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INTERNAL COMMUNICATION: THE CHANGING ROLES OF HUMAN
RESOURCES AND PUBLIC RELATIONS

by
E. Morgan Johnson

A Thesis

Submitted in partial fulfillment of the requirements of the
Master of Arts Degree
of
The Graduate School
at
Rowan University
June 30, 2003

Approved by _____
Professor

Date Approved 6-25-03

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ABSTRACT

E. Morgan Johnson

Internal Communication: The Changing Roles of Human Resources and Public Relations
2003

Thesis Advisor: Dr. Don Bagin

Master of Arts in Public Relations

This study provides public relations and human resource professionals with information on which office is communicating to employees.

For secondary research, the author did an online search of Rowan University's Campbell Library databases and an Internet search.

The author collected data from 51 online surveys distributed to public relations, human resources and communication professionals.

Surveys indicated that the human resource office deals largely with communicating training, policy and management decisions to employees. Survey responses indicated that the public relations office reports new product/service updates and community involvement/activities to employees.

The author also conducted an e-mail interview with an internal communications professor from Rowan University's College of Communication. An e-mail interview was also conducted with two human resources professionals.

MINI ABSTRACT

E. Morgan Johnson

Internal Communication: The Changing Roles of Human Resources and Public Relations

2003

Thesis Advisor: Dr. Don Bagin

Master of Arts in Public Relations

The purpose of this study was to identify the changing roles of public relations practitioners and human resource managers in relation to internal communication.

A survey of public relations, human resource and employee communicators, and a related literature was conducted. An e-mail interview with an Internal Communication professor from Rowan University and two human resources professionals were also performed.

Surveys indicated that the human resource office deals largely with communicating training, policy and management decisions to employees. Survey responses indicated that the public relations office reports new product/service updates and community involvement/activities to employees.

ACKNOWLEDGMENTS

I would like to thank...Parker and Megan for their support; Cristin for getting me into this mess; Kamali and Anne for setting the pace; Dan for his help; my Dad for his motivation; my Mom for her hours of support; Rachel and Sonny for helping in the late hours; Anna for distracting me; Professor Litwin for sending my survey to everyone he knows; Professor Hackney for his terrific last minute interview; Joan Kuhar and Lori Block for their interviews; Janice Hillman for her guidance; Dr.Penrod, Dr.FitzGerald and Professor Cuddy for their help.

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CHAPTER ONE

BACKGROUND, NEED, PURPOSE, PROBLEM, PROCEDURES, LIMITATIONS, AND DEFINITIONS

Background

Management does not always utilize public relations people as they should. According to *Wit and Wisdom*, “Everyone agrees that internal communication is one of the most important aspects of a great public relations program, but it is often one of the areas that top management overlooks when it comes to effective public relations.”¹

Human resource departments, which specialize in employee relations, often attempt to take the role of public relations too. In many cases, human resource personnel are not trained to be communicators. Research concluded that the departments of Human Resources and Public Relations in Fortune 500 Companies were beginning to share responsibilities.²

Communication is vital to organization success. The International Association of Business Communicators (IABC) review of the Excellence in Public Relations and Communication Management cites, “chief executives said the return on investment of

¹ Bagin, Rich. The Wit and Wisdom of PR Success. Maryland: National School Public Relations Association (NSPRA).

their communication function was 184 percent, or nearly two dollars for every dollar spent.”³ The study’s findings offered management a view of communication as an essential part of the total organization’s success.

Theories of public relations communication stress the importance of identifying audiences. Pat Jackson, editor of *PR Reporter*, emphasized that the most important audience for companies is often their employees. “When employees self-confidently take control of their work, it builds trust in the organization and among colleagues. In turn, customers trust the organization's products and services. Public officials will trust the organization's policies and general sense of responsibility.”⁴

Jackson also stressed that communicating is the responsibility of public relations personnel. “Practitioners who are not counselors and trainers, who don't feel relationship building is the ultimate PR skill, will find themselves left out after 2000.”⁵

Dealing with both internal and external audiences can become a juggling act for practitioners. Both audiences may want answers to problems challenging practitioners to communicate constantly.

² Spaulding, Leslie R. (1991) “Who’s Communicating to Employees?: A Study of Fortune 500 Companies.” Rowan University, Glassboro, New Jersey: Thesis.

³ Lindeborg, Richard A. (1994) The IABC Excellence Study: Excellent Communication. Public Relations Quarterly. 5-11.

⁴ “Jackson stresses employee relations in speech on future of PR.” (Aug. 1997) J. R. O'Dwyer Co., Inc. O'Dwyer's PR Services Report.

⁵ Ibid.

Employee Relations is often neglected by CEOs. According to a recent survey, employee communications and employee relations were not ranked in the top ten workplace concerns for CEOs . However, the top concerns of these same CEOs were cutting labor and productions costs. Employee drug abuse was also at the top of the list.⁶ The continued neglect of internal communications as the role of public relations could be the result of textbooks. Many public relations textbooks have only a short section about internal communication. Textbooks usually mention something about a company newsletter to keep employees informed. This is not the only vehicle, nor always the best, for fostering internal communications.

Need

According to the author of *Power Packed PR*, “true public relations advises management about the organization’s activities.”⁷ To be respected at the management table, public relations practitioners must show their value. Talented public relations practitioners are trained to understand both external and internal communication and should not be replaced with human resource professionals who are trained to deal with different employee issues.

This study attempted to prove that human resource departments have had their duties modified to include internal communication. It was also an attempt to prove the need for public relations to control internal communication and designed to make practicing public relations practitioners aware of their role in internal communication.

⁶ “Internal audience neglected, says Dalton.” (July 1990) J. R. O'Dwyer Co., Inc. O'Dwyer's PR Services Report.

⁷ Fulginiti, Anthony J. APR. (1988) Power-Packed PR: Ideas That Work. New Jersey:

Purpose

This study's purpose was to determine the value of public relations practitioners leading internal communication. It focused on the importance of public relations and employee communication. This study also identified the changes in the role of public relations and human resources. The results of this study provide practicing public relations and human resource professionals with information about each department.

This study was intended to answer the following questions:

- What are the responsibilities of public relations practitioners?
- Do companies assign the task of building and maintaining relationships with employees as the responsibility of human resource managers?
- How are employees receiving internal messages?

Procedures

The procedures for this study were as follows:

1. Current journal articles were reviewed concerning internal communications and employee relations. (See Chapter 2, Review of Literature).
2. Public Relations practitioners, human resource managers and other employee communicators were asked to complete an online survey.
3. Interview with Internal Communications professor from Rowan University.

Limitations

A limited number of professionals were surveyed because the online survey was available for one month. Those who were surveyed were not contacted directly. Survey respondents could not be differentiated according to their job position, due to the way data was collected.

The number of journals reviewed and the literature review were limited due to time restraints.

Definitions

Public Relations

The various activities and communications that organizations undertake to monitor, evaluate, influence and adjust to the attitudes, opinions and behaviors of groups or individuals who constitute their publics.⁸

Internal Communication

Communication within a company to personnel or membership.⁹

External Communication

Communication with publics outside of a company.

Audience

Group or groups receptive to a particular medium.¹⁰

Publics

Any group of people tied together by some common bond of interest or concern.¹¹

⁸ Newsom, Doug, Judy VanSlyke Turk, and Dean Kruckeberg. (2000) This is PR 7th Edition. California: Wadsworth/Thomson Learning.

⁹ Ibid.

¹⁰ Ibid.

¹¹ Ibid.

Human Resources	The corporate office responsible for personnel matters. This may include internal communication. ¹²
Credibility	The extent to which employees can believe, rely on and have faith in management. ¹³
Fairness	How level the playing field appears to employees. ¹⁴
Respect	The underlying attitudes that employees see expressed in management's actions towards them. ¹⁵
Training	Giving specific instructions, defined by needs, that provide knowledge and behavioral goals. ¹⁶

¹² Spaulding, Leslie R. (1991) "Who's Communicating to Employees?: A Study of Fortune 500 Companies." Rowan University, Glassboro, New Jersey: Thesis.

¹³ Maira, Arun, and Peter Scott-Morgan. (1997). The Accelerating Organization Embracing the Human Face of Change. New York: McGraw Hill. 184.

¹⁴ Ibid.

¹⁵ Ibid.

¹⁶ Gunter, Berton H. (1996). Making Training Work: How to Achieve Bottom-Line Results and Lasting Success. Wisconsin: ASQC Quality Press., 41

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Internal communication, whether supported by the public relations office or the human resources office, is vital to an organization's success. Major studies have been performed to determine which department is performing the functions of internal communication. According to a thesis project written in 1990, a slight shift has taken place in the distribution of internal communication duties.¹⁷

The changing world of the workplace has greatly increased the importance of internal communication. CEOs need to know what their employees are thinking and employees expect to know where the company is headed.

Employers who recognize the importance of communication are often faced with the dilemma of whom to assign this work to. Are public relations or human resource professionals better trained to deliver needed information? Then once the work is assigned, the professionals must decide how to deliver their messages. Electronic correspondence, which was once looked upon favorably, is now being questioned. "The

¹⁷ Spaulding, Leslie R. (1991) "Who's Communicating to Employees?: A Study of Fortune 500 Companies." Rowan University, Glassboro, New Jersey: Thesis.

sender has a feeling of accomplishment, but there is no communication until the person on the other end understands the message,”¹⁸ this according to a employee review conducted by Randstad.

With continued studies, internal communication is a hot topic among both public relations and human resource professionals. Both professions want to define their active professional roles. Along with research of current practices, related information was researched to complete this study. The research in this chapter was found using Rowan University’s online card catalog system, Public Relations Society of America’s online resources, and Society of Human Resource Management’s online resources.

WHAT IS INTERNAL COMMUNICATION?

Internal communication is often used interchangeably with the term employee relations. The terms are similar. Internal communication relies on a two-way process of management accepting feedback from employees. “Good internal communication is more than a weekly newsletter and an annual Christmas party.”¹⁹

Communication with employees includes training and counseling. Correctly training employees on new procedures will positively effect the company’s bottom line when less errors occur. Likewise, the effectiveness of an employee crisis plan relies on the strength of an organization’s communication power. To save money in the long term, employee feedback must be considered during training.²⁰

¹⁸ Roper, ASW. (2002) Randstad Employee Review. New York: RoperASW. 24.

¹⁹ “Special Report on Public Relations Agencies: The Staff System - Good internal communication is much more than an annual Christmas party.” (May 1994) Haymarket Publishing Services Ltd Marketing.

²⁰ Gunter, Berton H. (1996). Making Training Work: How to Achieve Bottom-Line Results

Management seeks to gain the trust of employees through internal communications. "To earn people's confidence, executives must also be willing to listen to hard truths."²¹

Fortune 500 companies that want to survive in the present economy are searching for something to give them an advantage. Former AT&T Vice President Ed Block gave an address to the Foundation for PR Research and Education where he explained his belief that "corporate cultures cannot be established or changed by internal communications alone."

"Surely, this is one of the great opportunities for PR people. Moreover, it's a great creative opportunity because it signals the end of glossy, top-down propaganda and the beginning of a commitment to genuine two-way communications as a fundamental management principle."²²

Through internal communication management can convey a belief to employees that each individual is important to the success of that organization. "But only by trying to get information to every worker can management hope to reach the small group that in every plant, office, or store leads public opinion and molds common attitudes."²³

and Lasting Success. Wisconsin: ASQC Quality Press., 95

²¹ Maira, Arun, and Peter Scott-Morgan. (1997). The Accelerating Organization Embracing the Human Face of Change. New York: McGraw Hill. 184.

²² "Internal audience neglected, says Dalton." (July 1990) J. R. O'Dwyer Co., Inc. O'Dwyer's PR Services Report.

²³ Drucker, Peter F. (1954). The Practice of Management. New York: Harper & Row, 307

IMPORTANCE OF INTERNAL COMMUNICATION

“Everyone agrees that internal communication is one of the most important aspects of a great PR program. But it is often one of the areas that top management overlooks when it comes to effective PR.”²⁴

Internal communications is cited in the roles of both the functions of public relations and human resource professionals. Both professions are concerned with how their organizations’ employees view their organization.

For those watching the bottom line, communication is equally important, according to chief executives “the return on investment of their communication function was 184%, or nearly two dollars for every dollar spent.”²⁵

Listening to employee feedback, especially about how to improve the way each one does their job, will build trust if management acts on the information it receives. For example, if management has to improve the bottom line and asks employees for suggestions, employees whom trust management will offer suggestions about what they see. If management acts on that information, and employees see management making changes—trust will be built.²⁶

²⁴ Bagin, Rich. The Whit and Wisdom of PR Success. Maryland: National School Public Relations Association (NSPRA).

²⁵ Lindeborg, Richard A. (1994) The IABC Excellence Study: Excellent Communication. Public Relations Quarterly. 5-11.

²⁶ Drucker, Peter F. (1954). The Practice of Management. New York: Harper & Row, 254

A CEO survey in PR Week found that despite a rough financial situation in 2002, there was a 61% increase in management's focus on internal communication. CEO of Burson-Marsteller, Chris Komisarjevsky believes that "what's intuitive is on the internal side, stemming from the drama that's taking place outside of corporations...reputation and brand are most effectively built from the inside out and not the outside in."²⁷

²⁷ Byrne, John. (2002, November 11). "CEOs Building Credibility from the Inside Out." PRWeek.

Image

The image the company projects to outside publics begins with how employees feel about the organization. It is essential that management communicate with employees using a two-way communication model. "Person-to-person" communication helps organizations that are often criticized for their lack of social responsibility and respect for the individual.²⁸

"That employees have a favorable image of their company is vital, not only because of the employees' importance to the company, but because employees can play an extremely useful role as company ambassadors in their communities. This role, though obvious, is often overlooked or, if recognized, not developed in any systematic way."²⁹

When building a company image or branding products, internal communications plays a crucial part. Communities believe the word of employees of a company over the word of the company's public relations practitioner.

"PR begins with internal relationships. You cannot earn consent from customers, neighbors, government officials and other external groups if employees are saying, 'You've got to hear about this crazy place where I work.'"³⁰

²⁸ "Internal audience neglected, says Dalton." (July 1990) J. R. O'Dwyer Co., Inc. O'Dwyer's PR Services Report.

²⁹ Ibid.

³⁰ "Jackson stresses employee relations in speech on future of PR." (Aug. 1997) J. R. O'Dwyer Co., Inc. O'Dwyer's PR Services Report.

Recruitment/Training

Companies who continue to cut back on total employee numbers, will continue to seek out the most qualified employees for remaining positions. Gaining the trust of potential workers can be as important as communicating to present employees.³¹

“Since everyone spent the preceding two years essentially cutting the cost of people by reducing head counts, they have ended up with the core size of employment necessary to run the business productively. And they finally realized that they could get added value out of those people if communications was used in a productive way.”³²

Employers who once competed to own a market are now being forced to compete for “their share of the skilled workforce.”³³ Corporations expect to pay more for training when hiring employees at a lower pay rate. “Today every fifth person being hired by American industry is illiterate, and according to a survey of Fortune 500 companies, 58 per cent of the companies are currently having trouble finding employees with basic skills.”³⁴

³¹ “Internal audience neglected, says Dalton.” (July 1990) J. R. O'Dwyer Co., Inc. O'Dwyer's PR Services Report.

³² “Special Report on Public Relations Agencies: The Staff System - Good internal communication is much more than an annual Christmas party.” (May 1994) Haymarket Publishing Services Ltd Marketing.

³³ Roper, ASW. (2002) Randstad Employee Review. New York: RoperASW. 20.

³⁴ “Internal audience neglected, says Dalton.” (July 1990) J. R. O'Dwyer Co., Inc. O'Dwyer's PR Services Report.

RESEARCH SUPPORTING PUBLIC RELATIONS

In July of 1990 PRSA president H.J. Dalton claimed the importance of public relations in communicating to employees.

“PR Must Play an Important Role. My contention is that the PR function and PR people must necessarily play an increasingly important role in helping management develop fair, effective and responsive programs for employees. A strong case can be made that we in PR have a unique opportunity to demonstrate our real skills and expertise in this area.

We are mediators and conciliators. We understand the value and recognize the importance of attitudinal research. We know how to effect behavioral change, both internally and externally. We are the people who specialize in harmonious relationships. This expertise goes beyond the technical skills of publishing an employee newsletter or paper, producing an annual report for employees, or doing a video news magazine. We, more than most other functions in our organizations, understand and recognize the urgent need for two-way communications -- for listening to our employees, for involving them in decision-making processes, for asking them for their ideas and suggestions.

It's not only logical but highly desirable -- some would say essential -- for PR to be responsible for an employee communications process so that the organization can address its internal and external publics with a single voice. It's a function where we can provide management with advice and counsel and help in the formulation of employee policies and programs.”³⁵

³⁵ Ibid.

Dalton concluded by stating, "Communications people must also help management communicate the organization's goals, plans and strategies . . . Finally, communications professionals must help management find ways to communicate accountability measures and to encourage all employees to be accountable for their quality contributions."³⁶

The IABC's Excellence in Communication Study drew similar conclusions.

"The best communication programs are based on the idealistic role of public relations, a role in which public relations serves as a mechanism by which organization and publics interact to manage interdependence and conflict for the benefit of all." (pg 9)³⁷

PRWeek's 2002 CEO survey found that 67% of management at the upper level turn to internal public relations to "manage their company's reputation."³⁸

Building Relationships

Communication and psychology have long been studied intertwined subjects. Psychologists studying the idea of "trust" examined the use of a third party in transmitting information. Both public relations practitioners and human resource managers are often seen as the "third party" in the business world.

³⁶ Ibid.

³⁷ Lindeborg, Richard A. (1994) The IABC Excellence Study: Excellent Communication. Public Relations Quarterly. 5-11.

³⁸ Byrne, John. (2002, November 11). "CEOs Building Credibility from the Inside Out." PRWeek

“Appreciating both the importance of information regarding others' trustworthiness and the difficulty in obtaining such information, [it is] argued that third parties in organizations are important conduits of trust because of their ability to diffuse trust-relevant information via gossip. As they demonstrated in a study of trust among managers in a high-tech firm, gossip constitutes a valuable source of "second-hand" knowledge about others. However, the effects of gossip on trust judgments are complex and not always in the service of rational assessment of others' trustworthiness.”

A study conducted in 1997 added to the former findings. It concluded that “third parties acted as important "go-betweens" in new relationships. Thus enabling individuals to "roll over" their expectations from well-established relationships to others, in which adequate knowledge or history was not yet available.”³⁹

RESEARCH SUPPORTING HUMAN RESOURCES

In 1997 Susan Meisinger, senior vice president of Society of Human Resource Management (SHRM) believed that “open communication and benefits packages that reflect the needs of the workforce are what help to reduce turnover.”

Mesinger suggested that organizations examine what employees would want for compensation rather than assuming that they were interested in financial increases; “for example, if they're young people with families, devise unique family benefits that other companies don't offer.”

³⁹ Kramer, Roderick M.(1999) TRUST AND DISTRUST IN ORGANIZATIONS: Emerging Perspectives, Enduring Questions. California: Annual Review Psychology.48.

Human resource practitioners make the decisions that lead to employees having flexible benefits. Randstad North America, an employment service, conducted a 2002 employee review. With data collected by RoperASW, Randstad's review cites that "over the past few years, the number of people putting 'family first' has increased from 54% to 68%."⁴⁰

Employee feedback leads to success. "If something isn't working, change it. If a majority wants something you don't offer, fix that...it won't reduce turnover to zero, but it will create changes for the better."⁴¹

⁴⁰ Roper, ASW. (2002) Randstad Employee Review. New York: RoperASW. 12.

⁴¹ Maira, Arun, and Peter Scott-Morgan. (1997). The Accelerating Organization Embracing the Human Face of Change. New York: McGraw Hill. 184.

CHAPTER THREE

PROCEDURES

The researcher used three sources for this thesis: 1) a search of several relevant on-line databases through Rowan University Library System; 2) review of internal communications journal articles 3) survey of public relations managers, human resource managers and other employee communicators 4) e-mail interview with Rowan University public relations/internal communication professor 5) e-mail interview with two human resource professionals.

Literature Review

Rowan University's Campbell Library's online database was searched to find information for this thesis. Relative topics were searched on Lexis –Nexis, Webspirs. PR newswire, and related Psychology journals. Public Relations Society of America's website was also searched using the key terms.⁴²

Key terms searched include:

- Internal Communication
- Human Resources
- Employee Relations
- Employee Communication
- Internal Public Relations
- Organizational Behavior

⁴² Public Relations Society of America. 23 Feb. 2003.
http://www.prsa.org/_resources/resources/bpccbenchmarking.asp

Primary Research

This study is an update to a similar study performed in 1990. The former study focused on Fortune 500 companies, identified in *Fortune Magazine*. The list encompasses companies nation-wide and that are likely to have both a human resources and public relations manager.⁴³

For this study participants were chosen by the advisor for Rowan University's Public Relations Student Society of America. The advisor for Rowan University's student chapter Society for Human Resource Managers also contacted participants. A number of participants were also chosen through the researchers contact list.⁴⁴

An e-mail was sent asking professionals to participate in the study. With permission from the previous study's author, a similar survey was posted online. Participants who agreed to the study were e-mailed a link to the online survey. Data was gathered for a period of 30 days. See Survey in Appendix A.

In addition to a literature review and the online survey, an Internal Communications professor, and two human resource professionals were interviewed. Topics discussed with the professor include: public relations and internal communication, and human resources and internal communication. The professor was asked if he believed the roles of human resource and public relations should cross within companies.

⁴³ Spaulding, Leslie R. (1991) "Who's Communicating to Employees?: A Study of Fortune 500 Companies." Rowan University, Glassboro, New Jersey: Thesis.

CHAPTER FOUR

RESULTS OF PRIMARY RESEARCH

The researcher surveyed public relations, human resource and other employee communicators via an online survey. Fifty-one participants answered the survey.

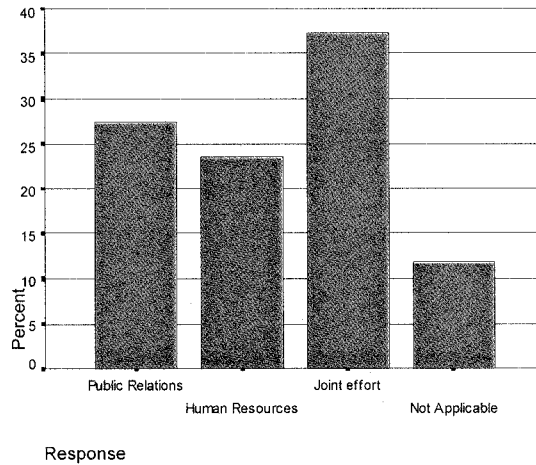
Of the respondents, thirty-three percent answered that they were public relations officers (16), thirteen percent answered they were human resource officers (6), and fifty-four percent responded they were other (26). The length of time respondents were in their current position varied from one year to forty years.

The results in this chapter are those of all three categories of respondents.

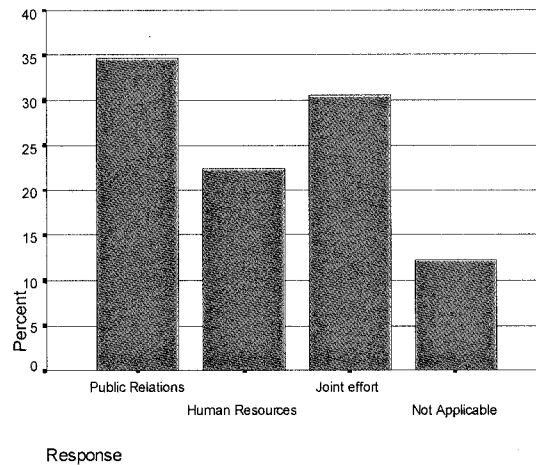
Section One: Who is communicating to employees? Who should be?

This section reflects who is currently communicating various information to employees according to respondents. Corresponding graphs for who respondents think should be communicating topics to employees follow. Results for each bar graph include all respondents.

1. Which office communicates needed information on organization's goals/objectives/strategies to employees?



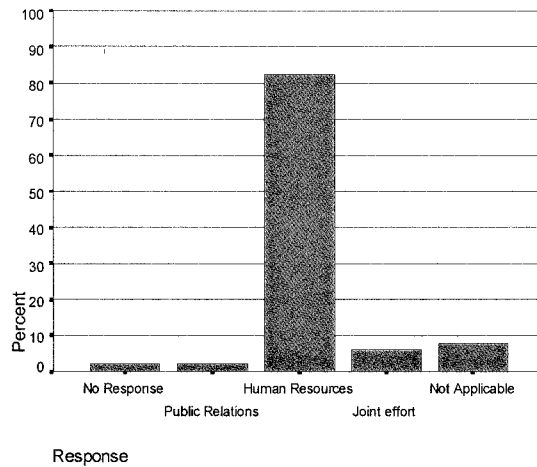
25. In your opinion which office should be responsible for communicating the organization's goals/strategies/objectives to employees?



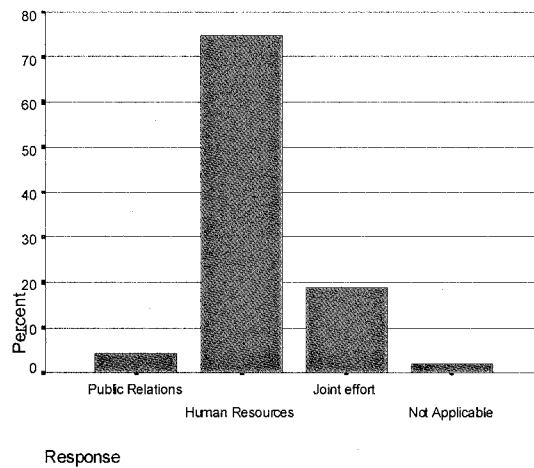
Twenty-seven percent of participants responded the public relations office communicated needed information on their organization's goals/objectives/strategies to employees.

Thirty-five percent responded the public relations office should be heading this effort.

2. Which office communicates needed information on the organization's policies to employees?

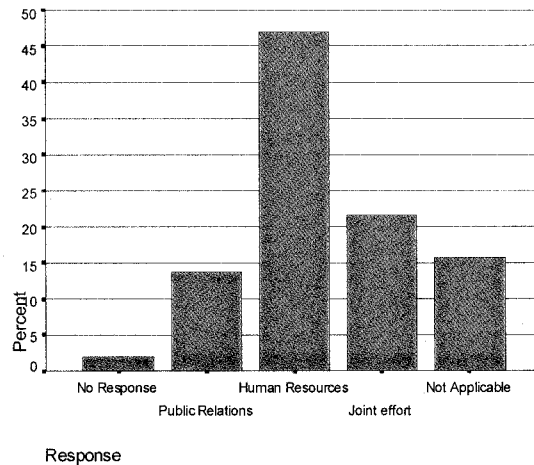


26. In your opinion which office should be responsible for communicating the organization's policies to employees?

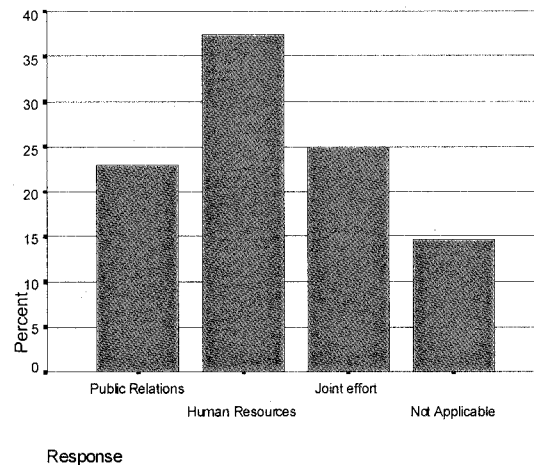


Eighty-two percent of respondents said the human resource office communicated needed information on the organization's policies to employees. Nineteen percent of respondents felt this duty should be shared as a joint effort between the public relations and human resource office.

3. Which office communicates needed information on management decisions to employees?

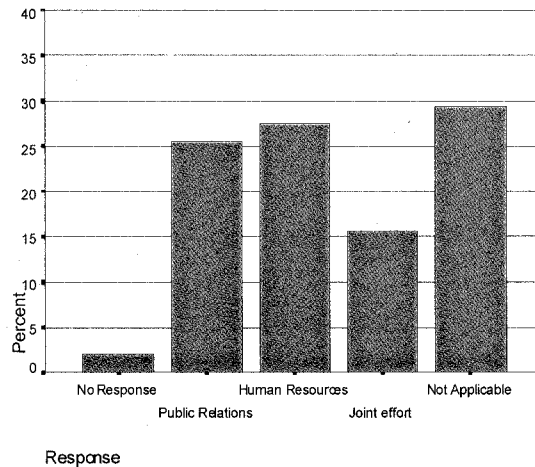


27. In your opinion which office should be responsible for communicating management decisions to employees?

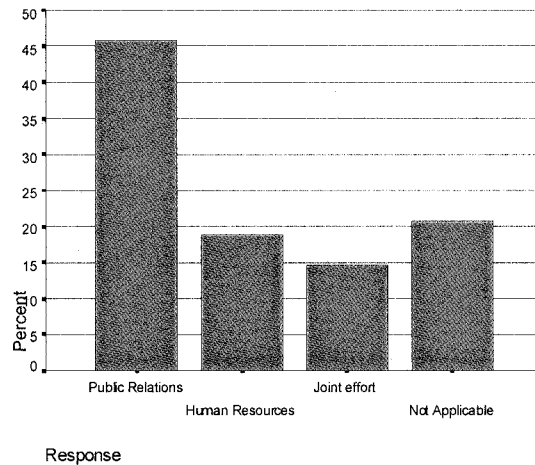


Forty-four percent of respondents said the human resource office communicated information on management decisions to employees and thirty-eight percent agreed human resources should control this effort. Twenty-three percent of participants responded the public relations office should communicate management decisions to employees.

4. Which office communicates needed information on product/service updates to employees?

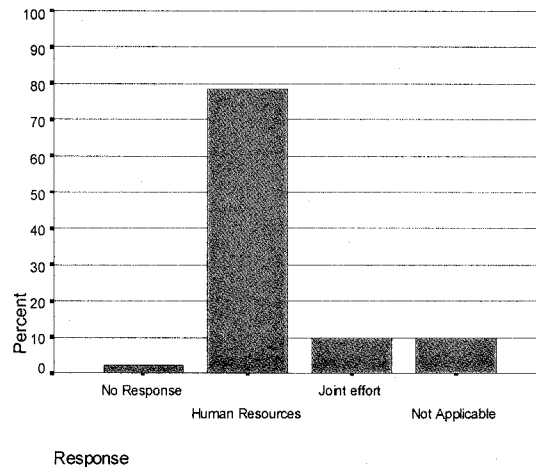


28. In your opinion which office should be responsible for communicating product/service updates to employees?

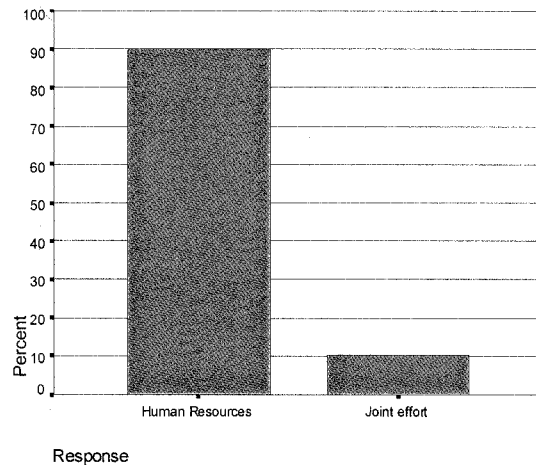


Twenty-five percent of respondents said the public relations office communicated information on product/service updates to employees. Twenty-seven percent reported the human resource office communicated this information. Forty-six percent responded the public relations office should be responsible for communicating product/service updates to employees.

5. Which office communicates needed information on employee benefits to employees? (including retirement & financial concerns)

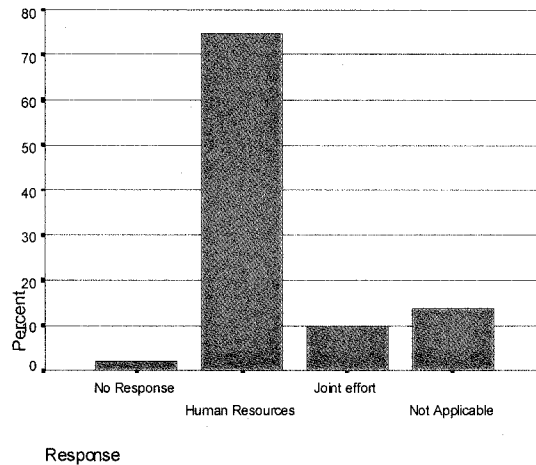


29. In your opinion which office should be responsible for communicating employee benefits to employees?

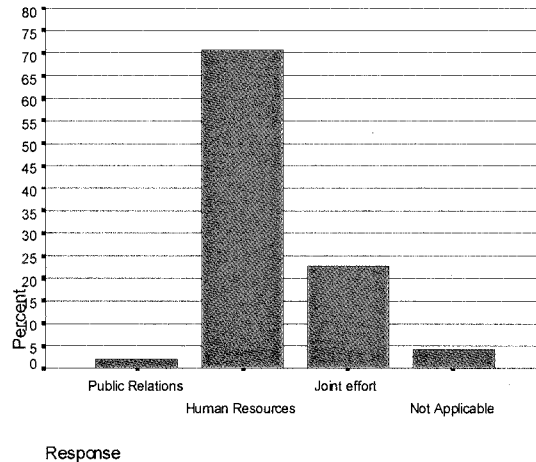


Seventy-eight percent of respondents said the human resource office communicated information on employee benefits to employees. Ninety percent of respondents said the human resource office should communicate this information. Ten percent of participants responded the human resource and public relations should both be responsible, in a joint effort for communicating this information to employees.

6. Which office communicates needed information on training to employees?

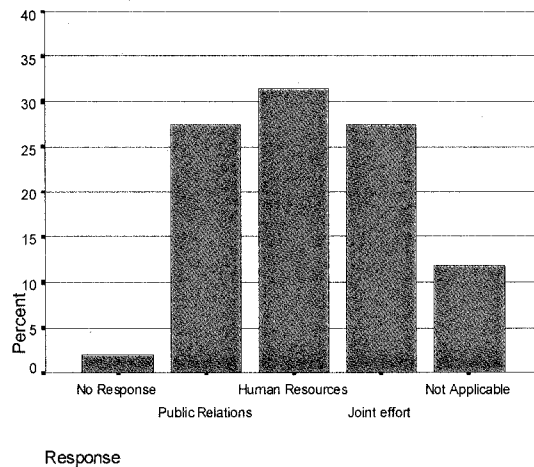


30. In your opinion which office should be responsible for communicating training to employees?

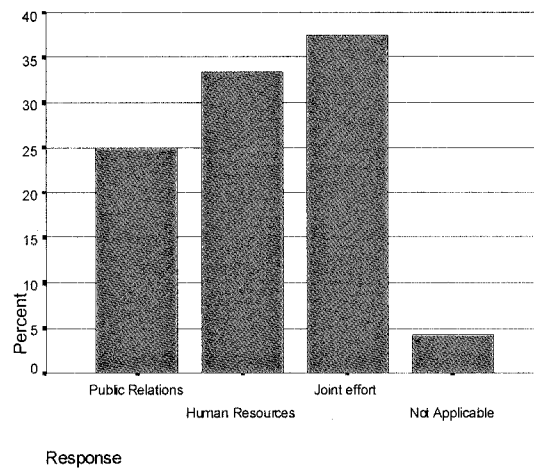


Seventy-five percent of respondents said the human resource office is responsible for the communication of needed information on training to employees. Ten percent responded that human resource and public relations offices communicated through a joint effort. Twenty-three percent responded in their opinion public relations and human resource offices should communicate training to employees through a joint effort.

7. Which office communicates needed information on activities to employees?

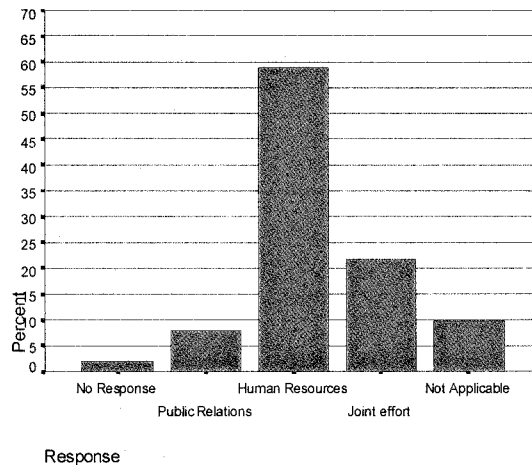


31. In your opinion which office should be responsible for communicating activities to employees?

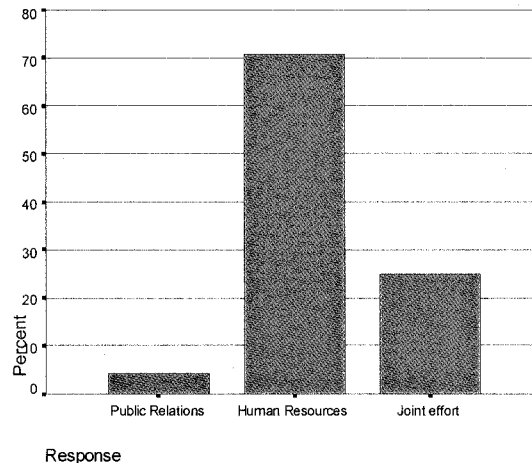


Twenty-seven percent of respondents said the public relations office communicated needed information on activities to employees. Another twenty-seven percent responded that public relations and human resource offices, through a joint effort communicated to employees. Thirty-eight percent of participants responded activities should be communicated through a joint effort.

8. Which office communicates needed information on personnel changes/promotions to employees?

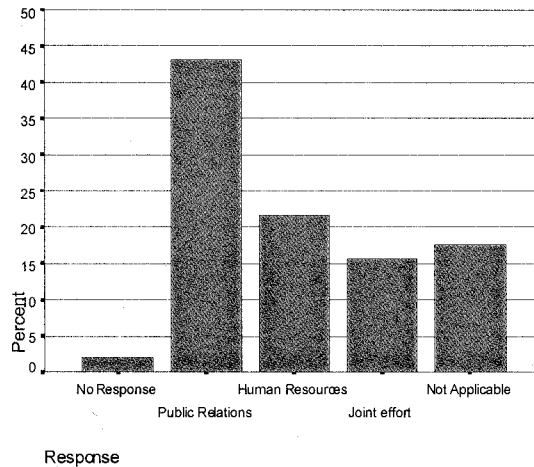


32. In your opinion which office should be responsible for communicating personnel changes/promotions to employees?

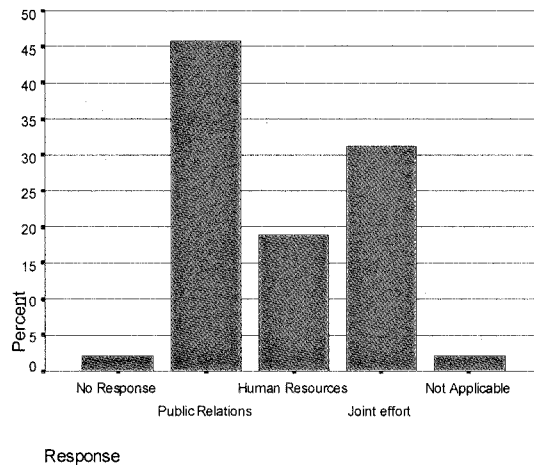


Fifty-nine percent of participants responded the human resource office communicated personnel changes/promotions to employees. Seventy-one percent agreed the human resource office should be responsible for communicating this information. Eight percent of respondents said public relations communicated personnel changes/promotions and four percent agreed the public relations office should.

9. Which office communicates needed information on community involvement to employees?

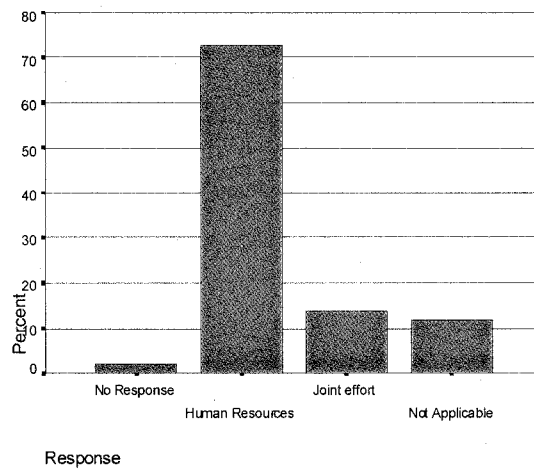


33. In your opinion which office should be responsible for communicating community involvement/activities to employees?

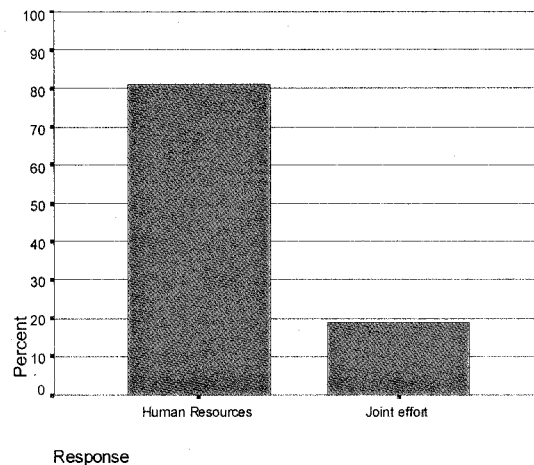


Forty-three percent of respondents said the public relations office communicated needed information on community involvement to employees and forty-six percent of respondents agreed the public relations office should communicate this information. Thirty-one percent of participants responded a joint effort between public relations and human resources should communicate information on community involvement.

10. Which office communicates needed information on promotion/advancement opportunities to employees?

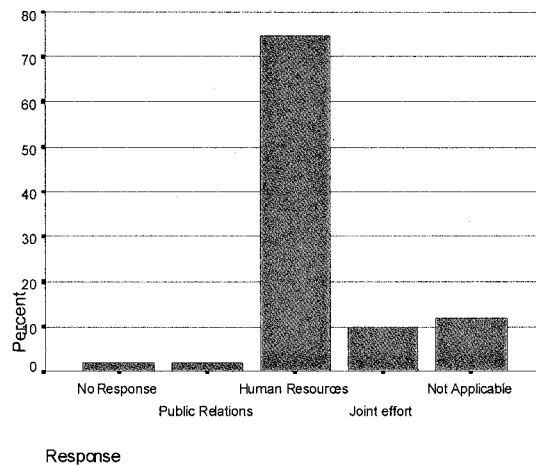


34. In your opinion which office should be responsible for communicating promotion/advancement opportunities to employees?

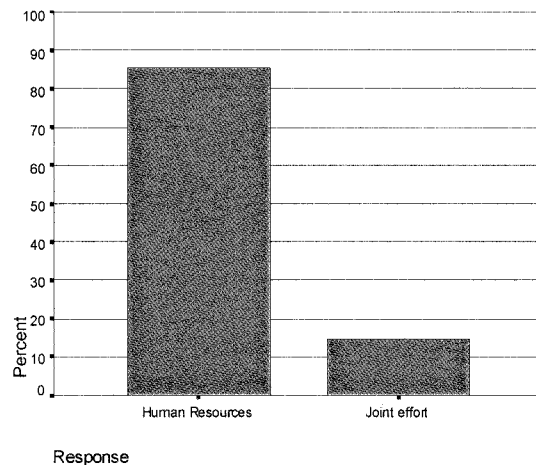


Seventy-three percent of participants responded the human resource office communicated promotion/advancement opportunities to employees. Eighty-one percent of respondents said the human resource office should be responsible. Nineteen percent responded this should be communicated through a joint effort.

11. Which office communicates needed information on counseling services/opportunities to employees?

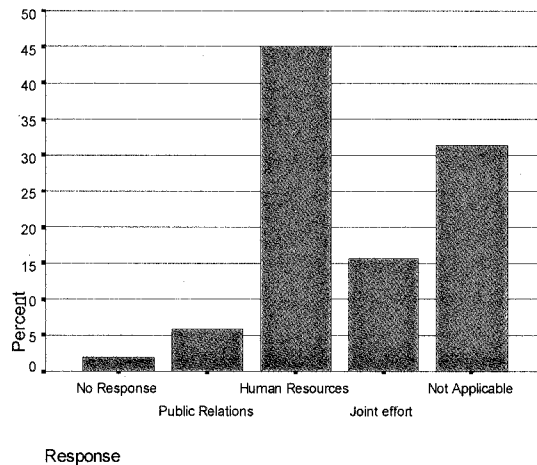


35. In your opinion which office should be responsible for communicating counseling services/opportunities to employees?

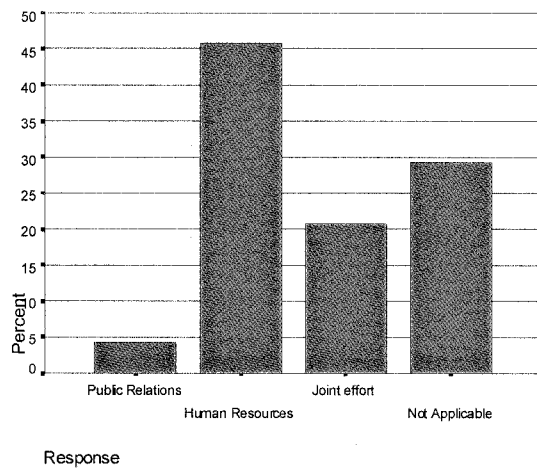


Seventy-five percent of respondents said the human resource department communicated needed information on counseling services to employees. Ten percent said a joint effort between public relations and human resource offices communicated this information. Eighty-five percent of respondents believe human resources should be responsible for communicating counseling services/opportunities. Fifteen percent said this information should be communicated through a joint effort.

12. Which office communicates needed information on union concerns/news to employees?



36. In your opinion which office should be responsible for communicating union concerns/news to employees?

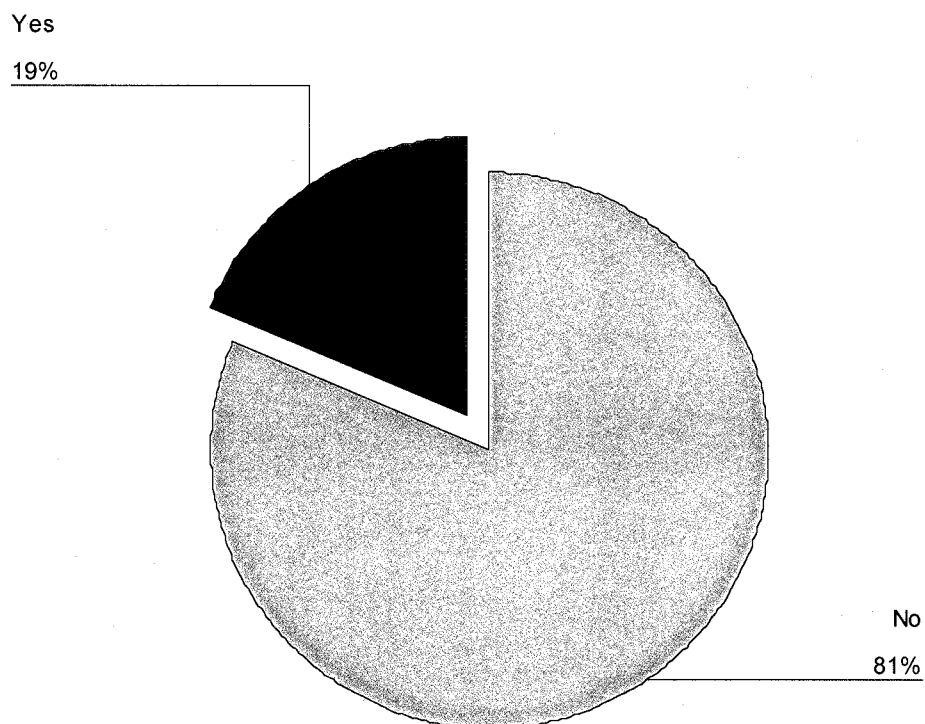


Thirty-one percent of participants responded communicating needed union concerns/news to employees was not applicable to their organization. Forty-five percent responded the human resource office communicates union concerns/news. Twenty-one percent responded union concerns/news should be communicated to employees through a joint effort of the public relations and human resource offices.

Section Two: Duties—Public Relations and Human Resources

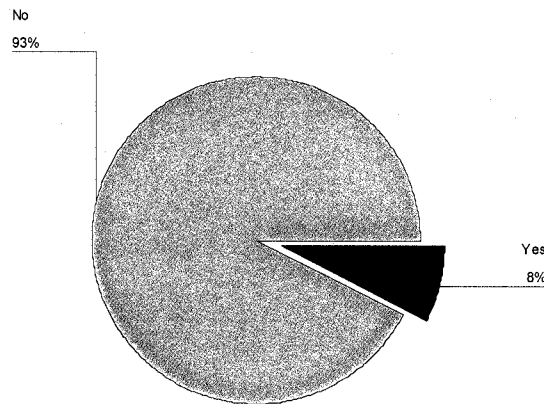
This section reflects the opinions of respondents in regards to the duties of the public relations and human resource offices. Results for each graph include all respondents.

37. In your opinion has there been a shift of duties between the public relations office and the human resources office?



Eighty-one percent of participants responded that “no, there had not been a shift of duties between the public relations office and the human resources office.” Nineteen percent responded that there had been a shift.

38. If there was a shift, did it cause conflict between the public relations office and the human resources office?



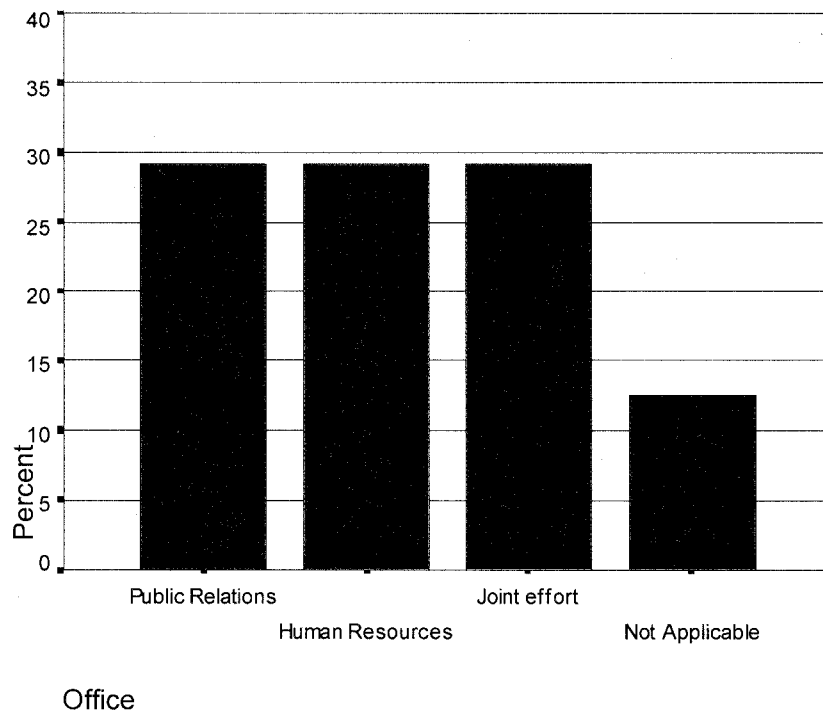
Ninety-three percent of the participants who said there was a shift in duties between the public relations office and the human resource office responded that this shift did not cause a conflict between the departments.

*Note: Percentages may not equal 100 due to rounding.

39. If there was a shift in internal communication responsibilities, which communication areas became more effective?

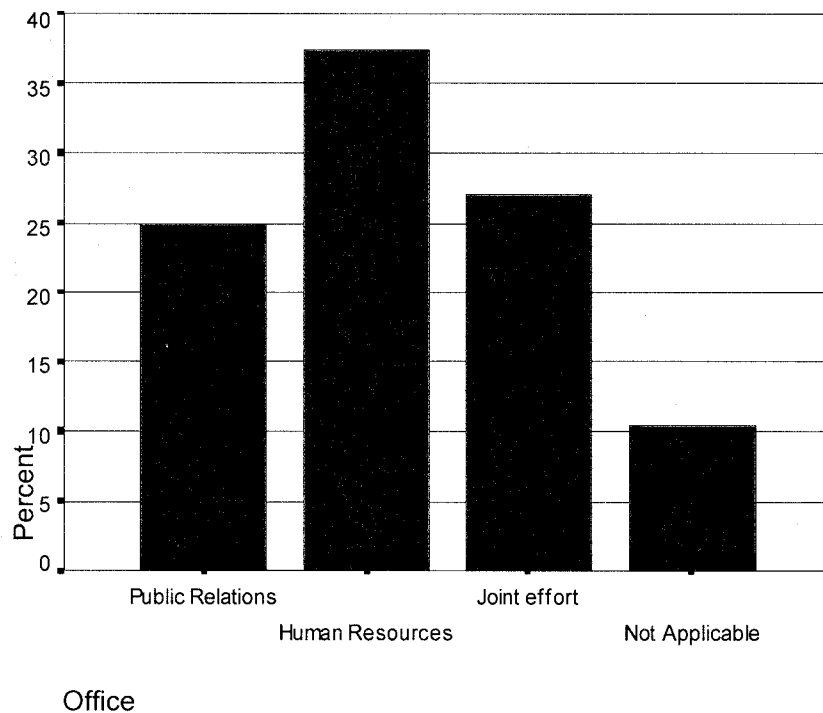
Communication was more effective on special events and community activities. If the human resources communicator is more respected than the public relations communicator, people will receive the message more effectively.
Human resources became much more of a player in the company and public relations was able to focus better on projects.
union concerns
Human Resources became more effective, but reports less information then before the change. Public Relations gained more responsibility.
Human resources
Human Resources

40. If your company wanted to foster better communication between its employees, which office would lead that effort?



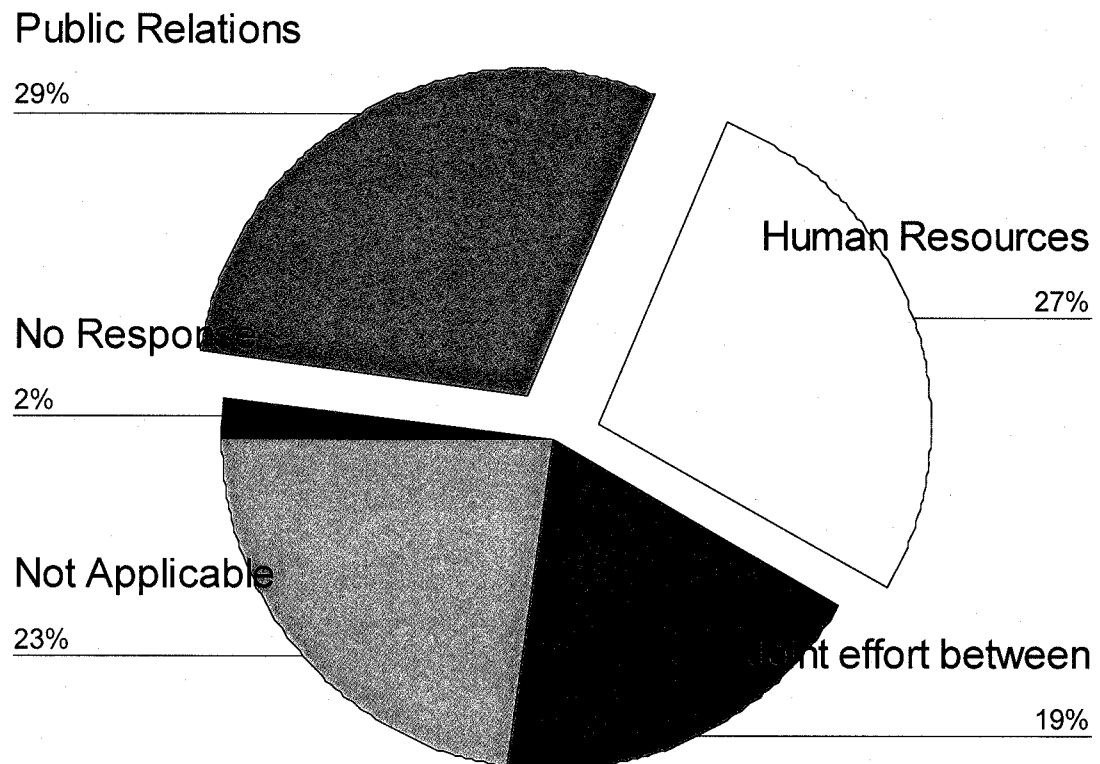
There was a three-way tie between the public relations office, human resources and joint effort. Twenty-nine percent of the respondents said these offices would lead the effort.

41. If your company wanted to teach employees to communicate better, either through training or "how to" publications, which office would lead that effort?



Thirty-eight percent of participants responded the human resource office would communicate information to employees on how to communicate better. Twenty-seven percent responded the public relations office and human resource office, through a joint effort, would communicate that information.

42. Which office budgets for internal communication?



Twenty-nine percent of participants responded the public relations office budgeted for internal communication. Twenty-seven percent responded the human resource department budgeted for internal communication. Nineteen percent of respondents said both the public relations and human resource offices, through a joint effort budgeted for internal communication.

Section Three: How is information communicated to employees?

This section reflects the opinions of respondents regarding how internal messages are transmitted. Results for each graph include all respondents.

13. How are your organization's goals/objectives/strategies communicated to employees? (choose all that apply)	
Response	Percent
Meetings	82
Electronic Messaging	60
Memo	54
Internal Newsletter	52
Chain of Command	52
Website	46
Bulletin Boards	36
Training	34
Verbally/grapevine	32
Brochures	22
Audiovisual Presentation	16
Annual Report	16
Other	14
Instruction	10
Route Sheet	2
No Response	0
Public Address System	0

14. How are your organization's policies communicated to employees? (choose all that apply)	
Response	Percent
Electronic Messaging	20
Memo	18
Verbally/grapevine	10
Brochures	10
Meetings	6
Bulletin Boards	6
Instruction	6
Chain of Command	4
Training	4
Other	2
Public Address System	0.02
Internal Newsletter	0
Website	0
Audiovisual Presentation	0
Annual Report	0
Route Sheet	0
No Response	0

15. How are management decisions communicated to employees? (choose all that apply)	
Response	Percent
Meetings	76
Electronic Messaging	60
Memo	50
Chain of Command	48
Verbally/grapevine	30
Internal Newsletter	24
Website	20
Bulletin Boards	10
No Response	6
Instruction	6
Training	4
Audiovisual Presentation	4
Brochures	2
Public Address System	2
Route Sheet	2
Annual Report	2
Other	2

16. How are product/service updates communicated to employees? (choose all that apply)	
Response	Percent
Electronic Messaging	54
Memo	42
Verbally/grapevine	38
Chain of Command	36
Website	26
Meetings	24
Internal Newsletter	22
No Response	16
Training	16
Brochures	14
Bulletin Boards	12
Instruction	8
Audiovisual Presentation	8
Other	8
Annual Report	6
Public Address System	4
Route Sheet	2

17. How are employee benefits communicated to employees? (choose all that apply)	
Response	Percent
Memo	56
Electronic Messaging	46
Meetings	46
Chain of Command	32
Internal Newsletter	30
Brochures	24
Website	24
Verbally/grapevine	18
Bulletin Boards	18
Training	14
Instruction	12
Other	10
Audiovisual Presentation	8
No Response	6
Annual Report	4
Public Address System	2
Route Sheet	2

18. How is training communicated to employees? (choose all that apply)	
Response	Percent
Electronic Messaging	50
Meetings	44
Chain of Command	30
Verbally/grapevine	28
Memo	26
Instruction	22
Training	22
Website	18
Other	16
Internal Newsletter	12
Bulletin Boards	8
Audiovisual Presentation	6
Brochures	4
No Response	2
Route Sheet	2
Public Address System	0
Annual Report	0

19. How are activities communicated to employees? (choose all that apply)	
Response	Percent
Electronic Messaging	68
Memo	52
Verbally/grapevine	44
Meetings	38
Internal Newsletter	34
Bulletin Boards	30
Website	24
Chain of Command	22
Brochures	8
Public Address System	8
Instruction	7
Other	6
No Response	2
Training	2
Audiovisual Presentation	2
Route Sheet	2
Annual Report	0

20. How are personnel changes/promotions communicated to employees? (choose all that apply)	
Response	Percent
Electronic Messaging	54
Memo	42
Meetings	42
Verbally/grapevine	38
Chain of Command	34
Internal Newsletter	28
Website	20
Bulletin Boards	16
Other	4
Instruction	2
Route Sheet	2
No Response	0
Brochures	0
Public Address System	0
Training	0
Audiovisual Presentation	0
Annual Report	0

21. How are community involvement activities communicated to employees? (choose all that apply)	
Response	Percent
Electronic Messaging	54
Meetings	42
Internal Newsletter	36
Memo	36
Verbally/grapevine	30
Bulletin Boards	30
Website	30
Chain of Command	14
Other	10
Brochures	6
Annual Report	6
No Response	4
Public Address System	2
Audiovisual Presentation	2
Route Sheet	2
Instruction	0
Training	0

22. How are promotion/advancement opportunities communicated to employees? (choose all that apply)	
Response	Percent
Meetings	36
Bulletin Boards	34
Electronic Messaging	34
Verbally/grapevine	28
Memo	26
Chain of Command	24
Website	24
Internal Newsletter	12
Other	8
No Response	4
Audiovisual Presentation	4
Brochures	2
Instruction	2
Training	2
Route Sheet	2
Public Address System	0
Annual Report	0

23. How are counseling services/opportunities communicated to employees? (choose all that apply)	
Response	Percent
Electronic Messaging	34
Memo	30
Meetings	26
Internal Newsletter	24
Website	24
Brochures	18
Verbally/grapevine	18
Chain of Command	18
Bulletin Boards	16
Other	16
Training	14
No Response	6
Instruction	2
Route Sheet	2
Public Address System	0
Audiovisual Presentation	0
Annual Report	0

24. How are union concerns/news communicated to employees? (choose all that apply)	
Response	Percent
Meetings	36
Memo	28
Electronic Messaging	28
Other	28
Internal Newsletter	20
Bulletin Boards	20
Verbally/grapevine	18
No Response	12
Website	12
Chain of Command	10
Training	4
Route Sheet	4
Instruction	2
Brochures	0
Public Address System	0
Audiovisual Presentation	0
Annual Report	0

Section Four: Interview Response – Public Relations

This section reflects how an Internal Communications professor at Rowan University views the human resource office versus the public relations office leading internal communication. The professor was asked who should lead various internal communication efforts. Company names have been omitted to maintain anonymity.

Response:

I have some very strong beliefs on this -- HR should never control internal communications. I agree HR should have input, but only to the extent of reviewing articles that deal with benefits, HR policies, compensation, or union issues.

It has been my experience that when HR controls internal communications, the focus becomes too narrow. Remember my point that there really isn't any difference between internal and external communications. They both are responsible for presenting the organizations' viewpoint on any issue. So, when we consider that internal and external communications use similar tools, but simply work with different audiences, it becomes clear that HR should not handle internal communications, just as we would never think of having HR handle the external communications.

I have worked in situations when the public relations department reported to the senior vice president for human resources and it has, without exception, been a disaster. Even when I've reported through the legal department, the situation has not been as difficult as when HR has the lead.

Response (continued)

The root cause of the problem, quite frankly, is that many human resources professionals don't trust employees. At [X Company] an HR manager once said to me "This would be a great company if it weren't for these damn employees." I think what he meant is that the employees caused HR a lot of headaches that he'd rather not deal with.

In all three companies I've worked for there were many struggles with HR over communications. HR felt that it owned employees. But what was often missing was the realization that employees are also external communications. When I mention this to HR I would often get the response "Well, we'll just tell them not to talk." Right! Once people are off the company property, preventing them from talking about the company is nearly impossible. (The only control a company has is with ex-employees who have been given a substantial severance package in exchange for not discussing the company with outsiders. This provision was in my severance package with [Company Y], but I specifically had it removed so I could discuss [Company Y] openly in my classes.)

Now, having said all that I've generally had good relations with HR executives. The best compliment I ever got in my speechwriting came from the senior vice president of HR at [Company Z]. And I had a great working relationship with the vice president for compensation at [Company Z].

In spite of these good relationships I believe it is always a mistake to put the responsibility for internal communications in HR. PR should work with HR on communicating the issues I mentioned above, but the ultimate responsibility should rest with the public relations department.

Section Five: Interview Response – Human Resources

This section reflects how two human resources professionals view the human resource office verse the public relations office leading internal communication. Each interviewee was asked who should lead various internal communication efforts.

Company names have been omitted to maintain anonymity.

Response One:

Employer communication should come officially from the HR Department. It is HR's responsibility to keep its employees informed regarding their rights, responsibilities, obligations and benefits. Most if not all HR departments have an individual or section within their own ranks to deal with employer communication. A person from PR may be assigned to the HR department and work out of two departments or HR may have its own "corporate communications" person.

The term Public Relations in itself deals with communication to the public not the internal communication. Most if not all communications dealing with one's own employment or events happening with the employer come from the HR Department.

Response Two:

I have been in HR for over 12 years. I spent the first couple of years with a small turn key environmental firm. I spent the next six years in a small private label pharmaceutical manufacturer that was a small division of a larger, publicly held corporation. This division was purchased by new owners in January 2000 and we were now a private company with a single manufacturing site that acquired pharmaceutical manufacturing and development businesses in the UK and Ireland. The new company was underfunded almost from the beginning causing PR problems both internally and externally.

Written internal PR at the environmental firm of 60 employees included all the general announcements of new or increased health benefits, vacation and sick policies. It seemed we were small enough that the grapevine was sufficient for sharing information on new customers, big jobs won on bid, new employees, new permits acquired and successful NJDEP audits.

Internal PR for the publicly held pharmaceutical division of a larger company whose core business was in health and beauty aids, tended to focus on meetings with the President and CEO who visited quarterly to discuss business plans and strategy, new customers, new product development and capital expenditures as well as some market news. I started a divisional newsletter, with feature articles from the President on the state of the business, from Sales & Marketing on new customers or new business, and a motivational message from the Plant Manager on teamwork, drive, safety or quality. I included an article on how to get the most out of your health benefits or a specific policy

Response Two (Continued)

statement. The rest of the four-page newsletter included a divisional event such as softball games, Family Pride Day, road rally, work anniversaries, etc.

Internal PR for the privately held pharmaceutical company was uneven at best due to a lack of focus or defining who/what the company wanted to be.

I think the opportunities for good internal PR are:

- Defining the Company's mission/vision and describing the successes – biggest, high volume, low cost, niche, local v. global, high quality, excellent service, high tech, first to market, variety of products
- Defining the Company's values and describing how it practices those values – to its customers (service, quality, cost), employees (competitive compensation and benefits; safety-oriented; pleasant work environment; quality of life programs such as flex schedules, day care, wellness programs and facilities,) and community (good neighbor as far as appearance, noise, traffic, pollution; supports local fire and police departments; recruits from schools; involved in community service projects both financially and with donated time)
- Describing the Company's products, processes, services
- Information on Sales and Customers and New Business
- Highlighting employee contributions and service

Response Two (Continued)

- Messages from the top down and the bottom up
- Heads up on changes

I think the benefits of good internal PR are:

- Better alignment of employee effort and goals
- A feeling of community as employees realize their shared goals and successes
- A feeling of working together toward common goals
- An appreciation for the company's challenges
- An appreciation for the employee's challenges
- Buy-in on changes

Overall, I think internal communications is most effective when the HR and PR offices work together.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Primary research findings and secondary research findings offer conflicting messages.

Survey responses point toward human resource offices controlling a large percentage of internal communication. However, journal articles and current text indicate that public relations professionals should be responsible for communicating to employees.

Survey participants indicated that human resource offices are communicating organizations' policy changes to employees, and respondents agree that they should. However, the interview response stated, "HR should never control internal communications....HR should have input, but only to the extent of reviewing articles that deal with benefits, HR policies, compensation, or union issues." ⁴⁵

An overwhelmingly high percentage (82%) of participants responded the human resource office communicates organization's policies to employees and seventy-five percent of those surveyed agreed they should. According to research findings, public relations offices should be communicating this information.

However, a large percentage (76%) of survey participants felt that an organization's goals/strategies/objectives should be communicated by the public relations office or through a joint effort of both the public relations and human resources offices. Information gathered in the literature review defends this position. PR function and PR people must necessarily play an increasingly important role in helping management develop fair, effective and responsive programs for employees.⁴⁶

Survey respondents indicated that the public relations office is (43%) and should be (46%) communicating community involvement and activities to employees. Many also agree that the public relations office should inform employees about new product/service updates (46%).

The most alarming survey finding is that a thirty-eight percent of respondents indicated the human resource office should communicate management decisions to employees. Through internal communication management can convey a belief to employees that each individual is important to the success of that organization. This is the responsibility of the public relations office. According to the author of *Power Packed PR*, "true public relations advises management about the organization's activities."⁴⁷ To be respected at the management table, public relations practitioners must show their value. Talented public relations practitioners are trained to understand both external and internal communication and should not be replaced with human resource professionals who are trained to deal with different employee issues.

⁴⁵ Hackney, David. E-mail Interview. 17 June 2003.

⁴⁶ "Internal audience neglected, says Dalton." (July 1990) J. R. O'Dwyer Co., Inc. O'Dwyer's PR Services Report.

⁴⁷ Fulginiti, Anthony J. APR. (1988) Power-Packed PR: Ideas That Work. New Jersey:

The importance of internal communication rests on the bottom-line. Secondary research findings defended the importance of communicating to employees based on its financial impact on a company. Survey respondents indicated that twenty-seven percent of human resource offices are absorbing costs for internal communication. Survey responses show that twenty-nine percent of public relations offices budget for internal communication. With such a close divide in who budgets for communicating to employees, duties should be divided similarly.

Public relations professionals should pay attention to current research. Companies realize the importance of communication to employees, “the return on investment of their communication function was 184%, or nearly two dollars for every dollar spent.”⁴⁸ If public relations want to be respected for adding to the bottom-line, more should be done.

Recommendations for Further Study

Professionals agree that internal communication is vital. The debate arises when deciding who should be communicating. Since the author was unable to determine if the public relations or human resource office is a better communicator, it is suggested that an effectiveness study be performed. The researcher’s literature review results indicated that public relations would prove more effective. However, primary research indicated that respondents believe human resources would be more effective in many situations.

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⁴⁸ Lindeborg, Richard A. (1994) The IABC Excellence Study: Excellent Communication. Public Relations Quarterly. 5-11.

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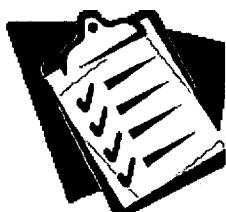
Internal Communication

☐ Home

*Thanks for your
help!*

EST: 7 minutes

Survey



Thank you for agreeing to complete my online survey. Your time and input is greatly appreciated.

Please click the survey icon above to complete the survey.

If you would like to share any additional comments or to request a summary of the survey results, please e-mail :
morganjohnson@hotmail.com

Rowan University / Elizabeth Morgan Johnson

Survey / 2003

Internal Communication

Please complete this survey.

Which office communicates needed information to employees? (Questions 1-12)

1. Which office communicates needed information on organization's goals/objectives/strategies to employees?

- ☐ Public Relations Office
- ☐ Human Resources/Personnel
- ☐ Joint effort between Public Relations and Human Resources/Personnel
- ☐ Not Applicable

2. Which office communicates needed information on organization's policies to employees?

- ☐ Public Relations Office
- ☐ Human Resources/Personnel
- ☐ Joint effort between Public Relations and Human Resources/Personnel
- ☐ Not Applicable

3. Which office communicates needed information on management decisions to employees?

- ☐ Public Relations Office
- ☐ Human Resources/Personnel
- ☐ Joint effort between Public Relations and Human Resources/Personnel
- ☐ Not Applicable

4. Which office communicates needed information on product/service updates to employees?

- ☐ Public Relations Office
- ☐ Human Resources/Personnel
- ☐ Joint effort between Public Relations and Human Resources/Personnel
- ☐ Not Applicable

5. Which office communicates needed information on employee benefits to employees? (including retirement & financial concerns)

- ☐ Public Relations Office
- ☐ Human Resources/Personnel
- ☐ Joint effort between Public Relations and Human Resources/Personnel
- ☐ Not Applicable

6. Which office communicates needed information on training to employees?

- ☐ Public Relations Office
- ☐ Human Resources/Personnel
- ☐ Joint effort between Public Relations and Human Resources/Personnel
- ☐ Not Applicable

7. Which office communicates needed information on activities to employees?

- ☐ Public Relations Office
- ☐ Human Resources/Personnel
- ☐ Joint effort between Public Relations and Human Resources/Personnel
- ☐ Not Applicable

8. Which office communicates needed information on personnel changes/promotions to employees?

- ☐ Public Relations Office
- ☐ Human Resources/Personnel
- ☐ Joint effort between Public Relations and Human Resources/Personnel
- ☐ Not Applicable

9. Which office communicates needed information on community involvement activities to employees?

- ☐ Public Relations Office
- ☐ Human Resources/Personnel
- ☐ Joint effort between Public Relations and Human Resources/Personnel
- ☐ Not Applicable

10. Which office communicates needed information on promotion/advancement opportunities to employees?

- ☐ Public Relations Office
- ☐ Human Resources/Personnel
- ☐ Joint effort between Public Relations and Human Resources/Personnel
- ☐ Not Applicable

11. Which office communicates needed information on counseling services/opportunities to employees?

- ☐ Public Relations Office
- ☐ Human Resources/Personnel
- ☐ Joint effort between Public Relations and Human Resources/Personnel
- ☐ Not Applicable

12. Which office communicates needed information on union concerns/news to employees?

- ☐ Public Relations Office
- ☐ Human Resources/Personnel
- ☐ Joint effort between Public Relations and Human Resources/Personnel
- ☐ Not Applicable

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How is needed information communicated to employees? (Questions 13-24)

13. How are your organization's goals/objectives/strategies communicated to employees? (choose all that apply)

- | | |
|--|---|
| <input type="checkbox"/> internal newsletter | <input type="checkbox"/> meetings |
| <input type="checkbox"/> brochures | <input type="checkbox"/> training |
| <input type="checkbox"/> public address system | <input type="checkbox"/> chain of command |
| <input type="checkbox"/> verbally/grapevine | <input type="checkbox"/> audiovisual presentation |
| <input type="checkbox"/> bulletin boards | <input type="checkbox"/> route sheet |
| <input type="checkbox"/> memo | <input type="checkbox"/> annual report |
| <input type="checkbox"/> instruction | <input type="checkbox"/> website |
| <input type="checkbox"/> electronic messaging | <input type="checkbox"/> other |

14. How are your organization's policies communicated to employees? (choose all that apply)

- | | |
|--|---|
| <input type="checkbox"/> internal newsletter | <input type="checkbox"/> meetings |
| <input type="checkbox"/> brochures | <input type="checkbox"/> training |
| <input type="checkbox"/> public address system | <input type="checkbox"/> chain of command |
| <input type="checkbox"/> verbally/grapevine | <input type="checkbox"/> audiovisual presentation |
| <input type="checkbox"/> bulletin boards | <input type="checkbox"/> route sheet |
| <input type="checkbox"/> memo | <input type="checkbox"/> annual report |
| <input type="checkbox"/> instruction | <input type="checkbox"/> website |
| <input type="checkbox"/> electronic messaging | <input type="checkbox"/> other |

15. How are management decisions communicated to employees? (choose all that apply)

- | | |
|--|---|
| <input type="checkbox"/> internal newsletter | <input type="checkbox"/> meetings |
| <input type="checkbox"/> brochures | <input type="checkbox"/> training |
| <input type="checkbox"/> public address system | <input type="checkbox"/> chain of command |
| <input type="checkbox"/> verbally/grapevine | <input type="checkbox"/> audiovisual presentation |
| <input type="checkbox"/> bulletin boards | <input type="checkbox"/> route sheet |
| <input type="checkbox"/> memo | <input type="checkbox"/> annual report |
| <input type="checkbox"/> instruction | <input type="checkbox"/> website |
| <input type="checkbox"/> electronic messaging | <input type="checkbox"/> other |

16. How are product/service updates communicated to employees? (choose all that apply)

- | | |
|-----------------------|--------------------------|
| internal newsletter | meetings |
| brochures | training |
| public address system | chain of command |
| verbally/grapevine | audiovisual presentation |
| bulletin boards | route sheet |
| memo | annual report |
| instruction | website |
| electronic messaging | other |

17. How are employee benefits communicated to employees? (choose all that apply)

- | | |
|-----------------------|--------------------------|
| internal newsletter | meetings |
| brochures | training |
| public address system | chain of command |
| verbally/grapevine | audiovisual presentation |
| bulletin boards | route sheet |
| memo | annual report |
| instruction | website |
| electronic messaging | other |

18. How is training communicated to employees? (choose all that apply)

- | | |
|--|---|
| <input type="checkbox"/> internal newsletter | <input type="checkbox"/> meetings |
| <input type="checkbox"/> brochures | <input type="checkbox"/> training |
| <input type="checkbox"/> public address system | <input type="checkbox"/> chain of command |
| <input type="checkbox"/> verbally/grapevine | <input type="checkbox"/> audiovisual presentation |
| <input type="checkbox"/> bulletin boards | <input type="checkbox"/> route sheet |
| <input type="checkbox"/> memo | <input type="checkbox"/> annual report |
| <input type="checkbox"/> instruction | <input type="checkbox"/> website |
| <input type="checkbox"/> electronic messaging | <input type="checkbox"/> other |

19. How are activities communicated to employees? (choose all that apply)

- | | |
|--|---|
| <input type="checkbox"/> internal newsletter | <input type="checkbox"/> meetings |
| <input type="checkbox"/> brochures | <input type="checkbox"/> training |
| <input type="checkbox"/> public address system | <input type="checkbox"/> chain of command |
| <input type="checkbox"/> verbally/grapevine | <input type="checkbox"/> audiovisual presentation |
| <input type="checkbox"/> bulletin boards | <input type="checkbox"/> route sheet |
| <input type="checkbox"/> memo | <input type="checkbox"/> annual report |
| <input type="checkbox"/> instruction | <input type="checkbox"/> website |
| <input type="checkbox"/> electronic messaging | <input type="checkbox"/> other |

20. How are personnel changes/promotions communicated to employees? (choose all that apply)

- | | |
|--|---|
| <input type="checkbox"/> internal newsletter | <input type="checkbox"/> meetings |
| <input type="checkbox"/> brochures | <input type="checkbox"/> training |
| <input type="checkbox"/> public address system | <input type="checkbox"/> chain of command |
| <input type="checkbox"/> verbally/grapevine | <input type="checkbox"/> audiovisual presentation |
| <input type="checkbox"/> bulletin boards | <input type="checkbox"/> route sheet |
| <input type="checkbox"/> memo | <input type="checkbox"/> annual report |
| <input type="checkbox"/> instruction | <input type="checkbox"/> website |
| <input type="checkbox"/> electronic messaging | <input type="checkbox"/> other |

21. How are community involvement activities communicated to employees? (choose all that apply)

- | | |
|--|---|
| <input type="checkbox"/> internal newsletter | <input type="checkbox"/> meetings |
| <input type="checkbox"/> brochures | <input type="checkbox"/> training |
| <input type="checkbox"/> public address system | <input type="checkbox"/> chain of command |
| <input type="checkbox"/> verbally/grapevine | <input type="checkbox"/> audiovisual presentation |
| <input type="checkbox"/> bulletin boards | <input type="checkbox"/> route sheet |
| <input type="checkbox"/> memo | <input type="checkbox"/> annual report |
| <input type="checkbox"/> instruction | <input type="checkbox"/> website |
| <input type="checkbox"/> electronic messaging | <input type="checkbox"/> other |

22. How are promotion/advancement opportunities communicated to employees? (choose all that apply)

- | | |
|-----------------------|--------------------------|
| internal newsletter | meetings |
| brochures | training |
| public address system | chain of command |
| verbally/grapevine | audiovisual presentation |
| bulletin boards | route sheet |
| memo | annual report |
| instruction | website |
| electronic messaging | other |

23. How are counseling services/opportunities communicated to employees? (choose all that apply)

- | | |
|-----------------------|--------------------------|
| internal newsletter | meetings |
| brochures | training |
| public address system | chain of command |
| verbally/grapevine | audiovisual presentation |
| bulletin boards | route sheet |
| memo | annual report |
| instruction | website |
| electronic messaging | other |

24. How are union concerns/news communicated to employees? (choose all that apply)

- | | |
|--|---|
| <input type="checkbox"/> internal newsletter | <input type="checkbox"/> meetings |
| <input type="checkbox"/> brochures | <input type="checkbox"/> training |
| <input type="checkbox"/> public address system | <input type="checkbox"/> chain of command |
| <input type="checkbox"/> verbally/grapevine | <input type="checkbox"/> audiovisual presentation |
| <input type="checkbox"/> bulletin boards | <input type="checkbox"/> route sheet |
| <input type="checkbox"/> memo | <input type="checkbox"/> annual report |
| <input type="checkbox"/> instruction | <input type="checkbox"/> website |
| <input type="checkbox"/> electronic messaging | <input type="checkbox"/> other |



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In your opinion which office should be responsible for communicating information to employees? (Questions 25-36)**25. In your opinion which office should be responsible for communicating the organization's goals/strategies/objectives to employees?**

- ☐ Public Relations Office
☐ Human Resources/Personnel
☐ Joint effort between Public Relations and Human Resources/Personnel
☐ Not Applicable

26. In your opinion which office should be responsible for communicating the organization's policies to employees?

- ☐ Public Relations Office
☐ Human Resources/Personnel
☐ Joint effort between Public Relations and Human Resources/Personnel
☐ Not Applicable

27. In your opinion which office should be responsible for communicating management decisions to employees?

- ☐ Public Relations Office
☐ Human Resources/Personnel
☐ Joint effort between Public Relations and Human Resources/Personnel
☐ Not Applicable

28. In your opinion which office should be responsible for communicating product/service updates to employees?

- ☐ Public Relations Office
☐ Human Resources/Personnel
☐ Joint effort between Public Relations and Human Resources/Personnel
☐ Not Applicable

29. In your opinion which office should be responsible for communicating employee benefits to employees? (including retirement & financial concerns)

- ☐ Public Relations Office
☐ Human Resources/Personnel
☐ Joint effort between Public Relations and Human Resources/Personnel
☐ Not Applicable

30. In your opinion which office should be responsible for communicating training to employees?

- ☐ Public Relations Office
☐ Human Resources/Personnel
☐ Joint effort between Public Relations and Human Resources/Personnel
☐ Not Applicable

31. In your opinion which office should be responsible for communicating activities to employees?

- ☐ Public Relations Office
☐ Human Resources/Personnel
☐ Joint effort between Public Relations and Human Resources/Personnel
☐ Not Applicable

32. In your opinion which office should be responsible for communicating personnel changes/promotions to employees?

- ☐ Public Relations Office
☐ Human Resources/Personnel
☐ Joint effort between Public Relations and Human Resources/Personnel
☐ Not Applicable

33. In your opinion which office should be responsible for communicating community involvement/activities to employees?

- ☐ Public Relations Office
- ☐ Human Resources/Personnel
- ☐ Joint effort between Public Relations and Human Resources/Personnel
- ☐ Not Applicable

34. In your opinion which office should be responsible for communicating promotion/advancement opportunities to employees?

- ☐ Public Relations Office
- ☐ Human Resources/Personnel
- ☐ Joint effort between Public Relations and Human Resources/Personnel
- ☐ Not Applicable

35. In your opinion which office should be responsible for communicating counseling services/opportunities to employees?

- ☐ Public Relations Office
- ☐ Human Resources/Personnel
- ☐ Joint effort between Public Relations and Human Resources/Personnel
- ☐ Not Applicable

36. In your opinion which office should be responsible for communicating union concerns/news to employees?

- ☐ Public Relations Office
- ☐ Human Resources/Personnel
- ☐ Joint effort between Public Relations and Human Resources/Personnel
- ☐ Not Applicable

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Conclusions

37. In your opinion has there been a shift of duties between the public relations office and the human resources office?

- ☐ Yes
☐ No

38. If there was a shift, did it cause conflict between the public relations office and the human resources office?

- ☐ Yes
☐ No

39. If there was a shift in internal communication responsibilities, which communication areas became more effective?

40. If your company wanted to foster better communication between its employees, which office would lead that effort?

- ☐ Public Relations Office
☐ Human Resources/Personnel
☐ Joint effort between Public Relations and Human Resources/Personnel
☐ Not Applicable

41. If your company wanted to teach employees to communicate better, either through training or "how to" publications, which office would lead that effort?

- ☐ Public Relations Office
☐ Human Resources/Personnel
☐ Joint effort between Public Relations and Human Resources/Personnel
☐ Not Applicable

42. Which office budgets for internal communication?

- ☐ Public Relations Office
☐ Human Resources/Personnel
☐ Joint effort between Public Relations and Human Resources/Personnel
☐ Not Applicable

43. What is your position in your company?

- ☐ Public Affairs Officer
☐ Human Resource Officer
☐ Other

44. How many years of experience do you have in your present field?

--

45. On a scale of 1 to 5, how effective is your staff at internal communication?

- ☐ Always Effective
- ☐ Sometimes Effective
- ☐ Neutral
- ☐ Sometimes Uneffective
- ☐ Always Uneffective

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Thank you for participating in this survey. Your time is appreciated.

If you would like a summary of the results of this survey, please provide your name and address.

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