

## Role of Internal Communications within the Organisation

An Apeiron research survey, conducted through the period of September 7 – October 17, 2006, among Public Relations (PR) and Human Resources (HR) specialists from 100 organisations in which separated PR (Communication dept.) and HR departments exist.

The methodology of research, the parameters of the sample and the overall results are consulted and approved by a sociologist from Apeiron Communication's team of consultants.

### Focus of the Survey

A wide spread practice in the large organisations is that there is more than one department which conducts the Internal Communications within the company – either the HR or PR dept.

Who should take the responsibility for managing the Internal Communications? Which department should plan and run them? These are frequently asked questions running through the minds of the management body.

Subject of the present survey is to seek the opinion of the two main groups of specialists – of PR and HR, for where should the organisations concentrate their efforts.

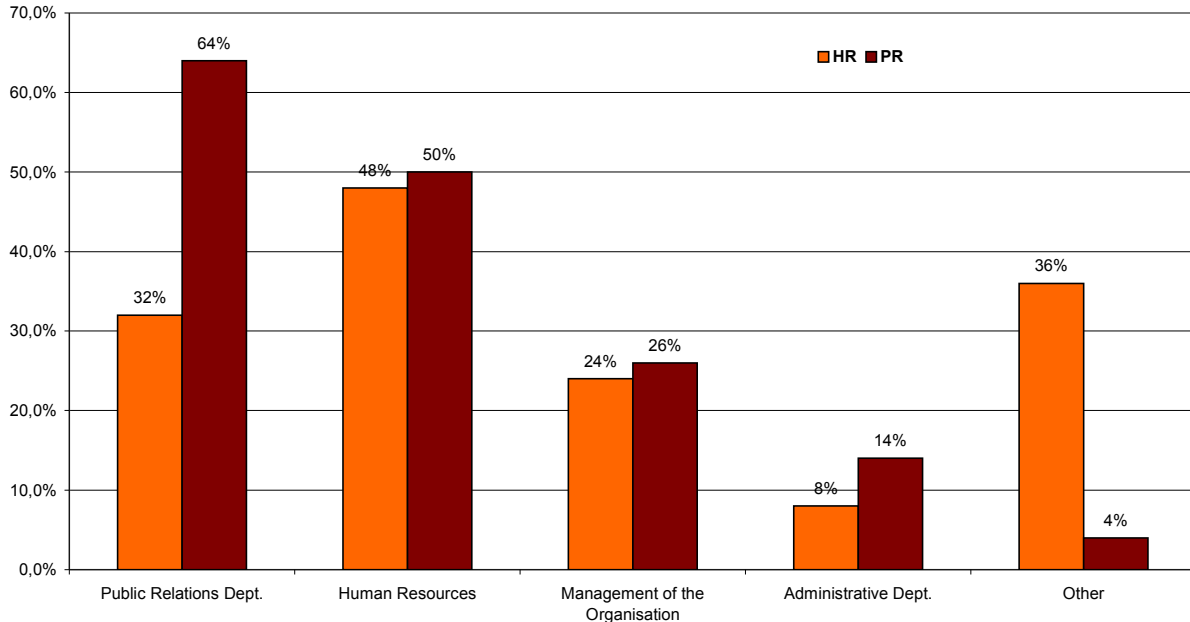
In order to outline the place of Internal Communications as a sphere of action in an organisation, Apeiron Research's survey looked for 4 main aspects of this managerial function:

- the real status of managing Internal Communications as a delegated responsibility
- the imaginary "better" model from which we could choose who should manage the Inter Communications
- evaluation of the given attention to Internal Communications within an organisation
- comparative assessment of the resources which the organisation spares for internal and external communications

### Survey Results

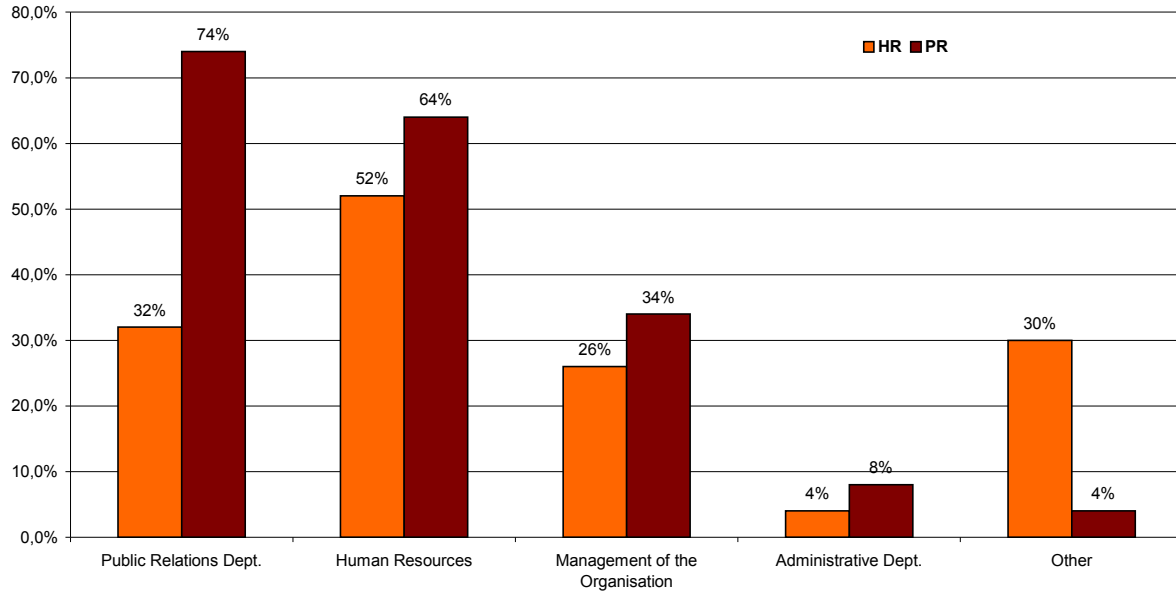
The survey results confirm the thesis that there is no common rule for brining the Internal Communications in one specific department. This is an internal organisation's area in which in different companies the main responsibility is given to the PR and HR departments with a large participation and influence from the top management of the organisations. Both of the groups (PR and HR) are inclined to promote their own departments and underestimate the efforts of their colleagues. 64 % of the questioned PR specialists say that the leading role in managing Internal Communications is concentrated into their own department but only a third of the HR managers agree with that. In both professional groups every second person claims that Internal Communications are lead by the HR department. One forth of the HR and PR specialists give account to the role of the top management in their organisations within the process of running the Internal Communications.

**Chart 1** Which section of Your organisation has control over the Internal Communications?



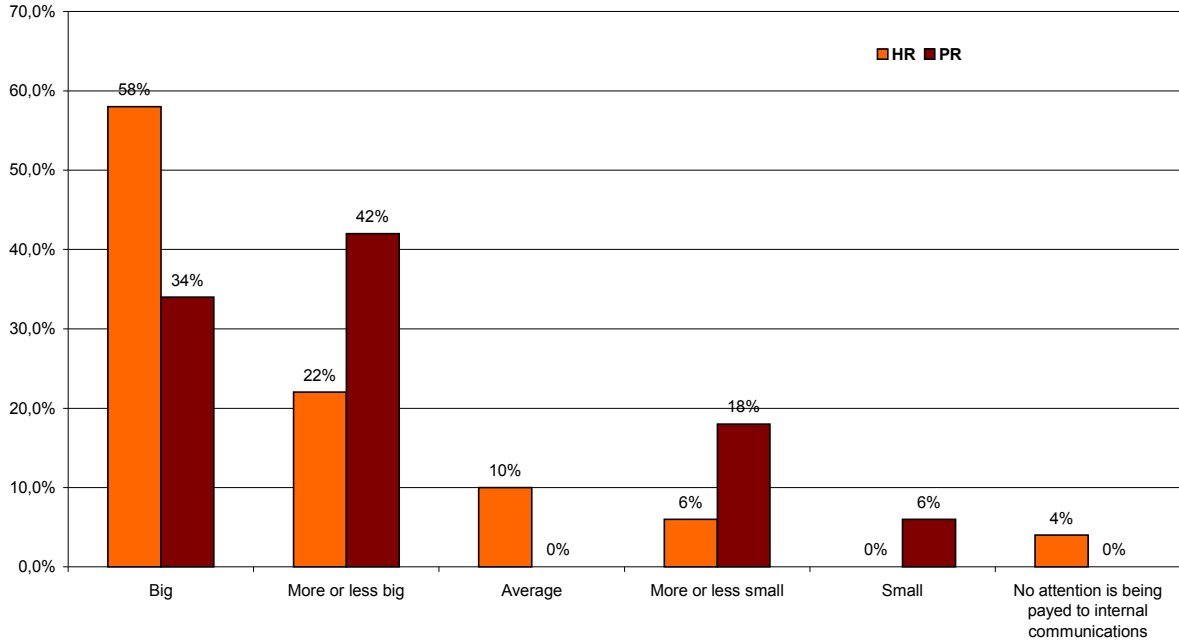
Though they emphasise on their own influence, PR specialists recognise the place of Human Resources managers. However, the opposite is not true – HR specialists rarely admit the role of their Public Relations colleagues. Among the HR managers the question whether to delegate the Internal Communications to someone else is less discussed (10 percent of the HR specialists point out that the Internal Communications are managed by PR specialists but they should be delegated to the HR department – the same number of respondents of Human Resources departments say that they want to give this responsibility away to the Public Relations managers). Within the PR camp the difference on that topic is more frequent – about 20 % don't manage the Internal Communications but consider that it would be better if this activity comes into their account. Other 19 percent of the PR managers are responsible for this activity but think it's a HR specialist's job.

**Chart 2** Who should take the main responsibility for managing the Internal Communications within an organisation?



58 % of the HR managers think that the organisation is paying great attention to their Internal Communications but only 34 percent of the PR specialists share their opinion. In the same time a large number from the last group (42 %) have answered that the attention is “more or less big” compared to the 22 percent of the HR managers. From this we can assume that the Public Relations specialists consider there is more to achieve in that area. One tenth of the questioned HR specialists define the role of Internal Communications as “average”. This adds to the impression that some of the managers holding that position don’t have a very good notion of what is happening in their organisation. In the same time 4 % of them have defined that their organisation doesn’t pay any attention to Internal Communications.

**Chart 3** How much attention does Your organisation pay on Internal Communications?



58 % of the PR specialists claim that more resources are being spent on External Communications than on Internal, whereas 44 percent of the HR managers consider that the expenses are commensurable. Around 6 percent of the Human Resources specialists assert that more financial resources are being spent on External and more human and time resources on Internal Communications. From that we can assume that part of the questioned specialists from this group have a wider view on the subject.

**Chart 4** What is the balance of resources given (human, financial and time) for the work between Internal and External Communications in Your organisation?

