

How to Manage Social Media in Your Organization: Building a Successful Governance Strategy

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Learning Objectives

Upon completion of this session, participants will be able to:

1. Analyze the impact of social media technologies on records management
2. Cite best practices for governing social media records
3. Describe current tools available to capture and manage social media records

Management Strategies Must Address

- ▶ **Systems of Record** – *We're good at this!*
 - Records Management Systems were developed to manage content in the form of documents (e.g., text and graphics) that are regulated, controlled, and provide accurate and complete evidence of transactions
- ▶ **Systems of Engagement** – *This is our latest challenge.*
 - Social media technologies enable conversations and interactions in the form of text, images, audio, and video developed in an ad hoc and collaborative manner and result in information that may be transient in nature

Governance is about ...

- ▶ Providing leadership
- ▶ Setting goals and strategies
- ▶ Obtaining and allocating resources
- ▶ Protecting resources and/or assets
- ▶ Monitoring results and trends

Laws and Regulations

- ▶ Legislative, legal, and regulatory issues are an important consideration when using social media in an organization
- ▶ U.S. case law involving social media is ever-evolving
- ▶ Regulations vary from one country to the next
 - Increasingly, many organizations operate globally, where records and information are created, transmitted, and/or stored across international boundaries

Laws and Regulations

▶ U.S. Statutes and Regulations

- Many acts and regulations address requirements for managing various types of records and information regardless of document format and the means by which the document comes into existence
- Example #1: Financial Industry Regulatory Authority Regulatory Notice 10-06
- Example #2: NARA Report on Federal Web 2.0 Use and Record Value

Laws and Regulations

▶ Case Law

- More than 600 federal and state court decisions on a variety of topics addressing social media evidence in published opinions
- Example #1: Lester v. Allied Concrete Company (2011)
- Example #2: Torres v. Lexington Insurance Company (2006)

Laws and Regulations

- ▶ **Sources of Information, Global Laws and Regulations**
 - Professional and trade associations provide up-to-date news pertaining to domestic and foreign legislative, legal, and regulatory headlines
 - Other private or government organizations can be useful sources of information as well
 - Foreign news sources can provide an overseas perspective, which can be helpful to organizations operating in a global arena

Technology & Infrastructure

- ▶ **Evaluating Social Media Applications and Services**
 - Evaluate the application software or services before considering them for purchase and deployment
 - After a proposed application or service has been selected, the process for determining if it fits within the organization's technology infrastructure begins
 - The following slides outline issues to be considered in the evaluation, as well as methods for addressing these issues

Technology & Infrastructure

▶ **Computing Infrastructure**

- Standardize on certain hardware, software, software versions, databases, etc., to provide a more cost-effective computing infrastructure

▶ **Security**

- Determine the type of service provided through social media and ensure periodic testing of that service

▶ ***Network Considerations***

- Evaluate the impact the application has on the overall network needs

Technology & Infrastructure

▶ **Records and Information Management Process Implications**

- Once a social media application has been approved for use in the organization, several records and information management considerations should be investigated

▶ **Audit and Monitoring of Social Media Applications and Services**

- After a social media application or service has been approved by the organization, usage must be monitored and audited
- This activity should have the highest priority, given that externally facing content can be accessed by the general public

Technology & Infrastructure

- ▶ **Service Level Agreements/Terms of Service Agreements**
 - Internally hosted applications
 - Externally hosted applications

Risk Management and Behavioral Norms

- ▶ Need to understand and assess the impact on the organization's records and information management and legal/regulatory compliance obligations
 - Legal discovery (also referred to as e-discovery)
 - Admissibility
 - Preservation
 - Privacy

Risk Management and Behavioral Norms

- ▶ Some actions to mitigate or minimize risks:
 - Develop a migration plan for any social media software used by the organization
 - Refrain from duplicating user IDs and passwords across multiple social networking sites
 - Train employees on the appropriate use of social media within the organization

Risk Management and Behavioral Norms

- ▶ Some actions to mitigate or minimize risks:
 - Taking an inventory of social media sites used by the organization
 - Investigating software or applications available for monitoring and preserving social media information
 - Maintaining and updating the organization's retention schedule, to include records and information created, transmitted, and/or stored via social media

Policy

- ▶ Comprehensive Policy Development
- ▶ Championed and Approved at a High Level
- ▶ Combined with Related Policies/RM/IM/IT
- ▶ Collaborative input from RM, HR, Legal, IT, Marketing
- ▶ Map to Existing Best Practices and Regulatory Requirements to Identify Gaps Policy will Remedy

Policy

- ▶ Policy Content
 - Purpose
 - Scope
 - Roles & Responsibilities
 - Behavioral Expectations
 - Expectations of Privacy
 - Confidentiality
 - Approved Tools
 - RM Guidance
 - Intellectual Ownership
 - Ownership
 - Enforcement
 - Acknowledgements

Policy

- ▶ Policy Communication & Implementation
 - Communications Plan
 - Training Plan
 - Implementation Plan

Recordkeeping Controls

- ▶ Adherence to RM Principles
 - Organizations responsible for their own records
 - Records Retention Schedules are media neutral and based on content
 - Organizational content, including records/information, is an asset owned by the organization

Capturing & Preserving Records

- ▶ Capture
 - Is it a record?
- ▶ Storage
- ▶ Protection from alteration
- ▶ Proper access controls
- ▶ Classification to retention schedule
- ▶ Ability to change retention
- ▶ Destruction and Suspension
- ▶ Record Ownership

Tagging and Metadata

- ▶ Capture Adequate Metadata to ensure:
 - Authenticity
 - Reliability
 - Accessibility
 - Usability

Tagging and Metadata

- ▶ Minimum Set per Dublin Core/ISO 23081
 - Author or Creator
 - Individual Performing Posting
 - Org or unit
 - Topic
 - Id of external or internal publisher
 - Access restrictions
 - Date/time of creation
 - Date/Time of modification
 - Individual performing the modification

Tagging and Metadata

- ▶ Classification, Retention and Disposition Metadata
 - Record
 - Associate with Records Retention Schedule
 - Destruction Eligibility Date
 - Date of Destruction

Tagging and Metadata

- ▶ Traditional and Non-Traditional Taxonomies
 - Traditional
 - Meaningful to user and consistent with records/information methodologies
 - Non-Traditional
 - Collaborative Tagging
 - More informal tagging seen with social media
 - Collaborative effort by users to create and manage their own tags to classify and categorize on-line content

Data Maps

- ▶ Inventory of Social Media Content
- ▶ Integrate into Existing Data Map
- ▶ All information inventoried to:
 - Speed Retrieval
 - More Seamless E-Discovery Response
 - Aid in Records Preservation Efforts

Data Maps

- ▶ Data Map Benefits
 - Listing of all content for retrieval and e-discovery
 - Inventory of all ESI internal and external
 - Synchronization to data to retention schedule
 - Identification of Information Technology applications
 - Identification of information duplication
 - Validate whether information constitutes “official” record
 - Mechanism for managing records and information when applications are decommissioned

Data Maps

▶ If No Data Map

- Look at legacy processes or applications where most of the information is already documented
- Develop project to incorporate necessary procedures and metadata to start building a comprehensive data map for the organization
- Less time and resources than starting from scratch

Change Management

▶ What is Change Management?

A structured approach to shifting and transitioning individuals, teams, and organizations from a current state to a desired future state where change can be accepted and embraced

Change Management

- ▶ Common Reasons Why Social Media Use May Fail
 - Failure to identify appropriate software solutions
 - Lack of organization-wide training and education
 - Employee resistance to change due to uncertainty and insecurity
 - Failure to create organization-wide policies
 - Lack of resources (e.g. time, money, personnel)

Change Management

- ▶ Common Reasons for Social Media Failure Continued...
 - Lack of executive management (i.e. Top-Down) support
 - Failure to develop a strategy
 - Excessive and/or primary reliance upon interns and/or volunteers

Change Management

- ▶ Ways To Improve the Organization's Change Management Efforts Related to Social Media
 - Establish a clear vision and strategy to stimulate organization-wide buy-in
 - Make objectives relevant and inspire individuals to take action by communicating early and broadly
 - Build a committed and skillful core team
 - Know Your Audience

Change Management

- ▶ Recognize and reward progress and achievements
- ▶ Initially, set aims that are easy to achieve
- ▶ Encourage determination and persistence by reporting on progress and highlighting future milestones to be achieved
- ▶ Weave change into the organization's cultural fabric and reinforce its value through recruitment and promotion

Training

- ▶ Social Media Training should include:
 - Organization's definition of social media such that applications, tools, and platforms are clearly explained
 - Organization's goals and objectives (e.g. public relations, sales, customer service)
 - Benefits and risks of social media use within the organization

Training

- ▶ Explanation of social media policies and compliance expectations, including consequences and penalties for noncompliance
- ▶ Tips on behavioral practices for safe, secure, effective use of social media
- ▶ Department(s) and/or individual(s) responsible for social media in the organization, providing points of contact for employees

Training

- ▶ Types of Training Platforms and Venues
 - In-person classes
 - Online
 - On-demand classes
 - Wikis, Blogs
 - Private Social Media site managed by organization
 - Podcasts, Video Conferences, Audio Conferences

Training

- ▶ Who takes the lead in Training for the Organization?
 - Employees of the Organization – HR, RIM, IT
 - External Contractors hired by organization
 - Combination of Both

Audit & Evaluation

- ▶ Steps To Provide A Consistent Audit Experience
 - Define the purpose of the audit at the outset
 - State the scope of the audit and determine what is to be included/excluded in the effort
 - Determine the recurring audit calendar cycle
 - Determine if individuals from within the organization will conduct the audit or if external contractors will be used
 - Determine the audience for the audit results

Contact Info

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Questions



Resources

- ▶ Social Media Risks and Mitigation, June, 2011, BITS – Financial Services Roundtable, <http://socialmediabanking.blogspot.com/2011/09/financial-services-roundtable-releases.html>
- ▶ Five Reasons Why Social IT is Essential to Your Organization, <http://www.itinvolve.com/resources-events/itinvolve-brochures/>

Resources

- ▶ Archive Social, <http://archivesocial.com/>
 - Gathers content from social media tools (Facebook, Twitter, and LinkedIn) and also captures the metadata behind the message
- ▶ Newly Launched Social Media Archive for State of NC,
<http://www.prweb.com/releases/archivesocial/social-media-archiving/prweb10197203.htm>

Resources

- ▶ Smarsh, Archiving tool works with Yammer & Chatter and also archives the web, blogs, intranets, rss feeds <http://www.smarsh.com>
- ▶ Google Vault, Repository with Management Features, E-Mail, Docs, Chat Messages <http://techcrunch.com/2012/03/28/google-apps-debuts-archiving-and-records-management-system-for-businesses-vault>
 - Caution to Records Managers – Innovative companies who try to carve out niche are either purchased or put of out of business by larger companies like Google

Resources

- ▶ Yammer, <https://www.yammer.com>
 - Free
 - Like FaceBook and Twitter for the Business
 - No H/W or S/W
 - Cloud Service
 - Content Collaboration including “official” notes and content
- ▶ Chatter, <https://www.chatter.com/>
- ▶ - Free Private Social Network