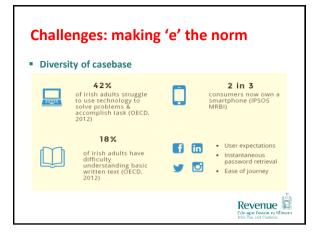
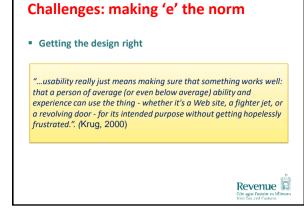




© Revenue Commissioners









Making it work!

- Use staff knowledge, expertise and experience
- Customer Panels
 - PAYE: Sligo and Waterford

Transition year students

- Business: Limerick and Dublin
- Involved at various stages of development

Revenue 🛐

- Road tested our new Jobs and Pensions service
 Focus group of representatives from certain customers
 - groups
 - Strategy for non e-enabled customers





Change Management: Staff

- Management 'buy-in' – Leadership is critical
- Continuous engagement with staff
 Face to face communication is essential
 - Need to understand why we are doing it
 - Address any concerns/fears
 - Need to feedback results of initiatives

Involve staff

- Recognise and value their experience
- 'Outsourced' projects to them





Revenue

Change Management

- Skill up on new systems/initiatives is essential
 - Complete change management, communications and training plan in place early
 - Plan devised with CES Advocates
 - Early engagement with staff on changes
 - Training delivered in advance of go-live
 - Review each plan after go-live to see what changes are needed



Lessons Learnt Design is critical Involve your staff and customers – Use UX Change Management must be integrated as part of the Project - Plan early and keep reviewing Dear past - You need to be challenged thank you for all the lessons. Never cut corners on change management Dear future, Don't underestimate the resources and time I'm now ready Reputational impact Staff are key - if you don't get them on board your project will fail You can't please everyone Revenue 🛱

Some Results: Channel Shift

myAccount

unt Registrations ↑62%

End of Year Statements (P21) Issued:

| | 2014 | 2015 | 2016 | H1 2017 |
|----------|------|-------|-------|---|
| Issued | 1.1m | 1.15m | 1.25m | 920k |
| % Online | 31 | 37 | 53 | 65 |
| | | | | Revenue Gin agus Custaim na Irish Tax and Custome |

