

ACCREDITATION

CASE STUDY



HM Revenue and Customs

Introduction

HM Revenue and Customs (HMRC) exists to make sure that the money is available to fund the UK's public services and to help families and individuals with targeted financial support.

It was formed in April 2005 by the merger of Inland Revenue and Her Majesty's Customs and Excise and is one of the largest government departments. Its work touches the lives of almost every person and business in the UK, from collection of taxes and duties and making sure that benefits such as child and tax credits are paid out to the enforcement and administration of the national minimum wage, environmental taxes and student loan recovery.

The department is also responsible for delivering UK Government and European Union sponsored change

through a combination of portfolios, programmes and projects, such as the online filing of tax returns. Delivery of this change has to be timely, to cost and fit for purpose to benefit the UK Government, European Union and the end-user. Some change is being delivered in partnership with other government departments.

HMRC has some 71,000 employees of whom around 1,000 are employed in recognised portfolio, programme and project management roles. In 2010-11 HMRC collected £468.9 billion and paid out £40 billion.

The department is undergoing far-reaching change to improve services for customers, reducing costs and cracking down on those who bend or break the rules.



A vehicle for change

As part of the government's 2010 spending review, HMRC is committed to bringing in £7 billion in return for a reinvestment of £917 million, and a further £77 million given in the Autumn Statement to tackle tax avoidance, evasion and fraud across the board.

This is to be achieved by identifying, making and reinvesting substantial savings, reducing fraud and error in the tax system, stabilising the National Insurance and Pay As You Earn (PAYE) service and continued reform of the PAYE system to support the government's agenda for welfare reform.

The impact of meeting this commitment means a reduction in the resource budget and capital spending. It also means making fundamental changes to how the department operates – a massive and complicated task.

The vehicle for this transformation is a coordinated change programme to ensure that all of the changes fit together and take place in the right order.

The professionalism of the programme and project management (PPM) community was identified as crucial to mitigate risk to the delivery of those outcomes and create sufficient enduring capability to deliver future change and succession planning.

It was important to build on the existing PPM competence and capability. Funding was approved for the PPM Professionalism Project – a five-stage process designed to:

- measure and validate capability against the APM Competence Framework
- ensure those in key roles had the qualifications they needed

- support skilled and experienced professionals to achieve accreditation against internationally recognised industry wide standards
- provide in-house learning and development modules
- provide tailored support through external and internal mentors

The HMRC chief executive and permanent secretary, Lin Homer, took on the role of senior responsible owner (SRO) for the department's overarching change programme – thought to be unique among permanent secretaries in major government departments and a mark of how seriously she takes change management.

Improvement in PPM skills is by internally training and developing people, she told the Public Accounts Committee. "There is also something about giving the right message to young civil servants that project management is as important a skill as policy development or any of the other skills that are available."

Enduring success

Support for the professionalism project comes from the most senior level. HMRC recognised that sufficient project management capability was needed to enable change programmes to be delivered, based on the premise of, 'the right change is selected for delivery at the right time, by the right approach, achieving the right outcome'.

The goal is straightforward – to have an enduring project management cadre of the appropriate size and capability to successfully deliver whatever change is required.

Key to achieving this is the department's body of knowledge for managing portfolios, programmes and projects; the Change Framework (CF) and the PPM Competency Assessment Tool (CAT).

CAT was developed in association with APM and a cross-government group led by the Office of Government Commerce. It allows individuals to score their knowledge and experience against all 47 competencies of the APM Competence Framework, provides an overall picture of how professionalism is developing, identifies skills gaps and pinpoints the right people for the right role.

CF is aligned to the APM Body of Knowledge, PRINCE2 and Managing Successful Programmes (MSP). It also draws from a range of other sources, including independent gateway reviews, lessons learned and the Privacy Impact Assessment published by the Information Commissioner's Office. It consists of guidance, templates, tools, checklists, guides and supporting online learning material and is one of very few consistent frameworks of its kind in government departments.

The experience and qualifications expected for each PPM grade are clearly defined, from the basics required, to those that people should aspire to achieve. In line with other government departments, HMRC has adopted MSP,

Management of Risk (MoR) and PRINCE2 as the primary qualifications, methodologies and toolkits.

Further training and development objectives are identified during individual annual evaluations and monthly reviews. CAT enhances and informs this process by enabling people to self-assess themselves, validate that assessment with their manager and identify training and development needs. It also allows the head of profession to spot potential candidates for appropriate APM qualifications.

The HMRC online learning system and the Civil Service learning website have e-learning versions of a number of courses, including the APM Introductory Certificate, APMP and APMP for PRINCE2 Practitioners. This is kept under regular review and other courses, qualifications and methodologies may be added in consultation with other departments and APM to ensure that knowledge, experience and best practice is shared.

HMRC has adopted the APM Registered Project Professional (RPP) and Full membership of the Association for Project Management (MAPM) to recognise and benchmark its top tiers of change delivery management professionals, supporting them at every stage. It is also implementing APM Practitioner Qualification for those who are not quite ready to aim for RPP.

It has set a target of 30 APM Registered Project Professionals and 370 people achieving MAPM by the end of the One HMRC programme in 2015.

Workshops introduce potential candidates to the APM

Registered Project Professional designation and MAPM application process to ensure the right candidates go forward and are properly prepared. External experts run workshops to prepare the first APM Practitioner Qualification delegates. Successful applicants from these first groups will go on to support and guide future cohorts.

Learning is enhanced by on-the-job experience and opportunities to help individuals to become fully functioning professionals. This includes a commitment to continuing professional development, which is supported and encouraged through a range of activities and in-house events.

A communication and support network keeps the project management community informed and up to date with what is happening and available, using the channel appropriate to the message such as face-to-face conversations, dial in Q&A sessions, emails and intranet communications.

Paul Hirst, the HMRC head of profession for PPM, has delivered a series of 'surgeries' around the country to engage with the community as well as hosting an annual residential, conference, for which he actively seeks feedback.

"I am really pleased that our PPM professionals are reporting a significant increase in their engagement with the community and how valued they feel in their roles," he said.

David Pitchford, director of the Major Projects Authority, has hailed HMRC's Professionalism Project as 'a model for departmental PPM approaches'.



Client testimonial

"The department has long used PPM expertise to deliver projects. However, since 2010, significant work has been undertaken to develop PPM into a recognised profession within HMRC and this is having a major, positive impact in developing people leading to successful delivery.

The developments have been in a number of areas:

- Establishing PPM as a profession. The expertise is now recognised throughout the department, up to and including the chief executive, as an essential skill set to support the department as it strives to meet challenging operational targets. Together with setting standards, supporting training and development, with the appropriate allocation of new funding in support, a range of initiatives have had the impact of increasing the nature and depth of expertise, increasing morale and self esteem, gaining delivery confidence in the organisation, and the skill set being sought out by business areas that previously has assumed they could cope without the expertise.
- Ensuring effective deployment of expertise. Through centrally set standards and evidence-based expertise assessment, deployment is routinely examined to ensure projects and programmes have the right set of expertise to enable successful delivery. These are not box ticking exercises, having led to redeployments and further development.
- Developing people. Through training, mentoring, focused events and conferences, the stock of expertise is rising.

The key is whether this is having a positive impact. My assessment is a definite 'yes'. I see projects delivering better, and through a much more engaged, and able, team of people.

Roger Smith, Deputy Director Enforcement and Compliance IT Enabled Change



Personal story

As programme director for HMRC's £500 million Wider Coverage Programme, Colin Tweddle leads the team tasked with finding £6.6 billion in missing or additional taxes. He is also a high risk review leader for the government's Major Projects Authority which scrutinises projects across all departments.

During his civil service career, he has worked for the Department of Social Security, the former Inland Revenue and now for HMRC, covering roles from system programmer, through delivery of national IT services, before moving into programme and project management embracing wider business change.

Already PRINCE2 and MSP qualified, he is in the pilot group within HMRC working towards achieving the APM Registered Project Professional standard.

Investment in the Wider Coverage Programme was only made on the condition that it shows results by bringing in additional tax revenues. Success is therefore crucial if HMRC are to meet our spending review targets. Colin believes that the PPM Professionalism Project is contributing by identifying individual skills, highlighting where additional skills are required and finding the right people for the right job.

"All the people on my team are CAT assessed," he said. "As well as allowing me to identify particular skills and profiles within my team, either to develop or exploit, the process has also helped me to pinpoint areas that I need for RPP."

"The great strength and great weakness of working in a very large department is that you can live your entire career within it. CAT is a yardstick to seek how skills stack up against the wider market and expands our civil service terminology into something that is understood by a wider professional area.

"The pilot group is also an advocate group. The intention is that we will cascade it through the organisation, using our experience to bring other people through after us.

"Achieving RPP will give external recognition of my skills and experience, bring in an external benchmark and verify the evidence of competence."

Association for Project Management and HMRC

HMRC has been a corporate member of APM since 1996 and has adopted the association's highest accreditation awards as recognition of professionalism. It also plans to adopt and introduce MAPM. The department expects more than 60 per cent of its programme and project management professionals to have achieved Full membership of APM by 2015.

It works with APM to share best practice and has mapped its own competence framework on that of APM. It has also drawn on the APM Body of Knowledge to develop its programme governance framework. HMRC's Professionalism Project is aligned with APM's Five Dimensions of Professionalism.



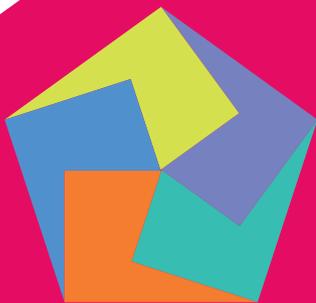
“ This is a great achievement for us in HMRC and shows we're serious about having people with the right project skills.”

Lin Homer, HMRC's Chief Executive

Association for Project Management

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FIVEDimensions of Professionalism

APM Corporate Accreditation

APM Corporate Accreditation will help you stand out as an exemplar in the development of project management professionals. It provides assurances to your customers and suppliers and allows you to attract and retain the best project management talent in the country.

APM Corporate Accreditation recognises the commitment of organisations and professional development services to the defined APM Five Dimensions of Professionalism, each of which is supported by an APM standard:

Breadth

The APM Body of Knowledge defines the knowledge needed to manage any kind of project. It underpins many project management standards and methods including the National Occupational Standard in Project Management.

Depth

The APM Competence Framework provides a guide to project management competences. It is part of your professional toolkit; mapping levels of knowledge and experience to help you progress your skills and abilities.

Achievement

APM qualifications take your career in new and exciting directions. They are recognised across the profession and aligned with IPMA's 4 level Certification Program.

Commitment

Continuing Professional Development helps develop your project management practice. A targeted development plan will enhance your project management career.

Accountability

The APM Code of Professional Conduct outlines the ethical practice expected of a professional. Becoming an APM member shows your commitment to the Code and sets you apart from others.