

How a collaborative relationship and an innovative approach helped HM Revenue and Customs (HMRC) achieving recruitment success

Keywords: Intelligent analysts, web-based solutions, attracting applicants, assessment centres, assessor skills training, algorithms, collaborative approach.

→ The challenge

We have been working with HMRC Intelligence Analysis (IA) since 1999. Over the years we developed a partnership based working relationship with IA. Not only we work collaboratively in reaching solutions, we also collaborate in the delivery of these.

The challenges they presented us with were:

- Finding new ways in which to attract skilled applicants
- Recruiting for a variety of roles

→ The solution

In response to the first challenge, a brainstorming approach enabled us to identify the need to raise awareness of the department, and to develop an understanding of the roles outside of the intelligence community.

In response to this we delivered an interactive website, underpinned by psychological theory; key to this was a thorough understanding of the role through job analysis research. Through the website, viewers completed a test, which advised them of their skill set and informed them about the department and the roles available.

In response to the recruitment needs, a design team- made up of Mendas psychologists and HMRC Intelligence Analysts- designed the assessment tools. Intelligence Analysts were then trained by Mendas on how to use the tool. In details the services we provided included:

- Assessment process design

- Provision of assessors
- Developing new exercises / review of existing exercises
- Setting up and running regional assessment centres
- Long-term validation work to demonstrate Value for Money
- Design and delivery of assessor skills training
- Development of algorithms to enable quick decisions whilst ensuring a high level of transparency and consistency.

We delivered the assessment alongside our clients. This approach provided very tangible benefits, not least of which has been buy-in to the process at all levels.

→ The achievements

Our partnership approach has proved key in achieving outstanding results:

- The website was a huge success with a number of applications exceeding expectations leading to an increase in the amount of assessment centres required
- In the first year we delivered approximately 120 assessment centres throughout the country. We now deliver on average 25 annually
- In the last round, we ran 16 assessment events in 4 weeks; 90 candidates were assessed and 35 vacancies filled

