



Enterprise Social Governance Guidelines: *Code of Conduct Reference Protocols for Enterprise Social Networks and Consumer Social Media*

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Introduction

With the ever-increasing popularity of social networks it is impractical, and indeed futile, for companies to try and stop employees from using them. Instead, it is important to establish guidelines and policies for their use. This applies equally to both Consumer Social Media (CSM) and Enterprise Social Networks (ESN).

However, the policies required for each may be very different, as there are significant differences between CSM and ESN (Fig 1). Here is a simple way to analyze and differentiate the two.

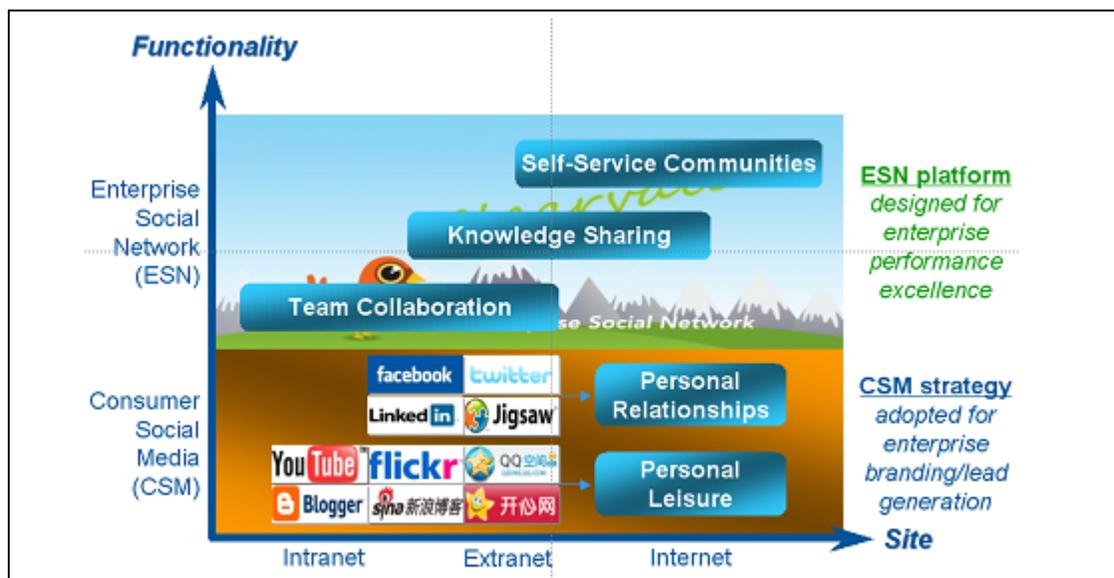


Fig 1. Different Social Platforms for Different Purposes: Consumer vs. Business

CSM enables individuals to get connected for either personal leisure, such as entertainment or gaming online, or to maintain personal relationships. Enterprises should consider adopting a CSM strategy in order to establish their presence on networks such as Facebook or LinkedIn for branding or lead generation purposes.

ESN, also referred to as Enterprise 2.0, is about enterprises harnessing the same kind of social fabric, but among its own constituents so as to foster better team collaboration, facilitate more effective knowledge sharing, or to forge vibrant self-



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service communities among its customers. All these applications can be deployed across an enterprise's entire intranet, extranet and Internet ecosystem, which is why many experts are now advocating that beyond a CSM strategy, every organization and every company must also establish its own ESN platform to attain higher enterprise performance excellence.

One way to harness the "Web 2.0" generation workforce is to establish the enterprise's own social networks and funnel this "social energy" into the entire ecosystem, accruing significant benefits that include:

- Greater brand development
- Highlighted business culture
- Better lead generation
- Stimulated employee self-motivation
- More intense and persistent knowledge flows
- More creativity and innovation from the workforce
- Enhanced competitiveness
- Improved company-wide collaboration
- More organized communications
- Increased productivity gains

Gartner, the largest IT research and consulting firm in the world, has pointed out that Enterprise 2.0 is an inevitable trend and has advised its corporate clients to leverage its power and capitalize on this trend. Companies that try to ignore or suppress these new trends may see their approach backfire and could likely find their competitors race ahead of them.

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However, it is easier for companies to consider the Enterprise 2.0 revolution than adopt and utilize it successfully. If a company starts to promote its ESN across its entire enterprise ecosystem — from employees, partners, customers, to the general public — top management needs to open its doors and be willing to accept more direct communication and immediate feedback from the grassroots level, literally



from anyone, from anywhere, at anytime. These are circumstances that many organizations are reluctant to embrace.

Implementing an Enterprise 2.0 platform and building a corresponding culture is the key to overcoming this reluctance. To establish such a culture, the company and workforce must have mutual trust and respect from the inside out and top to bottom; all must strive to transform the nature of the company.

BroadVision's own experience in adopting the Clearvale ESN internally and externally is described in two whitepapers entitled *Socializing Across the Enterprise* and *Socializing Beyond the Enterprise*. This paper focuses on the critical issue of Enterprise Social Governance, and includes a collection of guiding principles intended as reference protocols for the enterprise to address and monitor the participant's code of conduct for both ESN and CSM. Together these three white papers form a comprehensive set of suggested best practices for ensuring a successful Enterprise 2.0 transformation.

Policies, Statements, and Guidelines

When an enterprise sets up its own ESN and invites employees to participate or join any CSM service, either as an organization or individually, it is important to establish some guidelines and policies for all. It is difficult, however, to suggest an all-encompassing, one-size-fits-all policy to cover all social networking scenarios. Instead, BroadVision have developed guidelines for you to customize to fit the type and format of the policies you decide to adopt and administer. Remember that overly restrictive policies can inhibit the growth of your ESN, but policies that are too relaxed can lead to damage to the company.

It is also important to remember that you may already have many of these suggested guidelines in place in another format. Companies traditionally have allowed employees access to email and to speak on the phone and have policies associated with these actions. ESN is just a new platform to expand on these already open forms of communication, and existing policies could likewise be expanded

Moreover, it has been well documented in numerous research reports, confirmed by BroadVision's own experiences and further echoed by BroadVision's Clearvale customers, that many of the fears a company's management team might have about abusive or unpleasant practices, particularly in ESN, are unfounded. This is



perhaps attributable as much to undocumented protocols as it is to documented ones, thanks to the “invisible hand” of community-based watchdogs and self-discipline. When participants interact on a real name basis, as it is the case for most variations of ESN, they tend to become much more judicious about their own behavior and what they say. Ranting, for instance, while unavoidable, often becomes much more rational and contextual. Anything out of line tends to get reprehended automatically and immediately by other community members, long before the company needs to get involved. As sociologists would tell us, behavioral conformance and good citizenship are just the natural properties of any tightly knit social fabric. Hence any ESN code of conduct is intended more as a point of reference, normally rarely enforced.

However, participation in the public forum of CSM is a very different matter. As mentioned above, a company has very little or no control over its employees’ participation in CSM services, especially if such activities are private and personal in nature. But when the employee represents the company in CSM, whether deliberately or accidentally, a stricter code of conduct must be put in place and observed, with diligent employee education and frequent reinforcement.

Legal considerations

When setting up your ESN, you should also be aware of publicity or privacy laws, securities laws, employment and labor laws and regulations, and intellectual property rights, just to name a few; these may differ in each state, region or country. Therefore you should make sure you abide by all laws and regulations governing the collection of data and all other actions relating to the geographical location of your workforce and other parties allowed to participate in your ESN.

Access Control

The nature of an ESN is openness with a focus on collaboration based on “need-to-share” as opposed to the traditional email-dominated “need-to-know” paradigm. However, this places more responsibility on all ESN participants to be vigilant in setting up proper access control schemes as they establish their communities and relationship groups. Each organization should verify that the ESN platform of choice supports a robust access control regiment and establish proper training and policies for all participants to follow.



Enterprise Social Network Governance

Outlined below is BroadVision’s recommended set of enterprise social governance guidelines:

| <i>Policies, Statements & Guidelines</i> | <i>Organizational Gains</i> |
|---|---|
| General Policy Statement | Increase collaboration and creativity throughout organization |
| Mutual Trust Cooperative Agreement | Maximize employee participation because of clear understanding |
| Mutual Help and Self-Help Guideline | Improve visibility of key employee contributors |
| Self-motivation and Self-discipline Guideline | Increase voluntary contributions and involvement by all staff members |

General Policy Statement

Companies deciding to set up an ESN should start with a *General Policy Statement*. This should mirror your own corporate Business Ethics and Conduct policy.

Key statements could include:

Uncompromising Integrity We stay true to what we believe. [Your Company Name] is committed to honesty, fairness and "doing the right thing" without compromise, even when circumstances make it difficult.

Privacy We respect the privacy of our employees. At times, we may showcase our network to entities outside of the organization for the promotion of our business. Employees are asked to sign a release indicating their consent to have their information on our ESN shown to outside parties.

Universal Respect for People Treat others with dignity, as one would like to be treated oneself. We expect employees to treat one another with respect and fairness at all times, just as each person wishes himself or herself to be treated. [Your Company Name] values the difference of diverse individuals from around the world. Universal respect applies to every individual with whom we interact.



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Confidential and Proprietary Information One of the most important assets is our confidential and proprietary information. You must safeguard all confidential and proprietary information by marking information accordingly, keeping it secure and limiting access to those who have a need to know in order to do their jobs. Employees should be diligent in maintaining the company's confidential information. Confidential information includes, but is not limited to, information relating to customers, prospects, product development, and organizational structure.

Harassment Abusive, harassing or offensive conduct is unacceptable, in any form. Examples include derogatory comments based on racial or ethnic characteristics and unwelcome sexual advances. You are encouraged to speak out when a coworker's conduct makes you or others uncomfortable and to report harassment when it occurs.

Mutual Trust Cooperative Agreement

A *Mutual Trust Cooperative Agreement* should run in parallel with the *General Policy Statement*, offering guidelines to employees at the "Community" level in an ESN. Community and team leaders should be encouraged to construct a *Mutual Trust Cooperative Agreement* for their members when setting up new communities.

Key statements could include:

Define the Community This community has been set up to [basic definition of the community/team along with its purpose and scope within the ESN].

Behavior [Your Company Name] expects its employees to maintain a high standard of work ethic while part of this community. Each community member should help to ensure this is upheld and monitor the content of this community, reporting any breaches of [Your Company Name] Enterprise Social Media Policy or Mutual Trust Cooperative to your [Your Companies reporting line]. Should any breaches be made and upheld [Your Company Name] will take the following action: [To be completed based on your Company Enterprise Social Media Policy].

Statements can be added here detailing specific behavior expected in certain situations; for example, communities interacting with clients and customers, communities available to the general public, and so forth.



Expectations Set clear expectations for the employees involved in the community. List what the community needs to produce (end goal), when it is needed and the standard and quality required.

Confidentiality If you are working on a specific customer project, make sure you take into account any security and confidentiality issues that may be pertinent to your customer before inviting members to join the group.

Proprietary Respect proprietary information and its confidentiality within the community.

Honesty Be honest and transparent when altering online sources of information that you share with the community

The Agreement should also state any privacy issues that may transpire through the team's or individual team member's participation in the community.

Mutual Help and Self-Help Guideline

Mutual Help in the context of an ESN is the equivalent of a "mentor" program. Self Help in this context can be demonstrated by the ESN giving the employees the ability to extract data and information from the network to enable them to perform their job more effectively. This also helps to demonstrate employees' willingness to share data and knowledge.

Management and Human Resources can see natural leaders through monitoring content as well as identify leaders who are not leading or interacting in the way they could.

An ESN can help break down any shyness, language, or time difference barriers that can face employees when interacting with other colleagues.

Key statements could include:

Mutual Help [The Company] encourages the forming of partnerships between employees to help and assist each other in all areas of your work life. Employees can ask for advice and assistance on a project or just on general company issues. If you see an area where you have knowledge and can offer sound advice and assistance, maybe with a response to a blog posting or on a specific communities message board, please do not hesitate to do so.



Self-Help [The Company] encourages you to use the ESN to find resources or help from other employees to assist you in the completion of your assignments. Information can be found in communities, or you can ask directly for assistance on a specific topic via a blog, or an employee or community message board.

Self-Motivation & Self-Discipline Guideline

All employees should naturally possess the qualities of motivation and discipline. However, it is advisable to document some code of conduct guidelines so that your company is transparent in its expectations.

Key statements could include:

Transparency Your honesty or dishonesty will quickly be noticed in the social media environment. If you have a vested interest in something you are discussing, be the first to point it out.

Be Judicious Make sure your postings don't violate anyone's privacy, confidentiality, or any legal guidelines. What you publish will be around for a long time, so consider the content carefully and be judicious.

Write What You Know Ensure you write and post about your areas of expertise; however, respect all brand, trademark, copyright, fair use, confidentiality, and financial disclosure laws.

Perception is Reality In online social networks, the lines between public and private, personal and professional can become blurred. Make sure you clearly distinguish your own thoughts and not let your postings be perceived any other way. If employees create and maintain a social network, they should be aware that if their site identifies them as an employee of your organization, their postings could have an impact its reputation.

Add Value Remember, there are millions of words out there. The best way to get your ESN read is to write about things that other people will be interested in and value.

Be careful Restrict how much information you divulge about yourself. For your own benefit, you should not post details that you might find



embarrassing if seen by family members, colleagues, your employer or a future employer.

Think carefully The selection of the people you form connections with on a social network is important. Once you accept someone they will be able to access any information about you, including photographs, that you have marked as viewable by your contacts. Always think and read through your posting before you upload it to your ESN.

Consumer Social Media Governance

Some postings on consumer social networks can be very beneficial to a company, providing a form of free advertising and promotion. Your policy should reflect your organization's stand on usage by employees of social networks during working hours. Some departments may have tighter restrictions than others based on what job functions are performed by those groups.

A policy should very clearly state what use of the company brand the company sanctions. For example, define where, when, how and who can use the company name on a CSM.

One of the most important assets is your company's confidential and proprietary information. You should already have safeguards in place protecting all confidential and proprietary information, and it is important to recognize that these safeguards should also govern actions on your CSM. At a minimum, these should include marking information accordingly, keeping it secure, and limiting access to highly confidential documents to people who have a need to know to do their jobs.

Employees should be diligent in maintaining the company's confidential information, including, but not limited to, information relating to customers, prospects, product development, and organizational structure. If needed, your company can request employees to confine their CSM commentary to topics unrelated to the company or to a specific subject.

“Employees should be diligent in maintaining the company's confidential information.”



To help enforce this policy, it is advisable to issue a Social Media Policy document that parallels your company's Confidentiality and Proprietary Information policies.

Key statements could include:

Introduction The Internet provides a number of social media opportunities in which [Your Company Name] employees, contractors and associates may wish to participate. However, when someone clearly identifies an association with [Your Company Name] and discusses his or her work, the individual is expected to behave appropriately and in ways that are consistent with [Your Company Name] Code of Business Ethics and Conduct. If you do not agree to abide by these guidelines, [Your Company Name] requests that you not participate in social media opportunities. [Your Company Name] assumes no responsibility or liability for material you post and may prohibit you from accessing social media through [Your Company Name] systems at [Your Company Name]'s sole discretion.

Guidelines The choice to participate in social media is yours. If you do, you must follow these guiding principles:

- Participants should be diligent in maintaining company confidential information, including but not limited to, information relating to customers, prospects, product development and organizational structure.
- When using any CSM sites, participants should not refer to other [Your Company Name] employees, contractors or associates by name or identifiable reference, and should always honor every other party's privacy. The general email address [insert address] can always be referenced as a contact point for the positions that are responsible for public communications, such as Marketing, Public Relations and Investor Relations.
- Provide unique, individual perspectives on what is going on at [Your Company Name] and in the world.
- Post meaningful, respectful comments - in other words, no spam and no remarks that are off-topic or offensive.
- Reply to comments quickly, when a response is appropriate.
- Respect proprietary information and its confidentiality.
- When disagreeing with others' opinions, do not post derogatory, abusive or offensive comments.
- You should not engage in activities on the Internet, which may bring [Your Company Name] into disrepute.



- Be honest and transparent when contributing to or altering online sources of information.
- Do not use the Internet in any way to attack or abuse others.

Finally, please be aware that even if you are gaining access through non-[Your Company Name] systems, the company may request that you temporarily confine your social media commentary to topics unrelated to the company. In rare cases, your social media activity may be suspended altogether if the company believes this is necessary or advisable to ensure compliance with [Your Company Name]'s Code of Business Ethics and Conduct or any federal and state laws.

Handling Breaches of the Policy

In case your company's confidential and proprietary information is compromised by an employee's posting on a social network, you should have a plan in place for handling the situation. For example, it might include:

- An assigned person to instruct the employee to delete the content
- A reporting chain listing those to inform and the action they should take. The reporting chain might include the following people:
 - The CEO, who should remain informed as to the scale of the incident
 - Legal, in case further action needs to be taken
 - Human Resources, to determine if action must be taken against the employee
 - Marketing, in case the group must issue any statements about the incident to the press.

Tips for Maintaining a Successful Enterprise Social Network

Before your company or team joins any social network you will need to establish some "key players" to help your site grow and encourage knowledge flow. You should:

- Appoint members to set up and maintain communities. Make sure they are willing to spend the time, at least in the beginning, to post and reply to content posted. Communities with no true leaders tend not to generate much information flow.
- Encourage thought leaders and domain experts within your company and team to blog and become the "knowledge managers."



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- Gather some content to pre-populate your site before inviting your network members; this encourages people from the onset to participate. For example, you can include a CEO blog, communities, office photos, and so forth.
- Make sure your network members are aware of your social networking guidelines.
- Encourage participation amongst your network. Use surveys, quizzes, or something of that nature.

Personal Profiles

This is where network members share both professional and personal information about themselves. Encourage members to update the "What you are working on" section on their personal profiles so other members can see what colleagues are doing and offer assistance.

Blogging

Encourage your CEO and managers to write weekly blogs to update the workforce. This practice will help to keep staff motivated and more productive. Other motivating blogs like "Employee of the Month" or "Contributing Team" messages can be posted here.

Collaboration

Launching a new product? Set up a community "testing panel" and involve your entire workforce. Do you have a question regarding a specific customer? Set up a community to get advice and learn from the past experiences of other colleagues.

Using the knowledge you gain from the employee participation in your ESN, you can use competitions or games as a means to do what most humans strive for—the ability to perform at a higher level. A best practice approach would be a "carrot" based method. For example, your company can involve employees by asking for suggestions in naming a new product or mascot and offer a prize. Or, maybe launch a competition to attract participation in your ESN such as "most influential blogger." Small incentives at the early stages of launching your ESN encourage greater employee participation and ultimately acquaint them with your site and the benefits it has to offer.



How Clearvale Can Help

BroadVision Clearvale is the next-generation e-business platform aimed at revolutionizing enterprise knowledge flows and performance gains across and beyond its entire ecosystem.

Clearvale can help distribute, enforce and monitor social network policies and guidelines in several ways:

- Make employees aware of latest policies and guidelines through blogs.
- Enable employees to seek clarification about the policies and suggest modifications either in a public forum using discussion groups or through private messages.
- Safeguard corporate information with DocuVault. DocuVault has many features which support accountability and control of social network usage policies, including:
 - user-level access controls that maintain security and protect confidentiality.
 - file versioning to keep previous versions of files; any content which has accidentally been replaced can be retrieved.
 - audit trail capability.
 - contribution from all participants.
 - priority, deadline, and status flags.
 - alerts to network members when a document is updated.
- Track employee progress with the Teamwork feature.
- Encourage participation by using surveys, discussion forums and comments on blogs
- Monitor usage. The administrator of a Clearvale network can monitor all aspects and postings on the network and has the ability to block or delete content or even a user if necessary.



Conclusion

Social networking is an irresistible wave as well as an overwhelming trend. It is better for enterprises to embrace this platform with a positive attitude rather than resist it.

However, this must be done in the context of a framework of governance guidelines and policies appropriate for the forum in which employees are participating. Policies for using CSM are essential to avoid damage to the company's brand. ESN policies are equally important but are more likely to be self-policing.

Using best practices to improve company-wide understanding encourages a happy and diligent workforce and customer base, inspires highly efficient teams, builds a cohesive, harmonic, and innovative culture, and stimulates continuous innovation and growth.



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About Clearvale

Clearvale is the next-generation e-business platform aimed at revolutionizing enterprise knowledge flows and performance gains across and beyond its entire ecosystem. Delivered globally through cloud computing, Clearvale empowers the enterprise and all its constituents — employees, partners, customers, and other stakeholders — to publicize, personalize, and socialize their communication and collaboration directly with anyone, from anywhere, at anytime, yielding unprecedented business immediacy, agility, and productivity. Clearvale is created and offered in SaaS (software as a service) by BroadVision, which has been pioneering e-business solutions since 1993. Visit <http://www.clearvale.com/> to set up your e-business ecosystem instantly and let your Enterprise 2.0 transformation begin.



About Lisa Lyssand



Lisa Lyssand is a Human Resources professional with over 15 years of experience in the field. Her background includes extensive work dealing with international employee matters in several continents, and she is known for her deep understanding of both global and technical human resources issues. She has helped hire all levels of personnel within organizations, including senior executives. Prior to human resources, Ms. Lyssand worked in the accounting and finance field for several years. She earned her degree in Business and Finance in the United Kingdom.

About Richard Hughes



Richard Hughes is Technical Director at BroadVision, a global provider of personalized self-service web applications. As one of BroadVision's most senior technical staff, Mr. Hughes is integral to guiding product development as well as the strategic success of BroadVision's customers. During his 11 years at BroadVision, he has advised major international companies such as British Telecom, O2, Vodafone, DSG, ABN AMRO, and Ericsson on deployment of their eCommerce and enterprise portal systems. BroadVision's latest solution is Clearvale, an Enterprise Social Networking suite.

Prior to joining BroadVision, Mr. Hughes managed the eCommerce web site at Blackwell's Online Bookshop. He has a BSc in Computer Software Technology from the University of Bath.