



The Canada Revenue Agency's (CRA) Innovation Journey

The Innovation Accelerator: *Emerging Innovations*

*OECD Forum on Tax Administration
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Sydney, Australia*

The CRA's Innovation Journey: *The Innovation Accelerator*

The Canada Revenue Agency is making explicit investments to foster an innovative and data driven organization while contributing to the ongoing economic and social well-being of Canadians.

Finding opportunity through the COVID-19 Pandemic experience: We saw what is possible in the supersonic shift to virtual work and we witnessed the resiliency and adaptability of Canadians and our workforce.

To capitalize on this momentum, the Canada Revenue Agency launched the **Innovation Accelerator Program** at its inaugural Innovation Conference in **March, 2021**.

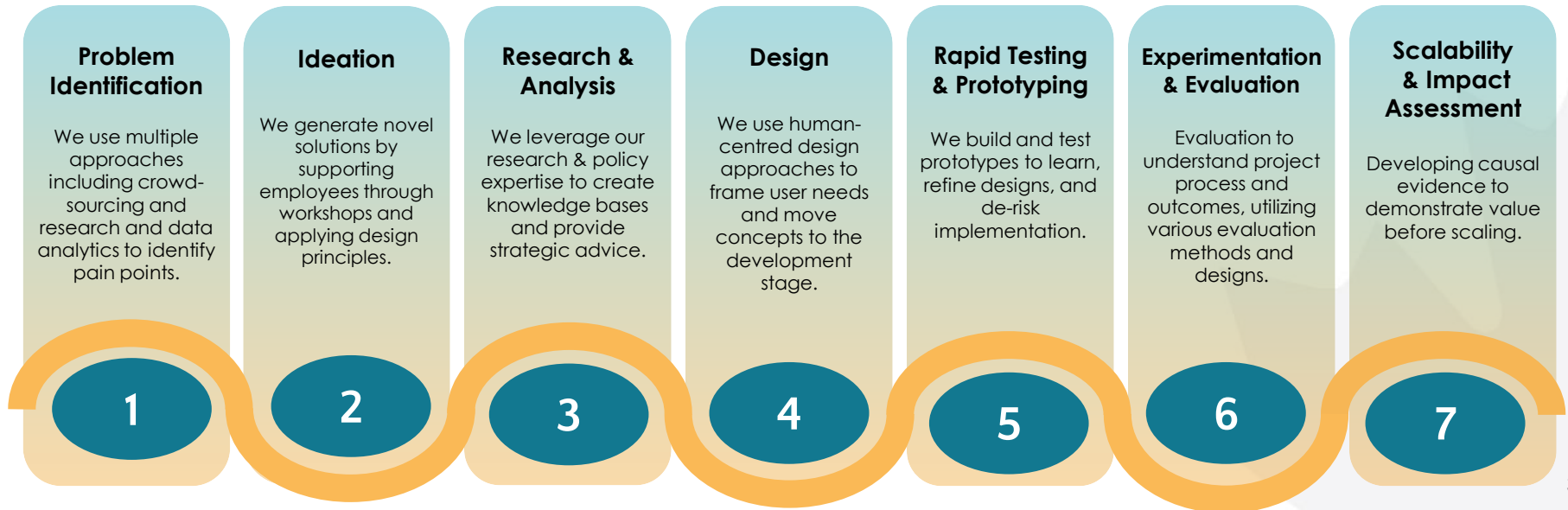


- **The Innovation Accelerator is an incubation and acceleration program that builds innovation capacity, supports experimentation** and drives out the best ideas with high potential that solve real underlying issues and provide value to the Agency.
- **The program offers customized support and resources** to co-create, develop and test innovative solutions to important challenges the Agency is facing, with the ultimate goal of improving outcomes for Canadians.

Our Innovation Process: Systematic, Iterative, Evidence-Based

The Innovation Accelerator Program applies a systematic and iterative approach to innovation. We emphasize rapid prototype development, rigorous experimentation and data-analytics.

We seek to not only solve unaddressed problems, but also to demonstrate the power of our innovation process. We are **driving cultural change** across our organization and **raising the innovation literacy** across the Canada Revenue Agency.



Leveraging our Collective Intelligence: *Directed Challenges*

The **Canada Revenue Agency has 50,000 employees**. We leverage this incredible resource to help us identify problems and generate innovation solutions through **Directed Challenges**. These are **open calls to innovate to all our employees**. We have launched 4 directed challenges to date and **received 234 submissions**.

1



Gamification in Internal and External Services

How could we use gamification experiments, which aim to transform daily activities using game-like challenges to get employees engaged and to boost our collective productivity?

2



Virtual Integration of New Employees

How could we better integrate, support and orient new employees given our current virtual reality?

3



Workplace culture in the hybrid work model

As teams become more dispersed in the hybrid work model, how do we sustain a positive workplace culture and a sense of belonging to the organization?

4



Service Delivery

How can we promote horizontal communication among programs and identify gaps in processes, to create efficiencies and improve client service?

Case Study: “So, You Want To Be a Super Agent?”

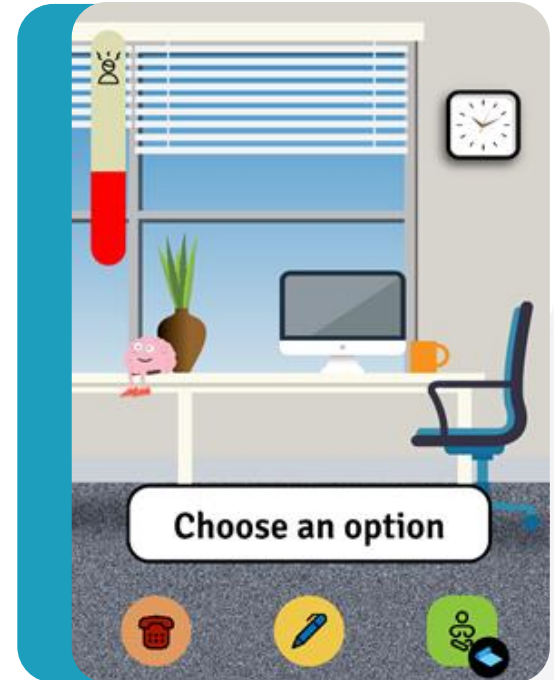
Project Summary:

This project was submitted to our first round of Directed Challenges, by a manager in a regional contact centre.

The idea was to apply gamification to make new contact center training more engaging. The proposed solution concept is a “Choose Your Own Adventure” scenario based game in a hands-on practice environment for new contact centre agents.

The goals of this initiative were to:

- Increase confidence, information retention and preparedness coming out of contact centre training
- Increase ability of employees to quickly resolve difficult questions or situations posed by Canadians
- Decrease stress and call center handling times



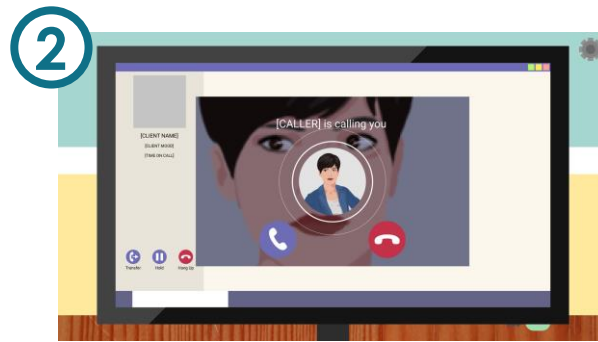
Bringing a concept to life: Prototyping

We've created a range of prototypes throughout this project.

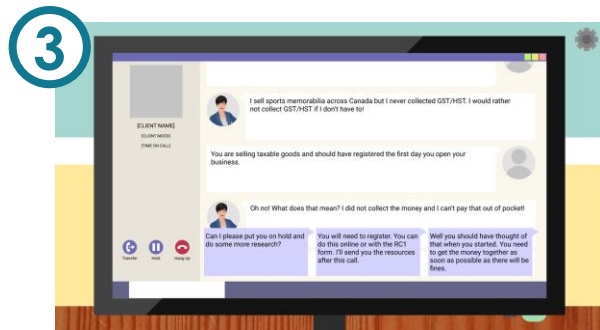
This is a storyboard from a high-fidelity prototype used for a larger scale pilot.



1 Contact Center Agents begin the simulation game allowing them to practice what they learnt in their training.



2 Agents receive a pretend scenario of a taxpayer calling them with a specific enquiry.



3 The agent is provided with prompts to answer the taxpayer's questions, allowing them to choose the most appropriate response.



4 Facilitators are happy to see the employees engaged in a hands-on learning environment and Agents feel confident to being taking real calls.

Determining Value: Experimentation

Two pilots have been run with CRA employees: We are using a mixture of qualitative and quantitative data to assess the value of the gamified training solution versus our traditional methods which rely on training manuals. We are working towards a Randomized Control Trial integrated into our established call centre training pipeline.

We've received positive feedback so far:



over 90%

agreed/strongly agreed it would have helped them to better understand classroom concepts



80%

would recommend this to their peers and would like to see this method of learning used in other situations

"I would love to see more training like this! I found reading from a manual in training to be difficult and I had to fight to focus. This was no fault of my trainers, just hard to sit and stare at a screen as people read to you. Games would help show situations where we can use the information we are learning about and help it stick in our minds. I remember being worried as I did not have much experience listening to calls to see their flow. ***This learning environment would help reduce those stressful feelings."***

- Contact Center Agent





THANK YOU

We would love to continue this conversation with you.

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