



Civil Service



HM Revenue
& Customs

Director General, EU Exit and Borders HMRC

SCS Pay Band 3

Reference: 36351

Closing date: 23.55 on 9th February 2020

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Why join HMRC?



Jim Harra (Chief Executive and First Permanent Secretary)

Jim began his career in the Inland Revenue as an Inspector of Taxes in 1984. In January 2009, he was appointed Director of Corporation Tax and VAT, responsible for optimising the design and delivery of these business taxes.

Jim became Director of Personal Tax Customer Operations in March 2011 and Director Personal Tax Operations in October 2011. He was appointed Director General Business Tax on 16 April 2012. Jim took up the post as HMRC's Permanent Secretary and Chief Executive in 2019.

There could not be a more exciting time to be a senior leader in HM Revenue & Customs (HMRC) as we undergo huge transformational change, which affects all our customers and all our people now and in the future.

We are transforming how and where we work, making use of digital tools and consolidating our workforce into 13 regional centres and specialist sites across the UK.

That means delivering on stretching objectives now, bringing in money to pay for the UK's public services, while transforming our approach for the future to become a more digital organisation, increasing our use of data and transforming how we service our customers.

This is a fantastic opportunity for an engaging and determined individual to join HMRC's senior leadership team and play a critical role on EU Exit policy and delivery, ensuring that HMRC delivers effectively and efficiently.

You will be a key player in the work that HMRC does in bringing together the critical EU Exit policy and delivery groups into one cohesive unit. Fundamentally this role will be responsible for delivering the next stages of EU Exit for HMRC and will therefore require exercising influence across a huge range of senior stakeholders, ensuring that you support the Government to negotiate and deliver a successful EU Exit and future partnership.

If you are up for your next challenge and are interested in policy making, large scale transformation and operational delivery, then we look forward to hearing from you.

Jim Harra
Chief Executive and First Permanent Secretary

Background to HM Revenue and Customs

HM Revenue & Customs is one of the largest Government Departments and one of the UK's biggest organisations. Almost every individual and business in the UK is a direct customer of HMRC. We collect in excess of £500 billion a year in revenue from over 50 million customers across the UK.

We are an effective, efficient and impartial tax and payments authority with a vital purpose: to collect the money that pays for the UK's public services and help families and individuals with targeted financial support.

We have embarked on a major transformational Programme to redirect more of our people and resources to compliance activities, modernising systems and re-engineering processes to become more customer-oriented. We also aim to bring our 65,000 staff together from 170 to 13 modern offices across the country, alongside a small number of specialist sites and an HQ.

Our single department plan 2015 - 2020, which sets out our plans for achieving our strategic objectives and delivering our vision, is available online at: [Single Departmental Plan](#)

In 2017 we agreed a new vision and, together with our people, defined our values:



About the role

This is a newly created post designed to provide leadership to a newly formed group in HMRC that brings together the critical EU Exit policy and delivery groups into one cohesive unit. The job holder will be responsible for defining and embedding the new organisational structure. Fundamentally this role will be responsible for delivering the next stages of EU Exit for HMRC.

Key Responsibilities:

Support the Government to negotiate and deliver a successful EU exit and future partnership through:

- Continuing to deliver credible positions in negotiations, with Her Majesty's Treasury (HMT) and Ministers.
- Engaging in EU Exit preparations with HMT partners and wider across Whitehall and providing a strong influence on the UK position.
- Ensuring the right people with the right skills are in place to support ongoing negotiations.
- Ensuring information flows efficiently, even in the fast paced environment of

trade and other negotiations, and HMRC input is coordinated.

Build and maintain HMRC capability to deliver EU exit requirements:

- As Senior Responsible Officer (SRO), deliver the Customs Declaration Service, Border Systems and Border Contingency programmes (including Northern Ireland protocol)
- Ensuring the IT, operational and policy requirements are in place.
- Supporting UK businesses so that they have sufficient time to prepare for exiting the EU effectively.

Leadership role model:

- Delivering agreed performance targets within budget;
- Supporting and developing the Directors and their teams in developing themselves.

The job holder will report directly to Jim Harra, 1st Permanent Secretary and Chief Executive HMRC and will have the following director commands reporting to them:

- European Transition Unit (EUTU)
- Customs Transformation
- Borders Design to Delivery
- Customs and Borders Directorate

The job holder will line manage 4 directors leading in the EU Exit policy and project delivery space. The 4 directorates are made up approx. 1000 FTE, largely in project delivery and policy but also including functions such as communications, finance and private office. Although a significant proportion will be London based the job holder can expect to have staff across the majority of HMRC locations. In the event of a no deal EU Exit the command centre would be stood up which is principally an operations command. The job holder will be responsible for bringing together the Senior Leadership Team (SLT) which is newly formed, as well as the wider senior community including critical enabling partners in digital, finance, HR and operations. The job holder will also be responsible for all their people with a focus on wellbeing and workload which can be put under pressure in the EU exit environment.

As the Director General for EU Exit, the job holder will be accountable for HMRC input into EU Exit trade negotiations. This will involve ensuring clear, coherent advice is provided to diplomatic and trade officials for negotiating the future relationship. The job holder will need to be able to ensure detailed advice, opportunities and challenges on customs and tax is distilled and able to be considered and presented at the negotiating table. The job holder can expect to be part of the negotiating teams and lead the subject matter experts for the department, with a direct accountability for the outcome of future negotiations and by extension the future relationship between the EU and UK.

The main reason for creating this post, is the joining up of EU Exit policy and delivery and therefore the role will be responsible for both functions. The job holder will need to deploy their resources to ensure departmental policy is adapted to reflect the new UK-EU relationship. Policy will need to meet government strategy and also be eminently deliverable. The job holder will be accountable for ensuring policy translates to delivery through a

series of projects and programmes that are properly costed, resourced and tracked through the EU Exit portfolio.

The job holder will work closely with HMRC external stakeholders, namely the British public and businesses as they will hold the overall remit for external readiness. The job holder will need to oversee an external engagement strategy, working closely with other government departments, in order to ensure businesses and citizens fully understand the impact of the new UK/EU relationship and are ready for the various checkpoints and milestones.

The job holder will need to be a strong influencer. Principally they will need to be able to influence ministers on the items listed above – negotiating strategy/considerations, deliverability and prioritisation. Always a difficult skill this is likely to be especially challenging within EU Exit especially politically charged areas such as Northern Ireland and the future trading relationship.

The job holder will be joining the departmental Executive Committee (ExCom) and will need to be cognisant of

the impact their area (EU Exit and Borders) is having on both the day to day operations of the department and its change agenda. The job holder will need to be able to explain the impact of EU Exit developments on ExCom members' commands, some of which may generate increased and new ways of working. Further, recognising EU Exit is likely to continue as the departmental (and CS) priority, the job holder will need to be able to negotiate with ExCom over internal prioritisation, including making tough decisions in order to ensure appropriate resource is available for EU Exit. This may include, for example, closing other change programmes.

At present the EU Exit commands that form part of the new Director General group, are spread out across the department meaning there is not much joined-up central coordination. It will be critical for the job holder to ensure more effective policy to delivery transition and strong portfolio management in the EU Exit space.

Person Specification

To be successful in this role candidates will be asked to present evidence of the following essential criteria during the selection process:

- Proven success through inspirational leadership with a clear track record of delivering outstanding performance as well as extensive experience of people management across large, complex teams - leading across geographically disperse locations and culturally diverse teams;
- Experience of working collaboratively and successfully engaging with a diverse range of stakeholders both internally and externally at the most senior levels;
- Proven ability of having strong judgement as the job holder will need to prioritise both the policy and delivery work of their teams. This will also include strong time management skills as they will have to be able to react to both internal and external factors;
- Effective and sophisticated influencing skills, with the gravitas and credibility to work in partnership with colleagues and stakeholders at Board and Ministerial level to set strategic direction, to operationalise strategy and to advise on complex policy issues;
- The effective job holder will need to be experienced in policy, programme and portfolio management, and will have experience of working on EU exit
- The effective jobholder will have the resilience to successfully manage high profile public and media scrutiny.

Whilst not essential, it would be helpful if candidates could also demonstrate:

- Experience of successfully leading an organisation through large scale transformational change.

Salary and Benefits

Salary

Up to £140,000 per annum.

Standard pay rules apply for existing civil servants.

Location

London

Benefits

Whatever your role, we take your career and development seriously, and want to enable you to build a really successful career with the Department and wider Civil Service. It is crucial that our employees have the right skills to develop their careers and meet the challenges ahead, and you'll benefit from regular performance and development reviews to ensure this development is ongoing. As a Civil Service employee, you'll be entitled to a large range of benefits.

This includes:

- 25 days annual leave on entry, increasing on a sliding scale to 30 days after 5 years' service. This is in addition to 8 public holidays plus one further day's paid leave to mark the Queen's official birthday.
- A competitive contributory pension scheme that you can enter as soon as you join where we will make a significant contribution to the cost of your pension; where your contributions come out of your salary before any tax is taken; and where your pension will continue to provide valuable benefits for you and your family if you are too ill to continue to work or die before you retire.
- Flexible working patterns including part-time or time-term working and access to flexible working schemes allowing you to vary your working day as long as you work your total hours.
- Generous paid maternity and paternity leave which is notably more than the statutory minimum offered by many other employers.
- Interest-free loans allowing you to spread the cost of an annual travel season ticket or a new bicycle.
- The opportunity to use onsite facilities including fitness centres and staff canteens (where applicable).
- Occupational sick pay.

Application Process

Application

To apply for this post, you will need to complete the online application process which includes completing the application form as outline below.

This should be completed no later than **23:55 on 9th February 2020**.

1. A **CV** setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps within the last two years.
2. A **Statement of Suitability** (no longer than two pages) explaining how you consider your personal skills, qualities and experience provide evidence of your suitability for the role, with particular reference to the criteria in the person specification.

Failure to submit both (CV and Statement of Suitability) will mean the panel only have limited information on which to assess your application against the criteria in the person specification.

Please ensure that both documents contain your full name.

Should you encounter any issues with your online application please get in touch with Jo Choudrie on:

Jo.choudrie@HMRC.gov.uk

If you do not receive acknowledgement of your application within 48 hours via the automated system, please contact us.

Shortlist

- A panel, including the hiring manager- Jim Harra (HMRC, Permanent Secretary), Jane Burgess (Civil Service Commissioner), Rob Woodstock (Chief Commercial Officer) and Dan Coughlin (Policy and Corporate Services HR Director) will then assess your application to select those demonstrating the best fit with the role by considering the evidence you have provided against the criteria

set out in the '[Person Specification](#)' section. Failure to address any or all of these may affect your application.

- A decision is expected to be made **by week commencing 17th February 2020** and all candidates will be advised of the outcome shortly afterwards.

Assessment

- If you are shortlisted, you will be asked to take part in a media exercise. Full details of this assessment process will be made available to shortlisted candidates. This assessment will not result in a pass or fail decision. Rather, it is designed to support the panel's decision making and highlight areas for the panel to explore further at interview.
- If shortlisted, candidates will be offered the opportunity to have a fireside chat with Jim Harra (Vacancy Holder). This will be an informal conversation and will give the shortlisted candidate an opportunity to find out more about the role. This would be optional.
- You will then be asked to attend an interview in order to have a more in-depth discussion of your previous experience and professional competence. This will also include a presentation at interview.
- The assessments and interview will take place in **London**.
- Regardless of the outcome, we will notify all candidates as soon as possible.
- We will send you a copy of any report for any assessment that you may have undergone as part of the recruitment process (where applicable).

Indicative Timeline

Please note that these dates are only indicative at this stage and could be subject to change. If you are unable to meet these timeframes, please let us know in your application letter.

The anticipated timetable is as follows:

Advert Closing Date	23:55 on 9 th February 2020
Expected shortlist meeting	Week commencing 17 th February 2020
Fireside Chats and Assessments	Week commencing 24 th February and 2 nd March 2020
Interviews	Week commencing 9 th March 2020

Interviews will take place in London. Candidates are asked to note the above timetable, exercising flexibility through the recruitment and selection process.

FAQs

1. Can I apply if I am not currently a civil servant?

Yes. This role is open to suitably qualified people in the external market and to existing civil servants and those in accredited Non Departmental Bodies.

2. Is this role permanent?

This role is being offered on a permanent basis.

3. Is this role suitable for part-time working?

This role is available for full-time or flexible working arrangements (including job share partnerships) but you should discuss your needs with the hiring manager if you are invited to interview.

4. Will the role involve travel?

Some travel may be required for this role.

5. Where will the role be based?

London

6. Can I claim back any expenses incurred during the recruitment process?

No. Unfortunately we will not be able to reimburse you, except in exceptional circumstances and only when agreed in advance.

7. What nationality do I need to hold in order to apply?

To be eligible for employment to this role you must be a national from the following countries:

- The United Kingdom
- The Republic of Ireland
- The Commonwealth*
- A European Economic Area (EEA) Member State
- Switzerland
- Turkey
- Certain family members of EEA, Switzerland and Turkish nationals are also eligible to apply regardless of their nationality.

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

For further information on whether you are eligible to apply, please visit [Gov.UK](https://www.gov.uk).

8. Is security clearance required?

Yes. If successful you must hold, or be willing to obtain, security clearance to at least to SC level. More information about the vetting process can be found at the following link

<https://www.gov.uk/guidance/security-vetting-and-clearance>

9. What reasonable adjustments can be made if I have a disability?

We are committed to making reasonable adjustments in order to support disabled job applicants and ensure that you are not disadvantaged in the recruitment and assessment process. Reasonable adjustments could include; allowing extra time during selection tests; ensuring that information is provided in an

accessible format or; by providing training.

If you feel that you may need a reasonable adjustment to be made, or you would like to discuss your requirements in more detail, please contact us in the first instance.

If you wish to receive a hard copy of the information, or in an alternative format e.g. Audio, Braille or large font then please contact:

Jo.choudrie@HMRC.gov.uk

If you cannot apply online, please post your application to:

Jo Choudrie, 10 South Colonnade,
London, E14 4PU.

Please quote the **vacancy reference number** on the envelope.

10. What is the role of the Civil Service Commission in relation to recruitment into the Civil Service?

The Civil Service has two primary functions:

To provide assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition as outlined in the [Civil Service Commission's Recruitment Principles](#). For the most senior posts in the Civil Service, the Commission

discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel

To hear and determine appeals made by civil servants under the Civil Service Code which sets out the Civil Service values – Honesty, Integrity, Impartiality and Objectivity – and forms part of the relationship between civil servants and their employer.

11. Will this role be overseen by the Civil Service Commission?

Yes. As this role is one of the more senior posts within the Civil Service, a Commissioner will oversee the recruitment process and chair the selection panel.

More detailed information can be found on the Civil Service Commission [website](#).

12. What do I do if I want to make a complaint?

If you feel that your application has not been treated in accordance with the recruitment principles and wish to make a complaint then you should contact Jo.choudrie@HMRC.gov.uk in the first instance.

13. What should I do if I think that I have a conflict of interest?

Candidates must note the requirement to declare any interests that might cause questions to be raised about their approach to the business of the Department.

If you believe that you may have a conflict of interest please contact Jo.choudrie@HMRC.gov.uk before submitting your application.



Our differences enrich us, our diversity makes us strong.

Jazz Bhogal, Deputy Director, Civil Service Diversity & Inclusion, Cabinet Office

The Civil Service is committed to becoming the most inclusive employer in the UK.

We are committed to understanding, respecting and representing as broad a range of views and backgrounds as we have in UK society. We know that diverse perspectives and experiences are critical to an effective, modern Civil Service.

Our vision is to ensure the Civil Service represents modern Britain and is a truly inclusive employer - an example to other employers. We will create an organisation where diversity is not only respected and valued - but celebrated.

What's in it for me?

We want to maximise the potential of everyone who chooses to work for us - regardless of background.

If you're interested in becoming a world class leader, developing your career with us – starting with this interesting and challenging role – or doing things

differently and inspiring colleagues, then the Civil Service is the place for you.

Our passion for diversity and equality means creating a work environment for all employees that is welcoming, respectful, engaging, and enriched with opportunities for personal and professional development.

What's next?

You've taken the first step and looked through this job pack to understand the skills and experience needed to perform this role. Now join us in achieving our ambitions and let us help you achieve yours. [Apply now.](#)



Civil Service



HM Revenue
& Customs

Contact us

We encourage all candidates to discuss the role further before submitting an application.
If you would like to discuss the role in more detail, please contact Jo Choudrie on
Jo.Choudrie@HMRC.gov.uk

For assistance with the recruitment/application process, please contact Jo Choudrie on
Jo.Choudrie@HMRC.gov.uk

Our work is regulated by the Civil Service Commission where necessary and supported by the equality campaign group Stonewall.

