

Members' Briefing

REVENUE & CUSTOMS GROUP

To: **All Members**

cc: **Branch Secretaries, Group Executive Committee, Equality Chairs, VOAC** (for info)

Can this Briefing be circulated via HMRC IT systems: **YES**

Website: **YES**

Action to be taken: **For the attention of all members in RIS COIR Production**

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RIS COIR PRODUCTION Development Zone Review

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Background

A new Development Zone (DZ) Framework was launched in May, however, there was a pause on the full roll out of the DZ whilst the business assessed and mitigated implications to planning.

Members of the RIS BTUS Team met with RIS management following concerns raised about the new Development Zone Framework. The new DZ Framework has now been amended following discussions with PCS & other stakeholders and a full roll out is now complete.

This briefing is to provide some clarification and reassurances to members following these discussions and to also act as a reference point for members who will be having DZ discussions.

Members within RIS COIR Production are encouraged to review this briefing along with the guidance here in the new [DZ Framework Guidance](#) when moving projects to decide/discuss and agree whether entering a DZ is necessary. (The link will only work on HMRC machines for colleagues in RIS COIR)

Agreeing Time Spent in a DZ

The purpose of the DZ is to provide a progressive space where analysts can develop and build on their skills and knowledge.

Managers and members should always discuss if a DZ period is needed rather than every person going automatically back into DZ for a previously completed project. The amount of actual time spent in DZ will always remain a decision for the manager/coach and analyst and be based on individual needs. The time is bespoke to the individual and not prescriptive.

The technical knowledge and learning needed for a complex project with a Cycle Time the same as a non-complex project will come before the DZ time kicks in. DZ is when you start working live (or historic) cases. Any additional time that is felt is needed will be for the manager/coach and analyst to agree.

Project Refresh

A project refresh is a DZ phase but may be significantly less than a 'full DZ' and the time required is decided by the manager following discussions with analysts and individual needs taken into consideration.

The Project Refresh phase is there to enable analysts time to re-learn projects that they have previously gone through a full DZ process for.

The Project refresh phase is there to allow consolidation time.

DZ checks can be requested during a Project Refresh as it is a DZ phase – again this would be discussed and agreed between manager and analyst. Once they are out of a DZ phase they would then fall in to the Business As Usual (BAU) Quality Assurance (QA) process.

Leaving the DZ - Moving Away from 3 Selects & 3 Deselects

The framework approach is to move away from 3 greens and you're out to ensuring analysts are able to cover a range of cases. The new approach allows for a range of cases to be worked, the learning prior to entering DZ will support the understanding of a difference between a de-selection and a selection.

Analysts will leave a DZ when enough of the project range has been covered to work outside of the DZ or project refresh phase, rather than needing to achieve '3 greens'. This will be discussed and agreed between managers, coaches and analysts. During the period of DZ all cases are checked regardless of them being selections or deselections. The DZ can end early if the coach/manager agree the analysts has completed a sufficient variety of cases, the analysts feels they can work cases with less support and the manager agrees. There is no requirement to complete the DZ early if one party does not agree.

Re-work/correction time is factored in to the time guide in DZ but this is for planning purposes only, there is no 'expectation'. As the data builds up, the business will be able to plan for DZ more effectively. It's important that the DZ time captured includes talking through cases with mentors and any re-work, so that the time is reflective of what actually happens when people are in DZ.

Once the DZ period has been completed managers/analysts can request a DZ check if they work a case they haven't previously covered to retain that safe, progressive environment that the DZ Framework aims to support.

Leaving DZ will be agreed between managers, analysts and coaches based on the analyst's ability to have sufficient knowledge of the project to work cases independently. Training prior to DZ will help address selection / deselection criteria.

No Expectations / Targets in a DZ

The Calculation Table within the Framework is a guide of potential output only for planning purposes, there are no expected targets for analysts deriving from this table. Once the business has a build-up of data as a result of the recent upgrade to PPA, they will be able to plan for DZ more accurately.

The progression and productivity will remain as individualistic and more or less time can be given when needed. Again, this is a discussion to be had between managers and analysts based on their personal needs.

As before, no performance management action for Cycle Times will be taken during a period of DZ.

Test & Learn Projects

Test and Learning projects have always been treated differently and whilst developing a risking approach the business would not be using any DZ or QA as no standard has been established. Historically the business has chosen experienced analysts with a skillset suited to the new project as their role is to develop the risking approach.

Advice & Support

If there are any questions about the briefing, or anything that needs clarification, please let us know via the shared mailbox: pcsisbcrisandca@hmrc.gov.uk

If there are any issues that cannot be resolved locally with RIS management and the help of PCS representatives in your area, branches can escalate their queries via the shared mailbox detailed above, or directly to:

- **Ian Lawther** Assistant Group Secretary - RIS Lead - ian.lawther@hmrc.gov.uk
- **Gill Watts** GEC Member - Support – gill.a.watts@hmrc.gov.uk
- **Peter Griffiths** - BTUS - peter.griffiths@hmrc.gov.uk
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