of the many outweighs the good of the one”
- Diplomacy (and an even temper)
- Connectivity and awareness – people who understand the potential of the internet

Skill set to look for when hiring for social media

- Business process, planning, and analysis – the ability to see the big picture
- Social media familiarity and participation – and ability to understand and critique
- Hedgehog management – (concept from Jim Collins' *Good to Great*) – the ability to understand and focus on the “big idea” that is at the heart of the business
- Written communication skills (...duh)

Finding talent you can trust: overview

- Hire for culture. Train for skills
- Pay attention to new resume elements such as social graphs
- Everyone is a potential spokesperson now – hire with that in mind
- Have flexible job descriptions that can fit new responsibilities
- Think superstar mentality; not superstar individual. You need an approach that can be taught and scaled
- Take a hard look at your organizational culture – is it at odds with the real-time, transparent, social media fueled expectations of your customers and supporters? Think back to 21st century motivation

Employees who manage social media – class discussion

- A day in the life of a social media manager
- Who should be in charge? That is, who in the organization should the social media function report to?
- When hiring social media manager, what is the skill set that should be asked for?
 - Write a list of skills and personal attributes your ideal candidate would have

EMPLOYEES AND THE PUBLIC / PERSONAL DIVIDE

Can personal use of social media get you fired?

- When we looked at social media #fails, a number of those cases resulted in people being fired
- Those were people who actually worked in social media and messed up
- What about people who are just using their own accounts?

Not a good idea if you are a teacher....fired.



[username](#) [verified](#)

Naked. Wet. Stoned.

3 days ago Reply Retweet Favorite

Didn't even get to start the job



Ew I start this fuck ass job

tomorrow 🖞️🖞️🖞️🖞️🖞️🖞️🖞️

2/6/15, 11:43 PM



Robert waple
@Robertwaple



@Cella_ And....no you don't start that FA job today! I just fired you! Good luck with your no money, no job life!

2/7/15, 9:53 AM



Hydro One is firing an employee involved in Sunday's incident, while Maple Leaf Sports and Entertainment is taking steps to have the fans involved banned for "at least" a year.

Case law with respect to employees “personal” use of social media

- Negative FB postings about the company: a firing offence
 - *Leduc v. Roman*: employees could not have an expectation of privacy as Facebook postings were "akin to comments made on the shop floor."
- *EV Logistics*: Violent fantasies and racist comments on a personal blog (where the individual identified himself as an employee of the company) – arbitrator upheld the argument that the posts impacted the business interests of the employer (other mitigating circumstances meant no dismissal)
- *Chatham-Kent*: employee who blogged about her employer - dismissed for breach of confidentiality agreement, insubordination and conduct unbecoming a personal care giver

Emerging guidance from these cases

- *Wasaya Airways LP*: "where the internet is used to display commentary or opinion, the individual doing so must be assumed to have known that there is potential for virtually world-wide access to those statements."
- Important that organizations integrate the use of social media into policy
 - "It must also be clear that the **policy is not restricted** to use from work computers and applies to use of social media on employee time".

SOCIAL MEDIA POLICY / GUIDELINES

Policy versus guideline?

- People need to know where the boundaries are
 - But draw them in a positive way
- Too restrictive a policy kills creativity and spontaneity
 - Or encourages a spirit of defiance
 - Treat people as though you don't trust them and perhaps it will be a self-fulfilling prophecy

Make general policy tool/service/device agnostic

- This applies to general policies and guidelines – organizations need specific policy for the specific tools that are used by the organization
- Policy that contains a reference to MySpace just makes people laugh and roll their eyes
- Soon references to Facebook and Twitter will sound just as ridiculous

One or many?

- Jason Falls (cited in [Baer & Naslund](#)) – doesn't advocate a single social media policy (“an impossibility”)
- Instead he advocates:
 - Employee Code of Conduct for Online Communications and Company Representation Online
 - Employee Blogging, Personal Blog, and Blogging Disclosure Policy
 - Employee Usage Policies for Facebook, Twitter etc (that is social network specific policy)
 - Corporate Blogging Policy (covering use, posting, commenting, and approval processes)
 - Corporate Facebook Usage Policy (including comments, messaging, and approval processes)
 - Corporate Twitter Account Policy
 - Corporate YouTube Policy (including public comments)
 - Company Password Policy
- That's a lot of policy....

Balancing empowerment with detailed policy

- How much do your employees actually need?
- Where is the line between policing and trust for your organizational culture?
- One way to approach this is to have two elements to social media policy
 - A set of guidelines “that outlines the philosophy and principles behind your social media participation”
 - Plus “a complementary set of policies that lay out the more procedural and process-based elements” (which might be social network specific)

Sample social media policies

- No need to reinvent the wheel
- [Social Media Policy Database](#) (from Chris Boudreaux of *Social Media Governance*) – a collection of social media policies from all types of organizations