

Case study

Client: HM Revenue and Customs (HMRC)

Project: Migration to new organisation structure

Dates: May – July 2005

Carried out by: Peter Hyde

Requirement

HMRC was formed from the merger of Inland Revenue and HM Customs and Excise. Organisation design work which preceded the “go live” of the new organisation resulted in a radically new organisation structure, unlike that of either of the two departments. A major piece of work was required to map the old organisation onto the new organisation, resolve areas of dispute or ambiguity and ensure that the transition from old to new went smoothly. Peter Hyde was already a member of a small internal team undertaken a review of operational support and the team was asked to take on the role of coordinating the migration.

What we did

We developed an elaborate matrix of the relationship between old organisation units and functions and new ones which identified the exporting and importing Directors and other key stakeholders. We facilitated agreements between Directors in the more contentious areas and monitored progress, identifying risks and issues which needed to be managed to ensure the success of the migration process as a whole. One of Peter Hyde’s personal responsibilities was a weekly communication update to the Board and Directors describing progress and current issues, and identifying actions which were needed over the next period. He also facilitated a number of top management workshops on the migration process. The migration work fed into overall planning for the merger and ensured that a number of strategically important issues were identified and dealt with.

Outcomes

The migration of the old organisations of Inland Revenue and HM Customs and Excise was achieved without major dislocation.