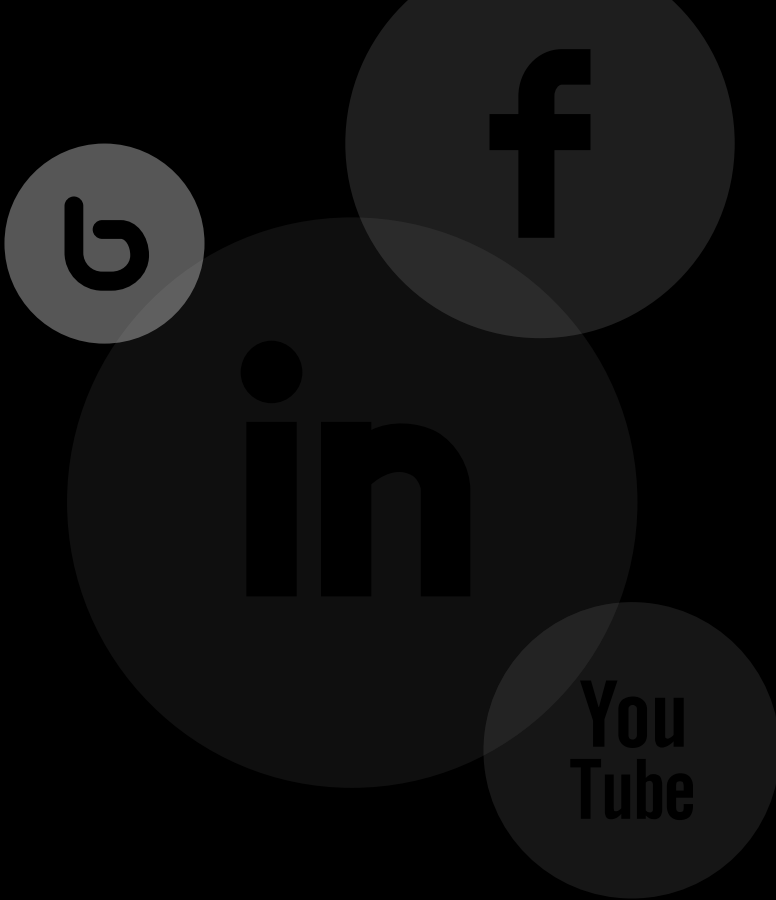




ONLINE ETIQUETTE

A manager's guide to using social media

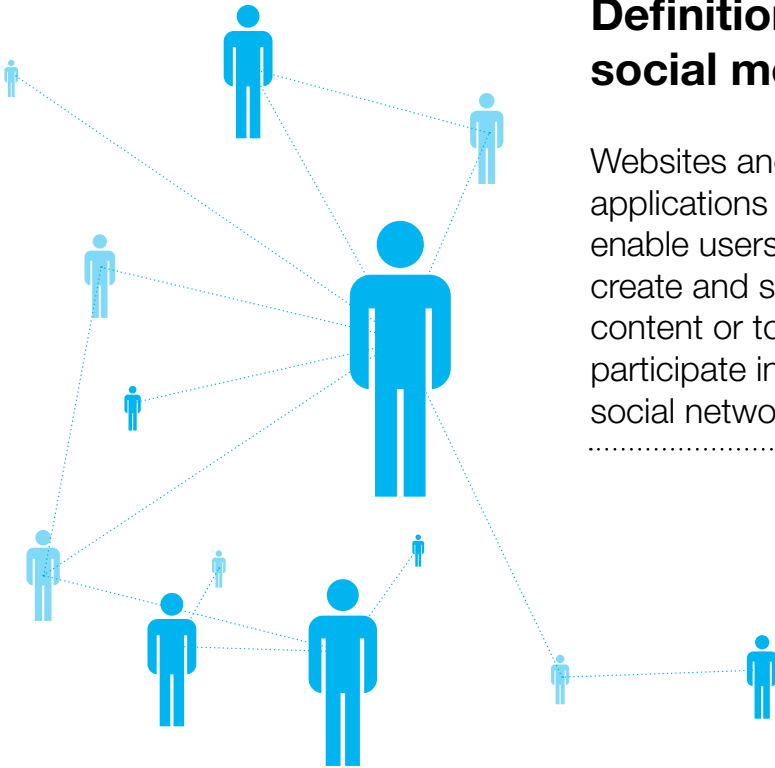


Contents

Introduction	3
Code of Practice for Professional Managers	4
The DOs and DON'Ts of social media	6
Social media response flow chart	8
Dealing with social media problems	10

Definition of social media

Websites and applications that enable users to create and share content or to participate in social networking.



INTRODUCTION

Social media has become one of the most common ways for managers to communicate, whether they are an employee, member or a representative of CMI.

Unlike previous forms of communication, social media's fast paced evolution and popularity has created both opportunities and challenges for managers. The purpose of this document is to outline some of those issues and provide guidance for our members on how to use social media.

CODE OF PRACTICE FOR PROFESSIONAL MANAGERS

CMI is the chartered professional body dedicated to supporting individual managers and organisations to achieve success through higher standards in management and leadership. Its objectives, set out in the Royal Charter, are 'to promote for the public benefit the art and science of management' and 'to advance public education therein'.

Honesty, integrity and trust, together with the display and maintenance of high standards of professional conduct and competence, lie at the heart of best practice in management and leadership, wherever practised in the world. The required high standards apply equally to the personal behaviour of the professional manager; to working relationships with team members, other colleagues and stakeholders; to the management and leadership activities undertaken on behalf of an employing organisation; and to actions which have an impact on society at large.

Professional managers apply specialist knowledge and skills for the benefit of their organisations, employees, colleagues, stakeholders, and wider society.

In doing so they must:

- Apply expertise and sound judgement
- Motivate and support others
- Contribute positively to the achievement of the objectives of the organisation.

The CMI Code of Practice for Professional Managers applies to all members, including Students. When communicating with other members, employees and other stakeholders, it is essential that the CMI Code of Practice is upheld by every single member when participating in social media activity. Although social media is still a fairly new form of communication, it does have a legacy element that needs to be considered. This document outlines the DOs and DON'Ts for social media activity and is suggested as a guide, although the list is not exhaustive and will be refreshed and updated from time to time.



Information which comes to CMI's attention, suggesting that a member's conduct may not be in accordance with the provisions of the CMI Code, will be reviewed under the complaints handling and resolution process, overseen by the Professional Standards Committee.

Please refer to the CMI Code of Practice for Professional Managers for further details.

<http://www.managers.org.uk/code>

THE DOs AND DON'Ts OF SOCIAL MEDIA

The following DOs and DON'Ts are recommended by CMI and should be used as guidance when participating in social media activities.

DO

Engage

Engaging with your community is the key to creating an active and responsive network. This means if you are posting content – in effect producing an outward message – make sure you are regularly responding to the content that you are receiving. Social media is about interacting and relating to others with a common interest. Remember though that operators have to be there to interact and engage. As a result it can be time consuming.

Develop a robust social media policy

There needs to be rules for the ways in which all members of an organisation engage with social media. These should also include a standard response protocol, such as the one shown on pages 8 and 9.

Think about the brand

Maintaining the integrity of the brand perception is essential in any media. Therefore the brand guidelines also apply to social media activities. Practitioners must be conscious of brand restrictions such as the tone of voice, use of logo and house style. If you have any questions about using CMI branding and social media contact the Marketing Team or read the guidelines document in Section 7.

Be transparent

Always be transparent about the nature of your relationship with a company or why you are posting particular information. This means that if you are posting content that is of an advertorial nature or if there is a conflict of interest, it's important to state this to your audience. Additionally, if you are posting content on behalf of an organisation or an individual make that clear to the audience.

Use the right language

Social media can be used in both personal and professional capacities, so ensure that you are using the correct tone of voice and language for the audience. Particular sites have particular rules: for example, the Twitter limit of 140 characters per posting leads to the use of short, effective phrases, statistics, links and quotes.

Review your content

Always review your content before posting to a social media site. This is to avoid posting any content that is misspelt, incorrect, emotional or misrepresentative, which will be visible to the public.



Remember online etiquette

You must be respectful to others at all times when using social networks, whether you are writing a post or publishing images. Remember to seek permission to use any content that is not your original work and clearly give a reference for any content ownership such as photo credits.

DON'T

Use poor etiquette

We do not allow spam, abuse, prejudice or aggressive or bullying behaviour or content in our social media communities. For further information on a particular website's group rules, refer to the Rules section of that website.

Ignore your audience

Once you participate in an online community you are expected to respond to comments within a reasonable period of time. Although social media is used in a personal capacity, it is expected that you respond to CMI related content in a timely manner.

Bring a company into disrepute

No member should participate in any social media activities that will bring a company's name into disrepute. Although social media is often used for personal use, as a CMI member you are expected to uphold the CMI values and Code of Practice.

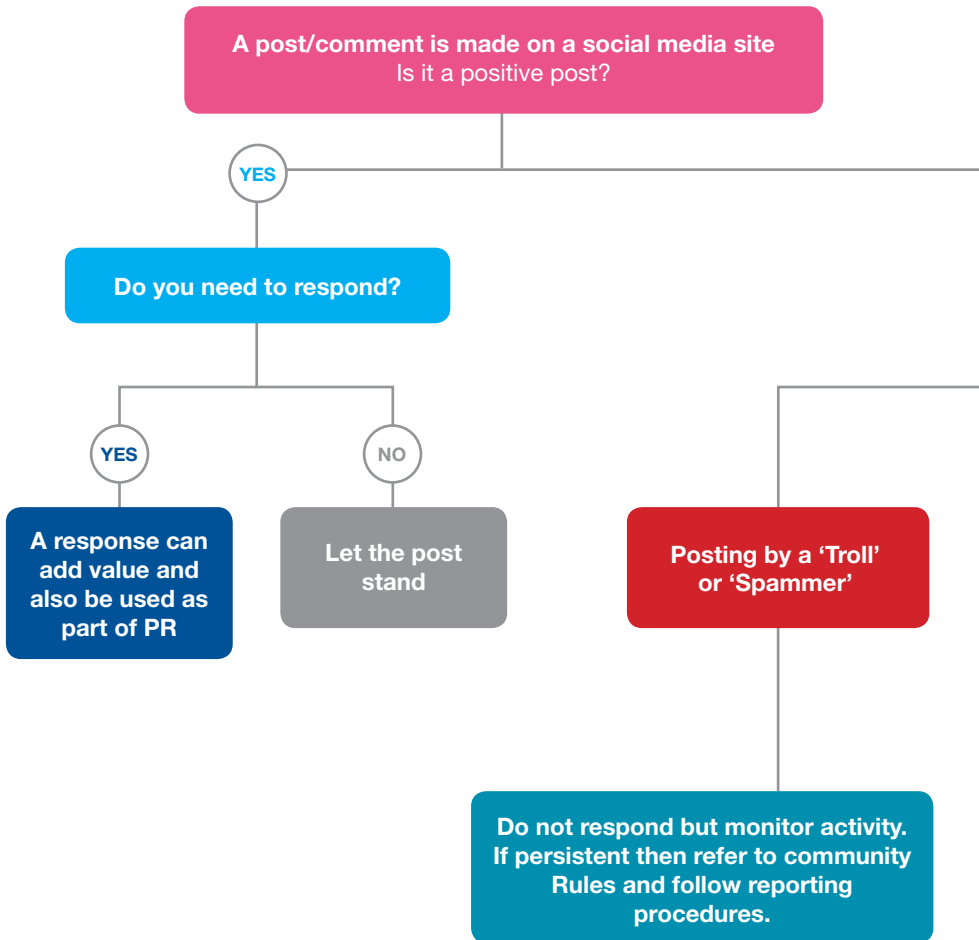
Forget the legacy of content

Social media content is visible to the public and therefore you must not post any content that will be deemed a negative legacy for CMI. Remember, once you post content it will be seen by the community immediately and even if deleted it could still be seen by the public through having been re-posted elsewhere.

Share sensitive information or personal opinion

Sharing inappropriate or sensitive information about a person or a company on social media is not recommended. Although CMI allows members and employees to share content on these channels, they are expected to do so responsibly.

SOCIAL MEDIA RESPONSE FLOW CHART



TIPS ON HOW TO RESPOND

Be Honest

Always be honest and transparent as it shows that you value your members.

Be Positive

Encourage more contributions by being positive and engaging with the community.

Definitions

Spam (Noun- spammer)

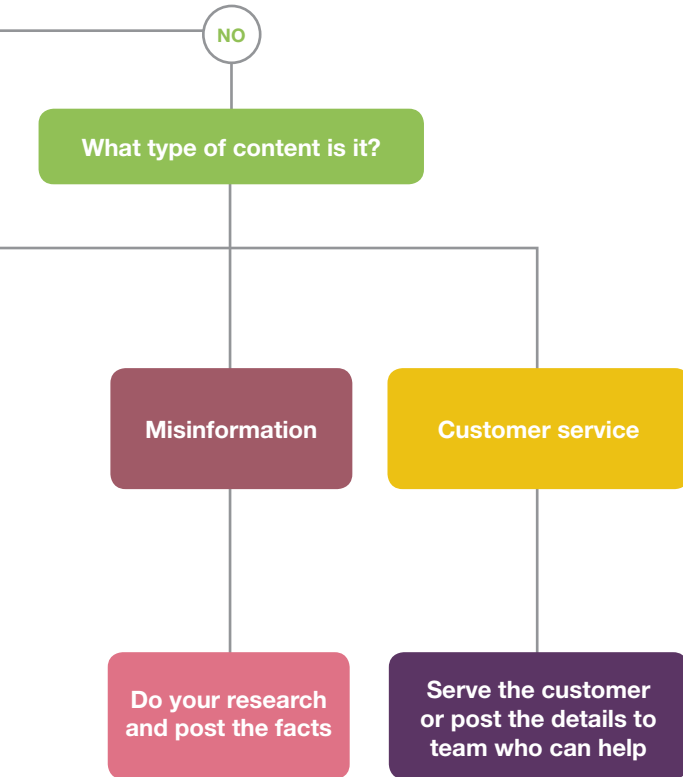
Irrelevant or unsolicited messages sent over the Internet, typically to large numbers of users, for the purposes of advertising, phishing, spreading malware.

Troll

Make a deliberately offensive or provocative online posting with the aim of upsetting someone or eliciting an angry response from them.

Content

Information made available by a website or other electronic medium.



Timeliness

Respond to all posts promptly and efficiently, but remember to review them first.

Be Informative

Do your research before posting to ensure you have all the facts.

Tone of Voice

Use the appropriate language and tone of voice for each site but also be professional at all times.

DEALING WITH SOCIAL MEDIA PROBLEMS

Our audiences are changing, our online community is continuing to grow, and there are increasing legal implications affecting the use of social media. We have therefore decided to include some general guidance on dealing problems that could arise when engaging with social media. This guidance is applicable to members, non-members as well as CMI products or services in the social space.

Responding to on-line posts

General guidance for responding to differing types of social media posts is given in the Response Flow Chart, on pages 8 and 9. This is just one example of a range of similar response protocols that are used by many other organisations. It is also good advice for individuals.

If you are the target of what you consider to be inappropriate behaviour, or if you want to object to the content or nature of a specific post, then it is generally good practice not to engage with a post in a way that might escalate a situation. Any possible response should take account of the Response Flow Chart.

Reporting inappropriate behaviour

The next action to consider is using the particular forum's own mechanisms for reporting problems that may arise. All online communities have Terms and Conditions, which also contain Rules about what is or is not allowed on the site; and all have systems for reporting inappropriate behaviour.

In addition, anyone who wishes to report offensive communications found online, can also call 101 (in GB) or contact their local policing team.

The CMI's own communities are monitored by the CMI Web and Social Media Manager. As with other online communities, there are also Terms and Conditions together with systems for reporting inappropriate postings. If an issue is reported, or if it is identified through the monitoring process, it will be taken seriously. The first action will normally be for a warning to be issued to the person making the inappropriate postings, together with a reminder of the Rules. If the person continues to post inappropriate postings it will be removed and the account will be suspended.

The CMI Web and Social Media Manager also has a responsibility for dealing with inappropriate posting on websites that are not part of the CMI's Communities, but where the content is of concern to the CMI. These will be pursued initially through the particular site's own reporting processes.

CMI Complaints procedure

Members of the CMI or anyone else, can make a complaint about a member if they believe that the member could be in breach of the Code of Practice for Professional Managers. Complaints are handled by the PSC under the supervision of the Institute Secretary.

CONTACT DETAILS

For further details about the CMI guide to social media, please use the contact details below.

Web and Social Media Manager

Emelia Kenlock
Emelia.Kenlock@managers.org.uk
Tel: 020 7421 2728

For further information on the Code, the work of the PSC and the Investigation Panel or on the CMI complaints handling procedures contact the Institute Secretary on the details below.

Institute Secretary

Valerie Hamill
Valerie.hamill@managers.org.uk
Tel: 020 7421 2707

USEFUL LINKS

CMI Code of Practice for Professional Managers

<http://www.managers.org.uk/code>

CMI Complaints Procedure

<http://www.managers.org.uk/complaints-investigations>

CMI Social Media Guide

<http://www.managers.org.uk/socialmediaguide>

Crown Prosecution Service, guidelines on prosecuting cases involving communications sent via social media

http://www.cps.gov.uk/legal/a_to_c/communications_sent_via_social_media/

WEB AND SOCIAL MEDIA CHANNELS AND LINKS



Twitter

https://twitter.com/cmi_managers
https://twitter.com/cmi_ceo
https://twitter.com/cmi_policy
https://twitter.com/cmi_press



Facebook

<https://www.facebook.com/bettermanagers>



LinkedIn

http://www.linkedin.com/groups?gid=22310&trk=myg_ugrp_ovr



Youtube

<http://www.youtube.com/user/cmimanagers>



CMI website

<http://www.managers.org.uk/>

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