Social Media Strategy for
Human Resources

salesforce
marketing cloud™

Table of Contents

Introduction

In 2010, only 6% of companies were using social media for recruiting. Today, that's exploded to 89%.

The young, educated, and tech-savvy people you're keen to have join your company are highly active on social media. If you want them to join you rather than your competitor, you'll need to be pretty skilled on social media yourself.

You'll need a social media strategy to differentiate your organization from everyone else vying for applicant attention through LinkedIn, Facebook, Twitter, blogs and many other channels.

Social media doesn't stop being useful once you've hired someone. We'll explain how to train employees to use social media, how to craft a social media policy, and how connecting and celebrating employees can boost productivity and retention.

After reading this ebook, you'll have all the information you need to create or augment a social media plan for your human resources program.

http://www.salesforcemarketingcloud.com/

Chapter 1
Showcase Your Company

What truly great candidates really want is not just a paycheck but the opportunity to do meaningful work in an enjoyable environment.

Before you even begin using social media to promote jobs and find candidates, think about how you are showcasing your company. What impression will candidates get when they look at your corporate website and social profiles?

Showcase Your Work

Every human being has a deep desire to be part of something greater than themselves: a team of superheroes out changing the world together. Does that sound like your company?

Take a second look at the marketing materials that promote your company. Every press release, product page, and case study you share isn't just for potential customers: potential employees are looking at them as well. Are you missing opportunities to brag about the neat things your company is doing?

Encourage people throughout your organization to pass on stories about your company's accomplishments. Make a note of what your employees find compelling enough to share and the angle they're taking; that list may not be identical to what your marketing department is promoting.

Package up that kind of material in ways that are bite-size, easily shareable, and in a variety of media. We all have our own learning styles, so showcase your work in blog posts, video tours, interviews, ebooks, and so forth.

Showcase Your People

Your employees are the heart and soul of your brand. People will form a stronger connection with you if they have a connection with your team members.

One way to showcase the employees representing your brand is to include them on your "About Us" page. You may choose to showcase just your top-level executives, your community team or the entire company. Regardless, your "About Us" page should show off your company's culture and personality. It should support the relationships you're trying to build online using social media.

The Berlin-based developers of the Wunderlist app introduce all 11 team members on the same page, creating a happy impression of both teamwork and individuality. A playful photo of each person in their unique role illustrates a tight bio that manages to capture both their personality and contribution.
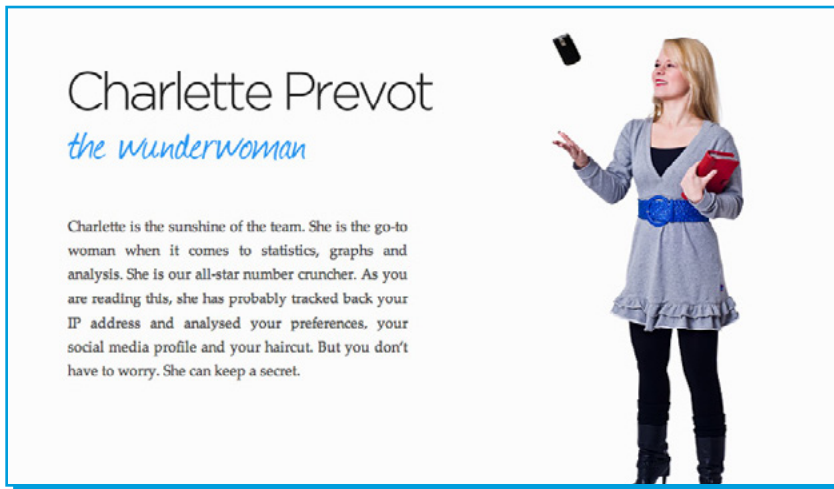
Image source: 6wunderkinder.com/about/

Now look at your own "About Us" page. Will it inspire visitors to initiate a relationship with you on social media? How will your clients and prospects feel about you after reading it? Are you dull gray — or sparkling with color?

Celebrate individual employees. Demonstrate you're offering what we all crave: recognition for a job well done. Southwest Airline's Career page highlights their Star of the Month.

http://www.salesforcemarketingcloud.com/   5
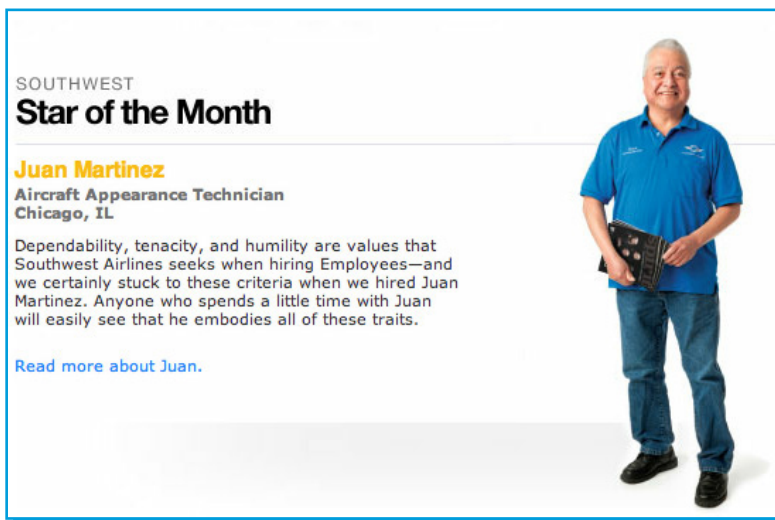
UPS celebrated employee Ron Sowder driving their trucks for 50 years without an accident. And they did it in style:

Before crossing the finish line Wednesday at UPS's facility in West Carrollton, Ohio, just south of Dayton, Ron was escorted for the last few miles of his milestone trip by Ohio State Troopers. He was then greeted by a blast of confetti and an enthusiastic welcoming committee at the building.

Who wouldn't love to be part of that team?

Share employee success stories on Facebook, interview them on YouTube, and link to their Twitter feeds. Team members who use social media well (read on to learn how to train them) will bring in great applicants.

Showcase Your Culture

Your company culture should be a vital part of your recruiting strategy. Online shoe retailer Zappos gets 1000 applicants for every position they advertise. Why? Their zany and delightful corporate culture. How many other companies have their own music video?

YouTube, Facebook, Pinterest and Flickr are ideal outlets to show off all the reasons your employees love working for your company. There's nothing so powerful as exuberant employees raving about the great time they're having working for you.

Is your campus located in the middle of a vibrant city? Do you give your employees time off every year to volunteer with their favorite causes? Is there a log-rolling competition at your annual picnic? Capture those experiences and work them into your social mix.

Your company's attitude toward social media itself can play an outsize role. According to Cisco's 2011 Connected Technology World Report, almost half of young professionals and college students would

choose unrestricted access to social media at work over a higher salary. Cisco's report found that 40% of college students and 45% of young professionals would accept a lower-paying job that offered more freedom to use social media and mobile devices.

How your company promotes (or restricts) social media says a great deal about your culture and how much you trust your employees.

Chapter 2
Find Candidates

Find Candidates on LinkedIn

LinkedIn is the world's largest professional network, with over 175 million members (as of August 2, 2012) and rising fast. Eighty-five of the Fortune 100 use its corporate hiring solutions.

It's much more efficient than wading through job boards and much more cost-effective than hiring other solutions.

Start by building up your own referral network of people who may be candidates themselves or can recommend candidates. Connect with current clients, industry experts, and current and former employees. Join relevant LinkedIn Groups to establish yourself as an expert, raise your profile, and find qualified professionals who are influential in your industry. (For your own growth, join and engage in LinkedIn groups dedicated to HR professionals, especially in your industry.)

LinkedIn charges US$195 to post a job for 30 days (though the price varies slightly based on area). You can also purchase ads targeted directly at professionals specified by your criteria.

Only 21% of working professionals around the world are looking for a new job. The other 79% are considered passive candidates. LinkedIn Recruiter allows companies to reach qualified passive candidates by searching the entire network based on location, industry, skill set and other keywords.

Management consultant Susan Heathfield recommends:

Ask your current employees to activate their networks to reach out to potential passive candidates for jobs (Not everyone is looking, but most people are open to discussing the right opportunity). Employee referrals are valued because most employees will only refer to you people with whom they want to work.

LinkedIn Career Pages are "a home on LinkedIn to highlight your jobs, feature employees, and build your employment brand." Take a look at what Google, BP and 3M are doing with theirs. Here's Salesforce.com's:
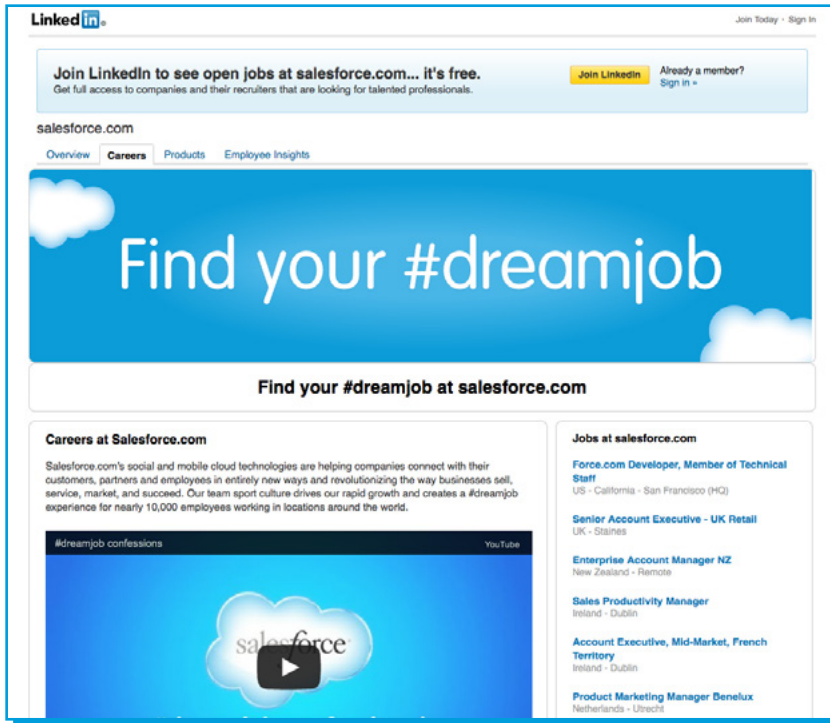
Find Candidates on Facebook

Facebook's 1 billion active users (as of October 4, 2012) makes it by far the largest network available to any recruiter. 48% of all job seekers do social media job hunting on Facebook. So not only are your ideal candidates already on Facebook, there's a good chance they're using the network to find their ideal employer.

Since so many Internet users spend so much time on Facebook, many candidates' first encounter with your brand may be on your Facebook page, not your corporate website. So design that page carefully. Be sure you're showcasing your work, people and culture, as described in the previous Chapter.

Create a dedicated Careers page to highlight job openings, accept resumes, and describe your benefits and other important details.

Marie Larsen of Recruiter.com summarizes some best practices for your Careers page:

To entice top talent to a career page, it's crucial to provide a rich and visually stimulating experience. YouTube videos offering employee testimonials and a day-in-a-life of a worker should be front and center. Customers and job seekers should be encouraged to participate in the discussion on the

timeline, using polls, contests and quizzes. And employees should promptly address questions and comments. It's also a smart idea to introduce the talent acquisition team and make them available to answer inquiries about job opportunities. The more personalized the experience for candidates, the better.

Although Facebook doesn't offer LinkedIn's ability to sift through its user database, it does offer a highly-targeted ad platform. You can target your posting to users in a certain geographic location matching demographic information you specify.

Finally, keep an eye on fan pages around your brand or industry for promising applicants.

Find Candidates with Twitter

Bullhorn's 2012 Social Recruiting Activity Report used data from over 35,000 recruiters to identify current trends — and successes — in social recruiting. They found that "a Twitter follower is almost 3 times more likely to apply to a job posting than a LinkedIn connection and 8 times more likely to apply than a Facebook friend."

That surprising finding suggests it will pay to cultivate your Twitter account, especially since Twitter is the cheapest and simplest network to use.

Build up your network over time by finding, following, and engaging with interesting people in your industry. (Don't waste time buying followers or mass-following people who don't care about your business.) Encourage your employees to do the same. If you have a large, engaged and influential community, you'll have more people who are likely to apply for any jobs you post, retweet them to their networks, or connect you to a superstar candidate.

Twitter's 140-character limit means your job postings will be stripped down to the essentials. This one from @SalesforceJobs includes the job title, key skill, locations, hyperlink, and a hashtag. There's not much room left after that:

Think of ways to make your job description easily findable by qualified job seekers. Use terms they themselves would employ. Use popular hashtags like #salesjob. Tie your tweets into events they may be attending ("App developers: check out our career booth at #sxsw").

Encourage your employees to pass along job descriptions to their networks, especially positions in their department or similar to their skillset (there's not much point in an account executive sharing an engineering position, or a developer retweeting an accounting job). A generous referral bonus often helps!

If your company's growing faster than a few employees a month, consider creating a second Twitter account so as not to overwhelm your main channel with job postings. That's what we do at @SalesforceJobs. That dedicated account gives you space to engage beyond just job postings. You can answer questions, promote your culture and benefits, highlight accolades, and share interview tips.

Chapter 3
Screen Candidates

Legal Considerations

Social media background checks can be a minefield for employers. Peeking into an applicant's Facebook profile for evidence of heavy drinking or drug use, scantily-clad photos, or politically-incorrect comments can be invasive. It certainly is controversial.

There's the strong possibility you may be looking at the wrong profile, and the Jane Doe you wrongly flagged as a strung-out Canadian shoplifter may in fact be a teetotalling member of the Spokane Rotary Club and a long-time SPCA volunteer.

There's a legal issue with these background checks as well: you may be opening yourself up to litigation if you appear to have rejected a candidate because of age, sexual orientation, race, disability, political views, pregnancy, or other information you may have seen on their profiles.

If you do decide to conduct a social media background check yourself or through a third party, you'd be wise to ask for the applicant's permission first. Consult with your lawyer before crafting your policy.

Unlike Facebook, LinkedIn and Twitter are public social networks and it's entirely fair for you to read profiles and status updates posted for the world to see.

Screen on LinkedIn

Carefully comb through the candidate's **profile**. Does their list of jobs and descriptions match the resume they submitted to you? Have they taken the time to present themselves professionally, or is their profile sloppily put together?

Look at their **references**, if they have any. Do they come from peers, superiors, underlings? What do clients think of their work?

Relationships and networking are often a key aspect of many roles, so look through their **connections**. Have they cultivated relationships with key people in their industry? Do you or other members of your company have connections in common you could ask about the candidate?

Check out what **groups** they're part of to gauge their professional interests. Have they only clicked the Join button, or are they actively joining in discussions? Do they have any wisdom to share? Take a look for anything they've contributed to the questions and answers area of LinkedIn as well.

Screen on Twitter

A candidate's activity on Twitter offers helpful insights into how they communicate, how they relate, and what they find interesting.

Take a quick look at their **network**. Do they have a healthy balance between followers and followings? How large is their network? Do their posts generate any responses or retweets? Do they have the attention of any influencers?

Scan through the **content** what the candidate is tweeting. Are they passing along useful articles and mixing in original insights? Do they seem proud of their company and its achievements? Is there a good mix of company promotion, industry information, fun stuff, and personal sharing?

Observe how they **relate** to others. Do they relate at all, or do they just post and never engage? Are they respectful, friendly, humorous, stimulating? Do they seem like someone you'd enjoy working with, for, or under?

Other Online Activity

Google the person's name to find other posts on personal and corporate blogs, industry discussion boards, news articles, and elsewhere online. Triple-check that this is the same person who's applied for the position.

No matter where their activity, you're looking for three things: red flags, job qualifications, and cultural fit.

Chapter 4
Train Employees

Social media for HR doesn't end once you've found, screened, and hired a candidate. It's only begun. You need to be thinking about their relationship to social media now that they're part of the team.

Knowing how to invite your Facebook friends to your birthday party or how to post a bacon cupcake on Pinterest doesn't mean someone understand the nuances of social media in the business world.

Curriculum

Introductory training will answer basic questions, such as:

- What is social media?

- Why does social media matter (to me personally, and to this brand)?

- How do I use social media?

- What is our social media policy?

- How do I engage with our community?

More advanced training should cover topics such as:

- How different departments use social media

- The brand's overall social media strategy

- What it means to be a social institution

- Dealing with a social media crisis

- Long-term relationship management

- Community management

- Internal collaboration using social networks

Certification

Ten thousand Dell employees have undergone their Social Media Certification Program, notes Forbes. Require every team member (regardless of their function or business unit) who wants to engage on

behalf of your brand to complete your certification program. That ensures they not only know what they're doing, but that they've imbibed your core principles.

Require additional certification for anyone using social media to communicate to shareholders and media. A misstep at this level could be a disaster that costs your company millions and damages your brand beyond repair. Make sure the people at the controls have enough training. Then train them some more.

Share the Vision

Share and promote your social media strategy, governance and principles, not just low-level tips and orders. Don't turn your team members into robots: they'll feel frustrated, and so will your community. Instead, inspire them with the big picture. Then free them up to use their own voice and their own judgment as they engage online.

Download our free ebook, *Training Your Company for Social Media*, for detailed advice on building your own training program.

Chapter 5
Implement a Social Media Policy

Why You Need a Policy

If you don't have a social media policy, you're inviting disaster. If you do, you're facilitating opportunities for employees to strengthen customer relationships, exemplify company values, and draw awareness to your products and services.

Companies need to support and empower employees by arming them with the information they need to successfully and appropriately engage on blogs, Facebook, Twitter, and other social media channels. Specifying rules and guidelines means staff can be confident about engaging without being afraid of doing lasting damage to your brand.

A social media policy is very different from a social media usage guide. Although social network best practices are important for employees, you should refer them to separate documentation or training materials for specific how-tos.

The Elements of a Sound Social Media Policy

Chris Barger, former director of social media for General Motors and author of The Social Media Strategist, joined us in a webinar to explain the essential elements of a social media policy. These include:

- A statement that the organization's broader ethical guidelines also apply to social media

- Reminders of individual responsibility and liability

- Reminder that staff must post disclaimers that they do not speak for the organization

- Disclosure of affiliation with the organization when posting

- Respect for copyright and fair use laws

- Honoring the confidentiality of proprietary or internal information

- Prohibitions on hate speech, ethnic slurs, etc.

- Privacy and discretion reminders

Your in-house lawyers are your friends. Bring them in to help draft the policy.

Implementing the Policy

The policy isn't effective until understood by all employees, and that comes with training. To minimize unanswered questions, use specific examples to illustrate do's and don'ts. Addressing what is acceptable is just as important as demonstrating what's not going to fly.

Post the social media policy to your company intranet or social network, save it to the desktop of company-issued computers, or place it on your organization's shared drive. You want the policy to be easily found when an employee's in doubt. In the interests of transparency and accountability, consider sharing it externally by placing it on your website.

Have the social media team in your company keep their eyes and ears on the way employees are talking about your company online using social media monitoring software, and ensure someone is responsible for occasionally auditing the way company information is listed on employee social network accounts.

Once you have your social media policy written and adopted, everyone across the company can stop worrying about accidentally embarrassing the company, and instead feel the freedom to explore the wonderful world of social media.

To learn more about crafting a social media policy, check out our recent ebook, *The Building Blocks of a Sound Social Media Policy*.

Chapter 6
Connect Employees

Social media often gets blamed for wasted time at work. Managers have visions of their employees frittering away their day playing Farmville and taking Lady Gaga quizzes, and want to shut social media access off altogether.

In fact, the real causes of wasted time lie in the opposite direction. According to Fonality's 2011 Report on UC and Cloud-Based Services for SMBs, 36% of knowledge workers' wasted time was spent trying to contact people, find information and schedule meetings — all functions admirably filled by internal social networks.

Implementing such a platform can save up to 115.5 minutes per day — almost two hours. For a company with 50 knowledge workers, that's an estimated annual savings of $942,500.

Employee Social Network: Chatter

One of the most popular and successful employee social networks is Salesforce.com's Chatter. (Saleforce.com is the Marketing Cloud's parent company.) CEO Mark Benioff calls Chatter Facebook for the social business.

Below are the top five ways to use Chatter to drive employee success.

Recruit top talent

Get the best candidates by creating a private group to discuss prospects, share perspectives, and involve executives in a meaningful way. You can also engage the right teams on projects, like stepping up university recruitment or simplifying the application process.

Your employees know what it takes to excel in your organization. Create a public recruitment group to keep everyone in the know about open positions, so your employees can refer the right candidates.

Manage your recruiting process with workflow, approvals, and analytics. You can analyze your recruiting pipeline by tracking candidates, offers, and acceptance rates. Make your structured recruiting process more social by letting the right people access documents, files, conversations, and updates in one place.

Create a customer group when engaging with new hires. Share orientation forms, training schedules, and even local city guides for new residents. This group also gives new hires a chance to meet their peers and start relationships before their first day

Accelerate on-boarding

Connect new employees with peers to help foster rapport between new hires. This creates a supportive environment to ask "newbie" questions. Seed the group with information such as benefits packages, office logistics, FAQs, "who to follow" lists, and training materials. Post essential files to the group and add links to the left sidebar so they're easy to find.

Training sessions are great ways to build camaraderie, empower employees with important information, and foster teamwork. Use naming conventions to create boot camp groups (e.g. "Boot Camp: January Hires"), so employees can easily find them and join in – even before training begins.

After new hires post questions in their groups, HR can loop in experts by using @mentions. These experts can point new hires in the right direction, helping them get answers faster.

Get feedback from across the globe about training materials and facilitate post-training coaching. Work across geographies to enhance presentations, instructional formats, and content development. When complete, post training videos and materials in the feed.

Develop leaders

Set up private Chatter groups that function as virtual meeting rooms, where small teams can collaborate to achieve their vision and mission. Nurture your talent by setting up Chatter groups between managers and employees to foster clear communication and connect people with the essentials of their role.

Create affinity groups to support leadership training, such as creating diversity groups to develop leadership. Create a group for managers to help them get daily leadership best practice tips and access to helpful information.

Recognize excellence by using specific #hashtags (#greatjob, #excellence). Congratulate individuals by sharing their accomplishments, promotions, and achievements in public groups.

Curate company knowledge

The recommendation engine pushes the right people, files, groups, and records to employees, helping them maintain their network. Employees can also find files and information by scrolling through a group's discussions, saving their favorite searches, and setting up criteria-based feeds.

Create #hashtags to flag important information. When employees retire or change roles, these tags make saved insights easy to find – no matter where info is posted or who posted it. You can also see which #hashtags are trending in your company and track what's important right now.

When employees get promoted or change roles, they need access to critical information, best practices, and key files for their new position. With Chatter, employees can access those past conversations and files, while the recommendation engine connects employees to new and relevant people, files, groups, and records.

Democratize change

Use Chatter for open, transparent communication, encouraging all employees to ask questions to C-level execs and HR. If there is a big announcement, direct employees to ask questions in the appropriate public group so answers can be addressed during a presentation, or in Chatter.

Enable employees to make their company better by encouraging them to propose new programs and policies. Keep everyone in the loop by seeding groups with relevant information and documents, and allow employees to answer each other's questions. This helps make people more passionate about solving the problems important to them.

Help employees connect and get the right information from anywhere by creating regional and functional groups. These groups help foster communities and align departments, regardless of geography or hierarchy. For example, regional groups (NA, EMEA, APAC) create alignment across functions (sales, marketing, service). Functional groups (Engineering, HR, Marketing) create alignment across regions (Marketing across US, EMEA, and APAC).

Create a public group to keep everyone informed during a major organizational change. Whether you plan to align your support functions, acquire a new company, or launch a new benefits program, public groups keep everyone informed with accurate and relevant information.

Social Performance Measurement: Work.com
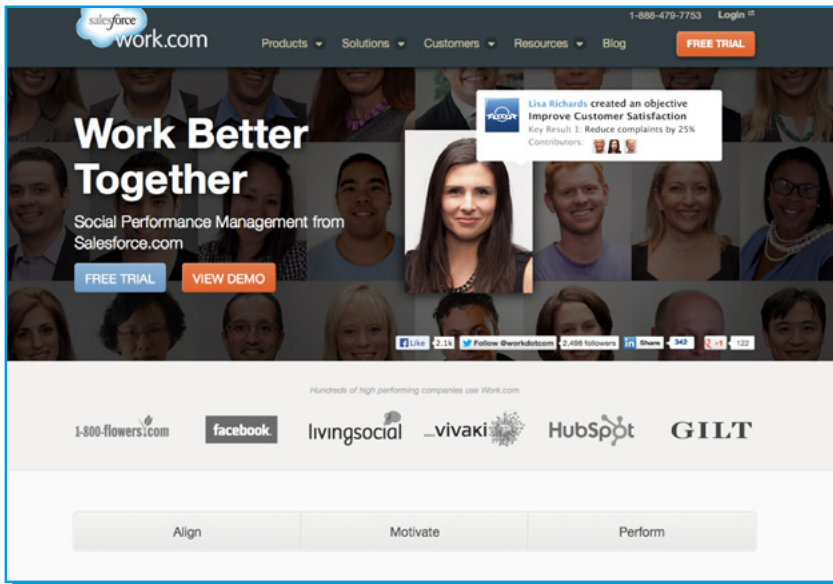
Work.com, another Salesforce.com product, is a web-based social performance management platform that helps companies improve performance through social goals, continuous feedback and meaningful recognition.

Work.com is a fun, intuitive way for employees to set and reach goals, receive one-on-one coaching, and celebrate each other's successes.

Objectives and key results achieved are showcased on individual profile pages so people know where they stand and what's expected of them. People in your organization can join goals — and invite others to collaborate with them. Teams aligned around achieving the right objectives work better together and more effectively.

Managers can rapidly evaluate the progress of team members whenever they choose — after completing a quarter, project, or goal. Everything they need to know about an employee is already captured in one place, and managers can invite anyone to contribute feedback.

Wrapping Up

Smart HR executives are adding social media to their arsenal to showcase the company, attract and find the brightest talents, onboard and train employees, connect them to each other, and help them achieve their goals.

Guess what? Employees who are well-coached, achieve their goals, earn recognition, and are connected and engaged with the rest of the company are much easier to retain. Not only that, they'll reward you by boasting about your company and sending even more superstars your way. It's the spiral of success!

Get Started

Have questions? Contact us:

W www.salesforcemarketingcloud.com   E marketingcloud@salesforce.com

@marketingcloud   T 1-888-672-3426