

IABC Research Foundation and Buck Consultants Employee Engagement Survey

Survey Results



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INTRODUCTION

Greetings:

The IABC Research Foundation is pleased to present the results of our 2009 Employee Engagement Survey, sponsored by Buck Consultants, an ACS Company. We are delighted that an overwhelming number of the 1,477 survey respondents are IABC members.

Communicating for optimal employee engagement is always a timely topic, but even more so during challenging economic times. While the survey results confirm things we might assume about shrinking budgets and staff support, they also highlight significant communication opportunities in such areas as employee listening, internal branding and social media.

The responses reflect opportunities for communicators to have greater influence in delivering messages that encourage employees to remain productive, and to understand how their work contributes toward achieving business priorities.

Responses about use of internal and external social media are quite interesting. Of those who responded, almost four-fifths reported that they use social media *frequently* to engage employees and foster productivity (page 6). However, for the most part, communicators are still not using internal and external social media tools. More than half of respondents are not using or planning to use social networking sites such as Twitter, Facebook, and LinkedIn (page 7). Blogs, discussion boards, and audio and videocasts are the most prevalent social media tools currently in use; while the use of discussion boards will double in the future.

So, organizations may not yet be using social media frequently, but the tools have made their way into the work place. That translates to opportunities for communicators to counsel and support employers and clients in using social media tools effectively and responsibly.

Thank you to the Buck Consultants national survey and marketing team members who made this survey possible. We are most grateful for your support of the IABC Research Foundation. And of course, thank you to everyone who participated in the survey!

Best regards,



Robin Russell McCasland
2008-2009 Vice Chair
IABC Research Foundation

METHODOLOGY

UNDERSTANDING THE DATA

The data presented in this survey represent 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.

ORGANIZATION INFORMATION

BY MARKET INDUSTRY

	Percent of Total
Accommodations, Hospitality & Food Services	1.7%
Aerospace & Defense	2.3%
Agriculture, Forestry, Fishing & Hunting	1.2%
Associations & Membership Organizations	5.1%
Construction	1.2%
Consulting & Professional Services	14.9%
Educational Services	6.4%
Energy/Utilities	7.2%
Financial Services	13.6%
Government & Public Administration	8.9%
Healthcare Providers & Services	10.2%
High Technology	4.0%
Life Sciences	1.7%
Manufacturing, Materials & Mining	8.3%
Media & Information	2.6%
Real Estate	0.8%
Retail/Wholesale	2.6%
Telecommunications	3.2%
Transportation & Warehousing	1.6%
Other	2.6%

n = 1477

BY BASE REGION

	Percent of Total
North America	82.9%
South America	0.6%
Western Europe	4.4%
Eastern Europe	1.0%
Middle East/Africa	1.8%
Pacific Rim	6.3%
Other	3.0%

n = 1477

BY NUMBER OF EMPLOYEES

	Percent of Total
Less than 500	29.7%
500 - 2,000	17.8%
2,001 - 5,000	13.9%
5,001 - 15,000	16.3%
More than 15,000	22.2%

n = 1470

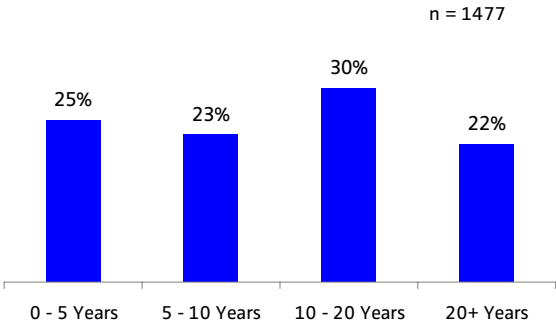
RESPONDENT INFORMATION

BY EMPLOYEE LEVEL

	Percent of Total
CEO	3.6%
Vice President	5.8%
Director	22.9%
Manager	40.8%
Individual Contributor - Indirect Labor	10.1%
Individual Contributor - Direct Labor	16.9%

n = 1477

BY YEARS OF EXPERIENCE

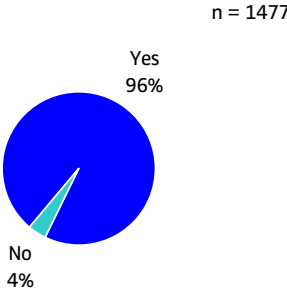


BY FUNCTIONAL AREA

	Percent of Total
Administration	3.4%
Communication	80.6%
Human Resources	6.0%
Information Technology	0.5%
Marketing	3.2%
Sales	0.5%
Top Management	0.7%
Other	5.1%

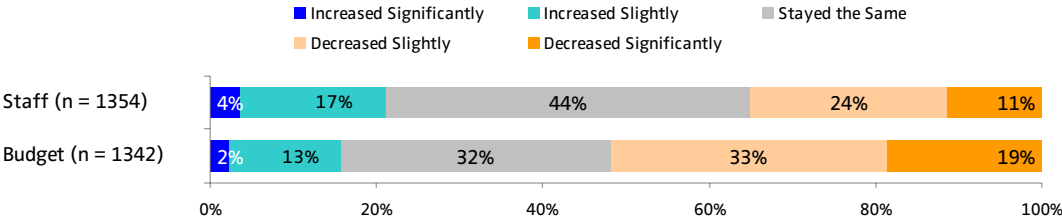
n = 1477

IABC MEMBER

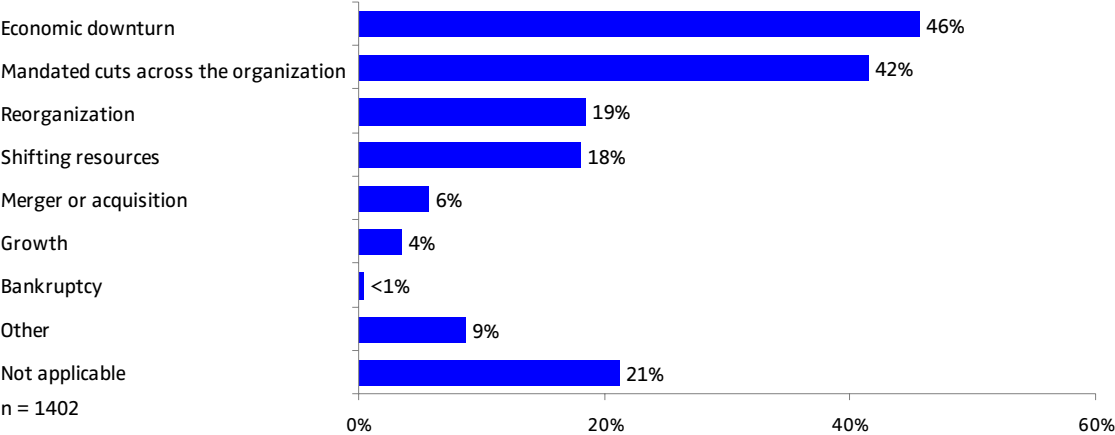


COMMUNICATION BUDGET/STAFF CHANGES

COMMUNICATION BUDGET/STAFF CHANGES OVER PAST 12 MONTHS



REASON FOR COMMUNICATION BUDGET/STAFF CHANGE*



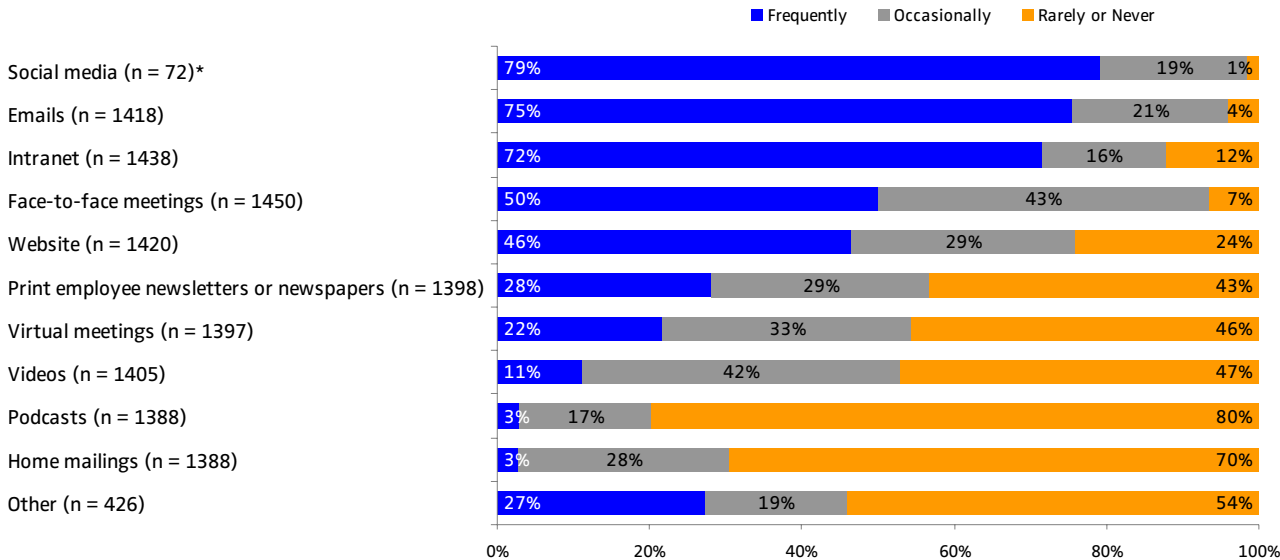
Significant input to OTHER response

- Increased workload
- Increased demand
- Staff attrition

*Participants were allowed to select more than one answer

ONGOING EMPLOYEE COMMUNICATION AND ENGAGEMENT

COMMUNICATION METHODS USED TO ENGAGE EMPLOYEES AND FOSTER PRODUCTIVITY



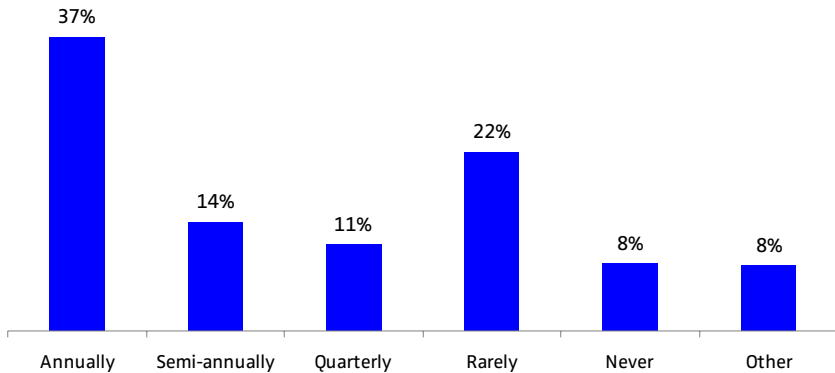
Significant input to OTHER response

- Town hall meetings
- Business TV
- Posters/flyers

*"Social media" was not listed as a potential response for this survey question. However, enough respondents replied with "social media" under "Other (please specify)" that it was added to the list of specific responses received.

FREQUENCY ONGOING EMPLOYEE LISTENING IS PERFORMED THROUGH SURVEYS, FOCUS GROUPS, OR OTHER METHODS

n = 1477

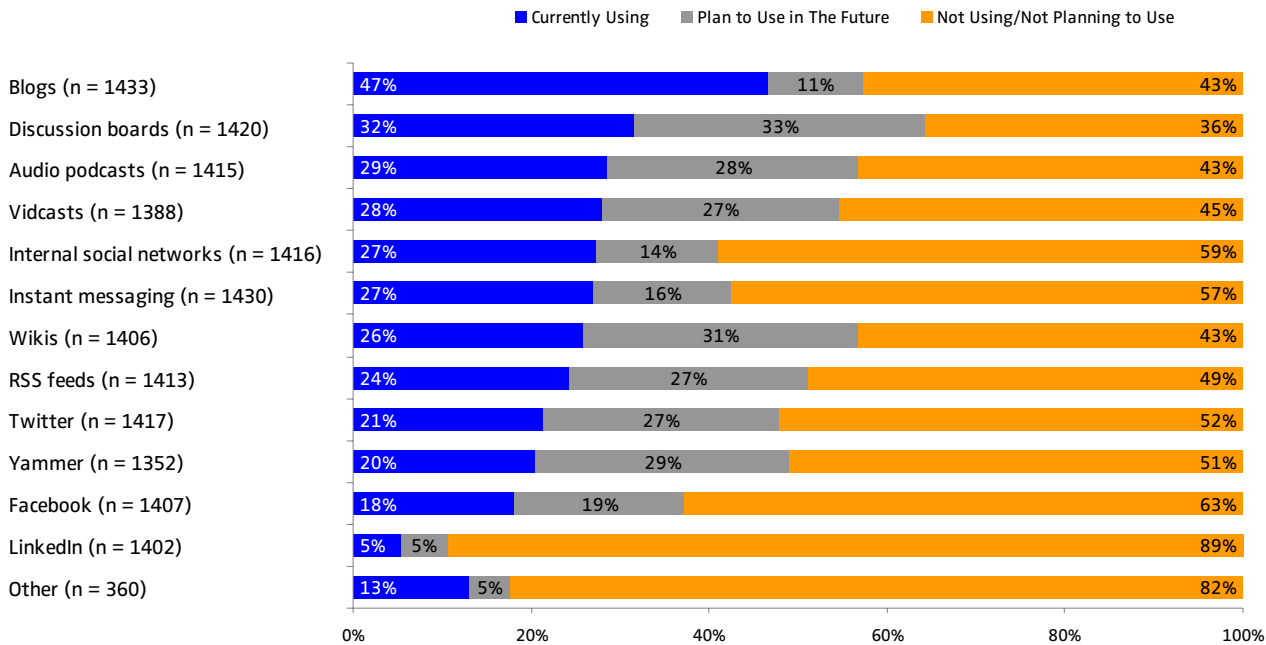


Significant input to OTHER response

- Weekly
- Monthly
- Every 2 – 3 Years

SOCIAL MEDIA AND EMPLOYEE ENGAGEMENT

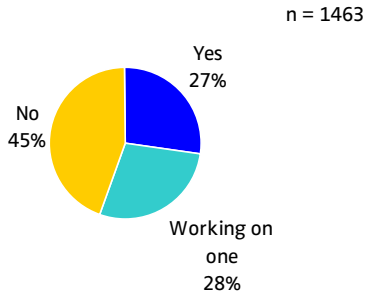
INTERNAL AND EXTERNAL SOCIAL MEDIA TOOLS CURRENTLY USED



Significant input to OTHER response

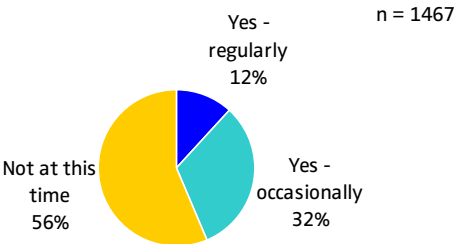
- MySpace
- Flickr
- YouTube
- Second Life

POLICY IN PLACE TO ADDRESS EMPLOYEE USE OF SOCIAL MEDIA

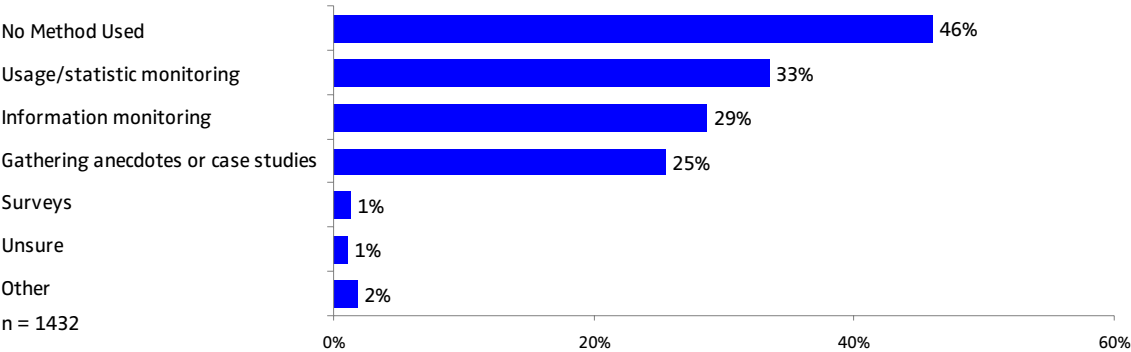


SOCIAL MEDIA AND EMPLOYEE ENGAGEMENT

TOP EXECUTIVES PARTICIPATE IN THE USE OF INTERNAL AND EXTERNAL SOCIAL MEDIA

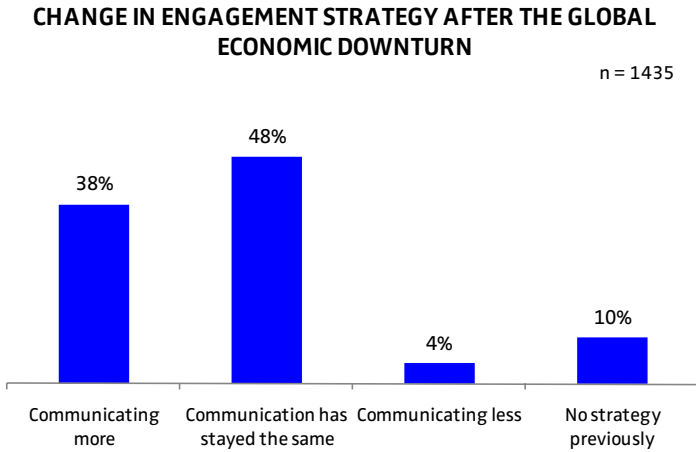
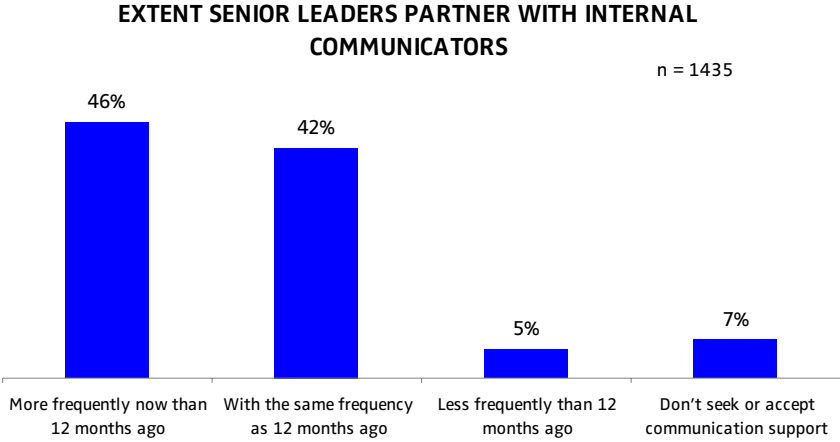


METHODS USED TO MEASURE EFFECTIVENESS OF SOCIAL MEDIA *



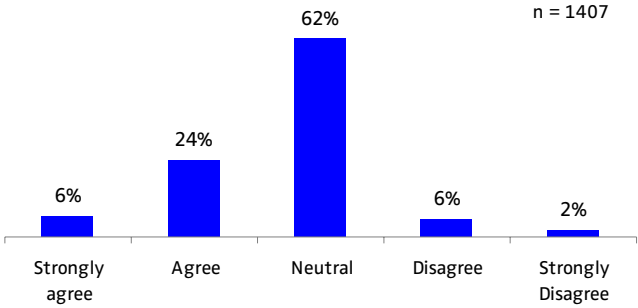
*Participants were allowed to select more than one answer

HOW LEADERS AND MANAGERS VALUE COMMUNICATION

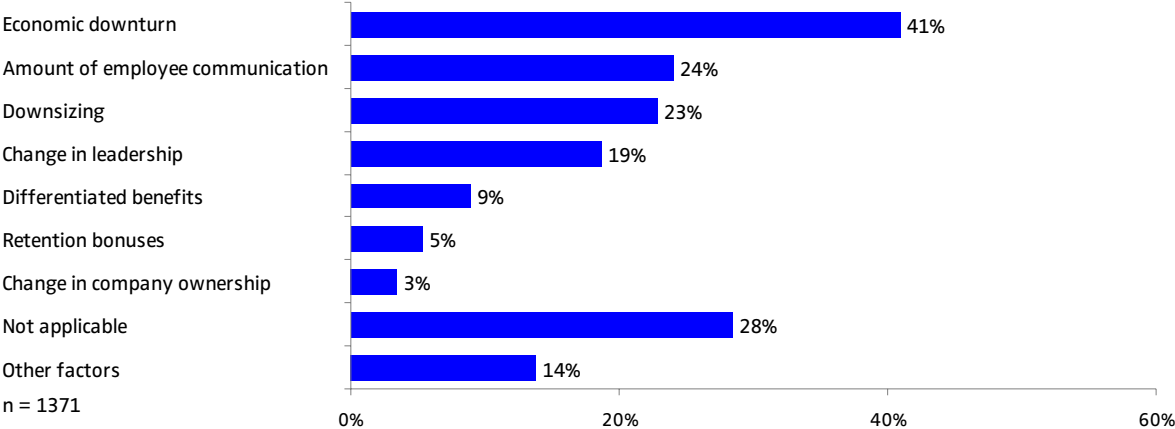


COMMUNICATION INVESTMENT AND EMPLOYEE RETENTION

ORGANIZATION HAS SEEN A RETURN ON COMMUNICATION INVESTMENT IN TERMS OF EMPLOYEE RETENTION OVER THE LAST 12 MONTHS



FACTORS ATTRIBUTED TO ORGANIZATION GAIN OR LOSS IN EMPLOYEE RETENTION*



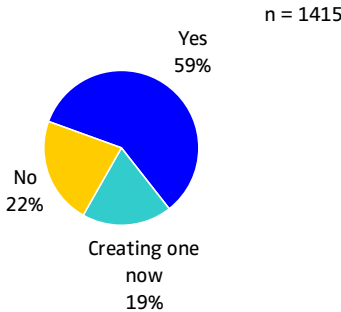
Significant input to OTHER response

- Retirement
- Poor management/leadership
- Poor morale

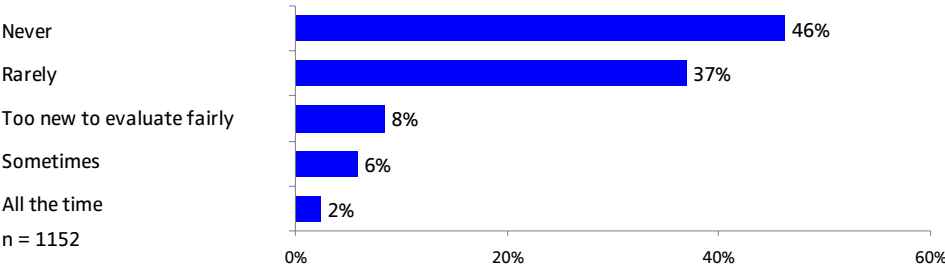
*Participants were allowed to select more than one answer

INTERNAL/EMPLOYER BRANDING

ORGANIZATION HAS A WELL-ESTABLISHED INTERNAL OR EMPLOYER BRAND



FREQUENCY KEY MESSAGES BEHIND YOUR INTERNAL BRAND ARE REINFORCED



SURVEY INFORMATION

HOW DID YOU LEARN OF THIS SURVEY?

	Percent of Total
IABC email	94.9%
Email from Buck Consultants	1.6%
Survey forwarded by an IABC colleague	1.2%
Survey link forwarded by a work colleague	0.7%
LinkedIn	0.6%
IABC home page	0.5%
An IABC member blog	0.2%
Twitter	0.1%
Other	0.2%

n = 1422

ABOUT BUCK

Buck Consultants, an ACS company, is a global HR consulting firm that helps organizations develop, deploy, and manage their human capital. We combine our legacy in HR with the BPO expertise, global reach, and core technologies of ACS, to provide end-to-end solutions that help our clients solve complex HR — and business — issues.

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- Detroit
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- Honolulu
- Houston
- Ipswich
- London
- Los Angeles
- Madrid
- Manchester
- Maumee
- Minneapolis
- Montreal
- New York
- Orange
- Oranjestad
- Ottawa
- Paris
- Philadelphia
- Phoenix
- Pittsburgh
- Reading
- Rotterdam
- San Diego
- San Francisco
- Secaucus
- Singapore
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- Stamford
- Tampa
- Toronto
- Washington, D.C.
- Willemstad

About Buck Surveys

Our team of experts conducts a suite of surveys for HR professionals, ranging from detailed compensation surveys to specific benefits-related data resources for organizations spanning the globe. These surveys provide the quality data that companies can rely on to make decisions critical to organizational success.

Office Locations

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ABOUT THE IABC RESEARCH FOUNDATION

The IABC Research Foundation was founded in 1982 and serves as the research and development arm of the International Association of Business Communicators. The Foundation supports and advances the practice of organizational communication by providing IABC members with research that bridges the divide between communication theory and practice, by offering in-depth knowledge and tools that improve organizational communication performance and strengthen the communication profession as a whole.

For more information about the Foundation, please visit www.iabc.com/rf.

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