CIPR Inside Communication Measurement Matrix

Why measure? **Internal communication is measured to:** Establish the value of practice for organisational reputation and success I Generate insights that inform professional practice I Support insightful business decisions I Check progress against plans I Assess overall efficacy.

	What to measure	How to measure	
		Questionnaire	Other forms of research
Outputs	**Channels: are they working?** How effective are your newsletters, magazines, intranet, social media channels, e-mail briefings, conferences, "town hall" type meetings, team meetings, project meetings and 1:1s? Is the channel appropriate for the content?	*Access, usefulness, frequency, volume, preferences.*	Content analysis. Ease of reading. Interviews.
	Content: are employees getting the information they want and need? Is communication timely, relevant, accurate and consistent? Is the tone of voice right? Is it open? Is it honest? What are employees interested in?	How *well* and how *often* information is provided. Message *recall* (for example, using marketing-style analysis). Interest and information levels by topic.	Content analysis. Interviews.
	Conversations: are people communicating effectively? How well do leaders, senior managers, middle managers, line managers and colleagues communicate, both formally and informally?	*Frequency* that people communicate at the *level expected.*	Content analysis. Interviews. Network analysis.
	Voice: are there adequate opportunities for people to have a say? How seriously is employee voice treated? Are responses provided to comments and suggestions? Can people get involved in change management and contribute to decisions that support innovation and influence business outcomes?	*Frequency* of opportunities, *frequency and quality* of responses made to expressed voice.	Interviews. Content analysis (for example, comments in blogs). Focus groups.
Outcomes	**Sentiment: what do employees think and feel about the organisation?** Is communication helping to increase engagement? Are leaders and managers trusted? Do people identify with organisational strategy and values? Are they advocates?	*Understanding* and *belief* in strategy and plans. Perceived organisational support.	Interviews. Focus groups. Online communities.
	Behaviour: has employee behaviour been influenced by communication? How has it influenced their decisions or behaviour? Are they working more safely, talking more knowledgeably with customers?	Why did behaviour *change*, what *influenced* the employee's decision?	Pilot or control groups (purposeful or accidental). Network analysis.
	Return on investment (ROI): Have the benefits been identified? Can you isolate other factors affecting financial returns?	Were the *benefits* realised?	Cost (time and resources used), direct return (savings made or profit generated) in a specified time.

Fundamental principles of measurement

- Best practice goes beyond the inclusion of a few communication questions in an annual employee engagement survey.
- Research is part of *everyday* practice used to establish SMART communication objectives that are output *and* outcome based, linked to organisational objectives that enhance reputation.
- Regular and real-time reporting that includes going beyond basic data is used to find insights from deep analysis.
- Benchmarking helps to put results into context.

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