

# Watson Wyatt Worldwide 2009/2010 Communication ROI Study

---

## Survey overview:

Our three previous Communication ROI studies included more than 750 companies and uncovered the links between organisations' internal communication practices and financial performance. This year, we'll examine how companies are shaping their internal communication programs to navigate through the economic downturn. In addition to the full study report, you'll receive a copy of your organisation's results, enabling you to see how you compare to all participants and those in your industry.

---

## PLEASE REPLY BY 3 JUNE 2009.

---

### To complete the survey on paper:

Complete all sections of the questionnaire and fax it to +1.703.258.7492.

---

### To complete the survey online:

Visit the survey Web site: [www.watsonwyatt.com/ROIsurveyUK](http://www.watsonwyatt.com/ROIsurveyUK)

**Your organisation's specific responses will be kept strictly confidential, although they will be used for general research and peer group analysis. If you have any questions, please contact Nicola Cull or Peter Bowen from Watson Wyatt Worldwide, at [nicola.cull@watsonwyatt.com](mailto:nicola.cull@watsonwyatt.com) or [peter.bowen@watsonwyatt.com](mailto:peter.bowen@watsonwyatt.com)**

---

### Please provide the following information:

FIRST NAME	MIDDLE INITIAL	LAST NAME	TITLE
WORK E-MAIL ADDRESS			
ORGANISATION NAME			
ORGANISATION ADDRESS			
CITY		POSTAL CODE	



**Please reply by Wednesday 3 June 2009.**  
You can complete the survey online at  
[www.watsonwyatt.com/ROIsurveyUK](http://www.watsonwyatt.com/ROIsurveyUK)

# PLEASE REPLY BY 3 JUNE 2009.

## Section 1: Communication Effectiveness

### 1. How effective are your internal communication programs in each of the following areas?

	NOT EFFECTIVE	SLIGHTLY EFFECTIVE	SOMEWHAT EFFECTIVE	MODERATELY EFFECTIVE	VERY EFFECTIVE
a) Helping employees understand the business	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b) Explaining and promoting new programs and policies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c) Educating employees about organisational culture and values	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d) Providing information on organisational performance and financial objectives	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e) Integrating new employees into the organisation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
f) Providing individuals with information about the true value of their total compensation package	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
g) Communicating to employees on how their actions affect the customer	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
h) Ensuring quality	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
i) Promoting safety	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
j) Increasing productivity	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

### 2. How are these types of messages communicated?

	CENTRALLY	REGIONALLY (BY GEOGRAPHIC REGION)	LOCALLY (BY SITE OR BUSINESS UNIT)
a) Helping employees understand the business	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
b) Explaining and promoting new programs and policies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c) Educating employees about organisational culture and values	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
d) Providing information on organisational performance and financial objectives	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
e) Integrating new employees into the organisation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
f) Providing individuals with information about the true value of their total compensation package	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
g) Communicating to employees on how their actions affect the customer	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
h) Ensuring quality	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
i) Promoting safety	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
j) Increasing productivity	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

**3. What tools are being used to deliver messages on the following subjects?** (Check all that apply.)

	SOCIAL MEDIA	INTRANET	E-MAIL	PRINTED MATERIALS	ALL-STAFF FORUM	STAFF MEETINGS	OTHER FACE-TO-FACE DISCUSSIONS	NONE
a) Business performance	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8
b) Business strategy for riding out the downturn	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8
c) Financial education	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8
d) Customers	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8
e) Pay	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8
f) Benefits	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8
g) Job security	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7	<input type="checkbox"/> 8

**SECTION 2: GENERAL OVERVIEW/CONTEXT**

**4. In terms of measurement, we are:** (Check one.)

- 1 Including more metrics to measure communication outcomes now than we did 12 months ago
- 2 Using about the same number of metrics to measure communication outcomes than we used 12 months ago
- 3 Spending less time measuring communication outcomes than we did 12 months ago

**5. Over the past 12 months, what percentage of your internal communication initiatives have had business outcome metrics in place to measure effectiveness (e.g., changed employee behaviour to generate cost savings or additional revenue)?**

- 1 Up to 25%
- 2 26%-50%
- 3 51%-75%
- 4 76%-100%
- 5 There is no formal measurement/assessment

**5a. If you checked “There is no formal measurement/assessment,” which of the following reasons explain why you haven’t measured your internal communication initiatives?** (Select the top three.)

- 1 Time constraints
- 2 Insufficient resources (money/staff) within communication function
- 3 Don’t know how to measure
- 4 Unable to determine a specific cause-and-effect relationship between communication initiatives and business results
- 5 Unable to identify the right business or communication metric
- 6 Insufficient internal assistance for data collection from outside communication function
- 7 Lack of leadership interest
- 8 Concern with setting performance targets for communication initiatives and being held accountable

**5b. How do you assess the effectiveness of your communication?** (Check all that apply, then skip to question no. 7.)

- 1 Received no complaints from employees or management
- 2 Received positive comments from employees and/or management
- 3 Formally track employee awareness and/or understanding scores through surveys or focus groups
- 4 Tie specific communication initiatives to employee behaviour change and financial outcomes
- 5 Gained increased financial support for the communication function based on past performance
- 6 Invited to provide input/advice to senior leadership on key business decisions

## 6. To what extent do you use the following to determine the effectiveness of your internal communication efforts?

	NOT AT ALL	TO A SMALL EXTENT	TO A MODERATE EXTENT	TO A GREAT EXTENT	TO A VERY GREAT EXTENT
a) Employee feedback via surveys	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b) Employee feedback via focus groups	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c) Manager feedback via surveys	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d) Manager feedback via focus groups	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e) Increased employee participation related to the initiative	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
f) Decreased turnover	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
g) Financial measures (e.g., revenue growth, profitability)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
h) Customer measures (e.g., sales growth, customer satisfaction)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
i) Communication audits	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
j) Readership surveys	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
k) Objective measures of changed behaviour	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
l) Measures of employee awareness of external, customer-facing brand	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
m) Number of employee questions or calls	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
n) Impact on quality	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
o) Impact on safety	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
p) Impact on productivity	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

## 7. Does your organisation have a corporate scorecard (documented set of key business metrics that are reviewed quarterly to track business performance) with internal communication metrics?

- 1 Yes, we have a corporate scorecard *with* internal communication metrics
- 2 We have a corporate scorecard *without* internal communication metrics
- 3 No, we don't have a corporate scorecard
- 4 Don't know

## 8. To what extent do you agree with each of the following statements?

	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE
a) The organisation makes use of measurement to verify the communication function's contribution to meeting strategic business goals	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b) The organisation benchmarks the performance of the communication function against other companies	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c) The organisation has a communication advisory group in place to pretest employee communication	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d) The organisation uses measurement findings in planning future communication initiatives and/or business decisions	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e) The organisation is making greater use of measurement of communication effectiveness than it has in the past	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

**SECTION 3: CRISIS COMMUNICATION PRACTICES**

**9. To what extent have your HR and communication programs been affected by the recent events in the economy?**

	NOT AT ALL	TO A SMALL EXTENT	TO A MODERATE EXTENT	TO A GREAT EXTENT	TO A VERY GREAT EXTENT
a) HR programs	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b) Communication programs	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

**10. Given the current economic downturn, which of the following do you plan to change?**

	HAVE ALREADY MADE CHANGE	EXPECT TO MAKE CHANGE WITHIN NEXT 12 MONTHS	NO CHANGE EXPECTED
a) Initiate layoffs/reduction in force/restructuring	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
b) Modify pension or health care benefit programs to reduce costs	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c) Reduce or freeze base pay	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
d) Reduce merit and/or bonus programs	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
e) Reduce or eliminate other ancillary employee benefit programs (e.g., tuition reimbursement)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
f) Take other significant cost-cutting actions	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

**11. As your organisation made these changes, at what phase did the internal communication function first become involved in the decision-making process?** (Check one.) (If your organisation has not yet made a change in items in the preceding question, please check "Not applicable.")

- 1 Identifying the problem
- 2 Identifying possible approaches to resolve the issue
- 3 Selecting the approach to resolve the issue
- 4 Planning the implementation
- 5 Implementing the change
- 6 Not applicable

**12. Which changes has your organisation made to employee communication programs around the following issues as a result of the economic downturn?**

	HAVE ALREADY DELIVERED INFORMATION	EXPECT TO DELIVER MORE INFORMATION WITHIN NEXT 12 MONTHS	EXPECT TO DELIVER LESS INFORMATION WITHIN NEXT 12 MONTHS	NO CHANGE EXPECTED
a) Increase communication to employees about their benefits	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
b) Increase communication to employees about their pay	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
c) Increase communication to employees about business performance	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

**13. Who is taking the lead in delivering these messages to employees about the impact of the economic downturn on the business?** (Select one.)

- 1 HR
- 2 Senior leadership
- 3 Corporate communication function
- 4 Line managers

**14. To what extent are you using these tools to deliver messages about current economic conditions?**

(Check all that apply.)

- <sub>1</sub> Social media (blogs, wikis, Twitter, Yammer, etc.)
- <sub>2</sub> Intranet (internal company website or portal)
- <sub>3</sub> E-mail
- <sub>4</sub> Printed materials
- <sub>5</sub> All-staff forum
- <sub>6</sub> Staff meetings
- <sub>7</sub> Other face-to-face discussions

**15. What's the primary goal of your internal communication regarding the economic downturn?** (Check two.)

- <sub>1</sub> Decrease employee stress/anxiety
- <sub>2</sub> Retain top performers
- <sub>3</sub> Improve employee productivity
- <sub>4</sub> Earn employees' trust
- <sub>5</sub> Improve employee engagement
- <sub>6</sub> Manage change
- <sub>7</sub> Educate employees about impact on benefits

**16. How effective has your communication about the economic downturn been in each of the following areas?**

	NOT EFFECTIVE	SLIGHTLY EFFECTIVE	SOMEWHAT EFFECTIVE	MODERATELY EFFECTIVE	VERY EFFECTIVE	NOT APPLICABLE
a) Easing employee stress/anxiety	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>6</sub>
b) Retaining top performers	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>6</sub>
c) Improving employee productivity	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>6</sub>
d) Earning employees' trust	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>6</sub>
e) Improving employee engagement	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>6</sub>
f) Managing change	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>6</sub>
g) Educating employees about impact on benefits	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>	<input type="checkbox"/> <sub>6</sub>

**17. How has your communication about the current economic downturn affected your communication planning?**

(Check all that apply.)

- <sub>1</sub> We are significantly revamping our communication plans for next year
- <sub>2</sub> We plan to continue delivering messages regarding the economy and the impact on our business to employees only for the duration of the economic downturn
- <sub>3</sub> We plan to incorporate these messages into our ongoing communication programs for an indefinite period
- <sub>4</sub> We plan to solicit additional employee feedback throughout the downturn
- <sub>5</sub> We are revising our employee value proposition
- <sub>6</sub> Don't know yet

**Section 4: RESTRUCTURING AND RECOVERY**

**18. Which, if any, of the following changes has your organisation undergone in the last two years? (Check all that apply.)**

- <sub>1</sub> Merger
- <sub>2</sub> Acquisition
- <sub>3</sub> Divestiture
- <sub>4</sub> Reduction in staff/downsizing/layoffs
- <sub>5</sub> Reorganisation
- <sub>6</sub> Reduction in benefits
- <sub>7</sub> Change of pension provision
- <sub>8</sub> Pay freezes
- <sub>9</sub> Did not undergo restructuring

**19. To what extent was the internal communication function involved in preparing for your organisation’s restructuring effort? (If your organisation did not undergo restructuring in the last two years, skip to question no. 24.)**

- <sub>1</sub> Not at all
- <sub>2</sub> To a small extent
- <sub>3</sub> To a moderate extent
- <sub>4</sub> To a significant extent
- <sub>5</sub> To a great extent

**20. In the course of restructuring, which of the following communication tactics did your organisation use? In your opinion, how effective were they as elements of the restructuring effort? (Check all that apply.)**

	DID NOT USE	NOT EFFECTIVE	SLIGHTLY EFFECTIVE	SOMEWHAT EFFECTIVE	MODERATELY EFFECTIVE	VERY EFFECTIVE
a) Restructuring communication strategy	<input type="checkbox"/>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
b) Written communication	<input type="checkbox"/>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
c) Large group meetings	<input type="checkbox"/>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
d) Small group meetings	<input type="checkbox"/>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
e) Briefings for HR	<input type="checkbox"/>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
f) Briefings for managers/supervisors	<input type="checkbox"/>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
g) Briefings for employees	<input type="checkbox"/>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
h) Special restructuring publications	<input type="checkbox"/>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
i) Increased senior management visibility	<input type="checkbox"/>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
j) Internal opinion surveys/focus groups	<input type="checkbox"/>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
k) Involving employees in task forces or project teams	<input type="checkbox"/>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
l) Special blog or website from top management	<input type="checkbox"/>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
m) Podcasts or other audio or video media	<input type="checkbox"/>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>

**21. What did you do to prepare managers to support the restructuring? (Check all that apply.)**

	DID NOT USE	NOT EFFECTIVE	SLIGHTLY EFFECTIVE	SOMEWHAT EFFECTIVE	MODERATELY EFFECTIVE	VERY EFFECTIVE
a) Provided them with talking points	<input type="checkbox"/>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
b) Provided information in advance	<input type="checkbox"/>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
c) Provided communication training	<input type="checkbox"/>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>
d) Provided change management training	<input type="checkbox"/>	<input type="checkbox"/> <sub>1</sub>	<input type="checkbox"/> <sub>2</sub>	<input type="checkbox"/> <sub>3</sub>	<input type="checkbox"/> <sub>4</sub>	<input type="checkbox"/> <sub>5</sub>

**22.** In the course of the restructuring activities, how effective were the managers in your organisation in performing/exhibiting the following behaviours?

	NOT EFFECTIVE	SLIGHTLY EFFECTIVE	SOMEWHAT EFFECTIVE	MODERATELY EFFECTIVE	VERY EFFECTIVE
a) Supporting the organisation's vision through their actions and attitude	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b) Increasing communication with employees	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c) Enthusiastically implementing new approaches to work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d) Dealing openly with resistance to change	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e) Addressing the needs and concerns of remaining employees	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
f) Providing information on employee reactions to upper management and the communication function	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

**23.** Which of the following tactics did your organisation use to minimise disruption from the restructuring effort, and how effective were they?

	DID NOT USE	NOT EFFECTIVE	SLIGHTLY EFFECTIVE	SOMEWHAT EFFECTIVE	MODERATELY EFFECTIVE	VERY EFFECTIVE
a) Implemented new communication initiative (e.g., rollout of new vision, values, brand, benefits, etc.)	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b) Conducted internal surveys or focus groups	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c) Provided retraining to employees	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d) Changed/installed career development/job placement services	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e) Revamped internal communication/publications	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
f) Offered tools to remaining employees for how to get work done	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
g) Marketed benefits available to help remaining employees (e.g., employee assistance programs)	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
h) Communicated results of surveys and focus groups and actions taken	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
i) Used social media to help current and former employees stay connected	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

**SECTION 5: Employee Value Proposition (EVP)**

**DEFINITION:** The term “employee value proposition,” or EVP, refers to the collective array of programs that your organisation offers in exchange for employment (also known as “total reward”). Through the EVP, organisations align their workforce with the mission and brand of the organisation and differentiate themselves to attract and retain talent. The EVP includes pay, benefits (perquisites), the work environment and career opportunities. It is also referred to as the “employment deal.”

**24. To what extent do you agree with each of the following statements?**

<b>MY ORGANISATION:</b>	<b>STRONGLY AGREE</b>	<b>AGREE</b>	<b>NEITHER AGREE NOR DISAGREE</b>	<b>DISAGREE</b>	<b>STRONGLY DISAGREE</b>
a) Has a clearly defined EVP	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b) Has a single, organisation-wide EVP for everyone	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c) Has developed customised EVPs for different employee groups	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d) Has a reputation among potential job applicants for having a good EVP	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e) Does a good job communicating the EVP before employees join the organisation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
f) Does a good job communicating the EVP to new employees during on-boarding/recruitment	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
g) Does a good job living up to the EVP after employees are hired	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
h) Has aligned the EVP with our external, customer-facing brand	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
i) Continues to measure employee preferences to refine the EVP	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

**25. What has your organisation done to promote its EVP? (Check all that apply.)**

- 1 Revised the employee value proposition in light of changes to our pay and benefits
- 2 Focused specific communication to employees on the EVP
- 3 Developed recruiting materials that reference the EVP
- 4 Featured the EVP on our website(s)
- 5 Trained managers on the EVP
- 6 Modified our performance management, career management and/or succession planning programs to better align them with the EVP
- 7 Made the EVP part of our communication strategy
- 8 None of the above

**SECTION 6: PAY and BENEFITS**

**26. To what extent are specific groups of employees targeted with communication materials about their retirement benefit plans?**

	<b>NOT AT ALL</b>	<b>TO A SMALL EXTENT</b>	<b>TO A MODERATE EXTENT</b>	<b>TO A GREAT EXTENT</b>	<b>TO A VERY GREAT EXTENT</b>
a) Employees nearing retirement (i.e., age 55 and older)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b) Employees not participating in the program	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c) Employees with low contribution rates	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

**27. To what extent do the following apply to your organisation?**

	NOT AT ALL	TO A SMALL EXTENT	TO A MODERATE EXTENT	TO A GREAT EXTENT	TO A VERY GREAT EXTENT
a) Participation rates in organisation benefit programs are regularly reviewed by the organisation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b) Actions are taken to increase participation when employee enrollment is low	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c) The organisation actively collects information to assess the value of the benefit programs to employees	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d) There is a systematic orientation program for new hires (e.g., including customised information and individual follow-up) about pay and benefit programs	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e) Our benefit program communications are targeted to employee segments or demographic groups	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

**28. To what extent do you agree with the following statements?**

	NOT AT ALL	TO A SMALL EXTENT	TO A MODERATE EXTENT	TO A GREAT EXTENT	TO A VERY GREAT EXTENT
a) Employees at my organisation understand the value of their pension program	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b) Employees at my organisation understand the value of their health care benefits	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c) Employees at my organisation understand how pay levels are set	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d) Employees at my organisation understand how our bonus program works	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e) My organisation has a coordinated and branded approach to communicate the total value of our health and wealth-related benefits	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

**29. At what point in the decision-making process does the internal communication function become involved when the organisation is considering or making changes to pay or benefit programs?**

- 1 Identifying the problem
- 2 Identifying possible approaches to resolve the issue
- 3 Selecting the approach to resolve the issue
- 4 Planning the implementation
- 5 Implementing the change

## SECTION 7: MANAGER/LEADER COMMUNICATION PRACTICES

**30.** How effective are the managers in your organisation in performing/exhibiting the following behaviours?

	NOT EFFECTIVE	SLIGHTLY EFFECTIVE	SOMEWHAT EFFECTIVE	MODERATELY EFFECTIVE	VERY EFFECTIVE
a) Supporting the executive management vision through their actions	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b) Enthusiastically implementing new approaches to work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c) Helping employees with career development	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d) Providing feedback to employees about their job performance	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e) Providing employees with rationale or context for changes in strategy or in the organisation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
f) Communicating with employees overall	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
g) Promoting the employee value proposition	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

**31.** What type of formal training does your organisation provide for managers in the following areas?

	USE NO FORMAL TRAINING	USE INTERNAL TRAINING ONLY	USE EXTERNAL TRAINING ONLY	USE BOTH INTERNAL AND EXTERNAL TRAINING
a) Improving interpersonal communication skills	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
b) Understanding/supporting the organisation's mission/vision	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
c) Developing internal communication strategy and processes	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
d) Using technology and tools for effective communication	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
e) Understanding how to efficiently communicate to a diverse population	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
f) Delivering performance feedback	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
g) Helping employees deal with change	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
h) Communicating to a global workforce	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
i) Promoting the employee value proposition	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

## SECTION 8: COMMUNICATION CHANNELS

**32.** How has your company's use of the following communication channels changed over the last 24 months?

	DECREASED	NO CHANGE	INCREASED
a) Electronic communication	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
b) Print communication	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
c) Face-to-face communication	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

**33. To what extent do the following apply to your organisation?**

	NOT AT ALL	TO A SMALL EXTENT	TO A MODERATE EXTENT	TO A GREAT EXTENT	TO A VERY GREAT EXTENT
a) Employees use Web technology to communicate, collaborate and share resources inside the organisation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b) Employees use Web technology to gain access to relevant training/learning/development tools and materials	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c) The communication function plays a lead role in developing and managing the content of our intranet	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d) My organisation has a documented electronic communication strategy in place	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e) My organisation has a global documented communication strategy in place	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

## SECTION 9: SOCIAL MEDIA AND CREATIVE COMMUNICATION

**34. Over the past 12 months, has your organisation implemented or expanded the use of social media for employee communication?**

- 1 Yes
- 2 No

**34a. If you have not implemented or expanded the use of social media for employee communication, please indicate the reasons.** (Check all that apply.)

- 1 Restrictions imposed by our legal department
- 2 Lack of CEO or senior management support
- 3 Lack of IT support or technical capability
- 4 Lack of employee access to online social media tools
- 5 Limited staff/resources to implement social media
- 6 Limited knowledge of social media
- 7 Lack of metrics to measure impact of social media

**35. Which of the following social media tools does your organisation use to facilitate employee communication?**

(Check all that apply.)

- 1 CEO blog
- 2 HR or other department blog
- 3 Intranet (internal company website or portal)
- 4 Portal
- 5 Instant messaging
- 6 Wikis
- 7 Podcasts
- 8 Social networks (Facebook, LinkedIn, etc.)
- 9 News forums (Digg, Newsvine, Reddit)
- 10 Video-sharing site (where employees can post videos and testimonials/access company training videos)
- 11 Virtual worlds (Avatars, Second Life)
- 12 Twitter/Yammer

**36. In your opinion, how effective are these social media tools in driving employee behaviour change in your organisation?** (If you do not use this medium, please check "Not applicable.")

	NOT APPLICABLE	NOT EFFECTIVE	SLIGHTLY EFFECTIVE	SOMEWHAT EFFECTIVE	MODERATELY EFFECTIVE	VERY EFFECTIVE
a) CEO blog	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b) HR or other department blog	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c) Intranet	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d) Portal	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e) Instant messaging	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
f) Wikis	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
g) Twitter/Yammer	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
h) Podcasts	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
i) Social networks (Facebook, LinkedIn, etc.)	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
j) News forums (Digg, Newsvine, Reddit)	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
k) Video-sharing site (where employees can post videos and testimonials/access company training videos)	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
l) Virtual worlds (Avatars, Second Life)	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

**37. In your opinion, how effective are your social networking communication tools in engaging the following audiences in your organisation?** (If you do not use social networking tools, please check "Not applicable.")

	NOT APPLICABLE	NOT EFFECTIVE	SLIGHTLY EFFECTIVE	SOMEWHAT EFFECTIVE	MODERATELY EFFECTIVE	VERY EFFECTIVE
a) Global employees (located in various countries)	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b) Local employees (located in home country)	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c) Telecommuters	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d) Senior management	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e) Line management	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
f) Sales staff	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
g) Recruits	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

**38. Which of the following do you expect to be doing over the next 12 to 18 months?** (Check one.)

- 1 Increasing our use of social media tools
- 2 Maintaining our current use of social media tools
- 3 Decreasing our use of social media tools

**39. In your opinion, how effective are social networking communication tools in engaging employees in your organisation around the following topic areas?** (If you do not use social networking tools, please check "Not applicable.")

	NOT APPLICABLE	NOT EFFECTIVE	SLIGHTLY EFFECTIVE	SOMEWHAT EFFECTIVE	MODERATELY EFFECTIVE	VERY EFFECTIVE
a) Providing a line of sight to the business (understanding how my job contributes to the success of the enterprise)	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b) Community or team building	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c) Collaborating or sharing new ideas	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d) Encouraging health and wellness	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e) Promoting risk taking	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
f) Adapting to organisational/HR changes	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
g) Sharing feedback with senior management	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
h) Engaging a global workforce in real time	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
i) Promoting innovation	<input type="checkbox"/>	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

**40. To what extent do you agree with the following statements?**

	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE
a) My organisation has the tools in place to measure the effectiveness of our social media	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
b) My organisation has a documented social media policy	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
c) In general, I am knowledgeable about the various social media communication tools available today to enhance employee communication	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
d) My CEO supports our use of social media to communicate with employees	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
e) I envision making greater use of social media tools for employee communication during the economic downturn	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
f) In my experience, the use of social media tools for employee communication has been cost-effective at my organisation	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

## SECTION 10: FIRM INFORMATION

**41. How many employees work for your total organisation?**

	LAST YEAR	THIS YEAR
a) Full-time	_____	_____
b) Part-time	_____	_____

**42. How many communication employees work for your total organisation?**

	LAST YEAR	THIS YEAR
a) Full-time	_____	_____
b) Part-time	_____	_____

**43. How many staff members are currently assigned to internal communication?**

	LAST YEAR	THIS YEAR
a) Full-time	_____	_____
b) Part-time	_____	_____

**44. What was your organisation's total revenue?**

a) This year US\$ \_\_\_\_\_ million

b) Last year US\$ \_\_\_\_\_ million

**45. How much does your organisation spend on employee communication?**

US\$ \_\_\_\_\_ million

**46. Which of the following best describes your organisation?**

- <sub>1</sub> Global corporate headquarters is inside the United States, and we have business units outside the United States
- <sub>2</sub> Global corporate headquarters is outside the United States, and we have business units inside the United States
- <sub>3</sub> Corporate headquarters and all business units are located outside the United States

**47. Check the industrial classification below that best describes your organisation. (Check one.)**

- |  |   |
|--|---|
| <input type="checkbox"/> <sub>1</sub> Aerospace and defense                    | <input type="checkbox"/> <sub>13</sub> High technology                    |
| <input type="checkbox"/> <sub>2</sub> Automobiles and transportation equipment | <input type="checkbox"/> <sub>14</sub> Manufacturing                      |
| <input type="checkbox"/> <sub>3</sub> Charities and nonprofit                  | <input type="checkbox"/> <sub>15</sub> Natural resources                  |
| <input type="checkbox"/> <sub>4</sub> Communications                           | <input type="checkbox"/> <sub>16</sub> Professional and business services |
| <input type="checkbox"/> <sub>5</sub> Education                                | <input type="checkbox"/> <sub>17</sub> Property and construction          |
| <input type="checkbox"/> <sub>6</sub> Energy                                   | <input type="checkbox"/> <sub>18</sub> Retail                             |
| <input type="checkbox"/> <sub>7</sub> Financial services – insurance           | <input type="checkbox"/> <sub>19</sub> Tourism and leisure                |
| <input type="checkbox"/> <sub>8</sub> Financial services, excluding insurance  | <input type="checkbox"/> <sub>20</sub> Transportation                     |
| <input type="checkbox"/> <sub>9</sub> Food and beverage                        | <input type="checkbox"/> <sub>21</sub> Utilities                          |
| <input type="checkbox"/> <sub>10</sub> Government                              | <input type="checkbox"/> <sub>22</sub> Wholesale                          |
| <input type="checkbox"/> <sub>11</sub> Health care – pharmaceuticals           | <input type="checkbox"/> <sub>23</sub> Other, please specify: _____       |
| <input type="checkbox"/> <sub>12</sub> Health care, excluding pharmaceuticals  |   |

**Thank you for participating in this study.**

**Please fax your completed questionnaire to +1.703.258.7492 by**

**3 June 2009**

**If you prefer, you may complete the questionnaire online at**

**[www.watsonwyatt.com/ROIsurveyUK](http://www.watsonwyatt.com/ROIsurveyUK)**