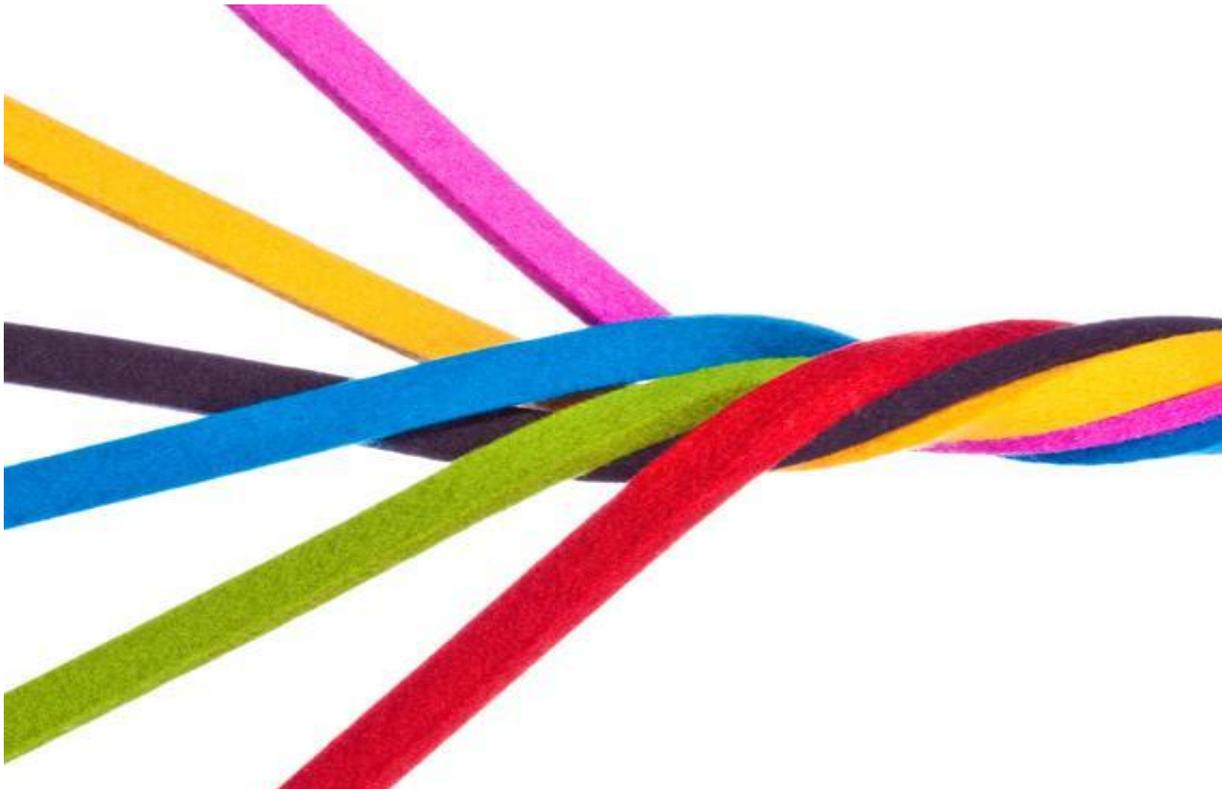




HM Revenue  
& Customs



# HM Revenue & Customs

## Grade 7 - Senior Tax Professional

## A message from Jennie Granger, Director General, Customer Compliance

As one of the UK's largest organisations, with around 56,000 employees collecting over £500 billion in tax revenue and serving 45 million customers, HM Revenue and Customs (HMRC) is a major non-ministerial government department with a clear sense of purpose and impact across the UK.

HMRC plays a vital role ensuring that money is available to fund the UK's public services and to help families and individuals with targeted financial support.

In doing so, we reach almost every single adult and business in the UK. Customers are at the heart of everything we do, and our employees are passionate about helping the honest majority get their tax right, and actively pursuing the dishonest minority who cheat the system.

The diversity of work at HMRC calls for a variety of tax professionals and offers a broad range of career paths and opportunities.

Customer Compliance (CC) specialises in responding to compliance risks to the revenue system, detected with innovative analytics and specialist risk and intelligence services. They carry out compliance and enforcement activities for most taxpayer segments, from individuals, including the wealthiest in the UK, micro-businesses up to midsize businesses with turnovers of up to £200 million and 2,000 of the UK's largest business that pay around 60% of UK tax receipts.

CC is using new techniques to encourage taxpayers to get back on track, such as using social psychology and nudge techniques to persuade individuals and businesses to voluntarily come forward and disclose their non-compliance and pay their tax, as well as the more hard edged enforcement activities where needed.

Our approach to dealing with large business customers is the same as its approach to the wealthiest individuals, based on an intensive relationship management approach which provides certainty, clarity, proportionality and speed of resolution, underpinned by high levels of professionalism and commercial understanding.

We're confident you will find it exciting to join us, to be a role model, to be inspiring and empowering as part of the future leadership of the Civil Service. It's at the forefront of delivering public services and government policy and although we may be biased, it really is a great place to be.

There are many exciting, stretching and challenging roles in Customer Compliance and I'd like you to be part of our vital organisation.

We look forward to receiving your application,

**Jennie Granger**  
**Director General, Customer Compliance**

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## Candidate Information Pack:

Within this pack you will find information and advice on applying for the 'Senior Tax Professional' role within HMRC. The candidate pack is divided into the following sections:

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## Job roles

### Employer Duties Specialist

As part of the Employer Duties team you will be working with a range of compliance issues including complex tax technical issues and the structural impacts on compliance with the knowledge of the drivers behind customer's attitude and behaviours in Employer Duties. You will possess relevant commercial experience in employment duties gained in either industry or in professional practice capacity across a wide range of business, organizations and arenas.

### Corporation Tax Specialist

As part of the Corporation Tax team, you will work turning your specialist eye to complex and sometimes controversial tax affairs of UK and international businesses and individuals, you will be instrumental in reducing the tax gap which means you'll play an integral role in ensuring vital public services are funded. What's more, you'll be recognised as a key leader, with scope to shape our future direction.

### Complex Evasion Specialist

As part of the Evasion team, you will work turning your specialist eye to complex and sometimes controversial tax affairs of UK and international businesses and individuals, you will be instrumental in reducing the tax gap which means you'll play an integral role in ensuring vital public services are funded. What's more, you'll be recognised as a key leader, with scope to shape our future direction.

### Civil and Criminal Fraud Investigator

You will work as a Criminal or Civil Investigator in HMRC's Fraud Investigation Service (FIS). We can offer you the chance to make a difference. The 2015 Summer Budget provided additional resourcing for criminal investigations into cases of suspected tax fraud, with a particular emphasis on criminal activity by the wealthy and the entities they control. Criminal investigations have an important part to play in addressing instances of tax fraud where a civil settlement would not be appropriate, while civil investigations use our civil intervention procedures and powers to reach a monetary settlement where possible, or to proceed to civil litigation if not. As an experienced tax professional in external practice you are uniquely placed to help us; you will contribute new ideas and different perspectives to our criminal and civil investigations as we look to improve operational efficiency using new work practices and team structures.

## What are we looking for?



HMRC is currently looking to recruit a significant number of senior tax professionals to fill a range of key roles dealing with Corporation Tax, Income Tax, Employer Duties and VAT.

You'll thrive on applying existing skills and knowledge in creating solutions to problems, and have a clear understanding of the tax regulatory framework in which UK businesses operate.

Your experience will help you to identify cases and case characteristics which may indicate a risk of non-compliance. With a well developed ability to translate complex concepts into concrete practical proposals, you'll explain those concepts and proposals, clearly and understandably, to non-technical colleagues.

You are likely to be currently operating at a senior level, possibly in an accountancy or tax firm; in a legal environment or in industry as part of a business' tax department. You'll have considerable recent experience of providing advice to employers with a large number of employees.

To apply for any of the roles stated (role preferences will be sought during the interview process) you will be required to have ONE of the qualifications shown below or an accredited recognised qualification:

- Chartered Tax Adviser – CIOT
- AIT (including Paper 4\*) or a Consultative Committee of Accountancy Bodies membership qualification e.g. Institute of Chartered Accountants of England & Wales (ICAEW), Institute of Chartered Accountants in Scotland (ICAS) Institute of Chartered Accountants Ireland (ICAI)
- Chartered Institute of Public Finance Accountancy (CIPFA)
- Chartered Institute of Management Accountants (CIMA)
- Association of Chartered Certified Accountants (ACCA)
- Holders of an Advanced Diploma in International Taxation (ADIT)
- Post Graduate full legal qualification - in taxation matters
- For previous or existing HMRC employees TPDP or predecessor qualification (IDP, ITS2, CPT FT2). - (note - existing HMRC employees would only be eligible if they have completed the appropriate course to get them to G7 level (or above) in a tax professional role.)

## Your responsibilities

Engaging with customers (whether corporates, businesses, employers or individuals) on a wider range of issues, you will lead important cases. You will:

- operate at the heart of one or more collaborative teams. Each team will be focussed on a specific customer's tax affairs.
- identify and manage aggressive tax planning techniques used by customers.
- work proactively with HMRC's customers to reduce avoidance and/or evasion and improve compliance.
- establish open and transparent relationships with customers that are characterised by collaborative working and real-time engagement.
- provide expert advice and insight to help identify and assess tax risk within customers' affairs.
- improve broader risk assessment using previous experience.
- increase HMRC's capability to deal with the risk of non-compliance among customers and employers.

## Opportunities nationwide and salary information

\* Please indicate your location preference(s) within your online application.

Regional centres are in:

Locations
Belfast
Birmingham
Bristol
Cardiff
Croydon
Edinburgh
Glasgow
Leeds
Liverpool
Manchester
Newcastle
Nottingham
Stratford



### Starting Salary:

- £48,389 (National)
- £54,461 (London)

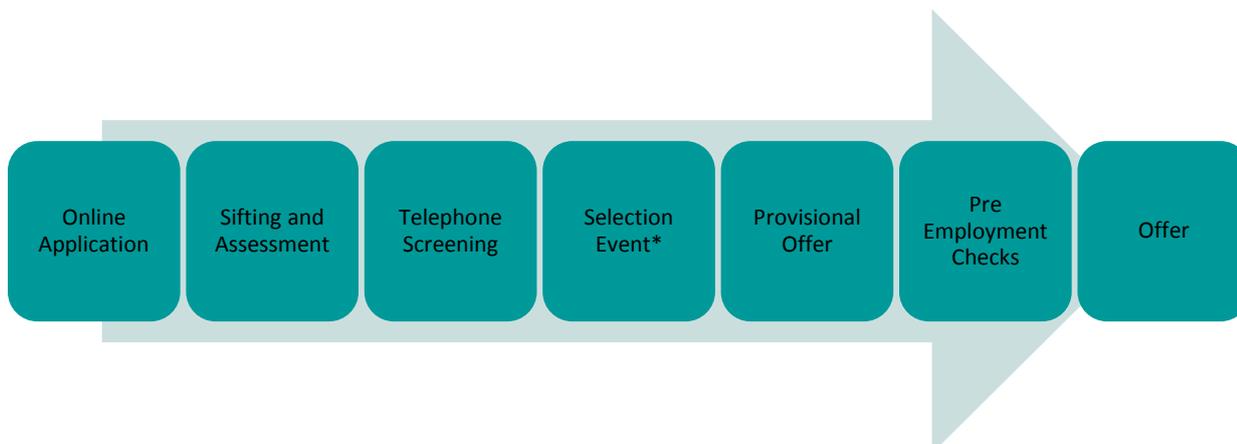
## Skills and experience required

	Employer Duties Specialist	Corporation Tax Specialist	Complex Evasion Specialist	Civil and Criminal Fraud Investigator
Required skills & experience	<p>Current commercial experience in Employment Duties gained in either industry or in professional practice capacity across a wide range of business, organizations and arenas.</p> <p>A broad range of experience of various remuneration and reward strategies as well as a detailed understanding of employment duty compliance requirements.</p> <p>Knowledge of payroll activity in Midsize Businesses (including payroll processes and systems) and of the administration of payrollize benefits.</p> <p>Experience of working with a range of compliance issues including complex tax technical issues and the structural impacts on</p>	<p>Being a visible leader as the area builds for the future.</p> <p>Leading or working as part of a team, carrying out risk-based compliance work into the tax affairs of customers e.g. UK &amp; International businesses</p> <p>Carrying out quality compliance checks, establishing facts using an investigative approach.</p> <p>Working issues to resolution, using the full range of statutory powers that are available, as required.</p> <p>Working corporately across business streams to maximise the performance of HMRC, sharing good practice and information as appropriate.</p> <p>It is essential that you have a demonstrable track-record of working</p>	<p>An interest or aptitude in investigation work, and in tackling tax evasion.</p> <p>Experience gained in external practice of owner-managed businesses, and the families behind them, will be a particular asset.</p> <p>Strong analytical skills: Much of the work requires the critical evaluation of large amounts of information in diverse formats from a wide range of sources.</p> <p>Investigators need to draw the right conclusions and make the correct decisions, to identify tax risk and to pursue appropriate lines of enquiry. They must also apply complex legislation to the facts in front of them.</p> <p>Excellent communication skills: Investigators need to be confident and persuasive in advancing their thoughts and opinions, but able to consider and</p>	<p>Strong analytical skills. Much of the work requires the critical evaluation of large amounts of material obtained in the course of an investigation from diverse sources.</p> <p>The post-holder will need to confidently make decisions as to relevance of material, and to identify and pursue lines of enquiry.</p> <p>The post-holder will need to be able to assess complex and diverse tax risks that arise out of the information obtained.</p> <p>Excellent communication skills. Investigators need to be confident and persuasive in advancing their thoughts and opinions, but able to consider and reflect on the views of others.</p> <p>Knowledge and understanding of IT and how best to employ those tools.</p> <p>Good people skills, to work closely with and through</p>

	<p>compliance with the knowledge of the drivers behind customers' attitudes and behaviors in Employer Duties.</p> <p>Working with niche areas of reward such as Disguised Remuneration and Globally Mobile Employees, Share Schemes etc.</p> <p>Experience in training and mentoring staff in Employer Duties technical matters, developing and delivering training tailored to meet the requirements of the current Employer Duties landscape</p>	<p>successfully at a senior level as a tax specialist in one or more of the following areas - Corporation Tax or Employer Compliance.</p> <p>Key skills include: managing customer / 3rd party relationships to secure appropriate tax &amp; duty outcomes in a compliance environment;</p> <p>Interpreting complex legislation &amp; holding persuasive arguments / discussions on relevant points of detail.</p> <p>In addition to your technical expertise you will have strong leadership skills e.g. providing technical support &amp; advice for colleagues; acting as a role model, communicating a sense of direction with clarity and conviction.</p> <p>Coaching and mentoring colleagues.</p> <p>Adopting a collaborative approach to discussions and problem-solving.</p>	<p>reflect on the views of others.</p> <p>Strong people skills: Team working is critical to success, and case leads must get the best out of their case teams, and the other specialists they draw on. The case lead must also manage customer and third party relationships to secure positive outcomes.</p> <p>Strong leadership skills: In providing technical support and tactical advice to team members, case leads must drive and give a sense of direction for each case with clarity and conviction. Case leads are viewed as role models, and coach and mentor less experienced colleagues.</p> <p>Good time management and organisational skills: Case leads must manage a portfolio of cases effectively, and make optimal use of all the resources available to them.</p>	<p>partners and colleagues. Team working is critical to success, and you will need to manage customer and third party relationships to secure appropriate outcomes.</p> <p>Good time management and organisational skills. There needs to be flexibility to meet deadlines and to show a commitment to continuous improvement and working in a culture of change, both within FIS and the wider HMRC.</p> <p>Strong leadership skills. You will need to: provide technical support and advice to colleagues; act as a role model, communicating a sense of direction with clarity and conviction; and coach and mentor colleagues.</p>
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## Recruitment process



### Stage 1

#### Online application form

You will be able to complete your online application quickly and easily by uploading your CV and answering some standard profile questions.

You will also be asked to complete a competency statement as part of your application and we will review your submission and score this in accordance with the HMRC Competency Framework. The competency we will focus on at the application stage will be:

- **making effective decisions**

Please see page 18 for further information on the HMRC competencies.

### Stage 2

#### Telephone interview

If you are invited to the telephone interview stage you will be able to book this through our online application system. We will send you an email with various time slots to choose from. If you are unable to attend any of the offered times then please get in touch with us at [HMRC.TAX@Manpowergroupsolutions.co.uk](mailto:HMRC.TAX@Manpowergroupsolutions.co.uk)

The interview will be with the ManpowerGroup Solutions specialist recruitment team, and will last no longer than 25/30 minutes. During this interview you will be asked questions focusing on the following competencies:

- **making effective decisions**
- **collaborating and partnering**
- **delivering at pace**

Please see page 18 for further information on the HMRC competencies.

## Stage 3

### Selection event

Upon successful completion of your telephone interview you will be invited to a selection event at a local HMRC office. The selection event will last approximately one hour and you will be expected to prepare a 10 minute presentation that you will be made aware of in advance of the day, and complete a panel interview.

Proposed selection event format:

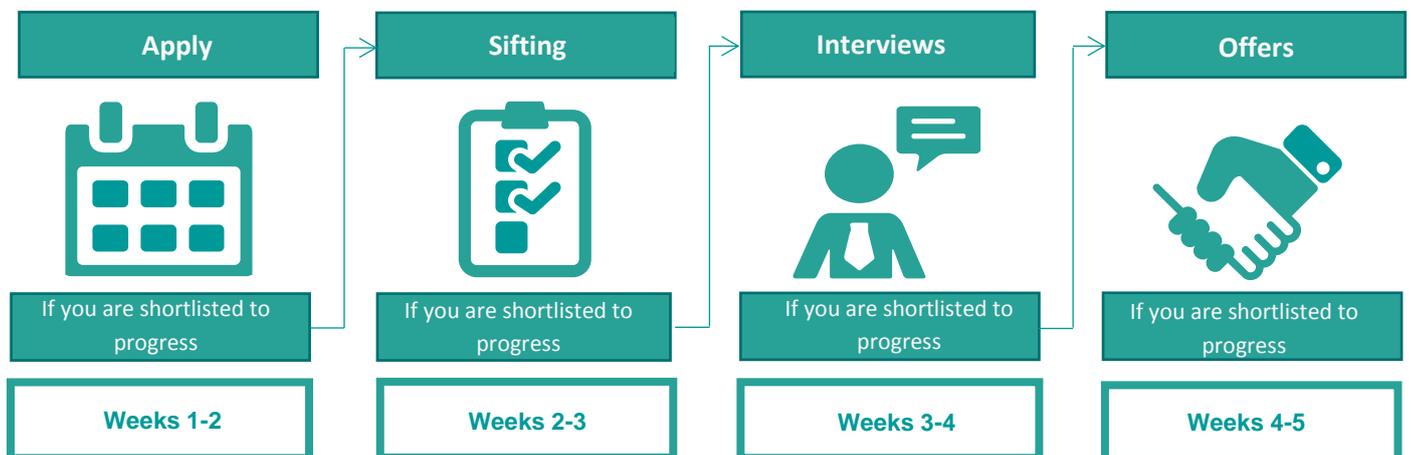
1. welcome and introductions: a lead panel member will explain the format of the interview
2. you will be asked to deliver a work based scenario presentation based upon the **application of tax knowledge** competency
3. opportunity for the panel to ask the candidate any questions
4. The panel will ask questions on the three competencies – **collaborating and partnering, making effective decisions, delivering at pace**
5. opportunity for you to ask questions

\*Full information on selection event will be provided nearer to those candidates on shortlist invitation for the selection event

### Indicative timeline

We will be reviewing the advertising closing date every two weeks. This will not have an impact on the timeline below.

The anticipated timetable is as follows:



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## Background to our business areas



### Customer Compliance

HMRC's Customer Compliance group plays a critical part in administering the UK's tax system. It ensures a level playing field for the majority of businesses and individuals who pay their taxes on time and tackles both the small minority who do not pay on time and who deliberately try to cheat the system.

It's a big job that requires a large number of staff with a range of professional expertise. Customer Compliance's 22,000 staff include expert analysts, intelligence gatherers and tax professionals. It is also HMRC's biggest group (bigger than most Whitehall departments), with staff in 120 locations in the UK and coverage of more than 100 countries worldwide.

Evasion is a key area of compliance activity for HMRC. Evasion is the deliberate omission, concealment or misrepresentation of information, or the false or deceptive presentation of information or circumstances to deliberately or fraudulently gain a tax advantage, either temporarily or permanently. As an evasion tax specialist you will be expected to understand and manage the risks to taxation, and undertake operational compliance work across the range of business taxes and duties managed by the Department by providing a well-targeted and appropriate response through a wide range of approaches from education and local support to undertaking detailed checks of returns giving rise to substantial financial and custodial penalties.

***Our people played a central role in collecting and protecting a record £23.9bn in additional compliance revenues last year by cracking down on tax evasion, tax avoidance, fraud, error and organised crime.***

The Fraud Investigation Service (FIS) is HMRC's counter-fraud organisation, with a clear statement of purpose: 'We protect funding for UK public services, investigating the most harmful tax cheats and ensuring no-one is beyond our reach'. We are targeted to raise or protect £5.21 billion of revenue and we aim to make maximum impact on serious fraud wherever we find it, regardless of how well resourced, organised or connected the fraudsters. To achieve these impacts, we need to develop new strategies and approaches, and to be increasingly innovative in our use of digital technology. We need to be seen as fair and even handed - whether we're tackling offshore evaders, the individuals controlling organised crime, or the enablers and facilitators who support serious fraud in all its forms. We want the public, media and politicians to get our message that nobody is beyond our reach.

The Wealth & Mid-sized Business Compliance (WMBC) delivers the department's compliance effort for wealthy individuals, public bodies and mid-sized businesses (MSB). MSB have a turnover of between £10 million and £200 million and / or a minimum of 20 employees. This segment of HMRC's population includes some of the UK's fastest growing, most innovative and

dynamic businesses in all trade sectors. Your role will be to support the delivery of the business by improving the extent to which individuals and businesses pay the tax due, strengthening mid-sized business customers' experience of HMRC, changing customers' behaviours towards compliance and contributing to the improvement of the business environment in this population.

The Individuals and Small Business Compliance (ISBC) directorate deals with HMRC's largest and most diverse group of customers, nearly 35 million individuals and businesses - the people who drive the UK's economy. It leads work tackling the hidden economy, international trade, and National Minimum Wage enforcement, and it hosts HMRC's anti money laundering supervision team. The directorate plays a key role in improving joint working across government, and in using data to inform and shape policy and operational responses

The Large Business (LB) directorate is responsible for over 2,000 of the largest businesses that pay a significant proportion of the total business taxes and duties that HMRC collects.

Working as a Tax Professional dealing with Large Business in HMRC is an exciting opportunity to play an integral part in ensuring that the right amount of UK tax revenues are collected whilst building constructive and productive relationships with the large corporates who are our key customers.

There is little or no evasion of taxes by large corporates, as it is not in their interests to suppress profits because of the impact on share price. But there is a big tax gap, caused by avoidance and disputes over how the law applies to specific and complex transactions. It is important to put that gap into context – large businesses pay around 60% of UK tax receipts but account for less than a quarter of the tax gap.

The HMRC approach to dealing with large business customers is based on an intensive relationship management approach which provides large businesses with certainty, clarity, proportionality and speed of resolution, underpinned by high levels of professionalism and commercial understanding.

## Other partners

As an effective, efficient and impartial tax and payments authority we are making a real difference to the UK at a crucial time. We also work in partnership with other government departments to deliver objectives, for example in collecting student loans and in enforcing the National Minimum Wage. We influence policy decisions, working closely with HM Treasury to develop robust tax policies.

## Please note

HMRC is currently restructuring into the following three groups as of 1 October: Customer Strategy and Tax Design, Customer Services and Customer Compliance. The Customer Compliance group brings all HMRC's compliance customer segment directorates into one group: large business, wealthy and mid-sized businesses, small businesses and individuals.

You can find out more about HMRC [here](#).

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## HM Revenue and Customs – Our vision and strategic objectives

### Our vision

We are the UK's tax, payments and customs authority, and we have a vital purpose: we collect the money that pays for the UK's public services and help families and individuals with targeted financial support. We do this by being impartial and increasingly effective and efficient in our administration. We help the honest majority to get their tax right and make it hard for the dishonest minority to cheat the system.

### Our strategic objectives



#### Maximise revenues due and bear down on avoidance and evasion

The vast majority of our customers pay the tax they owe and do not attempt to avoid their responsibilities. But, for those who do try to avoid paying what's due, we will be relentless in our crackdown on tax evasion and avoidance.

#### Transform tax and payments for our customers

We will transform the tax system by introducing simple, secure and personalised digital tax accounts which will remove the need for annual tax returns.

This will give individuals, businesses and their agents a more convenient and real-time view of their tax affairs, so they can easily see the tax they owe and what payments they are due to receive.

#### Design and deliver a professional, efficient and engaged organisation

We are improving and changing the way we work to increase productivity and at the same time maximise efficiency savings.

We are also making sure we have the right people with the right skills in the right roles, being managed by motivated and capable leaders.

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## Introducing some of our team members



### Maura Parsons

#### Deputy Director, Transfer Pricing, Large Business

I can honestly say HMRC has been and remains a great place to work for all sorts of reasons. I have been involved in a huge range of work to date – and it's hard to believe that the variety would be matched in the private sector. The team ethic and sense of mission here is strong, and I have consistently felt supported, challenged and engaged.

I still get asked by friends in similar professional positions how I've managed to achieve what I have whilst working part time for nearly two decades. Being part-time has been no barrier to my being in a senior position in some really challenging roles. I have gained promotions whilst still being around to see my kids grow up. That is really key for me – I definitely think a healthy work life balance brings the best out of people and HMRC has provided the flexibility to allow me to have that.

We have lots of bespoke training – a huge range of training and development opportunities. There are a breadth of roles you can get involved with, and, somewhat counterintuitively, a broad range of exposure to large corporate activity in the UK.

I am surrounded by specialist peers from a range of tax disciplines all working towards something that really matters. Working here has definitely broadened and deepened my own knowledge of tax legislation and provided me with opportunities to work with other tax administrations too, which has given me great insights into international tax. I'd have no hesitation in recommending HMRC as a place to work.

Michelle Farrelly, ACA CTA

## Employer Duties - Senior Technical Lead & Case Director, Wealthy and Mid-sized Business

I am a qualified Chartered Accountant and Chartered Tax Advisor and I joined HMRC in September 2013 during an external recruitment process, having previously worked in private practice for 10 years.

I initially joined as a Corporation Tax specialist, in what was Local Compliance at the time. In that role I was dealing with enquiries into complex corporate tax issues on a wide range of businesses.

I later moved to work in Large Business (LB) where I was the Customer Relationship Manager (CRM) for a portfolio of large corporates. As a tax professional in LB you undertake tax compliance work supporting the CRM to manage the relationship with some of the largest, high profile UK businesses.

I have recently been promoted and I now work as a Grade 6 Senior Technical Lead nationally in Mid-sized Business in CC. My new role in employer duties involves technical input on the most contentious and complex cases, alongside leading in a head of profession role for the G7 tax specialists in employer duties.

Since joining HMRC nearly 3 years ago I have benefited from the wide variety of work areas and gained experience in a number of departments. I have been lucky enough to get involved in really interesting, challenging tax work, as well as developing my skills in wider areas of leadership and management. HMRC gives its staff at least 5 days of learning and development a year to allow us to continually enhance our own professional development.

Other benefits of joining HMRC have been the more flexible working arrangements and the supportive, friendly environment; I have enjoyed working with some really experienced impressive tax people!

Other recent externally recruited colleagues work in a range of areas such as international tax, VAT, civil and criminal fraud Investigation, transfer pricing and tax policy, to name but a few.

I have found this a really exciting time to be in HMRC as it transforms and plans for what HMRC will look like in 2020 and beyond. Improving customer service; investing in people's skills and careers alongside new more flexible and digital ways of working for both staff and customers.

Varsha Heerasing, ACA

### Tax Professional Criminal Investigator – Fraud Investigation Service

I am a qualified Chartered Accountant and joined HMRC in January 2016 during an external recruitment process. Prior to that, I worked in private practice for 3 years, specialising in Corporate Tax.

I joined the Fraud Investigation Service as the work appealed to me, offering an interesting mix of tax technical issues, criminal investigation work and court room presence. Since I joined, I have had lots of training to equip me with the skills to carry out criminal investigations in compliance with the criminal procedure rules and also in using the tools available to HMRC to progress investigations. I have also received training to allow me to perform arrests, search of premises, applying for production orders and search warrants. In parallel, I have also been developing my leadership and management skills.

As part of the Offshore, Complex and Wealthy team in the Fraud Investigation Service, I deal with cases which tend to be high profile and in the media spotlight due to the level of evasion and the use of offshore structures. The work is very rewarding as I get to see a case from start to finish. The cases also vary greatly which means that I am constantly learning and getting involved in interesting, challenging work.

The flexible working arrangements have allowed me to improve my work life balance and working in a friendly environment with supportive colleagues has allowed me to settle into my new role quickly.

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## Benefits of working at HMRC



*Please note that this information is supplied in good faith but does not itself form any part of the contract of employment.*

As well as your salary, we offer a substantial package of benefits. This includes:

### **Annual leave**

When you start working at HMRC, you will receive 22 days leave (pro rata for part time staff), which increases to 25 after a year's service and 30 days after 10 years' service.

You will also receive one day privilege entitlement to mark the Queen's birthday.

## Other benefits

Other benefits of working for HMRC include:

- competitive pension arrangements
- training and development - we offer induction and ongoing training to staff
- childcare vouchers to all eligible members of staff across all of our 300 offices
- sports and social facilities in some offices
- interest-free loans allow staff to spread the cost of an annual travel season ticket

Please read detailed information on benefits in Appendix

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## HMRC and our future

Like any good organisation, we need to continually adapt to the times we're in. Our business priorities are to maximise the revenues we collect to pay for essential public services, improve the services we deliver to millions of customers and to do so whilst reducing costs. 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 Glasgow, Edinburgh, Belfast, Newcastle, Leeds, Liverpool, Manchester, Nottingham, Birmingham, Bristol, Cardiff, Croydon and Stratford.

There will also be a small number of offices where we will retain some specialist roles in Dover, Worthing, Gartcosh (near Glasgow) and Telford, as well as our headquarters in central London.

If you are recruited into an office that is not one of these locations, you will be expected to move to one in the future.

## Our future office locations

As a national organisation, HMRC will maintain a significant presence serving every English region, as well as Scotland, Wales and Northern Ireland. Our 13 Regional Centres will be in:

Region	City	Planned to open in
East Midlands	Nottingham	2020/21
London, South East and East of England	Croydon	2017/18
	Stratford	2019/20
North East	Newcastle	2018/19
North West	Liverpool	2018/19
	Manchester	2019/20
South West	Bristol	2017/18

West Midlands	Birmingham	2019/20
Yorkshire and Humber	Leeds	2019/20
Northern Ireland	Belfast	2017/18
Scotland	Edinburgh	2019/20
	Glasgow	2019/20
Wales	Cardiff	2019/20

We will also retain a scaled-back presence in our 100 Parliament Street, Westminster, headquarters, for people who genuinely need to be near to ministers. Those appointed to 100 Parliament Street in a 'non-headquarters' role, will be required to move to a regional centre. This is likely to be the Stratford regional centre.

As we move to our new regional centres we'll be keeping a limited number of transitional sites. They will be existing HMRC offices that will remain open for up to 10 years – and in a small number of cases, potentially 12 years. These are:

<u>Location of transitional site</u>	<u>When we close offices in transitional sites we expect staff will move to a regional centre in</u>
East Kilbride	Glasgow
Ipswich	Stratford
Portsmouth	Croydon
Reading	Croydon
Washington	Newcastle

## HMRC competencies for Senior Tax Professionals

### Making Effective Decisions

Effectiveness in this area is about using sound judgement, evidence and knowledge to arrive at accurate, expert and professional decisions and advice. For all staff it's about being careful and thoughtful about the use and protection of government and public information to ensure it is handled securely and with care. For leaders it's about reaching evidence based strategies, evaluating options, impacts, risks and solutions and creating a secure culture around the handling of information. They will aim to maximise return while minimising risk and balancing a range of considerations to provide sustainable outcomes.

<b>Effective Behaviour - People who are effective are likely to...</b>	<b>People who are less effective are likely to...</b> <b>Ineffective Behaviour - People who are less effective are likely to...</b>
Push decision making to the right level within their teams, not allow unnecessary bureaucracy and structure to suppress innovation and delivery	Involve only those in their peer group or direct reporting line in decision making
Ensure the secure and careful use of all government and public data and information	Give insufficient consideration to the impacts, constraints and opportunities when

within their area of activity and Department. Analyse and evaluate data from various sources to identify pros and cons and identify risks in order to make well considered decisions.	evaluating legal, security or HR concerns. Take decisions without regard for the context, organisation risk, alignment with wider agendas or impacts (economic, social and environmental)
Draw together and present reasonable conclusions from a wide range of incomplete and complex evidence and data – able to act or decide even when details are not clear	Get confused by complexity and ambiguity and consider only simple or straightforward evidence
Identify the main issues in complex problems, clarify understanding or stakeholder expectations, to seek best option	Rely too heavily on gut instinct and provide unclear, incoherent or illogical analysis of core issues
Make difficult decisions by pragmatically weighing the complexities involved against the need to act	Make expedient decisions that offer less resistance or risk to themselves rather than decisions that are best for the business

### Collaborating and Partnering

People skilled in this area are team players. At all levels, it requires working collaboratively, sharing information appropriately and building supportive, trusting and professional relationships with colleagues and a wide range of people within and outside the Civil Service, whilst having the confidence to challenge assumptions. For senior leaders, it's about being approachable, delivering business objectives through creating an inclusive environment, welcoming challenge however uncomfortable.

Effective Behaviour - People who are effective are likely to... likely to...	Ineffective Behaviour - People who are less effective are likely to... Behaviour People who are less effective are likely to...
Actively build and maintain a network of colleagues and contacts to achieve progress on objectives and shared interests	Only seek to build contacts in immediate work group, neglect to create a wider network beyond this
Demonstrate genuine care for staff and others, is approachable and build a strong interpersonal relationships	Neglect to maintain relationships during difficult times
Encourage contributions and involvement from a broad and diverse range of staff by being visible and accessible	Operate within a narrow frame of reference and avoid adopting a fuller perspective with associated complexity
Work as an effective team player, managing team dynamics when working across Departmental and other boundaries	Be overly protective of own initiatives and miss opportunities to network across boundaries
Actively involve partners to deliver a business outcome through collaboration that achieves better results for citizens	Struggle to manage, or actively ignore other parties' agendas
Seek constructive outcomes in discussions, challenge assumptions but remain willing to compromise when it is beneficial to progress	Push forward initiatives on basis of personal agenda or advantage and refuse to compromise; stay wedded to one outcome

## Delivering at Pace

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. For leaders, it's about building a performance culture where staff are given space, authority and support to deliver outcomes. It's also about keeping a firm focus on priorities and addressing performance issues resolutely, fairly and promptly.

Effective Behaviour - People who are effective are likely to...	Ineffective Behaviour - People who are less effective are likely to... <i>effective Behaviour People who are less effective are likely to...</i>
Get the best out of people by giving enthusiastic and encouraging messages about priorities, objectives and expectations	Lose focus, giving a confusing sense of what is important
Clarify business priorities, roles and responsibilities and secure individual and team ownership	Take the credit for delivery of outcomes without acknowledging the contribution of their teams
Adopt clear processes and standards for managing performance at all levels	Fail to set standards for timeliness and quality of monitoring in their own area of responsibility
Act as a role model in supporting and energising teams to build confidence in their ability to deliver outcomes	Keep too tight control over performance at the expense of motivating and building capability to perform
Maintain effective performance in difficult and challenging circumstances, encouraging others to do the same	Fail to take a constructive approach to adversity, resorting quickly to blaming others for shortcomings
Review, challenge and adjust performance levels to ensure quality outcomes are delivered on time, rewarding success	Allow performance to drop without challenging quickly and responsively - continually focus on the negatives

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# Appendix

## Other benefits:

<b>Annual leave and privilege holidays</b>	<p>Successful candidates new to the Civil Service will be entitled to 22 days annual leave in their first year, rising to 25 days in year two. This increases to 30 days after 10 years' service which is more leave than the statutory minimum of 28 days. The leave allowance is pro rata for part-time staff.</p> <p>In addition, you will be entitled to between eight and ten public holiday days depending on where you are located in the UK plus one privilege day depending on where you are located in the UK: to mark the Queen's birthday (England, Wales and Northern Ireland) and Victoria Day (Scotland).</p> <p>People transferring into HMRC from other government departments accept the HMRC terms and conditions of appointment including annual leave.</p> <p>Only service with another government department or recognised non-departmental public body will qualify towards annual leave entitlement on transfer into HMRC.</p>
<b>Hours of work</b>	37 hours per week
<b>Occupational sick pay</b>	<p>Entitlement to full pay for one month in the first year of service plus one month at half pay</p> <p>This entitlement will increase by one month full pay and one month half pay for every year of service, up to five months full pay and five months half pay from the beginning of the fifth year of service</p> <p>No more than 10 months total sick pay in a period of four years.</p>
<b>Pensions</b>	<p>A competitive contributory pension scheme that you can enter as soon as you join. More information about pension provisions can be found at Civil Service Pensions : Welcome to Civil Service Pensions</p>

<p><b>Members schemes</b></p>	<p>Trade Unions - HMRC supports the principle of collective bargaining and does this through providing facilities for the recognised Trade Unions to enable them to fully represent staff.</p> <p>Revenue and Customs Sports and Leisure Club (RCSL) - Being a member of the RCSL allows staff the opportunity to:</p> <ul style="list-style-type: none"> <li>•participate in local and national departmental sporting competitions</li> <li>•use work based gym and leisure facilities</li> <li>•obtain discounts at various commercial gym and leisure facilities</li> <li>•join colleagues in subsidised social event</li> </ul> <p>•membership of RCSL entitles staff to discounts on various benefits</p> <p>CSSC Sports &amp; Leisure - CSSC Sports and Leisure is the largest provider of corporate leisure and fitness facilities in the UK, offering a huge range of activities and offers to its members.</p>
<p><b>Talent, career and personal development</b></p>	<p>The Civil Service has always thrived on talent, and developing people is a priority for HMRC. Now more than ever, we want to tap into our people's full potential so we can stretch and develop them while bringing benefits to our business. There are three HMRC talent programs and many other ways to develop your career.</p>
<p><b>Health and well being</b></p>	<p>As an organisation, HMRC wants everyone to enjoy working in a safe and healthy environment. We believe this is a key factor in increasing everyone's motivation, job satisfaction, performance and creativity. We recognise and accept our responsibilities for the health and wellbeing of colleagues and those outside the organisation who may be affected by our operations, and we want to promote excellent health, safety and wellbeing for everyone</p>
<p><b>Key initiatives supported by HMRC</b></p>	<ul style="list-style-type: none"> <li>• cycle to work scheme</li> <li>• stress management</li> <li>• employee assistance programme - a 24/7 helpline offering advice on a wide range of subject matters.</li> <li>• occupational health services</li> <li>• third party providers such as Change4life Campaign, The Charity for Civil Servants, Money Advice Service, Benenden healthcare, Access to Work Revenue and Customs Sports and Leisure and the Civil Service Sports Council</li> <li>• free eyesight testing</li> </ul>

<p><b>Help with caring responsibilities</b></p>	<p>HMRC recognises that there may be difficulties in combining child/adult care responsibilities with work and offers support in a number of practical ways. These include:</p> <ul style="list-style-type: none"> <li>• a childcare voucher scheme</li> <li>• salary advances to cover nursery and childcare costs</li> <li>• alternative working patterns</li> <li>• special leave</li> <li>• the Civil Service offers generous paid maternity, paternity and adoption leave which is notably more than the statutory minimum offered by many other employers</li> <li>• parental leave</li> </ul>
<p><b>Work/life balance</b></p>	<p>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:</p> <ul style="list-style-type: none"> <li>• flexible hours</li> <li>• term time working</li> <li>• childcare vouchers</li> <li>• job share</li> <li>• career break scheme</li> <li>• generous holiday entitlements</li> <li>• flexible retirement</li> </ul> <p>Our ability to accommodate these options will be dependent on your job and HMRC's business needs.</p>
<p><b>Community Volunteering Programme</b></p>	<p>As well as offering great development opportunities, HMRC's volunteering programme will help you to understand the needs of our current and future customers and raise their awareness of our work. It has three main themes: tax education for young people; digital inclusion; and youth employability.</p> <p>With the agreement of your manager, you can take up to three days' paid special leave in any 12 month period for volunteering, provided the activity delivers both business and personal development benefits.</p>
<p><b>Learning and development</b></p>	<p>HMRC is committed to the continuous development of all staff to enable them to develop skills within their current role and build capability for the future.</p> <p>There is a great variety of formal taxes training and qualifications and other formal learning programmes available to you on joining HMRC.</p>

<p><b>Equality and diversity</b></p>	<p>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.</p> <p>Everyone in HMRC brings something different. So will you.</p> <p>HMRC has the following eight staff diversity Networks:</p> <ul style="list-style-type: none"> <li>• age</li> <li>• carers</li> <li>• gender</li> <li>• disability</li> <li>• lesbian, gay and bisexual</li> <li>• transgender</li> <li>• religion or belief</li> <li>• race - embrace Career Management Programme - The Programme supports Black, Asian Minority Ethnic (BAME) staff at grades AA, AO and EO</li> </ul>

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**Contact us:**

ManpowerGroup Solutions are appointed to support the management of the recruitment process, and will be processing your pre-employment checks and security clearance.

*Important Note:* ManpowerGroup Solutions are appointed by the HM Revenue and Customs to manage the recruitment campaign for senior tax professionals. Please be aware that this campaign is not being managed by Manpower UK and therefore the branch offices and head offices of Manpower UK Ltd will not be able to support your enquiry or provide you with information

Please contact us at [HMRC.TAX@Manpowergroupsolutions.co.uk](mailto:HMRC.TAX@Manpowergroupsolutions.co.uk) for any queries you may have, and we will endeavour to respond to you within 48 hours (Monday – Friday, except public holidays).