



HM Revenue  
& Customs

# HIGHER OFFICER CASEWORKERS CANDIDATE INFORMATION PACK

## Version Two

This pack has been updated on the 19<sup>th</sup> of September to reflect that applications have now opened and to provide further information on the posts and the application process. Please ensure that you have read and understood this pack before you apply.

## Salary:

£29,358-£33,076 (National)

£33,388-£37,620 (London Inc. Croydon and Stratford)

## Locations:

Belfast, Birmingham, Bristol, Cardiff, Croydon, Edinburgh, Glasgow, Leeds, Liverpool, Manchester, Newcastle, Nottingham and Stratford (London).

## Contract Type

These are permanent positions.

## Key timelines:

- Applications and online testing by the 2<sup>nd</sup> of October at 23:59
- Interviews start on the 20<sup>th</sup> of October
- Provisional offers are expected to be issued at the beginning of November.

**Closing date for applications AND the completion of online tests is Sunday the 2<sup>nd</sup> of October 2016 at 23:59 (GMT).**



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## Introduction and welcome

It's an incredibly exciting time to work in Customer Compliance in HMRC, a department of over 56,000 people that's transforming on an unprecedented scale. We're moving more of our services online and designing products and services that make it as simple as possible for our customers to interact with us.

We're doing this at the same time as reducing costs, improving customer service and increasing the revenue we bring in.

Our people are at the heart of transformation as the Department becomes smaller, more highly skilled and based in fewer locations.



As Director General for Customer Compliance, I lead HMRC's largest business line of 22,000 people. We specialise in responding to compliance risks to the revenue system, detected with innovative analytics and specialist risk and intelligence services.

We carry out compliance and enforcement activities for many different customer groups, from individuals and micro-businesses up to mid-sized and large businesses. We also carry out specialist criminal investigation activities that target organised crime.

In HMRC we are using new techniques such as social psychology and nudge techniques to encourage taxpayers to get back on track with their tax affairs. We want to persuade individuals and businesses to voluntarily come forward and disclose their non-compliance and pay their tax, but are also using more hard-edged enforcement activities where needed.

I'm probably biased but the Civil Service is a great place to be. I'm confident you would find HMRC an exciting place to work as we're at the forefront of delivering public services and government policy and we have exciting, stretching and challenging roles to offer. I'm thoroughly enjoying being part of it and I'd like you to be part of it too.

I look forward to receiving your application.

***Jennie Granger***

## What's included in this pack?

Within this pack you will find both information and advice on applying for a role in our teams. This includes:

- Who we are and what we do
- An introduction to the role
- Details of the application and selection process
- Additional information regarding our processes, policies and procedures.

It is important that you read all of the information in this pack before you complete your application.

## Who to contact if you have any questions?

Should you have any queries throughout the recruitment process please contact us by email;

[042R@HMRC.Resourcing-Support.co.uk](mailto:042R@HMRC.Resourcing-Support.co.uk)

Please note:

- 042R is the reference number for this recruitment campaign, we will use in all communications
- We will endeavour to respond to your email within 48 working hours (Monday to Friday)
- Please ensure that you allow yourself sufficient time to contact us before Friday the 30<sup>th</sup> of September 2016 with any queries or for support. The application closes on a Sunday and we are not able to accept late applications including completion of the online assessments
- We are sorry that we cannot provide you with a telephone number due to the volume of applications we expect.



**Our recruitment partner:** ManpowerGroup Solutions support HMRC in some of our recruitment having been appointed by Government as the leading provider of these services in 2013. For this campaign we are keen to engage new Higher Officer Case Workers quickly. To allow HMRC staff to focus on our business, ManpowerGroup Solutions will manage your application on our behalf. This includes responding to your queries, providing our website and application system in addition to support with selection and assessment.

If shortlisted, you will be interviewed by HMRC staff in addition to an independent assessor at HMRC premises. 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.

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## About us - who are we and what we do

Our 56,000 staff collectively bring in over £500 billion in tax revenues, from more than 45 million individuals and 5.2 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.

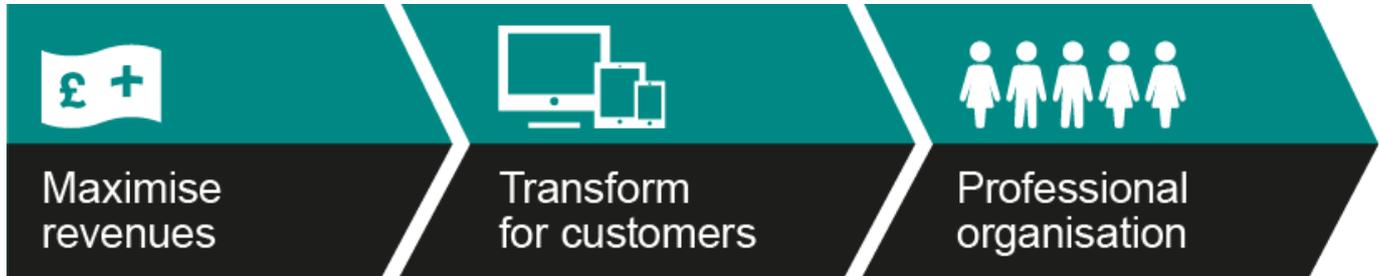
We interact with all kinds of people, from businesses to individuals. In fact, almost everyone comes into contact with us at some point, which makes customer service central to everything we do.



## 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. 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



## What about the 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.

## Which business group would you join?

You would be joining HMRC's Customer Compliance (CC) group or potentially other business areas if posts arise. In addition to the introduction provided by Jennie, Director General of CC, on page 2 above, we have provided further information on our teams and business groups in Annex A and B.



**Please Note:** HMRC is undergoing organisational transformation and will be re-organising into the following three groups as from 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 individuals, mid-sized businesses, small businesses and individuals. Customer Compliance has been created through merging the former Enforcement & Compliance (E&C) line of business and the Large Business directorate in the former Business Tax line of business.

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## Key Information about the role

### Salary

£29,358-£33,076 (National)

£33,388-£37,620 (London Inc. Croydon and Stratford)

### Hours

Working patterns will vary depending on the different business groups of HMRC. These could include:

- Normal office hours: normally Monday to Friday and at fixed times
- 5/7 Days: where you would work five out of seven days on a rota basis covering various working patterns between 08.00 am and 20.00pm. Both full and part time staff are normally expected to cover shift patterns including mid-week, late and weekend working

- Variable hours; this scheme may apply in posts where the work involves a significant amount of time away from the office.

## Part-time

HMRC is committed to a policy of equal opportunity and encourages a diverse workforce offering flexible working arrangements wherever possible. Due to the current business position, part-time opportunities cannot be guaranteed and may be limited. Any requests will need to be considered alongside business requirements and you may not be able to specify fixed days off in any week.

You will be able to detail any requests in your application; however we cannot guarantee that we will be able to meet the request.

## Start dates

We expect to be able to start offering shortlisted applicants an interview in late October; shortly after this the highest scoring applicants will be issued a provisional offer. Please note; in some locations this may be subject to change. Typically it can take a few weeks to complete pre-employment checks, however if you provide all of the required information quickly, this can be completed sooner. We have provided further details on the pre-employment checks on page 18.

We are keen for successful applicants to start as soon as pre-employment clearances are complete; we also expect to have training courses available for the rest of this year if you have a longer notice period in your current role. You will be asked to detail your notice period in your application.



**Please note:** We are advertising for anticipated vacancies as part of our rolling recruitment plans. Some posts are expected to start this autumn however some may not be available immediately; this will vary by location. Where we are not in a position to offer posts, we may place applicants on hold during the process and applicants (who meet the standard at interview) on a reserve list for up to 3 months.

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## What are we looking for?

We are looking for very large numbers of dynamic, enthusiastic individuals who have a thirst for interesting, varied and challenging work. We will provide extensive training, exciting development opportunities and career paths in some of the most vibrant and successful areas of HMRC.



**IMPORTANT NOTE:**  
Please refer to the full job description in Annex C.

You do not need to have tax knowledge today, come from a financial background or have a degree in maths, yet you will need to be able demonstrate that you are:

- A strong communicator with sound interpersonal and relationship-building skills
- Robust at making decisions whilst maintaining professionalism and sensitivity
- Committed to continuous improvement – you thrive in an environment where performance matters
- Resilient, flexible, adaptive and creative in solving problems and dealing with change
- Able to effectively organise and plan and think in an objective and analytical manner
- Able to demonstrate strong verbal and numeric aptitude and basic IT skills.

## What would you do?

As a caseworker you would lead or work as part of a highly motivated team looking into the tax affairs of individual customers for example UK and international businesses, employers, individual and public bodies or analysing and reviewing data to inform the compliance activity of others.

Your day may be spent either examining records, meeting our customers or you could be analysing intelligence. Whatever the actual role, you will be working (directly or indirectly) with our customers to help them understand the importance of paying the correct tax and prevent future tax evasion and non-compliance.



HMRC will provide you with extensive training and support to enable you to provide high-quality and hard-hitting results. This includes the development of skills in problem solving, decision making and interviewing.

Your precise role will depend upon the directorate in to which you are appointed, but typically the work will include:

- Carrying out quality compliance checks and establishing facts using an investigative approach
- Visiting a variety of businesses across a wide range of locations, sometimes outside traditional working hours
- Engaging directly with customers, for instance to check and where necessary challenge the contents of external customers' tax returns, raising timely and accurate tax assessments or providing quality risk or intelligence assessments to internal customers and senior managers
- Working with legislation, policy and guidance, which will require you to exercise good judgement
- Conducting high profile and complex investigations into avoidance arrangements and bringing them to appropriate resolution either by negotiated settlement or litigation
- Some roles require a degree of travelling to our customers' premises; this is typically within a reasonable daily travelling distance but occasional travel to other HMRC locations may be required.



You could be working for a number of directorates within Customer Compliance (CC) dependent on the location you apply for and the roles we have available. Please also note that we may offer successful applicants roles within any HMRC business group.

## The key competencies for these posts

The competencies below demonstrate the key behaviours, skills and experience required for this role. We have provided further information on what competencies are and how we use them to select the best applicants on page 16 and in Annex C.



- Making Effective Decisions
- Leading and Communicating
- Delivering at Pace
- Managing a Quality Service

## Why apply to become a Higher Officer Caseworker ?

HMRC work and the revenue it collects touches the lives of every single adult and business in the UK, from individuals to the largest multi-national corporations. HMRC is the business that helps keep the UK working.

This role gives you an opportunity to:

- Play a vital role ensuring that money is available to fund the UK's public services;
- Serve the government and your country;
- To work with us at a range of levels within the organisation.



You will find an insight into what it is like to be a Higher Officer Caseworker from some of our current team members in Annex B.

### 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, between eight and 10 public holiday days (location dependent)
- Plus one privilege day.

#### We also offer:

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



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

#### Our memberships, initiatives and schemes include:

- 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, alternative working patterns and special leave
- Generous paid maternity, paternity and adoption leave
- Parental leave.

#### 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:

- Flexible hours

- Term time working
- Job share
- Career break scheme
- Flexible retirement.

\*Our ability to accommodate these options will be dependent on your job and HMRC's business needs.

### 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.

HMRC has diversity networks covering: age, carers, gender, disability, lesbian, gay and bisexual, transgender, religion / belief.

## Are you eligible to apply for a role?

To be eligible for the role you must;

- Hold the right to live and work in the UK
- Hold a minimum of two A Levels grade E and above or equivalent qualifications\* see below
- Hold a full and valid passport which you **MUST** present at interview
- Be able to provide all of the documents we need to complete your pre-employment screening and security clearance.

### Qualifications



#### Qualifications

You must have been awarded qualifications that are at least the equivalent of two A Levels Grade A-E (or above). For example, this could be two A-Levels or it could include other qualifications that are considered to be at least the equivalent of two A levels such as a Degree, higher level NVQs or other qualifications at this level such as a BTEC. If you would like help determining if your qualifications meet this criteria please see the section below for further information.

You will be asked to provide details of your qualifications in your application form. If you need any help determining if your qualifications are at least the equivalent of two A Levels (A-E), please visit [www.gov.uk/what-different-qualification-levels-mean/compare-different-qualification-levels](http://www.gov.uk/what-different-qualification-levels-mean/compare-different-qualification-levels) or speak to your local careers service. We are sorry that we are not able to provide advice and guidance prior to your application to this regard.

### What happens if you cannot locate your certificates?



If you are not able to locate your certificates please arrange to obtain copies as soon as possible. You can contact your exam board now and ask for a copy, the website below will provide you with guidance on how to do this.

[www.gov.uk/replacement-exam-certificate/who-to-contact](http://www.gov.uk/replacement-exam-certificate/who-to-contact)

You will need to confirm in your application that you have requested a copy of your certificates. If you are shortlisted to attend an interview and copy certificates have not arrived you will need to provide evidence of the request.

Please also note:

- We will ask you to detail which qualifications you have in your application and to confirm that you will either bring these to your interview or bring evidence that you have applied for copies if you cannot locate them
- We reserve the right to complete independent checks on any qualifications
- If successful at interview we will not be able to make you a formal offer unless we have evidence that you hold these qualifications. We will accept a certified statement of results where certificates are not available
- Any false declaration will result in your application being withdrawn/ rejected or you may be subject to dismissal
- It will be your responsibility to provide evidence to support your qualifications if you are shortlisted to attend an interview we will not be able to offer any posts to applicants who cannot provide copies of qualification certificates.

## Nationality

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

Candidates will be subject to UK immigration requirements and you will need to demonstrate that you have the right to work in the UK for the number of hours required. This detail is checked prior to appointment.

HMRC does not provide UK visa sponsorships for applicants.

Turkish nationals are not automatically eligible for employment in non-reserved posts in the Civil Service. They are only eligible if they have been lawfully employed in the United Kingdom for four years in any job, or if they 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. If you are unsure as to your eligibility on this point, please telephone the Shared Service Centre (SSCL) on 0845 010 0122 for advice.

Under statutory identification rules, at the interview stage all candidates (including those from other government departments) will need to produce documents to support the pre-employment screening checks. Ideally candidates will bring the documents detailed in Annex E to the interview; if you are shortlisted we will send you further information and reminders.

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## Our locations

We anticipate that there will be a large number of vacancies available in the coming months in our regional centres as depicted in the map on the following page. Please select the job location on the website and application system which is your first preference, within 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.

**We are looking for Higher Officer Caseworkers in the following locations:**



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

**New regional centres**

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, including our headquarters in Westminster.

Our 13 regional centres are expected to open on the dates detailed on the following page. This means that you would move from our current offices in these locations into typically larger centres in the same location. We are not able to provide exact addresses at this time however our centres will be within the locations detailed below and above and will typically be central and hold good transport links.



## 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 some of the key provided information below 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
- We are not able to accept any changes for location preferences during the recruitment process, requests will only be considered following your posting (start date) in your preferred location.
- We are advertising for vacancies across the above locations as part of our rolling annual recruitment plans. Posts may not be available in these locations immediately
- We will firstly consider your preferred location and then we may offer successful applicants posts elsewhere
- You must detail your preference in your application in order to be considered for that location, your application will be managed on your first location preference; however you may detail two further location preferences
- We cannot guarantee that there will be opportunities in your preferred location
- We have provided further information on how we will manage location preferences in the terms and conditions in Annex F.



**IMPORTANT NOTE:** Please 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.

## What's involved in the training?

HMRC will provide you with extensive training and support to enable you to provide high quality and hard hitting results. This includes the development of skills in problem solving, decision making and interviewing in addition to the technical and any tax professional knowledge.

The training route way includes a range of methods over the course of months including:

- Online and distance learning
- Classroom
- Mentoring and coaching



Online



Classroom



Mentoring & Coaching

### Professional development

We are committed to supporting all staff to develop their skills and knowledge at work providing a range of development opportunities from coaching and mentoring to stretch projects and opportunities. There is a requirement for all tax professionals to undertake a minimum of five days Continuous Professional Development each year.

### Where will the training take place?

Typically your training will be held either in the location you have applied for or may involve occasional travel. Expenses will be paid to post holders who are required to travel or stay overnight at a different location to which they have been posted. Training is normally Monday to Friday and courses are run on a full time basis.



Please Note; our training policies are currently under review, we are also piloting some new training courses and provisions. This role requires a significant commitment on your part to training and development. All aspects of this training and mentoring programme are tested and failure to pass may be deemed as poor performance. Failure to successfully complete the learning products may result in your appointment to the role being brought to an end.

## Application and selection process

We very much hope that having read the information provided so far, you find the prospect of this role exciting. We have created a thorough selection process that has been designed with you in mind, so that you can apply simply and easily online, we can progress your application quickly whilst ensuring that each of you receives equal and fair treatment.

There are four key stages to your application including your;

1. Online application and the information provided;
2. Online test (assessments) results;
3. Two competency statements provided in your application;
4. Performance at an interview.

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



Further details on each stage have been outlined in detail below and on our website [hmrc.resourcing-support.co.uk](http://hmrc.resourcing-support.co.uk)

### IMPORTANT NOTES:

- Should you not complete your online application, assessment, or interview during the timeframes your application will not be progressed to the next stage
- Our selection process may change during the campaign to include additional sifting and selection tools or alternative processes or timelines. For example 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.

## Disability and the Guaranteed Interview Scheme

HMRC actively encourages applications from people with disabilities. If you require any support in making your application, please contact us as soon as possible so



that we can arrange assistance. Within your application you will be asked if you are registered disabled and will be able to tell us about any support in:

- Your application
- The online assessments
- If you are invited to interview
- In the workplace if you are successful.

## Guaranteed Interview Scheme

If you indicate that you have a disability as defined by the Disability Discrimination Act 1995, you will also be asked if you would like 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. The criteria in this campaign would include:

- Meeting the minimum score in the online assessments
- Meeting the minimum score in the competency sift (score of 4 or more) in the 1<sup>st</sup> and 2<sup>nd</sup> lead competency
- You will then be guaranteed an invitation to interview.

The Disability Discrimination Act 1995 (and as amended in Northern Ireland) defines a disabled person as someone who has a physical or mental impairment which has a substantial and adverse long-term effect on his or her ability to carry out normal day-to-day activities.

Paper applications will only be considered if you have a disability that prevents you from applying online. If this is the case, please email [042R@hmrc.resourcing-support.co.uk](mailto:042R@hmrc.resourcing-support.co.uk) as we would be delighted to provide support.



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



## Starting your application

Your application will be managed through an online automated process. Simply click on the Job or the Apply Now button on our web page and you will be able to apply for the roles **from the 19 of September until Sunday the 2 of October at 23:59.**

### Your Online Application

Prior to the 19th of September our website was open for a week for expressions of interest. No advantage is provided to applicants who registered their interest.

You will first be asked to register your personal details. You will then be asked a series of questions as well as being required to make declarations to ensure you meet the eligibility criteria and understand the role and key information from this pack. You will be presented with a list of statements to read and agree to. False declarations may result in your application being rejected or your later dismissal.

Next, you will be asked to detail your qualifications and at least three years employment history as well as other personal details. You will also be asked to provide examples of where you have demonstrated the key competencies we are looking for, please refer to Annex C for further information and guidance on how to prepare your competency statements.

### IMPORTANT NOTES:



- HMRC take very seriously any incidences of cheating, including plagiarism of someone else's work, which would include the competency statements provided in your application. Any instances of plagiarism or other forms of cheating will be investigated and if proven, the relevant applications will be withdrawn from the process
- Once you have submitted your application it cannot be amended; only submit your application when you have completely finished and answered all the relevant questions.



## What happens next? Online Tests

After completing your application form you will receive an email to confirm the form has been submitted. If your application meets the key criteria for the role you will **automatically** be directed to two online assessments (tests).

### Online Tests

You can either complete these tests straight away or come back to complete the tests any time **before the close date** on Sunday the 2<sup>nd</sup> of October **at 23.59**.



**Please Note:** we strongly recommend that you take these tests before Friday the 30<sup>th</sup> of September as we will not be available to support you over the weekend. We are not able to accept late applications and this includes the completion of the online tests.

### What to Expect

You will be asked to complete two separate tests: Verbal Reasoning and Numerical Reasoning. Each assessment takes around 10 minutes, we will detail the exact time you have available to complete the test when you are invited to complete it. 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.



**IMPORTANT NOTE:** Please note, we may ask a random selection of applicants to re-sit the tests in controlled conditions as part of the interview. HMRC take any instances of cheating very seriously. If the test results achieved in your online assessments do not align to those when asked to re-sit the tests in controlled conditions, the results of your tests and your application will be investigated and may be subsequently withdrawn.

### 'Banked' test scores

If you have previously taken a similar test or have a banked test score for other assessments you will still need to complete these tests. If you have taken these two tests via ManpowerGroup Solutions in the last three months, your banked score will be applied to your application.

### Registered disabled



If you are registered disabled and require reasonable adjustments or support please contact us at your soonest convenience so that the appropriate support can be arranged. You must provide details of any adjustments in your application form. If you need any assistance you must email us before starting the tests.

### Completing the test

- 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.

#### Important information required to access the online assessment

- 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.



### Shortlisting

#### What happens next ? Shortlisting

The top scoring applicants from the online tests will progress through to the next stage of the selection process\*. You will be notified of the outcome by email. If you are in the top scoring applicants we will place your application with our independent panel that will assess and score the competency statement(s) provided in your application. We expect to start reviewing the competency statements on Monday the 3<sup>rd</sup> of October and to provide you with an outcome within seven days.

**\*GiS: Any applicant who has applied under the Guaranteed Interview Scheme will be progressed to the next stage if the minimum score has been achieved.**

**On hold:** Dependent on the number of applications received in each location, we may place your application on hold if you meet the minimum score yet are not in the top scoring applications. This means that dependent on the number of posts that may become available in each location you could be invited to progress your application at a later date, alternatively if further posts do not become available within three months we may not be able to progress your application at all and your application may be withdrawn.

#### Why are competency statements so important?

You will be asked to provide examples of when you have demonstrated the first two competencies for this role in your application form and submit these by the 2<sup>nd</sup> of October at 23:59 when you apply. Applicants who best demonstrate and provide the strongest evidence the indicators of the competency will progress.

#### Our independent assessor panel will:

- Review your statement for 'Making Effective Decisions', which is the lead competency for these roles
- **NOT** cross refer to any other part of your application, for example they will not be able to view or consider any personal details, your work history, education or any other information provided
- Only have access to the competency statement provided

- **Not review** any other statements or any other part of your application if you do not achieve a score of four or more (out of a possible seven) in the lead competency your application will not progress
- Read and score your statement for 'Leading and Communicating' if you score a four or above in 'Making Effective Decisions'

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



Please refer to Annex C where we have provided guidance, hints and tips on completing your competency statements, including the behavioural indicators we are seeking.



## What happens next ? Interviews

The top scoring applicants who best demonstrate and evidence the behaviours, skills and experience for the lead competencies will progress to the next stage of the selection process, the interview\*. Unsuccessful applicants and those not within the top scoring applicants will be notified via email.

### Interviews

Dependent on the number of posts available and applications in each location, we may also place applicants who pass the shortlisting stage yet are not in the top scoring applications on hold, this means that dependent on the number of posts that become available you may or may not be invited to progress your application at a later date.

**\*GiS: Any applicant who has applied under the Guaranteed Interview Scheme will be guaranteed an interview if the minimum score has been achieved. Please refer to page 13 for further information.**

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 (from a selection) online via our system.

#### Please Note:

- 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
- You will also be reminded of all documents that you will need bring to your interview
- We will also issue guidance on how to best prepare for your interview.

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 042R@HMRC-Resourcing.co.uk.

#### What to expect at Interview

- You will need to allow yourself around two hours for the interview
- We will firstly verify all of your documentation and identification (see Annex E)
- You will then be interviewed by two people. Typically, the interview takes around 45 minutes to complete
- You will need to provide examples of your ability to perform all of the competencies for the role.

## Important Notes

- We expect to hold interviews from the 20<sup>th</sup> of October for two weeks, however this is subject to change
- We are not able to pay any expenses for interviews
- 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 your interview will **NOT** be completed. Please refer to Annex E for a full list.
- If you are shortlisted to attend an interview we will provide you with full guidance on how best to prepare and what to expect.
- We are sorry however due to the volume of applications we will **NOT** be able to provide you with feedback on your interview and this includes the scores.



## Offers

### What happens next ? Offers

All applicants who are interviewed will be scored and ranked. Top-scoring applicants will receive confirmation via email that they have been successful. Subject to completion of the appropriate pre-employment checks, applicants will be presented with a Formal Offer. Applicants who have not met the standard will also be notified by email.

We may also offer successful applicants a place on the reserve list. This means that we may contact applicants who meet the standard at interview any time in the following three months and offer a post if and when they come available.



**Please Note:** We will notify applicants in merit order by the first location preference detailed in your application. This means that applicants obtaining the highest scores by location preference at interview will be offered posts first. 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.



## Checks

### What happens next? Checks

Successful candidates must pass the Baseline Personnel Security Standard (BPSS) clearance and will only be offered the position if they either hold HMRC clearance, work for another Government Department already or subsequently pass the clearance process.

If you are recommended for appointment, we will make enquiries into your nationality, health and other matters, to ensure that you meet these criteria.

## BPSS Criteria

The below checks are completed as part of our standard pre-employment checking process and include but are not limited to:

- Right to works checks
- Identity checks

- Employment history (you will be asked to supply references for any gaps in your application form)
- You will be asked to complete a link for a Disclosure and Barring Service (DBS) check\*

Please follow this link for more information on BPSS: [www.gov.uk/government/publications/government-baseline-personnel-security-standard](http://www.gov.uk/government/publications/government-baseline-personnel-security-standard)

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.

**\*Please Note:**

If you are a Civil Servant working outside of HMRC ( 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 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 as applicable. If any documents are missing we will contact you.



Please Note: If a document is not presented at interview you may be asked to go back to a HMRC office quickly and re-present the document. If 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 the address provided in your application and this will 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.

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## 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 about this role and guidance on how to best manage your application, please ensure you have read and understood these before you apply.

# We wish you the best with your application.

# ANNEX INFORMATION

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## Annex A: Overview of Customer Compliance (CC)

Customer Compliance (CC) plays a critical part in administering the UK's tax system, ensuring a level playing field for the majority of businesses and individuals who pay their taxes on time and tackling both the small minority who do not pay on time and the tiny minority of deliberate cheats.



Please Note: HMRC is undergoing organisational transformation and will be re-organising into the following three groups as from 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 individuals, mid-sized businesses, small businesses and individuals.

Our 22,000 strong team include expert analysts, intelligence gatherers and tax professionals all playing a vital role in **collecting and protecting a record £23.9bn additional revenues last year by cracking down on tax evasion, tax avoidance, fraud, error and organised crime.** It is also HMRC's single biggest line of business (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.

The Fraud Investigation Service 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 Wealthy & Mid-sized Business Compliance (WMBC) directorate is a newly created customer group in Local Compliance delivering the department's compliance effort for wealthy individuals, public bodies and mid-sized businesses with a turnover between £10 – £200m and / or a minimum of 20 employees. Mid-sized businesses (MSB) 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 MSB 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. HMRC's approach to dealing with large business customers, and wealthy individuals, is 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.

### **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.

The advertised jobs offer an exciting opportunity for anyone looking to make a career move into a role that will deliver unparalleled levels of customer service, to develop and grow your skills whilst also contributing to improving public services.

You could be working for one of the number of directorates within Customer Compliance (CC) dependent on the location you apply and the roles we have available.

 Please Note: we may also offer successful applicants roles within any business group within HMRC.

## Annex B: 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.

Dorothea Schriever - VAT Trainee Tax Specialist –  
Wealthy and Mid-sized Business Compliance

I joined HMRC at the end of February 2016. My training consisted of a mixture of reading and e-learning modules, face to face tutorials and shadowing more experienced team members. I had only limited knowledge of VAT prior to starting and the amount of information can feel a little overwhelming at first but you would be surprised how quickly you pick it up. As part of my shadowing experience I had the opportunity to accompany colleagues to a number of visits to business premises for a wide variety of businesses ranging from international tool manufacturers, book publishers to dog food producers. Whilst the format of compliance checks tends to follow a similar structure no two cases are ever the same as each business is different and there are sector specific rules within which they operate.



In my experience of the department so far, people appreciate enthusiasm and if there are opportunities you would like to get involved with, there is great support. As a result, I have been able to get involved in a number of other activities, including the Women in Tax network, which has helped me broaden my knowledge of the work of different teams within HMRC.

Four months into my training programme, I am in the process of preparing to conduct my own compliance checks with the help and supervision of an experienced colleague. Wish me luck!

**Simon Hickman - High Net Worth, Wealthy and Mid-sized Business Compliance**

I work in High Net Worth (HNWU) in Birmingham where the customers have a worth of at least £10 million. My training was demanding, covering topics such as capital gains tax, inheritance tax, property income, employment income, foreign income and many others. The course was a 50 / 50 split between training and office based work. We attended tutorials and combined our learning with casework to produce work based reports. I'm happy to say that I found the course stretching but a good experience and passed all of my exams and reports first time!

My typical day varies depending on what work takes priority. Because our customers must be worth £10m you could be dealing with a famous footballer, movie star or a top entrepreneur, all of which is exciting and confidential! Most correspondence goes through their agent so you have to 'know your stuff' if you are involved in a technical argument which adds another level of interest to the role. My day may involve responding to post on an enquiry from my casework or a trip to London for a meeting with the agent, and sometimes that famous footballer! No two days are the same and it's really about planning your work in terms of priority.

HMRC is definitely an exciting place to work and I would recommend it to anyone!

## **Charlie Owen - VAT Assurance, Mid-Sized Business, Wealthy and Mid-sized Business Compliance**

I joined HMRC fresh out of University in July last year, no previous tax experience, but an enthusiasm for numbers and learning. I am now nearing the end of my training program and am looking forward to what is to come next.



As compliance officer in Mid-sized Business my job involves going out to a trader's business premises, meeting the trader and inspecting their records. This role has been fantastic for me as I am inquisitive (OK, I'm nosy!) and enjoy meeting and talking to new people.

In my day to day role I get cases sent through to me which have potential VAT risks attached. To begin with I review the case and the information that HMRC holds about the trader. I then do some more research and prepare questions to pose to the trader.

Although my role is as a compliance officer, I find that the part I enjoy the most is educating the trader and sharing my newly found knowledge with them to help improve compliance in the future.

HMRC has a wealth of opportunities for their employees above and beyond the day job and job specific training. I have been able to explore my love of technology and teaching through getting involved with IT upskilling events both internally and in the local community. These opportunities have done wonders to improve my knowledge, boost my confidence and have been a lot of fun too! Adding to this the flexible working and friendly colleagues at HMRC, it has been an absolute pleasure to work here.

## **Lucy McMinn - Analyst – Risk & Intelligence Service**

I joined Risk and Intelligence (RIS) as a risk analyst. I enjoy identifying risks and creating quality materials which our compliance caseworkers use to investigate cases further.

I have had various roles including being a practical Training Officer, where I had responsibility for organising training and support for analysts in other locations. I volunteered to take part of a national RIS team, which toured the country promoting resources and work planning tools and I met lots of new people and worked closely with colleagues to deliver training.

I have recently moved to another area acting as a liaison between RIS and another compliance area where we identify customer behaviours and build products to change attitudes and build up the levels of compliance. We use different techniques and insight to educate and encourage the public to disclose and declare the correct income, ensuring they pay the correct tax at the right time.

RIS has provided me the opportunity to do a variety of different roles, and I can honestly say that I am enjoying my time here.

## **Sam Bazzard – Small and Medium Enterprises, Individual and Small Business Compliance**

I joined HMRC in July 2015 in Small and Medium Enterprises, we engage with a wide range of tax payers from self-employed plumbers to large restaurants ensuring that the individuals and businesses are paying the right amount of tax. This can be through challenging the tax payers at their work premises or through a review of their documents at the office.

I have worked on a wide variety of cases during the year, both assisting more experienced caseworkers and working cases of my own. Everyone in the office has been very welcoming and are always happy to answer any questions and share their vast array of experience.

I have been encouraged to step outside my normal comfort zone and immediate job role to experience as much of the work that HMRC does as possible. This has been through accompanying colleagues from on visits to customers and agents, sitting in on management meetings and taking part in community events promoting the importance of the work that we do.

I started the structured learning programme within a few weeks of joining HMRC. It's a mix of self-study modules and face to face tutorials which are assessed by regular multiple choice tests, two written exams and several skills assessments.

You will be taught the technical aspects of the job and will also get to practice your meeting and communication techniques and analytical skills. The confidence you will gain from these sessions is invaluable. You usually stay with the same group of trainees and tutor throughout your learning programme which is a great opportunity to meet people and build friendships with colleagues from other HMRC offices around the country. My course tutor was always happy to help with any questions we had during the tutorials or afterwards by phone or email.

As your first year progresses, you will begin taking control of your own caseload. With the support of a mentor you will learn the process of opening, working and closing cases. All cases present a different challenge so there is always variety in the work that we do and you will always be learning. I highly recommend the role to anyone looking for an interesting, challenging and enjoyable career.



## Annex C: Competency statement guidance notes

### 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 and is aligned to the three leadership behaviours that every Civil Servant needs to model: Set Direction, Engage People and Deliver Results.

Civil Servants work in a range of jobs across the country and overseas. Their common thread is that they serve to support the elected government, providing advice to help shape its policies and ensuring seamless and practical implementation in line with those policies.

### What are the competencies for this role?



- Making Effective Decisions
- Leading and Communicating
- Delivering at Pace
- Managing a Quality Service

### First and Second Lead Competency

Please see below further information on the first and second lead competencies to support you in writing your application. If you are shortlisted to attend an interview we will provide further guidance and support on how best to prepare including details of the behaviours for the remaining three competencies.

## Indicators for your competency statements

### Making Effective Decisions ( 1<sup>st</sup> Lead Competency) Level 3 HEO

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 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 security culture around the handling information. They will aim to maximise return while minimising risk and balancing a range of considerations to provide sustainable outcomes.

Effective Behaviour - People who are effective are likely to...	Ineffective Behaviour - People who are less effective are likely to...
Make decisions when they are needed, even if they prove difficult or unpopular	Miss opportunities or deadlines by delaying decisions
Identify a broad range of relevant and credible information sources and recognise the need to collect new data when necessary from internal and external sources	Only use evidence sources that support arguments or are easily accessible ignoring wider concerns such as security, legal or technical advice
Recognise patterns and trends in a wide range of evidence/ data and draw key conclusions, outlining costs, benefits, risks and potential responses	Come to conclusions that are not supported by evidence
Ensure all government and public data and information is treated with care in accordance with security procedures and protocols	Give little consideration to the people and resources impacted by decisions
Recognise scope of own authority for decision making and empower team members to make decisions	Create confusion by omitting to inform relevant people of amendments or decisions causing delays in implementation
Invite challenge and where appropriate involve others in decision making to help build engagement and present robust recommendations	Consistently make decisions in isolation or with a select group

## Leading and Communicating (2<sup>nd</sup> Lead Competency) Level 3 HEO

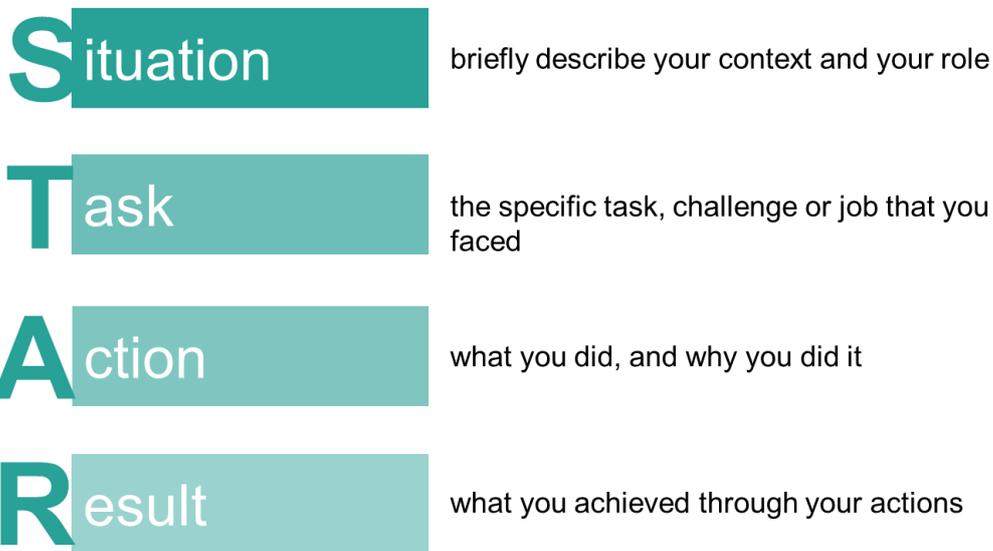
At all levels, effectiveness in this area is about showing our pride and passion for public service, communicating purpose and direction with clarity, integrity, and enthusiasm. It's about championing difference and external experience, and supporting principles of fairness of opportunity for all. For leaders, it is about being visible, establishing a strong direction and persuasive future vision; managing and engaging with people in a straightforward, truthful, and candid way.

Effective Behaviour - People who are effective are likely to...	Ineffective Behaviour - People who are less effective are likely to...
Continually communicate with staff, helping to clarify goals and activities and the links between these and Departmental strategy	Be rarely available to staff and others, communicate infrequently
Recognise, respect and reward the contribution and achievements of others, valuing difference	Take the credit for others' achievements
Communicate in a straightforward, honest and engaging manner with all stakeholders and stand ground when needed	Give in readily when challenged
Communicate using appropriate styles, methods and timing, including digital channels, to maximise understanding and impact	Communicate in a set way with little variation, without tailoring messages, style and timing to the needs of the target audience
Promote the work of the Department and play an active part in supporting the Civil Service values and culture	Be ignorant of and/or dismissive of broader organisational values and goals, such as equality and diversity
Role model enthusiasm and energy about their work and encourage others to do the same	Communicate information without consideration for the audience or with limited/low levels of enthusiasm and effort

## Preparing your competency statements

You will be asked to demonstrate evidence of the skills, knowledge and behaviours for the selected competencies in your application form. We will ask you for a 250 word example for the first two competencies that have been selected for the HMRC Higher Officer caseworker roles. If you are shortlisted to attend an interview, you will also be asked questions against all four competencies and we will provide further guidance at this time.

Remember to choose real life examples which best demonstrate the indicators and your experience of this competency. When deciding which examples to use, keep referring back to the requirements of the post that are described in this candidate pack and cover as many indicators as you are able. One approach that may help you is the STAR method (detailed below) which helps provide a structure and focus to your responses.



## 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
- Keep looking back at the competency indicators and cover the key points
- 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.

## Annex D: Higher Officer caseworker job description

HMRC are looking to recruit dynamic, enthusiastic individuals who have a thirst for interesting, varied and challenging work. We have a range of caseworker roles available offering exciting development opportunities and career paths in some of the most vibrant and successful business group of HMRC.

As a caseworker you will lead or work as part of a highly motivated team, with energy and enthusiasm, carrying out risk-based compliance work. This may include looking into the tax affairs of customers for example, UK and international businesses, employers, individuals or public bodies, or analysing and reviewing data to inform the compliance activity of others. Your day may be spent either examining business and related records to assess whether the correct amount of tax has been paid (both in the office and at business premises) or you could be analysing intelligence received from a variety of sources. Whatever the actual role you will be working (directly or indirectly) with our customers to help them understand the importance of paying the correct tax and prevent future tax evasion and non-compliance.

HMRC will provide you with extensive training and support to enable you to provide high quality and hard hitting results. This includes the development of skills in problem solving; decision making and interviewing as well as, for some of the roles, accredited training.

Your precise role will depend upon the directorate in to which you are appointed but typically the work will include:

- Carrying out quality compliance checks and establishing facts using an investigative approach
- Visiting a variety of businesses across a wide range of locations, sometimes outside traditional working hours
- Engaging directly with customers, for instance to check and where necessary challenge the contents of external customers' tax returns, raising timely and accurate tax assessments or providing quality risk or intelligence assessments to internal customers and senior managers
- Providing risk, intelligence and technical support to teams across HMRC
- Analysing and reviewing often complex data to identify risks and decide the relevant compliance response
- Identifying, analysing and reporting on intelligence received from a wide range of sources
- Working corporately across business streams to maximise the performance of HMRC, sharing best practice and information as appropriate
- Working with legislation, policy and guidance, which will require you to exercise good judgement
- Conducting high profile and complex investigations into avoidance arrangements and bringing them to appropriate resolution either by negotiated settlement or litigation.

Team working is essential for these posts. Some roles can be confrontational and we will support you in handling difficult situations with confidence to help you achieve the targets that contribute to your wider team's performance.

It is likely that your role will require a degree of travelling: This will often be at business / customer premises and be within a reasonable daily travelling distance from your office but occasional travel to other HMRC locations may be required.

## Competencies:

- Making Effective Decisions (Lead competency 1)
- Leading and Communicating (Lead competency 2)
- Delivering at Pace
- Managing A Quality Service

## Annex E: Important Documents to Bring to Your Interview

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

If you do not work for HMRC today (including candidates from other government departments) you will need to produce various documents and bring them to the interview these include, but are not limited to;

- A full valid passport

We will also ask you to bring TWO of the following:

- 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.

### Qualifications

As detailed on page 8 we will require evidence that you hold the qualifications detailed in this candidate pack and the adverts. You will be asked to provide details of your qualifications in your application form. The team who will greet you at the interview panel will have detail of these so that they understand what certificates to expect you to bring on the day.

### What happens if you cannot locate your certificates?



If you are not able to locate your certificates please arrange copies as soon as possible. You can contact your exam board now and ask for a copy, the website below will provide you with guidance on how to do this.

[www.gov.uk/replacement-exam-certificate/who-to-contact](http://www.gov.uk/replacement-exam-certificate/who-to-contact)

You will need to confirm in your application that you have requested a copy of your certificates and you will be asked to provide evidence of this request if you are shortlisted to attend an interview and your copy certificates have not arrived.

## Annex F: 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.

### 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/](http://www.civilservicepensionscheme.org.uk/)

Former Civil Servants who have left the Civil Service early with a severance package or retired with a pension may see either 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](mailto: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.

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.

These are anticipated vacancies and 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, competency statements, interview and experience to differentiate between applicants on the merit list who achieve the same score in their preferred location.

### Posting Length (or tour length)

The expectation within the HMRC is that staff will normally remain in post for a minimum of two years and will not apply for HMRC roles on level transfer during that time.

### Age of retirement:

The Civil Service has adopted a 'no retirement age' policy. This came into effect on 31 March 2010.

### Probation:

Unless you are already an established Civil Servant, probation will be the longer of six months but it will not normally be longer than 12 months. Your performance, conduct and attendance will be continually monitored and reviewed during this time.

### 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 would in any way impair your usefulness to the service, or engage in any occupation which may conflict with the interests of your department or be inconsistent with your official position. Subject to these conditions, work of a minor or short-term nature (for example, vacation work or work after hours) is normally allowed, provided you seek prior permission.

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, part-time working, 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 firstly contact [042R@HMRC.Resourcing-Support.co.uk](mailto:042R@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 and other HMRC departments. 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.

## **Guidance for current Civil Servants on terms**

If you are a Civil Servant today, please review the below impacts to your terms and conditions if you accept a role at HMRC.

## Annual Leave for all staff:

- There is no change to HMRC's annual leave entitlements.
- 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
- People transferring into HMRC from other Government Departments accept the HMRC terms and conditions of appointment including annual leave.
- Only service with another government department or recognised non-departmental public body will qualify towards annual leave entitlement on transfer into HMRC.
- People transferring into HMRC must take all of their unused annual leave, other than banked leave, before they transfer over. HMRC will not pay cash compensation for leave untaken while working for another department.

## Privilege leave

For all new staff and promotees:

- One day's privilege leave entitlement (Queen's Birthday/Victoria Day, in Scotland)
- Bank Holidays are not affected by these changes.

## Mobility

For all new staff and promotees: We will extend mobility across HMRC and Civil Service from 1 May 2013. For existing staff: Our aim is to extend mobility for all staff. However, we recognise the need for further negotiations with our unions. Currently AA, AO and part-time staff (working less than 30 hours per week) are non-mobile.

## Hours of work

For all new staff and promotees:

Working hours for staff based in London increases to 37 net (42 gross, including lunch breaks). No change for staff based outside London

## Level moves (voluntary)

- For pay purposes, HMRC has two pay range locations, which are London and National. Each pay range has a minimum and maximum rate, without any 'spine points' or similar mechanisms. Years spent in the grade will not have an effect on your starting pay in HMRC
- With the exception of London weighting (or equivalent), allowances are not transferrable to HMRC.

## Occupational Sick Pay

For all new staff and promotees:

- entitlement to full pay for one month in the first year of service plus one month at half pay
- 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
- no more than 10 months' total sick pay in a period of four years.

## Basic pay

- If your department currently pays you on its national pay range, your basic pay, which excludes any specialist payments or consolidated allowances, will be moved across to HMRC's national pay range for your grade
- If your department currently pays you on its London pay range, your basic pay, which excludes any specialist payments or consolidated allowances, will be moved across to the HMRC's London pay range for your grade. However, if you are in receipt of a London weighting allowance or equivalent, this amount will be consolidated into your basic pay and the total amount will be moved across to HMRC's London pay range

- If your pay (excluding allowances) is below HMRC's pay range minimum, it will be uplifted to the minimum, if above the maximum, it will be capped at HMRC's maximum for your grade.

### Location change

- If your move involves a change in pay location for example. London to national, your pay in your current department will be transferred across to the equivalent rate within your current department's pay range for the new location. This pay will then be transferred across to HMRC's pay range in the new location uplifting to the minimum, or capping at the maximum, if appropriate
- Some departments have offices where the boundaries do not align with HMRC's national / London pay boundaries, for example your office in your department may be classified as London, but is regarded as national within HMRC. However, the process detailed above of moving your pay in your current department to the equivalent rate on your current department's pay range that aligns with HMRC's pay range, using your current location, will be followed
- Please note: If moving from a London area with your current department to a national area with HMRC, there is a possibility of a decrease in pay.

### Specialist pay

- If you receive specialist or enhanced pay due to your role in your current department, your pay will be adjusted to the equivalent generalist pay range for your location in your current department before the above process is followed regarding location moves.

### Allowances

- The only allowance that will be consolidated into your pay on transfer to HMRC is London weighting or its equivalent. All other allowances are lost on transfer.

### Promotion moves to HMRC

- Your current basic pay will be moved across to the equivalent HMRC pay range following the process detailed above and you will then receive the better of:
  - an uplift of 8% of this salary (capped at the new pay range maximum if exceeded), or
  - the minimum of HMRC's pay range for the grade you have been promoted to, depending which is the most beneficial to you.

### Basic Pay Award

- If you join HMRC after 1 January and will not receive a pay award as you left before your previous department's pay settlement date, your basic pay award will be honoured by HMRC once details have been forwarded from your previous department to HMRC's HR Shared services.

### Further information

- People transferring into HMRC must take all of their unused annual leave, other than banked leave, before they transfer over. HMRC will not pay cash compensation for leave untaken while working for another department
- Do contact us if you feel your situation regarding pay is not covered in the above

## Annex G: The Civil Service Code

We have provided a copy of the Civil Service Code for your information below.

### Civil Service values

The statutory basis for the management of the Civil Service is set out in Part 1 of the [Constitutional Reform and Governance Act 2010](#).

The Civil Service is an integral and key part of the government of the United Kingdom<sup>1</sup>. It supports the government of the day in developing and implementing its policies, and in delivering public services. Civil servants are accountable to ministers<sup>2</sup>, who in turn are accountable to Parliament<sup>3</sup>.

As a civil servant, you are appointed on merit on the basis of fair and open competition and are expected to carry out your role with dedication and a commitment to the Civil Service and its core values: integrity, honesty, objectivity and impartiality. In this code:

- 'integrity' is putting the obligations of public service above your own personal interests
- 'honesty' is being truthful and open
- 'objectivity' is basing your advice and decisions on rigorous analysis of the evidence
- 'impartiality' is acting solely according to the merits of the case and serving equally well governments of different political persuasions

These core values support good government and ensure the achievement of the highest possible standards in all that the Civil Service does. This in turn helps the Civil Service to gain and retain the respect of ministers, Parliament, the public and its customers.

This code<sup>4</sup> sets out the standards of behaviour expected of you and other civil servants. These are based on the core values which are set out in legislation. Individual departments may also have their own separate mission and values statements based on the core values, including the standards of behaviour expected of you when you deal with your colleagues.

### Standards of behaviour

#### Integrity - You must:

- fulfil your duties and obligations responsibly
- always act in a way that is professional<sup>5</sup> and that deserves and retains the confidence of all those with whom you have dealings<sup>6</sup>
- carry out your fiduciary obligations responsibly (that is make sure public money and other resources are used properly and efficiently)
- deal with the public and their affairs fairly, efficiently, promptly, effectively and sensitively, to the best of your ability
- ensure you have Ministerial authorisation for any contact with the media<sup>7</sup>
- keep accurate official records and handle information as openly as possible within the legal framework
- comply with the law and uphold the administration of justice

#### You must not:

- misuse your official position, for example by using information acquired in the course of your official duties to further your private interests or those of others

- accept gifts or hospitality or receive other benefits from anyone which might reasonably be seen to compromise your personal judgement or integrity
- disclose official information without authority (this duty continues to apply after you leave the Civil Service)

#### **Honesty- You must:**

- set out the facts and relevant issues truthfully, and correct any errors as soon as possible
- use resources only for the authorised public purposes for which they are provided
- You must not:
  - deceive or knowingly mislead ministers, Parliament or others
  - be influenced by improper pressures from others or the prospect of personal gain

#### **Objectivity- You must:**

- provide information and advice, including advice to ministers, on the basis of the evidence, and accurately present the options and facts
- take decisions on the merits of the case
- take due account of expert and professional advice

#### **You must not:**

- ignore inconvenient facts or relevant considerations when providing advice or making decisions
- frustrate the implementation of policies once decisions are taken by declining to take, or abstaining from, action which flows from those decisions

#### **Impartiality- You must:**

- carry out your responsibilities in a way that is fair, just and equitable and reflects the Civil Service commitment to equality and diversity

#### **You must not:**

- act in a way that unjustifiably favours or discriminates against particular individuals or interests

#### **Political Impartiality- You must:**

- serve the government<sup>8</sup>, whatever its political persuasion, to the best of your ability in a way which maintains political impartiality and is in line with the requirements of this code, no matter what your own political beliefs are
- act in a way which deserves and retains the confidence of ministers, while at the same time ensuring that you will be able to establish the same relationship with those whom you may be required to serve in some future government
- comply with any restrictions that have been laid down on your political activities

#### **You must not:**

- act in a way that is determined by party political considerations, or use official resources for party political purposes
- allow your personal political views to determine any advice you give or your actions.

### **Rights and responsibilities**

Your department or agency has a duty to make you aware of this Code and its values. If you believe that you are being required to act in a way which conflicts with this Code, your department or agency must consider your concern, and make sure that you are not penalised for raising it.

If you have a concern, you should start by talking to your line manager or someone else in your line management chain. If for any reason you would find this difficult, you should raise the matter with your department's nominated Caseworkers who have been appointed to advise staff on the code. If you become aware of actions by others which you believe conflict with this code you should report this to your line manager or someone else in your line management chain; alternatively you may wish to seek advice from your nominated officer. You should report evidence of criminal or unlawful activity to the police or other appropriate regulatory authorities. This code does not cover HR management issues.

If you have raised a matter covered in paragraphs 16 to 18, in accordance with the relevant procedures<sup>9</sup>, and do not receive what you consider to be a reasonable response, you may report the matter to the Civil Service Commission<sup>10</sup>. The commission will also consider taking a complaint direct. Its address is:

Civil Service Commission  
G/8 1 Horse Guards Road  
London, SW1A 2HQ  
Tel: 020 7271 0831  
Email: [info@csc.gov.uk](mailto:info@csc.gov.uk)

If the matter cannot be resolved using the procedures set out above, and you feel you cannot carry out the instructions you have been given, you will have to resign from the Civil Service. This Code is part of the contractual relationship between you and your employer. It sets out the high standards of behaviour expected of you which follow from your position in public and national life as a civil servant. You can take pride in living up to these values.

Civil servants working for the Scottish and Welsh Governments, and their agencies, have their own versions of the code. Similar codes apply to the Northern Ireland civil service and the Diplomatic Service. Civil servants working in non-ministerial departments in England, Scotland and Wales are covered by this code.

Some civil servants are accountable to the office holder in charge of their organisation. This is made clear in terms and conditions of employment. Civil servants advising ministers should be aware of the constitutional significance of Parliament, and of the conventions governing the relationship between Parliament and the government. The respective responsibilities placed on ministers and special advisers in relation to the civil service are set out in their codes of conduct. Special advisers are also covered by this Civil Service code except, in recognition of their specific role, the requirements for objectivity and impartiality. Including taking account of ethical standards governing particular professions. Including a particular recognition of the importance of co-operation and mutual respect between civil servants working for the UK government and the devolved administrations and vice-versa.

The whistleblowing legislation (the Public Interest Disclosure Act 1998) may also apply in some circumstances. The 'Directory of Civil Service guidance' and the 'Civil Service management code' give more information.

Some civil servants are accountable to the office holder in charge of their organisation. This is made clear in terms and conditions of employment. The whistleblowing legislation (the [Public Interest Disclosure Act 1998](#)) may also apply in some circumstances. The '[Directory of Civil Service guidance](#)' and the '[Civil Service management code](#)' give more information.

The Civil Service Commission's 'Guide to bringing a complaint' gives more information. It is available on the [Civil Service Commission website](#).