Utilizing Online Social Media for Personnel Screening

Christopher R. Warren

Psychology Department

California State University, Long Beach

A Presentation for the Personnel Testing Council of Southern California

November 7th, 2014

Overview

- Social Networking Websites and Recruitment
- Legal and Moral Implications
- From the Employee Perspective
- A Little "Fun" with Science

What are Social Networking Websites?

Websites in which individuals set up a profile, indicate who they know and connect with these people and others within a system

(Boyd & Ellison, 2007)

How are SNWs used in Recruitment?

- SNWs are cheap, fast and informative (Clark & Roberts, 2010)

- 93% surveyed hiring managers use SNWs (Jobvite 2014)

- 55% have reconsidered hiring the candidate *(Jobvite 2014)*

Hiring Decisions and SNWs

Common reasons *to* hire (CareerBuilder 2013)

- Personality "fits" the organization
- Online profiles are consistent
- Demonstrated creativity
- Large online following
- Interests outside work

Hiring Decisions and SNWs

Common reasons *not* to hire (CareerBuilder 2013)

- Inappropriate photos
- Drinking/drug use
- Badmouthing employer
- Poor communication skills
- Discriminatory language
- Misrepresented qualifications

REJECTED

Barriers to Diversity

SNW's may reveal protected information

- Race, color, sex, national origin, age and religion must be justified

- Screening based on disability is prohibited

- Photographs of employees are inappropriate

U.S Equal Employment Opportunity Commission Guidelines

Barriers to Diversity

SNWs may also reveal non-protected information:

- Sexual orientation
- Political views
- Socioeconomic status
- Marital status
- Lifestyle choices

Moral Implications of using SNWs

- Employee expectations of privacy

- Candidate Authenticity

- Work-life balance

- Events beyond employee's control

Legal Implications of using SNWs

- Employers using SNWs could be charged with discrimination (Lynas, 2007)

- Litigation remains mostly theoretical (Bologa, 2014)

- A recent case based on ageism failed (*Reese v. Dep't of Interior,* EEOC, 2012).

SNWs Recruitment and State Laws

- 18 states prohibit SNW access requests
- SNW use likely to remain state regulated (Bologna, 2014)
- CA Assembly Bill 25 (2012)
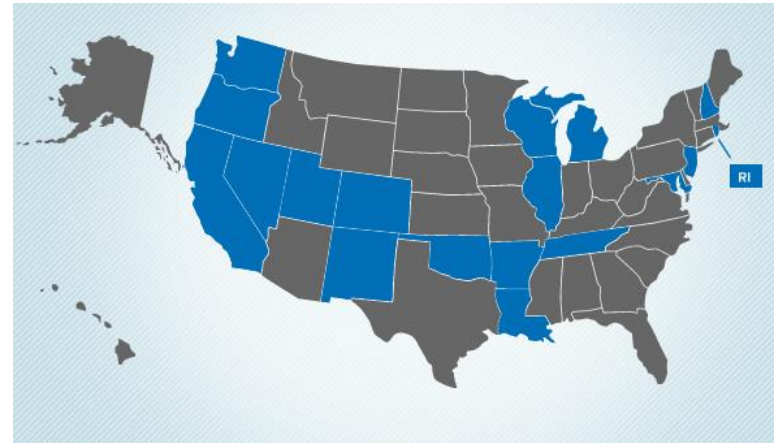
Regulatory Bodies

- Financial Industry Regulatory Authority initiated a Social Networking Taskforce to ensure investor protection (2009)
  - Requires the broker/dealer to access employee SNW accounts
  - Monitors accounts to minimize investor risk and security fraud

- Securities and Exchange Commission cautioning financial advisors on Social Media use (2014)
  - Advisors using social media for marketing should now assume SEC will request policies & procedures governing online activities

AMU	CSX	SIO	TGT	PTC	CSU	COD	CDIC	WLMT
5.75	4.99	16.54	7.78	20.14	32.39	9.99	18.99	6.66

Employee Rights Online

The National Labor Relations Act (2012)

- *Concerted activity* on SNWs is protected

- Federal labor law protections upheld

- Employee gripes unrelated to concerted activity are *not* protected

- Over 32 complaints have been filed since 2010

Unlawfully Broad Policies

- Employer policies may not prohibit protected federal activity (discussion of wages or working conditions among employees)

- Employee comments on social media are not protected if mere gripes, unrelated to group activity among employees
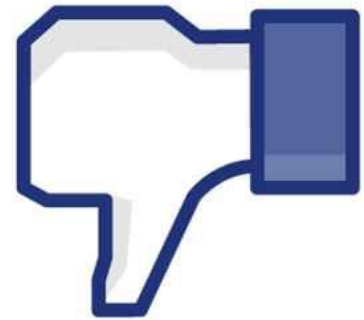
Protected Online Activities

Online references to:

- Tax withholding employer practices
- Job performance
- Commissions
- Staffing needs

Unprotected Online Activities

- Unprofessional language
- Information regarding clients
- Violating employee handbook
- Inappropriate content
- Bullying or Harassment

Employee use of SNWs

- 33% employers chose to *hire* based off SNW information (CareerBuilder, 2013)

- Employees may tailor their online presence (LinkedIn, 2013)
  - Fast and Easy
  - Cheap
  - Customizable

Recruiting Employees Online

Which Websites are targeted? *(Jobvite, 2014)*

- 79% of respondents have hired through LinkedIn

- 26% through Facebook

- 14% through Twitter

Positive Employee Impressions

Of those hiring managers surveyed:

- 65% impressed by volunteer work
- 57% noticed professional images
- 50 % saw candidate was well rounded
- 43% commended communication skills
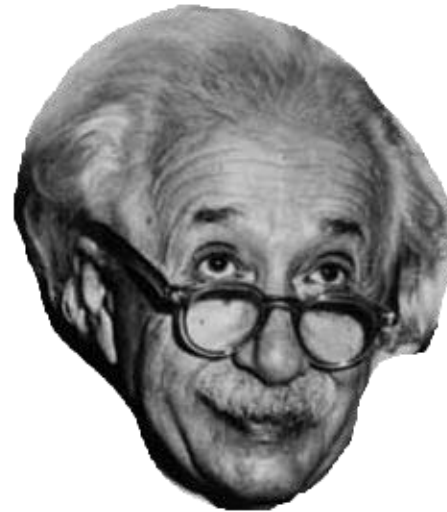- 38% appreciated positive references

CareerBuilder 2013; Jobvite, 2014

Potential Red Flags

- Complaints targeting company/co-workers
- *Liking* inappropriate pages or content
- Posting online quiz or game results
- Discussing health or wellness issues
- Sharing political views

Let's Investigate!

Demonstration

1. Open up your Smartphone (or computer).
2. Go to your Profile on a SNS you belong to.
3. Do you see anything your current employer may not like?

Demonstration 2

1. Pick a friend or colleague
2. Rate them as a potential employee using the following scale:

Would not Hire   Would Hire

5------------------4-----------------3-----------------2----------------1

Discussion

- What Self-Promotion strategies did you notice?

- What Red-Flags did you notice?

- Would you have hired based off these profiles?

Research Questions

- Are employees reporting behaviors online about, or relevant to, work?

- Can we accurately and reliably code these behaviors?

- Are valid relationships between these variables mirrored online?

Counterproductive Work Behaviors

- *CWBs are harmful behaviors on the behalf of an employee that target the organization or its members*
  - Employee theft accounts for 44% of retail *shrink* (National Retail Federation, 2012)
  - 80% surveyed employees waste time at work browsing the internet (Garrett &Danziger, 2008)
  - Workplace bullying can reduce productivity by up to 40% (Workplace Bullying Institute, 2012)

Examples of CWBs

- **Abuse:** harmful behavior directed at an individual(s)
- **Production deviance:** purposely failing to meet expected standards of a job
- **Sabotage:** any behavior that intentionally disrupts standard operations, damages properties, or harms others for personal gain
- **Theft:** taking employer's property without employer's consent
- **Withdrawal:** working less than is required by the organization

Date	Post #	CWB(s)	Retaliatory	Stressor Type	Mood	#Likes	#Response
	1		Y N		- N +		
	2		Y N		- N +		
	3		Y N		- N +		
	4		Y N		- N +		
	5		Y N		- N +		
	6		Y N		- N +		
	7		Y N		- N +		

Sarah M. Carlton

41 minutes ago near Long Beach, CA

Working at The Nugget, my manager always came to work late and left 3 hours early and she had the nerve to talk about me being 5 minutes late an hour before opening — 😠 feeling annoyed.

Like · Comment · Promote · Share

CWBs Online

- 51% of individuals reported at least one CWB
  - Of those reporting CWBs, $M = 1.39$, $SD = 1.92$.

- CWBs and stress were positively correlated
  - $r(184) = .48$, $p < .001$

- Men reported committing *more* CWBs than women
  - Men : $M = 1.93$, $SD = 2.23$
  - Women: $M = .98$, $SD = 1.53$

Gender and CWBs reported
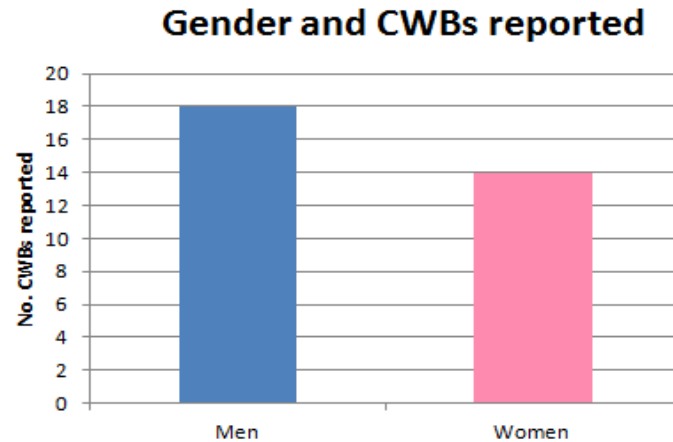
Future Implications

- SNWs will continue to be used in business

- Laws may become more restrictive on SNWs use

- Online presence will continue to be important for self-promotion and potentially as a barrier to employment
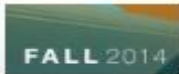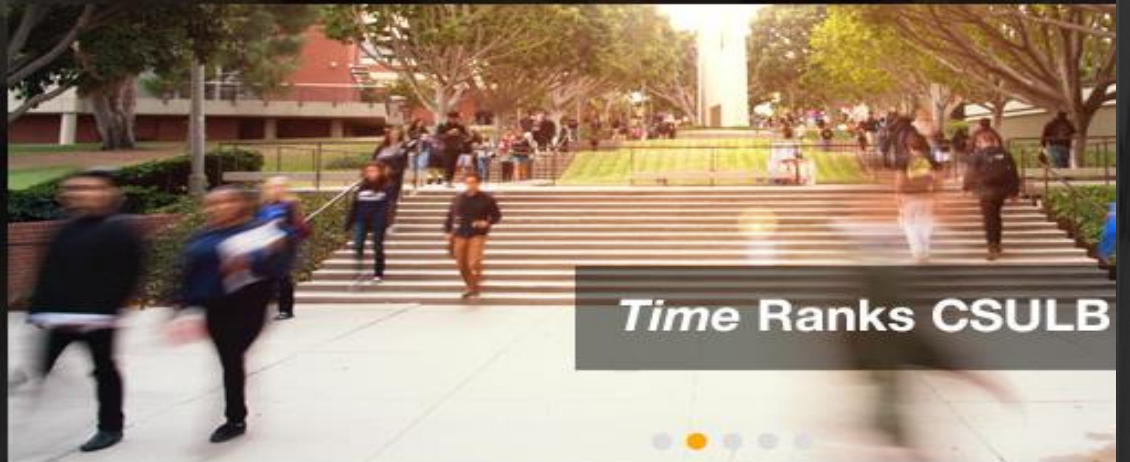
Future Implications

- SNWs can produce valid information on variables online

- People could be trained to recognize job relevant information reliably

- Provides insight on harmful behaviors occurring in the organization

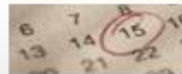- Provides defense for the legality of viewing employee SNWs

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Fall 2014
Key Registration
Dates & Deadlines

Application Deadlines
Spring, Fall 2015

Schedule of Classes
Fall 2014

FALL 2014
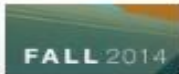
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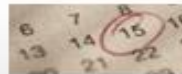Spring, Fall 2015

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