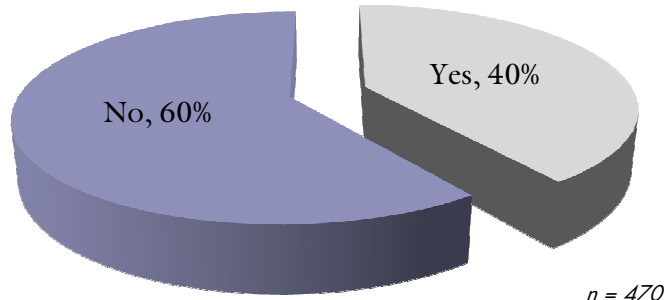


SHRM Research Spotlight: Social Media in Business Strategy and Operations

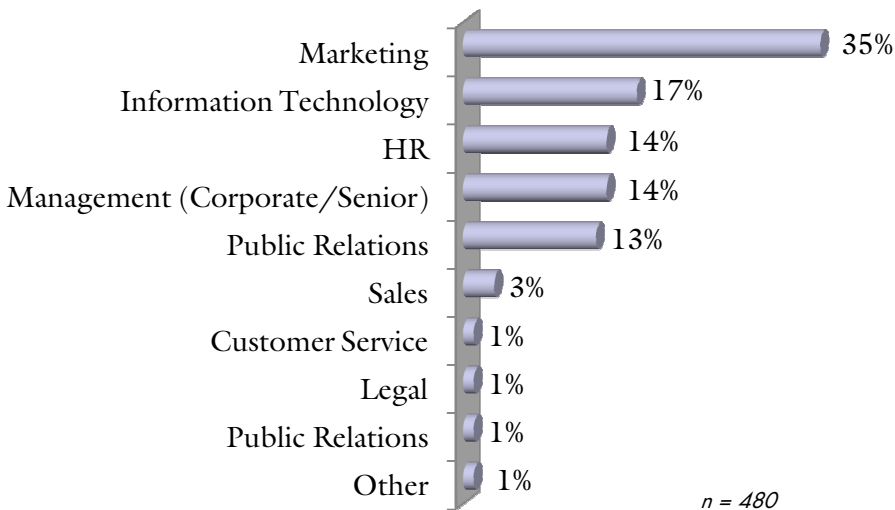
Shedding Light on the Business of HR | www.shrm.org/research | [Twitter@SHRM_Research](https://twitter.com/SHRM_Research)



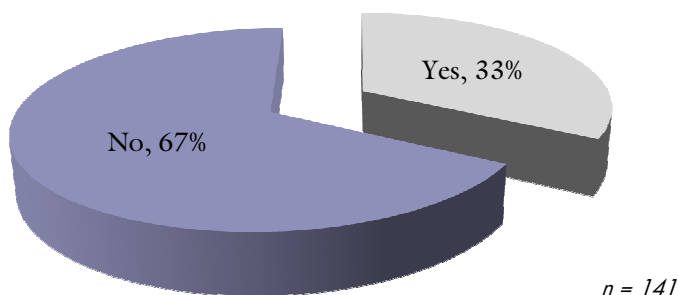
Does your organization have a formal social media policy?



Who is responsible for leading workplace social media activities?



Within the last 12 months has your organizations taken disciplinary action against an employee who violated your social media policy?



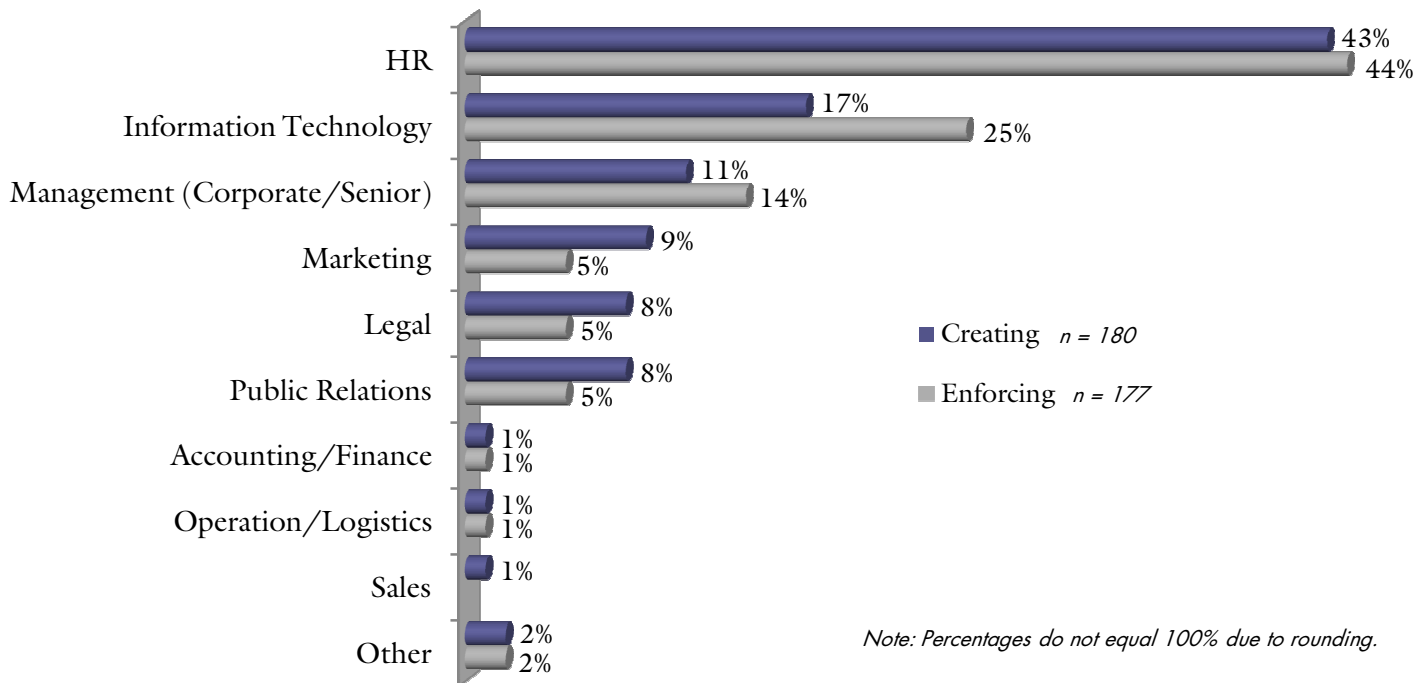
Definition

Social media: Web-based tools and technologies used to share information and turn communication into interactive dialogues with internal or external audiences. Examples include LinkedIn, Facebook, Twitter.

Key Findings

- **What percentage of organizations have a formal social media policy?** Overall, 40% of organizations reported having a formal social media policy.
- **Who is responsible for leading workplace social media activities?** Marketing (35%), information technology (17%), HR (14%) and management (Corporate/Senior) (14%) were the groups most likely to lead their organization's social media activities.
- **Are organizations taking disciplinary action against employees who violate their social media policies?** Yes; among organizations with a social media policy, 33% indicated taking disciplinary action against an employee who violated their policy within the last 12 months.
- **Who is responsible for creating and enforcing workplace social media policies?** Among organizations with a formal social media policy, the majority of organizations reported HR is responsible for creating and enforcing these policies. Overall, 43% of organizations reported HR is primarily responsible for creating workplace social media policies and 44% reported HR is primarily responsible for enforcing these policies.
- **How do organizations use social media for internal communications?** The majority of organizations use social media for information sharing and delivery. Nearly one-half use social media for internal group discussions.
- **Do organizations plan to increase their social media efforts?** Over one-half (55%) of organizations plan to increase their social media efforts in the next 12 months.

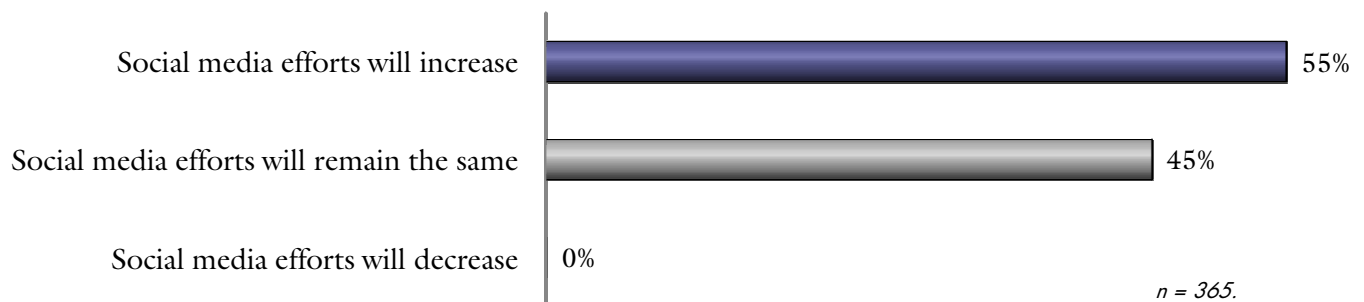
Which function is primarily responsible for creating and enforcing your organization's social media policy?



How does your organization use social media for internal communications?	Percentage
Information sharing	79%
Information delivery	68%
Group discussion	49%
Group collaboration	36%
Group problem solving	20%
Other	2%

Note: n = 99. Total does not equal 100% due to multiple response options.

Within the next 12 months, does your organization plan to increase its social media efforts?



Methodology | A sample of HR professionals was randomly selected from SHRM's membership database, which included approximately 250,000 individual members at the time the survey was conducted. The sample was composed of members with the job function of recruiting/staffing. 532 responses were used, yielding a response rate of 19%. Data were collected December 17, 2010, through February 1, 2011. The margin of error for this poll is +/- 4%.