



Case Study - Institution of Civil Engineers

Creating the case for internal communications

The Institution of Civil Engineers (ICE) seeks to advance the knowledge, practice and business of civil engineering, to promote the breadth and value of the civil engineer's global contribution to sustainable, economic growth, and ethical standards, and to include in membership all those involved in the profession.

Established in 1818, ICE today represents over 70,000 professionally qualified civil engineers worldwide, with members in the UK, China, Russia, India and 140 other countries. Today as well as a head office team based in the prestigious One Great George Street offices, there is a commercial arm, Thomas Telford Limited based in Heron Quay in London and regional based colleagues across Great Britain.

HarknessKennett were approached to undertake a review of how effective internal communications were across ICE, in particular to understand the level of engagement in the business plan and priorities for the organisation, the contribution and effectiveness of the line management cascade and how employees identify with the ICE group as a whole.

Through a series of one to one interviews, focus groups and telephone interviews supported by quantitative research HarknessKennett were able to evaluate the employee experience of communication at ICE and recommend ways of improving internal communication. Employee feedback has been discussed and recommendations shared with the Director General and his director team. The Marketing & Communications function are leading the revitalisation of internal communications at ICE and developing an internal communication strategy for communication activities going forward.

"This survey has raised the issue of internal communication at all levels across the organisation, demonstrating its critical importance to us an organisation. Working together with HarknessKennett we've been able to provide the evidence for the need for an effective strategy and dedicated resource."

Anne Moir
Director of Marketing & Communications
Institution of Civil Engineers