

Using Analytics to Measure and Improve Engagement

Shauna Posaner: HMRC Deputy Director

Kevin Hubbard: HMRC Deputy Director



HM Revenue
& Customs

Nothing can be said to be certain, except ***death and taxes***

- £627.9 billion
 - £34.1 billion
 - £3 billion+
 - 45 million
 - 500,000
 - 5.7 million
 - 0.5p
-
- Public perception – funding essential public services / taking hard earned money from people



How reliable is the evidence from Shauna's Poll?

- You (probably) don't work for HMRC
- If you do, you're one of around 65,000 people
 - Despite what you might have heard, we aren't all the same
- Are you affected by any of these things?
 - Age, gender, ethnicity, disability, caring responsibilities, sexuality, religion
- Or these?
 - New in post, too long in post, facing change at work
 - You have a manager, your manager has one too, you both have a Director, you manage a team
 - The weather, the economic situation, how long till your next holiday



'Prefer not to say' in the People Survey

- The Civil Service People Survey has demographics questions asking about age, gender, ethnicity, disability, caring responsibilities, sexuality and religion.
- At HMRC in 2018 around one in ten people answered 'Prefer not to say' to each of these questions.
- Our Employee Insight team was recently asked to explain why people respond like this.

Shauna's Poll...

Why do you think people answered 'Prefer not to say'?

What do you think we should do to improve the situation?

How can we be sure that this activity will work?



Some possible suggestions...

THANK YOU FOR
YOUR IDEAS!

They don't want to be identified – it's about lack of trust

They don't understand how useful the information is

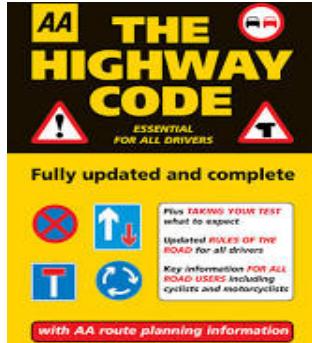
They don't think we'll act on the results

They're bored with the survey now and want to finish

It must be the same band of disengaged people each time



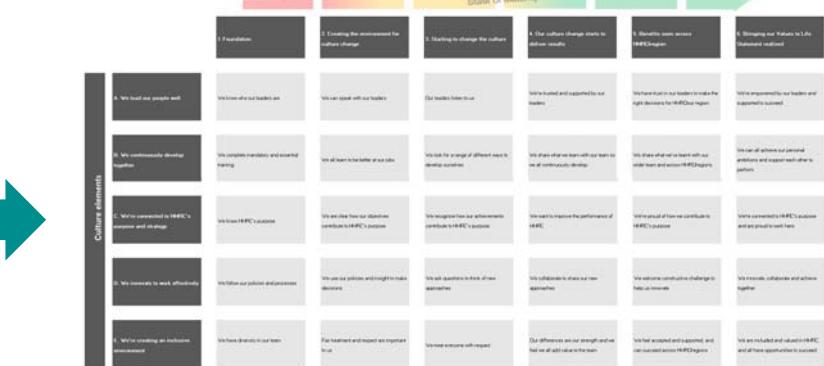
It's vital we set a clear direction and show how to get there



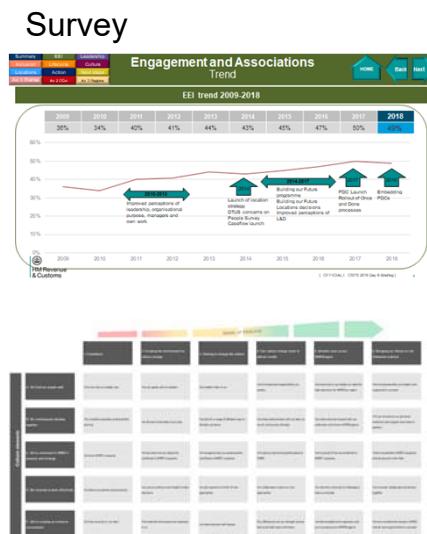
Bringing our values to life

Our vibrant culture is essential to the delivery of HMRC's strategic objectives. It's based on our shared values of being professional, acting with integrity, showing respect and being innovative. We understand our colleagues and customers and collaborate to do the right thing and do it well for them. Building on our strong foundations, we are excited by new ways of working, whilst continually learning. Our leaders set clear direction so we understand how what we do contributes to the future of HMRC and our region.

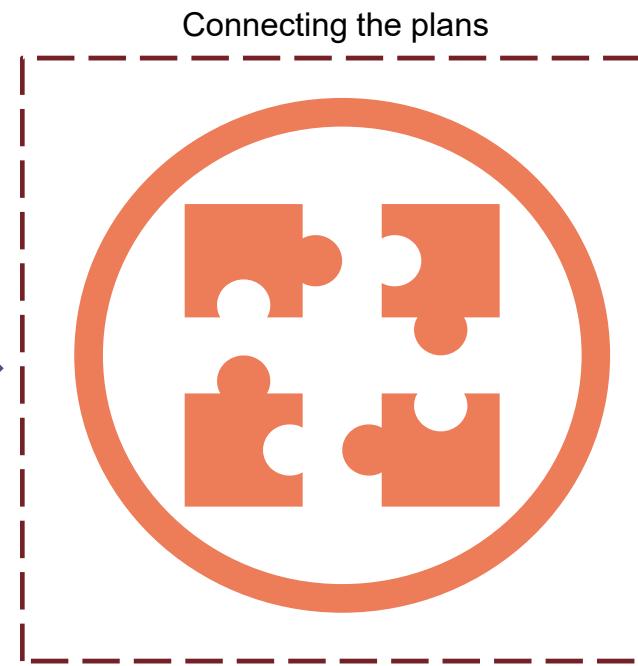
- | Think | See | Feel | Hear |
|--|---|--|--|
| <ul style="list-style-type: none"> In our flexible environment, we consider our wellbeing and that of our team. Learning is part of how we work and we share our skills, knowledge and experience readily, supporting each other to develop. We make things simple and straightforward, and try to do things using digital ways of working. Our customers are at the heart of what we do and we are excited by new ways of working to help them succeed. Leaders help me understand how what I do contributes to HMRC's purpose, as the UK's tax authority. | <ul style="list-style-type: none"> I see professionalism and pride in my colleagues and I like to be part of that. If I see poor behaviour, I help to change it. Our leadership helps us innovate across teams. Our culture is inclusive, supported by technology and moves to digital ways of working. Colleagues and customers get the right support because of the way we work and manage processes. Career opportunities and development are visible and I'm clear how I can use my learning and skills in my region. | <ul style="list-style-type: none"> I'm respected and treated with dignity at all times. I feel safe to voice my concerns and I'm secure in challenging and asking questions. Everyone is included in my team and we value diversity in our workplace. I feel trusted and able to make decisions quickly and team quickly if things don't go to plan. I have confidence in the decisions made in HMRC and the impact they have for them. I feel proud to be part of an organisation that supports the UK for the good of society. | <ul style="list-style-type: none"> "Integrity is important in HMRC and we support colleagues and customers to act with integrity." "You can succeed here, whatever your background." "I'm able to speak to managers when I need to and they listen" "I'm proud of the positive team spirit in HMRC" "People communicate in a clear, open and honest way" "Our customers and colleagues are valued in our organisation" |



So when we have set direction, how have we made it real?



Intelligent insight



Delivering the actions

Leadership capability

Regional communities

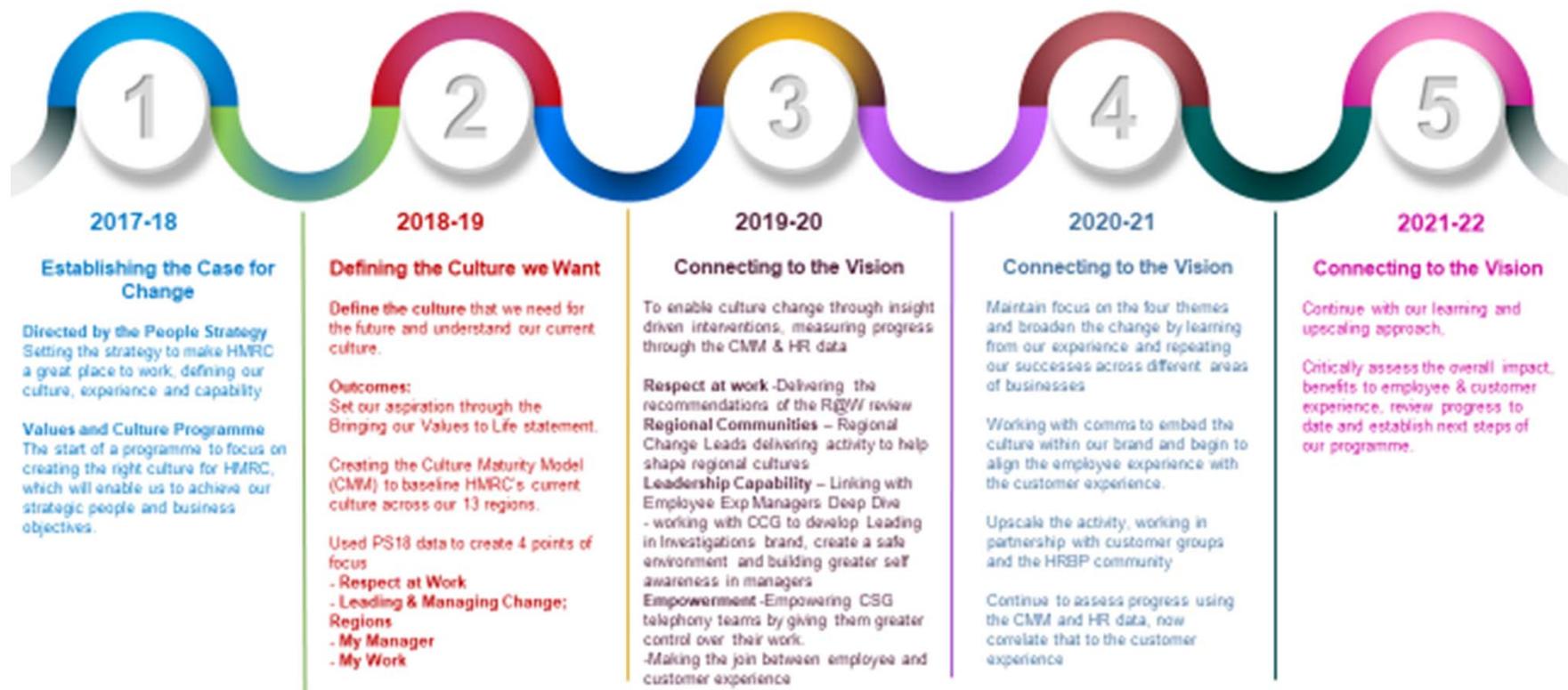
Empowerment

Respect @ Work

Customer focus

HMRC Culture Programme

Making HMRC a great place to work – *Culture Programme overview*



Some actions we are delivering to help shape our culture

Building our Future

Our strategy for a great employee experience



Leadership capability

- Improving the employee experience with Managers as a 'lynchpin'
- Building senior capability through Enterprise Leadership

Regional communities

- Focussing on a critical path for culture change
- Using insight to identify hotspots and target regional culture plans

Empowerment

- Working with hotspots across the business to root cause
- Testing different ways of working in a 'culture lab'

Respect @ Work

- Consulting over 10,000 people to build our code of conduct
- Making our most impactful policies, better, smarter more respectful

Customer focus

- Creating a positive, customer focused brand that is about getting tax right
- Establishing a customer charter and dovetailing this into our values



HM Revenue
& Customs

What are our next steps?

- Our culture programme is initially for 5 years, we are just into year 3, we are starting to learn from our experiences, our data & insight and start thinking about year 6 onwards....we know this is a long game
- An immediate challenge for us is 'how do we upscale good ideas that come from our lab?' We have commissioned some academic research to help us with this and we will use that insight to build our next steps
- We work continuously to build our capability around leadership and the specialism of organisational development. Together these are key to enabling our cultural transformation

