

IABC Research Foundation and Buck Consultants

Employee Engagement Survey 2011



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INTRODUCTION

Greetings:

The IABC Research Foundation is pleased to present the results of its 2011 Employee Engagement Survey, sponsored by Buck Consultants, a Xerox Company. This is the third year that several Buck professionals have provided their time and expertise for this survey. We are so grateful for their ongoing support!

This year we added a few questions to monitor the growing use of social media as part of an employee engagement strategy. We adjusted some existing questions to gauge the growth or decline in communication department budgets and other resources, and to see how respondents view their own impact on organizational priorities. Here are a few of the results:

- A comparison of surveys year-over-year indicates small but encouraging growth in the size of organizational communication departments.
- Nearly 60 percent of the participants reported that their communication departments were able to influence their organizations' agendas, priorities or goals (47 percent agreed; 11 percent agreed strongly).
- More than 50 percent of respondents said their organizations added content-sharing tools to their intranets within the past five years. Employee profiles/bios, news feeds, traditional blogs and various collaboration tools were popular additions.

This year, 49 percent of respondents say their organizations have policies in place for use of internal *or* external social media. Nearly 30 percent say the policies are being developed currently. Last year, the survey divided this question between internal and external social media. Even though the questions were asked differently this year, it is clear the number of organizations with social media policies is growing steadily.

We believe the last point above is important for communicators to consider. The differences between internal and external communication are blurring as social media becomes integrated commonly into employee engagement strategies. Organizations that communicate effectively through social media are finding that it enhances a positive workplace culture and improves employee engagement as well as it enforces a positive external reputation.

We hope you find these results to be useful in your own work. We invite you to learn more about the other studies available from the IABC Research Foundation. Visit our website at www.iabc.com/researchfoundation.

Thank you again to Buck Consultants for conducting this popular annual survey, and for its continuing support of the IABC Research Foundation!

Best regards,



Robin McCasland
Chair, IABC Research Foundation

METHODOLOGY

UNDERSTANDING THE DATA

The data presented in this survey represents the actual practices of participants. Buck Consultants is committed to providing every participant with the information needed to make the best possible use of the results and a rapid response to all questions. Participants are encouraged to contact us with any questions.

Due to rounding procedures, totals in this report may not always equal 100 percent.

CONTACT

Please direct any questions or requests for special analyses to Buck Consultants' survey support team at 1.800.887.0509 or hrsurveys@buckconsultants.com.

RESPONDENT DEMOGRAPHICS

INDUSTRY

	Percent of Total
Accommodations, Hospitality and Food Services	0.6%
Media & Information	2.9%
Aerospace and Defense	0.5%
Associations and Membership Organizations	3.1%
Construction	0.6%
Consulting and Professional Services	7.5%
Educational Services	3.1%
Energy/Utilities	2.9%
Financial Services	6.9%
Government and Public Administration	21.5%
Healthcare Providers & Services	7.7%
High Technology	1.8%
Life Sciences	1.0%
Manufacturing, Materials & Mining	3.1%
Real Estate	0.5%
Retail/Wholesale	2.0%
Telecommunications	0.2%
Transportation & Warehousing	0.7%
Other	33.0%

n = 954

BY BASE REGION

	Percent of Total
North America (USA or Canada)	85.9%
Mexico, Central or South America	0.7%
Europe	5.9%
Middle East/Africa	1.3%
Pacific Rim	3.8%
Other	2.4%

n = 949

BY NUMBER OF EMPLOYEES

	Percent of Total
Less than 500	36.2%
500 - 2,000	22.5%
2,001 - 5,000	15.8%
5,001 - 15,000	12.1%
More than 15,000	13.5%

n = 639

ORGANIZATION TYPE

	Percent of Total
Publicly traded	34.6%
Privately held	22.6%
Not-for-Profit	15.6%
Governmental/Quasi-Governmental	21.7%
Subsidiary of a publicly traded company	5.5%

n = 954

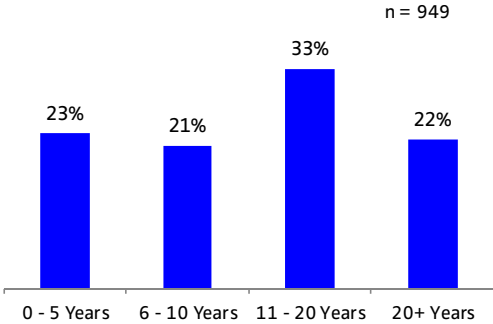
RESPONDENT DEMOGRAPHICS

EMPLOYEE LEVEL

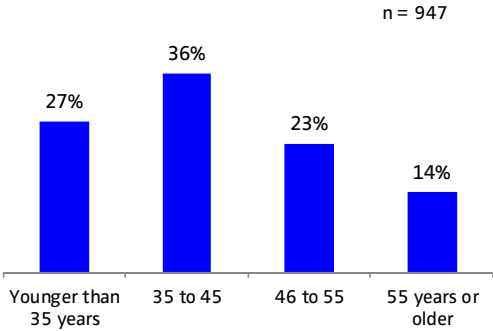
	Percent of Total
CEO	1.9%
Vice President	7.0%
Director	18.5%
Manager	38.4%
Individual Contributor - Exempt	23.5%
Individual Contributor - Non-Exempt	8.8%
Entrepreneur/sole proprietor working on behalf of a client	1.9%

n = 943

YEARS OF EXPERIENCE



RESPONDENT AGE



COMMUNICATION BUDGET AND RESOURCES

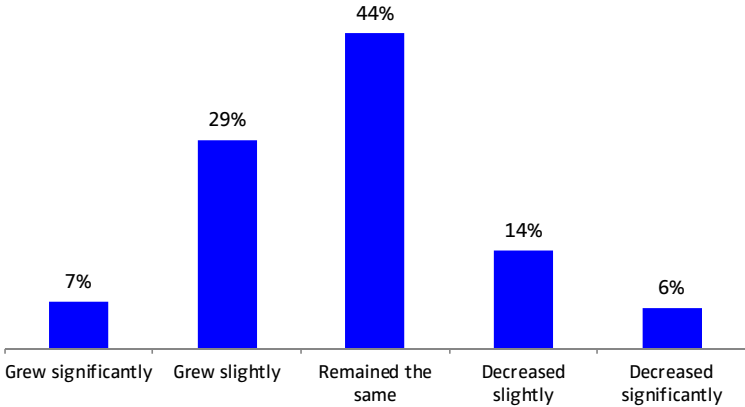
ENTITY THAT HANDLES HR COMMUNICATION FOR THE ORGANIZATION

n = 923



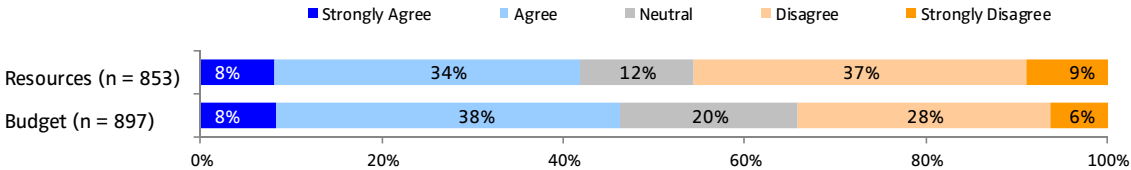
CHANGES TO COMMUNICATION STAFF OVER THE PAST 12 MONTHS

n = 936



COMMUNICATION BUDGET AND RESOURCES

COMMUNICATION BUDGET/RESOURCES MET ORGANIZATION NEEDS OVER PAST 12 MONTHS

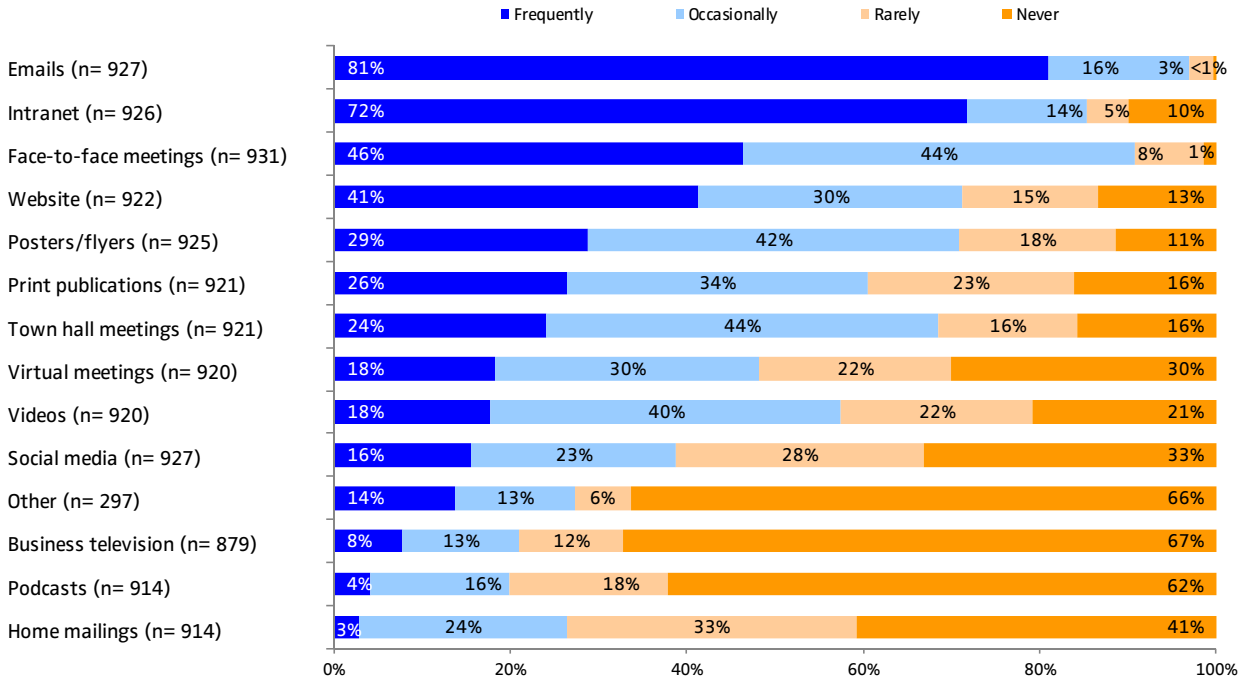


COMMUNICATION DEPARTMENT WAS ABLE TO INFLUENCE THE ORGANIZATION'S AGENDA/PRIORITIES/GOALS

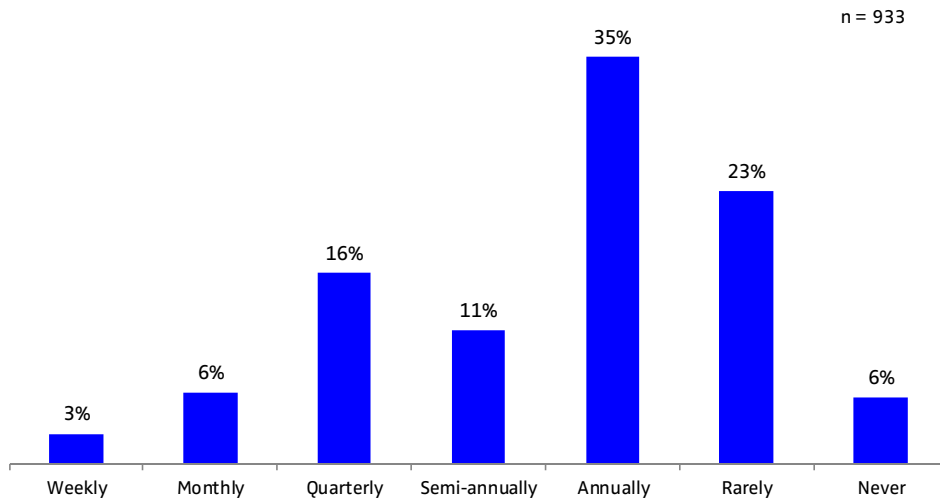


ONGOING EMPLOYEE COMMUNICATION/ENGAGEMENT

COMMUNICATION METHODS USED TO ENGAGE EMPLOYEES AND FOSTER PRODUCTIVITY

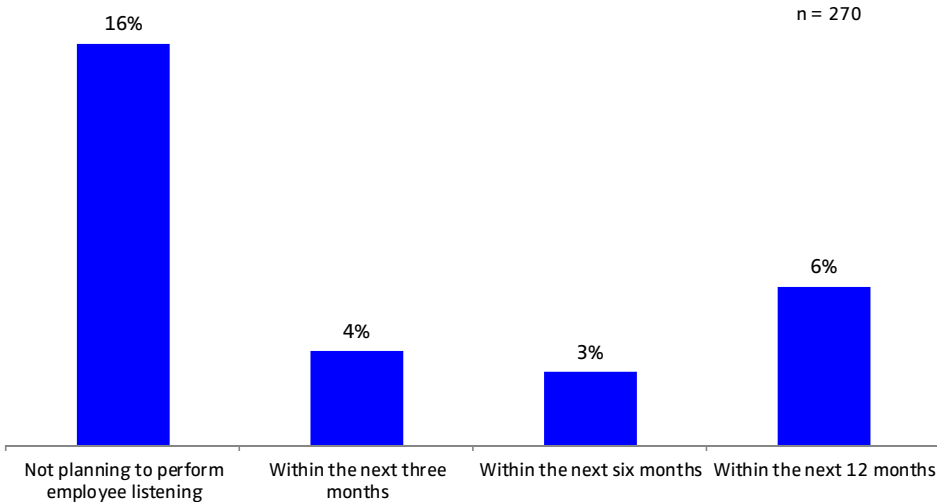


FREQUENCY THAT ORGANIZATION PERFORMS ONGOING EMPLOYEE "LISTENING" THROUGH SURVEYS, FOCUS GROUPS, OR OTHER METHODS

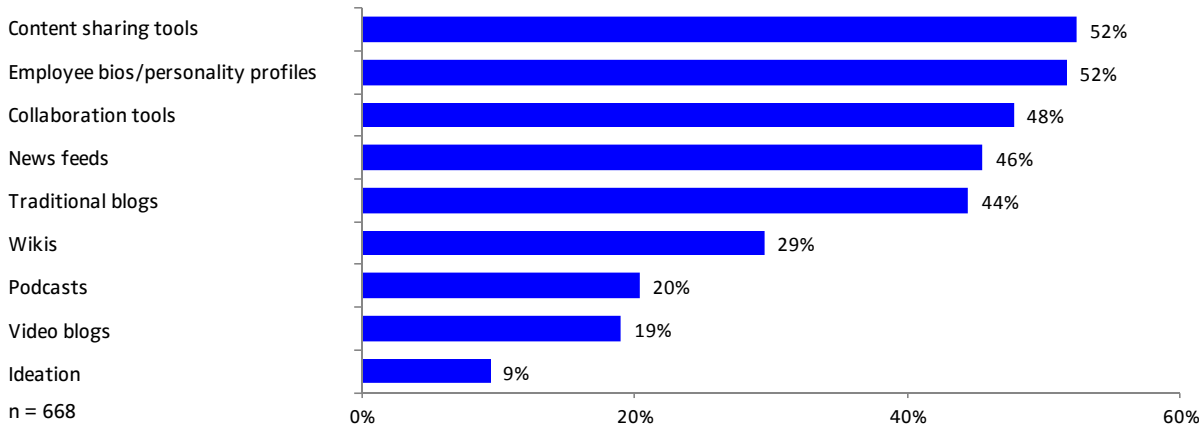


ONGOING EMPLOYEE COMMUNICATION/ENGAGEMENT

PLANS TO PERFORM EMPLOYEE LISTENING



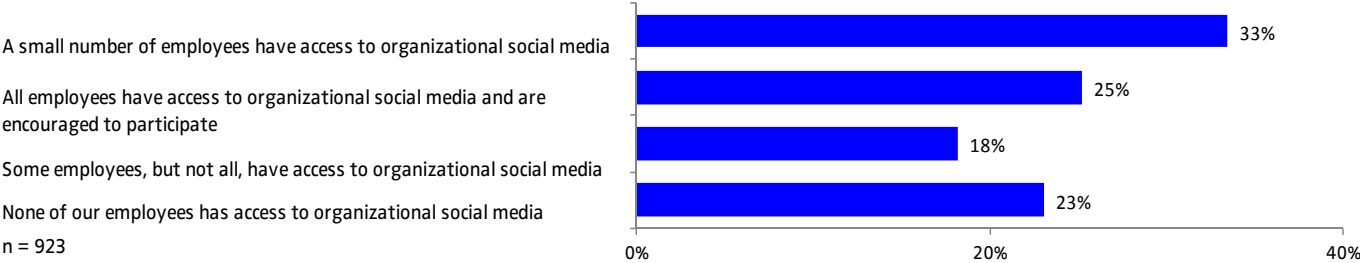
TOOLS ADDED TO THE ORGANIZATION'S INTRANET WITHIN THE PAST 5 YEARS*



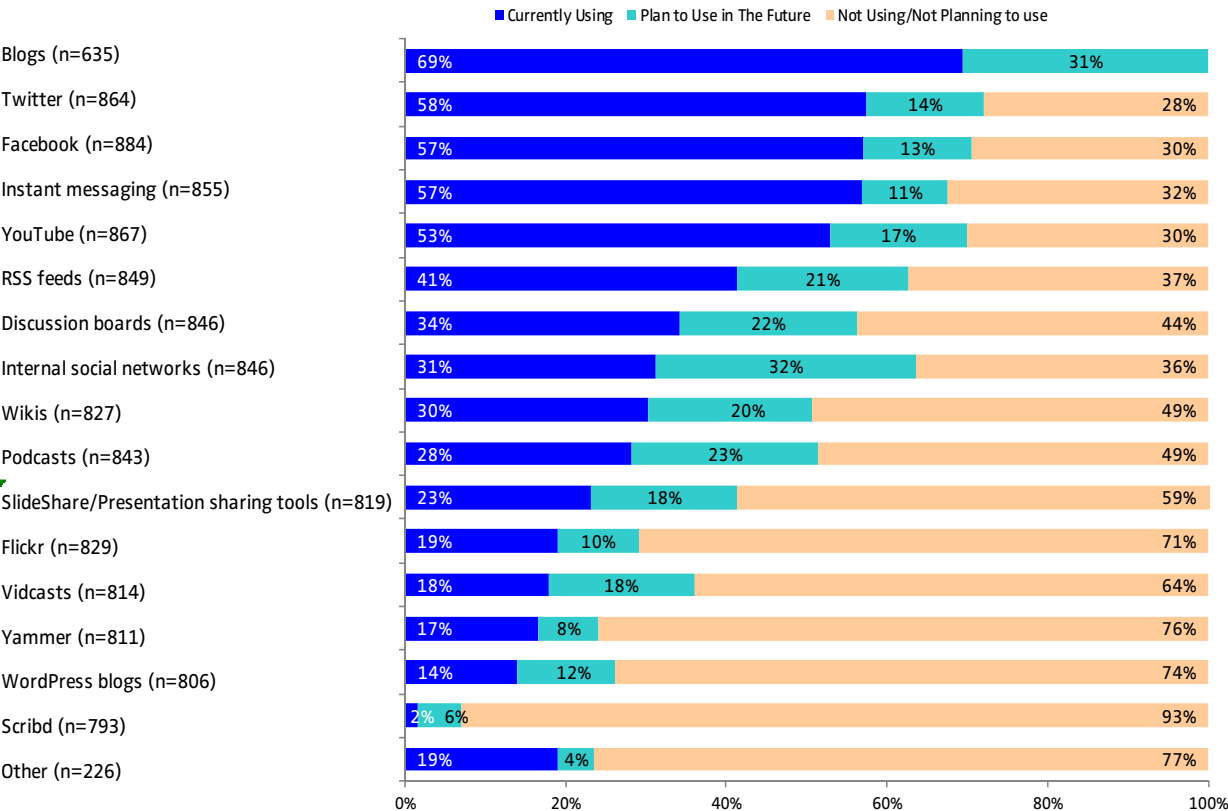
*Participants were allowed to select more than one answer

SOCIAL MEDIA AND EMPLOYEE ENGAGEMENT

ORGANIZATION ENCOURAGES EMPLOYEES TO PARTICIPATE IN SOCIAL MEDIA TO SHARE INFORMATION AND EXPRESS OPINIONS

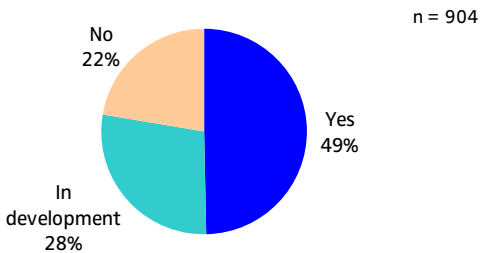


INTERNAL AND EXTERNAL SOCIAL MEDIA TOOLS USED CURRENTLY

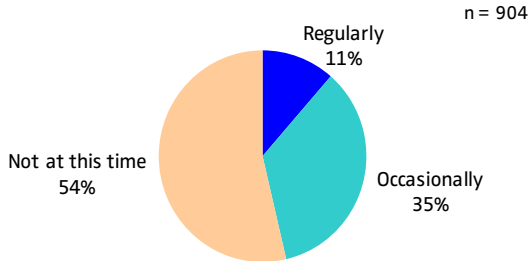


SOCIAL MEDIA AND EMPLOYEE ENGAGEMENT

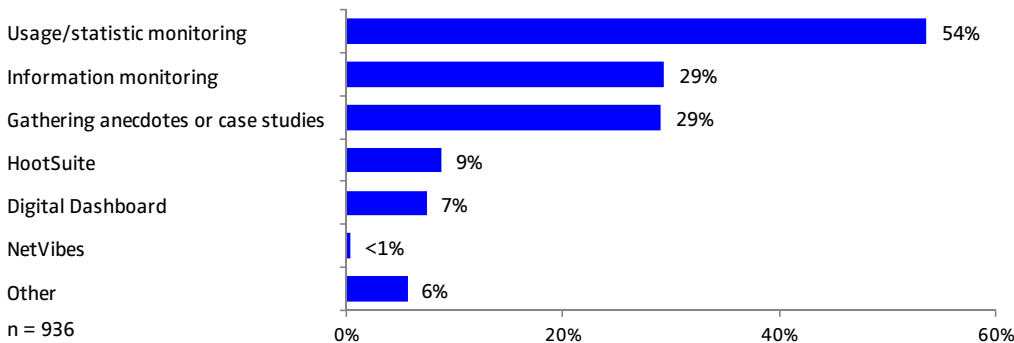
POLICY IN PLACE TO ADDRESS EMPLOYEE USE OF SOCIAL MEDIA



TOP EXECUTIVES PARTICIPATE IN THE USE OF SOCIAL MEDIA



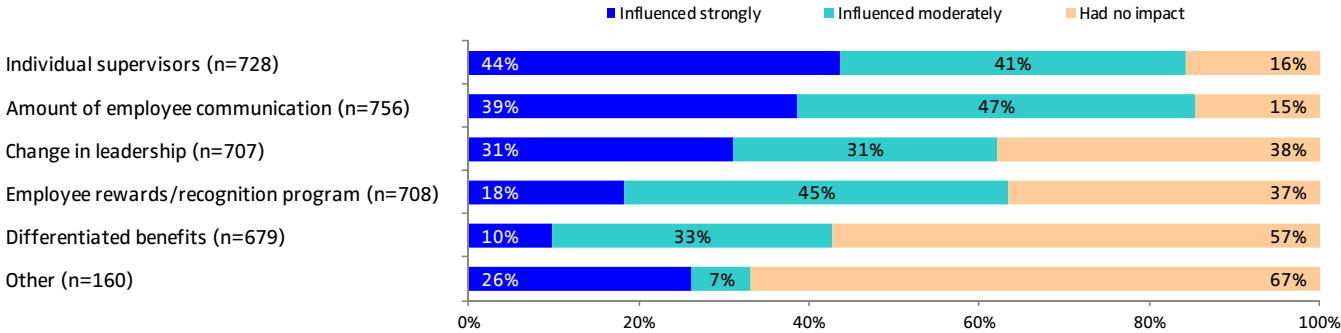
METHODS USED TO MEASURE EFFECTIVENESS OF SOCIAL MEDIA FOR THE ORGANIZATION*



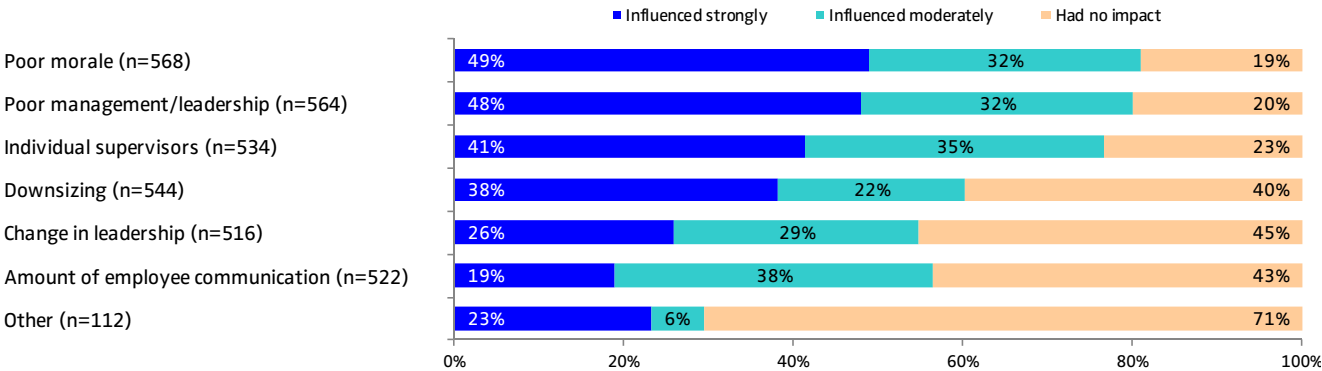
*Participants were allowed to select more than one answer

SOCIAL MEDIA AND EMPLOYEE ENGAGEMENT

FACTORS CONTRIBUTING TO AN INCREASE IN EMPLOYEE ENGAGEMENT WITHIN THE ORGANIZATION

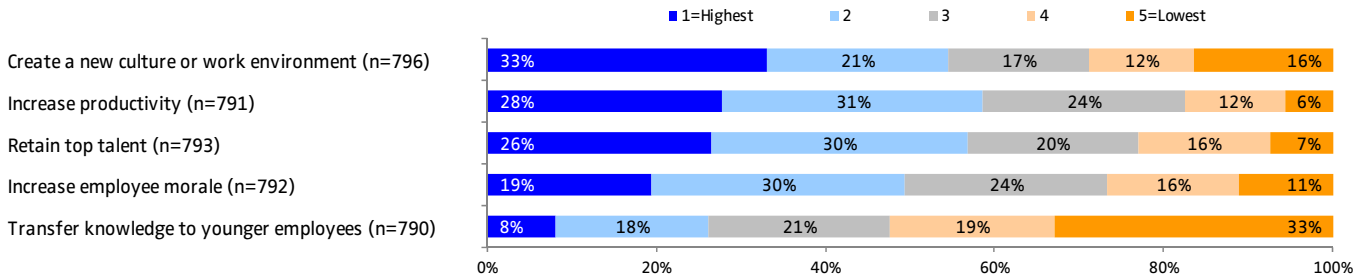


FACTORS CONTRIBUTING TO A DECREASE IN EMPLOYEE ENGAGEMENT WITHIN THE ORGANIZATION

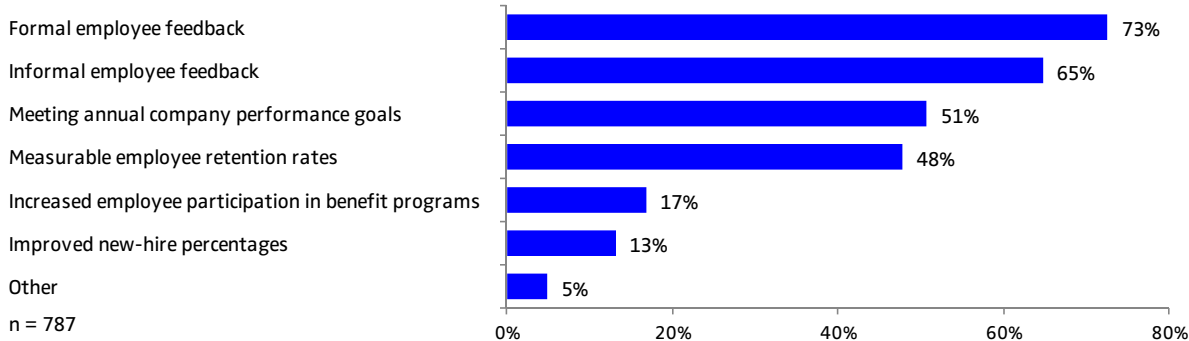


CREATING AND SUSTAINING A CULTURE OF ENGAGEMENT

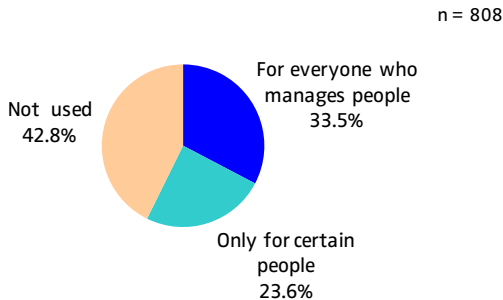
IMPORTANCE OF ORGANIZATION'S DECISIONS TO DEVELOP PROGRAMS AND STRATEGIES FOR ENGAGING EMPLOYEES



HOW ORGANIZATION IS MEASURING THE EFFECTIVENESS OF ITS EMPLOYEE ENGAGEMENT STRATEGIES*



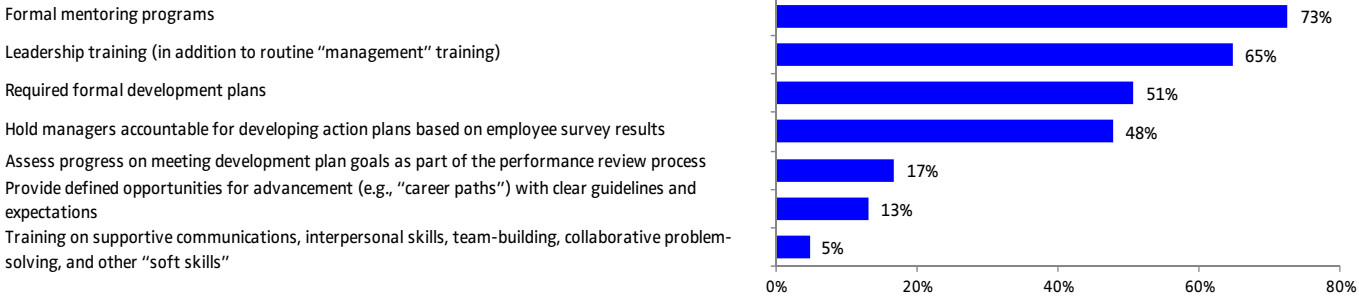
EFFECTIVE COMMUNICATION IS A MEASURE USED TO GAUGE ONGOING/ANNUAL PERFORMANCE AMONG SUPERVISORS, MANAGERS AND LEADERS



*Participants were allowed to select more than one answer

MANAGEMENT DEVELOPMENT PROGRAMS

MANAGEMENT DEVELOPMENT PROGRAMS OR PRACTICES USED WITHIN THE ORGANIZATION*



*Participants were allowed to select more than one answer

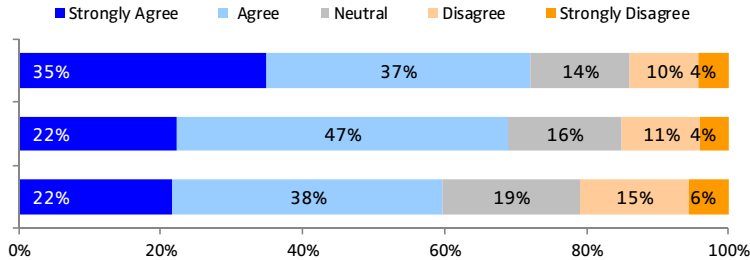
INTERNAL EMPLOYER BRANDING

COMMUNICATION/BRANDING ALIGNMENT WITH ORGANIZATIONAL VALUES, GOALS, PRIORITIES

Our employee communication is aligned and integrated with the organization's vision, mission, goals and annual priorities (n=782)

Our leaders generally take actions that are consistent with the organization's values, mission, goals and priorities (n=784)

Our internal brand is aligned and integrated with our external brand, as well as the organization's vision and mission (n=784)



SURVEY INFORMATION

HOW DID YOU LEARN OF THIS SURVEY?

	Percent of Total
IABC email invitation	94.0%
Buck Consultants invited me to participate	2.2%
A friend/colleague forwarded the invitation to me	3.3%
I learned of the survey from a professional association other than IABC	0.5%

n = 785

ABOUT BUCK CONSULTANTS

Organizations succeed when their people succeed. At Buck, we love to find answers to tough challenges that impact your people. We work in the areas of employee benefits strategy, human resource operations, programs, performance, and talent strategy. Learn more and talk with us at www.buckconsultants.com.

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About Buck Surveys

We conduct a range of HR and compensation surveys that provide quality data that you can rely on to make decisions critical to your success.

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ABOUT THE IABC RESEARCH FOUNDATION

The IABC Research Foundation supports the practice of organizational communication by providing communicators with research that bridges the divide between communication theory and practice. The Foundation offers in-depth knowledge and tools that improve organizational communication performance and strengthen the profession as a whole.

To learn more, please visit www.iabc.com/researchfoundation.

