



HM Revenue
& Customs

Customer Service Consultant

Candidate Information Pack

Salary Range

Starting at £18,593 and potentially rising to £20,252.

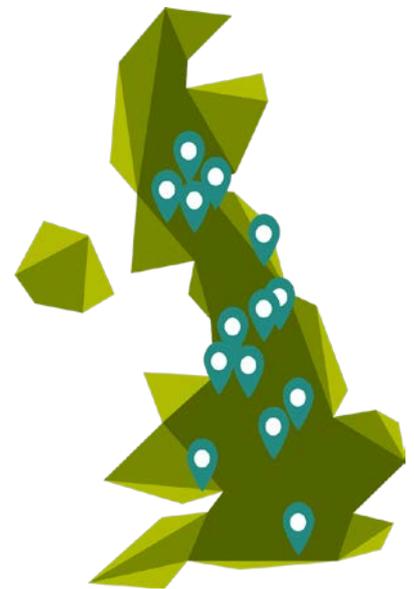
Where are we recruiting?

Scotland: Bathgate, Cumbernauld, East Kilbride and Glasgow.

North East England: Newcastle (Longbenton).

Northern England: Bootle, Bradford, Liverpool, Manchester and Shipley.

Midlands, South England & Wales: Birmingham, Cardiff, Nottingham and Portsmouth.



Contract Type & Grade

These are permanent positions at Administrative Officer Grade (AO).

Key timelines:

- You must complete the application and online tests by 23:59 on the 12th December 2016;
- We expect interviews to take place in the first few weeks of January 2017;
- We will let you know if you have passed the interview in early February;
- Start dates will be between late April and June 2017.

What's included in this pack?

You'll find lots of useful information, guidance and hints and tips in this pack, including:

- Who we are and what we do
- An introduction to the role
- Details of the recruitment process
- Additional information regarding our processes, policies and procedures
- Please find a list of contents on page 17.

It is important that you read all of the information in this pack before you complete your application. You will be asked to confirm that you have done so in your application.

Want to help us make a difference for millions of people?



Ruth Owen

Director General
Customer Services

I'm delighted you're considering a role in our Customer Services Group, at a time when we're transforming our services and finding new and easier ways to help our customers.

We are the UK's biggest customer services organisation, playing a vital role in ensuring that money is available to fund the UK's public services and help families and individuals with targeted financial support. In doing so, we reach almost every single adult and business in the UK.

Customers are increasingly at the heart of everything HMRC does, and our people are passionate about helping the honest majority to get their tax right and actively pursuing the dishonest minority who cheat the system.

Things are changing fast in the way we do business – increasingly our customers want to engage with us online and we are opening up more online services and new channels (such as social media) through which we can support them. You will be engaged in working across multiple contact channels as we grow this way of working.

You'll play a central role in this, helping our customers when they need support and bringing in the money that pays for essential public services such as schools and hospitals.

If you want a fast-paced and rewarding role, apply now and join our team.

About us - who are we and what we do

Our 58,600 staff collectively brings in over £536 billion in tax revenues, from more than 45 million individuals and 5.4 million businesses; we are a major business with serious responsibilities. As well as collecting tax, we administer benefit payments, pay out tax credits and help to protect national interests.

We interact with all kinds of people, from businesses to individuals. In fact, almost everyone comes into contact with us at some point, which makes customer service central to everything we do.



Background to Customer Services

Customer Services is one of the largest lines of business at HMRC. We touch the lives of 60 million people through Pay As You Earn (PAYE), Self-Assessment, National Insurance, Debt Management and Specialist Taxes. We bring in billions of pounds that pays for the UK's vital public services (such as schools and hospitals) and benefits for those who need them so everyone, no matter how old or young, benefits from the money collected by Customer Services.

We have around 45 million PAYE customers and every year we handle up to 50 million customer calls and answer around 15 million items of customer correspondence.

We receive and account for payments of tax and other liabilities, process declarations for taxes, duties and so on, update customer records and take the correct actions to bring in late returns and payments. This all helps us to increase and maintain the flow of money to HM Treasury. Our customer service consultants support our customers directly on behalf of the entire department using telephone and digital services.

We want to make it easier for our customers to do business with us by providing real time support, responding to their queries by letter, telephone, our digital platform and, occasionally, face to face meetings.

This is an exciting opportunity for anyone looking to move into a role that will deliver unparalleled levels of customer service. You will develop and grow your skills whilst also contributing to improving public services.

Key Information about this job

Salary

Starting at £18,593 and potentially rising to £20,252.

Hours

The hours you will work (your working pattern) will vary. Please note:

- We are looking for full-time staff for 37 hours per week;
- You will be required to work a five days out of seven contract meaning that your working pattern will include weekdays, Saturdays and Sundays;
- We operate between 8am to 10pm, seven days a week. Your working pattern will fall within these times;
- You will work a combination of daytime and evening shifts; this may include three late shifts per week as well as Saturdays and Sundays;
- You may be required to work bank holidays that fall within your working pattern.

The working patterns are subject to change in line with business needs; we will ask you to work a variety of shift patterns between the office opening hours detailed above, but we will not make any changes without giving you a suitable notice period. We would normally tell you two or more weeks in advance.

Part-time

Due to the current business position, we are **NOT** able to offer alternative working patterns (or part-time hours) at this time.

Start dates

We expect that we will be able to let you know the outcome of the interviews in early February (this is subject to change). The first training courses (start dates) are planned for **late April**; however some successful applicants won't start until **May or June 2017**.



Please note: We expect that most of these jobs will start between April and June 2017. This will vary by location. Where we are not in a position to offer jobs, we may place your application on hold during the application process or onto a reserve list for up to 3 months.

Why apply?

HMRC work and the revenue it collects touches the lives of every single adult and business in the UK, we are the business that helps keep the UK working. This role gives you an opportunity to:

- Play a vital role ensuring excellent customer service;
- Help to ensure that money is available to fund the UK's public services;
- Serve the government and your country.



Some of our team have provided an insight into why they enjoy being a Customer Service Consultant in Annex A, page 18/19.

Benefits

As well as your salary, we offer a substantial package of benefits which includes but is not limited to:

Annual leave and privilege holidays

- 22 days rising to 25 days in year two and 30 days after 10 years' service *pro rata for part-time staff;
- In addition, eight public holiday days;
- Plus one privilege day.

We also offer:

- Competitive pension;
- Extensive talent, career and personal development;
- Strong focus on health and well-being.

Work/life balance

We believe that everyone works better and enjoys their job more if they can achieve a good balance between work and life commitments. We offer a variety of options to help people achieve this balance.

Equality and diversity

We rely on diversity of culture and thought to deliver our goals. To ensure we can do that, we seek talented, qualified employees in all our operations, regardless of race, colour, sexual orientation, gender, gender identity and expression, nationality, religion, age, disability, marital status or any other protected classification. Everyone in HMRC brings something different. So will you.

Membership, initiatives and schemes

Include but are not limited to: Trade unions, sports and fitness, cycle to work scheme, employee assistance programme, occupational health services, community volunteering programme, free eyesight testing, help with caring responsibilities such as childcare vouchers, and special leave, generous paid maternity, paternity adoption and parental leave.

More about the job itself

What are we looking for?

We are looking for very large numbers of dynamic, enthusiastic individuals who have a passion for customer service and are excellent communicators. You do not need to have any knowledge or experience of tax or in fact any work experience in order to apply, but you will have an interest in becoming the voice of HMRC.



You will need to;

- have excellent telephone skills and be confident dealing with customers both orally and in writing;
- pursuing customers' debt by telephony and correspondence;
- be helpful, customer-focused and never fazed by a deadline;
- have basic skills in using a range of computer systems including Microsoft Windows and Office; be able to navigate around internet-based programmes and be able to navigate effectively between different IT systems;
- be able to make yourself clearly understood in communications with customers and colleagues alike
- be flexible between call-handling and processing duties; flexibility is key to this role;
- work as a key part of our team to improve productivity and quality, and support the implementation of continuous improvement;
- meet the high standards of conduct and behaviour that is expected of a civil servant.

What would you do ?

Your work will be **handling incoming customer telephone calls.**

In addition your duties will include:

- Replying to internal and external customer correspondence by email, telephone and webchat;
- Using various computer systems to update/maintain and create new customer records;
- Providing accurate information in a professional and helpful manner by collecting and assessing; relevant data and information from various sources;
- Processing electronic work & digital information;
- Handling more complex queries and issues, making sure they are all resolved quickly and efficiently;
- Identifying, recording and resolving customer complaints;

- Helping with general administrative duties.

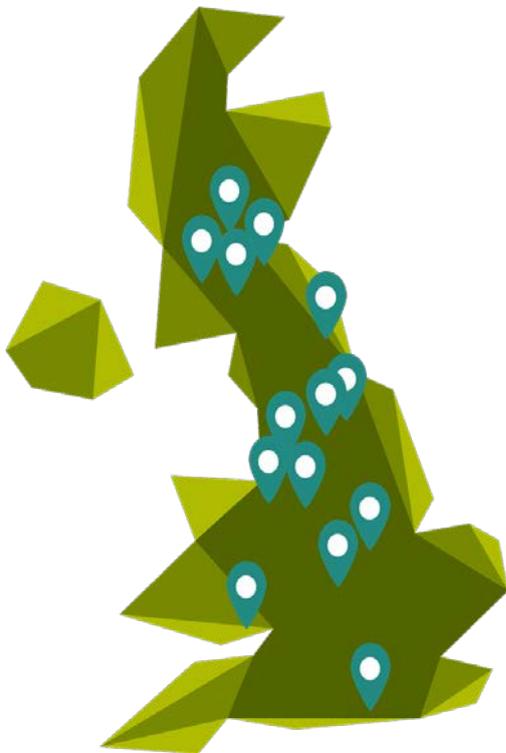
Where are we recruiting ?

We anticipate that there will be a large number of vacancies available from April 2017 onwards in the locations depicted in the map below. We are not able to detail the exact number of jobs in each location until later in the process as this is subject to change and will not be confirmed until after the interviews take place in early February 2017.



Please note; you could be working for a number of directorates within Customer Service dependent on the location you apply for and the roles we have available. We may also offer successful applicants roles within any HMRC business group at this grade.

We are looking for Customer Service Consultants in the following locations:



- Bathgate
- Birmingham
- Bootle
- Bradford
- Cardiff
- Cumbernauld
- East Kilbride
- Glasgow
- Liverpool
- Manchester
- Newcastle
- Nottingham
- Portsmouth
- Shipley

Please select the location you would like as your first preference in your application, you will also be able to detail subsequent preferences. Please do not try to apply more than once for these roles as the application system will only accept your first application.



IMPORTANT NOTE: Your application will be managed in strict merit order based upon your first location preference which you will be asked to select in your application. Please refer to Annex D, Page 23 where we have detailed further important information.

Our future locations; new regional centres

HMRC's ambitious change programme - *Building our Future* - is shaping how we will transform over the coming years, and begins to set out what HMRC will be like in 2020 and beyond. As we build our future together, we are committed to including, involving and investing in our staff.

Over the next 10 years HMRC will be reducing the number of its offices and will be located in Belfast, Birmingham, Bristol, Cardiff, Croydon, Edinburgh, Glasgow, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Stratford.

There will also be a small number of offices where we will retain some specialist roles, including our headquarters in Westminster.

Our 13 regional centres are expected to open over the next three years. We are not able to provide exact addresses at this time however our centres will typically be central and hold good transport links.



Are you eligible to apply?

To be eligible you must;

- Have the right to live and work in the UK;
- Be able to provide all of the documents we need to complete your pre-employment screening and security clearance.

You will **NOT** be eligible:

- If you are in the UK on a student visa

Please Note: HMRC does not provide UK visa sponsorships for applicants.

Nationality

This job is a non-reserved post under the Civil Service Nationality Rules which means that it is open to UK, Commonwealth* and European Economic Area (EEA) nationals and certain non EEA members (Switzerland and Turkey**).

You will be subject to UK immigration requirements and will need to demonstrate that you have the right to work in the UK for the number of hours required.

*Commonwealth citizens not yet in the UK, who have no right of abode in the UK and who do not have leave to enter the UK are ineligible to apply.

**Turkish nationals are not automatically eligible for employment in non-reserved posts in the Civil Service. If you are a Turkish National you will need to have been lawfully employed in the United Kingdom for four years in any job, or if you have been lawfully employed for three years in a job within the same 'occupation' as the post which they wish to take up within the Civil Service.

Under statutory identification rules, at the interview stage you will need to produce documents to support the pre-employment screening checks. Ideally you will bring the documents detailed in Annex C to your interview; if you are shortlisted we will send you further information and reminders together with a full list of what documents we can accept.

Disability and the Guaranteed Interview Scheme



HMRC actively encourages applications from people with disabilities. Within your application you will be able to tell us about any support in:

- Your application;
- The online assessments;
- The interview;
- In the workplace if you are successful.

Paper applications will only be considered if you have a disability that prevents you from applying online. If this is the case, please email customerservice@hmrc.resourcing-support.co.uk as we would be delighted to provide support.

The information provided in your application will be treated in the strictest confidence and will only be considered to provide support during the recruitment process.

Adjustments to online assessments

If you have a documented medical condition or disability that may affect your performance in the online tests, you may be entitled to reasonable adjustments in accordance with the Equality Act 2010.

If you have a disability or sensory impairment that means it takes longer to access written text or onscreen information you can apply for a 25% adjustment to the online assessments within your application form by ticking a box. A 25% adjustment can be applied automatically to the online tests.

If you have a disability or sensory impairment and 25% additional time allowance is not sufficient, please contact us by email **BEFORE** you take the online tests so that we can arrange support.

Please email customerservice@hmrc.resourcing-support.co.uk as we would be delighted to provide support. We will treat each request individually and on its own merits. Any requests for adjustments must be received by 23:59 on the 12th of December which is the closing date for applications.

Other Adjustments

You are also able to provide us with requests for support any anytime in the process. However we would appreciate any requests being clearly detailed in your application so that we may arrange support as quickly as possible. For example, please tell us about any support you may require at your interview.

Guaranteed Interview Scheme

If you consider yourself to have a disability which has a long term and substantial affect you are able to apply under the Guaranteed Interview Scheme. This means that if you meet the minimum criteria for the campaign, we will guarantee you an invitation to interview. For this recruitment the criteria is meeting the minimum score in the online assessments. If you meet the minimum score in each of the four tests you will then be guaranteed an invitation to interview.

Please note if it is not viable for you to complete the online tests we will review and score the statement you provide in your application for Delivering at Pace. In order to progress under the Guaranteed Interview Scheme your statement would need to score 4 or more.



IMPORTANT NOTE: Any false declarations made in order to obtain an interview will lead to the withdrawal of your application or later dismissal.

The recruitment process

Please find an overview of the recruitment process and the anticipated timelines below.



IMPORTANT NOTES:

- Should you not complete your online application and tests, be available for interview or provide your documentations during the timeframes above we may withdraw your application;
- Our selection process may change during the campaign to include additional sifting and selection tools or alternative processes or timelines;
- We may progress applications in some locations quicker than others. Also if a large number of applications are received we may need to change some of the timelines.



Your Online
Application

How to get started

Your application will be managed online. Simply click on the Our Jobs page or the **Apply Now** button/s on our web page and you will be able to apply for the roles **from the 12th November** until Monday the **12th December at 23:59**. You can complete your application form using a mobile, tablet, laptop or desktop.

Our website is: customerservice.hmrc.resourcing-support.co.uk

You will need to create an account and tell us some basic information about yourself. You will then be asked a series of questions to ensure you are both eligible and understand key information from this pack. You will be presented with a list of statements to read and agree to. It is really important that you read these carefully. False declarations may result in your application being rejected or your later dismissal.

Next, you will be asked to tell us about your last three years history either in employment or education. And finally you will be asked to provide us with a 250 word statement on the key competency for this job;

Delivering at Pace. Please refer to Annex B, Page 20 for further information and guidance on how to best complete your statement.

Important Information:

- Once you have submitted your application it cannot be amended; only press continue on each page and submit your application if you do not want to make any changes;
- You will only be able to apply once, if you submit additional applications they will be rejected;
- If you make a mistake in your application please contact us, do NOT attempt to apply again using a different email address.



Online Tests

What happens next? Online Tests

After completing your application form, if you have confirmed that you meet the essential criteria for this job, you will **automatically** be directed to four online tests. You can either complete these tests straight away or come back to complete the tests any time **before the close date** on Monday the 12th of December at **23.59**.

We will detail the exact time you have available to complete the test when you are invited to complete it. You should allow yourself around 35 minutes for all tests. You can take each test in separate sittings. There are sample questions available at the beginning of the test however there are **NO** practice tests, you will not be allowed to re-sit the test(s) so please ensure that you follow the instructions carefully.

What to Expect

You will be asked to complete four separate skills tests which demonstrate the key and essential criteria for this role to include:

- Attention to detail
- Following instructions
- Numerical Reasoning
- Verbal reasoning.



Please Note: We are not able to accept late applications and this includes the completion of the online tests.

Important Information

- We recommend that you use a laptop or desktop and ensure that you have an established and strong connection; whilst you are able to take the tests on a mobile or tablet this is not recommended;
- If you have any technical difficulties you should take a screen shot or photo and email this to us;
- We will **NOT** allow you to retake the assessments unless we can see genuine technical difficulties prior to the deadline; 23:59 on the 12th December 2016;
- Ensure you are in a quiet area before starting the assessment to avoid distraction and ensure you receive a fair and honest test score;
- Once you have started the assessment, you **cannot stop**;
- Only the highest scoring applicants will progress to the next stage of the selection process;
- We reserve the right to ask a selection of applicants to **re-sit the test in controlled conditions** to validate test scores if selected for interview, any variance in scores outside of accepted norms may result in your application being rejected.



'Banked' test scores; if you have previously taken a similar test you will still need to complete these tests. If you have taken these same tests via ManpowerGroup in the last three months, you will not be asked to complete the tests again and we will apply your 'banked' score. If you have taken the same test in the last three months it will not appear in your application.

Accessing the online tests

- You will not be able to access this test from a terminal server (in some government buildings);
- HTTPS access and JavaScript must be allowed;
- Pop-up blocker setting should allow pop-ups on the application URL.

The test can operate on the below operating systems;

- Microsoft Internet Explorer v7, or later;
- Mozilla Firefox v3 or later;
- Google Chrome Apple Safari.



We are sorry, due to the volume of applications, we will NOT be able to provide you with feedback on your online tests and this includes the scores.



What happens next? Shortlisting

We will review the scores you achieve in each of the online tests. The top scoring applicants from the online tests will be invited for an interview. If you do not meet the minimum score in the online tests we will send you an email to let you know that we will not be progressing your application.

Shortlisting

Please note: Any applicant who has applied under the Guaranteed Interview Scheme will be progressed to the next stage if the minimum score has been achieved (see page 8 for further information).

On hold: Dependent on the number of applications received in each location, we may place your application on hold if you pass the tests yet are not in the top scoring applications. This means that you could be invited to progress your application at a later date if further jobs become available. If further jobs do not become available (within three months) we may not be able to progress your application and your application may be withdrawn.



Please note, dependent on the number of applications we receive, we may also review and score the statement you place in your application for Delivering at Pace. Please refer to Annex B where we have provided guidance, hints and tips on completing your statement.



What happens next? Interviews

If you are shortlisted to attend an interview we will send you an email and this will allow you to book a time and date online.

Interviews

- Please ensure that you book your interview as soon as possible so that you receive the best possible choice of dates and times;
- You will then receive an email confirming your interview time and date;
- We will provide you with full details once you have booked your interview online including what you need to bring on the day, what to expect and how to best prepare.

If you need to change your interview, you can do so using the online system up to 72 hours before your interview. If you need to make any changes or are unable to attend within 72 hours of your interview you must email us.

What to expect at Interview

You will need to allow yourself around one hour for the interview to include:

- 30 minutes to be greeted and for us to verify all of your documentation and identification;
- 30 minutes interview.

During the interview we will ask you to tell us how you demonstrate the key competencies for this job. We do not consider your employment history, any part of your application form such as experience or qualifications. We will only consider the answers you give on the day. All applicants will be asked the same questions which are designed to cover the key competencies for this post, which are:



We will send you guidance on these competencies when you book your interview, including hints and tips on how to best prepare.

Important Notes

- If your application is placed on hold potentially you could be offered a later interview date;
- Failure to bring the correct documentation may mean that we will cancel your interview; we will provide you with a full list of what to bring on the day.
- Due to the volume of applications we will **NOT** be able to provide you with detailed feedback on your interview. You will only receive notification of the score achieved and what this score means;
- We are not able to pay any expenses for interviews.



Offers

What happens next? Offers

If you attend an interview the answers you give will be scored and ranked.

If you are in the top scoring applications we will email you and advise you have been successful in the interview and make you a provisional offer. This means that subject to successful completion of the appropriate pre-employment checks, we will be able to make you a formal offer of employment.

If we have more successful applications than jobs; we may place some applicants on the reserve list for three months to see if any further posts become available. This list is managed in strict merit order which means that applicants who score the highest at interview will get offered a job first.

If you do not pass the interview we will also let you know via email. We are sorry however due to the volume of applications we expect we will not be able to tell you why or provide any detailed feedback, you will however be provided with the score and rating you achieved at interview.

Please Note:

- We will offer successful applicants a job in merit order based on the first location preference detailed in your application;
- Please also note we may issue some provisional offers before the interviews have been finalised to top scoring applicants, therefore not all applicants may hear the outcome on the same day;
- It is likely that you will not hear the outcome of the interview until all applicants have attended an interview. If you are one of the first applicants to attend an interview, it may take some time;
- We will only offer you one job. If you refuse this job we will remove you from the list.



What happens next? Checks

You will need to either already hold or pass the Baseline Personnel Security Standard (BPSS) check; this is the basic clearance process for any role in Government.

Checks

We will also ask you to complete various forms such as medical and pension questionnaires; these do not form part of the checks yet are required before we can provide successful applicants with a formal offer.

The BPSS check includes but is not limited to:

- Right to works checks;
- Identity checks;
- Employment history (you will be asked to supply character reference/s for any gaps over four weeks in your application form);
- You will be asked to provide information for a Disclosure and Barring Service (DBS) check*.

Please visit this website for more information on BPSS: www.gov.uk/government/publications/government-baseline-personnel-security-standard

*If you are a Civil Servant working in another government department you will be asked to provide proof of your identity and right to work, you would not complete the full BPSS process. If you work for HMRC today the above process will not apply.

Overview of the BPSS clearance process

The documents you provide at your interview will be sent (securely) to our dedicated Pre- Employment Clearance Team. Our team will check that all of the required documents have been included to allow us to start your clearance process. If any documents are missing we will contact you.



Please Note: If a document is not presented at interview and you are not able to present the document within a certain time period, we reserve the right to withdraw your application.

Subject to us receiving all required documents, we will send you an email to ask you to confirm that you would like to accept the provisional offer. We will then send further emails to cover the pre-employment checking process. Please ensure that you complete any requests as quickly as you can to help us speed up the process.

Once we have received satisfactory responses to all of the enquiries, we will issue you with a formal offer of employment. Please do not hand your notice in until you have received a formal offer of employment.

What's involved in the training?

HMRC will provide you with extensive training and support so that you have an in depth knowledge of the services you will be providing and you can positively impact customer's experience.



Online



Classroom



Mentoring & Coaching

We are committed to supporting everyone to develop their skills and knowledge at work providing a range of development opportunities including coaching, mentoring and projects. Training will include some online modules, classroom training and mentoring in the workplace.

Where will the training take place?

Typically your training will be held either in the location you have applied for but may involve occasional travel. Expenses will be paid if you are required to travel or stay overnight at a different location.



Important Note: You will need to commit to five weeks of continuous training from 0830am to 5pm Monday to Friday for **all** of this five week period.

Apprenticeships

We are delighted to be able to offer some of these posts as level 3 Operational Delivery apprenticeships. We cannot guarantee an apprenticeship for everyone who would like one. We will ask you to express your interest in your application form.



If we are unable to offer an apprenticeship, we will, of course, offer a Customer Service Consultant post to successful candidates. If you accepted an offer of an apprenticeship you would be on the same pay and terms and conditions of employment as customer service consultants, and enjoy the same benefits.

Are you Eligible?

We will NOT be able to not offer you an apprenticeship if you:

- are in the UK on a student visa;
- are in the UK on another type of visa that allows you to work, but the duration of your leave to remain and work in the UK is less than 18 months from your expected take up duty date;
- already have the qualifications offered by the apprenticeship - Level 2 Award in Operational Delivery (Principles) and Level 3 Certificate in Operational Delivery (Advanced);

There is **NO** upper age limit to becoming an apprentice in HMRC.

About the apprenticeship

The operational delivery apprenticeship is for people working on the front line in public services in central and local government. It will typically take 12 to 18 months to complete and is a Level 3 programme.

As an apprentice in HMRC you will be permanently appointed as a customer service consultant from day one. You will receive the same on-the-job training as customer service consultants and carry out the same duties, but in addition you will work towards gaining internationally-recognised qualifications.

Qualifications and training

You will work towards these qualifications:

- City & Guilds Level 2 Award in Operational Delivery (Principles) - includes units on principles of working in operational delivery, providing customer service, and equality and diversity;
- City & Guilds Level 3 Certificate in Operational Delivery (Advanced) - includes units on working in operational delivery, providing customer service, managing team performance, operational delivery interviews, and visits;
- NVQ Level 2 Maths and English, if you do not already have C grade or higher GCSE Maths and English (or equivalent qualifications);
- All your training will be delivered during work time, but you must be prepared to undertake additional study and revision in your own time, particularly before exams and your final assessment.

Assessment

To successfully complete the apprenticeship you will need to:

- gain the operational delivery qualifications (and maths and English, if necessary);
- pass the 'end point assessment' consisting of: a portfolio of evidence gathered by you throughout the duration of the apprenticeship; a work-based project; a presentation; an interview.

More information

Please visit our website where we have provided links to further information to include:

Operational Delivery apprenticeship standard – describes the values, knowledge, skills and behaviours you will develop through your role as a Customer Service apprentice and on- and off-the-job training.

Assessment plan – tells you how you will be assessed throughout and at the end of your apprenticeship.

Apprentice academy – all you need to know about the operational delivery apprenticeship.

Who to contact if you have any questions or need help?

Should you have any queries or require any support with your application please email;

customerservice@HMRC.Resourcing-Support.co.uk

Please note:

- We will do our best to respond to your email within 48 working hours (Monday to Friday and excluding bank holidays);
- Please ensure that you allow yourself sufficient time to contact us before the deadline for applications with any queries or for support in submitting your application and completing online tests;
- Unfortunately, we're not able to accept late applications;
- If you contact us before the close date (23:59 on the 12th of December), we will, of course, provide support. If there is evidence of a genuine technical difficulty an extension will be considered.

Please Note; ManpowerGroup Solutions support HMRC in some of our recruitment, having been appointed by Government in 2013 as the leading provider of these recruitment services in 2013. To allow HMRC staff to focus on our business, ManpowerGroup Solutions will manage your application on your behalf. This includes responding to your queries, and providing contact information through our website and application system. If shortlisted, you will be interviewed by HMRC staff. If you are successful, ManpowerGroup Solutions will process your pre-employment checks and then your contract would be signed directly with HMRC as a permanent employee.

Thank you for your interest

Thank you for your interest in this exciting opportunity. We have provided further information in the Annexes below to include further important notes and guidance, please ensure you have read and understood these before you apply.

We wish you the best with your application.

Table of contents & annex information

Customer Service Consultant	1
What's included in this pack?.....	1
Want to help us make a difference for millions of people?	2
About us - who are we and what we do	2
Key Information about this job	3
Why apply?	4
More about the job itself.....	5
Where are we recruiting ?.....	6
Are you eligible to apply?.....	7
Disability and the Guaranteed Interview Scheme	8
The recruitment process	9
How to get started.....	9
What happens next? Online Tests.....	10
What happens next? Shortlisting	11
What happens next? Interviews.....	11
What happens next? Offers	12
What happens next? Checks	13
What's involved in the training?	14
Apprenticeships	14
Who to contact if you have any questions or need help?	15
Thank you for your interest	16
Table of contents & annex information	17
Annex A: What is it like to work here?	18
Annex B: Guidance on preparing your Delivering at Pace statement.....	20
Annex C: Important Documents to Bring to Your Interview	22
Annex D: Some additional information and terms.....	23
If you work for HMRC today please note:	25

Annex A: What is it like to work here?

These colleagues at HMRC wanted to share their stories and experiences with you to provide an insight into what you could expect when joining our teams.



Briony Lewis

Customer Services

I joined the department in November 2015 on the Apprenticeship Scheme having decided to get straight into employment as opposed to University. I was attracted to the Fast Track Scheme as it gave me on the job experience whilst working towards obtaining a qualification. By the end of my two-year apprenticeship, I will have completed a Level 4 HNC and NVQ in Business Administration.

The apprenticeship enables me to gain varied experience and to progress. I have been managing a team of Tax Credit advisors for eight months. I also lead a digital project which trialled the use of web chat over the Tax Credit peak. The scheme has enabled me to take part in opportunities such as presenting at career fairs across the UK and attending focus groups in London. I would recommend the scheme to anyone, as there are so many opportunities available to develop your career. The experiences have been invaluable and taught me many life skills.



Jasibir Kaur

Customer Services

I joined the world of work much later than most, having only started working in my thirties. I am incredibly proud of my cultural background and my achievements as a mother to my three children. I joined HMRC in 2004 and have never looked back.

When I started I was part of the bereavement team which was very rewarding, helping customers deal with the accounts of their recently lost loved ones. I am currently dealing with customer correspondence and doing telephony work, which is demanding but again rewarding, helping people on a daily basis.

I have received very thorough training and has this given me the confidence to mentor new recruits. I have always found the other staff very supportive and friendly and every manager I have had has supported me.

Being an employee of HMRC is not just about taxes. I have had many opportunities to do different things, and went to Westminster Abbey for a special event which was amazing.

I am part of the diversity team and have helped to organise events for a variety of staff grades. There are many opportunities for all staff within HMRC to develop and choose the career and grade they wish to achieve.



Macauley Rees

Customer Services

I started in May 2015 and one of the first things I noticed was just how great the induction and training programme was. By the time I spoke to my first customer, I felt well prepared and familiar with the computer systems that I use, and confident in my abilities.

It can be incredibly challenging, but the help and support of the team means that it is also incredibly rewarding – every day I know I help people.

There are loads of opportunities available, I really enjoyed working on a project to improve understanding and better ways of working that was rolled out across the country. I am incredibly proud that I have contributed not only locally but also at a national level.

I am currently working on a vital project looking at building the future of customer service contact within HMRC which is really exciting. I am so grateful for the opportunities that I have had so far in my new career.



Elliott Stephenson

Customer Services

I started work in HMRC in March 2016. The training I have experienced so far has been really good in terms of welcoming me into the department and helping me become familiar with the IT systems.

The teams that I work with have been very willing help me. The role is challenging yet interesting and rewarding and presents me with an array of different situations and each day.

Working for a large business means that many different opportunities are presented to me - allowing me to develop both personally and professionally. Being new to the department, I hope to use these opportunities to build my knowledge and skills so that I can do the job to a high standard and in turn provide a high level of customer service.

Gaining experience in this role gives me a great base on which to build a successful career in the Civil Service.

Annex B: Guidance on preparing your Delivering at Pace statement

What are competencies?

Competencies are the skills, knowledge and behaviours that lead to successful performance.

The competency framework sets out how we want people in the Civil Service to work. It puts the Civil Service values of honesty, integrity, impartiality and objectivity at the heart of everything we do.

What are the competencies for this role?



- Delivering at Pace
- Making Effective Decisions
- Leading and Communicating

This guidance is to support you in writing your Delivering at Pace statement in your application. If you are shortlisted to attend an interview we will provide further guidance and support on how best to prepare; to include all competencies.

What are we looking for in your statement?

We would like to know how you best demonstrate the behaviours for Delivering at Pace by asking you for a 250 word statement in your application form. We are looking for real life examples which best demonstrate the indicators and your experience. You can use any example that best demonstrates the behavioural indicators in the table on page 21 below; this could be from your work life, studies or something you are involved in personally such as voluntary work.

When deciding what example to use, keep referring back to the requirements of the post that are described in this candidate pack and cover as many of the positive indicators as you are able from the table on the page below.

One approach that may help you is the STAR method (detailed below) which helps provide a structure and focus to your responses. Please feel free to add heading to your statement to help structure it in this way.

S ituation	briefly describe your context and your role
T ask	the specific task, challenge or job that you faced
A ction	what you did, and why you did it
R esult	what you achieved through your actions

Hints and tips

Keep the situation and task elements brief. Concentrate on the action and the result. If the result was not entirely successful, describe what you learned from this and what you would do differently next time.

- Do not use more than 250 words
- Make sure you include how you overcame any problems or obstacles
- Describe your thoughts, actions and feelings rather than just describing what happened
- Don't forget to include results and show why your actions were effective and / or how you could have improved on what you did
- Use 'I' not 'we.' This is about your role in the task and how you affected the outcome
- Use short statements that show the value you added and use your own words
- Choose your most powerful examples – situations that have lots of substance.

Don't get caught up in telling a story in your example. Just give enough to show how you went about the task, why you did it the way you did and any obstacles you encountered.

Delivering at Pace – Behavioural Indicators

Delivering at Pace Level 1 – Customer Service Consultant (AO Grade)	
Effectiveness in this area means focusing on delivering timely performance with energy and taking responsibility and accountability for quality outcomes. For all staff, it's about working to agreed goals and activities and dealing with challenges in a responsive and constructive way.	
Effective Behaviour - People who are effective are likely to...	Ineffective Behaviour - People who are less effective are likely to...
Work in an organised manner using own knowledge and expertise to deliver on time and to standard	Show little interest in own work or in getting the job done properly
Work with energy and pace to get the job done	Wait to be told what to do and rely on others to sort out problems
Take responsibility for the quality of own work and keep manager informed of how the work is progressing	Ignore own part in ensuring their team can deliver and avoid supporting colleagues to get the job done even when the need is clear
Remain focused on delivery	Be easily discouraged or distracted
Maintain consistent performance	Give up quickly when things do not go smoothly
Participate in quality assurance of products or services	Miss the opportunity to suggest improvements through quality assurance

Annex C: Important Documents to Bring to Your Interview

If you already work for HMRC, you will need to bring your ID card to the interview.

If you are a Civil Servant today and you work for another Government department you will need to bring documents to cover:

- Your right to work
- Your identity

If you do not work for HMRC or Government today, we will need you to bring documents that help us complete your BPSS security clearance. These documents are to cover:

- your right to work
- your identity
- your DBS (Disclosure and Barring Service) Checks

As a summary only these include but are not limited to;

- a full valid passport (although we can accept some alternatives).

We will also ask you to bring TWO documents; such as the following:

- driving licence
- bank or building society statement at given address dated within the last three months
- credit card statement at given address dated within the last three months
- original birth certificate (issued within 42 days of birth)
- adoption certificate (issued within 42 days of adoption order)
- utility bill (dated within the last three months) / council tax bill (dated within the current tax year) sent to your given address (please note, mobile phone bills will not be accepted).

National Insurance number

If you have never worked in the UK, you will be required to provide proof of your National Insurance number using one of the following:

- National Insurance card
- Original letter confirming National Insurance number issued by a government department.

Please note: the above list is provided as a summary and we are able to consider alternate documents. The types and combinations of documents that can be accepted are complex. However we would be pleased to provide a full checklist. Please email us if you would like a copy. If you are shortlisted to attend an interview we will automatically send you full guidance.

Annex D: Some additional information and terms

Should you be successful, you will be issued with HMRC's terms and conditions. Please note below some terms and information for you to consider at the application stage, please note this is not exhaustive.

Pension

Pension schemes are available and more information will be provided to successful candidates. For further information on these schemes, refer to the following website www.civilservicepensionscheme.org.uk/

Former Civil Servants who have left the Civil Service early with a severance package or retired with a pension may have their pension abated or be required to repay some of their lump sum compensation payment. For further information please contact

MyCSP: Address: MyCSP, PO Box 2017, Liverpool, L69 2BU

Telephone: 0300 123 6666

Email: contactcentre@mycsp.co.uk

Location preferences and merit order appointment

We have detailed the locations that we anticipate posts within the advert. We cannot guarantee that there will be opportunities in your preferred location.

We will not be able to advise candidates of their position on the merit or the reserve list.

Important Information about your location preference/s

Please ensure you have read and understood the below before applying, you will be asked to confirm your understanding and acceptance of this key information in your application:

- We will progress your application based on your first location preference and this will determine the merit order in which applicants will be progressed during the application and selection process, and if successful at interview;
- You will be able to select additional location preferences;
- We are not able to accept any changes to your preferences during the recruitment process; Requests will only be considered following your posting (start date) in your preferred location;
- We will firstly consider your preferred location and then we may offer successful applicants posts elsewhere;
- We cannot guarantee that there will be opportunities in your preferred location.

If you accept a post in a location which is not your stated preferred location, you will lose your right to be transferred to that location should posts subsequently become available. If we offer you an alternative location which you are not able to accept, you will maintain your position on the reserve list of your preferred location. However, please note there is no guarantee that you will be offered a post at your preferred location depending on your position on the list and business need.

If you are recommended for appointment any formal offer of employment will be based on business requirements at that time and will be subject to successful completion of our pre-employment checks. We

may consider your online test score/s, competency statement, interview and experience to differentiate between applicants on the merit list who achieve the same score in their preferred location.

Age of retirement

The Civil Service has adopted a 'no retirement age' policy.

Probation

Unless you have already completed a period of probation in the civil service, you will serve a probation period of 12 months.

This period gives you the opportunity to demonstrate that you are suitable for the job and are able to achieve and maintain our expected standards of performance, attendance and conduct and behaviour. Your manager will guide and support you and provide encouragement to succeed. However if your performance, attendance and conduct are not satisfactory throughout the probation period you will be dismissed.

Confidentiality:

You will be subject to the provisions of the Official Secrets Act and required to exercise care in the use of official information acquired in the course of official duties, and not to disclose information which is held in confidence.

Outside activities:

As a civil servant you may not take part in any activity which might discredit the department or be inconsistent with your official position.

You will also be subject to certain restrictions, depending on your grade and the nature of your work, on national and local political activities. These include standing as a candidate in parliamentary or local authority elections, or canvassing on behalf of candidates; and expressing views on matters of political controversy in public speeches or publications.

Equal opportunities:

HMRC is committed to a policy of equal opportunity for all staff. We will not discriminate on grounds of, gender, gender identity, race, disability, sexual orientation, religion or belief, age, marriage and civil partnerships, pregnancy and maternity, caring responsibilities, or any other factor irrelevant to a person's work.

We encourage a diverse workforce and aim to provide a working environment where all staff at all levels are valued and respected, and where discrimination, bullying, promotion of negative stereotyping and harassment are not tolerated.

Retention of personal data:

The personal data which you have provided, and which we may request in connection with your application, will not be retained beyond 24 months should your application be unsuccessful. If you are appointed to the post(s) applied for, your personal data will only be used for the purposes of personnel management.

Checks

HMRC will need to conduct checks using applicants personal data provided during the application process. The personal data supplied will be managed confidentially, securely and in accordance with the Data Protection Act 1998. By making an application you will be providing ManpowerGroup Solutions and HMRC with consent to use this information.

Complaints under the Civil Service Commission's Recruitment Principles

The Department's recruitment processes are underpinned by the principle of selection for appointment on merit on the basis of fair and open competition as outlined in the Civil Service Commission's Recruitment Principles. If you feel your application has not been treated in accordance with the Principles and you wish to make a complaint, you should first contact customerservice@HMRC.Resourcing-Support.co.uk. Your complaint will be managed by ManpowerGroup in the first instance and will also be notified to the HMRC HR team. If you are not satisfied with the response you receive from us, you can contact the Office of the Civil Service Commission.

Professional appearance

HMRC doesn't have a formal dress code but smart casual is quite acceptable. When meeting our customers you are representing the department and are expected to maintain a professional appearance at all times. You will therefore be required to adhere to professional dress standards.

If you work for HMRC today please note:

Current HMRC AO Grade Applicants

After the closing date for applications HMRC will review any applications from existing HMRC employees who are applying on level in the advertised locations. This might mean that some applications will be rejected where movement of those staff would seriously impact business continuity in the location through the loss of skills that are vital for the delivery of our business.

Travel Allowance

Daily Travel Assistance (DTA) will be available to serving HMRC staff in line with current departmental policy.