



Helping you to set your 2021 Employee Communications objectives and longer-term aspirations

For Employee Communications and HR professionals

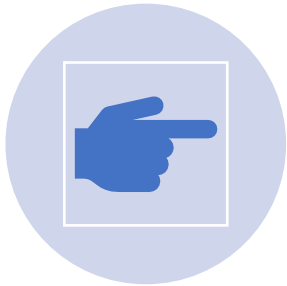
In this document ...

This document is a roadmap to help you to set your annual Employee Communications (EC) objectives and demonstrate the value of your team.

You will find perspectives from organisations that showcase best practice, to help you establish your team's aspirations, including:

- Great Place to Work
- Sunday Times best companies to work for
- Gallup
- Glassdoor

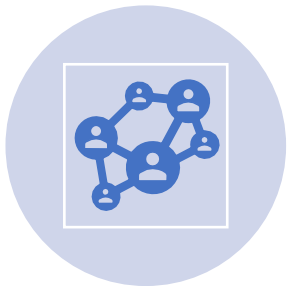
Why bother planning? We're so busy delivering!



For exactly that reason!
To become less busy



You can't plan everything in
Employee Communications, but
you can plan a large percentage of
activity



If you plan, you can connect,
coordinate and join things up from
an employee perspective avoiding
'crashes' and overload



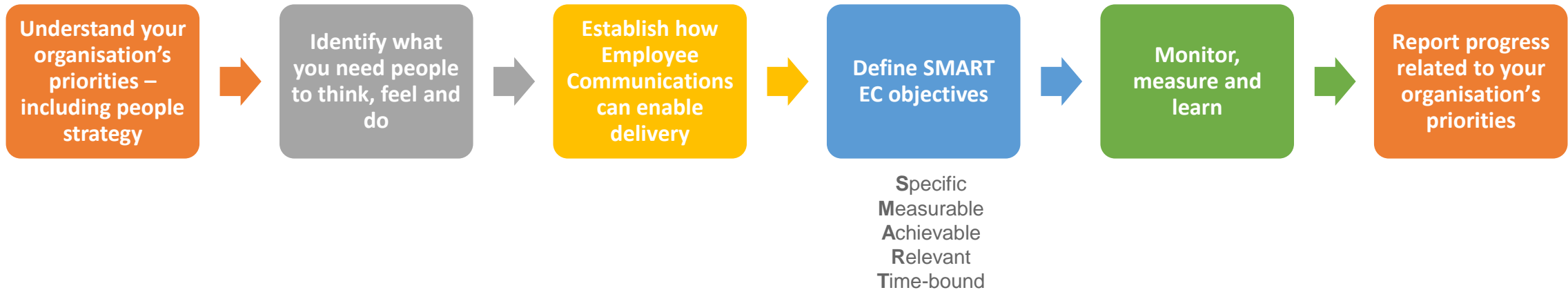
You importantly avoid overload of
your Employee Communications
team – ensuring you resource the
team based on demand flexing as
required

Taking time to plan will save you time, cost and your sanity!

Setting your annual Employee Communications objectives

Create a clear Employee Communications' direction

Understand your organisation's priorities to establish your annual EC objectives



Objectives may focus on achieving changes in employee awareness, understanding, belief, commitment, action or advocacy

Example objectives:

We will achieve an XX% increase in employee awareness of our values.
XX% of managers believe they are equipped to confidently communicate change to their teams

Questions for valuable planning conversations



Ask: Internal customers

12 months from now, what do you hope to have achieved?

What would employees be thinking, feeling and doing differently?

What sensitivities, obstacles or people-related aspects could get in the way?

What has worked well in the past and what has not?

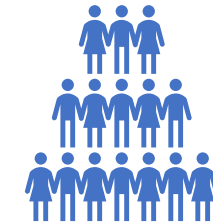


Ask: Employee Communications team

What are the overarching and measurable objectives for our team to support the organisation's priorities?

Can we map and link topics and themes to ensure a joined up and singular story for employees?

What resources, ways of working and learning do we need to be able to deliver?



Ask: Those involved in the employee experience (HR, Marketing etc)

How can work together at the moments that matter to deliver on the organisation's priorities?

Are accountabilities, decision making and ways of working clear to ensure we are successful?

What are the key measures for our employee experience and how/when will we measure and learn?

CREATING AN EXPERIENCE PEOPLE DON'T WANT TO LEAVE

How are you engaging great employees to stay with your organisation?



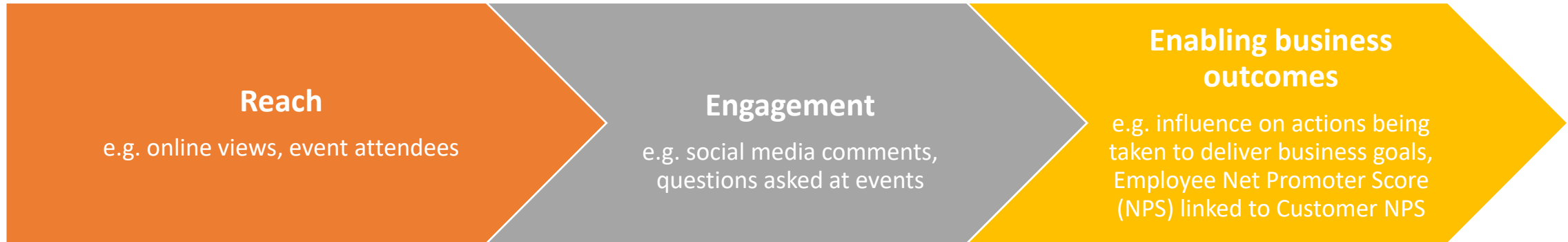
For help in creating communication practices for a great employee experience and engagement, contact hello@fit2communicate.com

Think Employee Experience

Consider how you come together with other functions at the moments that matter to create a stronger and more impactful employee communications plan

Measure your Employee Communications' impact on outcomes and not just the outputs

Measurement focus areas



About Employee Net Promoter Score

It's simply one powerful question: "On a scale of 0-10, how likely are you to recommend this company as a place to work?"

Each individual response will be on a scale of 0-10.

Promoters answer 9-10 – they are the most loyal and are advocates for your organisation.

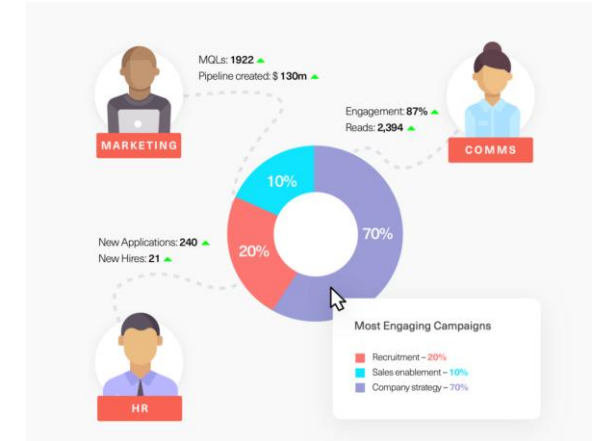
Passives answer 7-8 – they are neutral and not necessarily negative but is not entirely loyal either.

Detractors answer 0-6 – they are unlikely to recommend working with that organisation and may be a toxic influence.

The formula for calculating your eNPS: $(\text{Number of Promoters} - \text{Number of Detractors}) / (\text{Number of Respondents}) \times 100$

Measurement approaches

There are organisations like [Smarp](#) whose employee communications platform provides **A.I. driven analytics and actionable insights** that help communicators make data-driven decisions. Smarp's analytics allow you to link your communications with business initiatives such as revenue growth, recruitment, and employee retention – a process that makes it easy to demonstrate the ROI your communications program is generating.



In an increasing data driven world, this information can provide critical information to ensure the EC remains current and demonstrates their value.

EC measurement should warrant the **same investment as any external communication.**

If you don't have the necessary investment for an external tool, you can measure success through **simple pulse surveys** – using consistent questions at different events and online related to your objectives to establish trends over time.

You can also do as **Angela Sinickas** suggests and consider a **'before and after'** in terms of a project or campaign, focusing on outcomes. For example, you could ask people involved in the project, what percentage (of the overall success of the project) do they believe communications contributed?

Keep a **record of evidence of delivery** and internal customer feedback during the year.

Tell people how you're doing

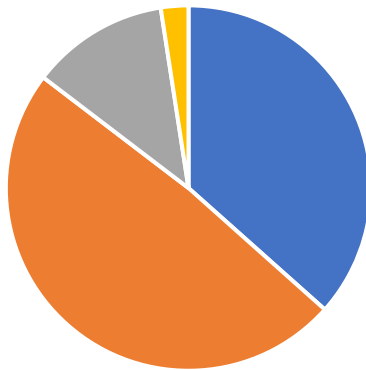
An example Employee Communications dashboard to discuss with your stakeholders and internal customers

You may want to include factors such as communication tonality and specific measures around your objectives.

Progress against 2021 Employee Communications objectives

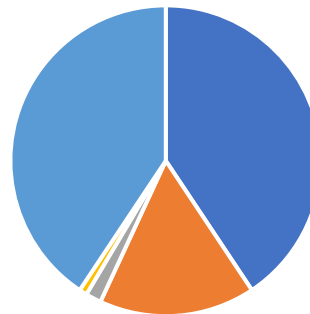
[List your annual EC objectives]

Reach: Views/attendance



■ Discussion forum ■ Intranet
■ Newsletter ■ Monthly meeting

Engagement: Likes, comments, actions taken



■ Discussion forum ■ Intranet
■ Newsletter ■ Monthly meeting
■ Learning

Employee Net Promoter Score

Overall score [add] and trends



[Add internal customer testimonials]

[Add data related to linking communications delivery to business outcomes]

Taking action on measurement insights



Identify someone in your team who has the time and space to review measurement data and draw out actionable insights for your team.



Discuss the trends, insights and assign actions to learn and improve, as part of your regular monthly team meeting.



Raise the trends and insights with your **senior leadership team**, identifying actions they can take to better engagement people and support your organisation's success.



Consider **ENPS data** in relation to **customer NPS** and track trends and correlation.

Setting your longer-term aspirations
– inspired by external benchmarks



Great Place to Work

About Great Place to Work



Great Place to Work are the Global Authority on Workplace Culture



Their mission is to build a better world by helping organizations become a great place to work FOR ALL.



Their website:
<https://www.greatplacetowork.com/>

What do Great Place to Work look for?

Winners of Great Places to Work awards have the highest levels of trust and most inclusive cultures in the world.

Great Place to Work's Trust Model© consists of these five dimensions:

- **Trust: Credibility** - Employees see management as credible (believable, trustworthy); assesses employees' perceptions of management's communication practices, competence, and integrity.
- **Trust: Respect** - Employees feel respected by management; assesses employees' perceptions of professional support, collaboration and involvement in decisions, and the level of care management shows for employees as people.



What do Great Place to Work look for? (continued)



Great Place to Work's Trust Model© consists of these five dimensions (continued):

- **Trust: Fairness** - Employees believe management practices and policies are fair; assesses the equity, impartiality, and justice employees experience in the workplace.
- **Pride** - Measures how employees feel about their own individual impact through their work, their pride in the work of their team, and their pride in the organization overall.
- **Camaraderie** - Measures whether employees believe their organization is a strong community where colleagues are friendly, supportive, and welcoming.



From the manager's perspective, a great workplace is one where managers:

- Achieve organizational objectives;
- With employees who give their personal best; and
- Work together as a team / family in an environment of trust

Through Great Place to Work, they've identified the nine areas where leader and manager actions, behaviors, and communications have the greatest impact on the level of trust in an organization. They are:

1. **Hiring:** Hiring practices ensure new employees fit into the culture and are welcomed
2. **Inspiring:** Employees see how they contribute to the organization's higher purpose
3. **Speaking:** Leaders provide information honestly and transparently
4. **Listening:** Leaders are accessible and actively seek employee input



From the manager's perspective, a great workplace is one where managers:

Through Great Place to Work, they've identified the nine areas where leader and manager actions, behaviors, and communications have the greatest impact on the level of trust in an organization (continued):

5. **Thanking:** Employees are appreciated regularly for their work.
6. **Developing:** Leaders help employees to grow professionally and personally.
7. **Caring:** Employees are supported as people with lives outside of work, especially in times of need; workplace is inclusive and embraces diversity; benefits are meaningful and distinctive.
8. **Celebrating:** Organizational and team successes are regularly celebrated.
9. **Sharing:** Rewards of mutual efforts are shared equitably with all who helped produce the results and are shared with communities.

About the best workplaces 2020

<https://www.greatplacetowork.com/best-workplaces-international/world-s-best-workplaces/2020>

1

Cisco

San Jose, CA, United States
Information Technology
Employees: 79,304
[About the Company](#)



2

DHL Express

Bonn, Germany
Transportation
Employees: 104,000
[About the Company](#)



3

Hilton

McLean, VA, United States
Hospitality
Employees: 173,504
[About the Company](#)



4

Salesforce

San Francisco, CA, United States
Information Technology
Employees: 52,000
[About the Company](#)



5

Stryker

Kalamazoo, MI, United States
Health Care
Employees: 40,000
[About the Company](#)



6

Mars, Incorporated

McLean, VA, United States
Manufacturing & Production
Employees: 67,784
[About the Company](#)



7

The Adecco Group

Zurich, Switzerland
Professional Services
Employees: 45,000
[About the Company](#)



8

Mercado Libre

Buenos Aires, Argentina
Information Technology
Employees: 13,058
[About the Company](#)



9

SAS

Cary, NC, United States
Information Technology
Employees: 13,000
[About the Company](#)



10

EY

London, United Kingdom
Professional Services
Employees: 300,675
[About the Company](#)



A stylized sun graphic on the left side of the slide. It features a large, solid yellow circle representing the sun's disk, with several short, thick yellow dashes of varying lengths radiating from its top-left edge. The background is split: the top half is orange, and the bottom half is white, separated by a curved line that follows the sun's path.

Sunday Times best
companies to work for

About Sunday Times best companies to work for

- Best Companies is the brainchild of our founder and CEO Jonathan Austin. He was inspired by a Servant Leadership conference in the USA in 2000, where they talked about how they attributed over-achievement as a business to the level of workforce engagement.
- The Sunday Times came on board as a publishing partner and launched the first list in 2001.
- Today they work with some of the world's best-known organisations: measuring, improving and recognising great workplace engagement.

What do Sunday Times best companies to work for look at?

The academically tested and verified methodology they've built feeds their 8 factors of workplace engagement.

They break down survey results to reflect how an organisation performs across the following eight factors, so organisations can target specific areas for improvement.

- **Leadership:** How employees feel about the head of the organisation, senior management and the organisation's values and principles
- **My Manager:** How employees feel about and communicate with their direct manager
- **My Company:** The level of engagement employees feel with their job and organisation
- **Personal Growth:** How employees feel about training and their future prospects





What do Sunday Times best companies to work for look at?











8 factors (continued):

- **My Team:** Employees' feeling towards their immediate colleagues and how well they work together
- **Wellbeing:** How employees feel about stress, pressure at work and life balance
- **Fair Deal:** How happy employees are with pay and benefits
- **Giving Something Back:** The extent to which employees feel their organisation has a positive impact on society






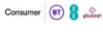




About the Sunday Times best companies 2020

<https://www.b.co.uk/the-lists/>

Big companies

Rank	Company	
1	 MVF	
2	 Connect Catering	
3	 Churchill Retirement Living	
4	 The Landmark London	
5	 Willmott Dixon Construction	
6	 Chess	
7	 Bionic Services Group Limited	
8	 Cooper Parry	
9	 Beaverbrooks the Jewellers Ltd	
10	 AND Digital	

Mid companies

Rank	Company	
1	 Childbase Partnership	
2	 Coventry Building Society	
3	 Admiral Group plc	
4	 Roche	
5	 Hobbycraft Group Ltd	
6	 BT Consumer	
7	 Marriott Hotels International Ltd	
8	 Skipton Building Society	
9	 Arcadis	
10	 UK Power Networks (Operations) Limited	



Gallup

About Gallup

<https://www.gallup.com/>

Gallup is a global analytics and advice firm that helps leaders and organizations solve their most pressing problems. They claim to know more about the will of employees, customers, students and citizens than anyone in the world. They know what matters most to them at work and in life and how those priorities change over time. And we use that knowledge to create transformation.

For more than a decade, Gallup has recognized the most engaged workplace cultures in the world - organizations that challenge the status quo and transform their workplaces by putting people at the heart of their business strategies.

In 2020, they renamed the Gallup Great Workplace Award as the Gallup Exceptional Workplace Award to more fully capture the extraordinary achievement of the winners.



What do Gallup look for?

- The results are based on survey questions.
- There are criteria for the percentage of respondents.
- Organisations need to be able to link engagement with business outcomes.

ABC Supply

Adena Health System

Alliant Credit Union

American Electric Power

Atria Convergence Technologies Limited

Bio Ritmo

Catholic Charities Fort Worth

Cedar Valley Hospice

City of Centennial

DTE Energy

Experitex, Inc.

FamilySearch

Foster Group

Greater St. Albert Catholic Schools

Hawai'i Pacific Health

Hendrick Health System

Hueman People Solutions

Indus Towers

Jollibee Foods Corporation

KinderCare Education

Kootenai Health

Mars Inc.

Mary Lanning Healthcare

Nationwide Insurance

NFU Mutual

Northwest Farm Credit Services

OHM Advisors

Pan Pacific Hotels & Resorts Pte Ltd

Phelps Memorial Health Center

Regions Bank

Self Regional Healthcare

SentryOne

Stryker

Talent

TCI Wealth Advisors

The Palace Group

White Lodging

Z-Medica, LLC

2020 Gallup Exceptional Workplace Award recipients

<https://www.gallup.com/workplace/287672/gallup-exceptional-workplace-award-winners-2020.aspx>





Glassdoor



About Glassdoor

Glassdoor is a website where current and former employees anonymously review companies.

They also allows users to anonymously submit and view salaries as well as search and apply for jobs on its platform.

<https://www.glassdoor.co.uk/>

What do Glassdoor look for?

Unlike other workplace awards, there is no self-nomination process and no cost involved.


To win a Glassdoor Employees' Choice Award, winners are determined solely based on feedback provided by those who really know a company best — the employees.

Glassdoor Best Places to Work in the UK 2020

https://www.glassdoor.co.uk/Award/Best-Places-to-Work-UK-LST_KQ0,22.htm



#1 Google



4.5
★★★★★
[See Reviews](#) | [View Jobs](#)

“Genuinely passionate, smart, friendly people. Interesting problems to solve and extremely collaborative culture.”

#2 Equal Experts



4.5
★★★★★
[See Reviews](#) | [View Jobs](#)

“A true values driven organisation that has progressive ways of working and attitudes to their people. Always seeking to learn, evolve...”


#3 Salesforce



4.5
★★★★★
[See Reviews](#) | [View Jobs](#)

“Company culture is fantastic, as are the people. The volunteering programme is a great way to encourage employees to give something...”

#4 Hiscox



4.4
★★★★★
[See Reviews](#) | [View Jobs](#)

“Fantastic environment and relaxed atmosphere without much stress and pressure. The work/life balance is good and considered by the...”


#5 Softcat



4.4
★★★★★
[See Reviews](#) | [View Jobs](#)

“Softcat is full of incredible people and great opportunities. The culture is to work hard while enjoying your job and where you work.”

#6 Abcam



4.4
★★★★★
[See Reviews](#) | [View Jobs](#)

“Positive mission to help life scientists. Relaxed and friendly company culture.”


#7 Microsoft



4.4
★★★★★
[See Reviews](#) | [View Jobs](#)

“The company culture lets you thrive while being flexible to your needs. People are smart and driven but always willing to help.”

#8 SAP



4.4
★★★★★
[See Reviews](#) | [View Jobs](#)

“SAP strives to be an inclusive place to work, where employees can bring their authentic selves to the job.”


#9 Topps Tiles



4.4
★★★★★
[See Reviews](#) | [View Jobs](#)

“Everyone who works here is good at what they do. Something I really like is that the personal touch is not drowned in corporate...”

#10 Arup



4.4
★★★★★
[See Reviews](#) | [View Jobs](#)

“Arup's independence, enabled by its employee ownership structure, fosters a distinctive culture and an intellectual independence that...”

Created by Fit2Communicate



Co-founders Karen Dempster and Justin Robbins have over 40 years' experience of empowering people to communicate and inspire teams behind strategic goals and major change programmes.

They were both awarded a Fellowship of the Institute of Internal Communications in 2017, recognising their contribution to the profession.

www.fit2communicate.com
hello@fit2communicate.com

Fit2Communicate specialises in:

- Communicating major transformation programmes, new strategies and introducing new technology, supporting long term employee behaviour change.
- Employee Communications channel audits, strategies, frameworks, processes and ensuring effective adoption.
- Developing Employee Communications teams.
- Leadership communication coaching and training.
- Maximising team effectiveness through communication.
- Individual communication coaching.
- Message and content writing and editing.