EMPLOYEE COMMUNICATIONS BENCHMARK

Level	Focus	Process Area	QUALITY/ PRODUCTIVITY	Features
5 **Optimizing**	Continuous Process Improvement	❑ Mission, vision, values, purpose, visible, known ❑ Communications policies are clear, updated for improvements ❑ Employees talking publicly about company purpose ❑ Cross-business unit ownership communications of social strategy; clear business case ❑ CEO talks about social strategy ❑ Purpose clearly woven through brand ❑ Employees understand how they fit into purpose, social strategy		Stable and flexible, focused on continuous improvement, built to pivot and respond to opps and change, stable but agile and innovative
4 **Quantitatively Managed**	Quantitative Management	❑ SMART communications-related goals and metrics ❑ Joint comms and CR goals/KPIs ❑ Dashboards with key metrics shared regularly ❑ Open feedback channels for stakeholders ❑ Progress on communicating "purpose" is measured ❑ Metrics including analytics, surveys, demographic data inform decision making		Measured and controlled, data-driven, predictable quantitative performance improvement objectives, aligned with needs of stakeholders
3 **Defined**	Process Standardization	❑ Policies (e.g., social), reporting structure, mission/vision/values/purpose statements established ❑ Beginning to integrate with brand ❑ Communicating to employees on "purpose" ❑ Establish guardrails for communications, determine mass customization to account for diversity of stakeholders		Proactive not reactive, organization-wide standards and guidance
2 **Managed**	Basic Project Management	❑ High-performing team but little connection to communications team		Managed on the project level; projects are planned, performed, measured, and controlled
1 **Initial**		❑ Just starting out ❑ Programs in place but little awareness or activity ❑ Time for a re-fresh		Unpredictable and reactive, work gets completed but is often delayed

RISK/ REWORK

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