

Appendix 4 Pilot Team Staff Survey

The staff survey formed an original element of the project design. After the pilots had concluded, an internally designed questionnaire, modelled on a successful format used elsewhere in HMRC, was issued to all members of the pilot teams.

The questions covered a wide range of subjects, including perceptions of pilot design and how the process compared in practice.

The full results of the survey will be incorporated in a separate document. However, responses to questions relating to the new interventions as well as the staff's view of customer and agent reaction to the pilots are reproduced to inform this evaluation.

The number of completed questionnaires received means that the results are not statistically valid. That should be remembered when viewing the percentages, which are provided for presentational purposes only. The results have also not been subject to any analytical methodology.

Frequency	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
	a) The majority of customers understood the purpose of our intervention	16	57	15	29
b) The majority of customers contacted reacted positively to our intervention	8	57	27	23	11
c) The majority of agents contacted reacted positively to our intervention	3	31	25	43	24
d) I felt the Interventions were successful from a HMRC perspective	10	44	16	32	23
e) The Interventions could be rolled out nationally with minimal adjustment	7	39	10	33	36
f) The Interventions were suitable for cross regime risk profiles	8	44	42	18	13
Percentage	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
	a) The majority of customers understood the purpose of our intervention	13%	45%	12%	23%
b) The majority of customers contacted reacted positively to our intervention	6%	45%	21%	18%	9%
c) The majority of agents contacted reacted positively to our intervention	2%	25%	20%	34%	19%
d) I felt the Interventions were successful from a HMRC perspective	8%	35%	13%	26%	18%
e) The Interventions could be rolled out nationally with minimal adjustment	6%	31%	8%	26%	29%
f) The Interventions were suitable for cross regime risk profiles	6%	35%	34%	14%	10%

Frequency - SAu					
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
a) The majority of customers understood the purpose of our intervention	0	2	2	1	0
b) The majority of customers contacted reacted positively to our intervention	0	4	0	1	0
c) The majority of agents contacted reacted positively to our intervention	0	2	1	2	0
d) I felt the Interventions were successful from a HMRC perspective	0	2	1	0	2
e) The Interventions could be rolled out nationally with minimal adjustment	0	1	1	1	2
f) The Interventions were suitable for cross regime risk profiles	1	1	1	2	0
Percentage - SAu					
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
a) The majority of customers understood the purpose of our intervention	0%	40%	40%	20%	0%
b) The majority of customers contacted reacted positively to our intervention	0%	80%	0%	20%	0%
c) The majority of agents contacted reacted positively to our intervention	0%	40%	20%	40%	0%
d) I felt the Interventions were successful from a HMRC perspective	0%	40%	20%	0%	40%
e) The Interventions could be rolled out nationally with minimal adjustment	0%	20%	20%	20%	40%
f) The Interventions were suitable for cross regime risk profiles	20%	20%	20%	40%	0%

Frequency - SRR					
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
a) The majority of customers understood the purpose of our intervention	1	7	0	5	0
b) The majority of customers contacted reacted positively to our intervention	1	3	5	3	1
c) The majority of agents contacted reacted positively to our intervention	0	3	1	5	4
d) I felt the Interventions were successful from a HMRC perspective	0	2	3	4	4
e) The Interventions could be rolled out nationally with minimal adjustment	0	4	3	5	1
f) The Interventions were suitable for cross regime risk profiles	1	1	5	5	1
Percentage - SRR					
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
a) The majority of customers understood the purpose of our intervention	8%	54%	0%	38%	0%
b) The majority of customers contacted reacted positively to our intervention	8%	23%	38%	23%	8%
c) The majority of agents contacted reacted positively to our intervention	0%	23%	8%	38%	31%
d) I felt the Interventions were successful from a HMRC perspective	0%	15%	23%	31%	31%
e) The Interventions could be rolled out nationally with minimal adjustment	0%	31%	23%	38%	8%
f) The Interventions were suitable for cross regime risk profiles	8%	8%	38%	38%	8%

Frequency - RTHC		Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
a) The majority of customers understood the purpose of our intervention	0	7	5	4	0	
b) The majority of customers contacted reacted positively to our intervention	1	6	7	1	1	
c) The majority of agents contacted reacted positively to our intervention	0	2	7	4	3	
d) I felt the Interventions were successful from a HMRC perspective	0	4	2	6	4	
e) The Interventions could be rolled out nationally with minimal adjustment	0	7	1	3	5	
f) The Interventions were suitable for cross regime risk profiles	0	9	3	1	3	
Percentage - RTHC		Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
a) The majority of customers understood the purpose of our intervention	0%	44%	31%	25%	0%	
b) The majority of customers contacted reacted positively to our intervention	6%	38%	44%	6%	6%	
c) The majority of agents contacted reacted positively to our intervention	0%	13%	44%	25%	19%	
d) I felt the Interventions were successful from a HMRC perspective	0%	25%	13%	38%	25%	
e) The Interventions could be rolled out nationally with minimal adjustment	0%	44%	6%	19%	31%	
f) The Interventions were suitable for cross regime risk profiles	0%	56%	19%	6%	19%	

Frequency - RTRR					
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
a) The majority of customers understood the purpose of our intervention	6	20	3	7	1
b) The majority of customers contacted reacted positively to our intervention	0	23	8	5	2
c) The majority of agents contacted reacted positively to our intervention	0	3	9	18	7
d) I felt the Interventions were successful from a HMRC perspective	2	24	2	6	2
e) The Interventions could be rolled out nationally with minimal adjustment	2	15	1	9	9
f) The Interventions were suitable for cross regime risk profiles	5	23	6	3	0
Percentage - RTRR					
	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
a) The majority of customers understood the purpose of our intervention	16%	54%	8%	19%	3%
b) The majority of customers contacted reacted positively to our intervention	0%	61%	21%	13%	5%
c) The majority of agents contacted reacted positively to our intervention	0%	8%	24%	49%	19%
d) I felt the Interventions were successful from a HMRC perspective	6%	67%	6%	17%	6%
e) The Interventions could be rolled out nationally with minimal adjustment	6%	42%	3%	25%	25%
f) The Interventions were suitable for cross regime risk profiles	14%	62%	16%	8%	0%

Frequency - TC		Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
a) The majority of customers understood the purpose of our intervention	6	13	3	0	1	
b) The majority of customers contacted reacted positively to our intervention	5	13	3	0	1	
c) The majority of agents contacted reacted positively to our intervention	3	14	3	3	0	
d) I felt the Interventions were successful from a HMRC perspective	5	7	4	4	3	
e) The Interventions could be rolled out nationally with minimal adjustment	4	7	3	4	5	
f) The Interventions were suitable for cross regime risk profiles	1	6	12	3	1	
Percentage - TC		Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
a) The majority of customers understood the purpose of our intervention	26%	57%	13%	0%	4%	
b) The majority of customers contacted reacted positively to our intervention	23%	59%	14%	0%	5%	
c) The majority of agents contacted reacted positively to our intervention	13%	61%	13%	13%	0%	
d) I felt the Interventions were successful from a HMRC perspective	22%	30%	17%	17%	13%	
e) The Interventions could be rolled out nationally with minimal adjustment	17%	30%	13%	17%	22%	
f) The Interventions were suitable for cross regime risk profiles	4%	26%	52%	13%	4%	

Frequency - CC	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
a) The majority of customers understood the purpose of our intervention	2	3	0	2	0
b) The majority of customers contacted reacted positively to our intervention	1	4	1	1	0
c) The majority of agents contacted reacted positively to our intervention	0	5	1	1	0
d) I felt the Interventions were successful from a HMRC perspective	2	4	0	1	0
e) The Interventions could be rolled out nationally with minimal adjustment	1	3	0	2	1
f) The Interventions were suitable for cross regime risk profiles	0	2	5	0	0
Percentage - CC	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Strongly Disagree
a) The majority of customers understood the purpose of our intervention	29%	43%	0%	29%	0%
b) The majority of customers contacted reacted positively to our intervention	14%	57%	14%	14%	0%
c) The majority of agents contacted reacted positively to our intervention	0%	71%	14%	14%	0%
d) I felt the Interventions were successful from a HMRC perspective	29%	57%	0%	14%	0%
e) The Interventions could be rolled out nationally with minimal adjustment	14%	43%	0%	29%	14%
f) The Interventions were suitable for cross regime risk profiles	0%	29%	71%	0%	0%