



Employee Communications  
An Ogilvy PR Worldwide Company

# THE INSIDE STORY

HOW AUSTRALIAN ORGANISATIONS ARE MANAGING  
EMPLOYEE COMMUNICATION  
DURING THE DOWNTURN

JUNE 2009

THIS INDEPENDENT RESEARCH WAS UNDERTAKEN BY  
WEENEY RESEARCH\* IN MARCH 2009 AND COMMISSIONED  
BY AUSTRALIA AND ASIA PACIFIC'S LEADING EMPLOYEE  
COMMUNICATION CONSULTANCY, IMPACT EMPLOYEE  
COMMUNICATIONS, AN OGILVY PR WORLDWIDE COMPANY

THE STUDY INVOLVED 100 PUBLIC AND PRIVATE SECTOR  
ORGANISATIONS ACROSS A RANGE OF INDUSTRIES IN  
AUSTRALIA. PHONE INTERVIEWS WERE CONDUCTED WITH  
SENIOR BUSINESS DECISION-MAKERS RESPONSIBLE FOR  
EMPLOYEE COMMUNICATION IN LARGE ORGANISATIONS WITH  
MORE THAN 200 FULL TIME WORKERS FROM BOTH BLUE  
AND WHITE COLLAR AND SERVICE-BASED ROLES. SENIOR

# ABOUT THIS STUDY

This independent research was undertaken by Sweeney Research\* in March 2009 and commissioned by Australia and Asia Pacific's leading employee communication consultancy, Impact Employee Communications, an Ogilvy PR Worldwide Company.

The study involved 100 public and private sector organisations across a range of industries in Australia. Phone interviews were conducted with senior business decision-makers responsible for employee communication in large organisations with more than 200 full-time workers from both blue and

white-collar and service-based roles. Senior decision-makers interviewed included Corporate Communication Directors, Human Resources Managers and Internal Communication Managers.

Impact thanks all those who participated in this study. In appreciation of their time, Impact made a donation to the Australian Red Cross Bushfire appeal.

\* Sweeney Research was founded in 1972 and is a top ten Australian owned research company (in terms of annual research revenue)

## CONTENTS

- 1 EXECUTIVE SUMMARY
- 2 INTRODUCTION: START TALKING
- 3 HIGH ANXIETY: KEEPING QUIET IN TROUBLED TIMES
- 4 VALUES JUDGEMENT: DIRECTION ON THE UP
- 5 THEN AND NOW: TEN COMMUNICATION COMMANDMENTS
- 6 MIND THE GAP: CHANGE NEEDED ON THE FRONTLINE
- 7 CLIMATE OF CHANGE: SUSTAINING A BIG IMPROVEMENT
- 8 TEAM TALK: MESSAGES MISSING IN ACTION
- 9 SOCIAL OUTCAST: ALL'S NOT A TWITTER WITH WEB 2.0
- 10 FAIR'S FAIR: TIME TO TALK SHOP
- 11 CONCLUSION: STAYING ON THE FRONT FOOT

LEGAL: The material presented in this document represents empirical insights and interpretation by the research team. It is intellectual property subject to Australian copyright. Material may be quoted and copied subject to the condition that Impact Employee Communications is cited each time.

# EXECUTIVE SUMMARY

## 1. CHANGE

Communication in these changing economic times is not seen as a 'must have' with 28 percent of respondent organisations affected by the downturn not communicating likely impacts to employees

## 2. BUSINESS DIRECTION

Organisations consider business direction the most important information to communicate to employees during these uncertain times

## 3. VALUES

More attention is being paid to organisational values with respondents agreeing there has been a renewed focus on them since the downturn

## 4. LEADERSHIP

There is a change communication skills gap with middle managers and frontline leaders/supervisors

## HOW AUSTRALIAN ORGANISATIONS ARE MANAGING EMPLOYEE COMMUNICATION DURING THE DOWNTURN

## 5. SOCIAL MEDIA

Despite an external boom, respondent organisations do not anticipate internal use of social media will change significantly over the next 12 months

## 6. ENVIRONMENTAL SUSTAINABILITY

Organisations are beginning to take environmental sustainability seriously with an increase in companies rating environmental sustainability as a communication priority

## 7. INDUSTRIAL RELATIONS

Despite the introduction of the Fair Work Bill, few organisations see industrial relations communication as a priority

## 8. MEASUREMENT

Six in ten organisations are measuring their communication activities but message retention is not a key measurement

## INTRODUCTION

# START TALKING: FILLING AUSTRALIA'S COMMUNICATION GAP

Globally, particularly in Europe and the US, organisations are increasingly recognising the business value of investing time and resources in communicating effectively to internal audiences.

The European Communication Monitor notes that for PR professionals in Europe, internal communication and change management is the fastest growing area in terms of importance and will grow to become the third most important discipline by 2011<sup>1</sup>.

Supporting this, global research findings state effective employee communication is a leading indicator of financial performance. Watson Wyatt's global Communication ROI Study<sup>2</sup> stated companies with the most effective employee communication programs provided a 91 percent total return to shareholders, compared with only 62 percent for those communicating least effectively.

With global economic uncertainty still trickling into the psyche of employees, there is now a compelling argument to increase internal communication so organisations can build trust and maintain productivity.

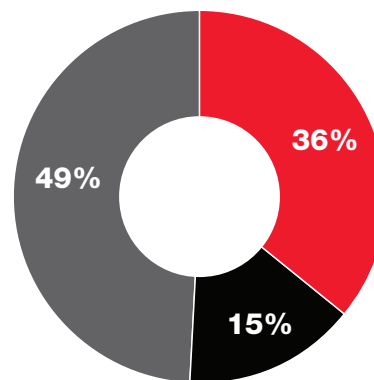
However, as a relatively young discipline compared to its more mature cousins in the PR world, questions are still being asked by Australian business leaders: "Why should we invest in internal communication?", "What are other organisations doing?" and importantly, "How are they doing it?"

Most research into the growing employee communication discipline comes from overseas. This new study is Australian-centric and the first of its kind.

The research aim was to identify trends and insights around the current and changing internal communication landscape in Australia. It looked at the internal communication priorities of organisations and how they are shifting given the economic downturn; how effectively Australian business leaders, at all levels, are engaging their people, how they're doing it and what they're communicating. It also explored the management of the internal communication function, use of social media and measurement approaches.

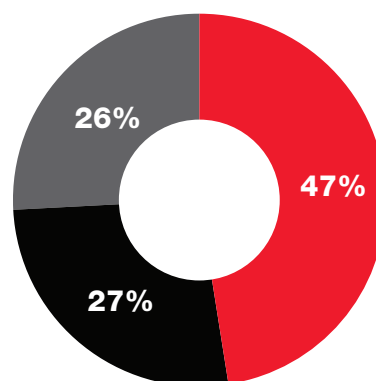
## SURVEY DEMOGRAPHICS

Overview of respondent organisations by size



- Organisations with less than 500 employees
- Organisations with between 500 - 1,000 employees
- Organisations with more than 1,000 employees

Overview of respondent organisations by average proportion of different employee types



- White collar
- Blue collar
- Service-based roles

n.b. around three quarters of respondents (76%) were from Australian-owned organisations

# HIGH ANXIETY: KEEPING QUIET IN TROUBLED TIMES

As the global economic crisis continues to make headlines, almost three in ten respondent organisations (28 percent) admitting they have been affected by the downturn have not communicated likely impacts to employees. This is despite organisations citing growing levels of employee stress and anxiety over job security and company performance/solvency as their highest concerns<sup>3</sup>.

When asked about communication priorities, managing major change has become increasingly important on the communication agenda for the next 12 months. Around four in ten respondents (41 percent) listed managing major change as a communication priority over the next 12 months, compared to 29 percent listing it as a priority over the last 12 months.

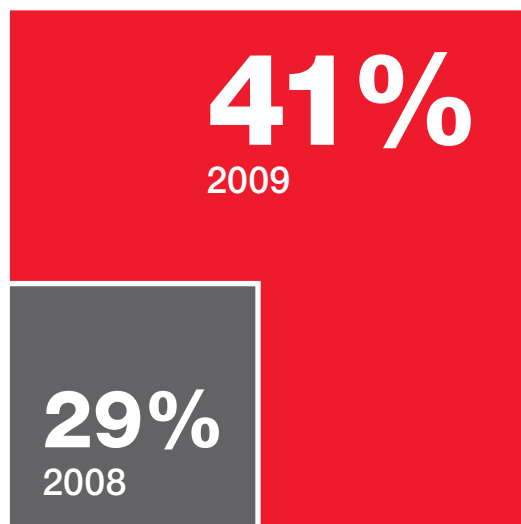
Respondents anticipated a range of organisational changes would need to be communicated over the next 12 months — including organisational restructure, head count reductions, budget restrictions and business stability. This demonstrates the short and medium-term challenge for internal communicators will centre firmly on the effective management and delivery of major change communication.

It is well documented<sup>4</sup> a critical success factor in change communication is to communicate as early as possible. Those organisations choosing not to communicate proactively about what might happen in the future will suffer tougher challenges when changes are implemented, with loss of trust a key risk.

Supporting employees to adapt successfully to changes while at the same time maintaining productivity and engagement levels is what will help organisations manoeuvre their way through uncertain times effectively.

This is no simple feat when you consider that according to a survey conducted by Right Management, one in three employees are not adapting to changes at work<sup>5</sup>. Robust planning, process and, importantly, leadership ownership of communication will therefore be critical.

## COMMUNICATION OF MANAGING MAJOR CHANGE SEEN AS MORE OF A PRIORITY IN 2009



“Typically companies do not communicate while planning. Instead they delay until the plans are definite. This is a terrible mistake. Unpopular changes always have employee resistance. But communicating late pours gasoline on the fire. By delaying the communication, management hands control to others: angry employees, the union, reporters, and competitors. Rumours run rampant throughout the company.”

Source: T.J. Larkin, “Communicating Big Change Using Small Communication”, 2004

# VALUES JUDGEMENT: DIRECTION ON THE UP

The vast majority of respondents (92 percent) agree the most important thing to communicate to employees is business direction. Greater attention is being paid to organisational values, with two thirds of organisations (67 percent) agreeing there's been a renewed focus on values since the start of the downturn.

Over 90 percent of communicators support the best practice premise that communicating business direction is vital. From this, we can conclude it's widely recognised this contextual bigger picture communication is seen as critical to building long-term employee commitment, particularly during a downturn and when general levels of disengagement are already high. A recent Australian Gallup poll shows 79 percent of the workforce is either not engaged, or is actively disengaged in their work<sup>6</sup>.

Reengaging employees with organisational values, and promoting the right behaviours, is clearly another way organisations are attempting to pre-empt any disengagement issues associated with the downturn.

Reinforcing organisational values was seen as particularly important by two thirds of respondents (67 percent). There's also a drive to do more around the values, with 42 percent of organisations including organisational values in their top five communication priorities compared to only 24 percent in the previous 12 months.

Building an organisational culture based on values is one of the most important criteria for business success. Research by Kotter and Heskett<sup>7</sup> shows companies with strong adaptive cultures based on shared organisational values significantly outperform other companies. Their research shows, over an 11 year period, companies' profit performance was 750 times higher than companies without shared values and adaptive cultures.

To embed values successfully, organisations must do more than an awareness communication campaign. The key success factor is leadership. Leaders must demonstrate values in action, make values-based decisions and encourage their teams to do the same, ensuring values are authentic and have integrity.

---

Two thirds of respondent organisations  
(67 percent) agree there is a renewed  
focus on values since the downturn

---

## SIX KEY THINGS TO CONSIDER WHEN EMBEDDING YOUR ORGANISATION VALUES:

### IMPACT'S VALUES MODEL

- 1:VISION:** know why the values exist and plan how they'll be measured
- 2:ALIGNMENT:** demonstrate how values support your business direction and goals
- 3:LEADERSHIP:** make leaders accountable for demonstrating the values
- 4:UNDERSTAND:** articulate the day-to-day behaviours which support the values
- 5:EXPERIENCE:** encourage conversations on what values mean to people
- 6:SYNERGY:** embed the values into existing processes like performance reviews, inductions, decision making and recruitment, for example

# THEN AND NOW: TEN COMMUNICATION COMMANDMENTS

Participants were asked about their internal communication priorities for 2008 and the year ahead. The top three priorities remain unchanged but organisational alignment and reward and recognition have dropped out of the top five.

## THE TOP TEN COMMUNICATION PRIORITIES FOR 2008 AND 2009-2010

COMMUNICATION PRIORITY	PERCENT AND RANKING			
	2008		2009-2010	
Vision and direction of organisation	50%	1	57%	1
Leadership communication skills development	48%	2	46%	2
Safety	45%	3	44%	3
Organisational values	24%	10	42%	4
Managing major change	29%	6	41%	5
Environmental sustainability	26%	8	38%	6
Organisational alignment <sup>#</sup>	37%	4	35%	7
Reward and recognition of employees	31%	5	33%	8
Culture change	24%	9	32%	9
Innovation <sup>+</sup>	26%	7	31%	10

# e.g. increasing consistency and collaboration within the organisation

+ e.g. encouraging creativity and ideas within the organisation

n.b. Respondents were given a list of possible communication themes and were asked to select up to five which were priorities for their organisation over the last 12 months and which are priorities for the next 12 months

# MIND THE GAP: CHANGE NEEDED ON THE FRONTLINE

The change communication skills of middle managers and frontline leaders/supervisors are perceived to be marginally worse than the skills of CEO and executive teams. Given the increased focus on major change in the current environment, it's critical business leaders are able to direct and champion any change effort.

The success of a major change effort relies on the visibility and ongoing involvement of leaders and importantly, their ability to communicate a clear vision, building on successes rather than simply focusing on fixing short-term problems.

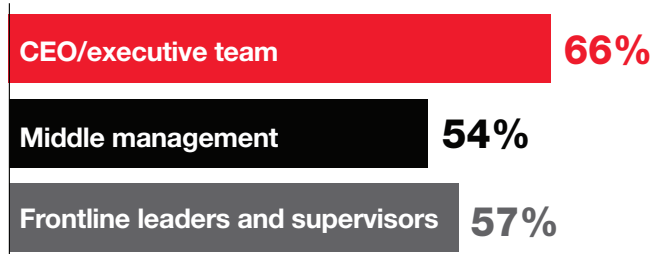
The good news is the visibility of CEO and executive teams is being achieved. Around one in seven organisations (15 percent) said they have become more visible during this time. When it comes to their change communication skills, two thirds (66 percent) rated their CEO's and executive team's skills as excellent or good.

Respondents rated the perceived change communication skills of middle managers and frontline leaders/supervisors as indicatively lower than those of the CEO and executive teams.

A recent global McKinsey<sup>8</sup> survey of executives supports this further with its conclusion that two thirds of companies failing to ensure their frontline employees had ownership of change.

From these results, it's clear Australian organisations must incorporate skilling up middle management and frontline leaders as part of any change communication strategy to ensure they understand the critical role they play in empowering employees to accept and take ownership of any changes.

## PROPORTION OF RESPONDENTS WHO VIEWED LEADERSHIP CHANGE COMMUNICATION SKILLS AS EXCELLENT OR GOOD



“From the Leighton Contractors Executive Team to the frontline, we expect our leaders to model our values and behaviours every day, and to ensure all our people understand the role they play in achieving our business goals. This remains vitally important to our success, regardless of the broader economic conditions.

By providing development opportunities and communication tools to support leaders, we help them see the ‘whole picture’ reflected in our diversified business strategy and communicate it back to their teams in a way that’s relevant locally.

We’re confident by making this investment, we realise direct benefits to our business while assisting our people to be the best they can be.”

Peter McMorrow  
Managing Director, Leighton Contractors

# CLIMATE OF CHANGE: SUSTAINING A BIG IMPROVEMENT

Considering the climate is now an imperative, more organisations are taking environmental sustainability seriously with 38 percent of companies rating environmental sustainability as a communication priority for the next 12 months, compared to 26 percent rating it a priority over the last 12 months.

Environmental sustainability is not a business issue to put to one side. Organisations are already starting to seek ways to reduce their energy consumption and travel ahead of the proposed introduction of the Australian Government's Carbon Pollution Reduction Scheme (CPRS) in 2011. This in part reflects rising community expectations for businesses to 'go green'.

Smart companies know saving electricity and greenhouse emissions and money at the same time is a winning formula. There is no doubt that businesses acting now will be better positioned for the future.

Importantly, more companies are also recognising the business value of having an engaged workforce who understand what they can do, both at home and at work, to reduce their environmental footprint, according to Ian Higgins, Chairman of the Ogilvy Earth Advisory Panel, the region's leading sustainability communication practice.

"Businesses are coming to us to get their house in order, and becoming more energy efficient is the place to start. They see the power in leveraging the ideas of employees to help shape their energy efficiency strategy and adopt processes that have total buy-in."

**ENVIRONMENTAL  
SUSTAINABILITY IS MORE  
OF A COMMUNICATION  
PRIORITY IN 2009**

**26%**  
2008

**38%**  
2009

When it comes to investing in sustainable business behaviours and programs, more than half of corporate marketers and communicators believe that their organisations will increase their involvement in environmental sustainability initiatives during the next two to three years, according to a US survey<sup>9</sup>. In addition, half of those surveyed believe economic realities will actually encourage the adoption of sustainability practices.

So this really is a trend which isn't going away

---

"At Telstra Enterprise and Government, we have reduced our business travel expenses by less than 40 percent through the use of video conferencing and webex solutions. Recently, we conducted a virtual offsite for one hundred marketing staff utilising our Executive Briefing Centre video conferencing facilities. Not only did the virtual format gain a very high approval rate, but we avoided 54,000 kilometres and 214 hours of travel. This exercise alone saved a net emission of 23 tonnes of carbon dioxide and nearly \$20,000 in travel expenditure."

Hugh Saddington  
General Manager - Marketing Strategy and Analytics, Telstra Enterprise and Government

---

# TEAM TALK: MESSAGES MISSING IN ACTION

Organisations are interested in internal communication, with an average of four employees working on internal communications as part of their role. Six in ten respondent organisations (60 percent) are measuring their communication activities, but ensuring messages are retained is not seen as a critical measure.

Internal communication is becoming better placed than in the past, positioned closer to key decisions-makers, therefore having greater line of sight to the critical business issues requiring communication.

Looking at the reporting lines of the internal communication function, there's no doubt organisations are taking internal communication seriously. Around four in ten internal communicators (43 percent) stated their function reported directly to the CEO, with around one third (35 percent) reporting to the CEO via middle management.

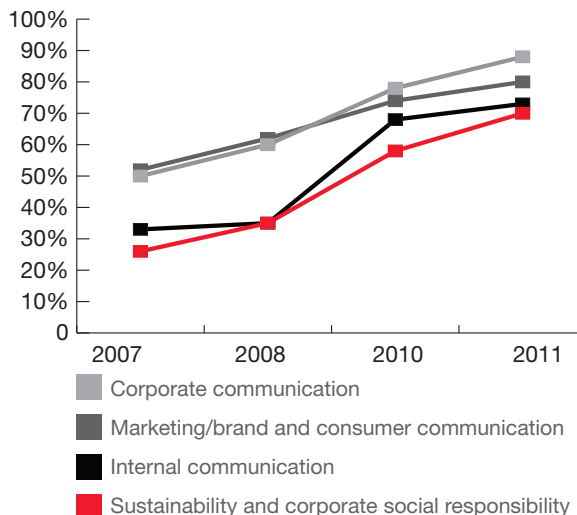
Internal communication is growing. According to the European Communication Monitor, the long-term development of internal communication is set to rise dramatically over the next two years<sup>10</sup>.

Six out of ten organisations (60 percent) measure the effectiveness of internal communication projects. They are measuring employee behaviour and engagement, values and leadership skills. However, measuring message retention is low on the tracker, with only four out of ten organisations (40 percent) tracking how successfully people retain their messages.

Historically, measurement has not always been a priority. Ongoing measurement is critical as it provides an accurate picture of what is working and what isn't.

Measuring employee awareness, understanding and interpretation of communication messages is the best guide to ensuring communication is tailored, relevant and valuable. Not knowing the audience and how they think and feel about issues will leave organisations with messages that fail to effectively link the business message with the employee need.

## LONG-TERM DEVELOPMENT OF COMMUNICATION DISCIPLINES



Source: European Communication Monitor 2008 (Euprera/ University of Leipzig)

## WHAT ARE YOUR TOP COMMUNICATION MEASURES?



n.b. responses from the 60 percent of organisations who measure the impact of internal communication projects

# SOCIAL OUTCAST: ALL'S NOT A TWITTER WITH WEB 2.0

From an internal perspective, social media tools are still lagging behind the fast-paced and ever-evolving external world, with respondent organisations not anticipating a significant change in social media use over the next 12 months. Online tools cited were non-revolutionary, with online message boards, intranets and blogs the tools of choice for 2009.

Anecdotally, there are a number of barriers preventing organisations transporting themselves quickly into the digital world: a limited access to technology for many employees, particularly blue-collar employees; the fear of not being able to control the message; and internal technology platforms preventing the use of social networks.

With evidence to suggest high effectiveness companies are more likely to leverage technology to improve communication<sup>1</sup>, using social networks and understanding the measures to manage them, must move up the agenda.

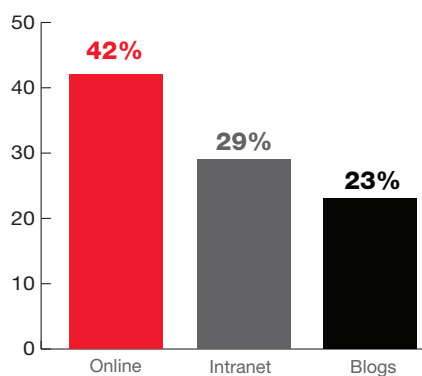
According to Brian Giesen, vice-president and senior strategist of Ogilvy PR's global 360° Digital Influence practice, there are two simple first steps to succeed in the digital world internally and truly harness its power. "The first is to develop and embed social media guidelines and the second, to educate employees on usage."

"The key to remember here is just because all employees are not online all day, is not a good enough reason to ignore social networking. Globally, organisations like Novartis (US) and Dow Chemical and locally companies like Sensis are using social media successfully, including Twitter and multi-media networking platforms, to better leverage ideas and strengthen employee connections across

different areas of the business. What we're starting to see is the true power this medium has to drive more collaborative and open cultures. Employees like it because it shows their organisations believe and trust them."

**n.b. as an evolving and important area, further research will be carried out into social media in 2009 by Impact's specialist digital team**

## WHAT ARE THE SOCIAL MEDIA TOOLS YOU WILL USE TO COMMUNICATE WITH YOUR EMPLOYEES IN 2009-2010?



n.b. the top three social media tools for 2009-10 according to all respondents

"Introducing social networking tools has brought a wealth of business benefits. We have stronger insights into what our employees are thinking, allowing us to join debates and quickly correct rumours. These tools are also providing unique opportunities for employees from all over the country to network, share ideas, suggest improvements and resolve problems. The speed at which this all happens is bringing about significant business advantages."

Adele Fletcher  
Internal Communications Manager, Sensis

# FAIR'S FAIR: TIME TO TALK SHOP

Only 19 percent of respondent organisations see industrial relations communication as a priority for the next 12 months. Given 85 percent of Australian employees will be affected by the Fair Work Bill, organisations need to ensure their employees are aware of changes to their rights and obligations before the legislation comes in July 2010.

Organisations have a responsibility to promote understanding of employment rights, entitlements and benefits in the workplace – regardless of whether there's a union present. This is a key driver to gaining increased productivity.

Communicating the Fair Work Bill, which include changes to the National Employment Standards, awards and bargaining at the enterprise level, early will help build employee confidence and create greater transparency. When talking about changes to maximum weekly hours of work, flexible working arrangements and parental leave and related entitlements, for example, employees want to be clear on how such changes will directly impact them. So hearing it from an organisation, rather than an external source, sends a positive message and enables organisations to be more on the front foot and in control of the message.

Organisations need to be in a position where managers understand the employment terms and feel comfortable to discuss these with their people, according to Ross Clarke, National Director Workplace Relations, Australian Hotels Association, and Senior Industrial Relations Strategist with Impact.

“By having managers take a more proactive approach, employees will be more open-minded about employment term suggestions and solutions. This will lead to a more integrative approach to discussing issues and will promote further dialogue. It will also act as a shield against those who have a more disruptive mindset.”

Once we are through the current downturn, individuals will want to manage their own lives as they were prior to the downturn. Employees will move from one job to another if they are not getting what they want out of their job in terms of personal and professional development. Workplace laws must cater for this reality. They now need to be interpreted in a way that promotes collaboration rather than conflict and be based on relationships rather than rigid rules.

---

“With the Fair Work Bill coming into play, organisations need to be in a position where managers understand the employment terms and feel comfortable to discuss these with their people.”

Ross Clarke

National Director Workplace Relations, Australian Hotels Association

---

# CONCLUSION: STAYING ON THE FRONT FOOT

The research shows organisations are getting smarter about utilising internal communication to achieve business goals across Australia. On the whole, the foundations for effective communication are in place. Leaders are making themselves more visible and accessible to employees.

Organisations are investing more time in communicating business direction and embedding their values. And the internal communication function is well positioned to have a greater line of sight to business critical issues for communication.

There remains, however, room for improvement around preparing people for change and measuring internal communication efforts – crucial in today's climate.

Whether it's communication on upcoming Fair Work Bill changes, educating on the behaviours which will make a positive difference to environmental sustainability or skilling middle managers to communicate key changes, organisations which anticipate and plan better for change will have a greater opportunity to secure the trust of their workforce and will reap the benefits in terms of business performance.

# ABOUT IMPACT EMPLOYEE COMMUNICATIONS

Established in 1995, Impact is Australia's and the Asia Pacific's leading employee communication consultancy—the most awarded, the most specialised, and, with over 500 client results achieved, the most experienced.

Impact offers end-to-end solutions for clients, from strategic communication planning and leadership engagement to the creative and logistical delivery of tactics to a range of audiences. Whether it's a major organisational change, such as downsizing, cost savings or culture change or specific business critical initiatives such as energy saving, trade union negotiation or safety, Impact has been, and continues to be the first choice for Australian private and public sector organisations facing some of their toughest challenges.

In addition to offering core strategic employee communication counsel, Impact also has four specialist practice areas reflecting the big ticket issues of today. These areas are all supported further by our specialist service offering.

Specialist areas:

- Change management communication
- Leadership, CEO and vision & values communication
- Sustainability, environmental and CSR programs
- Industrial relations and safety communication

## WHAT MAKES US DIFFERENT?

Put simply, Impact's focus is narrow, but its experience is deep and specialised, and to complete the picture, it is a values-driven business. Its team is the largest and most specialised group of employee engagement specialists in Australia and Asia Pacific, with experience in merger and acquisitions, industrial relations, corporate strategy, change communication, IT implementation and sustainability. Its collaborative approach is the key to its success. Always achieving true ownership of employee communication from leadership teams is what makes its work impactful.

Impact Employee Communications  
Ogilvy House  
Level 2,  
72 Christie Street  
St Leonards NSW 2065 Australia  
T (61 2) 8281 3222  
[impact.com.au](http://impact.com.au)

*impact*  
Employee Communications  
An Ogilvy PR Worldwide Company

**stw group**  


*Ogilvy*

Ogilvy Public Relations Worldwide

## REFERENCES

- 1 Zerfass, A., Moreno, A., Vercic, D. & Verhoeven, P., *European Communication Monitor 2008: Trends in Communication Management and Public Relations – Results and Implications*, Brussels, Leipzig: Euprera/University of Leipzig, 2008, p 21
- 2 Watson Wyatt, “2007/2008 Communication ROI Study: Secrets of Top Performers: How Companies With Highly Effective Employee Communication Differentiate Themselves”, p 18
- 3 Watson Wyatt, “Communicating with Employees during the Current Financial Crisis”, p 6
- 4 Larkin, TJ & Larkin, Sandar, “Communicating Big Change Using Small Communication”, Larkin Communication Consulting, 2004, p 11
- 5 Fiona Smith, “Few Agile in Workforce”, *Australian Financial Review*, 7 April 2009, p 51
- 6 Fiona Smith, “Workers as disengaged as ever”, *Australian Financial Review*, 10 February 2009, p 59
- 7 Kotter, J. P. & Heskett, J. L., *Corporate Culture and Performance*, New York: The Free Press, 1992
- 8 McKinsey, “Global Survey Results: Creating organisational transformations”, July 2008, p 5
- 9 American Marketing Association and Fleishman - Hillard, Inc, “Marketer’s Views Remain Bright on the topic of Sustainability, despite gloomy economy”, April 2009, p 2
- 10 Zerfass, A., Moreno, A., Vercic, D. & Verhoeven, P., *European Communication Monitor 2008: Trends in Communication Management and Public Relations – Results and Implications*, Brussels, Leipzig: Euprera/University of Leipzig, 2008, p 21

Impact Employee Communications  
Ogilvy House  
Level 2, 72 Christie Street  
St Leonards NSW 2065  
Australia  
T (61 2) 8281 3222  
[impact.com.au](http://impact.com.au)

THIS INDEPENDENT RESEARCH WAS UNDERTAKEN BY SWEENEY RESEARCH\* IN MARCH 2009 AND COMMISSIONED BY AUSTRALIA AND ASIA PACIFIC'S LEADING EMPLOYEE COMMUNICATION CONSULTANCY, IMPACT EMPLOYEE COMMUNICATIONS, AN OGILVY PR WORLDWIDE COMPANY

THE STUDY INVOLVED 100 PUBLIC AND PRIVATE SECTOR ORGANISATIONS ACROSS A RANGE OF INDUSTRIES IN AUSTRALIA. PHONE INTERVIEWS WERE CONDUCTED WITH SENIOR BUSINESS DECISION-MAKERS RESPONSIBLE FOR EMPLOYEE COMMUNICATION IN LARGE ORGANISATIONS WITH MORE THAN 200 FULL TIME WORKERS FROM BOTH BLUE AND WHITE COLLAR AND SERVICE-BASED ROLES. SENIOR