

Using Analytics to Measure and Improve Engagement

Shauna Posaner: HMRC Deputy Director

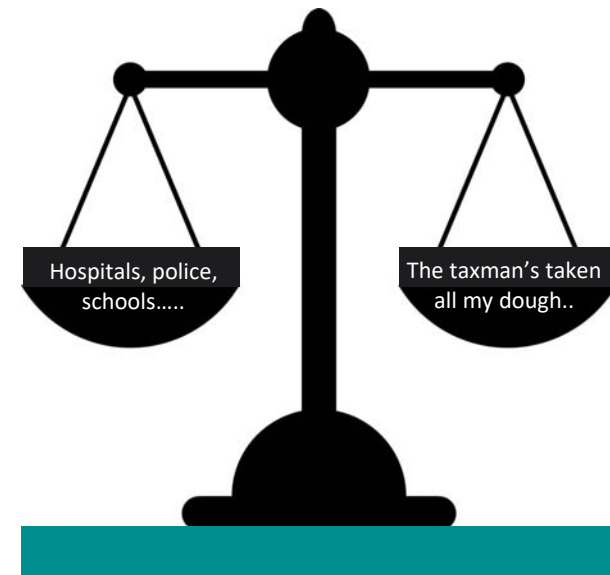
Kevin Hubbard: HMRC Deputy Director



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**

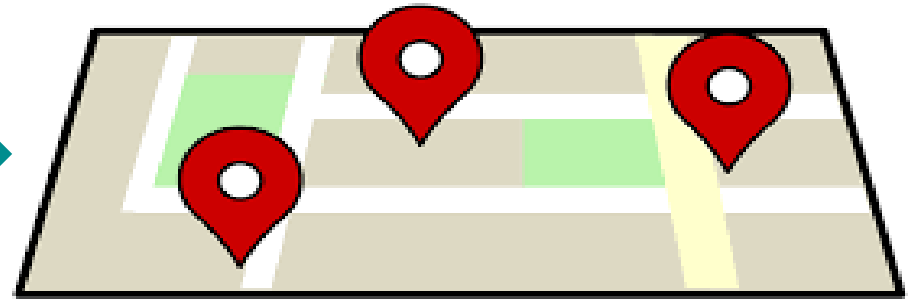
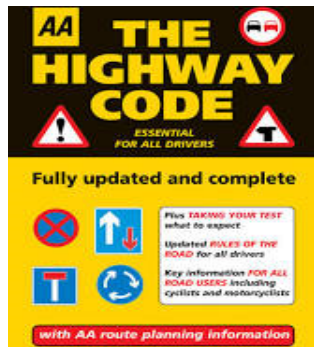
**They don't
think
we'll act on
the results**

**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



Culture Ambition

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.



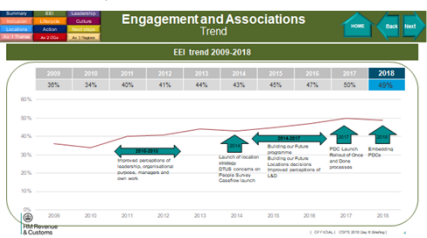
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|---|---|--|--|
| <p>Think</p> <ul style="list-style-type: none"> In our flexible environment, we consider our wellbeing and that of our colleagues Learning is part of how we work and we share our skills, knowledge and experience readily, supporting each other to develop We make things simple and effective for our customers by using digital ways of working Our customers are at the heart of what we do. We use insight to try new ways of working to help them get their taxes right Leaders help me understand how what I do contributes to HMRC's purpose, as the UK's tax authority | <p>See</p> <ul style="list-style-type: none"> I see professionalism and pride in my colleagues and I like being part of the team If I see poor behaviour, I help to change it Our diversity helps us innovate across teams We are collaborative, supported by technology and 'modern' offices Colleagues and customers get the right support because of the flexibility in our policies and processes Career opportunities and development are visible and I'm clear how I can use my learning and skills in my region | <p>Feel</p> <ul style="list-style-type: none"> I'm respected and treated with dignity at all times I'm supported if I feel unsure and I'm secure in challenging and asking questions I'm welcome and included in my team and we value diversity in the workplace I'm confident in the evidence-based decisions and learn quickly if things don't go to plan I have confidence in the decisions made in HMRC and understand the reasons for them I feel proud to be part of an organisation that supports the UK for the good of society | <p>Hear</p> <ul style="list-style-type: none"> "Integrity is important in HMRC and we support colleagues and customers fairly" "You can succeed here, whatever your background" "I can speak to managers when I need to and they listen" "There's collaboration and teamwork in HMRC" "We celebrate what we've achieved and share what hasn't worked" "I like that people talk about what they've learned, the jobs they've done and the experience they have" "People communicate in a clear, open and honest way" "Colleagues and customers are valued in our organisation" |
|---|---|--|--|

	State of Maturity					
	1 Foundation	2 Laying the groundwork for culture change	3 Working to change the culture	4 The culture change starts to deliver results	5 Results seen across HRFC program	6 Strengthening our culture for the business's future
1. We build our people well	We know who our leaders are	We can speak with our leaders	Our leaders listen to us	We're listened and supported by our leaders	We have built in our leaders to make the right decisions for HRFC's region	We're empowering our leaders and encouraging a system
2. We continuously develop ourselves	We complete mandatory and optional learning	We all learn to be better at our jobs	We can do a range of different ways to develop ourselves	We share what we learn with our team as well as other HRFC regions	We share what we learn with our wider team and across HRFC regions	We set up different and personal ambitions and support each other to achieve
3. We're connected to HRMC's success and strategy	We know HRMC's vision	We see how our objectives contribute to HRMC's vision	We recognise how our achievements contribute to HRMC's success	We seek to improve the performance of HRMC	We are proud of how we contribute to HRMC's success	We're connected to HRMC's success and are proud to see how
4. We're involved in work opportunities	We follow our policies and processes	We use our policies and insight to make decisions	We ask questions to test our own approaches	We collaborate to share our best approaches	We welcome constructive challenges and feedback	We're working collaboratively and achieving together
5. We're creating and delivering innovation	We have 3 ideas on our team	We're treated and respect an equal voice	We need someone will engage	Our differences are our strength and we find we all add value to the team	We feel supported and empowered, and can succeed across HRFC regions	We are included and valued in HRMC and all have opportunities to succeed

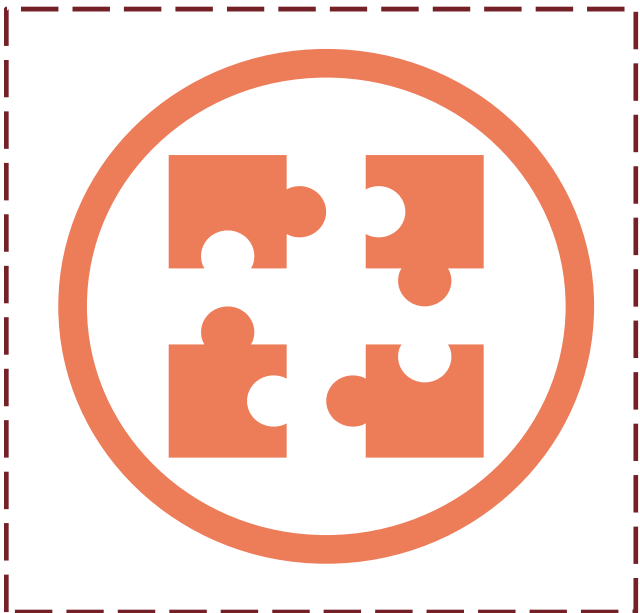
So when we have set direction, how have we made it real?

Connecting the plans

Survey



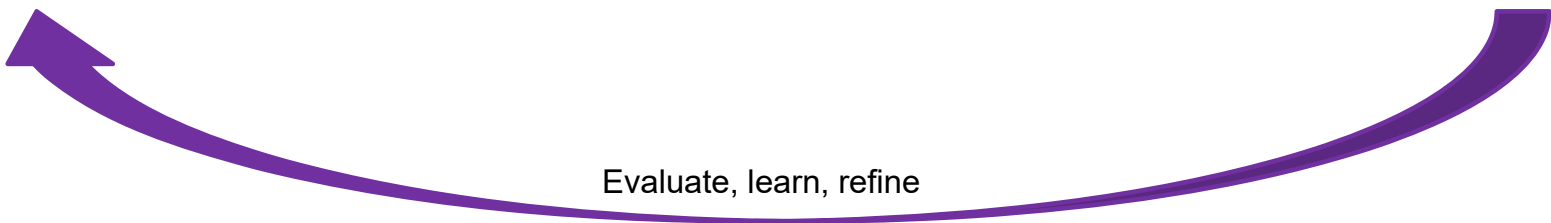
Intelligent insight



Delivering the actions

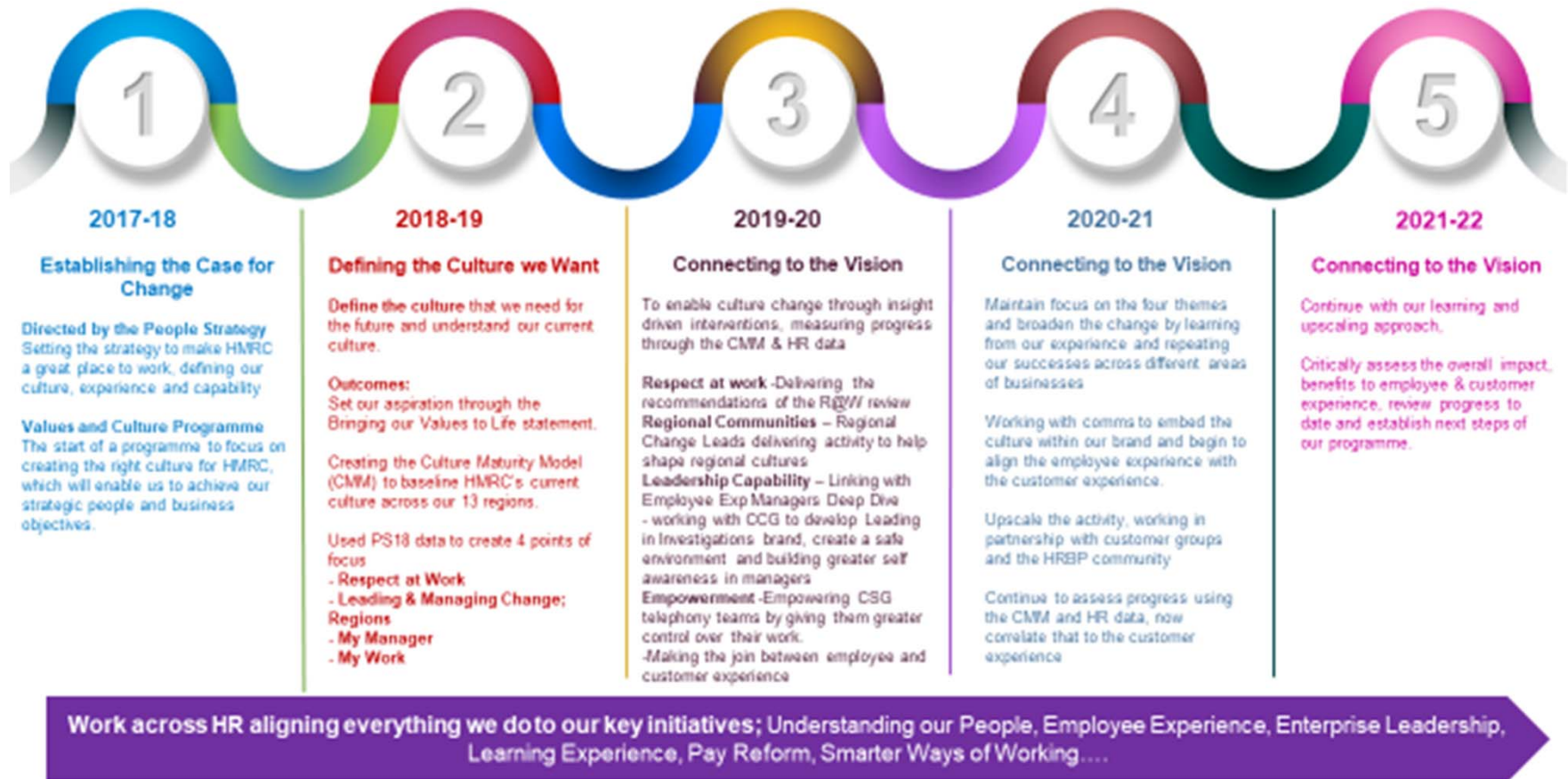
- Leadership capability
- Regional communities
- Empowerment
- Respect @ Work
- Customer focus

Narrative



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



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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

