Position Specification

HM Revenue & Customs

Deputy Chief Executive and Second Permanent Secretary
Foreword from Jim Harra, Chief Executive

Why join HMRC?

There could be no more exciting time to be a leader in HM Revenue & Customs (HMRC) as we support the new government’s agenda and undergo huge transformational change. As the nation looks to forge new relationships around the world, we’re building a trusted, modern tax and customs department to deliver on our purpose to collect the money for the UK’s public services and give financial support to people.

HMRC is one of the UK’s largest customer organisations and one of the biggest government departments, touching the lives of everyone living and working here.

We’re focusing on collecting the right tax and paying out the right financial support; making it easy to get tax right and hard to bend or break the rules; treating everyone fairly and protecting society from harm; and making HMRC a great place to work. To deliver these objectives we are transforming our service to our customers and how and where we work, making use of digital tools and consolidating our workforce into regional centres and specialist sites across the UK.

This is a pivotal leadership role and I look forward to having someone working alongside me who will help deliver our ambitious agenda, implementing the departmental strategy through the transformation and delivering HMRC’s operational and compliance services.

You will head the Department’s two large operational customer groups, customer service and customer compliance as well as leading HMRC’s transformation portfolio. You will work closely with me as part of the executive team, providing leadership across HMRC and beyond and exercising influence across a huge range of important stakeholders.

This is a fantastic opportunity for an engaging and determined individual to be HMRC’s Deputy Chief Executive and 2nd Permanent Secretary and play a lead role in ensuring that HMRC delivers effectively and efficiently for citizens and businesses.

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

Jim Harra
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. He 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 Second Permanent Secretary and Deputy Chief Executive on 1 January 2018.

In October 2019, Jim was appointed by the Prime Minister as Chief Executive of HMRC.
Position Specification

Ref: Deputy Chief Executive and Second Permanent Secretary
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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 customer of HMRC. We collect the taxes that pay for the UK’s public services and provide financial support for families.

Our vision is to be a trusted, modern tax and customs department, and our strategic objectives are to:

- collect the right tax and pay out the right financial support
- make it easy to get tax right and hard to break the rules
- treat everyone fairly and protect society from harm, and
- make HMRC a great place to work.

We will deliver these objectives with our values of professionalism, integrity, respect and innovation. We collect around £628 billion a year in revenue from 45 million individual customers and 5.4 million businesses across the UK and pay £25.9bn tax credits to 3.3m families. We handle more than 50 million customer calls and answer around 15 million items of customer correspondence every year. We lose £35bn tax and around £1.5bn tax credits and Child Benefit each year through non-payment, error and fraud.

HMRC on GOV.uk

Candidate Profile

The post-holder reports to the Chief Executive and Permanent Secretary of HMRC.

The role of the Permanent Secretary is to lead the day-to-day running of the department and to head up our Executive Committee (ExCom). As Accounting Officer, the Permanent Secretary is accountable to Parliament for the department’s expenditure and performance and advise ministers on our strategy and objectives.

As Deputy Chief Executive you will have a pivotal leadership role, responsible for implementing the departmental strategy through the transformation and delivery of HMRC’s operational and compliance services. You will lead over 50,000 of our people.

You will be a pivotal leader in HMRC at a time of critical importance for our organisation and will have oversight of our major transformation portfolio, from the introduction of digital services for businesses to the department’s move to a network of Regional Centres.

As Deputy Chief Executive you will be a key member of HMRC’s Executive Committee. You will demonstrate and champion HMRC’s values and play a primary role in the collective leadership of the Civil Service as a whole, personifying inspiring, confident and empowering leadership. Together with the First Permanent Secretary you will be influential in role modelling and championing respect, inclusion and systems leadership both within HMRC and across the civil service, creating the culture and conditions where collective and problem led leadership can flourish in tackling complex challenges across organisational boundaries. You will support the development of systems focused leadership capability across HMRC and seek to build strong and diverse pipelines of talent.
Key responsibilities will be to:
- Play a core leadership role across HMRC and the wider Civil Service. You will be expected to be an active and visible Deputy Chief Executive, supporting in the leadership of our Executive Committee and working with colleagues to role model and embed HMRC’s values across the organisation. You will be fundamental in building an inclusive workforce and culture to make HMRC a great place to work.
- Implement HMRC’s strategy and deliver our operational and compliance services to make tax compliance easy and fair.
- Be accountable for the operational arm of HMRC; our Customer Compliance and Customer Services Groups.
- Oversee delivery of our major transformation portfolio, driving the most ambition reform of the tax system in a generation and meeting our Spending Review commitments.

Person Specification
The successful candidate will be an experienced, energetic and resilient senior leader who displays a strong commitment to the purpose of HMRC. He/she will be able to demonstrate the criteria below:

- You will have outstanding and inclusive leadership and influencing skills with a proven ability to build and engage high performing leadership teams, build leadership capability across organisational boundaries.
- Considerable experience of leadership in organisations with complex delivery systems. You will have an ability to lead, with credibility, experts from a wide range of functional and professional backgrounds, and demonstrate experience of developing and translating complex strategy into successful and sustainable delivery.
- Demonstrable experience of successfully delivering a complex organisational transformation programme, ideally involving digital innovation to create an outstanding customer experience.
- A track record of delivering and building strong collaborative partnerships and networks across key groups of stakeholders, as well as extensive experience of managing complex relationships.
- Strong communication skills and high personal impact, including the ability and credibility to establish and maintain trusting relationships at the most senior levels, with Ministers and senior and external stakeholders in a complex political environment, and an ability to communicate complex information with clarity.
- To act as a role model for the organisation commitments to be fair and kind, and not create fear in others; to include people regardless of difference; to work with colleagues recognising the common goal, and to have honest conversations with respect. A strong commitment to the Civil Service values of impartiality, honesty, integrity and objectivity.

The Civil Service is committed to equality for all and welcomes applications from candidates from diverse backgrounds.
Position Specification
Ref: Deputy Chief Executive and Second Permanent Secretary
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Selection Process
Russell Reynolds Associates (RRA) has been appointed to support this recruitment. Short-listing of candidates will involve the assessment of information provided in the application documentation detailed below.

Indicative timetable (subject to change):
The closing date for applications is 23:59 Sunday 5 April 2020. All applications will be acknowledged and considered by the selection panel.

The provisional timetable is as follows:
- **Closing date**: 23:55 Sunday 5 April 2020
- **Long-listing**: w/c 13 April 2020
- **RRA Interviews**: w/c 20 & 27 April, 4, 11 & 18 May 2020
- **Short-listing**: w/c 25 May 2020
- **Assessments**: w/c 1 & 8 June 2020
- **Panel Interviews**: w/c 15 June 2020

How to apply
Please submit materials by email to Responses@RussellReynolds.com prior to the advert closing at 23:55 on Sunday 5 April 2020.

Please include a daytime, evening and mobile telephone contact number, and your preferred email address for correspondence, which will be used with discretion.

Your submission should include:
- The reference number in the subject line HMRC 2PS 2020.
- A short covering letter of not more than three A4 sized pages explaining why this appointment interests you and how you meet the appointment criteria and competencies as detailed in the candidate profile.
- Your current CV with educational and professional qualifications and full employment history, explaining any gaps in your employment history, giving details where applicable, of budgets and numbers of people managed, highlighting relevant achievements in recent posts, together with reasons for absence within the last two years.
- Details of your current remuneration package.
- The names of at least two referees who may be contacted at short-list stage, i.e. before the final interview, describing in what capacity and over what period of time they have known you. Referees will not be contacted without your consent.
- Notification of any dates you are unable to accommodate within the indicative timetable set out above. Please note that shortlisted candidates will be required to undertake a number of assessments prior to the final interviews. Your co-operation in making yourself available during this time will be much appreciated.

In addition, your application should include the following documentation:
- A completed Diversity Questionnaire: The Civil Service is committed to achieving a workforce that reflects the society it serves, at all levels including the most senior. Collecting this
information enables us to identify whether we are recruiting from the widest possible pool of
talent and check that all groups are being treated fairly throughout the process. This form will
not be disclosed to anyone involved in assessing your application. Please complete the
attached form (separate document, Annex C). Please note that applications will not be
accepted unless the form is returned. If you do not wish to provide a response to a particular
question, you should complete the ‘prefer not to say’ option.

- **Guaranteed Interview Scheme Declaration** for people with disabilities as appropriate. 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. All
monitoring data will be treated in the strictest confidence and will not affect your application
in any way. Please complete the attached form (separate document, Annex D).

**Recruitment Overview**
Permanent Secretary recruitment competitions are governed by the Civil Service Commission’s
Recruitment Principles. Applications will be sifted against the criteria set out above by a panel chaired
by the First Civil Service Commissioner.

Following panel interviews, and as in all Permanent Secretary level appointments, candidate(s)
deemed to be appointable against the criteria will then be put to the Prime Minister for final selection.
The successful candidate will be required to undergo Developed Vetting.

This competition will be chaired by Ian Watmore, the First Civil Service Commissioner. The panel will
include Jim Harra (Chief Executive and Permanent Secretary, HMRC), John Manzoni (Chief Executive
of the Civil Service and Permanent Secretary Cabinet Office), and Alice Maynard (Non-Executive
Director HMRC).

**Eligibility**
In general, only nationals from the following countries are eligible for employment in the Civil Service:
the United Kingdom, the Republic of Ireland, the Commonwealth, the EEA, Switzerland and Turkey.
There are certain very limited exceptions and further guidance is available at:

The successful candidate will be required to undergo **developed security vetting**.
Terms and Conditions

Tenure
The successful candidate will hold this post for up to five years from the date of appointment. There is no presumption in favour of renewal, but renewals for a shorter period than 5 years may be possible where performance has been strong, following consultation with the Cabinet Secretary and at the discretion of the Prime Minister.

Salary
A salary in the range of £150,000 to £160,000 will be offered.

Location
The role will be based in London with travel to other offices as required.

Pension
Civil Service pension arrangements will apply. Full details can be found on the Civil Service Pensions website at: https://www.civilservicepensionscheme.org.uk/

Annual Leave
There will be up to 30 days paid annual leave. In addition, you will be entitled to all public holidays and one privilege day in addition to your annual leave allowance.

Restrictions
During the period of appointment there will be certain restrictions on political activities.

Business Appointments
Candidates should also note that on completion of the appointment, the post holder will be subject to the Government’s Business Appointments Rules, with the possibility of restrictions on future employment imposed by the Prime Minister, on the recommendation of the independent Advisory Committee on Business Appointments.

Further information about the Rules and restrictions likely to be imposed on former Permanent Secretaries can be found at the address below:

Conflicts of Interest
You will be required to disclose any personal or business interests, including share holdings, which may or may be perceived to be relevant to or in conflict with working within the Civil Service. This may involve suspending or relinquishing stock market activity.

Equality and Diversity
We are committed to supporting the principle that everybody should have the same opportunities for employment, development and progression. This should be based on their ability, competence and suitability for the role.

This means that no applicant should receive less favourable treatment on grounds of their ethnicity, gender, sexual orientation, age, marital status, disability, religion, transgender status, family or
domestic responsibilities, or working patterns. Also nobody should be disadvantaged by any specific conditions or requirements, unless it can be justified that these could affect their ability to undertake the role.

Complaints
The law requires 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, which can be found at the address below.


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 Carol Maye carol.maye@cabinetoffice.gov.uk in the first instance.

If you are not satisfied with the response you receive from the Department, you can contact the Civil Service Commission at the address below.

http://civilservicecommission.independent.gov.uk/civil-service-recruitment/complaints/
Annex A – Civil Service Leadership Statement
The leadership statement can be found here:

Annex B – Civil Service Code
The Civil Service Code can be found at:
https://www.gov.uk/government/publications/civil-service-code/the-civil-service-code