

## Case study

**Client:** Inland Revenue

**Project:** Evaluation staff surveys

**Dates:** Various

**Carried out by:** Peter Hyde

### Requirement

Inland Revenue were keen to evaluate the impact of a number of major inter-connected organisational changes, in particular the reorganisation of the local office network into a smaller number of Areas and the creation of a series of contact centres. The approach taken was multi-dimensional, and this case study concerns the human dimension which Peter Hyde Management Consulting were commissioned to assess in a long series of surveys.

### What we did

The approach adopted followed the recommendations of an Evaluation Guide which we had earlier written for the department. Each evaluation consisted of a before and after staff survey. The “before” survey was undertaken to establish the baseline position shortly before a reorganisation was implemented; or, in the case of a new Contact Centre, it was undertaken shortly after the Centre had become operational. It was recognised that there is no totally pre-change state, as knowledge that a change is coming will inevitably affect people’s views. Some of the surveys asked about people’s perceptions of the impending change.

The “after” survey was typically undertaken a year after the change had been implemented. It repeated the questions asked in the before survey and added others inviting people to assess the experience they had been through. A key insight was that the before survey needed to baseline attitudes to things that it was intended to change – i.e. the questions were guided by the objectives of the change and of the local management.

The series of surveys used a common core of questions and over time it was possible to establish norms for a wide range of staff attitudes.

### Outcomes

The surveys allowed an assessment of the effectiveness of the change programme, identified key issues in how it was being managed and made possible improvements to change management and operations.