



HMRC – Wave 1 & 2

HMRC is responsible for collecting the bulk of tax revenue, as well as paying Tax Credits and Child Benefits, and strengthening the UK's frontiers.

MasterCoach® is a performance improvement programme delivered through people. It combines management development, accelerated performance coaching and on-the-floor support with individual accreditation on attainment of agreed performance goals.

The Challenge

HMRC were undergoing a major transformational change programme called Leap Forward in their front office Contact Centres. The programme had been running for 12 months and whilst having made significant changes and benefits around organisational structure, operating structure and process improvement it was felt by Linda Maslen Head of Contact Centres that further gains in productivity could be made whilst underpinning the whole transformation with a behavioural change programme. Trinity Horne were invited to design and implement a performance coaching programme for its 1st and 2nd line managers to 'turn' them into the leaders required to sustain the transformational step change it had undergone and make further improvements to both quality and capacity.

Solution / Outcome

To determine the readiness of the managers for change and quantify the benefits that could be made Trinity Horne first undertook an Operational Review. This 2 week intense study provided the evidence for Trinity Horne to design the solution.

To meet the objectives and outcomes of that review Trinity Horne worked in partnership with HMRC to implement its MasterCoach® programme across the national distribution of the Contact Centres in 3 phases over an 18 month period. Due to the size and complexity of the operation a solution was proposed where Trinity Horne programme managed the project and trained and supported internal HMRC coaches in the MasterCoach® methodology to deliver the performance coaching. The implementation in waves 1 and 2 involved:

- UK sites
- 80 1st and 2nd line managers coaching 7000 agents
- Solution – MasterCoach®

Benefits

- 18% increase in capacity
- 2% improvement in quality from 94% to 96%
- Team variances down from 28% to less than 12% ensuring consistency of approach
- Standard Manager toolkit and routines embedded
- Managers habits changed from reactive to proactive
- Reward and recognition now standard practice; improved morale

Client testimonial

"The programme has been a complete success and has gone a long way to transforming our Team Leaders into the managers we need for the future success of HMRC. The MasterCoach® programme has given my managers the tools and confidence to drive performance improvements within their teams and regions and has provided the 'glue' to sustain many of the other changes we have implemented in the past 18 months. I am looking forward to seeing the development of the programme as we now progress to the final wave 3".

Linda Maslen – Head of Contact Centres