

# Position Specification

HM Revenue & Customs

Director General, Customer Services

Private and Confidential

#855841



Civil Service  
Resourcing



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# Position Specification

Ref: Director General, Customer Services  
HM Revenue & Customs

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## Welcome Message



HMRC is undergoing one of the most significant organisational transformations in Europe. We are striving to become a smaller, digital customer-centric and more professional organisation, based in fewer locations, while serving 50 million individual customers and more than five million businesses. And we are under significant public scrutiny: it seems that everyone is interested in tax these days.

We need to rapidly transform how, where and when we work: using data to improve compliance; shifting from traditional telephone and post services to digital online services that our customers want to use, available 24 hours a day, seven days a week; and consolidating into 13 modern Regional Centres and four Specialist Sites, with people provided with the IT and skills they need as HMRC becomes one of the most digitally-advanced tax administrations in the world. In so many areas we are leading a technology revolution across government, such as in:

- The launch of the Personal and Business Tax Accounts, with more than 13m registered users already, where individual taxpayers can see a single view of their tax affairs and where business taxpayers will be able to see all aspects of their tax relationship by 2020. The implementation of Making Tax Digital is one of the most complex technological projects ever undertaken by government consolidating hundreds of tax applications, simplifying some, digesting all and providing easy access through the Tax Account.
- Big data - we're bringing all of our data into a single Enterprise Data Hub, built mainly with open source tooling, and ingesting third party data, so we can gain new insights into areas of risk and increasingly tailor digital services to customers.
- Customer contact - we can better manage peaks in contact through our virtual contact centre, which we believe is now the largest on the planet. It's enabling us to bring together scanned mail, telephony and new ways of helping customers' online, such as webchat and virtual assistants, ensuring customers get the right help when they need it.
- Robotic automation - we currently have more than 30 different robotics projects in flight, speeding up processes so we save time for our customers and operate more efficiently. We see ourselves as government leaders in automation software.

This role covers one of the two largest business areas in HMRC, which itself is one of the largest government departments. As such, the responsibility for the successful operational delivery will be key, as will your strong leadership and engagement of so many of our people. Not only that, but as a member of the Executive Committee, you will be an integral part of the senior leadership team for a Department of over 61,000 people, responsible for bringing in around £536.8bn in annual revenue.

**Jon Thompson**, Chief Executive, HMRC

## Background to HM Revenue & Customs

HM Revenue & Customs (HMRC) 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. HMRC collect around £540 billion a year in revenue from 50 million individual customers and 5 million businesses across the UK.

HMRC are an impartial and increasingly effective and efficient 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.

As part of HMRC's continued drive to increase tax compliance to narrow the £36 billion tax gap, HMRC have embarked on a major transformational programme to redirect more of HMRC's people and resources to compliance activities, modernising systems and re-engineering processes to become more customer-orientated. HMRC are bringing 61,000 staff together from 170 to 13 modern offices across the country.

HMRC's single departmental plan describes HM Revenue and Customs' (HMRC) priority objectives for 2015- 2020: [Single Departmental Plan 2015 to 2020](#)

## Customer Services Group

The Director General, Customer Services is accountable for setting strategic direction, ensuring high standards of governance, delivery and expenditure. The Customer Services Senior Leadership Team (SLT), chaired by the Director General has collective responsibility for executive decision making, overseeing performance delivery, driving continuous improvement and developing and delivering change across the business.

Customer Services Group objectives mirror those of HMRC: to **maximise revenues, reduce costs** and **improve the customer experience**, in line with HMRC's customer-centric business strategy. Customer Services Group:

- touches the lives of 60 million people through PAYE, Self-Assessment, National Insurance, and through specialist taxes and reliefs like Inheritance Tax, Gift Aid and Capital Gains Tax
- brings in pays for the UK's vital public services and benefits for those who need them
- has 45 million PAYE customers, and every year we handle over 50 million customer calls and answer around 15 million items of customer correspondence
- has around 24,000 people, including 1,700 who look after specialist taxes, as well as very wealthy customers, trusts and charities. Our telephony and digital services support customers on behalf of the entire department.

HM Revenue and Customs at a glance



**£536.8bn**  
**revenue**



**£1.3bn**

Reinvestment in digital  
transformation



**75%** of all  
government  
transactions

Net  
reduction in  
baseline  
costs by  
2020



**5m**

**Business  
customers**



**50m**

**individual customers**

## **Transformation in HM Revenue & Customs – ‘Building our future’**

In order to meet its strategic objectives – to maximise revenues due and bear down on avoidance and evasion; transform tax and payments for our customers; and design and deliver a professional, efficient and engaged organisation – HMRC has embarked on a major transformation programme, changing the way it does things to make it easier for compliant customers and harder for non-compliant customers. These reforms will deliver the biggest transformation of the tax system in a generation, making it more effective, efficient and easier for our customers. All of this is to be delivered at lower costs, while meeting revenue and customer service targets. The ‘Building our Future’ programme sets out how the organisation will transform over the coming years and what HMRC will be like in 2020 and beyond.

Some of the areas that are changing are described below.

### **Digital transformation**

HMRC is one of the leaders of government’s digital journey and has invested £1.3 billion to transform into one of the most digitally advanced tax administrations in the world (“digital by default”) - fundamentally transforming the way people and businesses are able to manage their tax affairs, offering them first-class online, real-time services accessible anytime, anywhere – just as with banking and shopping.

### **People transformation**

HMRC’s people are at the heart of the transformation as HMRC moves towards its vision for 2020. It will mean new ways of working for its people - with fewer people, working in more highly skilled roles, in fewer locations, working across business lines to bring services together for customers in one place.

### **Estates transformation**

HMRC is rationalising its current estates footprint - moving from an organisation with over 170 offices in 2015 to 13 new Regional Centres and four Specialist Sites by 2021. This means that teams will be able to work closer together in a smaller number of large, modern, adaptable offices and ensure that HMRC people will have more opportunities to build their careers and skills. HMRC is also updating its IT and infrastructure to ensure the best working environment possible.

More information about ‘Building Our Future’ is available online at:  
[Building Our Future: transforming how HMRC serves the UK - gov.uk](https://www.gov.uk/building-our-future)

## The Role

The Director General, Customer Services is accountable for all mainstream customer-facing operations in HM Revenue & Customs. This includes services provided to individuals, businesses, tax credit / Child Benefit customers, and the debt management function. As such, the Customer Services Group within HMRC has a direct impact on almost every person and business in the UK.

Given its level of impact and reach, HMRC is committed to becoming one of the best customer service organisations in the world. In order to achieve that ambition, HMRC is seeking a Director General with the vision, drive, and determination to make their vision a reality.

Reporting directly to the Chief Executive, the Director General, Customer Services is a member of the HMRC Executive Committee and an Operational Delivery Profession executive. This is a substantial and challenging role, which includes the leadership of the circa 25,000 people who make up the Customer Services Group. The Director General, Customer Services will have ten direct reports, and will design the strategy and communicate the vision for the future customer service proposition.

The successful candidate will deliver major transformational change across the Customer Services Group, driving operational excellence and continuous improvement in all aspects of the operations and shared services. Alongside the delivery of this transformation programme, the Director General, Customer Services will continue to define and develop the future structure of the Group.

Importantly, s/he will inspire and motivate the Group to drive harder each day to improve performance. In creating a greater sense of purpose, the Director General, Customer Services will enhance employee engagement across the team.

A key component of the five year HMRC strategy and the transformation of the Customer Services Group is to shift to an online self-service model. The Director General, Customer Services is accountable for realising the benefits of that strategy, working alongside the CDIO and Transformation DGs.

As this is one of the biggest operational Director General roles in the civil service, the successful candidate must have a passion for customer service, and be comfortable with regular external scrutiny from the media and various Parliamentary Committees.

## Accountabilities and Responsibilities

The Director General, Customer Services is accountable for:

- Delivering excellent customer service in line with the HMRC strategy, business plan and annual targets;
- Managing the debt balance and reducing fraud and error in the tax credits system;
- Shaping and realising the benefits of the HMRC transformation programme in relation to reduced costs, increased revenues and reduced fraud and error;
- Operational delivery of customer services to individuals, businesses and their intermediaries through a multi-channel operating model – online, telephone, post and face-to-face;
- Increasing employee engagement in the Customer Services Group;

- Acting as a Tax Commissioner for HMRC appointed by the Queen and responsible for handling individual taxpayers' affairs impartially ensuring ministers have no involvement in taxpayers' cases.

### **Candidate Profile**

The ideal candidate will be able to demonstrate throughout the recruitment process, the following essential criteria:

- An experienced operational delivery professional with a track record of leading and inspiring large-scale multi-channel operations, with significant experience of managing teams across dispersed locations
- A track record of delivering successful transformation programmes in complex environments; driving change to meet or exceed delivery objectives and achieve superior performance and strong results through others
- The gravitas and credibility to influence a wide range of stakeholders, including Ministers
- An understanding of the challenges of working in the public service, serving the Government and Parliament;
- The resilience to successfully manage high profile public and media scrutiny.

Previous experience in the public sector and/or civil service is not required.

### **Salary**

The salary for this post is set within the Senior Civil Service (SCS) Payband 3 range.

Being mindful of the scrutiny on public sector pay, external candidates should expect their salary on appointment to be up to £142,500 per annum.

Existing Civil Servants will be appointed in line with the normal Civil Service pay rules.

## Recruitment Process

### 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:

Advertisement closes	Monday 15 May 2017
Interviews with RRA	Target week 29 May / 5 June 2017
Short List Meeting	Target week 12 June 2017
Assessments/Staff Engagement Exercise /Other	Target week(s) 19 / 29 June 2017
Final Interviews	Target week 29 June 2017

### Application Instructions

Russell Reynolds Associates has been appointed to advise HMRC on this recruitment. Short-listing of candidates will involve the assessment of information provided in application documentation.

**The closing date for applications is Monday 15 May 2017.**

### Please send applications:

By email (preferred): [Responses@RussellReynolds.com](mailto:Responses@RussellReynolds.com)

Or, by post:  
Russell Reynolds Associates  
c/o Kirsty Hennessy  
1704-023L  
Almack House, 28 King Street  
London SW1Y 6QW

### All applications must include the following:

- The reference number **1704-023L** and role title in the subject line.
- A current **CV** with educational and professional qualifications and full employment history, giving details where applicable of budgets and numbers of people managed, relevant achievements in recent posts, together with reasons for absence within the last two years.
- A short **Supporting Statement** of not more than two A4 sized pages explaining why this appointment interests you and how you meet the criteria as detailed in the candidate profile.
- Names of at least two professional **referees** who may be contacted at short list stage, i.e. *before* final interview.
- Confirmation from you that you are happy for Russell Reynolds Associates or its client to undertake any necessary background checks, including career, credit and qualifications, or similar at the appropriate stage in the process. No checks will be undertaken without your prior knowledge.
- Notification of any dates you are unable to accommodate within the indicative timetable set out in the previous section.
- A completed personal details form to include preferred contact details, as found at **Appendix A**.
- Diversity Monitoring Forms for completion at **Appendix B**, including a Guaranteed Interview Scheme if applicable, **Appendix C**.

**Overview of the Process**

Russell Reynolds Associates will acknowledge your application and advise you of the outcome of the shortlist meeting.

Applications will be reviewed by the panel to select those demonstrating the best fit with the post and the criteria set out in the person specification.

Depending on the number of applications received there may be a second stage to the shortlist process.

If you are shortlisted, you will be provided with full details of the next stages of the selection and assessment process. This may include other forms of assessment prior to the final interview.

You will also have the opportunity to meet with the recruiting line manager prior to the final selection panel interview to learn more about the role and the organisation. Further details will be provided if you progress to this stage of the selection process.

The selection panel will be chaired by Sarah Laessig, Civil Service Commissioner and will include:

- Jon Thompson, Chief Executive, HMRC
- Dr. Alice Maynard, Non-Executive Director, HMRC
- Robert Devereux, Permanent Secretary, DWP

Where possible Russell Reynolds Associates will provide feedback. However, depending on the volume of applications it may not always be possible to provide individual feedback to all candidates.

**Assessments**

If you are invited for interview you will be asked to undergo an assessment designed to identify your key behavioural strengths as well as any associated areas for development. This is to support the selection panel's decision making. You may also be tested on numeracy and literacy skills.

The assessment lasts approximately two hours and consists of a number of personality questionnaires and a subsequent discussion with an assessor. You will need to be flexible about setting aside time in your diary to do this. Those undertaking the assessment will be provided with full details beforehand. The assessment does not lead to a pass or fail decision; rather, it is intended to highlight areas of strength and possible concerns which the panel can probe at interview.

The assessment explores applicant career motivations, as well as levels of resilience, strengths in building relationships and how influential they are, how you lead and manage, how you manage change and complexity as well as understanding your key values, attitudes and behaviours.

If you have been assessed previously and apply for another SCS post at the same payband within a two year period, it is our policy to reuse the original report.

**Staff Engagement Exercise**

Shortlisted candidates will also participate in a Staff Engagement Exercise. This will involve meeting with a small group of staff from HMRC to discuss your approach to leadership and engagement in relation to the role. Further information on this will be given to those candidates invited to interview.

**Arrangements for interview**

The final interview will be held at 100 Parliament Street, London, SW1A 2BQ. You will be advised of the format in advance. If you are required to prepare in advance a presentation for the final interview, you will normally be given at least one week's notice of the subject.

Expenses incurred by candidates during the recruitment process will not be reimbursed by the Department except in exceptional circumstances and only when agreed with the Department in advance.

**Reserve Lists**

If we receive applications from more suitable candidates than we have vacancies for at this time, we may hold suitable applicants on a reserve list for 12 months, and future vacancies in the Civil Service requiring the same skills and experience could be offered to candidates on the reserve list without a new competition.

**Alternative Formats**

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: [andrew.faulkner1@csresourcing.gsi.gov.uk](mailto:andrew.faulkner1@csresourcing.gsi.gov.uk)

If you cannot apply online, please post applications to:

Russell Reynolds Associates, Almack House, c/o Kirsty Hennessy, ref 1704-023L, Almack House, 28 King Street, London SW1Y 6QW.

**Further Information**

If you have any questions about the role or would like to discuss the post further, please contact PH: 020 7343 3616.

**Civil Service Commission's Recruitment Principles**

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](#).

The Civil Service Commission has two primary functions:

- Providing assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition. 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.
- Hearing and determining 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.

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More detailed information can be found at the Civil Service Commission website <http://civilservicecommission.independent.gov.uk>

**Complaints**

If you feel your application has not been treated in accordance with the Recruitment Principles, and you wish to make a complaint, you should contact Steve Dobson at [stephen.dobson@hmrc.gsi.gov.uk](mailto:stephen.dobson@hmrc.gsi.gov.uk) in the first instance.

If you are not satisfied with the response you receive, you can contact the Civil Service Commission at: <http://civilservicecommission.independent.gov.uk/civil-service-recruitment/complaints/>

## Terms, Conditions and Benefits

The information offered in this document is supplied in good faith but does not in itself form any part of the contract of employment.

<b>Appointment Term</b>	Permanent
<b>Location</b>	London. Some travel may be required. Relocation costs will not be reimbursed.
<b>Working Arrangements</b>	This role is available for full-time, part-time or flexible working arrangements (including job share arrangements)
<b>Salary Range &amp; Annual Pay Awards</b>	The post is at Senior Civil Service Pay Band 3 level (The salary range is £106,000 to £208,100).The salary for this up to £142,500 per annum.  Annual pay awards are made in line with current SCS performance-related pay arrangements. In addition there will be the opportunity to earn performance related bonuses.
<b>Pension</b>	Your pension is a valuable part of your total reward package where: <ul style="list-style-type: none"> <li>▪ the employer makes a significant contribution to the cost of your pension;</li> <li>▪ your contributions come out of your salary before any tax is taken. This means, if you pay tax, your take-home pay will not be reduced by the full amount of your contribution; and</li> <li>▪ 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.</li> </ul> For more information visit <a href="http://www.civilservice.gov.uk/pensions">www.civilservice.gov.uk/pensions</a>
<b>Leave Allowance</b>	Full time new entrants to the Civil Service and those Civil Servants on modernised terms and conditions will be entitled to 25 days leave increasing on a sliding scale to 30 days after 5 years' service.  In addition to this you are entitled to 8 public/bank holidays plus an additional day for the Queen's Birthday. The allowance is pro-rated for part-time staff.  With competitive maternity, paternity and parental leave we also recognise the importance of a good work-life balance and offer flexible working and a family friendly approach to work.
<b>Training and Development</b>	The Department offers engaging jobs in work that really matters; jobs which have a direct impact on the quality of public services. Roles can offer great job satisfaction and there are many opportunities to develop and progress both within the Department and across the wider Civil Service.  To create a more skilled and unified organisation to transform services, the Civil Service is developing 10 specialist areas of expertise. <a href="https://www.gov.uk/government/publications/functional-model-for-more-efficient-and-effective-government">https://www.gov.uk/government/publications/functional-model-for-more-efficient-and-effective-government</a> These cross-government functions provide professional services and support to departments and supplement the 25

	<p>recognised professions within the Civil Service and who are there to support your own professional development</p> <p><a href="https://www.gov.uk/government/organisations/civil-service/about/recruitment#professions">https://www.gov.uk/government/organisations/civil-service/about/recruitment#professions</a></p> <p>We are committed to investing in our staff and offer a range of work based training and qualifications, coaching and mentoring opportunities and a guaranteed five days of learning a year.</p>
<b>Other Benefits</b>	<ul style="list-style-type: none"> <li>▪ Childcare - the Department recognises that many staff balance working lives with the demands of a family life and offers support with childcare and holiday play schemes costs by providing childcare vouchers for staff who meet the eligibility criteria</li> <li>▪ Interest free season ticket and bicycle loans</li> <li>▪ Some departments also offer onsite facilities including fitness centres and staff canteens</li> </ul>
<b>Modernised Terms and Conditions</b>	<p>Civil Servants taking up appointment on promotion will adopt the current Senior Civil Service terms and conditions, which came in to effect on 1 July 2013. Existing Civil Servants appointed on level transfer will retain their existing terms and conditions.</p>
<b>Eligibility</b>	<p>The post is advertised to suitably qualified people in the external market, and to existing Civil Servants and those in accredited Non Departmental Public Bodies.</p>
<b>Nationality</b>	<p>To be eligible for employment you must be a national from the following countries:</p> <ul style="list-style-type: none"> <li>- The United Kingdom</li> <li>- The Republic of Ireland</li> <li>- The Commonwealth*</li> <li>- A European Economic Area (EEA) Member State</li> <li>- Switzerland</li> <li>- Turkey</li> </ul> <p>Certain family members of EEA, Switzerland and Turkish nationals are also eligible to apply regardless of their nationality.</p> <p>(*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.)</p> <p>For further information on whether you are eligible to apply, please visit <a href="http://Gov.UK">Gov.UK</a>.</p>
<b>Security Clearance</b>	<p>Before the appointment of the successful candidate can be confirmed, the Department will undertake background security checks. As part of this, we will need to confirm your identity, employment history over the past three years (or course details if you were in education), nationality and immigration status, and criminal record (unspent convictions only).</p> <p>The successful candidate must hold or be willing to obtain security clearance to <b>Security Clearance (SC)</b> level before taking up post.</p>

<p><b>Reserved for UK Nationals</b></p>	<p>Certain posts, notably those concerned with security and intelligence, might be reserved for British citizens, but this will not normally prevent access to a wide range of developmental opportunities within the Civil Service.</p> <p>This is not a reserved post.</p>
<p><b>Conflict of Interest</b></p>	<p>Candidates must note the requirement to declare any interests they may have that might cause questions to be raised about their approach to the business of the Department. They are required to declare any relevant business interests, share holdings, positions of authority, retainers, consultancy arrangements or other connections with commercial, public or voluntary bodies, both for themselves and for their spouses/partners.</p> <p>The successful candidate will be required to give up any conflicting interests and his/her other business and financial interests may be published.</p> <p>If you believe you may have a conflict of interest, please contact Andrew Faulkner before submitting your application at <a href="mailto:andrew.faulkner1@csresourcing.gsi.gov.uk">andrew.faulkner1@csresourcing.gsi.gov.uk</a></p>
<p><b>Equality and Diversity</b></p>	<p>The Department is committed to being an equal opportunities employer. We value and welcome diversity. We aim to develop all our staff to enable them to make a full contribution to meeting the Department's objectives, and to fulfill their own potential on merit. We will not tolerate harassment or other unfair discrimination on grounds of sex, marital status, race, colour, nationality, ethnic origin, disability, age, religion or sexual orientation. We will promote and support the use of a range of flexible working patterns to enable staff to balance home and work responsibilities; and we will treat people fairly irrespective of their working arrangements.</p> <p>Under the terms of the Equality Act 2010, we are legally required to consider making reasonable adjustments to ensure that disabled people are not disadvantaged in the recruitment and selection process. We are therefore committed to meeting, wherever possible, any needs you specify in your application. We will also consider any reasonable adjustments under the terms of the Act to enable any applicant with a disability (as defined under the Act) to meet the requirements of the post.</p> <p>The Department uses the 'two ticks' Disability Symbol, showing it is an employer which has a positive attitude towards applications from disabled people. The Department also offers a Guaranteed Interview Scheme (GIS) for all disabled applicants. We are committed to interviewing all applicants with a disability who provide evidence of meeting the minimum requirements necessary for the post, as set out in this applicant pack.</p>

	<p>To be eligible, your disability must be within the definition laid down in the Equality Act 2010. A disabled person is defined by the Equality Act 2010 as someone who has a physical or mental impairment, which has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities. For the purposes of this policy, these words have the following meanings:</p> <ul style="list-style-type: none"><li>▪ ‘substantial’ means more than minor or trivial</li><li>▪ ‘long-term’ means that the effect of the impairment has lasted, or is likely to last, 12 months (there are special rules covering recurring or fluctuating conditions)</li><li>▪ ‘normal day-to-day activities’ include everyday things like eating, washing, walking and going shopping.</li></ul> <p>Should you consider yourself eligible to apply for this post under the GIS, please complete the form at <b>Appendix C</b>.</p>
<b>Civil Service Code</b>	<p>All civil servants are subject to the provisions of the Civil Service Code that details the Civil Service values, standards of behaviour and rights and responsibilities. For further information visit <a href="https://www.gov.uk">Gov.UK</a>.</p>

**Appendix A: PERSONAL DETAILS**

<b>Surname:</b>	<b>Forename(s):</b>	<b>Title:</b>
<b>Address for correspondence:</b>		
<b>Postcode:</b>		
<b>Contact Telephone Number (including national or international dialing code):</b>		
<b>Mobile Telephone Number:</b>		
<b>E-mail address:</b>		

**Appendix B - DIVERSITY MONITORING QUESTIONNAIRE**

As part of its equal opportunities policy, everyone who is eligible to join HMRC whatever their nationality, ethnic origin, age, religion, sex, gender, identity, marital status, disability, sexual orientation or working hours, should receive equal treatment when applying for jobs. To find out whether this policy is working and to take steps to ensure further progress is made towards achieving our equal opportunities goals, we are therefore asking you to complete the following questionnaire.

The information provided will be used for monitoring purposes only and will not be disclosed to anyone involved in assessing your application. We thank you in advance for your co-operation.

**Data Protection Act 1998**

**Part A: Gender**

- Male  Female

**Part B: Age**

- Under 25  45-49  25-29  50-54  30-34  
 55-59  35-39  60-64  40-44  65+

**Part C: National Identity**

What do you consider your nationality to be?

- British  
 English  
 Irish  
 Scottish  
 Welsh  
 Other (please specify if you wish)

**Part D: Ethnic Background**

What is your ethnic background?

**Asian**

- Bangladeshi  
 Indian  
 Pakistani  
 Other Asian background (specify below if you wish)

**Mixed ethnic background**

- Asian and White  
 Black African and White  
 Black Caribbean and White  
 Other mixed ethnic background (specify below if you wish)

**Black**

- African
- Caribbean
- Other Black background (specify below if you wish)

**White**

- Any White background (specify below if you wish)

**Chinese**

- Any Chinese background (specify below if you wish)

**Other ethnic background**

- Any other ethnic background (specify below if you wish)

Other information you wish to specify

**Part E: Disability monitoring**

The Disability Discrimination Act 1995 (DDA) defines a disabled person as someone with a physical or mental impairment, which has a substantial and long-term adverse effect of at least one year on a person's ability to carry out normal day-to-day activities.

Do you consider yourself to be disabled as defined in the Disability Discrimination Act?

- Yes
- No

If you are selected for interview will you require any additional arrangements at interview? If so please specify below:

**Part F: Sexual orientation**

Which of the following best describes how you think of yourself?

- Bisexual
- A gay man
- A gay woman / lesbian
- Heterosexual
- Other (please specify)

**Part G: Religion**

What is your religion?

- No Religion
- Buddhist
- Jewish
- Christian
- Muslim
- Hindu
- Sikh
- Any other religion (please specify)?

**Appendix C - GUARANTEED INTERVIEW SCHEME**

We guarantee to interview anyone with a disability whose application meets the minimum criteria for the post. By 'minimum criteria' we mean that you must provide us with evidence in your application form which demonstrates that you generally meet the level of competence required for each competence, as well as meeting any of the qualifications, skills or experience defined as essential. HMRC is committed to the employment and career development of disabled people (the minimum criteria means the essential competences as set out in the advertisement for the post). To show this we use the Disability Symbol awarded by Jobcentreplus.

**What do we mean by disability?**

The Disability Discrimination Act, 1995 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.

**How do I apply?**

If you want to apply under the Guaranteed Interview Scheme simply complete the declaration below and send it in with your application.

We will try to provide access, equipment or other practical support to ensure that if you have a disability you can compete on equal terms with non-disabled people.

**DECLARATION**

I consider myself to have a disability as defined above and I would like to apply under the Guaranteed Interview Scheme.

I require the following special arrangements to be made for me to be able to attend an interview or assessment centre:

NAME	
SIGNATURE*	
DATE	

\* There is no need for a signature if you are submitting the form electronically

**Please return the completed form with your application**

**ANY FALSE DECLARATION OF DISABILITY TO OBTAIN AN INTERVIEW WILL SUBSEQUENTLY  
INVALIDATE ANY OFFER OF A POST**