



The IC Space

Case Study: Improving the sandwich filling.

We know from surveys and feedback that our middle managers are key to having an engaged workforce, sandwiched as they are between the 'decision-makers' and employees. It is therefore critical that they themselves feel fully informed and involved in our business.

We started up a Managers Forum, usually hosted by our Chief Executive, about a year ago.



The forums perform four primary functions:

- Provide a platform for managers to hear first hand from the senior leadership team about key topics, providing clarity around key business issues.
- Provides managers an opportunity to ask questions and get more involved, sharing opinions and ideas which can feed into and influence strategy.
- Managers are better informed to brief their teams.
- Provides a temperature gauge as to how engaged the middle managers are.

How the forum operates.

Presently the forum is a bimonthly managed conference call but we are investigating other medium including online chats and webinars.

Outlook calendar invites are sent to every HEO and SEO providing call details and a list of suggested discussion topics from our CEO. Attendees are also asked what they want discussed on the call.

The calls are also promoted on our intranet and via local channels.

The calls are scheduled to last for about an hour and there are always two opportunities to attend, usually within a day or two of each other, to cater for different working patterns.

Attendees can also send questions and comments prior to and following each call. Any received after the call are followed up and made available to forum members.



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A tastier filling?

Feedback so far has been very favourable with almost 100% of those attending saying the calls are useful and should continue.

In our last communications survey 82% of respondents were satisfied or very satisfied with the calls.

The frequency of calls has been increased from quarterly to bimonthly at the request of managers.

Comments received include:

“The opportunity to simply listen to some key development messages from our Senior Leaders is very important and although there will be a lot of organisation involved I think it’s a very worthwhile investment in all of our time.”

“There are a lot of things going on countrywide and it is good to be kept informed - one feels more involved and not so peripheral “

Susan Coles,

Communications Business Partner, Her Majesty’s Passport Office