

Human Capital SIG Briefing Workforce Transformation Subcommittee September 10, 2009

Workforce Transformation Subcommittee



White Paper: Social Media in the Federal Workplace:
Rules of Behavior Policies & Best Practices

Research Question: What are the human capital implications of balancing increased government transparency while safeguarding the computing environment?

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Thesis: As agencies adopt social networking to engage employees, government stakeholders and the citizenry, users must appropriately balance the need for transparency with adherence to cyber security protocols. The existing rules of behavior that govern the dissemination and safeguarding of information may no longer apply in the new social media milieu. As a result, the Government needs to adopt new policies and associated training that govern the appropriate rules of behavior for using social media in the workplace.

Outcome / Approach



- Targeted Outcome
 - A white paper outlining human capital strategy, policy and/or process recommendations for achieving these two pillars of the Obama Administration
- Approach
 - Validate the research question and expected outcomes with Human Capital SIG and IAC leadership
 - Review publicly available literature
 - Collaborate with other SIGs focused on Government Transparency and Information Systems Security to include their recommendations and strategies
 - Conduct interviews with CHCOs, CISOs, CIOs
 - Present white paper no later than October 2009

- **Literature review is complete**
 - Cyberspace Policy Review: Assuring a Trusted and Resilient Information and Communications Infrastructure (May 2009)
 - GSA Intergovernmental Newsletter: Transparency and Open Government (Spring 2009)
 - Designation and Sharing of Controlled Unclassified Information (CUI) Memorandum (May 2008)
 - Deloitte “Social Networking and reputational risk in the workplace” Survey Results
- **Initial Observations**
 - Many public and private sector organizations have published Rules of Behavior but are grappling with how to appropriately enforce them
 - Key Finding: Culture and Values are integral to enforcing desired behavior
- **Open Questions**
 - What other critical “people” policy gaps need to be addressed?
 - What social media/information management training best practices exist today?
 - What are organizations doing to model and/or enforce required behavior through culture and values

Interview Questions



- What social media is allowed at your organization today?
 - What social media is prohibited from your organization and why?
 - How is the social media used by employees in the workplace setting? What differences, concerns or challenges do you see in how social media is used by different generations? (e.g., Baby Boomers, Generation X, Generation Y, Millennials)
 - How effective are the use of those tools in supporting your organization's mission?
 - What, if any, special terms did you negotiate with the social media provider? What restrictions are in place?
 - What concerns do you have about security? How is your organization addressing those concerns?
- Please describe the social media policies and/or guidelines in place at your organization today.
 - What are the key rules of behavior/engagement?
 - Who owns the policy (CIO, CISO, CHCO) at your agency?
 - What stakeholders were involved in the policy development process?

Interview Questions



- How does your organization educate employees on the rules of behavior for using social media?
 - What, if any, training interventions are employed?
 - How are the appropriate behaviors enforced?
- What practices exist at your organization for safeguarding information while using social media? What information is allowed and not allowed to be shared?
- What recommendations, if any, would you make to OMB and GSA for developing government-wide “rules of behavior” for using social media?

Wish List of Interviewees



Public Sector

- Rob Carey, CIO Navy
- Ron Sanders, CHCO ODNI
- Jim McDermott CHCO NRC
- Michael C. Smith, Deputy Director, FNS, DHS, National Cyber Security Division
- Vance Hitch, CIO DOJ
- Kevin Deeley CISO-DOJ
- Gail Lovelace, CHCO, GSA
- Angela Bailey, Deputy Associate Director, Center for Talent and Policy, OPM

Private Sector

- CIO, NGIT
- CIO, SRA
- HR Director of Recruiting, Grant Thornton

POCs



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