

Social Networking: Managing the Next Workplace Transformation

New Zealand Key Findings

A new generation, steeped in the rules and habits of the digital age, is entering the workforce in large numbers, and will soon make up the majority of employees in every company. How this generation – as well as older workers – uses social media such as Facebook, LinkedIn and Twitter to stay in touch with others has increased exponentially in just a few years. It is a phenomenon that is rapidly transforming the world of work.

With this in mind, Manpower Inc. (NYSE: MAN) recently surveyed over 34,000 employers in 35 countries and territories. The survey is intended to gauge employer attitudes toward the use of external social media in the workplace. Conducted in October 2009, the survey asked employers four questions:

- **Does your organisation have a formal policy regarding employee use of external social network sites such as Facebook, Twitter and LinkedIn?**
- **In which of these areas has your policy been effective?**
- **In what two areas do you believe external social networks can provide the biggest boost to your organisation in the future?**
- **Has your organisation's reputation ever been negatively affected as a result of employees' use of social networking sites?**

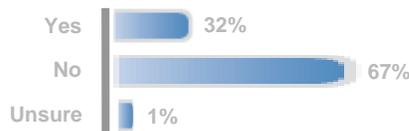
The global results revealed that an overwhelming three out of four employers indicated that their organisations had no formal policy regarding the use of external social networking sites in the workplace. Five percent of employers surveyed indicated they were unsure if their organisations did, in fact, have policies regulating the use of social media by employees. However, one out of five employers responded that their organisations did have policies in place to regulate social networking in the workplace. And this number is likely to grow. Of those employers with policies in place, the vast majority (63%) indicated that these policies were most often effective in helping avoid productivity loss. Approximately four out of 10 employers indicated that policies were effective in helping protect intellectual property and other proprietary information. Only two percent of the surveyed employers indicated that their organisations' social networking policies were not effective.

Manpower acknowledges that the risks associated with social networking in the workplace are not trivial. As the use of such sites becomes even more prevalent, Manpower believes that employers need to consider how social networking is likely to impact their organisations. After all, the widespread use of these sites by employees raises inevitable questions. For example, how can companies embrace the technology, minimise risk and unleash the potential of social networking in the workplace? And how can these sites actually serve the interests of organisations by enhancing productivity, collaboration and innovation, while also serving to attract and engage employees? Thus Manpower recommends that organisations that are currently exploring social networking policy implementation do so by designing guidelines that help them take maximum advantage of potential benefits.

Does your organisation have a formal policy regarding employee use of external social network sites such as Facebook, Twitter and LinkedIn?

Of the more than 34,000 employers surveyed worldwide, 75% reported that their organisation did not have a formal policy regarding the on-the-job use of social networking sites, while 20% reported that they did. A regional comparison revealed that employers in the Europe, Middle East and Africa (EMEA) region were the least likely to have formal policies in place: Only 11% of employers reported instituting policies while 87% reported their organisations had no policy in effect. In the Americas region, 29% of employers had enacted social networking policies, while 25% of Asia Pacific employers had policies in place. Clearly, the majority of organisations are adopting a ‘wait-and-see’ approach before developing their own formal policies on the use of social networking.

New Zealand

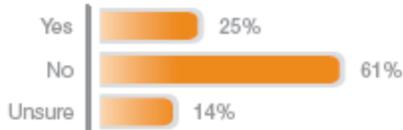


New Zealand

Of the more than 520 employers surveyed in New Zealand, 32% said their organisation implemented policies regulating the use of social networking in the workforce. On the other hand, 67% reported that they did not have any policies in place; 1% was unsure. A comparison of the regions across New Zealand reveals organisations in Auckland (34%) and Wellington (34%) were above the regional average in having policies regulating the use of social networking in place. On the other hand, employers from Christchurch (24%) were below the national average.

Among employers who reported no policy in place, those from Christchurch (74%) were far above the national average of 67%; Wellington (66%) and Auckland (64%) were below.

Asia Pacific



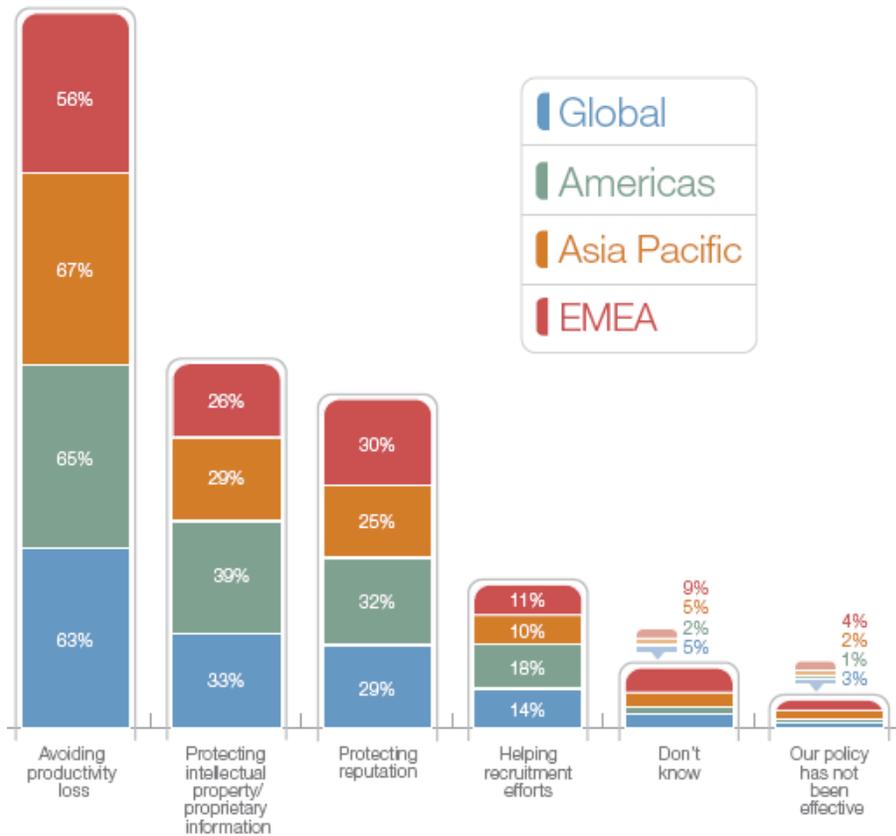
Asia Pacific

Of the over 7,700 employers surveyed from the Asia Pacific, 25% indicated that their organisations implemented policies regulating the use of social networking in the workplace. Employers from China (33%), New Zealand (32%), Australia (31%) and Hong Kong (27%) were above the regional average. On the other hand, employers from Japan (25%), Taiwan (23%), Singapore (14%) and India (11%) were at or below the regional average.

Among employers who reported no policy in place, those from Singapore (84%) were far above the regional average of 61%. Notably, nearly eight out of 10 (78%) Indian employers were not sure if their companies had social networking policies in place.

In which of these areas has your policy been effective?

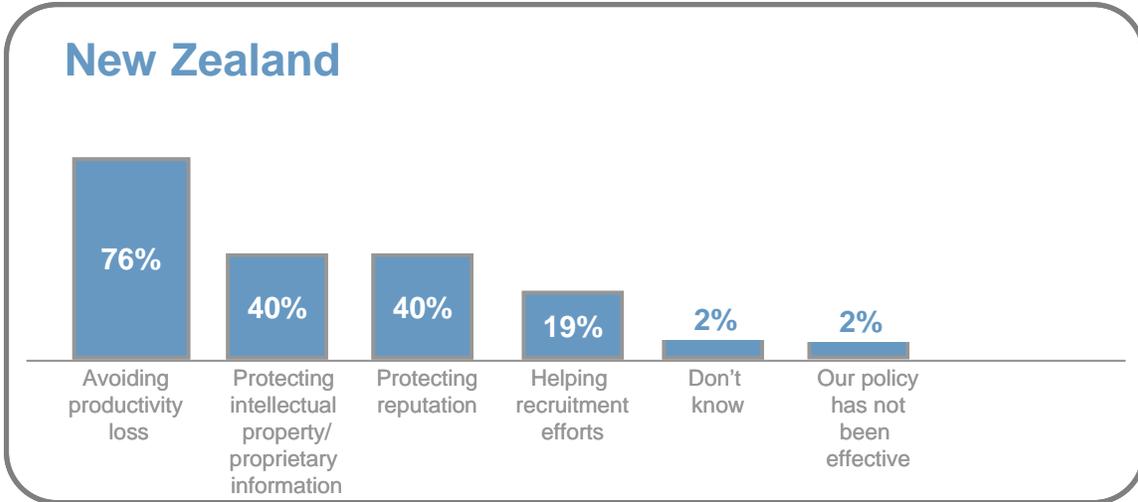
Among employers who responded that their organisations implemented formal social networking policies, all were asked to identify in which area of their operation their policy has been most effective. (Employers were invited to respond with more than one reason for implementing the policy.) By far, more employers (63%) reported that their policy was most effective in preventing productivity loss. One in three (33%) employers indicated that the policies helped their organisation protect intellectual property and proprietary information. Protecting their organisation’s reputation was identified by nearly three in 10 (29%) employers as the most effective result, while 14% indicated that policy implementation helped their talent recruitment efforts. Only 3% of employers with established social networking policies reported that the policies were not effective.



Source: Manpower Inc., Employer Perspectives on Social Networking Survey, 2009

New Zealand

In New Zealand, nearly eight out of 10 (76%) respondents indicated that minimising productivity loss was the chief benefit of implementing a social networking policy; 40% reported their policies helped protect intellectual property and proprietary information; 40% indicated the policies helped protect their organisation’s reputations; and 19% said that workplace social networking policies helped them in their recruiting efforts. Responses in each of these four categories exceeded the global average. More employers in the Wellington (78%) identified productivity loss as the most effective outcome of their implementation of social networking policies; followed by Auckland and Christchurch (both 75%), still above the global average.



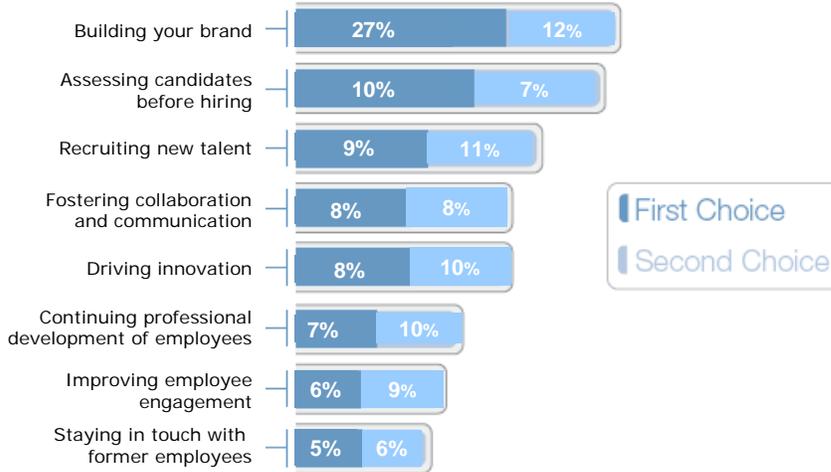
Asia Pacific

Among Asia Pacific employers, nearly seven out of 10 (67%) identified social networking policies as effective in minimising productivity loss. Employers in Australia and New Zealand (both at 76%) were more likely to cite this as the most effective outcome, while only 52% of Hong Kong employers did so. Over six out of 10 (62%) Japanese employers cited policy implementation as an effective approach to protecting of intellectual property and proprietary information, while only 5% of Taiwanese employers did so. Protecting their organisation’s reputation was named by 41% of Singapore’s employers, but by only 2% of Taiwanese employers, as the most effective result of policy implementation. Established social networking policies were identified by 21% of Singaporean employers as beneficial to their recruiting efforts while employers from Hong Kong and Taiwan (both at 0%) indicated that policies had not affected employee recruitment.

In what two areas do you believe external social networks can provide the biggest boost to your organisation in the future?

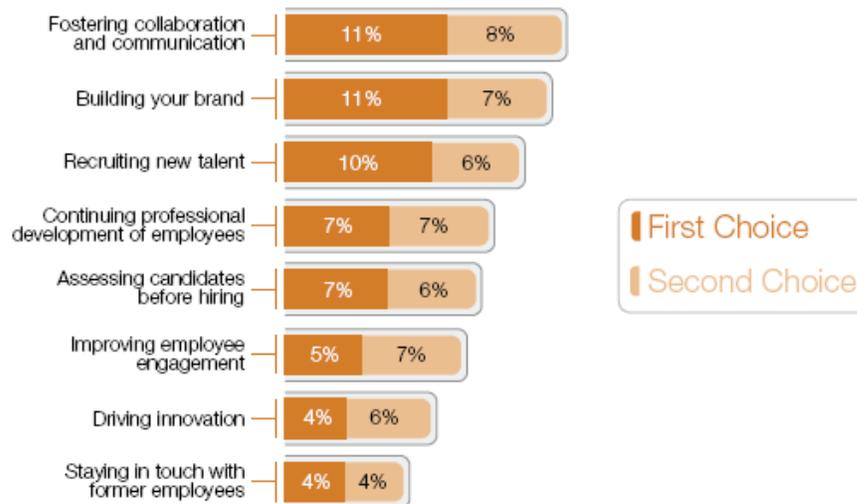
New Zealand

All respondents were asked to identify the top two aspects of external social networking that, in their opinion, might provide their organisation with the biggest future benefit. Eight out of 10 employers identified some benefits associated with social networking, including: brand building (39%); candidate assessment (17%); new talent recruitment (20%); fostering collaboration and communication (16%) and driving innovation (18%).



Asia Pacific

Asia Pacific employers were most likely to identify social networking as a promising method of fostering collaboration and communication (19%), while 18% viewed social networking as a potential means of building their organisational brand. Japanese employers were the most likely to view social networking as a possible collaboration and team-building tool, with nearly three of 10 (27%) employers identifying this as a potential benefit. Meanwhile, New Zealand (39%) and Australian (31%) employers were more likely to cite social networking as an aid to brand building.

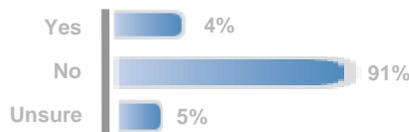


Source: Manpower Inc., Employer Perspectives on Social Networking Survey, 2009

Has your organisation’s reputation ever been negatively affected as a result of employees’ use of social networking sites?

The vast majority of the employers surveyed indicated that employee use of external social networking sites has not had a negative impact on their organisation’s reputation. This may suggest that, despite the occasional high-profile incident, it may be that the potential for damage to a company’s reputation may be lower than many believe. While 4% of employers worldwide indicated that employee use of external social networking sites had negatively impacted their organisation’s reputation, nearly nine out of 10 (89%) reported that social networking had not. Meanwhile, 7% of respondents were unsure of the impact social networking had on their organisation’s reputation.

New Zealand

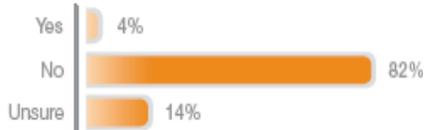


New Zealand

Of the 521 employers in New Zealand who responded to this question, 4% indicated that employee use of external social networking sites had negatively impacted their organisation’s reputation. But more than 9 out of 10 reported that social networking had not; 5% were unsure. Survey responses from employers in Wellington (6%), were higher than the regional average while employers from Christchurch (4%) and Auckland (3%) were at or below the regional average.

Employers from Wellington (93%) were most likely to respond “no” when asked if external social networking put their organisation’s reputation at risk.

Asia Pacific



Asia Pacific

Among the region’s 7,710 surveyed employers, 4% reported that the use of external social network sites by employees had harmed their organisation’s reputation. This is similar to the global average. Employers from Australia (7%), Japan (6%) and Singapore (5%) were more likely to cite reputational damage from social networking, while those from India (0%), Taiwan (1%), China and Hong Kong (both at 2%) were less likely to do so.

The percentage of employers indicating that social networking had not damaged their organisations’ reputations (82%) was below the global average of 89%. Those regional employers least likely to assign organisational damage to social networking included employers from Singapore (92%), New Zealand (91%), Hong Kong (90%), India (89%), Australia (88%) and Taiwan (84%). Meanwhile, fewer than half (48%) of Japanese employers answered “no” when asked if external social networking had damaged their organisation’s reputation; however, a considerable 46% of Japanese employers was unsure of social networking’s impact, representing an uncertainty level high above the regional average of 14%.

*These findings were originally highlighted in a Manpower Fresh Perspectives paper titled, **Social Networks vs. Management? Harness the Power of Social Media**, which can be downloaded at www.manpower.com/researchcenter.*

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