

## SFIA makes transformational change less taxing



With a mission to bring New Zealand's tax administration into the modern world, Inland Revenue has embarked on a Business Transformation program, using elements of SFIA, ITIL, SIAM and COBIT.

### The Challenge

Inland Revenue's core objective of enabling Business Transformation involves their people, processes, policy and technology. Streamlined processes, advanced tools and more intelligent use of data will provide Inland Revenue with a single view of the customer and their needs. To achieve this, they needed to have the skills to proactively support customers to get their tax right from the start rather than reacting when things go wrong.

A key challenge for the team was the need to understand the skills required to support not only the existing Heritage systems but also those skills required to support the transformation process as well as the new services platform. It was decided that SFIA (Skills Framework for the Information Age) was the framework they would need to ensure they had a consistent and structured set of skills to work from.

### The Solution

Inland Revenue engaged BSMimpact to conduct a SFIA baseline assessment across the ICT organisation to understand what skills they had.

This included assessing and validating 300+ ICT staff and producing an organisation-wide report detailing the overall levels of responsibility, outlining skill gaps and providing observations and recommendations for improvement. Each ICT member was provided with an individual SFIA skills profile.

The information from the consolidated organisation report was used to inform strategies for Learning and Development, sourcing strategies and Organisational Design.

BSMimpact also worked with the leadership team to create SFIA based Position Descriptions (Job Expectations) and conducted a series of training courses to further develop internal SFIA expertise and assist People Managers in working with their teams in terms of learning and career development.

BSMimpact were further engaged to help define the "to be" Target Operating Model based on SIAM, and determine the new roles and skills required. The Target Operating Model and subsequent Organisational Design included elements of workload analysis, training needs analysis, transitional support and process modelling.

The frameworks, methods and tools used included SFIA, ITIL, SIAM and COBIT.

### The Customer

New Zealand Inland Revenue has over 5,500 staff based in 17 cities and towns. The department collects most of the revenue that government needs to fund its programmes. They also administer a number of social support programmes.

Inland Revenue's business transformation is an end-to-end business change to bring New Zealand's tax administration into the modern world. It will be delivered in four stages over a number of years.

### What worked well

Whilst the skills assessment was voluntary, over 85% of those invited completed a self-assessment and attended the subsequent follow up interview. The interviews were of one-hour duration, meeting with an accredited SFIA Consultant to go through their skills and levels of responsibility, and answering any questions they may have about the process.

Individuals undertaking the process valued the experience and insights SFIA could give them on their skills. Feedback comments included "I felt that the validation interview was essential to the process", and "the validation interview was also useful for answering my questions and the SFIA process and helping me with my career development".

From an Organisational Design perspective, the insights of the SFIA skills and workload analysis provided an independent and detailed analysis of the gap between current skills and future capability.

### Lessons Learned

A key component of the program of work was ensuring the right communications were developed as part of a Management of Organisational Change strategy. This proved to be invaluable in ensuring that all staff understood why they were going through an assessment / validation exercise and what that meant to them. This open and honest communication was a key factor in getting the high numbers of ICT staff going through the process.

The value of an independent analysis of individual capability was also acknowledged as being of critical importance.

### Moving Forward

BSMimpact is working further with Inland Revenue to continue to roll out SFIA within the ICT workforce. SFIA will be further integrated into HR processes and Project Management capability.

*"BSMimpact did a great job with regards to the implementation of the SFIA framework within the ICT Department at NZ Inland Revenue. They quickly established relationships at the senior level and delivered a consistent and high quality product at all times. Their consultants have high expertise in SFIA and added significant value throughout our successful implementation in all aspects including assessments, job expectation development and evaluation, training and ongoing support."*

- Don Burns, Principal Advisor to the Chief Technology Officer, New Zealand Inland Revenue