

IABC INTERNATIONAL ASSOCIATION
OF BUSINESS COMMUNICATORS

RESEARCH FOUNDATION

IABC Research Foundation and Buck Consultants Employee Engagement Survey

June 2010

Survey Results

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INTRODUCTION

Greetings:

The IABC Research Foundation is pleased to present the results of its second Employee Engagement Survey, sponsored by Buck Consultants, a Xerox Company. There were nearly 900 respondents to the 2010 survey. We appreciate the support and interest of everyone who took the time to complete the survey!

This year, we added a few new questions and enhanced a couple of existing questions about the use of social media as part of an engagement communication strategy.

Among the survey findings:

- Email (83%) and intranet (75%) are reported as the most frequently used communication vehicles for engaging employees.
- Social media tools have been gaining popularity with roughly 45 percent of respondents indicating that they currently communicate through Facebook, Twitter, and instant messaging.
- Compared with last year's results, a higher percentage of participants have established external and internal social media policies.
- A majority of respondents (60%) reported that surveys are a key method for measuring employee engagement and workplace satisfaction (page 12). More than two-thirds of respondents stated they conduct employee listening activities at least once a year. However, 32 percent stated that they rarely or do not conduct employee listening activities (page 6).

These results indicate an opportunity for communicators to seek employee feedback more often. Ongoing employee listening generates insights that become the foundation for accurate, influential messaging to engage employees and increase workplace productivity.

There is much more inside, so read on and enjoy! We hope you find these survey results useful. As of July 1st, all IABC members may download additional copies of the survey results at no charge from www.iabc.com/researchfoundation.

Thank you again to Buck Consultants for conducting this survey, and for their generous ongoing support of the IABC Research Foundation!

Best regards,



Robin McCasland
2009-2010 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	3.1%
Aerospace & Defense	7.3%
Agriculture, Forestry, Fishing & Hunting	0.2%
Associations & Membership Organizations	11.4%
Construction	0.5%
Consulting & Professional Services	2.2%
Educational Services	2.7%
Energy/Utilities	8.1%
Financial Services	14.1%
Government & Public Administration	11.9%
Healthcare Providers & Services	14.3%
High Technology	5.5%
Life Sciences	1.3%
Manufacturing, Materials & Mining	3.6%
Media & Information	0.6%
Real Estate	0.8%
Retail/Wholesale	1.6%
Telecommunications	1.3%
Transportation & Warehousing	7.6%
Other	2.1%

n = 877

BY BASE REGION

	Percent of Total
North America	82.7%
Mexico	0.5%
Central America	0.1%
South America	0.9%
Western Europe	5.0%
Eastern Europe	0.7%
Middle East/Africa	2.6%
Pacific Rim	5.4%
Other	2.2%

n = 877

BY NUMBER OF EMPLOYEES

	Percent of Total
Less than 500	26.6%
500 - 2,000	18.0%
2,001 - 5,000	16.0%
5,001 - 15,000	15.8%
More than 15,000	23.6%

n = 876

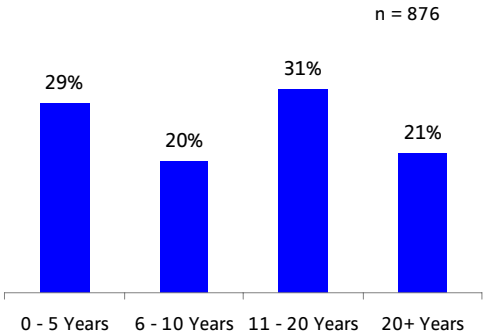
RESPONDENT INFORMATION

BY EMPLOYEE LEVEL

	Percent of Total
CEO	2.2%
Vice President	7.3%
Director	22.6%
Manager	38.8%
Individual Contributor - Indirect Labor	9.4%
Individual Contributor - Direct Labor	19.7%

n = 872

BY YEARS OF EXPERIENCE

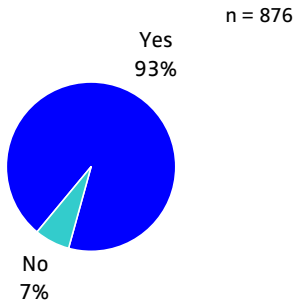


BY FUNCTIONAL AREA

	Percent of Total
Administration	1.8%
Communication	66.2%
Human Resources	9.0%
Information Technology	1.9%
Marketing	9.4%
Sales	0.8%
Top Management	5.3%
Other	5.6%

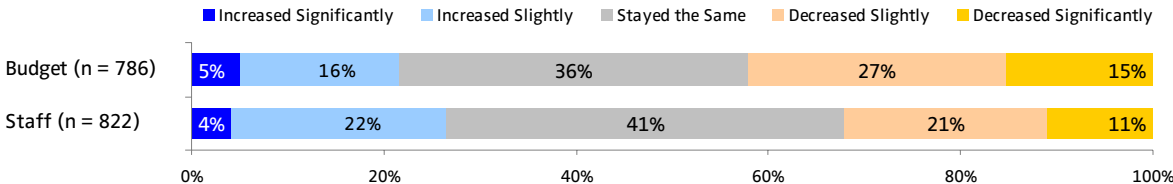
n = 876

IABC MEMBER

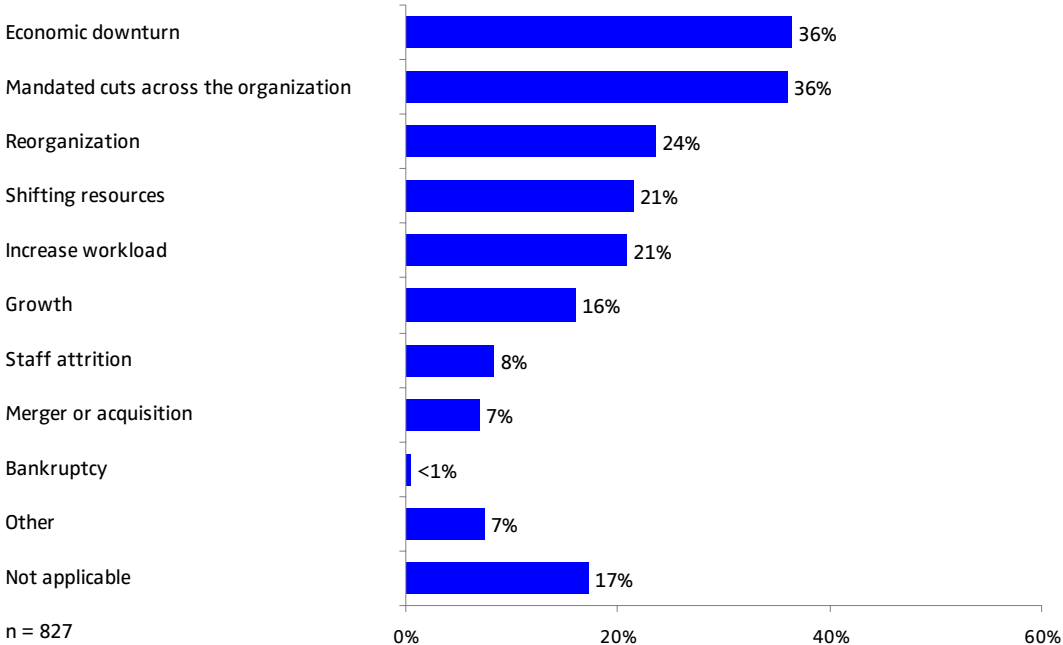


COMMUNICATION BUDGET/STAFF CHANGES

COMMUNICATION BUDGET/STAFF CHANGES OVER PAST 12 MONTHS



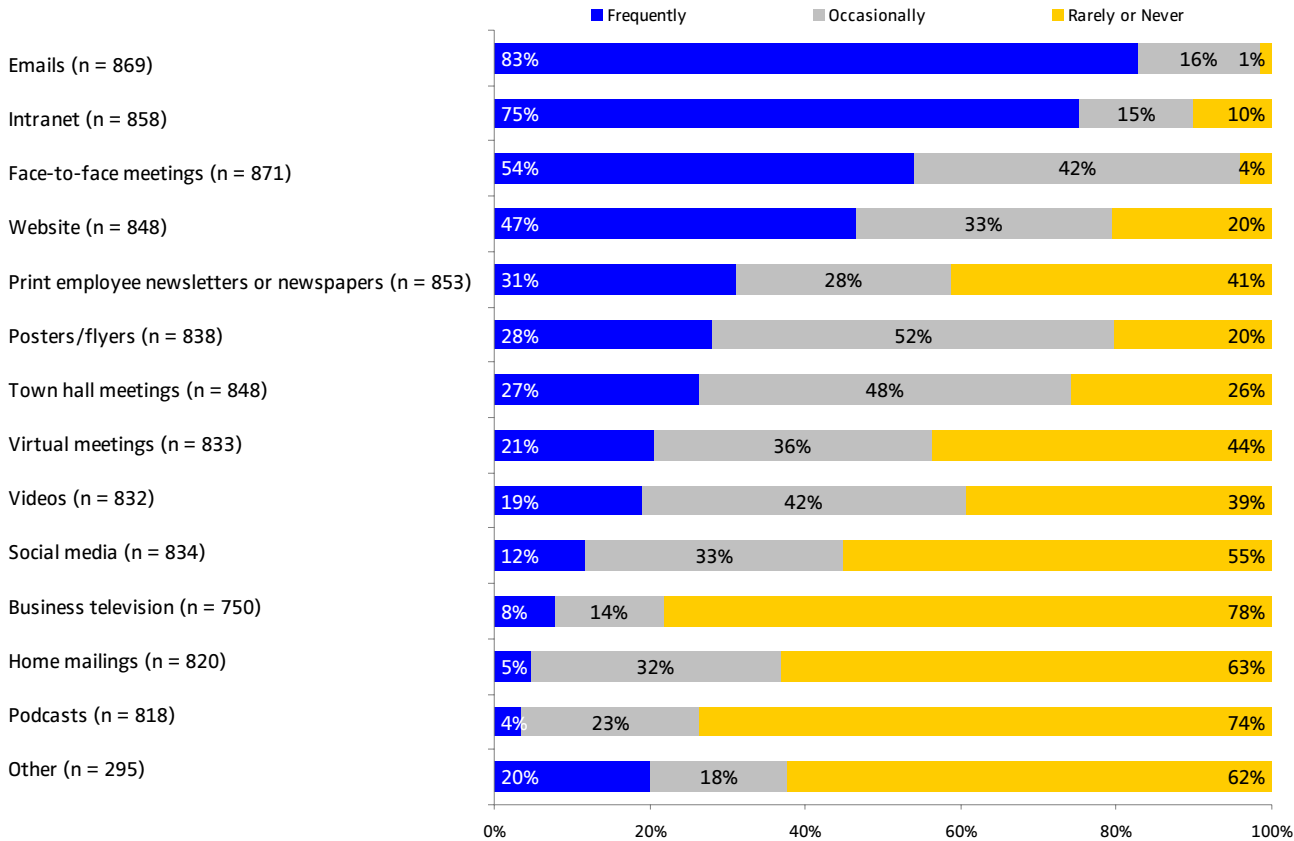
REASON FOR COMMUNICATION BUDGET/STAFF CHANGE*



*Participants were allowed to select more than one answer

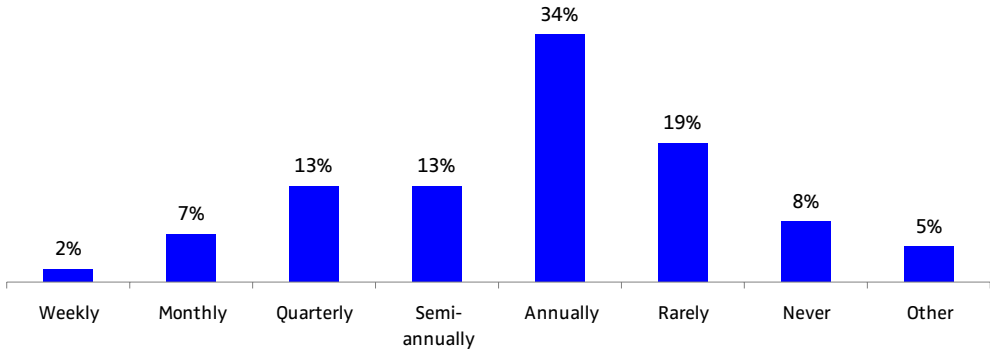
ONGOING EMPLOYEE COMMUNICATION AND ENGAGEMENT

COMMUNICATION METHODS USED TO ENGAGE EMPLOYEES AND FOSTER PRODUCTIVITY



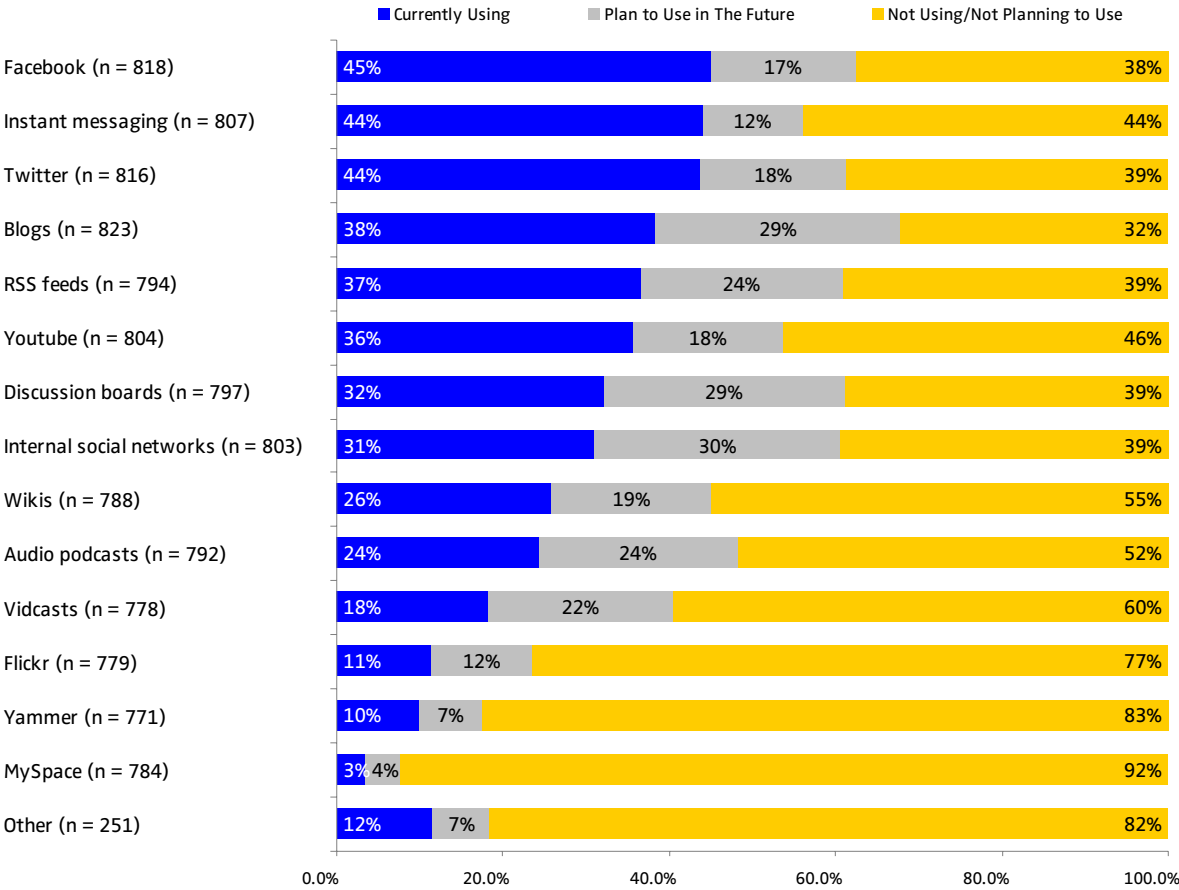
FREQUENCY ONGOING EMPLOYEE LISTENING PERFORMED THROUGH SURVEYS, FOCUS GROUPS, OR OTHER METHODS

n = 876



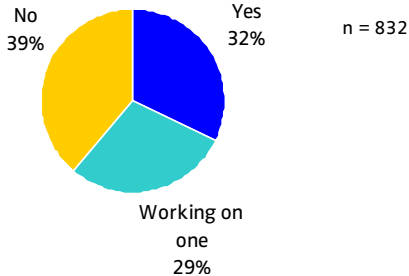
SOCIAL MEDIA AND EMPLOYEE ENGAGEMENT

INTERNAL AND EXTERNAL SOCIAL MEDIA TOOLS CURRENTLY USED

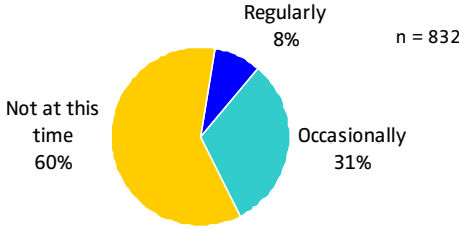


INTERNAL SOCIAL MEDIA AND EMPLOYEE ENGAGEMENT

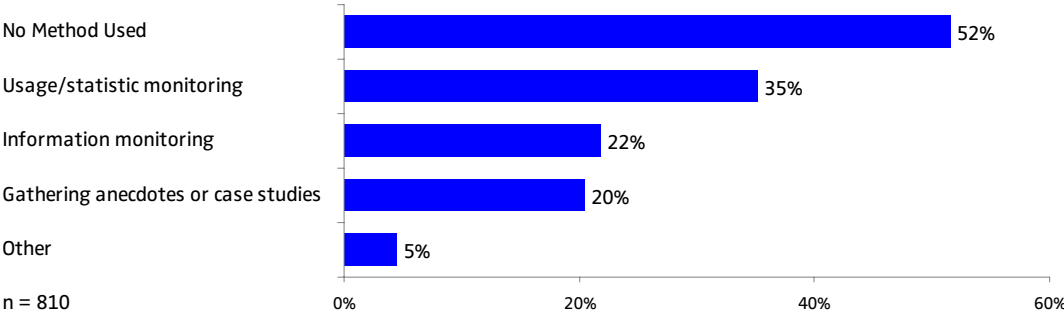
POLICY IN PLACE TO ADDRESS EMPLOYEE USE OF INTERNAL SOCIAL MEDIA



TOP EXECUTIVES PARTICIPATE IN THE USE OF INTERNAL SOCIAL MEDIA



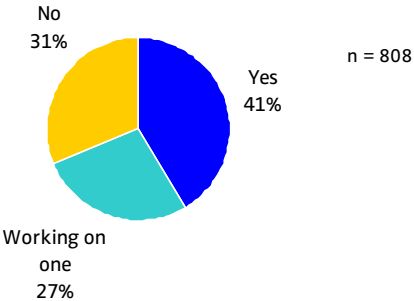
METHODS USED TO MEASURE EFFECTIVENESS OF INTERNAL SOCIAL MEDIA *



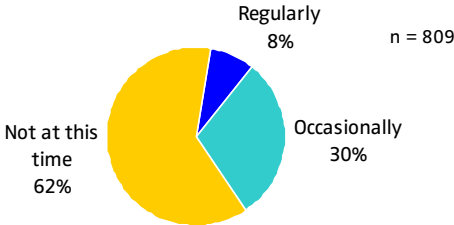
*Participants were allowed to select more than one answer

EXTERNAL SOCIAL MEDIA AND EMPLOYEE ENGAGEMENT

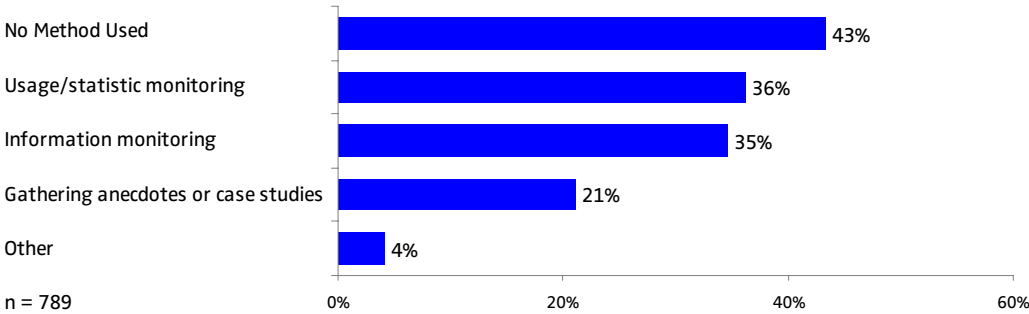
POLICY IN PLACE TO ADDRESS EMPLOYEE USE OF EXTERNAL SOCIAL MEDIA



TOP EXECUTIVES PARTICIPATE IN THE USE OF EXTERNAL SOCIAL MEDIA

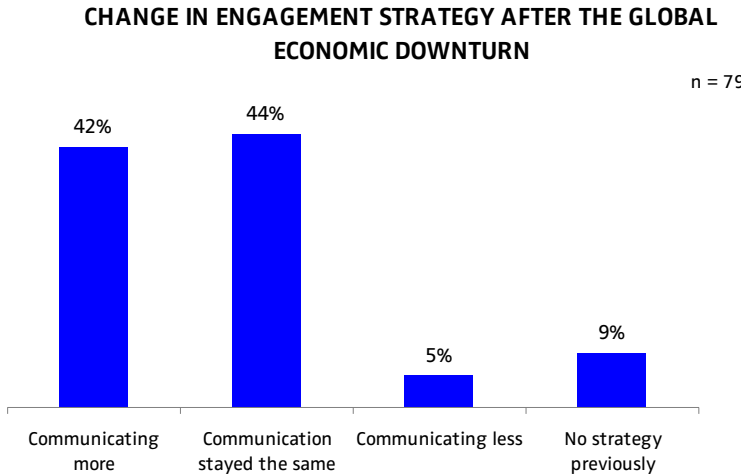
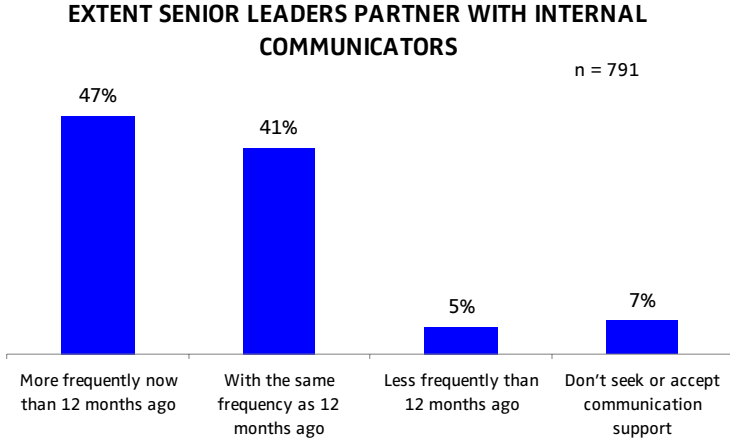


METHODS USED TO MEASURE EFFECTIVENESS OF EXTERNAL SOCIAL MEDIA*



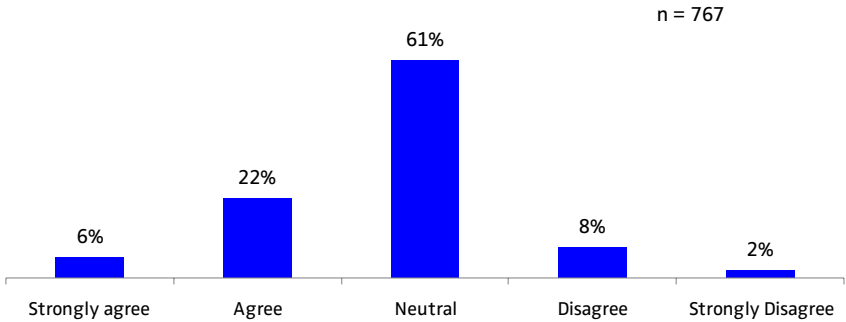
*Participants were allowed to select more than one answer

HOW LEADERS AND MANAGERS VALUE COMMUNICATION

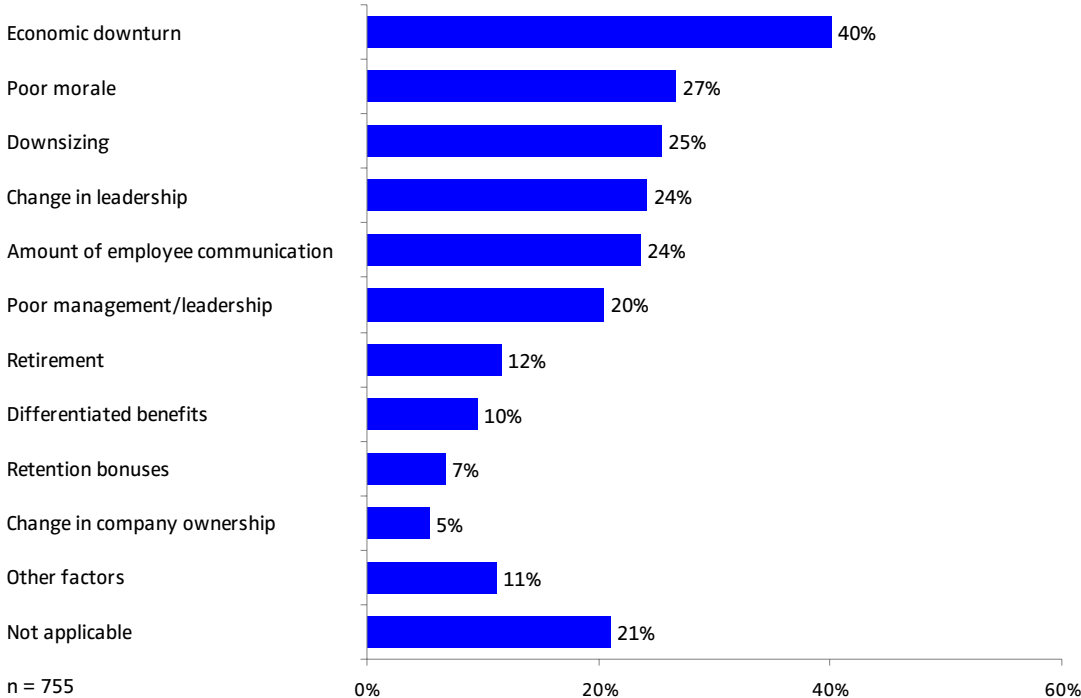


COMMUNICATION INVESTMENT AND EMPLOYEE RETENTION

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



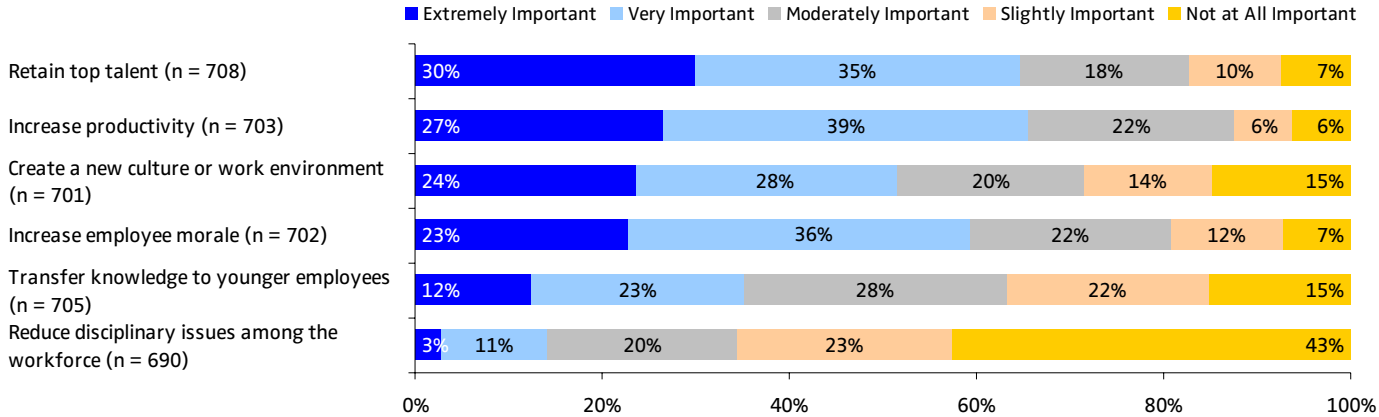
FACTORS ATTRIBUTED TO ORGANIZATION GAIN OR LOSS IN EMPLOYEE RETENTION*



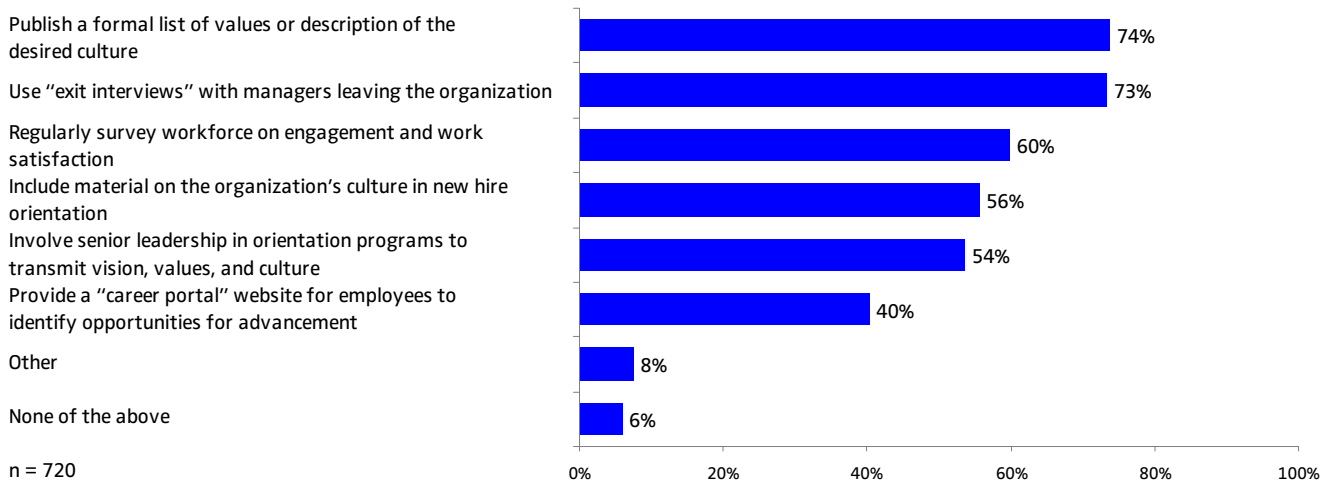
*Participants were allowed to select more than one answer

CREATING AND SUSTAINING A CULTURE OF ENGAGEMENT

GOALS TO DEVELOP PROGRAMS AND STRATEGIES FOR ENGAGING EMPLOYEES IN 2009



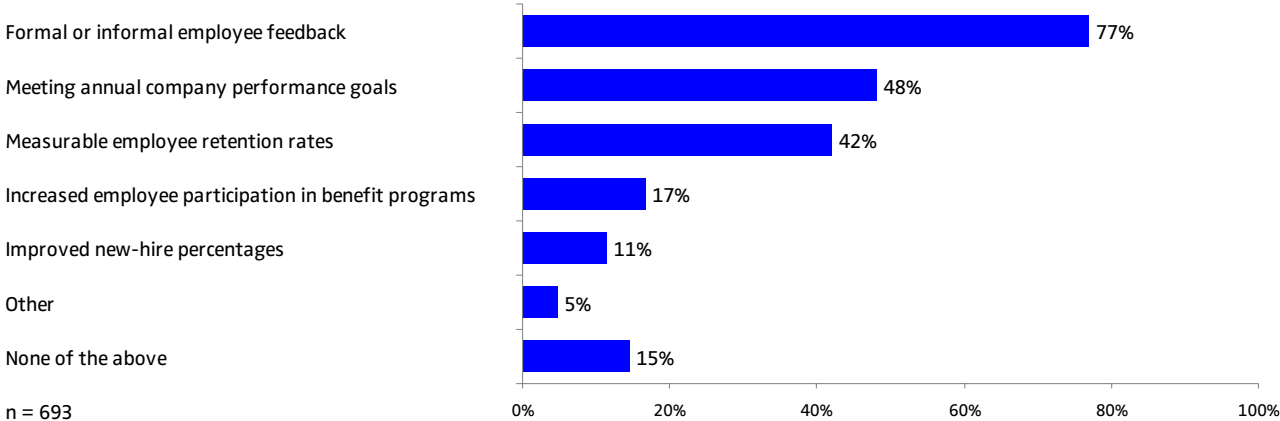
PRACTICES TO SUSTAIN AN ENGAGING WORK CULTURE*



*Participants were allowed to select more than one answer

CREATING AND SUSTAINING A CULTURE OF ENGAGEMENT (continued)

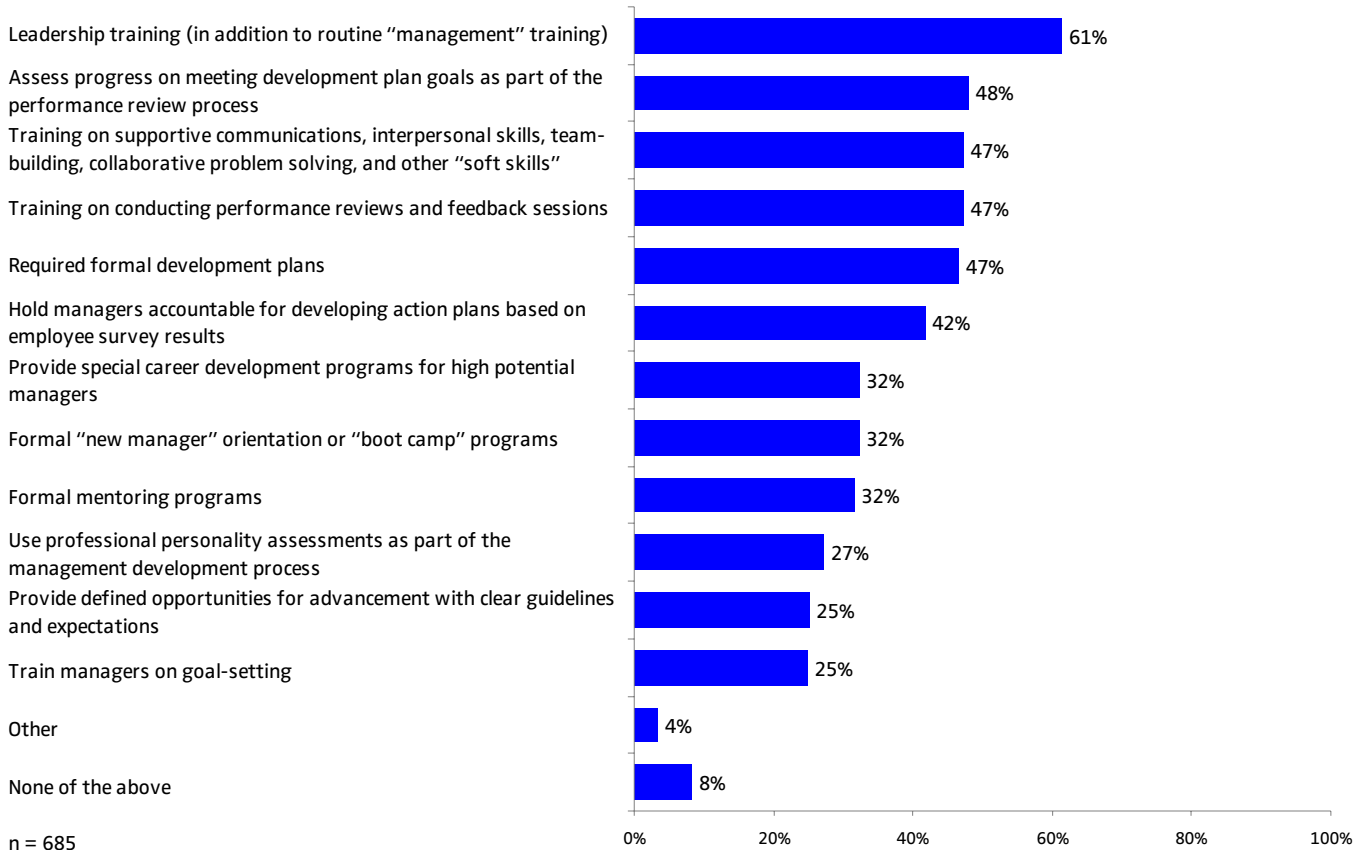
MEASURE EFFECTIVENESS OF EMPLOYEE ENGAGEMENT STRATEGIES*



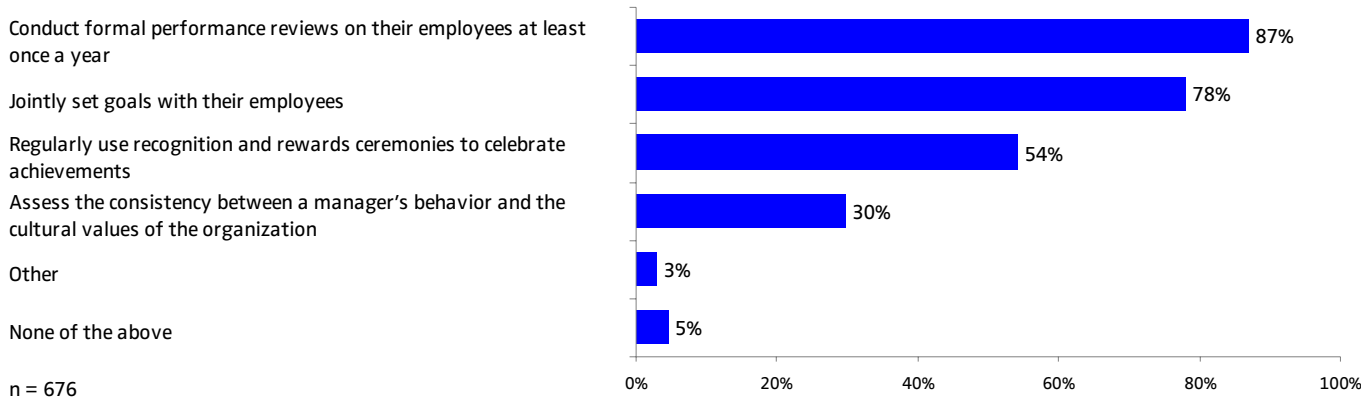
*Participants were allowed to select more than one answer

MANAGEMENT DEVELOPMENT PROGRAMS

MANAGEMENT DEVELOPMENT PROGRAMS USED*



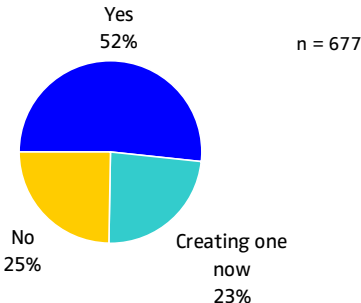
PERFORMANCE MANAGEMENT ACTIVITIES USED*



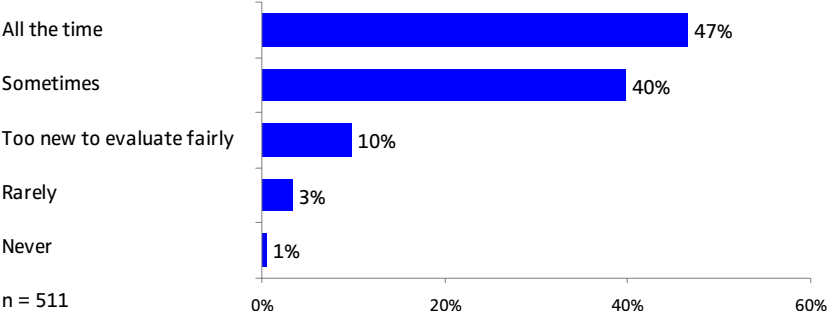
*Participants were allowed to select more than one answer

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	93.2%
Email from Buck Consultants	3.6%
Survey forwarded by an IABC colleague	1.2%
Survey link forwarded by a work colleague	1.2%
IABC's Facebook page	0.3%
IABC home page	0.1%
Other	0.4%

n = 675

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, human resource operations, and talent strategy. Our consultants think ahead, act quickly, and tailor real-world solutions to fit your unique needs and culture. 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.

Buck Surveys' Offices

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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/researchfoundation.

