



Government Tax Profession

Career Framework

V1.1

Table of Contents

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
--------------	-----------------	---------------------------------	--------------	---------------

1	<u>Homepage</u>
2	<u>Table of Contents</u>
3	<u>Foreword by Head of Profession</u>
4	<u>Introduction to the Profession</u>
5	<u>Career Pathways</u>
6	<u>Routes into the Profession</u>
7	<u>Recruitment</u>
8-13	<u>Knowledge, Skills & Behaviours</u>
14	<u>Continuous Professional Development (CPD)</u>
15	<u>Leaders in Tax</u>
16	<u>Roles Into The Profession</u>
17-18	<u>Tax Profession Job Families</u>
19-21	<u>Career Pathways Map</u>
22-130	<u>HMRC Tax Profession Role Profiles:</u>
23-53	<u>Civil Compliance</u>
54-64	<u>Tax Litigation</u>
65-75	<u>Reviews</u>
76-86	<u>Advisory & Forensic Accountants</u>
87-93	<u>Valuation</u>
94-102	<u>Customs</u>
103	<u>Tax Policy</u>
104-118	<u>CCG Audit</u>
119-130	<u>Tax (Government Finance Function)</u>



Foreword

[Introduction](#)[Career
Pathways](#)[Knowledge Skills
and Behaviours](#)[Job
Families](#)[Role
Profiles](#)

“As Head of the Tax Profession, I am immensely proud of the work HMRC colleagues and those working in tax across the Government Finance Function deliver day-in, day out. HMRC colleagues using taxation powers to collect money that funds our public services and those in the Government Finance Function ensuring compliance with tax legislation across government.

The tax landscape is becoming more complex, fast-moving and interconnected. Our ambition is to build a high-performing organisation with a skilled and engaged workforce that is renowned for tax excellence at every level.

We are investing in the capability and cohesion of the tax profession now and for the future. Through strong leadership and excellent learning opportunities, we aim to develop world-class tax leaders who can build careers and shape the future of the profession within the Civil Service and beyond.”

Carol Bristow

Head of Tax Profession



Government Tax Profession

OFFICIAL

[Home](#)[< Back](#)

Introduction

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
--------------	-----------------	---------------------------------	--------------	---------------

Tax Profession in the Civil Service

The Government Tax Profession is one of the largest Civil Service profession with approximately 17,000 tax professionals working across government in the UK.

The profession offers a varied and stimulating range of roles across government.

The largest presence of tax professionals sits primarily within HM Revenue & Customs (HMRC) but there are other tax roles in teams within the Government Finance Function. Examples include tax professionals working in other government tax teams and the Tax Centre of Excellence (Tax CoE).

The Tax CoE is a central government resource which provides tax advice and services to government organisations. It is composed of the tax teams from the Ministry of Justice, the Home Office, and the Department for Work and Pensions, supported by the Ministry of Defence .

The definition of a Tax Professional

Working as a tax professional, your job role requires the application of tax knowledge and/or you are building an understanding of tax, developed through professional learning or experience.

In HMRC, this can be in one or multiple areas of tax policy or law (e.g., customs, VAT....) and can be in different business areas, commonly compliance, policy development, litigation or operations.

In government tax teams and the Tax CoE this could be as a technical tax advisor, a particular tax lead, or a tax lead in a specific business area.

The tax profession may be your primary profession; however, you may also belong to others. These commonly include, but are not restricted to, operational delivery profession, policy, legal and finance professions.

Further Information

If you have any tax profession specific enquiries please email

Governmenttaxprofession@hmrc.gov.uk

Expectations of a Tax Professional

As a tax professional in HMRC, you are expected to help deliver HMRC's purpose, vision and objectives and live the values and commitments to support HMRC's objective in being a modern trusted tax and customs tax authority.

As a tax professional delivering a government organisation's tax function, you will lead on tax compliance in accordance with legislation, typically being responsible for the submission of statutory returns, providing expert advice, and overseeing internal tax governance and controls.

As a tax professional in the Tax CoE, you will help to deliver our vision of building an expert tax professional community and provide specialist support that drives tax compliance, efficiency and consistency across government.

Useful Links

[HM Revenue and Customs](#)

[Tax CoE website](#)

[What is the Civil Service?](#)



Government Tax Profession

OFFICIAL

Home

< Back

Career Pathways

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
--------------	-----------------	---------------------------------	--------------	---------------

Tax Profession Career Framework

This Tax Professional Career Framework offers a pathway for both current and aspiring tax professionals across the Civil Service.

Currently, it provides insight into the essential roles and skills needed to excel in tax-related positions within HMRC and the Government Finance Function.

With plans for an upcoming expansion, this framework will evolve to serve as a comprehensive resource across departments, opening doors to diverse career opportunities, skills and career paths guidance, and professional growth for everyone interested in building a career in tax.

The Government Finance Function (GFF) has its own [career framework for tax](#), covering those working in government tax teams and the Tax CoE. It is designed to support your tax career conversations and planning and sets out the roles and responsibilities at each grade. In addition, the [GFF Skills Capture Tool](#) is aligned to the career framework and helps you to explore your skills, access training, and view career opportunities.

Career Development Plan

Discuss with your manager about your career aspirations. Consider your own experience, skills and capabilities and compare these to the expectations highlighted across the various roles within the tax profession.

Use this framework to understand the types of roles within the tax profession and consider the knowledge, skills and behaviours required for each to help you decide potential career paths and create your own personalised Career Development Plan.

You can then use this to set out your goals, learning and development and track your progress.

Gaining Expertise

To help you gain a better understanding of the various roles across the profession and build your expertise to support future moves either via promotion or sideways within the profession, you should consider:

- Shadowing someone to learn more about their role.
- Self-assessing against the knowledge, skills, behaviours and capabilities captured within each role profile to help you understand your strengths and identify your development goals,
- Talent and other leadership schemes.
- Broaden your skills by investing in your own [continuous professional development](#).
- Getting a coach or mentor.



Government Tax Profession

OFFICIAL

Home

< Back

Routes into the Tax Profession

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
--------------	-----------------	---------------------------------	--------------	---------------

Qualifications / Courses

There are globally recognised tax qualifications that can support you in your journey, whether you are just starting out or looking to progress your career.

Courses such as the Association of Taxation Technicians (ATT) qualification, the Chartered Institute of Taxations (CIOT) Chartered Tax Advisor qualification (CTA), and the Associated Chartered Accountant and Chartered Tax Advisor (ACA CTA) Joint Programme combining accountancy and tax qualifications.

Other options include accelerated development schemes, secondment and loan opportunities, as well as various online learning platforms.

For those seeking or pursuing a career in tax within the Tax Centre of Excellence or other government department tax teams, the [Government Finance Function Career Framework](#) offers guidance on skills and professional finance studies, alongside practical tools and learning products, to compliment work experience and support career progression outside of HMRC.

Apprenticeships

Apprenticeships are a great way to develop your knowledge and skills while gaining an industry-recognised professional qualification. They can offer opportunities in various areas such as finance and tax.

In HMRC, the tax apprenticeship learning offer is currently on hold.

Tax Specialist Programme

The Tax Specialist Programme (TSP) is the HMRC route to become a highly trained tax professional G7, tackling the most challenging and complex aspects of tax work.

The programme is an intensive 3-4 year course designed to give you a broad foundation of technical knowledge and skills across different areas of tax, which you will put into practice with your own portfolio of compliance casework.

Work Experience

While formal qualifications and training programs can provide a structured pathway, practical experience and on-the-job learning are also valuable in the tax profession.

Many professionals in the field have developed their expertise through hands-on work, continuous learning, and exposure to a variety of tax-related scenarios.

Working on the job allows you to gain practical knowledge, develop problem-solving skills, and build a strong foundation in tax principles. It provides an opportunity to learn from experienced colleagues, engage in real-world tax matters, and stay updated with the latest developments in tax legislation and regulations.



Government Tax Profession

OFFICIAL

Home

< Back

Recruitment

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
--------------	-----------------	---------------------------------	--------------	---------------

Finding the right job

All Tax Professional roles will be advertised via our website at [Civil Service Jobs - GOV.UK](#)

Internal-only opportunities or Expressions of Interest (EOI) will be advertised on HMRC or the government department's intranet pages.

Each post will include a description outlining the skills and experience you need, and whether you're eligible to apply.

Your experience and strengths will be assessed fairly and openly.

Contact details are provided for each job enabling you to ask any questions about the job.

Useful links

[About the application process](#)

[Civil Service Success Profiles](#)

[Civil Service Behaviours](#)

[How to write your CV](#)

[How to write your Personal Statement](#)

[Assessment and Interviews](#)

Making your application

We consider a number of different factors when assessing your suitability for a role. We call these factors 'Success Profiles' and encourage you to read more about them.

Please carefully review the requirements in the job advert. Take time to describe how your skills and experience match those requirements.

For some roles, we might ask for a CV and/or personal statement as well as your application form.

Give yourself plenty of time to complete your application form. We want to know what makes you an excellent fit for the role.

Sifting and Shortlisting

We'll assess your application against the requirements in the job advert.

At this stage, we may ask you to take an [online test](#). This will help us evaluate your abilities in certain situations.

Applications that best meet the job requirements will continue to the next step in the process.

Assessment and outcome

We'll let you know what to expect at this stage as it can be different for each job.

Some roles only require an interview, a presentation, an online test or an assessment centre but for others, you might need to complete all of these elements.

After your assessments are finished, we'll be in touch to let you know the outcome.

We encourage you to ask for feedback, regardless of the outcome, as this can really help you in the future.



Knowledge, Skills & Behaviours

Government Skills Campus Taxonomy

The Government Skills Campus Taxonomy is a structured, cross-government framework that defines, categorises, and describes the skills required by civil servants across all departments, professions, and roles.

It is a central part of the Government Skills Campus initiative, which aims to modernise and unify how skills are identified, measured, and developed within the Civil Service.

The Government Skills Campus Taxonomy provides a common language and framework for identifying, measuring, and developing these skills across departments and professions and groups skills into these two main categories:

- Universal Skills (Core)
- Specialist Skills

Universal Skills

Universal skills underpin the core behaviours and capabilities expected of **every** civil servant and are required at varying levels of proficiency depending on the role.

Examples include leadership & management, digital confidence, personal effectiveness, communication, and project delivery.

Universal skills align with the “Behaviours” element of the Civil Service Success Profiles, but the taxonomy also includes skills not explicitly covered by Success Profiles (e.g., digital skills, strategy).

Why Are Universal Skills Important?

They allow civil servants to move between roles and departments more easily, as these skills are transferable.

They help deliver government priorities efficiently and effectively.

A shared taxonomy helps departments identify and bridge skills gaps enabling more targeted learning interventions.

They ensure a consistent approach to skills development and assessment across government.



Universal Core Skills

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
--------------	-----------------	---------------------------------	--------------	---------------

Whilst not exhaustive, as a general guide, the following universal skills can largely be aligned to all the roles and grades within the Tax Profession.

Communication & Collaboration

- Relationship management
- Collaboration
- Networking
- Works across organisational boundaries
- Team working
- Business partnering
- Gives advice and guidance
- Understanding and explaining complex information
- Written communication
- Selecting the right format of communication
- Verbal communication
- Managing challenging conversations
- Negotiation
- Presenting
- Listening

Digital, Data & Innovation

- Defines problems
- Gathers information
- Stakeholder analysis
- Option analysis
- Data analysis
- Analyses risk
- Logical reasoning
- Effective use of software
- Digital literacy
- Content creation
- Information handling
- Digital security
- Managing digital identity
- Data security
- Explores emerging technology
- Uses technology to collaborate
- Innovative

Personal Effectiveness

- Time management skills
- Focused
- Decisive
- Delivering timely outcomes
- Attention to detail
- Resilient
- Calm under pressure
- Managing myself
- Managing my wellbeing
- Dealing with ambiguity
- Developing myself
- Gives & receives feedback
- Coaches others
- Provides mentorship
- Adaptable

Strategy & Critical Thinking

- Process improvement
- Change management
- Project management
- Strategic thinking
- Growth mindset
- Focusses on the right outcome
- Systems thinking
- Political insight
- Horizon scanning
- Scenario testing

Working in Government

- Legislation
- Political Awareness
- Procedural knowledge



Government Tax Profession

OFFICIAL

Home

< Back

Universal Skills: Leadership & Management

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
--------------	-----------------	---------------------------------	--------------	---------------

Roles that require demonstrating leadership qualities and/or managing staff will have the following additional universal skills within the Tax Profession aligned to them.

Leadership

- Communicate clear vision
- Systems Leadership
- Stewardship of civil service code
- Developing and enabling others
- Transformational leadership
- Connected
- Inclusive leadership
- Motivates others
- Hold myself and others to account
- Partnership working
- Delivers through digital
- Leads across boundaries
- Building an effective and inclusive team culture
- Supporting the wellbeing of my team/s
- Prioritising personal and professional development
- Managing people to perform
- Managing challenging and sensitive communications within my team
- Enabling decision focus
- Enabling change focus
- Creating a sense of purpose
- Managing performance and delivery
- Improving productivity to deliver results
- Recognising and celebrating success
- Manages resources
- Performance/service measurement
- Quality assurance
- Customer service



Government Tax Profession

OFFICIAL

Home

< Back

Knowledge, Skills & Behaviours

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
--------------	-----------------	---------------------------------	--------------	---------------

Specialist Skills (Elective)

Specialist skills are defined as the skills and knowledge that are specific to a particular job role, family, function, or profession within government.

Unlike universal skills – which are needed by all civil servants - specialist skills are unique to the technical or professional requirements of a given area. For tax, the majority of these specialist skills will be within the Tax Skills Framework.

Specialist skills are identified and owned by each government profession and are mapped to specific roles and functions, ensuring that the technical or professional requirements of those roles are met, individuals have the right expertise and teams are able to deliver on government priorities.

As with the universal skills, varying levels of proficiency are required depending on the role and your level of experience.

Why Are Specialist Skills Important?

They ensure that government roles are filled by people with the right technical or professional expertise.

They support targeted learning and development, helping civil servants progress in their chosen profession.

They enable effective workforce planning and deployment, especially when specialist expertise is needed for critical roles or projects.

Tax Professional Skills Framework

The Tax Professional Skills Framework (TPSF) defines the standards required for tax professionals across all of government.

The purpose of these standards is to set out the professional skills and knowledge expected of our tax professionals ensuring consistency across HMRC and other government departments.

The 5 standards within the framework are:

- Tax Professional Standards and Effectiveness
- Understanding and Application of Tax
- Commercial Understanding
- Financial Interpretation
- Management of Tax Compliance and Risk



Proficiency Levels

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
--------------	-----------------	---------------------------------	--------------	---------------

Proficiency Levels

In the Tax Profession, we value the importance of developing expertise through on the job experience to build confidence and the proficiency level of our professionals.

To identify, measure and assess skills in a consistent way across government, we need a singular cross-government taxonomy of skills. We also need a shared set of proficiency levels and descriptors that we all recognise and use, and a process for using them that aligns to other processes throughout the employee lifecycle.

Proficiency levels come in 4 stages: Awareness, Working, Practitioner and Expert.

Each level can be attained through a mix of building knowledge and experience, consistently demonstrating the skills and undertaking learning.

Awareness

To be operating at awareness level in the tax profession you may be new to a role aimed at a specific area of tax or have completed awareness level tax training.

Working

Working level roles in the tax profession would involve you having experience of working in a specific area of tax.

For example, working as a compliance caseworker in HMRC or working in the Government Finance Function (GFF) as a Tax Advisor in the Tax Centre of Excellence.

Practitioner

Working at practitioner level in the tax profession you would be expected to be proficient in and have experience of working in one or more areas of tax.

For example, working in GFF as a Tax Manager in the Ministry of Justice tax team.

Expert

Working at expert level in the tax profession, you would typically be expected to have developed significant experience in one or more areas of tax.

For example, working in HMRC as a subject matter expert, a tax policy expert, a technical witness in litigation cases, or you are involved in the drafting of legislation in a specific tax area.

For example, working in GFF as the Head of Tax in the Home Office tax team.



Learning, Standards & Behaviours

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
--------------	-----------------	---------------------------------	--------------	---------------

Learning

With so many universal and specialist skills to choose from it is important to know where you can go to help build up those skills.

The Government Skills Campus uses the taxonomy to help you access the right learning and training to develop your knowledge and provide opportunities to build these core skills, all of which support career development.

Currently, most of the tax learning mapped on the profession learning pyramid is available to HMRC colleagues only. However, work is underway in conjunction with the Tax Centre of Excellence to add more products for tax and finance professionals across government via the Government Finance Function [OneFinance website](#).

Standards

Across the Civil Service, we want to ensure we have clearly defined standards for each of our tax roles which our professionals are expected to meet, with progression linked to demonstrable professional competence.

These standards reflect the level of behaviour and service customers can expect as well as what the department expects in return. They also focus on fairness, transparency, and professionalism, ensuring all our activities are carried out lawfully and respectfully.

By embedding these principles, we uphold trust and accountability in all interactions maintaining the departments reputation.

There may also be additional standards that are specific to the many work areas within the tax profession. These define what good looks like in those roles and normally require the correct application of law and guidance, clear communication, and fair, evidence-based decisions.

Behaviours

Behaviours are one of the five elements of the Civil Service Success Profiles framework.

Behaviours refer to the actions and activities that people do which result in effective performance in a job. These are not just about what you achieve, but how you achieve it.

There are nine defined core behaviours:

- Seeing the Big Picture
- Changing and Improving
- Making Effective Decisions
- Leadership
- Communicating and Influencing
- Working Together
- Developing Self and Others
- Managing a Quality Service
- Delivering at Pace

Each behaviour has descriptors and examples tailored to different grade levels. You can find more detail and examples in the official [Civil Service Behaviours guidance](#)



Continuous Professional Development (CPD)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
--------------	-----------------	---------------------------------	--------------	---------------

What is CPD?

Continuous Professional Development (CPD) is how tax professionals update, broaden and deepen their tax-related professional knowledge, skills and experience. This can be achieved through on the job training and personal study. It should be relevant to the job role and be recorded.

In other words, it is how you, as a tax professional, maintain your knowledge and skills related to your professional tax career

Your CPD is not restricted to only technical knowledge but also includes essential skills that enhance your professional capability.

Our Commitment to CPD

As a tax professional, you are expected to keep your tax knowledge and skills up to date. To do this, you are required to undertake CPD and maintain a record of it.

This will include a mixture of mandatory and personal development learning, tailored to your individual needs and will be agreed as part of your personal development conversations with your line manager.



Government Tax Profession

OFFICIAL

[Home](#)

[< Back](#)

HMRC Leaders in Tax

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
--------------	-----------------	---------------------------------	--------------	---------------

Who are we?

Another great opportunity to develop your tax skills, knowledge and experience is by getting involved in Leaders in Tax.

Leaders in Tax is a national voluntary HMRC network run by a diverse range of tax professionals within HMRC who want to build and inspire a tax professional community through sharing knowledge and supporting continuous professional development.

This is done primarily through hosting a range of learning and networking events throughout the year, co-delivering projects, contributing to the tax professionalism strategy, and providing a collective voice for the tax professional community.

Leaders in Tax Local

Leaders in Tax have local representatives whose main purpose is to run regional learning events.

We have volunteers who run Leaders in Tax Local groups based in each of HMRC's regional centres, as well as transitional sites.

Local groups run local learning events for the benefit of everyone in their region. They deliver whatever learning activities work best for their location, so Leaders in Tax events will differ from place to place.

How to get Involved

You don't have to be a tax professional to get involved though: we want everyone who works in tax to feel proud, capable and confident. Whatever your grade in HMRC, location or business area, Leaders in Tax can help you to enhance your tax skills.

Our key aims

To raise the profile of HMRC tax professionals taking pride in our work.

Break down silos and build capability by sharing tax skills and expertise providing opportunities to learn, connect and collaborate beyond our immediate teams.

Reflect Civil Service regional identity by holding local activities based on local expertise.



Government Tax Profession

OFFICIAL

[Home](#)[< Back](#)

Roles within the Tax Profession

Deciding Your Career Path

The following pages provide details and links to the various job families where we have tax professional roles predominantly in either HMRC, the Tax Centre of Excellence or within other government tax teams.

We want to retain the talent and skills we have in our Tax Professionals and give people the opportunity to develop and progress. This framework along with the various career pathways will show you how this can be done, helping you transition from one role to another across our job families.

Setting out your career path provides you with a road map from the point at which you are now to where you want to be. It is a planned and deliberate guide that provides structure to your journey.

Your Career Path

Your career path can be varied and/or linear, it is entirely up to you.

Things to consider when developing your career path:

- What do you enjoy doing, and what do you want to do more of?
- What are your career aspirations and what pathway will help you to achieve your goals?
- What technical skills do you have, and what skills do you need to develop?
- What are your strengths, and what areas do you need to develop?

Tax Knowledge in Other Professions

With multiple professions represented within the Civil Service, there are many roles across all grades, including our Senior Civil Servants (SCS), that require a knowledge of both tax as well as expertise in other key areas.

Whilst those roles and grades may not be primarily aligned to the tax profession, tax will often be their secondary or tertiary profession. Examples include roles across Customer Services, Policy, Counter Fraud, the Government Finance Function, and Operational Delivery areas such as handling complaints, mediation and call handling.



Job Families

Within the Tax Profession, all roles have been linked to a specific area of work, which we call a **Job Family**.

Each job family contains a cluster of specific roles broken down into sub families, each with their own specific Job Role Profile. These profiles provide an overarching summary of the role, an outline of the typical duties and responsibilities associated with it and the capabilities/skills needed to carry out those core functions of the business.

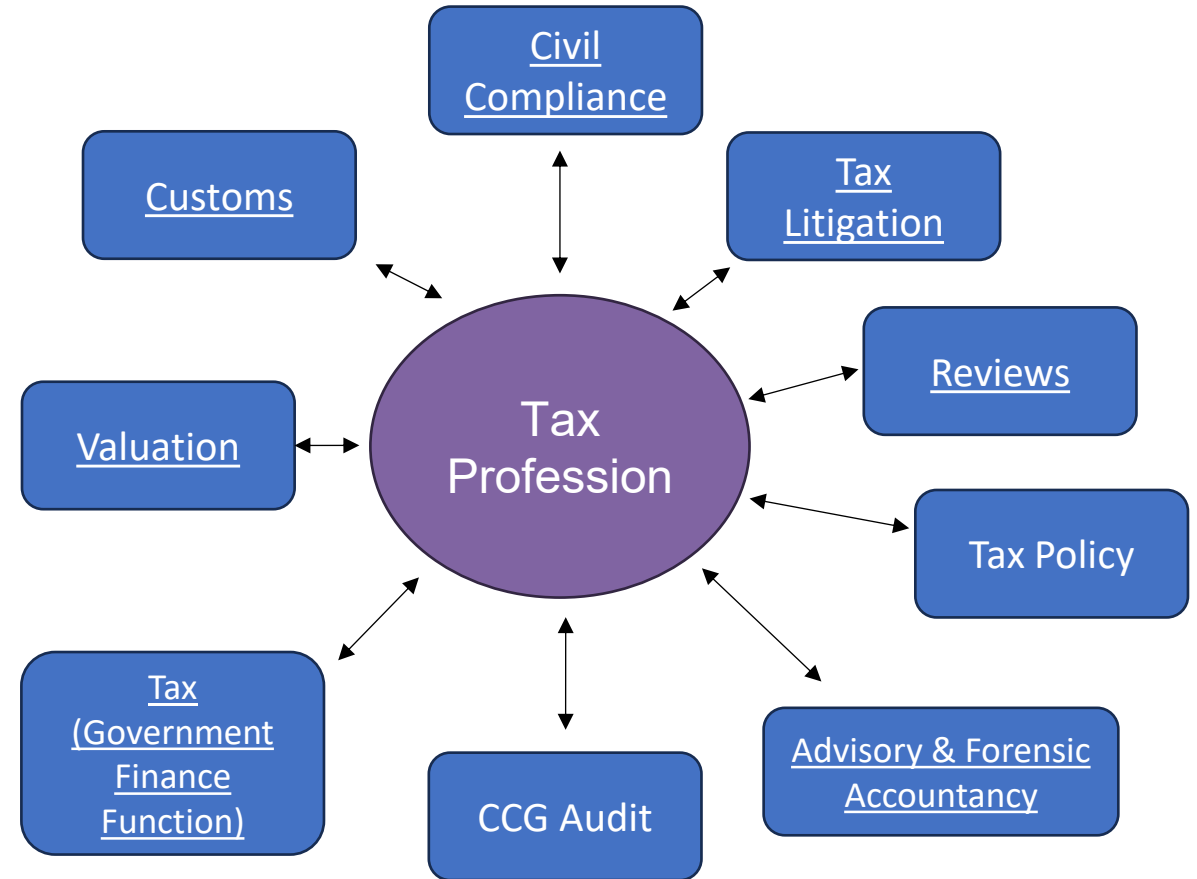
At present, there are nine job families. Eight within HMRC and one for Tax within the Government Finance Function.

For HMRC a job family contains a cluster of jobs with the same essential purpose and nature of activities within the Tax Profession.

For roles in the Government Finance Function, this job family combines the tax functions of government organisations and those working for the Tax Centre of Excellence. It sets out the typical role responsibilities, expectations (behaviours and skills) and the entry and progression routes at each Civil Service grade.



Government Tax Profession



Job Families – Career Paths

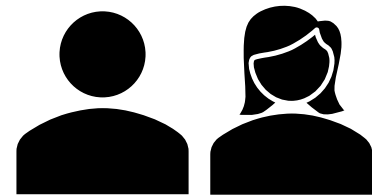
Deciding Your Career Path

Our Tax Professional Career Pathways offer something for everyone, with many exciting opportunities across the Civil Service’s [government departments, agencies and public bodies](#).

You may be interested in moving roles **between** Job Families and learning what each area of work entails. Doing this can help broaden your tax knowledge and develop your skills across different parts of the Civil Service.

Alternatively, there are opportunities for a more **linear** career pathway within each Job Family, where you can progress upwards by grade. This pathway allows you to gain experience and expertise in one particular area of tax.

You may also choose to move between departments offering additional routeways to broaden your experience and career options.



Job Family	Assistant Officer	Executive Officer	Higher Executive Officer	Senior Executive Officer	Grade 7	Grade 6	Senior Civil Servant
Civil Compliance		Caseworker	Caseworker	Caseworker	Caseworker	Caseworker	Roles under review
		Risk Analyst	Risk Analyst	Risk Analyst			
		Manager	Manager	Manager	Manager	Manager	
			Technical Advisor	Technical Advisor	Technical Advisor	Technical Advisor	
			Compliance Coordinator	Compliance Coordinator	Compliance Coordinator	Compliance Coordinator	
					Technical Compliance Manager	Technical Customer Compliance Manager	
Litigation			Litigator	Litigator	Litigator		
				Manager	Manager	Business Unit Head	
				Technical Consultant	Technical Consultant		
Reviews			Review Officer	Review Officer	Review Officer		
				Manager	Manager	Business Unit Head	
				Technical Consultant	Reviews Technical		
Valuation			Valuer	Valuer	Valuer / Manager	Assistant Director	

Job Family	Assistant Officer	Executive Officer	Higher Executive Officer	Senior Executive Officer	Grade 7	Grade 6	Senior Civil Servant
Advisory & Forensic Accountancy				Forensic Accountant	Forensic Accountant	Forensic Accountant	Deputy Director
					Advisory Accountant	Advisory Accountant	
						Accountancy Manager	
						Assistant Director	
Tax Policy		Tax Policy Officer	Tax Policy Advisor	Senior Tax Policy Advisor	Tax Policy Lead	Head of Tax Policy / Assistant Director	
			Tax Technical Advisor Higher Officer	Tax Technical Advisor Senior Officer	Tax Technical Advisor Grade 7	Tax Technical Advisor Grade 6	
						Head of Tax Technical / Assistant Director	
Audit		Auditor Officer	Auditor Higher Officer	Auditor Senior Officer	Auditor Grade 7		
				Audit Manager Senior Officer	Audit Manager Grade 7	Audit Manager Grade 6	
				Audit Technical Coordinator Senior Officer	Audit Technical Coordinator Grade 7		

Job Family	Assistant Officer	Executive Officer	Higher Executive Officer	Senior Executive Officer	Grade 7	Grade 6	Senior Civil Servant
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Tax
(Government Finance Function)

<u>Tax Officer</u>	<u>Tax Advisor</u>	<u>Tax Manager</u>	<u>Tax Lead</u>	<u>Head of Tax</u>	<u>Tax Centre of Excellence Deputy Director</u>
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Customs

<u>Customs Officer Assistant</u>	<u>Customs Officer</u>	<u>Customs Officer Manager</u>	<u>Customs Officer</u>	<u>Customs Lead</u>	<u>Head of Customs</u>
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Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
--------------	-----------------	---------------------------------	--------------	---------------

HMRC Roles

Civil Compliance



“In civil compliance you will help individuals and businesses to get their tax right. You will establish facts, make, and record fair, lawful and impartial decisions by applying relevant laws, guidance, and business procedures. There is a variety of work available which includes investigating taxpayer records and tackling tax avoidance schemes”.

Janet Alexander

**Deputy Head of Tax Professionalism &
Director Compliance Operations Directorate**



Why choose a career in Civil Compliance?

What is Civil Compliance?

Civil Compliance is about making sure customers pay the right amount of tax at the right time. This is a large job family with a range of different roles, but ultimately they all contribute to the HMRC strategic objective of closing the tax gap.

Civil Compliance includes tackling avoidance schemes, investigating customer records and conducting interventions when necessary, and using 'upstream' strategies (educating customers to help them get their taxes right in the future).

What does Civil Compliance work look like?

All Civil Compliance Tax Professionals work in line with the [Compliance Professional Standards](#) to make paying the right amount of tax as easy as possible for customers.

How you do this will depend on your role. You might use your professional knowledge to identify areas for investigation or plan compliance work. You may work on your own cases or contribute to larger cases or projects. You might manage Civil Compliance staff, provide specialist technical advice to colleagues or manage the relationships between HMRC and our most complicated customers.

Key Skills

- Listening
- Gives advice and guidance
- Team working
- Collaboration
- Attention to detail
- Analyses risk
- Defines problems
- Information handling
- Data security
- Digital literacy

As you progress through the grades, you will be expected to develop and demonstrate additional skills. In particular, these will include:

- Focusses on the right outcome
- Political insight
- Strategic thinking



Government Tax Profession

Why choose a career in Civil Compliance?

What sort of people are we looking for?

We want individuals with a natural curiosity and the ability to question and evaluate data critically.

People who enjoy problem-solving, investigating complex information, and making evidence-based decisions will thrive in Civil Compliance roles.

Many responsibilities involve engaging with customers, handling potentially difficult conversations, and collaborating with colleagues across different levels and departments. People who are effective communicators, open and adaptable to change, and eager to continuously learn and improve will find these roles rewarding.

How can we help you grow and develop?

Civil Compliance provides a structured and progressive framework that supports employee growth at every stage of their career, offering increasing levels of responsibility, complexity, and leadership opportunities.

Working in a fast paced environment, you will share knowledge, support colleagues, handle challenging and complex enquiries, and contribute to improving processes and customer service.

You will be encouraged and supported to embrace a culture of continuous learning and development, with a strong emphasis on acquiring technical expertise such as understanding tax legislation and conducting investigations as well as softer skills like communication, collaboration, and customer engagement.

What are the “take away” skills we’ll help you develop?

- Problem solving through investigating issues, identifying risks, and developing practical solutions.
- Analytical thinking evaluating data, identifying patterns, and drawing evidence-based conclusions.
- Attention to detail reviewing complex information thoroughly and accurately.
- Decision making using fair, impartial, and well-reasoned judgments based on legislation and policy.
- Communication skills explaining complex information clearly, both in writing and verbally, to a range of audiences.
- Time and workload management prioritising tasks, meeting deadlines, and managing multiple cases simultaneously.
- Customer service handling challenging conversations and educating customers to improve compliance.
- Teamwork and collaboration working effectively with colleagues across different grades and departments.
- Leadership and mentoring supporting and guiding colleagues, especially in more senior roles.
- Digital literacy using Microsoft Office tools.



Compliance Casework Overview

“Using your professional knowledge, you progress tax or compliance casework. You may use upstream strategies to educate and encourage individuals, businesses, or their representatives to make the right tax/payments due and you may employ downstream interventions where necessary. You may own your own cases or provide input and advice on aspects of a larger case, working collaboratively as part of a team. Visiting customers may be part of your work.”

People in the Compliance Casework sub-job family will contribute to the delivery of business and compliance plans, working in line with the Compliance Professional Standards to make paying the right amount of tax as easy as possible for customers. They will hold and use customer information fairly and lawfully, in line with General Data Protection Regulation (GDPR) and departmental policy, maintaining full audit trails.

This sub-job family has two types of roles: **Compliance Caseworker** and **Risk Analyst**.

Compliance Caseworker roles involve investigating customer records and reviewing the tax affairs of individuals and businesses to ensure the right tax has been paid at the right time.

Compliance caseworkers will use information powers and apply appropriate legislation and policy to make fair, lawful and impartial decisions, encouraging future compliance. These roles may include all aspects of a compliance investigation, including gathering evidence, analysing and evaluating information, identifying risks and deciding the relevant compliance response.

People in this role will need to communicate clearly with customers, providing accurate advice and support. They will explain investigation outcomes and make it clear to customers what they need to do and when, making sure all requests to customers are necessary and reasonable.

Risk Analyst roles involve gathering information and intelligence on customers and linked entities to identify, manage and eliminate potential areas of risk.

Risk analysts will analyse and evaluate information from a wide range of sources to establish the facts and develop evidence-based recommendations. They will identify cases for compliance caseworkers and develop research ideas, considering development of new and emerging projects.

People in this role will need to work collaboratively to identify risks and address these consistently. They will exercise judgement, balancing the extent of the risk against the expected difficulties of pursuit. They will evaluate outcomes to continuously improve the quality of cases selected.



Compliance Caseworker - Officer

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will conduct investigations into customer records, establishing the facts to make and record impartial decisions. You may work on your own cases or be responsible for tasks contributing to larger and more complex cases. You will gather, analyse and evaluate information to identify and mitigate risks to the correct tax being collected.

You will exercise judgement and discretion within specified parameters, applying HMRC guidance and considering the principles arising from case law. You will be developing your compliance expertise, keeping up to date with changes in legislation, guidance and business procedures.

Duties & Responsibilities may include:

- Gathering evidence through fact-finding methodologies including interviews, document reviews, and visiting customer premises.
- Analysing records to ensure correct compliance.
- Engaging with customers, addressing irregularities and educating them to improve future compliance.

Duties & Responsibilities may include:

- Making informed decisions to progress cases in line with legislation and guidance.
- Maintaining a full audit trail of case progression and decisions made.
- Reviewing and adjusting forecasts for yield and estimated closure dates, reporting progress to manager at milestone stages.
- Seeking ways to minimise delay and improve customer service - escalating issues, seeking advice and support, and keeping customers informed during delays.
- Ensuring timely case/task progression, identifying and trying new ways to improve efficiency and effectiveness.
- Interpreting and explaining financial accounts and tax computations to other caseworkers, sharing knowledge and best practice to support the team and directorate.
- Building and maintaining professional relationships which support compliance activity, both internally and externally.
- Being fully aware of the HMRC guidance which supports tax legislation relevant to specific business areas.

Core capabilities may include:

- Attention to detail and focus - reviewing information thoroughly to draw clear, accurate conclusions.
- Managing work and time to handle multiple investigations simultaneously.
- Flexible and adaptable, able to move to new work at short notice.
- Documenting and communicating investigation outcomes clearly.
- Communicating with different personality types and conversing well with senior colleagues.
- Analytical and critical thinking - questioning and evaluating information.
- Applying knowledge of HMRC guidance to inform judgement and decision making.
- Thinking ahead to recognise and escalate potential problems and compliance risks before they arise.
- Developing customer facing skills including handling confrontation and difficult conversations.



Compliance Caseworker – Higher Officer

Role Summary:

At this level you will apply technical knowledge and skills to lead and conduct investigations into large and/or challenging cases. You will offer timely and targeted support when this is needed due to complexity, customer capability, or a risk of non-compliance, exercising judgement and discretion in all areas.

You will be developing expertise within your main tax specialism and an understanding of potential tax risks across other areas, sharing your knowledge with colleagues. You will support Compliance Casework Officers, providing advice and assistance when requested.

Duties & Responsibilities may include:

- Handling informal submissions from Compliance Casework Officers, giving sound, clear advice.
- Supporting Compliance Casework Officers with challenging work areas, customer engagement and maintenance of audit trails.
- Making a corporate contribution, participating in technical working groups when required.

Duties & Responsibilities may include:

- Learning and applying relevant legislation, case law, policy, and procedure, keeping up to date with changes.
- Gathering evidence through investigation and fact-finding methodologies, addressing irregularities with customers.
- Analysing complex data to identify risks and decide the appropriate compliance response.
- Seeking opportunities for continuous improvement, supporting solutions to minimise delay and mitigate potential tax loss.
- Building professional relationships internally and externally, sharing knowledge of emerging risks.
- Providing coaching and mentoring, sharing knowledge and best practice to facilitate creation of High Performing Teams.
- Educating customers, making it clear what they need to do and when.
- Reviewing and updating forecasts, escalating issues and risks promptly to ensure timely case progression and co-ordinating activity to enable effective team working.

Core capabilities may include:

- Working effectively within a team, supporting colleagues to develop their expertise and helping colleagues understand and adapt to change.
- Creative thinking - looking at problems, situations or concepts from a fresh perspective.
- Balancing multiple priorities and tasks to deliver high quality work within target timelines, adapting quickly to changing work and priorities.
- Making informed, evidence-based decisions.
- Strong written and verbal skills to document and communicate complex information and investigation outcomes to customers and colleagues, conversing well with colleagues at all levels of seniority.
- Handling confrontation and difficult conversations with customers, often on complex matters.
- Attention to detail and critical thinking, reviewing and analysing information accurately and thoroughly.
- Determination and persistence to complete tasks and succeed, planning ahead to divert problems before they arise.
- Positively engaging with change.



Compliance Caseworker – Senior Officer

Role Summary:

At this level you will conduct investigations into complex and multi-faceted customer information. You will be a leader and role-model, acting as a mentor to other caseworkers. You will lead projects, overseeing all aspects of the project from inception to conclusion with minimal supervision.

You will be developing an understanding of how particular business sectors operate and their commercial validity, with an appreciation for the potential of tax loss, evasion or fraud. You will work collaboratively to identify and manage new tax risks.

You will role model forward thinking, developing yourself and others to meet the future needs of HMRC and applying a strategic approach towards casework. You will share knowledge and best practice to facilitate individual and team development and help maximise performance.

Duties & Responsibilities may include:

- Acting as project lead, ensuring progress is tracked and timelines are met, updating relevant governance.
- Being aware of escalation routes for technical advice, discussing issues and risks with subject matter experts promptly.
- Preparing submissions to technical specialists, policy owners and solicitors on contentious issues.

- Providing Business Unit Head support when needed.
- Participating in technical working groups.
- Establishing strong working relationships across HMRC and externally, collaborating to support compliance activity.
- Identifying and sharing emerging risks across all relevant directorates and devising solutions to mitigate potential tax loss.
- Coaching and mentoring Casework Officers and Higher Officers, giving sound, clear advice on complex areas.
- Being a leader and role model, supporting colleagues with challenging work.
- Leading investigations, gathering, analysing and reviewing complex data to identify risks.
- Developing and maintaining compliance expertise, applying knowledge to make informed decisions.
- Exercising judgement and discretion to progress large and challenging cases.
- Sharing technical knowledge with customers and colleagues to improve their understanding of compliance.
- Addressing irregularities with customers, making it clear what they need to do and when.
- Reviewing progress, minimising delay and suggesting ideas for continuous improvement.

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Core capabilities may include:

- Strong organisational skills and the ability to manage multiple priorities and deadlines simultaneously.
- Strong written and verbal skills to document and communicate technically complex information and investigation outcomes.
- Building professional relationships with colleagues across all levels of seniority, with confidence to constructively challenge when appropriate.
- Proactive and solution-oriented mindset, anticipating and preventing future problems.
- Diligence and attention to detail – thoroughly reviewing complex information, figures and calculations.
- Critical thinking and decision making, evaluating information to form reasoned conclusions.
- Handling confrontation and difficult conversations with customers, often on complex matters.
- Identifying, assessing and sharing knowledge of compliance risks, appreciating how they might impact other areas.
- Co-ordinating activity to enable effective team working.
- Adapting to lead new work or projects at short notice.
- Positively engaging with change, helping colleagues understand and handle the reasons for, and effects of, change.



Compliance Caseworker – Grade 7

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will be a highly trained tax professional engaging in the most complex and challenging aspects of compliance casework in HMRC. As an active member of the senior leadership team, you will support assistant directors and business unit heads. You will work within broad parameters, with only key aspects of work reviewed by senior officers.

You will have an in depth understanding of complex business and financial structures and behaviours, and their commercial validity. You will recognise the inter-relationship between different tax regimes, applying big picture rationale to achieve optimum solutions for HMRC. People in this role are likely to be involved in specialised functions or specialist technical casework, possibly in a policy or advisory capacity.

You will hold credibility with specialists and lawyers, influencing the outcomes of negotiations on complex issues, including dispute resolution and litigation. You will identify legislative loopholes, recommend solutions to resolve high value disputes and manage significant risk.

You will consider fresh policy options, manage large projects to tight deadlines and adapt fundamental principles to resolve unusual issues.

Duties & Responsibilities may include:

- Providing technical support and specialist advice on sensitive and complex cases, role modelling investigation skills.

- Representing the department in technical forums.
- Strategic planning including forecasting yield.
- Project management, ensuring projects with national implications are technically sound.
- Ensuring large programmes of work operate within legislative, policy and technical guidelines.
- Continuous professional development to maintain and develop own technical expertise.
- Sharing knowledge and building capability across operational teams.
- Engaging with customers and representatives to gather information and address irregularities, educating where possible.
- Instructing solicitors in litigation, assisting in preparation of cases and defending decisions at crown court/tribunal, often under hostile cross-examination.
- Holding persuasive arguments/discussions on relevant points of detail with accountants, solicitors, counsel and senior HMRC colleagues
- Collaborating with key stakeholders to identify and mitigate cross-tax technical risks with implications across HMRC.
- Developing new approaches and concepts to improve customer service.
- Leading through change, dealing with ambiguity to make effective decisions in uncertain circumstances.
- Building and maintaining excellent professional relationships with stakeholders, using these to overcome challenges.

- Reviewing progress and setting work parameters for colleagues when required, maintaining full audit trails.
- Understanding international tax risks, the impact of globalisation on business and the potential for structures to take advantage of cross-border fault lines to potentially evade or defraud tax liability.

Core capabilities may include:

- Expert at communicating technically complex information and difficult messages to diverse audiences.
- Leading change with resilience and self-awareness.
- Applying innovative thinking to complex and difficult problems.
- Making sound decisions and being accountable for them.
- Confidently role modelling HMRC values, displaying determination, diligence and persistence.
- Understanding the perspective, motivations and aspirations of your team, directorate and the wider CCG.
- Setting direction and building trust through honest, confident and consistent communication.
- Analytical and critical thinking - reviewing complex information thoroughly to form reasoned opinions.
- Balancing priorities to deliver high quality work.
- Horizon-scanning and co-ordinating activity to enable effective working across the team.
- Inspiring and nurturing continuous improvement within your team and others to be their best.



Compliance Caseworker – Grade 6

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will be a pivotal senior leader, providing technical, strategic and corporate leadership. You will be a technical or operational expert within a specialist sector or regime, with responsibility for the most challenging, high profile and politically sensitive casework with substantial tax risks. You will step in to tackle the most serious non-compliance and keep the tax gap from widening, networking and using the department's collective expertise to prevent error and fraud at source wherever possible.

You will work holistically across the organisation, ensuring that cross-tax implications are considered and appropriately followed up with specialists across HMRC, providing clear direction to mitigate risks. You will ensure regional expertise is fed into national decision-making and national decisions are implemented locally.

You will assist with formulation of national and international policy and guidance, providing advice and contributing to draft legislation. People in this role are likely to act in an advisory or consultancy capacity within a specific line of business, where deep technical specialist knowledge or case progression tactics are required.

Duties & Responsibilities may include:

- Networking and collaborating locally and nationally to share intelligence, overcome challenges and ensure national/international risks are identified and addressed.

- Engaging with high profile customers, agents and representatives to gather information at pace.
- Influencing the future direction of compliance in HMRC, participating in boards and technical forums as regional/national lead.
- Leading engagement with external customer representative bodies on sector-wide issues and representing HMRC at customer meetings.
- Collaborating to build and lead multi-grade case teams, ensuring responsibility is delegated where appropriate and work is completed at the right level.
- Project management and strategic planning – aligning work to priorities, ensuring projects are technically sound, timely and cost-effective.
- Building capability in operational teams, providing a technical challenge to caseworkers and other specialists to test and improve technical and investigative work.
- Resolving intractable or challenging casework problems, seeking fresh perspectives and ideas.
- Supporting risk assessment of the most complex cases, ensuring consistency of approach and compliance with governance.
- Coaching and mentoring tax specialists and those on the Tax Specialist Programme
- Identifying and rectifying gaps in technical knowledge, being aware of national and international changes and cascading these.
- Creating an environment of continuous improvement and high-quality casework, fostering an inclusive and collaborative approach to tackling risk.

- Instructing solicitors in litigation, defending decisions at crown court/tribunal.

Core capabilities may include:

- Building excellent stakeholder networks, collaborating to overcome challenges.
- Understanding resource implications, prioritising activity based on local and national commitments.
- Delivering under pressure, responding quickly to changing circumstances and tight timescales as priorities evolve.
- Considering options and making effective decisions in uncertain circumstances which stand up to intense scrutiny.
- Embedding a strong customer service ethos and focus on delivery, ensuring all requests to customers are reasonable and ethical.
- Systems thinking – understanding the relationships and potential impacts between different tax regimes, anticipating and diverting future problems.
- Expert communicator – setting clear direction, building trust. Delivering difficult messages to diverse audiences with empathy and clarity.
- Leading change and nurturing continuous improvement.
- Applying attention to detail, analytical and critical thinking to reach proportional and impartial outcomes.
- Visibly role modelling HMRC values, setting the right tone and inspiring others to be their best.
- Explaining technically complex information, understanding the impact on the audience.



Government Tax Profession

OFFICIAL

[Home](#)

[< Back](#)

Compliance Risk Analyst - Officer

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will gather, analyse and evaluate information from a wide range of sources to establish the facts. You will review data to identify potential areas of interest, completing more detailed checks when required, exercising judgement and discretion within specified parameters.

You will collaborate with colleagues from a range of HMRC teams to identify and eliminate potential tax regime risks. You will contribute to the planning and evaluation of projects, developing research ideas and considering development of new and emerging projects. You will be developing expertise within your main head of duty and an appreciation or understanding of potential risks across other duties.

Duties & Responsibilities may include:

- Analysing customer information, investigating any irregularities to ensure HMRC systems hold accurate information.
- Assessing and producing detailed narratives, highlighting and summarising non-compliance risks.
- Reviewing data sets to identify emerging patterns and trends.
- Using feedback to develop understanding of case selection/deselection criteria, leading to high quality cases.
- Being fully aware of relevant HMRC guidance and the impact of legislative change and budget imperatives on your work and that of the wider team.
- Managing own demand-led caseload, maintaining full audit trails, reporting progress and proposed next steps to stakeholders.
- Participating in developmental opportunities and projects across the team and organisation, acting as your team Point of Contact for relevant IT services.
- Contributing to problem solving activities and identifying innovative ways to improve efficiency and effectiveness.
- Considering, enhancing and sharing intelligence and information with compliance colleagues to increase awareness of risks.

Core capabilities may include:

- Using information and your understanding of business impacts to make objective and proportional decisions.
- Managing work and time to handle multiple investigations/risk activities simultaneously.
- Flexible and adaptable, able to move to new work at short notice.
- Analytical and critical thinking - questioning and evaluating information.
- Developing customer facing skills including handling confrontation and difficult conversations.
- Written and verbal skills to document and communicate information with different grades and customer groups.
- Attention to detail and focus - reviewing information thoroughly to draw clear, accurate conclusions.



Government Tax Profession

OFFICIAL

[Home](#)[< Back](#)

Compliance Risk Analyst – Higher Officer

Role Summary:

At this level you will scope and assess aims, requirements and impacts of work, ensuring compliance interventions are proportionate. You will plan and evaluate projects, exploring potential ideas for new and emerging projects, exercising judgement and discretion.

You will locate and develop information and intelligence on customers and linked entities to identify potential areas of interest, analysing and reviewing relevant data to assist with decision making. You will apply sound judgement and visualisation techniques to develop evidence-based recommendations and resolve technically difficult and complex issues.

You will work with stakeholders and the wider team to develop and agree consistent approaches to handling technically difficult cases, acting as a liaison for complex issues. You will participate in the quality review process that underpins risk planning, providing regular, constructive feedback to analysts.

Duties & Responsibilities may include:

- Using analytical tools and techniques to gather, analyse and evaluate data, finding emerging trends.
- Identifying cases for compliance caseworkers, evaluating extent of risk against likely difficulties of pursuit to find best quality cases.

Duties & Responsibilities may include:

- Providing clear instructions to risk assessors and compliance investigators, including details of decisions made.
- Seeking regular feedback and reviewing cases to enhance quality of case selection.
- Managing stakeholder expectations, balancing their needs against operational limitations.
- Leading and participating in continuous improvement projects, ensuring the Compliance Project Framework is followed.
- Evaluating outcomes and providing regular constructive feedback to colleagues and leaders.
- Liaising with stakeholders and compliance leaders to build and maintain trust in the risk assessment process.
- Supporting analyst development through targeted interventions and learning resources, including monitoring and maintenance of SOPs and SWIs.
- Maintaining your own development and data curiosity, sharing knowledge throughout the compliance community.
- Using Continuous Improvement tools to celebrate successes and raise concerns.
- Covering Senior Officer Risk Analyst duties when needed.
- Using visualisation tools/techniques to identify, prioritise and communicate recommendations.

Core capabilities may include:

- Attention to detail and critical thinking, reviewing and analysing information accurately and thoroughly.
- Weighing priorities and requirements to make informed, evidence-based recommendations.
- Influencing and negotiating with stakeholders.
- Strong written and verbal skills to communicate with colleagues across HMRC at all levels of seniority.
- Developing customer facing skills.
- Balancing multiple tasks to deliver high quality work within tight timelines.
- Positively engaging with change.
- Finding new and effective ways to improve processes, performance and business results.
- Seeking and learning from feedback and results to improve quality of work.



Compliance Risk Analyst – Senior Officer

Role Summary:

At this level you will work collaboratively with HMRC colleagues from diverse business areas to identify, manage and eliminate potential areas of risk from specific or varied tax regimes. You will be a leader and mentor, motivating and guiding the team and driving business forward to achieve required outcomes.

You will source and analyse data and intelligence to identify potential areas of interest and develop evidence-based decisions, ensuring that compliance interventions are proportionate to the degree of risk. You will be fully aware of HMRC guidance relevant to your business area. You will understand the impact of legislative change and budget imperatives on your work and that of the wider team. You will use this knowledge to inform judgement and decision making on investigations and the education of customers.

You will resolve technically difficult and complex issues, acting as a conduit between delivery partners, coordinators and analysts when needed and collaborating with stakeholders to establish a consistent approach. You will plan and monitor progress, taking responsibility for timely delivery. You will participate in the risk planning quality review process, seeking opportunities to improve quality of case selection and providing regular, constructive feedback to analysts and caseworkers.

Duties & Responsibilities may include:

- Analysing and evaluating information to make objective decisions and evidence-based recommendations.
- Providing assistance and support to Grade 7 team members as required.
- Working collaboratively to identify, manage and eliminate potential risks from specific areas of tax.
- Evaluating extent of risk against likely difficulties to find the best quality cases for Compliance Caseworkers.
- Providing clear and concise instructions for Compliance Caseworkers.
- Giving sound, clear advice on complex areas and providing coaching and mentoring when needed.
- Planning and monitoring progress, adjusting performance to ensure targets are met.
- Developing your compliance expertise, keeping up to date with changes in legislation, precedence, guidance and business procedures.
- Evaluating outcomes, reviewing selected and deselected cases to continuously improve the quality of risk assessment.
- Seeking and providing regular constructive feedback to colleagues and leaders.

Duties & Responsibilities may include:

- Leading projects and initiatives to improve processes, performance and business results.
- Regularly liaising with stakeholders and compliance leaders to share knowledge and identify improvements.
- Managing stakeholder expectations, balancing their needs against operational limitations.

Core capabilities may include:

- Strong written and verbal skills to document and explain technically complex information to colleagues across a range of grades and customer groups.
- Analytical and critical thinking – analysing data and options to form reasoned opinions.
- Analysing risk, weighting the degree of risk against difficulty of pursuit to determine proportionate outcomes.
- Strong organisational skills and the ability to manage multiple priorities and deadlines simultaneously.
- Adapting to lead new work or projects at short notice.
- Positively engaging with change, helping colleagues understand and handle the reasons for, and effects of, change.
- Stakeholder management and collaboration, building trust in the risk assessment process.
- Appreciating how compliance risks might impact other areas, sharing knowledge to mitigate this.

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Compliance Manager Overview

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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“You lead and manage tax and compliance professionals, including trainees. You may be responsible for people management, work management, learning and development, (routeway) assessment and assurance.”

Compliance Manager roles involve leadership and line management of tax professionals.

Compliance Managers will manage the day-to-day activities of their team, providing support, guidance and advice. They will be responsible for their team's professionalism and quality of work, ensuring that policy and standards are followed and information requests and powers are applied lawfully and fairly. These roles may involve matrix management.

People in this role will need to build strong relationships and communicate well with others, managing challenge and difficult conversations in a constructive and reasonable manner. They will empower their staff, building a positive culture of inclusion, trust and accountability.



Government Tax Profession

OFFICIAL

[Home](#)

[< Back](#)

Compliance Manager - Officer

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will manage the day-to-day activities of your team, providing support, advice and guidance. You will understand the bigger picture and work collaboratively to achieve collective goals, delivering the right outcomes for HMRC. You will create a trusting, inclusive and respectful environment, supporting the personal wellbeing of your team members. Your team may be office-based, remote or blended.

You will hold accountability for your team's business results, understanding how they feed into compliance plans. You will measure team performance, identify efficiencies and monitor and build individual and team capability to meet future needs. You will organise team resources to meet key performance targets and business objectives, engaging the team in planning decisions affecting your work area.

Duties & Responsibilities may include:

- Applying HR policies, processes and guidance fairly and consistently across your team.
- Allocating resources and work within your team, clearly establishing expectations and responsibilities.
- Understanding individual and overall team capacity, feeding into forecasting and planning discussions with the HO manager.
- Having regular case discussions with team members to check progress and agree next steps.

Duties & Responsibilities may include:

- Identifying learning gaps and requesting appropriate training.
- Providing encouragement and support through advice, direction, coaching and learning opportunities.
- Supporting your team through any learning, ensuring they have time to complete this.
- Completing real time risk-based assurance checks and authorisations, reviewing individual judgement calls and decision-making.
- Participating in case governance procedures, seeking technical and management advice when needed.
- Responsibility and ownership of the quality and output of your team's work, as well as their professional conduct.
- Seeking feedback on your team members' work, celebrating achievements using reward and recognition guidelines.
- Supporting your team through change, working collaboratively with other teams to successfully adopt new practices.
- Role-modelling 'Respect at Work' policies, contributing to local management forums to build an inclusive culture where colleagues feel valued and confident to challenge.
- Carrying out HR and management responsibilities such as performance and development conversations and addressing poor performance.

Duties & Responsibilities may include:

- Managing attendance and wellbeing proactively and sensitively.
- Monitoring management records (such as Health & Safety risk assessments) to ensure these are up to date for your team.

Core capabilities may include:

- Self-awareness and resilience - understanding how to deal with challenge and when and how to request support.
- Listening - recognising diversity and the value of individual perspective and experience.
- Emotional intelligence - understanding what motivates and engages your team members.
- Anticipating, initiating and managing change - developing your team to meet future needs, supporting them through change.
- Verbal and written communication skills to support team members, conversing well with colleagues at different levels of seniority.
- Developing planning and organisational skills and flexible thinking in a fast-paced compliance environment.
- Liaising and working collaboratively with colleagues.
- Inspiring and empowering your team to be their best.



Compliance Manager – Higher Officer

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will be the first point of contact for your team, providing support and guidance. You will motivate them to be their best, bringing together individual strengths and experience to create a high performing team.

You will be accountable for your team's business results, feeding into business and compliance plans to help deliver HMRC's strategic directives. You will measure performance and organise workflow to deliver key performance targets and business objectives.

You will be a visible and engaging leader, fostering an inclusive and respectful environment within your team. You will support team members' wellbeing and development. You will communicate a clear purpose, anticipating, initiating and managing change. You will be open to new ideas and look beyond your own team for inspiration, enabling team collaboration.

Duties & Responsibilities may include:

- Responsibility and accountability for the quality and output of your team's work and professional conduct.
- Using Management Information System (MIS) data to forecast and allocate resources to meet changing business objectives.
- Leading discussions with your team and other stakeholders across the region to understand capacity, priorities and timelines, ensuring optimum deployment of staff.

Duties & Responsibilities may include:

- Monitoring operational targets and business priorities, maintaining an awareness of all compliance cases within your team through regular case discussions.
- Providing oversight and assurance of case resolution decisions, consulting guidance and technical publications, making referrals as necessary.
- Regularly reviewing your team's performance, completing real time risk-based quality assurance, progress checks and authorisations.
- Deputising for your own manager and other Compliance Managers where necessary.
- Providing coaching, mentoring, guidance and support to your team.
- Identifying learning gaps/needs and sourcing appropriate training, signposting development opportunities within HMRC.
- Monitoring and supporting your team members through their learning.
- Ensuring team members complete all mandatory checks and training and that records are up to date.
- Carrying out HR and management responsibilities such as performance and development conversations and addressing poor performance issues.
- Supporting Band O Compliance Managers with their management responsibilities, ensuring that HR policies and processes are applied fairly and consistently across your team.

Duties & Responsibilities may include:

- Highlighting opportunities to improve performance with team members, providing regular feedback.
- Responsibility for wider portfolio roles.

Core capabilities may include:

- Proactive and self-motivated – confident working with limited direction and dealing with ambiguity.
- Working collaboratively within and across teams.
- Comfortable with challenge, handling confrontation and difficult conversations with resilience.
- Effective people skills and emotional intelligence - being available and approachable, working to understand your team members' perspectives.
- Planning and organisational skills in a fast-paced environment, balancing priorities to meet challenging business needs.
- Flexible thinking, adapting to changing priorities and ways of working.
- Strong verbal and written communication skills, taking time to digest messages and consider the best method of communication.



Compliance Manager – Senior Officer

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will oversee the day-to-day operations of your team (which may include tax professional managers at HO grade and below). You will work collaboratively with the wider leadership community to deliver joined up outcomes that benefit your directorate as a whole.

You will champion inclusion, creating a culture of respect and trust. You will build capability and engage with your team as a visible and active leader. You will support HO/O Managers within your team, acting as a sounding board on difficult management issues. You will manage change, working as part of a dynamic leadership team to help others respond to change and uncertainty, being forward looking and developing your team to meet future needs.

You will collaborate with other managers to plan workflow across the section to meet challenging deadlines, identify efficiencies and deliver business objectives. You will be accountable for your team's business results, measuring performance and conducting risk-based management assurance.

Duties & Responsibilities may include:

- Leading an environment where team working, personal responsibility and ownership of learning, coaching and mentoring are core elements of how we work.
- Analysing resource and capacity variations across your team and region and adjusting resourcing accordingly.

Duties & Responsibilities may include:

- Briefing senior leaders when required, providing accurate data to Business Unit Heads (BUHs), Assistant Directors (ADs) and Deputy Directors (DDs).
- Monitoring operational targets and business priorities, updating business plans when circumstances change.
- Facilitating continuous development of staff via personal development plans, ensuring colleagues have the right training, skills and tools to meet their full potential.
- Identifying learning gaps and proactively sourcing training for individuals, managers and the wider team.
- Championing continuous improvement principles to improve business processes and delivery.
- Maintaining an awareness of all cases and projects within your team, considering the complexity of work and reallocating (to O/HOs) as appropriate.
- Identifying, managing and monitoring risks, leading discussions with your team and other stakeholders to minimise tax risks.
- Regularly reviewing your team's performance, completing real time risk-based assurance, progress checks and authorisations.
- Supporting your team through change, providing clarity of purpose and direction.
- Deputising for Grade 7 BUH, other senior leaders and Compliance Managers where necessary.

Duties & Responsibilities may include:

- Supporting delivery of compliance and customer satisfaction business objectives, putting the customer at the heart of everything we do.
- Fostering a team culture of wellbeing, empowerment and trust.
- Carrying out HR and management responsibilities, and checks, ensuring all records are up to date.
- Supporting managers within your management span, ensuring that HR policies, processes and guidance are applied fairly and consistently.

Core capabilities may include:

- Being a good listener, empathetic and aware of the impact you have on others.
- Good analytical skills and strong decision-making ability.
- Resilient - balancing conflicting priorities and expectations of senior managers, with confidence to challenge when appropriate.
- Proactive and solution-oriented mindset, anticipating and preventing future problems to meet challenging business needs.
- Confidence dealing with challenge and ambiguity.
- Self-motivated - working in a fast-paced environment under your own initiative.
- Owning and managing change – supporting others through uncertainty, adapting to changing priorities and ways of working.
- Strong verbal and written communication skills – sharing messages thoughtfully and considering the impact on your audience.
- Inspiring and empowering your team, building a culture of trust and respect.
- Seeking and sharing feedback - recognising and valuing diverse perspectives.



Compliance Manager – Grade 7

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will be a Business Unit Head (BUH) or Senior Lead, building capable, confident operational units to deliver HMRC's strategic objectives. This role encompasses both strategic leadership and line management of staff (including tax professional managers).

You will hold accountability for the performance of your team and delivery of key targets and operational results in a fast-paced and highly technical environment. You will influence the future direction of compliance in HMRC, seeking opinions on policy and plans to provide an operational view to policy considerations. You will develop your team to meet future needs, delivering an innovative vision, a more flexible structure and a customer-centric approach.

You will act as a mentor and sounding board for your team and other managers, capitalising on leadership strengths to motivate and encourage development and professionalism from all teams. You will measure performance, communicate purpose and champion inclusion and innovation. You will lead colleagues through operational restructure and transition, acting professionally and with integrity in times of uncertainty.

Duties & Responsibilities may include:

- Building, leading and developing teams, ensuring colleagues receive the appropriate support to reach their full potential.
- Creating a team ethos which values personal responsibility, experience, skills and development.

Duties & Responsibilities may include:

- Responsibility and accountability for operational delivery and resource planning.
- Balancing conflicting needs and expectations of senior staff.
- Understanding compliance strategy and risks, conducting risk-based management assurance.
- Supporting your Deputy Director and leadership team to deliver on their accountabilities, deputising for senior leaders when needed.
- Being a communication channel between staff and senior leaders to escalate and discuss ideas and concerns.
- Actively contributing to Senior Leadership Team discussions on performance, resources and strategy.
- Leading and managing project activities for specific local issues/initiatives.
- Owning and initiating change within your region, supporting staff through workforce changes.
- Maintaining an overarching awareness of how each manager within your team manages their own team and caseloads.
- Delivering timely and consistent messages to everyone within your sphere of influence.
- Identifying and managing operational risks and issues to assure delivery of targets and Key Performance Indicators.
- Carrying out HR and management responsibilities, ensuring records are up to date.

Duties & Responsibilities may include:

- Sponsoring new ways of working, seeking opportunities to improve business processes and delivery.
- Promoting wellbeing and inclusion, taking prompt action to address concerns.

Core capabilities may include:

- Active listening and emotional intelligence - being empathetic and aware of your impact on others.
- Building strong stakeholder networks, collaborating to deliver collective benefits and efficiencies.
- Handling confrontation and difficult conversations, welcoming diverse views and challenge.
- Applying innovative thinking to solve complex and sensitive issues.
- Proficiency to manage fundamental changes in the organisation through building capability and engagement.
- Confidently role modelling HMRC values, inspiring and empowering others.
- Expert communicator - influencing, negotiating and persuading senior leaders and Deputy Directors.
- Self-awareness and resilience – working in a complex and fast-paced environment with an exceptionally high level of scrutiny.
- Handling ambiguity with self-motivation and resourcefulness.
- Making sound decisions and being accountable for them.
- Balancing conflicting priorities and expectation.



Compliance Manager – Grade 6

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will be an integral member of the Senior Leadership Team, sharing corporate responsibility for operational delivery, continuous improvement, strategic oversight and business planning. You will build high-performing operational units, leading and managing a team of tax professionals. This role may also incorporate peer management of G6 tax professionals/managers.

You will develop and implement the correct frameworks to enable your team to operate effectively, delivering an innovative vision, a more flexible structure, and a customer-centric approach. You will provide your team with tactical, technical and strategic support and leadership for some of the most complex, high risk and often high-profile cases or projects in HMRC. You will hold accountability for effective risk management and corporate governance of your region or function, influencing the strategic direction of compliance in HMRC.

You will build a positive and inclusive environment for colleague engagement and continuous improvement, motivating others to drive change that adds real value. You will use a coaching and empowering leadership style to develop your people, creating a culture where we can retain, support and develop talent across the organisation.

Duties & Responsibilities may include:

- Being an active and visible member of the Senior Leadership Team.
- Ensuring delivery of HMRC’s operational commitments and key business objectives.

Duties & Responsibilities may include:

- Developing and implementing business plans and strategies to help deliver the department’s strategic objectives.
- Leading the delivery of a programme of enhanced, regime-specific activity.
- Assuring the quality, pace and governance of work carried out across the team.
- Providing advice and assurance to G7 staff on their portfolio commitments, ensuring both operational focus and strategic thinking.
- Horizon-scanning to anticipate future capability needs and proactively address these.
- Collaborating with stakeholders to develop sustainable pipelines of case work.
- Holding or sharing responsibility for recruitment, working with business partners to ensure that your region/function is appropriately resourced.
- Driving the concept of regional restructuring as a flexible resource pool where resources are prioritised to meet Tactical Delivery Plan objectives.
- Facilitating early notice of potential problems by ensuring staff have opportunities to escalate and discuss concerns.
- Working with matrix managers to ensure there are clear standards and expectations in place for managing performance, ensuring timely and quality outcomes.

Duties & Responsibilities may include:

- Carrying out HR and management responsibilities including supporting managers within your team.
- Supporting caseworkers within your team through case governance procedures, including attendance at case governance boards where required.

Core capabilities may include:

- Strategic planning and horizon-scanning to anticipate and meet future needs.
- Negotiating, presenting and constructively influencing a range of stakeholders.
- Strong leadership skills – being a visible, transparent and active local leader, role modelling HMRC values in a way that builds our regional communities.
- Being available and approachable, demonstrating strong people skills and emotional intelligence.
- Expert communicator – setting clear direction, building trust. Delivering difficult messages to diverse audiences with empathy and clarity.
- Resilience to deliver under pressure, balancing a range of conflicting priorities and expectations under an exceptionally high level of scrutiny.
- Delegating and assigning work effectively to deliver high volumes of work within challenging timeframes.
- Building excellent stakeholder networks, collaborating to overcome challenges.
- Agile thinking to resolve highly complex and sensitive issues with no recognised standard solutions.
- Exercising judgement, considering practical and operational impacts.
- Inspiring and empowering others, being a positive influence on staff at all levels.
- Leading change and nurturing continuous improvement.



Technical Customer Compliance Manager (TCCM) Overview

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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“You coordinate compliance issues for HMRC customers, building professional relationships with customers and their agents to settle tax issues and address compliance behaviour. Depending on your business area, TCCMs may also undertake casework relating to their customer and may also direct their case teams.”

Technical Customer Compliance Manager (TCCM) roles involve managing the relationships between HMRC and its complex customers, supporting them to meet their tax obligations.

Customer Compliance Managers will act as a central coordination point for the customer, managing HMRC’s response to the customer’s activities, including significant UK operations, large tax/duty payments, multi-national aspects, politically sensitive issues and large-scale mergers and acquisitions.

People in this role will need to build strong professional relationships with customers and colleagues. They will use a range of tools and techniques to positively influence the customer’s approach to tax, promote good compliance and manage compliance risks.



Government Tax Profession

OFFICIAL

Home

< Back

Technical Customer Compliance Manager – Grade 7

Role Summary:

At this level you will be a critical leader within compliance, managing the relationship between HMRC and its large and most complex customers and their representatives. You will leverage customer relationships to support HMRC with cross-Government objectives.

You will act as a conduit between the customer and HMRC, managing internal coordination of all customer compliance issues and facilitating constructive interactions to resolve issues. You will use your understanding of the customer, their business and financial drivers (including attitudes to risk and compliance), to better support them to meet their tax obligations, applying a range of tools and techniques to influence their approach to tax and promote good compliance.

You will use insights from compliance activity to identify technical and behavioural risks and ensure these are fed into customer strategy. You will support development of a range of systems, processes and responses to promote voluntary compliance and manage behavioural risks across the customer population.

You will lead or contribute to a technical network for your business area and may have corporate responsibilities with cross-geographical or cross-directorate responsibilities. You will role model leadership skills, facilitating individual and team development to help maximise performance.

Duties & Responsibilities may include:

- Managing HMRC's relationship with customers who require an intense level of support.
- Leveraging customer relationships to support HMRC with cross-Government objectives.
- Representing HMRC at governance boards and in discussions with industry bodies.
- Overseeing all communications and interventions between HMRC and your assigned customer(s).
- Commissioning work from HMRC specialists, whilst retaining ownership of the risks and customer relationship.
- Leading teams – setting direction and ensuring appropriate resource is allocated.
- Evaluating work, ensuring it is completed appropriately and results are delivered at pace.
- Managing situations where delays have arisen due to specific complexities or difficulties.
- Discussing, exploring and resolving complex tax issues and conflicting views between the customer and HMRC.
- Building individual capability, identifying and rectifying gaps in technical knowledge.
- Collaborating with colleagues to identify trends in customer behaviour.
- Providing operational insights to support strategy and policy development, aligning decisions and operational messages.

Duties & Responsibilities may include:

- Establishing and maintaining professional relationships with key internal and external senior stakeholders, managing expectations and challenging unreasonable requests.
- Networking to strengthen connections across the cross-directorate and national professional community, sharing expertise and technical advice to build capability.

Core capabilities may include:

- Stakeholder management and networking, building strong, trusted relationships.
- Influencing and negotiating, balancing customer requirements against HMRC's business needs and operational targets.
- Expert at communicating technically complex information and difficult messages to diverse audiences.
- Resilience and professionalism to manage sensitive and challenging reputational issues and address poor agent behaviours.
- Strong organisational skills, balancing priorities to effectively manage a multi-functional role.
- Considering options to make sound decisions in ambiguous circumstances.
- Leadership – positively interacting and influencing behaviours both internally and externally.
- Inspiring and nurturing continuous improvement within your team and others.
- Leading change – adapting quickly to lead new work or projects and support colleagues through change.
- Understanding the different perspectives, motivations and aspirations of your team, stakeholders and customers.



Government Tax Profession

OFFICIAL

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
--------------	-----------------	---------------------------------	--------------	---------------

[Home](#)[< Back](#)

Technical Customer Compliance Manager – Grade 6

Role Summary:

At this level you will be a key senior leader, working continuously with Grade 6 and Senior Civil Service (SCS) peers to carefully manage complex, sensitive and challenging reputational issues. You will lead the relationship between HMRC and some of our most prominent and influential business customers and their representatives to deliver departmental Customer Strategy. You will be an essential source of operational insight, influencing the direction of strategy, continuous improvement and the approach to emerging issues.

You will lead a team of tax and non-tax professionals to assess and manage tax risk, preparing an integrated risk assessment for the customer. You will work collaboratively to plan any future interventions, tailoring these to the risks of the business. You will use your deep understanding of the customer to anticipate issues and positively influence their approach to tax.

You will role-model HMRC values, supporting performance delivery and helping to create an inclusive, diverse and professional culture. You will actively participate in wider strategic and operational planning and engage with HMRC's transformation programmes to play a key role in influencing and implementing changes that will build our compliance capabilities.



Duties & Responsibilities may include:

Establishing, building and maintaining effective professional relationships with HMRC's most complex, prominent, influential and politically sensitive customers.

Leading and managing all aspects of the department's interaction with the customer.

Overall responsibility and accountability for accuracy of all data recorded for your assigned customer(s), ensuring audit trails and governance guidelines are followed.

Developing a deep understanding of the customer's business and financial drivers, including attitudes to risk and compliance.

Representing HMRC at governance boards, in discussions with industry bodies and within wider networking opportunities.

Working collaboratively, using established internal and external relationships to deliver results at pace and support HMRC with cross-Government objectives.

Identifying and managing operational risks and issues.

Building technical capability and engagement and facilitating change.

Clearly communicating HMRC's position on tax technical matters.

Discussing, exploring and resolving conceptual tax and tax planning issues.

Engaging with key internal/external stakeholders at senior level across all tax and business responsibilities.

Being a proactive leader in the CCM community, driving information-sharing and peer support.

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Duties & Responsibilities may include:

- Contributing to regional objectives and initiatives, with cross-geographical or cross-directorate responsibilities.

Core capabilities may include:

- Strong negotiating and influencing skills.
- Coaching and mentoring your team and colleagues to develop an engaged, committed and high performing workforce.
- Delivering under pressure, responding quickly to changing circumstances and tight timescales as priorities evolve.
- Able to quickly build strong networks which collaborate to overcome challenges.
- Identifying patterns and trends in customer behaviour and interactions, using these to anticipate future issues or opportunities.
- Considering options and making effective decisions in uncertain circumstances which stand up to intense scrutiny.
- Expert communicator – setting clear direction, building trust. Delivering difficult messages to diverse audiences with empathy and clarity.
- Embedding a strong customer service ethos and focus on delivery, ensuring all requests to customers are reasonable and ethical.
- Recognising different points of view. Understanding customers' perspectives and the commercial context in which they operate.
- Resilience and self-awareness.
- Leadership – inspiring, motivating and visibly leading a team of tax specialists to be their best.
- Visibly role modelling HMRC values, setting the right tone.

Technical Advisor Overview

“You provide technical help and advice to tax or compliance caseworkers, which enables them to deliver a service which meets our strategic objectives. You may provide advice on policy and litigation issues relating to specific areas of expertise”

Technical Advisor roles involve delivering high quality, customer-focused guidance and technical and policy advice, providing HMRC’s interpretation of the law to HMRC colleagues and a wide range of external customers and stakeholders.

Technical Advisors will support and advise colleagues working on large or challenging cases. This may include gathering and analysing information, providing advice or direction, and supporting caseworkers at technical forums. They may be involved in the Alternative Dispute Resolution process and litigation. They will provide their technical expertise to support the development of new policies, strategies and processes, and may represent HMRC on areas of their technical specialty.

People in this role will need to have relevant expertise in one or more areas of work, maintaining an in-depth knowledge of the specialist subject(s) and an awareness of related areas. They will need to communicate clearly with customers and colleagues, explaining complicated information and legislation in a straightforward and understandable way.



Technical Advisor – Higher Officer

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will provide clear technical and tactical advice to caseworkers and Customer Compliance Managers (CCMs) when specialist expertise is needed to identify and resolve tax risks. You will lead and support the development of projects, driving forward a co-operative compliance approach.

You will participate in technical forums and represent HMRC on areas of specialism when needed, promoting close working partnerships with stakeholders. You will support policy development and implementation, working with internal and external stakeholders to identify opportunities for improvement.

You will perform quality assurance assessments, working with managers and capability leads to support caseworkers where development areas are identified. You will build capability by participating in collaborative team working, sharing information and best practice to develop personal and team technical expertise.

Duties & Responsibilities may include:

- Providing technical expertise on large or challenging cases involving complex legislation, guidance and policy.
- Analysing, summarising and presenting complex information in a simplified format.
- Being a major stakeholder in the fact-finding process, providing caseworkers with targeted support on information gathering.
- Communicating sound, evidence-based advice with others both verbally and in writing.
- Escalating high profile or complex technical problems to senior technical colleagues promptly.
- Using collaboration and technical expertise to identify new compliance risks and opportunities.
- Providing technical support to the development and implementation of new policies and products to address tax risk.
- Developing own specialist knowledge and expertise – learning, understanding and effectively applying relevant tax legislation and policy.
- Assisting HMRC colleagues with the delivery of specialist training where needed.
- Forming part of the litigation team for cases under appeal with external stakeholders, attending tribunal hearings as a witness or as part of the case team.
- Supporting the Alternative Dispute Resolution process when required.

Duties & Responsibilities may include:

- Leading and developing complex projects to address 'status' compliance risks, driving the use of data to inform compliance risk.
- Handling informal submissions from caseworkers, providing technical input to support timely case progression.
- Working collaboratively with local compliance teams and senior technical colleagues to ensure that their work delivers against yield and quality targets.

Core capabilities may include:

- Working collaboratively as part of a team, building rapport with new team members.
- Strong verbal and written communication skills to guide colleagues through complex problems and associated specialist tax legislation.
- Attention to detail and precise analytical skills to interpret and present data from a wide range of sources.
- Coaching and mentoring to build capability.
- Determination and persistence to complete tasks and succeed, planning ahead to divert problems before they arise.
- Positively engaging with change.
- Balancing multiple priorities and tasks to deliver high quality work within target timelines, reacting quickly to changing priorities or business needs.



Government Tax Profession

OFFICIAL

[Home](#)[< Back](#)

Technical Advisor – Senior Officer

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will provide specialist expertise to identify and resolve system problems, governance and tax risks. You will give clear technical and tactical advice, guidance, support and direction to caseworkers, senior officers and Customer Compliance Managers (CCMs).

You will be a role model, leading case conferences, supporting caseworkers/CCMs at meetings and in telecoms and assisting with correspondence on specialist subject areas. You will build capability across the team and directorate by devising, commissioning and leading learning and awareness sessions, collaborating with subject matter experts where appropriate.

You will actively contribute to the development and delivery of business and compliance plans and policy, including ministerial and other government department (OGD) advice. You will manage and deliver complex and wide-scoped projects which support the risk strategy.

You will represent HMRC on areas of specialism, contribute to leadership meetings and technical forums, and deputise for senior managers when needed. You will engage with CCG stakeholders and specialists to create and promote closer working partnerships.

Duties & Responsibilities may include:

- Providing colleagues, customers and stakeholders technical and policy advice on complex issues, casework and litigation.
- Undertaking quality assurance assessments, working with managers and capability leads to support caseworkers where development areas are identified.
- Developing own specialist expertise and that of colleagues to meet future HMRC needs.
- Researching, understanding and effectively applying tax legislation and policy.
- Collaborating with colleagues to design and deliver specialist training.
- Monitoring current legislation, policy, practice and processes to identify new compliance threats or opportunities.
- Researching and analysing options to address tax risk.
- Writing complex and comprehensive reports for senior management, explaining research, investigation and options to support suggestions or recommendations.
- Helping senior colleagues design, develop and implement new policies.
- Creating and maintaining high quality, customer-focused guidance for HMRC and external customers.
- Supporting caseworkers with presentation of cases at governance panels.
- Developing communication platforms to enable knowledge management and sharing.

Duties & Responsibilities may include:

- Forming part of the litigation team, attending tribunal hearings and supporting the Alternative Dispute Resolution process.
- Leading a number of large and complex enquiries.

Core capabilities may include:

- Writing reports - analysing, summarising and presenting complex information in a simplified format.
- Proactive and solution-oriented mindset, anticipating and preventing future problems.
- Coaching and mentoring – acting as a knowledge management conduit to increase capability and information sharing.
- Diligence and attention to detail – thoroughly reviewing complex information, figures and calculations.
- Examining options, applying expertise and research to understand potential impacts.
- Critical thinking and decision making, evaluating information to form reasoned conclusions.
- Adapting quickly to changing priorities, legislation and business needs.
- Able to have robust conversations with colleagues on complex matters, including presenting information to senior management teams.
- Providing peer support, co-ordinating activity to enable effective team working.



Government Tax Profession

OFFICIAL

[Home](#)[< Back](#)

Technical Advisor - Grade 7

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will be a technical consultant and leader providing specialist support on technical and strategic issues in specific cases and within wider projects. You will lead on contentious and complex issues and risks, working directly from legislation and often minimal published guidance, requiring a mixture of innovation and use of established initiatives to tackle and eliminate potential risks.

You will collaborate with local and national teams, case consultants and other stakeholders, ensuring HMRC has a consistent and joined-up approach to the tax and reliefs we collect and administer. You will help to create and embed an environment of continuous improvement, identifying gaps in technical knowledge and supporting development and delivery of learning and awareness sessions. You will lead corporate activities and projects, aiming to improve the way the business operates and promote closer working partnerships.

You will lead projects tackling new and/or complex areas of risk. You will support policy development and strategic planning to ensure HMRC delivers its strategic aims with the opportunity to input into, and influence, the future direction of compliance in HMRC.

Duties & Responsibilities may include:

Leading risky and challenging enquiries or coordinating various connected cases involving specific technical elements.



Government Tax Profession

Duties & Responsibilities may include:

- Providing technical and policy advice to colleagues, customers and stakeholders.
- Identifying and leading initiatives aimed at tackling non-compliance and educating customers, with autonomy to design innovative approaches as required.
- Working with peers to identify cross-tax risks, focusing on the largest, most wide-ranging risks which may impact multiple programmes of work.
- Collaborating with stakeholders to tackle risk, escalating issues via the appropriate governance group.
- Facilitating a smooth partnership between compliance operations and policy, ensuring we operate within legislative, policy and technical guidelines and that new policies are technically sound.
- Providing technical advice, coaching and mentoring to caseworkers, giving feedback to relevant compliance managers to inform their Personal Development Conversations.
- Working collaboratively with programme leads on the scoping, development and delivery of projects.
- Developing your specialist expertise, keeping up to date with changes in legislation, policy, guidance and business procedures.
- Representing the directorate and HMRC on areas of specialism.
- Supporting caseworkers in various technical forums.
- Writing comprehensive reports and briefings, employing research, investigation and analysis to examine options and make robust recommendations which support technical principles.

Duties & Responsibilities may include:

- Promoting and leading change, fostering a culture of innovation.
- Supporting development of high quality, customer-focused guidance for HMRC and external customers.
- Forming part of the litigation team, attending tribunal hearings and supporting the Alternative Dispute Resolution process.

Core capabilities may include:

- Building excellent stakeholder networks, using these to overcome challenges and ensure a joined-up approach.
- Providing leadership - encouraging a culture of empowerment and trust.
- Using persuasive language to engage with senior stakeholders on areas of technical complexity.
- Nurturing capability - coaching and mentoring, guiding colleagues through complex problems.
- Dealing with ambiguity, making sound decisions where there may be conflicting or incomplete information.
- Applying innovative thinking to complex and difficult problems.
- Resilience to work at pace and deliver under pressure, balancing priorities and adapting quickly to changes.
- Expert at communicating technically complex information and difficult messages to diverse audiences both verbally and in writing.
- Analytical and critical thinking - reviewing complex information thoroughly to form reasoned opinions.

Technical Advisor – Grade 6

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level this is a demanding technical consultancy role, acting as a focal point for knowledge and expertise in one or more areas of speciality. You will provide technical and tactical guidance and direction to caseworkers and other specialists on the most difficult and complex risk areas.

As a pivotal senior leader within your area, you will set direction and make decisions, aligning the development and delivery of business and compliance plans to HMRC's strategic aims. You will focus on the highest priority compliance areas in line with risk strategy and business objectives, driving behavioural change by balancing established initiatives with innovation.

You will lead highly visible projects, driving a joined-up approach with stakeholders across HMRC and other government departments (OGD). You will strengthen links with HMRC governance boards and represent HMRC in meetings with external independent bodies. You will provide technical expertise to the development of new legislation and policy proposals, providing links to compliance stakeholders for consultations when needed.

You will strengthen capability, performance and professionalism across the team and organisation. You will embed an environment of continuous improvement, identifying gaps in technical knowledge and overseeing development and delivery of products and interventions to mitigate those gaps.

Duties & Responsibilities may include:

- Acting as an escalation point to provide direct advice in the most difficult cases.
- Leading Technical Advisors working within your areas of expertise, with accountability for the quality and consistency of technical support and advice provided.
- Commissioning data and insights to support the identification of risks.
- Assessing the significance of new and emerging risks that have the potential to impact across HMRC.
- Developing strategy for proactive deployment of technical resource across open risks.
- Encouraging collaboration with peers to understand strategic and operational developments across HMRC.
- Running support panels across areas of responsibility, ensuring case teams have appropriate support and guidance on the highest value, most sensitive cases.
- Understanding the litigation pipeline, working with solicitors to ensure relevant teams receive risk support and training through this process.
- Identifying trends and capability gaps, working across the directorate to design and deliver solutions, e.g. roadshows, learning products and communications on common areas of confusion.
- Embedding best practice across the directorate, promoting the value of technical competence in all casework and highlighting key areas of success.
- Overseeing and supporting the 'Alternative Dispute Resolution' process and forming part of the litigation team when required.

Duties & Responsibilities may include:

- Providing feedback to colleagues' line managers, to support their constructive Personal Development Conversations.
- Assessing and reporting on overall effectiveness of support network in area/directorate.
- Promoting and leading change, fostering a culture of innovation and supporting colleagues through change.

Core capabilities may include:

- Fostering a 'knowledge growth' mindset towards professional and continuous development, for both self and team.
- Building excellent and diverse stakeholder networks, collaborating to overcome challenges.
- Systems thinking – understanding dependencies, synergies, technical risks or issues with potential wider impact.
- Expert communicator – setting clear direction, building trust. Delivering difficult messages to diverse audiences with empathy and clarity.
- Applying attention to detail, analytical and critical thinking to reach proportional and impartial outcomes.
- Presenting and explaining complex information.
- Delivering under pressure, adapting quickly to changing circumstances and tight timescales as priorities evolve.
- Dealing confidently with ambiguity - making effective decisions in uncertain circumstances.
- Strategic thinking - anticipating and diverting future problems, applying a strong understanding of HMRC's strategic objectives, policy aims and operational demands.
- Identifying and resolving capability gaps, providing coaching and mentoring.
- Providing inspirational leadership, support and challenge.
- Researching and analysing options to give sound recommendations and advice.



Compliance Coordinator Overview

“Using your professional knowledge and expertise, you lead and facilitate specific projects or ongoing work. You ensure your fellow tax and compliance colleagues have the supporting frameworks, strategies, policies and products which enable them to deliver their objectives to the standards required by HMRC.”

Compliance Coordinator roles involve coordinating a cooperative approach to project planning and the delivery of compliance plans, supporting delivery of the work programme and driving forward the delivery of HMRC strategic aims.

Compliance Coordinators will organise project activity, plan and deliver the work programme or Tactical Delivery Plan and review the effectiveness of risk strategy. They will develop new tactical solutions to tackle emerging risks and help to develop policies, procedures, products and services.

People in this role will need to collaborate and coordinate effectively with colleagues. They will take a holistic approach to planning, being strategic and forward thinking to understand potential impacts.



Compliance Coordinator – Higher Officer

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will contribute to the strategy, approach and direction within designated areas of tax to effectively tackle different strands of compliance risk and manage the health of the tax system. You will support the development and delivery of the work programme and/or Tactical Delivery Plan, providing technical and operational based support where needed in large or complex operations.

You will apply a co-operative approach to project planning and delivery of business and compliance plans, working collaboratively with Risk Leads and stakeholders to support HMRC's strategic aims. You will support the development of strategy to eliminate risk and provide a practical, operational viewpoint to policy discussions.

You will participate in initiatives to develop the operating model for all customers and improve ways of working, helping to embed these as part of business as usual. You will help deliver the Tax Change Programme, intervene in risks at the earliest opportunity and build upstream compliance into the way we work. You may represent the sector at pipeline or technical meetings and governance forums.

Duties & Responsibilities may include:

- Running projects on a day-to-day basis, ensuring that actions and timescales are clear.

Duties & Responsibilities may include:

- Supporting Risk Leads with data and programme governance assurance, collating, summarising and reporting statistical information on the programme of activities for Risk Leads and senior stakeholders.
- Engaging regularly with delivery partners, local compliance teams and specialist colleagues to monitor progress of projects against yield and quality targets.
- Being responsible for the preparation and maintenance of Project Management documentation such as Activity Plans and Stakeholder Maps.
- Building effective evaluation into project design in line with the HMRC Compliance Plan evaluation framework.
- Communicating plans to relevant stakeholders in a timely manner, offering them opportunities to share their input.
- Contributing insights to help inform Risk Leads' planning activities as new priorities emerge and change.
- Supporting development of compliance solutions and searching for new ideas to address gaps in current activity.
- Being aware of the range of 'promote, prevent and respond' methodologies available within the compliance spectrum and applying these when needed.
- Helping the Risk Leads to review effectiveness of current risk strategy and develop new, detailed, tactical solutions to eradicate emerging risks.

Core capabilities may include:

- Good organisation and planning skills including operational delivery planning, resource planning and improving capability.
- Programme and project management disciplines to support construction and delivery of clear plans.
- Dealing with challenges in a responsive and constructive way – adapting quickly to changing demands, dealing with ambiguity and positively engaging with change.
- Building and maintaining strong stakeholder relationships, actively seeking the opinions of others to form a rounded viewpoint.
- Being objective - using sound judgement, evidence and knowledge to evaluate options and form reasoned conclusions.
- Strong verbal and written communication skills – speaking persuasively and seeking constructive outcomes in discussions.
- Strategic thinking and horizon scanning – appreciating commercial and financial drivers and their influence on customer behaviours, planning ahead to divert problems before they arise.



Compliance Coordinator – Senior Officer

Role Summary:

At this level you will coordinate a joined-up approach to project planning and the delivery of business plans, driving forward the effective delivery of HMRC priorities and strategic aims. You will be a leader and role model, helping to drive change and innovation within your work area.

You will ensure that partners are well sighted on our plans and properly engaged at the right time, sharing knowledge and skills to achieve collective goals. You will work collaboratively to determine new ways to improve the results of the projects we deliver, helping formulate strategy to eliminate risk. You will identify and scope ideas to enhance customer service, increase productivity and resolve risks.

You will lead development and delivery of the work programme and/or Tactical Delivery Plan, providing technical and operational based support where there are potentially large customer operations, significant tax/duties payments and often multi-national aspects. You will present at technical meetings and governance forums when needed and ensure wider-scoped projects and portfolios are technically sound.

Duties & Responsibilities may include:

- Coordinating delivery of project activity, continually monitoring case availability, resourcing and productivity.

Duties & Responsibilities may include:

- Clarifying strategies and plans, providing a clear sense of direction and purpose.
- Working closely with colleagues to plan and allocate resources to priority risks, assimilating complex data sets.
- Embracing stakeholder engagement as a fundamental part of the role, generating commitment to shared goals.
- Embedding evaluation into design and delivery of projects and current strategies.
- Addressing and escalating technical risks and issues (including conceptual risks).
- Adjusting work programmes for fluctuations in priorities, resourcing and productivity.
- Working with HO Project Leads to ensure that their plans meet strategic aims.
- Building awareness and understanding of direct/indirect tax risk within your business area.
- Developing your own specialist knowledge and project expertise to meet future needs of the business, mentoring colleagues as required.
- Supporting development of innovative ideas and tactical solutions to eradicate emerging risks.
- Developing and implementing best practice across your team and enabling knowledge management.

Duties & Responsibilities may include:

- Leading activity to raise the profile of your compliance specialism across HMRC.

Core capabilities may include:

- Strategic and systems thinking – understanding the interrelationships between taxes, duties and credits. Appreciating commercial and financial drivers and their influences on customer behaviours.
- Analysing risks - understanding potential impacts, ensuring relevant issues are escalated and fed into strategy and big picture considerations.
- Seeking feedback, supporting discussion forums to learn from experience and adapt organisational processes and plans.
- Strong written and verbal communication skills, building trust through honest, enthusiastic communication.
- Collaboration and building stakeholder relationships, providing an effective link between product and process owners.
- Horizon-scanning - planning ahead to anticipate and prevent future problems, building capability to meet future needs of the business.
- Critical thinking and decision making, using sound judgement, evidence and knowledge to form reasoned conclusions.
- Operational delivery planning and resource planning, coordinating activity to enable effective working.
- Demonstrating leadership skills - coaching, mentoring and encouraging a culture of empowerment and trust.



Compliance Coordinator – Grade 7

[Introduction](#)[Career Pathways](#)[Knowledge Skills and Behaviours](#)[Job Families](#)[Role Profiles](#)

Role Summary:

At this level you will be responsible for determining overall strategy, approach and direction within designated sectors or areas of tax, with the opportunity to influence the future direction of compliance in HMRC. As an active member of the Senior Leadership Team, you will drive forward the effective delivery of directorate and HMRC priorities. You will provide support and challenge to Deputy Directors in their delivery of compliance operational objectives and customer satisfaction.

You will interpret the Tactical Delivery Plan so that appropriate cost effective, risk-based strategies are pursued. You will provide a practical, operational viewpoint to policy discussions, including ministerial and other government department (OGD) advice. You will represent the sector or area of tax in cross-directorate, pipeline and other technical, delivery and governance forums, presenting at meetings and leading discussions as required.

You will use project leadership and methodology, working collaboratively with senior leaders and external stakeholders to identify improvements, acting as a senior stakeholder in initiatives to develop the operating model. You will coordinate with local and national teams to ensure HMRC has a consistent approach to the tax and reliefs we collect and administer.

Duties & Responsibilities may include:

- Managing the overall work programme, ensuring each area of tax/sector has the right number of projects and optimum delivery pattern to meet case delivery requirements.
- Collaborating with the workflow team to actively manage specific delivery programmes, work and resources.

Duties & Responsibilities may include:

- Commissioning and allocating priority work, prioritising projects affecting multiple customers.
- Working with Deputy Directors, risk unit colleagues and Product and Process owners to coordinate requests for use of specialist resources (including high risk legal interpretation issues), identify priorities and allocate responsibilities.
- Identifying the resources required to implement strategic plans and putting forward timely recommendations to the Senior Leadership Team (SLT).
- Driving the use of data to inform Deputy Directors on the directorate picture of risk.
- Coordinating data input into the Business Tactical Delivery Plan, monitoring progress against objectives and providing information for quarterly performance reporting.
- Ensuring processes and guidance are aligned with customer strategy and Spending Review objectives.
- Overall responsibility for delivery and accuracy of required project outcomes, data and stats.
- Working holistically with stakeholders to identify a range of technical risks and issues and develop a comprehensive ongoing risk management strategy.
- Sponsoring innovative ideas, determining ways to improve direct tax processes within your sphere of responsibility.
- Supporting the Deputy Director's responsibility to maintain and improve tax professional knowledge in Compliance Caseworkers and Specialist Tax Advisors

Duties & Responsibilities may include:

- Regularly liaising with SLT, Assistant Directors, planning and transformation teams and technical working groups to review effectiveness of current investigation/risk strategy.
- Writing comprehensive briefings and Steering Group reports

Core capabilities may include:

- Working collaboratively with a range of colleagues to ensure a joined-up approach.
- Big picture thinking – applying a deep understanding of how your role supports both organisational and wider public needs to highlight strategic issues.
- Providing and responding to challenge constructively, seeking productive outcomes in discussions.
- Strategic leadership and planning, applying programme and project management disciplines to make clear plans for service delivery.
- Making sound decisions and being accountable for them.
- Resilience to work at pace and deliver under pressure, balancing priorities and adapting quickly to changes.
- Exceptional verbal and written communication skills - setting direction and building trust through honest communication.
- Building excellent stakeholder networks, using these to overcome challenges.
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Compliance Coordinator – Grade 6

[Introduction](#)[Career Pathways](#)[Knowledge Skills and Behaviours](#)[Job Families](#)[Role Profiles](#)

Role Summary:

At this level you will be a pivotal senior strategic leader, setting direction and aligning the development and delivery of business and compliance plans to HMRC's strategic aims. You will be responsible for ensuring a robust overall portfolio of work programme compliance projects is developed and maintained, determining the scope of priorities.

You will provide a high level of technical and operational based support where there are potentially contentious issues, large customer operations, significant tax/duties payments and often multi-national aspects. You will build strong relationships with senior stakeholders, policy specialists, sector representative bodies and other external stakeholders, driving initiatives to improve the business operating model.

You will lead discussions at technical and governance forums, provide an operational viewpoint in policy discussions, and lead the development and delivery of large projects and portfolios. You will champion change and innovation, encourage an inclusive culture of empowerment and trust and be a positive influence on staff at all levels.

Duties & Responsibilities may include:

- Overseeing sector sensitive cases and proactively briefing senior leaders on emerging issues.
- Establishing a priority list of potential compliance projects and determining the most cost-effective approach at each stage.

Duties & Responsibilities may include:

- Programme managing an allocation of the most complex compliance projects, developing and defining clear objectives to meet strategic aims.
- Leveraging knowledge and experience of tax planning to identify the resources required to implement strategic plans.
- Leading the development and continuous improvement of the end-to-end compliance project methodology, embedding best practice across your business area.
- Accountability for promoting learning and building capability of compliance project managers.
- Liaising with stakeholders to understand impacts and customer behaviours for effective project analysis and evaluation.
- Proactively consulting with colleagues and stakeholders to understand the strategic impacts and range of options available to address risks.
- Developing and delivering a comprehensive ongoing strategy to manage technical risks and issues (including conceptual risks).
- Supporting colleagues through change, ensuring all are equipped to adapt to new ways of working.
- Promoting and encouraging collaboration with colleagues and key stakeholders, drawing on their specialisms as needed.
- Keeping up to date with changes in legislation, policy, and business procedures, recognising potential impacts and ensuring these are incorporated into plans.

Duties & Responsibilities may include:

- Designing the ongoing sector approach to delivering compliance strategies, maintaining a comprehensive understanding of the full range of methodologies available.

Core capabilities may include:

- Combining strong project management knowledge with good technical and regime expertise to consider options and make sound decisions.
- Strategic planning – providing operational insight to strategy development and implementing plans to deliver strategic objectives.
- Strong interpersonal skills, with the ability to establish, build and maintain complex collaborative partnerships.
- Managing multiple stakeholders with differing opinions, maintaining a careful balance to ensure consensus.
- Visibly role modelling HMRC values, setting the right tone and inspiring others to be their best.
- Expert communicator – speaking persuasively to diverse audiences, building trust.
- Delivering under pressure, responding quickly to changing circumstances and tight timescales as priorities evolve.
- Considering options and making effective decisions in uncertain circumstances which stand up to intense scrutiny.
- Systems thinking – understanding interrelationships, dependencies and behavioural drivers, anticipating and diverting future problems.



Tax Litigation

“Working in litigation provides the opportunity to work a wide range of appeals, mainly defending appeals on behalf of the wider department made by taxpayer customers in the Tax Tribunal”.



Why choose a career in Tax Litigation?

What is Litigation?

Tax Litigation roles in HMRC involve representing the department in appeals and legal disputes — often on behalf of taxpayers — and managing complex or high-risk cases through internal processes and external tribunals.

This job family spans technical expertise, case preparation, advocacy, legal risk assessment, and operational leadership.

From hands-on casework to strategic decision-making, Tax Litigation professionals uphold HMRC’s legal standing and support fair tax outcomes through well-structured legal argument and evidence.

What does Litigation work look like?

Tax Litigation work in HMRC involves managing and defending tax-related appeals, often representing the department at tribunals or supporting internal decision-making processes.

Day to day, this includes preparing detailed case bundles, drafting persuasive legal arguments, interpreting complex legislation, and presenting HMRC’s position clearly and accurately.

Tax Litigation professionals may work on high-risk or sensitive cases, provide technical advice, or lead and develop teams of litigators.

The work demands close collaboration with colleagues across the Legal Group, policy teams, and external legal partners, requiring precision, legal insight, and a strong sense of public accountability.

Key Skills

- Legal and technical reasoning, including interpreting legislation and case law
- Clear and persuasive written communication for tribunal submissions and internal guidance
- Leadership, coaching, and people development (for team managers and heads)
- Critical thinking, judgement, and analytical skills in legal decision-making
- Confident engagement with ambiguity, legal challenge, and confrontation
- High emotional intelligence and inclusive team leadership
- Ability to prioritise caseloads, manage risk, and deliver to tribunal deadlines
- Strong planning, use of data (e.g., Power BI), and performance management



Why choose a career in Tax Litigation?

What sort of people are we looking for?

- We welcome people who are:
- Curious, analytical, and able to interpret complex legislation
 - Confident communicators who can explain technical ideas clearly
 - Comfortable making balanced decisions in sensitive or high-stakes situations
 - Calm under pressure and able to manage challenging conversations (e.g. tribunals or appeals)
 - Natural problem-solvers with a passion for fairness and evidence-based thinking
 - Ready to lead, coach or support others in a team-based, collaborative environment
 - Motivated by public service and committed to upholding HMRC's values

How can we help you grow and develop?

- Tax Litigation provides:
- On-the-job training in legal reasoning, case preparation and appeals handling
 - Access to technical specialists and mentoring from experienced litigators
 - Opportunities to shadow tribunal hearings and internal reviews
 - Tailored learning to build confidence in presenting, writing and advocacy
 - Clear career pathways into more senior or technical specialist roles
 - Support with gaining qualifications or progressing into legal/policy aligned professions

What are the “take away” skills we’ll help you develop?

- Legal and technical analysis
- Written advocacy and persuasive argument development
- Case management and tribunal preparation
- Risk assessment and decision-making under pressure
- Team leadership and coaching
- Collaboration with legal, policy, and operational colleagues



Tax Litigator (HO)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The Tax Litigator is responsible for managing tax appeal cases from initiation to resolution, primarily defending appeals on behalf of HMRC in the Tax Tribunal.

This includes preparing evidence, filing tribunal papers, and representing HMRC in hearings. The role requires strong advocacy, legal analysis, and case management skills.

Duties & Responsibilities may include

- Handle a wide range of standard tax appeals requiring in-depth legal analysis.
- Manage all aspects of case progression, ensuring deadlines are met and stakeholders are informed.
- Maintain accurate records and audit trails in the Case Management System.
- Legal Preparation and Representation
- Draft and submit legal documents including statements of case, notices, and applications.
- Prepare case bundles and chronologies.
- Represent HMRC at First-tier Tribunal hearings.

Duties & Responsibilities may include

- Support colleagues in hearings and complex cases.
- Liaise with internal stakeholders to ensure decisions align with HMRC policy and tax law.
- Keep Decision Makers informed, especially when they are witnesses
- Apply and update knowledge of HMRC guidance and tax legislation.
- Share expertise with colleagues through coaching and mentoring.
- Contribute to continuous improvement and process enhancement.
- Ensure GDPR compliance and accurate case maintenance.
- Work collaboratively to meet performance targets and improve service delivery.

Core capabilities may include:

- Strong analytical and critical thinking to interpret complex legal information.
- Ability to identify applicable statutes and case law.
- Excellent verbal and written communication tailored to various audiences.
- Ability to clearly present arguments and legal positions.
- Manage multiple cases simultaneously while meeting statutory deadlines.
- Prioritise effectively and respond quickly to emerging issues.
- Thorough review of evidence to draw accurate conclusions and identify risks.
- Embrace change and support others through transitions.
- Contribute to innovation and continuous improvement.
- Build and maintain professional relationships across teams and departments.



Senior Tax Litigator (SO)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The Senior Officer Tax Litigator is responsible for managing litigation cases from start to finish, primarily defending taxpayer appeals in the Tax Tribunal on behalf of HMRC.

This includes identifying and preparing evidence, filing tribunal papers, and representing HMRC at hearings. The role involves working on a wide range of standard and more complex appeals, interpreting intricate legislation, and engaging in persuasive discussions with agents and senior HMRC staff.

Additionally, the Senior Officer Tax Litigator provides support to Tax Litigators and contributes to wider HMRC Legal Group projects.

Duties & Responsibilities may include:

- Handle standard and complex/challenging tax appeals.
- Draft and serve case correspondence, notices, and applications to the First-tier Tribunal.
- Prepare statements of case, chronologies, and case bundles.
- Maintain full audit trails and update case management systems.
- Ensure Decision Makers are informed and prepared, including reviewing witness statements.

Duties & Responsibilities may include:

- Present cases at First-tier Tribunal hearings (in person or via video).
- Address legal arguments, evidence, and applicable case law.
- Provide high-quality explanations on behalf of HMRC.
- Liaise with internal stakeholders to ensure decisions align with HMRC policy and tax law.
- Provide technical advice and feedback to decision-making teams.
- Communicate complex messages clearly to stakeholders, including customers and the Tribunal.
- Interpret and apply tax legislation and HMRC guidance.
- Research legal frameworks and review evidence to inform decisions.
- Identify risks and options in appeal cases.
- Support senior colleagues and lead wider HMRC projects.
- Assist HO litigators with audit trail maintenance.
- Coordinate with paralegal support and assist Business Unit Heads
- Ensure accurate and timely case maintenance in line with GDPR.
- Work with colleagues and management to meet performance standards and improve processes.
- Apply creative thinking to suggest improvements and enhance customer service.

Core capabilities may include:

- Interpret and apply complex legislation and policy with precision.
- Make sound, evidence-based decisions while assessing legal risk.
- Communicate clearly and persuasively, both verbally and in writing.
- Adapt communication style to effectively engage diverse audiences.
- Manage multiple appeals efficiently, maintaining high standards under pressure.
- Issue statutory notices accurately and within legal timeframes.
- Maintain rigorous file and caseload management systems.
- Analyse evidence comprehensively to form well-reasoned conclusions.
- Proactively identify, assess, and mitigate legal and operational risks.
- Demonstrate autonomy while contributing effectively to team goals.
- Support and contribute to cross-functional projects across HMRC Legal Group.
- Embrace change positively and help colleagues navigate .
- Work flexibly across a range of projects and shifting priorities.



Lead Tax Litigator (G7)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The Lead Tax Litigator is a senior legal professional within HMRC, responsible for managing and representing complex and standard tax appeal cases from initiation to resolution.

This includes preparing legal documentation, conducting in-depth legal analysis, and advocating on behalf of HMRC at Tribunal hearings. The role demands expert knowledge of tax law, strong analytical skills, and leadership in managing cases and supporting less experienced litigators.

Duties & Responsibilities may include:

Litigation and Legal Representation

- Lead the full lifecycle of litigation cases from preparation and filing to Tribunal and Court representation, ensuring legal accuracy and procedural compliance
- Draft, serve and manage legal documents including statements of case, notices and applications with precision and timeliness
- Present and advocate cases at Tribunal and Court, articulating legal arguments and evidentiary analysis with authority

Legal Analysis and Advisory

- Interpret and apply complex legislation and case law to support robust legal positions
- Analyse intricate customer information and evidence to inform litigation strategy
- Provide expert guidance to decision-making teams to ensure legal integrity and consistency

Stakeholder Engagement and Communication

- Identify and communicate legal risks and complex issues clearly to internal stakeholders to support informed decision-making
- Liaise effectively with internal teams to align legal actions with HMRC policy and standards
- Keep decision makers informed, particularly when they are involved as witnesses, ensuring readiness and clarity

Leadership and Collaboration

- Support business unit heads and foster cross team collaboration to drive strategic legal outcomes
- Mentor and coach junior litigators at Higher Officer and Senior Officer levels to build team capability
- Lead change initiatives and contribute to continuous improvement in legal processes and service delivery

Knowledge Management and Capability Building

- Maintain accurate audit trails and case records to ensure transparency and accountability
- Share knowledge and deliver training to enhance individual and team capability
- Manage own caseload with diligence, ensuring deadlines and quality standards are consistently met

Core capabilities may include:

- Strong knowledge of UK tax law and HMRC guidance with experience applying it to real world cases
- Skilled at breaking down complex legal issues and spotting risks early
- Careful and thorough when reviewing evidence and making decisions
- Clear and confident communicator able to explain complicated ideas to different audiences
- Trusted to build strong relationships and present legal arguments clearly and persuasively
- Experienced in speaking publicly and representing cases in Tribunal hearings
- Able to manage multiple appeals at once keeping everything organised and on track
- Proven ability to lead projects and bring teams together to deliver results
- Resilient and self-aware supports others and leads by example
- Positive approach to change helping teams adapt and stay focused
- Works well with colleagues across departments encouraging teamwork and shared learning
- Always looking for ways to improve processes and share best practice



Tax Litigation Technical Consultant (SO)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The SO Tax Litigation Technical Consultant provides comprehensive litigation support within the Legal Group.

The role involves guiding Litigators in making strategic and compliant litigation decisions, handling complex or high-risk referrals, and occasionally conducting appeals. The consultant also leads technical and knowledge management initiatives, supports capability building, and contributes to the development of litigation-related products and guidance.

Duties & Responsibilities may include:

Technical Leadership & Casework

- Guide HO Litigators on complex litigation and tax matters.
- Take ownership of challenging referrals and connected cases.
- Occasionally conduct appeals as part of the wider team.
- Escalate complex issues appropriately and communicate outcomes.
- Lead technical areas and deliver presentations.
- Inspire and coach Litigators to improve quality and capability.

Collaboration & Stakeholder Engagement

- Work closely with other Technical Consultants and Leads
- Liaise with HMRC Policy, Units of Expertise, and Legal Group colleagues.
- Champion Operational Litigation services internally and externally.
- Share knowledge and best practices across the team.

Policy & Risk Management

- Monitor legislation, policy, and practice to identify risks and opportunities.
- Develop and maintain operational guidance.

Training & Staff Development

- Assist in designing and delivering specialist training.
- Support managers in staff development through feedback and coaching.

Continuous Improvement & Customer Service

- Apply creative thinking to improve processes and minimise delays.
- Ensure timely and consistent communication to keep both customers and agents well informed.

Core capabilities may include:

- Deep understanding of tax legislation and litigation strategy.
- Ability to interpret and apply complex legal information.
- Strong critical thinking and decision-making skills.
- Ability to assess evidence and identify risks.
- Excellent verbal and written communication.
- Confidence in discussing complex issues with Litigators and senior leaders.
- Thorough review of evidence and accurate risk identification
- Effective prioritisation and problem-solving.
- Positive engagement with change and flexibility in work assignments.
- Support others in understanding and adapting to change
- Commitment to high-quality service and safeguarding HMRC's reputation.
- Experience or qualifications in relevant specialist areas.



Tax Litigation Technical Consultant (G7)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The G7 Tax Litigation Technical Consultant plays a pivotal role in guiding Litigators through complex legal and tax-related litigation matters.

This senior position involves handling high-risk and challenging referrals, leading strategic litigation projects, and influencing policy and practice across the Litigation Directorate. The role demands deep expertise in litigation processes, legislation, and strategic decision-making, with a strong emphasis on leadership, technical excellence, and cross-functional collaboration

Duties & Responsibilities may include:

Technical Expertise & Casework

- Provide expert technical advice on litigation and tax legislation.
- Lead complex technical referrals and interconnected cases with precision and insight.
- Occasionally represent the department in appeals as part of the wider litigation team.
- Ensure technical robustness in both project delivery and litigation strategy.
- Collaborate with HMRC Policy, Legal Group, and Units of Expertise on high-complexity cases.

Strategic Support & Risk Management

- Support Litigators at all grades in making strategic, compliant litigation decisions.
- Proactively identify and manage legal risks, escalating issues to senior leadership when appropriate.
- Monitor changes in legislation, policy, and practice to identify emerging risks and opportunities.

Project & Programme Leadership

- Lead or contribute to bulk litigation projects and broader corporate initiatives.
- Support the development of new products, programmes, and training initiatives.
- Champion innovation and continuous improvement across the directorate.

Stakeholder Engagement & Representation

- Communicate confidently and credibly with senior leaders, clients, and stakeholders.
- Represent the litigation business area in internal and external forums.

Capability Building & Knowledge Sharing

- Coach and mentor Litigators and colleagues to strengthen technical capability.
- Contribute to the design and delivery of training programmes.
- Develop and maintain effective knowledge-sharing platforms and practices.

Core capabilities may include:

- Deep understanding of litigation processes, tax law, and the Litigation and Settlement Strategy.
- Ability to interpret and apply complex legislation and policy.
- Skilled in evaluating large volumes of evidence and data.
- Ability to make sound, evidence-based decisions under pressure.
- Expert verbal and written communication tailored to diverse audiences.
- Confident in presenting complex information to senior stakeholders.
- Ability to lead change and inspire others.
- Skilled in coaching, mentoring, and capability development.
- Proactive in identifying legal risks and opportunities.
- Able to influence policy and operational strategy.
- Builds strong working relationships across HMRC and external stakeholders.
- Works flexibly and collaboratively within teams and across functions.
- Calm and measured under pressure.
- Able to lead and adapt to new work or projects at short notice.



Tax Litigation Team Manager (SO)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The Tax Litigation Team Manager is responsible for leading and managing a team of tax professionals, including Litigators and trainees.

The role involves overseeing day-to-day operations, providing guidance and support, fostering team development, and ensuring effective delivery of business outcomes. The manager acts as a visible leader, promoting inclusion, collaboration, and continuous improvement while aligning with Civil Service values and Legal Group strategic objectives.

Duties & Responsibilities may include:

Team Leadership & Operational Management:

- Oversee daily operations of the team, including Litigators managing appeals.
- Triaging and allocating Review cases based on complexity and expertise.
- Monitor team performance and case progress to ensure timely delivery.
- Use data tools (e.g., Power BI) to track and meet operational targets.
- Ensure adherence to process maps, SWIs, and HMRC guidance.

People Development & Wellbeing:

- Prioritise the wellbeing and professional development of team members.
- Conduct induction and probation reviews for new trainees.
- Coach, mentor, and motivate staff to achieve high performance
- Facilitate personal development plans and identify training needs.
- Promote talent programmes and development opportunities.
- Track progress on mandatory learning and QAF requirements.

Performance & Conduct Management:

- Act as the first point of contact for support, advice, and guidance.
- Handle performance, attendance, and conduct issues in line with HMRC policy.
- Identify and address skills gaps within the team to build capability.

Communication & Stakeholder Engagement:

- Communicate clear business messages and priorities to the team.
- Champion inclusion and encourage innovation and new ideas.
- Engage with wider leadership to deliver joined-up outcomes across functions.
- Build positive relationships across teams and the wider business.
- Share knowledge and promote best practices.

- Stay updated on guidance and legislation changes.
- Encourage creative thinking and customer-focused service improvements.

Core capabilities may include:

- Inspire and challenge team members.
- Make effective leadership interventions.
- Role-model Civil Service Leadership qualities.

Analytical & Organisational Skills

- Strong decision-making and analytical abilities.
- Effective planning and time management.
- Ability to interpret and present data.

Emotional Intelligence & Communication

- High self-awareness and resilience.
- Empathetic, approachable, and a good listener.
- Skilled in handling difficult conversations and diverse personalities.

Adaptability & Change Management

- Comfortable with ambiguity and fast-paced environments.
- Positively engage with change and support others through transitions.
- Flexible in responding to new work or projects at short notice.



Tax Litigation Manager (G7)

Role Summary:

The G7 Litigation Team Manager holds senior leadership responsibility for managing a team of tax professionals, including Litigators and trainees. This role demands full accountability for team performance, strategic planning, and delivery of business outcomes.

The G7 manager is expected to demonstrate ownership of operational decisions, drive continuous improvement, and ensure alignment with legislation, policy, and Civil Service values. They act as a visible leader, mentor, and change agent, fostering inclusive environments and high-performing teams.

Duties & Responsibilities may include:

Strategic Leadership & Governance

- Provide strategic leadership and full accountability for the performance and development of litigation teams
- Communicate business priorities with clarity and authority, influencing senior stakeholders and policy direction.
- Champion innovation and lead teams through change, fostering a culture of continuous improvement and accountability
- Build strategic networks across HMRC and external partners to support joined-up delivery and knowledge sharing.

People Management & Development

- Create inclusive, respectful, and trusting environments across office-based, remote, and blended teams.
- Lead induction, probation, and career development of trainees, ensuring robust support and performance management.
- Oversee staff learning and development, including large cohorts of new colleagues.
- Build, lead, and develop teams to ensure colleagues receive appropriate support and opportunities.
- Promote talent development and succession planning to build future leadership capacity.

HR & Wellbeing Responsibilities

- Own HR responsibilities including grievances, disciplinary procedures, and attendance management.
- Promote wellbeing and take proactive action to address risks or concerns.
- Provide senior leaders with early notice of potential problems and ensure staff feedback is valued and acted upon.
- Encourage use of digital tools and techniques to enhance quality and increase capability.

Operational Delivery & Performance

- Plan, distribute, and prioritise work to meet operational targets and legal obligations.
- Develop and implement performance measures and manage delivery against targets.
- Monitor team caseloads and drive case progression, ensuring timely and quality outcomes.
- Identify, manage, and mitigate risks and issues to assure delivery of outcomes.
- Ensure compliance with Case Management Systems, process maps, SWIs, and guidance.
- Encourage use of digital tools and techniques to enhance quality and increase capability.

Core capabilities may include:

- Demonstrates senior-level decision-making, vision setting, and stakeholder engagement.
- Leads with integrity, clarity, and purpose, aligned with Legal Group strategic objectives.
- Takes full responsibility for team outcomes, operational delivery, and compliance.
- Applies HR policies and processes fairly and consistently across the team.
- Maintains composure and effectiveness in high-pressure, fast-changing environments.
- Leads colleagues through change with clarity, support, and confidence.
- Communicates with impact across all levels, handling sensitive issues with professionalism. Inspires teams through pride, passion, and effective messaging.
- Manages priorities, resources, and risks to deliver consistent high-quality outcomes.
- Invests in team growth, mentoring, and development.- Encourages diverse perspectives and fosters a culture of respect and empowerment.



Tax Litigation Manager / Business Unit Head (G6)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

As a senior leader within HMRC Legal, the G6 Tax Litigation Manager or Business Unit Head (BUH) is fully accountable for the strategic leadership, operational delivery, and performance of a high-impact legal function. Operating in a complex and high-profile environment, the role is central to shaping the directorate's future, driving innovation, and ensuring excellence in legal services.

The BUH leads multi-disciplinary teams, including senior professionals up to G7 and peer G6 managers, promoting a culture of trust, inclusion, and continuous improvement. They make critical decisions, manage risk, and align operations with HMRC's strategic goals. The role also involves high-level resource planning, talent development, and stakeholder engagement, acting as a visible and influential leader across the organisation.

Duties & Responsibilities may include:

Strategic Leadership & Direction

- Define and drive the strategic direction of the business unit, aligning with HMRC's legal and corporate priorities.
- Lead transformation initiatives, embedding innovation and future-readiness into operational frameworks.
- Own the delivery of business plans, performance targets, and risk mitigation strategies.

Governance & Operational Oversight

- Oversee the delivery of complex, high-risk legal cases and projects, ensuring quality, pace, and governance.
- Take full accountability for resource deployment, performance management, and operational outcomes.
- Ensure compliance with Case Management Systems and reporting standards.
- Lead performance reviews, assurance activities, and continuous improvement initiatives across teams.

People Leadership & Workforce Development

- Lead, mentor, and develop senior managers and professionals, building a resilient and capable workforce.
- Own the talent management lifecycle, from recruitment and onboarding to succession planning.
- Champion wellbeing, inclusion, and respectful workplace culture, embedding 'Respect at Work' principles.
- Manage complex HR matters, including conduct, grievances, and appeals, ensuring fair and consistent application of policy.

Stakeholder Engagement & Influence

- Represent the function at senior leadership forums, influencing policy and operational decisions.
- Build and maintain strategic relationships with internal and external stakeholders.
- Provide expert advice and assurance to senior colleagues on portfolio and operational matters.
- Communicate with clarity and authority, ensuring consistent messaging and engagement across all levels.

Core capabilities may include:

- Demonstrates strategic foresight, agility, and resilience in a high-pressure environment.
- Acts with integrity, professionalism, and decisiveness, especially during periods of change and uncertainty.
- Inspires confidence and trust through transparent, accountable leadership.
- Applies original and creative thinking to complex legal and operational challenges.
- Makes sound decisions in ambiguous contexts, balancing competing priorities and risks.
- Drives innovation and continuous improvement with a future-focused mindset
- Expert communicator, able to tailor messaging to diverse audiences and contexts.
- Confident in handling sensitive conversations and influencing outcomes constructively.
- Builds consensus while challenging assumptions and encouraging diverse perspectives.
- High emotional intelligence, empathetic leadership, and strong interpersonal skills.
- Creates a culture of empowerment, ownership, and high performance.
- Values diversity, inclusion, and the development of others.



Reviews

[Introduction](#)[Career Pathways](#)[Knowledge Skills and Behaviours](#)[Job Families](#)[Role Profiles](#)

“In reviews, you will conduct of independent reviews of appealable decisions made by HMRC, as requested by customers under legislative provisions.

The team deliver a high quality, effective and professional reviews service which supports adhering to HMRC’s Customer Charter standards.

You will help to ensure that HMRC’s decisions are fair, accurate, and in line with HMRC policy and the law. You will play a key role in resolving tax disputes and maintaining public trust in the UK tax system”.



Government Tax Profession

[Home](#)[< Back](#)

Why choose a career in Reviews?

What is Reviews?

Reviews professionals in the Tax Profession provide impartial, statutory reviews of HMRC's tax related decisions. These are typically decisions made by compliance officers, caseworkers, or technical specialists that customers have formally challenged.

Review officers play a vital role in resolving disputes efficiently and fairly by reassessing the original decisions against legislation, case law, and HMRC policy. They engage directly with customers to understand arguments , consider evidence afresh, and decide whether the decision should be upheld, varied or withdrawn.

As part of the wider Tax Profession community, Reviewers draw on technical tax knowledge, legal reasoning, and strong professional judgement. Their work safeguards the fairness and credibility of the UK tax system, helping to avoid unnecessary appeals and litigation, contributing to a positive customer experience.

What does Review work look like?

- Interpret and apply complex legislation, case law and HMRC policy
- Conduct impartial statutory reviews of disputed decisions
- Draft clear, legally sound decision letters
- Communicate effectively with customers or their agents, in writing and verbally to understand arguments
- Provision of excellent customer service that reflects the HMRC's Customer Charter standards
- Manage caseloads and meet statutory deadlines
- Collaborate with other operational colleagues in Legal Group, lawyer teams, and stakeholders in the wider HMRC
- Maintain accurate records and audit trails
- Support wider casework strategy and litigation outcomes
- Contribute to continuous improvement and decision quality
- Resolve disputes at pace to avoid unnecessary escalation

Key Skills

- Analytical thinking and sound legal reasoning
- Strong written and verbal communication
- Attention to detail and accurate risk identification
- Time and caseload management
- Adaptability and resilience in a dynamic environment
- Confidence in collaborating with internal and external stakeholders
- Confidence in explaining complex issues
- Decision-making under pressure
- Professional judgement and impartiality
- Commitment to HMRC Customer Charter standards and policy alignment
- Curiosity about the bigger picture



Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Why choose a career in Reviews?

What sort of people are we looking for?

- Clear thinkers who can apply law and policy precisely
- Strong, effective communicators, both written and verbal
- People who remain calm and confident under pressure to deliver quality decisions at pace
- Those who enjoy analysing information and making fair decisions
- Good collaborators, able to work with a range of stakeholders
- People who value fairness, accountability, and impartiality
- Curious minds who ask the right questions, challenge assumptions and are interested in the wider context in which they work (the bigger picture)
- Individuals who thrive in structured, high-integrity environments and are adaptable

How can we help you grow and develop?

Being a review officer will...

- Train you in legal analysis, customer engagement, and learning HMRC policy
- Give you opportunities to specialise in complex, cross-cutting disputes
- Help give exposure to litigation, HMRC policy, and compliance strategy
- Provide coaching and support from experienced review officers and technical consultants
- Open development routes into technical, policy, or leadership roles

What are the “take away” skills we’ll help you develop?

- Legal interpretation and statutory decision-making
- Drafting skills for high-stakes correspondence
- Caseload prioritisation and case audit management
- Stakeholder communication and negotiation
- High-level problem solving and risk evaluation
- Ability to make difficult decisions often at pace
- Capability to present findings with authority and clarity
- Understanding of tax systems, disputes, and appeals
- Resilience and judgement in a pressured legal environment
- Ability to challenge with reasoned arguments
- Ability to support and feedback to stakeholders effectively



Government Tax Profession

OFFICIAL

Review Officer (HO)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The HO Review Officer is responsible for reviewing appealable decisions made by HMRC, ensuring they are legally and technically sound, and aligned with HMRC policy.

This involves applying legislation, case law, and internal procedures to resolve disputes and prevent unnecessary escalation to appeals or litigation.

Duties & Responsibilities may include:

- Interpret and apply relevant legislation, case law, and HMRC policy to review decisions.
- Conduct legal research and analyse data to support decision-making.
- Communicate with customers via phone and written correspondence to understand their arguments.
- Draft high-quality decision letters that clearly explain the rationale and legal basis for conclusions.

- Collaborate with stakeholders to ensure decisions are robust and defensible.
- Maintain accurate records and audit trails in the Case Management System.
- Learn and apply HMRC guidance and tax legislation to specific business areas.
- Interpret and interrogate complex information and evidence.
- Apply and continuously develop technical knowledge, sharing insights with colleagues.
- Build professional relationships and collaborate with internal stakeholders.
- Ensure GDPR compliance and timely case maintenance.
- Work with teams to meet performance targets and improve processes.
- Manage caseloads effectively to meet statutory deadlines.
- Use creative thinking to improve customer service and reduce delays.

Core capabilities may include:

- Analytical Thinking: Ability to interpret complex information and make evidence-based decisions.
- Communication: Strong verbal and written skills to convey decisions clearly and appropriately.
- Time Management: Handle multiple cases efficiently while meeting deadlines.
- Attention to Detail: Thoroughly review evidence and identify risks or issues early.
- Adaptability: Embrace change and support others through transitions.
- Collaboration: Work effectively with colleagues and stakeholders.
- Continuous Improvement: Seek innovative solutions and contribute to process enhancements.



Senior Review Officer (SO)

Role Summary:

The Senior Review Officer undertakes impartial statutory reviews of complex and challenging disputes within HMRC.

This includes managing cross-tax decisions and emerging themes under tight deadlines.

The role requires interpreting complex legislation, engaging in detailed discussions with agents and senior HMRC staff, and ensuring that only appropriate disputes escalate to appeal or litigation.

Duties & Responsibilities may include:

- Conduct impartial statutory reviews of complex disputes.
- Interpret and apply complex legislation and HMRC policy.
- Provide high-quality technical advice and feedback to decision-making teams.
- Liaise with customers to understand their arguments.
- Draft comprehensive decision letters outlining issues, recommendations, and legal basis.

- Engage with internal stakeholders to defend decisions in line with policy and law.
- Maintain full audit trails and update case management systems.
- Manage individual caseloads to meet statutory deadlines.
- Support HO Review Officers with audit trail maintenance.
- Work with colleagues and management to meet performance targets.
- Provide support to the Business Unit Head as needed.
- Share knowledge and mentor team members.
- Identify risks and communicate complex messages clearly.
- Suggest new solutions for process improvement.
- Ensure timely and informed customer service.

Core capabilities may include:

- Deep understanding of tax legislation and HMRC guidance. Ability to apply technical knowledge to diverse and complex cases.
- Interpret complex information and evidence. Make informed, impartial decisions based on legal frameworks.
- Strong verbal and written communication tailored to diverse audiences. Ability to explain complex decisions clearly and concisely.
- Handle multiple cases simultaneously. Prioritise effectively to meet deadlines and prevent issues.
- Thorough review of evidence and accurate risk identification. Maintain high standards in documentation and decision-making.
- Embrace and lead change initiatives. Support colleagues through transitions and new projects.
- Build productive relationships with internal and external stakeholders. Contribute to team and organisational goals.



Lead Review Officer (G7)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

A G7 Lead Review Officer is a highly trained tax professional responsible for conducting impartial statutory reviews of the most complex and challenging tax disputes.

These may involve cross-tax decisions or emerging themes. The role requires interpreting complex legislation, engaging in persuasive discussions with stakeholders, and applying expert knowledge to reach fair and legally sound conclusions.

The officer ensures that only appropriate disputes escalate to appeal or litigation, safeguarding both customer rights and HMRC's reputation

Duties & Responsibilities may include:

- Deliver high-quality, professional review services within strict deadlines.
- Interpret and apply complex tax legislation and HMRC guidance.
- Provide technical advice and feedback to decision-making teams.
- Communicate with customers to understand their arguments and explain review outcomes clearly.
- Prepare comprehensive, legally sound correspondence.
- Defend decisions in line with HMRC policy and tax law.
- Maintain accurate audit trails and case records.
- Identify risks and communicate complex issues clearly.
- Manage a personal caseload, ensuring GDPR compliance and statutory deadlines are met.
- Collaborate with colleagues and stakeholders to improve processes and meet performance targets.
- Lead through change, making decisions in ambiguous or uncertain situations.
- Support capability building and knowledge sharing across the team and wider HMRC.
- Represent the department in technical forums and working groups.

Core capabilities may include:

- Ability to interpret complex legal information and make evidence-based decisions.
- Strong verbal and written skills tailored to diverse audiences; able to build trust and convey complex messages clearly.
- Handle multiple cases efficiently, prioritise effectively, and meet deadlines.
- Thoroughly review evidence and identify risks accurately.
- Embrace and lead change initiatives, supporting others through transitions.
- Resilience and Self-Awareness**: Maintain motivation and support team development under pressure.
- Build strong relationships, influence stakeholders, and contribute to continuous improvement.
- Make sound, accountable decisions even with incomplete info



Review Technical Consultant (SO)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The Review Technical Consultant is a tax specialist responsible for countersigning statutory reviews and occasionally undertaking reviews.

The role involves delivering high-quality technical advice and support to Review Officers, leading and coaching to build capability, and ensuring decisions are legally and technically sound.

The consultant also monitors legislation and policy, identifies risks and opportunities, and supports the development of new products and processes.

Duties & Responsibilities may include:

- Provide a high-quality countersigning service ensuring decisions are legally and technically correct.
- Support large and complex cases, ensuring decisions align with HMRC policy and the Litigation & Settlement Strategy (LSS).
- Occasionally undertake statutory reviews as part of the wider team.
- Deliver technical advice on legislation and LSS to Review Officers and operational colleagues.
- Support interpretation and application of legislation to improve decision quality.
- Liaise with HMRC Policy, Legal Group, and Units of Expertise on complex tax cases.
- Work closely with SO Technical Consultants, Review Officers, and Business Unit Heads.
- Build and maintain relationships with internal stakeholders and escalate complex issues appropriately.
- Act as a key stakeholder in fact-finding and case progression.
- Support managers in staff development through coaching and feedback.
- Lead on technical areas, participate in meetings, and deliver technical presentations.
- Assist in the design and delivery of specialist training.
- Develop and maintain operational guidance and communication platforms.
- Share knowledge, best practices, and expertise across teams.
- Apply creative thinking to improve processes and customer service

Core capabilities may include:

- In-depth knowledge of tax legislation, policy, and specialist areas.
- Ability to research, interpret, and apply complex legal frameworks.
- Analytical and Critical Thinking
- Evaluate complex information to make evidence-based, impartial decisions.
- Identify risks and propose effective solutions.
- Strong verbal and written communication skills.
- Confident in guiding colleagues and presenting to senior leadership.
- Thorough review of evidence and accurate risk identification.
- Proactive in preventing issues through prioritisation and responsiveness.
- - Inspire and coach team members to build capability.
- - Lead technical discussions and support continuous improvement.
- - Help colleagues navigate and adapt to change effectively.



Review Technical Lead (G7)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The Review Technical Lead (G7) is a senior leadership role within the Reviews Technical function, responsible for leading a team of Review Technical Consultants.

The role provides strategic oversight, expert technical direction, and authoritative decision-making on complex and high-risk statutory reviews.

The postholder plays a pivotal role in shaping technical strategy, driving continuous improvement, and ensuring alignment with HMRC’s legal, policy, and operational standards.

Duties & Responsibilities may include

- Providing strategic leadership and oversight of statutory review quality and accuracy
- Delivering authoritative technical guidance across complex and high-risk enquiries.
- Driving capability development and technical excellence within the review team.
- Ensuring compliance with HMRC policy, legal frameworks, and professional standards.

- Upholding the integrity and defensibility of countersigned review decisions.
- Ensuring timely delivery of high-quality technical outcomes aligned with strategic goals.
- Maintaining professional standards and managing senior stakeholder relationships.
- Championing consistency and excellence in technical advice across the function.
- Defining and steering the technical strategy of the review function.
- Leading innovation, continuous improvement, and transformation initiatives.
- Aligning team objectives with broader organisational priorities and policy direction.
- Influencing policy development and fostering a high-performance culture.
- Lead and manage complex statutory reviews and connected casework.
- Provide expert technical advice to Review Officers and senior stakeholders.
- Collaborate with HMRC Policy, Legal Group, and Units of Expertise on complex tax issues.
- Support the development and delivery of technically sound projects and litigation strategies.

- Coach and mentor staff, contributing to capability building and knowledge sharing.
- Represent the review function in corporate initiatives and cross-functional projects.
- Escalate and resolve high-profile technical issues with clarity and authority.

Core capabilities may include:

- Strategic Thinking: Ability to shape and influence technical direction and policy.
- Analytical Expertise: Interpreting complex legislation and applying it to high-risk cases.
- Leadership: Inspiring, coaching, and developing teams to deliver excellence.
- Communication: Expert in articulating complex issues to diverse audiences, including senior leadership.
- Collaboration: Building strong relationships across HMRC and external stakeholders.
- Change Leadership: Driving innovation and leading teams through transformation.
- Attention to Detail: Ensuring accuracy, quality, and defensibility in all outputs.
- Professional Expertise: Deep knowledge of tax law, litigation strategy, and statutory review processes.



Reviews Team Manager (SO)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The SO Reviews Team Manager is responsible for managing the day-to-day operations of a team, which may include Higher Officer (HO) Review Officers who conduct impartial statutory reviews within HMRC.

The role involves providing leadership, support, and guidance, prioritising team wellbeing and development, and ensuring effective performance and capability.

The manager plays a key role in fostering inclusion, collaboration, and continuous improvement, while aligning with Civil Service values and strategic objectives.

Duties & Responsibilities may include:

- Oversee daily team operations and ensure delivery against key targets.
- Triaging and allocating review cases based on complexity and team expertise.
- Monitor team performance and case progress using tools like Power BI.

- Ensure compliance with process maps, SWIs, and guidance.
- Conduct inductions, manage probation, and support trainee development.
- Identify and address performance, attendance, and conduct issues.
- Celebrate achievements and maintain team motivation.
- Collaborate with local and national colleagues and leadership.
- Promote inclusion, innovation, and continuous improvement.
- Stay informed of legislative and guidance changes affecting the team
- Identify skill gaps and support personal development plans.
- Ensure completion of mandatory and role-specific training.
- Promote talent programmes and development opportunities.
- Ensure high-quality customer service and appropriate outcomes.
- Maintain effective communication with internal and external stakeholders

Core capabilities may include:

- - Ability to lead, motivate, and support a diverse team.
- - Strong coaching, mentoring, and emotional intelligence.
- - Effective communication, including handling difficult conversations.
- Analytical and Organisational Skills
- - Strong decision-making and problem-solving abilities.
- - Competence in data interpretation and performance analysis.
- - Ability to manage time, tasks, and competing priorities effectively.
- Adaptability and Resilience
- - Comfortable with ambiguity and fast-paced environments.
- - Positive engagement with change and ability to support others through transitions.
- - Self-awareness and resilience under pressure.
- Collaboration and Communication
- - Skilled in building relationships across teams and levels.
- - Clear and confident communicator, both written and verbal.
- - Ability to challenge constructively and influence outcomes.



Reviews Team Manager (G7)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The G7 Reviews Team Manager operates at a senior management level, providing strategic leadership and oversight to a team of tax professionals, including Review Officers.

This role is pivotal in shaping team culture, driving performance, and ensuring alignment with organisational objectives.

The manager fosters an inclusive and respectful environment, champions wellbeing and professional development, and ensures the team delivers high-quality outcomes through effective governance and collaboration with senior stakeholders.

Duties & Responsibilities may include:

- Provide strategic direction and oversight for team operations.
- Lead workforce planning and resource allocation to meet evolving priorities.
- Oversee performance frameworks and ensure delivery against KPIs.
- Ensure robust induction, probation, and training processes are in place.

- Drive a culture of accountability and continuous improvement.
- Act as a senior mentor and escalation point for complex issues.
- Lead talent development and succession planning.
- Champion innovation and lead through organisational change.
- Build a resilient, adaptable, and high-performing team.
- Ensure strategic alignment of team outputs with departmental goals.
- Identify and mitigate operational and reputational risks.
- Collaborate with senior leaders to deliver high-impact outcomes.
- Ensure compliance with governance, policy, and quality standards.
- Lead on complex HR matters including conduct, grievance, and appeals.
- Promote a culture of wellbeing, inclusion, and psychological safety.
- Ensure consistent application of HR policies and frameworks.
- Drive staff engagement and retention strategies.
- Communicate strategic messages and priorities effectively.
- Build and maintain influential networks across HMRC and beyond.
- Represent the team at senior forums and contribute to policy development.
- Encourage open dialogue, feedback, and recognition.

- Lead initiatives to embed best practices and innovation.
- Drive digital transformation and adoption of new technologies.
- Monitor legislative and policy changes and adapt team practices accordingly

Core capabilities may include:

- Strategic Leadership: Ability to set vision, inspire teams, and deliver results.
- Organisational Agility: Navigate complexity and lead through ambiguity.
- Emotional Intelligence: Build trust, empathy, and strong interpersonal relationships.
- Communication: Influence and negotiate effectively at senior levels.
- Time & Resource Management: Prioritise and manage competing demands.
- Change Leadership: Drive and embed transformational change.
- Collaboration: Foster cross-functional partnerships and shared goals.
- Resilience & Self-Awareness: Lead with authenticity and adaptability



Business Unit Head/Review Manager (G6)

Role Summary:

The G6 Review Manager / Business Unit Head is a pivotal executive leadership role within HMRC Legal, charged with shaping the strategic direction, operational excellence, and professional capability of the organisation.

Operating at the highest levels of influence, this role demands a visionary leader with deep technical acumen, exceptional people leadership, and the ability to navigate complex, high-profile legal landscapes.

As a core member of the Senior Leadership Team, the postholder holds shared accountability for corporate governance, strategic planning, and transformational change, driving forward HMRC's legal and operational priorities with authority and integrity.

Duties & Responsibilities may include:

- Own and lead the strategic direction of the business unit, contributing to corporate planning and risk management.
- Actively shape and embed approaches to address risk and deliver business priorities.
- Lead on portfolios and initiatives with full delegated authority.

Duties & Responsibilities may include:

- Own the delivery of performance targets, KPIs, and operational results.
- Plan, allocate, and assure the quality and pace of work across teams.
- Lead discussions to drive case progression and ensure accurate case management.
- Lead and manage teams up to G7, including peer G6s, building inclusive and high-performing environments.
- Own the learning and development strategy for the team, including mentoring, coaching, and structured training.
- Champion staff wellbeing and talent retention, embedding a culture of respect and continuous improvement.
- Lead teams through change, including restructures and transitions, providing clarity, reassurance, and support.
- Drive innovation and flexible workforce models to meet future needs.
- Facilitate early identification of issues and encourage open communication.
- Own resource planning and deployment aligned with tactical delivery priorities.
- Lead recruitment and workforce capability planning in collaboration with stakeholders.
- Ensure the function is appropriately resourced and future-ready.
- Lead on complex HR matters including grievances, conduct, and appeals.

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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- Ensure fair and consistent application of HR policies and performance standards.
- Recognise and celebrate achievements, using feedback to inform appraisals and development.

Core capabilities may include:

- Visionary thinking with the ability to translate strategy into operational reality.
- Proven track record of leading large-scale programmes and influencing organisational direction.
- Exceptional communication skills, adept at engaging diverse audiences and managing complex dialogue.
- Skilled negotiator and influencer, capable of driving consensus and challenging constructively.
- Strong command of performance metrics, risk management, and governance frameworks.
- Ability to lead under pressure, balancing competing priorities with sound judgement.
- High emotional intelligence and interpersonal acumen.
- Role model for inclusive leadership, wellbeing advocacy, and professional integrity.
- Decisive and confident in ambiguity, with the ability to make high-stakes decisions.
- Demonstrates personal resilience and inspires confidence across all levels of the organisation.



Advisory and Forensic Accountants



“Our Advisory and Forensic Accountants are recruited from large and small accountancy firms, from public and private sector whether a finance director or in an audit or forensic role in practice. The depth of expertise in financial reporting, forensic and commercial matters is world class. Together we support HMRC’s mission to fund essential public services.”.

Mark Chandler

Commissioners’ Advisory Accountant, HM Revenue and Customs



Why choose a career in Advisory & Forensic Accountancy?

What is Advisory & Forensic Accountancy (AFA) profession?

AFAs provide **accountancy and commercial expertise** to over 30,000 tax specialists and case workers in HMRC working on large and small businesses, policy development, and as experts in tax Tribunals (advisory) and Courts (forensic).

Our purpose is to provide robust and high-quality accountancy and commercial advice.

We work with external accountancy bodies such as the ICAEW, the UK Endorsement Board and the FRC; and with the technical partners of the Big 7 audit firms.

We **build capability** through formal and informal learning programmes for our fellow accountants and tax specialists.

What does Advisory and Forensic Accountancy work look like?

The work is varied, interesting and can be very high value tax at risk. As the starting point for Corporation Tax is accounting profit, we provide advice on a range of technical accounting issues to enable the right tax to be paid at the right time.

For indirect taxes, we analyse management accounts and cost systems, commerciality and complex group structures.

For Criminal cases we use our accounting and auditing skills together with our understanding of business systems and information, to construct or deconstruct accounting records and estimate profits, for the calculation of direct tax or indirect tax to assist the Courts.

Importantly, we also help our customers understand accounts and accounting records.

Key Skills

A qualified accountant, you will have strong financial accounting experience, dealing with a range of stakeholders, working on complex technical financial accounting matters, including:

- Analysing and interpreting financial records;
- Preparing or reviewing financial statements; and
- Considering the appropriate accounting treatment of a variety of specific transactions.
- Delivering high quality written and verbal accountancy outputs to key stakeholders.

You will have a clear understanding of accounting principles and the application of GAAP in the UK, as well as commercial knowledge and an understanding of how businesses operate, including accounting systems.



Why choose a career in Advisory & Forensic Accountancy?

What sort of people are we looking for?

- We are looking for confident and competent leaders. People who have good financial reporting and/or forensic analytical skills. People who are self-motivated but who can also work well with others.
- People who are flexible, and able to adapt and respond to change. People with emotional intelligence and resilience.
- Strong communicators who are confident in presenting and discussing accountancy.
- People able to make sound, evidence-based decisions, and who can problem-solve and innovate under pressure and ambiguity.

How can we help you grow and develop?

- As a profession, we share our wealth of knowledge and breadth of experience: our continuous learning programme, utilising both the expertise within our team and that of third-party professional training providers, will provide you with the tools you need to utilise your own knowledge and experience to maximise your potential.
- You should comfortably exceed the minimum institute requirements of verifiable Continuing Professional Development (CPD).
- Our CPD programme includes technical accounting, leadership and management skills, communication, understanding of ethics, integrity and professionalism. The beginning of your learning journey with the profession is our Foundation Programme where you are supported from day one through formal and self-serve learning as well as buddying and on-the-job development.

What are the “take away” skills we’ll help you develop?

- As an AFA you will deepen your expertise in financial reporting and application of your commercial business understanding. You can become a recognised authority in technical accounting, be it forensic accounting analysis or the application of accounting standards.
- You can gain experience and build your confidence in acting as an expert witness.
- You will develop advanced analytical skills with attention to detail and the ability to synthesise and interpret multiple complex data sources.
- You can build exceptional communication skills, with the ability to convey complex technical issues to a range of internal and external stakeholders.

Useful Links

- [HMRC’s role in building trust in the profession | ICAEW](#)
- [Career profile: advisory accountant - AAT Comment](#)



Senior Officer Forensic Accountant

Role Summary:

A qualified accountant, providing specialist independent accountancy support to expert forensic accountants (G7 and G6 level).

The role involves working with other qualified accountants to deliver objective, independent and professional advice for Courts and Tribunals on HMRC fraud investigations.

The role also requires building team and directorate capability including delivering training to colleagues, caseworkers and stakeholders, and helping to create and embed an environment of continuous improvement.

Duties & Responsibilities may include:

- Review and analyse financial evidence to support the lead accountant in reaching their expert opinion.
- Produce and present witness of fact evidence for civil or criminal courts.
- Analyse, summarise and present complex information and findings clearly, in both verbal and written formats.
- Develop and maintain relationships with key stakeholders and identify areas where forensic accountancy may add value.
- Share technical knowledge, information, best practice, expertise and skills.
- Provide feedback for colleagues, to support constructive personal development.

Core capabilities may include:

- Full and complete qualification from, and continuing membership of one the following Professional Accountancy Bodies: ICAEW, ICAS, CAI, ACCA, CIMA, or CIPFA.
- Experience of analysing and interpreting a range of financial records and of preparing or reviewing financial statements.
- Clear understanding of accounting principles and the application of GAAP in the UK.
- Commercial knowledge and an understanding of how businesses operate including accounting systems.
- Excellent digital skills including the ability to use Excel and other tools for complex analysis.
- Confidence and ability in discussing and presenting accountancy matters.
- Skilled in writing high quality outputs.



Grade 7 Forensic Accountant

Role Summary:

A qualified accountant providing specialist independent, expert accountancy evidence and advice for Courts and Tribunals.

The role involves leading assignments, working with other qualified accountants to deliver objective, independent and professional advice for Courts and Tribunals on HMRC fraud investigations.

The role also requires building team and directorate capability including providing advice, coaching and mentoring, and helping to drive change and innovation.

Duties & Responsibilities may include:

- Act as an independent accountancy expert, attending court hearings as an expert witness or witness of fact.
- Analyse, summarise and present complex information and findings clearly, in both verbal and written formats.
- Identify and address a range of accountancy risks and issues, analysing and evaluating information to provide clear direction to mitigate those risks.
- Work collaboratively with investigation teams and senior leaders to ensure work has the required accountancy input.
- Share technical knowledge, information, best practice, expertise and skills.
- Provide feedback for colleagues, to support constructive personal development.

Core capabilities may include:

- Full and complete qualification from, and continuing membership of one the following Professional Accountancy Bodies: ICAEW, ICAS, CAI, ACCA, CIMA, or CIPFA.
- Strong financial accounting experience gained working for a range of stakeholders
- Clear understanding of accounting principles and the application of GAAP in the UK.
- Commercial knowledge and understanding of how businesses operate including accounting systems.
- Excellent digital skills, including Excel.
- Confidence and ability in discussing difficult and complex matters, challenging when required.
- Ability to write complex and comprehensive reports and briefings.



Grade 6 Forensic Accountant

Role Summary:

A qualified accountant providing senior leadership and independent, expert accountancy evidence and advice for Courts and Tribunals, on the most difficult and complex cases.

The role involves leading on the most contentious and complex assignments and acting as a focal point for specialist knowledge and expertise, to delivery high quality expert witness reports for HMRC fraud investigations.

The role also requires strengthening capability, performance and professionalism across the team and organisation, including direction setting and decision making as a senior leader.

Duties & Responsibilities may include:

- Act as an independent accountancy expert, attending court hearings as an expert witness or witness of fact.
- Provide oversight and support to the team on the most complex or high-profile issues.
- Analyse, summarise and present complex information and findings clearly, in both verbal and written formats.
- Identify and address a range of accountancy risks and issues, providing and leading on mitigating actions.
- Proactively identify new tax accountancy risks and opportunities.
- Share technical knowledge, information, best practice, expertise and skills.
- Provide feedback for colleagues, to support constructive personal development.

Core capabilities may include:

- Full and complete qualification from, and continuing membership of one the following Professional Accountancy Bodies: ICAEW, ICAS, CAI, ACCA, CIMA, or CIPFA.
- A member of the Accountancy Expert Witness community with experience of producing a broad range/depth of quality expert reports and working with defence accountants.
- Strong financial accounting experience gained working for a range of stakeholders
- Confidence and ability in discussing difficult and complex matters, challenging when required.
- Ability to write complex and comprehensive reports and briefings.
- Ability to think strategically, recognising and implementing necessary improvements.
- Inspiring and empowering others to be their best.



Grade 7 Advisory Accountant

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

A qualified accountant providing specialist objective advice on technical and strategic issues in specific cases and wider projects.

The role involves providing accountancy support, advice, guidance and direction to HMRC colleagues, which may include advice on policy and litigation issues.

The role also requires building team and directorate capability including providing advice, coaching and mentoring, and helping to drive change and innovation.

Duties & Responsibilities may include:

- Acting as an independent accountancy expert, case accountant or witness of fact.*
- Analyse, summarise and present complex information and findings clearly, in both verbal and written formats.
- Identify and address a range of accountancy risks and issues, analysing and evaluating information to provide clear direction to mitigate those risks.
- Work collaboratively with local compliance teams, technical colleagues and senior leaders to ensure work delivers against yield and quality targets.
- Share technical knowledge, information, best practice, expertise and skills.
- Provide feedback for colleagues, to support constructive personal development.

*an Advisory Accountant may never act as an expert on cases from within their customer Directorate(s) or where there may be a perceived or actual impairment of objectivity

Core capabilities may include:

- Full and complete qualification from, and continuing membership of one the following Professional Accountancy Bodies: ICAEW, ICAS, CAI, ACCA, CIMA, or CIPFA.
- Strong financial accounting experience gained working for a range of stakeholders
- Clear understanding of accounting principles and the application of GAAP (both UK and IFRS).
- Commercial knowledge and understanding of how businesses operate including accounting systems.
- Confidence and ability in discussing difficult and complex matters, challenging when required.
- Ability to write complex and comprehensive reports and briefings.



Grade 6 Advisory Accountant

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

A qualified accountant providing senior leadership and specialist objective advice on technical and strategic issues in specific cases and wider projects

The role involves leading on the most contentious and complex issues and risks and acting as a focal point for specialist knowledge and expertise, ensuring the delivery of high quality, timely, technical advice.

The role also requires strengthening capability, performance and professionalism across the team and organisation, including direction setting and decision making as a senior leader.

Duties & Responsibilities may include:

- Acting as an independent accountancy expert, case accountant or witness of fact.*
- Provide oversight and support to the team on the most complex or high-profile issues.
- Analyse, summarise and present complex information and findings clearly, in both verbal and written formats.
- Identify and address a range of technical accountancy risks and issues, providing and leading on mitigating actions.
- Proactively identify new tax compliance accountancy risks and opportunities.
- Share technical knowledge, information, best practice, expertise and skills.
- Provide feedback for colleagues, to support constructive personal development.

*an Advisory Accountant may never act as an expert on cases from within their customer Directorate(s) or where there may be a perceived or actual impairment of objectivity

Core capabilities may include:

- Full and complete qualification from, and continuing membership of one the following Professional Accountancy Bodies: ICAEW, ICAS, CAI, ACCA, CIMA, or CIPFA.
- Strong financial accounting experience gained working for a range of stakeholders
- Ability to combine accountancy knowledge and interpretation of legislation/case law with a strong understanding of HMRC's strategic objectives, policy aims and operational demands.
- Confidence and ability in discussing difficult and complex matters, challenging when required.
- Ability to write complex and comprehensive reports and briefings.
- Ability to think strategically, recognising and implementing necessary improvements.
- Inspiring and empowering others to be their best.



Grade 6 Accountancy Manager

Role Summary:

A senior leadership role, responsible for strategic oversight, operational delivery, and line management of qualified accountants.

As a qualified accountant, the role involves shaping the strategic direction and future of accountancy as well as tactical, technical and strategic support and leadership for complex and often high-risk, high-profile cases and projects..

It requires fostering inclusive, high-performing teams, managing risk and governance, and contributing to national and regional strategic goals.

Duties & Responsibilities may include:

- Lead and manage qualified accountants up to G6 level including people management, work management, assurance and learning and development.
- Lead priority streams of work, national portfolios or local initiatives.
- Plan and allocate work, assuring the quality, and governance of team outputs.
- Create a culture that values experience, knowledge, and skills and trust and encourage others to drive change.
- Support accountants in their work, including attendance at tribunal and court.
- Create a framework to identify and share best practice, recognising and celebrating success.
- Manage HR responsibilities including appraisals, grievances and wellbeing.

Core capabilities may include:

- Full and complete qualification from, and continuing membership of one the following Professional Accountancy Bodies: ICAEW, ICAS, CAI, ACCA, CIMA, or CIPFA.
- Strong financial or forensic accounting experience gained working for a range of stakeholders
- Strong leadership skills, being a visible transparent and active local leader.
- Confidence and ability in discussing difficult and complex matters, and handling confrontation.
- Ability, confidence and experience to manage fundamental changes in the organisation.
- Highly motivated, with a high-degree of self-awareness and resilience.
- Strong people skills and emotional intelligence, inspiring and empowering others to be their best.



Assistant Director (G6)

Role Summary:

A key, fast-paced role in a complex environment, encompassing both strategic leadership and line management activities.

A qualified accountant and pivotal member of the Senior Leadership Team, responsible for delivering the Accountancy Profession’s strategy, with line management responsibility of Accountancy Managers and other accountants at G6.

The role shares corporate responsibility for operational delivery, continuous improvement, strategic oversight and business planning, influencing the future direction of the AFAs.

Duties & Responsibilities may include:

- Leadership of an Advisory or Forensic accountant team.
- Responsible and accountable for resource planning, the delivery of performance targets and operational results.
- Supporting your team to plan and allocate work, assuring the quality, and governance of team outputs
- Embed HMRC’s compliance approach to address risk and set the strategic direction for AFAs.
- Create a culture that values experience, knowledge, and skills and trust and encourage others to drive change.
- Create a framework to identify and share best practice, recognising and celebrating success.
- Manage HR responsibilities including appraisals, grievances and wellbeing.

Core capabilities may include:

- Full and complete qualification from, and continuing membership of one the following Professional Accountancy Bodies: ICAEW, ICAS, CAI, ACCA, CIMA, or CIPFA.
- Strong financial or forensic accounting experience gained working for a range of stakeholders
- Strong leadership skills, being a visible transparent and active local leader.
- Confidence and ability in discussing difficult and complex matters, and handling confrontation.
- Ability, confidence and experience to manage fundamental changes in the organisation.
- Highly motivated, with a high-degree of self-awareness and resilience.
- Strong people skills and emotional intelligence, inspiring and empowering others to be their best.



Deputy Director (SCS1)

Role Summary:

The Commissioners’ Advisory Accountant (CAA) is the Head of Profession and is the final arbiter on technical accountancy matters.

A qualified accountant, the CAA provides strategic leadership, authoritative technical direction, and professional oversight across the entire AFA profession. The role includes direct engagement with ministers, senior officials and external regulatory bodies, and in shaping tax legislation, policy and litigation strategy.

The Accountancy Technical Lead (ATL) is responsible for ensuring accounting technical consistency, acting as a point of escalation and liaising with the CAA, where necessary. A qualified accountant, the ATL is responsible for horizon-scanning for emerging risks and contributing to HMRC’s compliance work on new, novel or persistent persistent risk areas.

Duties & Responsibilities may include:

- Lead the AFA profession, setting strategic direction, standards, and capability frameworks.
- Provide authoritative accountancy advice on the most complex and sensitive issues, including to ministers and senior officials.
- Responsible for the quality, capability, and strategic alignment of accountancy advice across HMRC.
- Champion a culture of continuous improvement, inclusion, and professional excellence.
- Oversee accountancy input into litigation, including instructing and managing expert witnesses.
- Ensure all tax legislation and guidance is underpinned by robust accounting principles.
- Represent HMRC’s accountancy expertise at national and international forums.

Core capabilities may include:

- Full and complete qualification from, and continuing membership of one the following Professional Accountancy Bodies: ICAEW, ICAS, CAI, ACCA, CIMA, or CIPFA.
- A recognised authority in technical accounting, capable of commanding respect across government, industry, and regulatory bodies.
- Proven experience in leading large, professional teams and delivering enterprise-level change.
- Ability to translate strategic priorities into clear, outcome-focused objectives.
- Strong decision-making at strategic levels, with the ability to inspire and mobilise teams.
- Exceptional communication skills, with the ability to convey complex technical issues to senior stakeholders and external bodies.
- Skilled in building and leveraging networks across government and the private sector.



Valuation

“Shares and Assets Valuation provides specialist valuation services that support compliance work across HMRC. The role of a valuer involves demonstrating business valuation expertise to a high level, negotiating effectively with customers or their appointed valuation experts, possibly defending your opinions at tribunal”.



Why choose a career in Valuation?

What is Valuation?

Valuation is more an art than a science, but includes elements of both. It is about evidence based analysis, building knowledge and experience to allow you to make subjective decisions and form opinions.

What does Valuation work look like?

- Applying principles established through statute and case law developed over hundreds of years.
- Risk assessing valuations referred by colleagues within HMRC.
- Developing a valuation through research and information gathering
- Progressing the case through correspondence and face to face meetings and appropriate use of enforcement powers
- Keeping HMRC colleagues informed of progress
- Building constructive and collaborative relationships across SAV's customer base in HMRC
- Sharing knowledge with colleagues in SAV by providing technical support

Key Skills

- Interpersonal skills to support building stakeholder engagement.
- An understanding of valuation issues.
- Evidence-based decision-making skills.
- Confidence in owning decisions and communicating these both verbally and in writing.
- High level of numerical reasoning.
- Effective time management and organisational skills.
- Adept at research and analysis and able to present their arguments persuasively both in writing and in conversation.



Why choose a career in Valuation?

What sort of people are we looking for?

We invest in our people providing opportunities to develop skills specific to this area, so in return look for people who are prepared to commit to this distinct standalone work area.

We want individuals who have the ability to negotiate successful outcomes through engaging, influencing and collaborating with various stakeholders.

You will be expected to have a strong capacity for personal development and be willing to collaborate and build relationships with key stakeholders to meet business objectives.

How can we help you grow and develop?

Valuers are encouraged and supported to grow according to their strengths. This includes:

- The opportunity to undertake Shares and Assets Valuation's highly regarded training course.
- Having the support and guidance of allocated senior valuers and management, all sharing the aim of helping you develop as a valuer and a person.
- Help and guidance in attaining Royal Institution of Chartered Surveyors accreditation.
- Access to helpful and relevant Continuous Professional Development.

What are the “take away” skills we'll help you develop?

- Stakeholder engagement
- Communication, engagement and influencing skills.
- Experience in research and analysis.
- Decision making
- Negotiating and handling conflict.



Government Tax Profession

Higher Officer Valuer (Share Valuer)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

A Higher Officer Valuer operates within the Valuation Job Family at HMRC, working under the guidance of a Grade 7 leader.

The role involves independently managing a caseload of high-value and complex valuations, contributing to HMRC's shadow yield, and supporting the development of junior valuers.

The position requires collaboration across departments and with external stakeholders, with a strong emphasis on technical expertise, compliance, and continuous improvement.

Duties & Responsibilities may include:

Valuation Casework

- Independently manage a portfolio of high-value/complex valuation cases.
- Conduct risk assessments and develop valuations through research and data gathering.
- Maintain a full audit trail of advice and decisions.

Stakeholder Engagement

- Collaborate with HMRC colleagues and external stakeholders.
- Keep all parties informed of valuation progress.
- Build constructive relationships across HMRC's customer base.

Knowledge Sharing and Development

- Mentor and support junior valuers.
- Share technical knowledge and best practices within the team and department.
- Participate in working groups and contribute to team development.

Compliance and Continuous Improvement

- Stay updated on legislation, guidance, and business procedures.
- Apply creative thinking to improve processes and reduce delays.
- Ensure high standards of customer service and responsiveness.

Core capabilities may include:

Communication

- Strong written and verbal skills for conveying complex valuation information.
- Ability to explain complex concepts clearly to various audiences.

Analytical Skills

- Proficient in research, data analysis, and critical thinking.
- Capable of forming reasoned, impartial conclusions.

Organisational Skills

- Effective time and workload management across multiple cases.
- High attention to detail and risk identification.

Adaptability and Initiative

- Flexible and responsive to change.
- Proactive in identifying and solving problems.

Professional Development

- Expected to work towards Associate Membership of the Royal Institution of Chartered Surveyors (AssocRICS).



Senior Officer Valuer (Share Valuer)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The Senior Officer Valuer is a key technical leader within HMRC's valuation function, responsible for managing complex and high-value valuation cases with a high degree of autonomy.

This role not only delivers expert valuation work but also plays a pivotal role in mentoring, quality assurance, and shaping operational practices.

Senior Officers are trusted advisors within their teams, often leading on technically challenging cases and supporting strategic initiatives.

They are expected to work towards Associate Membership of the Royal Institution of Chartered Surveyors (AssocRICS), if not already attained.

Duties & Responsibilities may include:

Technical Leadership

- Lead on the most complex and high-risk valuation cases within the SO/HO cohort.
- Provide authoritative advice and ensure technical consistency across valuation outputs.
- Act as a point of escalation for Higher Officer Valuers and junior colleagues.

Mentorship and Capability Building

- Mentor and coach Higher Officer Valuers and new entrants, supporting their technical and professional development.
- Share best practices and contribute to the creation of high-performing teams.

Stakeholder Engagement

- Liaise with internal and external stakeholders, ensuring clear communication and timely updates on case progress.
- Build strong working relationships across HMRC, particularly with compliance and legal teams.

Operational Contribution

- Contribute to the delivery of shadow yield and departmental targets.
- Participate in working groups and support the implementation of new policies and procedures.

Continuous Improvement

- Identify opportunities for process enhancements and contribute to innovation within the valuation function.
- Stay current with legislative and procedural changes, ensuring knowledge is cascaded effectively.

Core capabilities may include:

Communication

- Advanced written and verbal communication skills capable of articulating complex valuation issues clearly and persuasively.

Analytical Expertise

- High-level analytical and critical thinking skills, with the ability to interpret complex data and form sound judgments.

Leadership and Influence

- Demonstrates leadership within the SO/HO cohort, influencing team direction and supporting decision-making.

Organisation and Delivery

- Manages multiple high-value cases efficiently, meeting deadlines and maintaining quality under pressure.

Professional Development

- Expected to hold or be working towards AssocRICS accreditation, reflecting a commitment to professional excellence.



Valuer/Manager (G7)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The Grade 7 Valuer/Manager is a senior leader within HMRC's valuation function, responsible for overseeing the most complex, high-value, and sensitive valuation cases.

This role combines expert-level technical valuation work with strategic leadership, team development, and cross-departmental collaboration.

Grade 7s are pivotal in shaping valuation policy, defending HMRC's position in legal settings, and driving continuous improvement across the directorate.

They are expected to hold or be working towards full RICS membership (MRICS), reflecting their professional standing and authority.

Duties & Responsibilities may include:

Strategic Valuation Leadership

- Personally manage and lead on the most complex, high-risk, or sensitive valuation cases, including those requiring defence at tribunal.
- Provide authoritative valuation advice and represent HMRC in high-stakes legal proceedings.

Team Leadership and Development

- Lead, coach, and develop teams of Senior and Higher Officer Valuers, ensuring technical excellence and professional growth.
- Foster a high-performance culture through mentoring, knowledge sharing, and continuous feedback.

Cross-Government and Legal Engagement

- Build and maintain strategic relationships with key stakeholders across HMRC, other government departments, and legal representatives.
- Instruct solicitors, contribute to litigation strategy, and provide expert witness testimony under cross-examination.

Operational Oversight and Innovation

- Support senior leadership in delivering business objectives through continuous improvement and innovation.
- Contribute to the strategic direction of the valuation function, including policy development and operational planning.

Governance and Compliance

- Ensure all valuation work meets the highest standards of accuracy, transparency, and auditability.
- Stay abreast of legislative and procedural changes, ensuring compliance and disseminating updates across teams.

Core capabilities may include:

Expert Communication and Influence

- Exceptional written and verbal communication skills, capable of influencing at senior levels and articulating complex valuation arguments persuasively.
- Skilled in stakeholder negotiation and conflict resolution, particularly in legal and tribunal settings.

Advanced Analytical and Strategic Thinking

- Deep expertise in valuation methodologies, with the ability to interpret complex data and foresee implications.
- Strategic mindset with the ability to align valuation work with broader organisational goals.

Leadership and Change Management

- Proven ability to lead diverse teams, manage performance, and drive cultural and operational change.
- Resilient and adaptable, with a proactive approach to managing uncertainty and leading through transformation.

Professional Authority

- Recognised as a subject matter expert within HMRC and externally.
- Expected to hold or be actively working towards full RICS membership (MRICS), demonstrating professional credibility and commitment.



Assistant Director (G6)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The Grade 6 Assistant Director is the highest leadership role within HMRC's Shares and Assets Valuation (SAV) function.

As a senior executive and member of the AR&V Senior Management Team, this role is responsible for setting strategic direction, leading national initiatives, and ensuring the highest standards of valuation practice across the department.

The Assistant Director combines deep technical expertise with visionary leadership, overseeing complex litigation, shaping policy, and driving organisational transformation.

This role is instrumental in influencing HMRC's compliance strategy and external reputation and is expected to hold or be working towards full RICS membership (MRICS).

Duties & Responsibilities may include:

Strategic and Organisational Leadership

- Shape and lead the strategic direction of the valuation function within HMRC.
- Actively contribute to the AR&V Senior Management Team, influencing departmental policy and long-term planning.
- Represent SAV at the highest levels, including national forums, cross-government initiatives, and external stakeholder engagements.

Executive Oversight of Valuation Operations

- Personally manage a select portfolio of the most sensitive, high-value, or precedent-setting valuation cases.

- Provide authoritative valuation opinions and defend HMRC's position in high-profile tribunals and legal proceedings.
- Oversee the technical quality and compliance of all valuation outputs across teams.

Leadership of People and Performance

- Lead and develop Grade 7 managers and their teams, ensuring alignment with strategic goals.
- Drive performance through effective planning, resource allocation, and delivery against KPIs and shadow yield targets.
- Champion a culture of excellence, inclusion, and continuous professional development.

Stakeholder and Legal Engagement

- Build and maintain strategic relationships with senior stakeholders across HMRC, including legal, policy, and compliance teams.
- Lead on litigation strategy, instructing solicitors and engaging with counsel on complex legal matters.
- Act as a senior spokesperson for SAV in high-stakes negotiations and public forums.

Change Leadership and Innovation

- Lead transformational change initiatives, embedding continuous improvement and innovation across the valuation function.
- Foster a safe environment where staff can raise concerns, share ideas, and contribute to strategic thinking.
- Take ownership of national portfolios, projects, and local initiatives with full delegated authority.

Core capabilities may include:

Visionary Leadership

- Demonstrates strategic foresight, influencing policy and shaping the future of valuation within HMRC.
- Inspires and empowers teams, modelling integrity, resilience, and a commitment to public service.

Executive Communication and Influence

- Exceptional communicator with the ability to influence at ministerial, legal, and cross-government levels.
- Skilled in articulating complex valuation and compliance issues to diverse audiences.

Expert Valuation and Legal Acumen

- Deep technical expertise in valuation, with the authority to lead on precedent-setting cases.
- Experienced in litigation, including tribunal appearances and legal strategy development.

Operational Excellence

- Strong planning, organisational, and performance management skills.
- Able to balance strategic priorities with operational delivery in a complex, fast-paced environment.

Emotional Intelligence and People Leadership

- High emotional intelligence, with a focus on empathy, inclusion, and staff wellbeing.
- Builds trust and cohesion across diverse teams, fostering a high-performance culture.

Professional Credibility

- Expected to hold or be working towards full RICS membership (MRICS), reflecting the highest standards of professional competence.



Customs

“In HMRC working in Customs involves developing strategies and processes to help customers import and export goods internationally, facilitating UK trade ambitions. In varied Customs roles across our Compliance, Customer Service and Policy teams you will use customer insight and collaboration with HMRC and other government departmental partners to develop new policies and critical IT systems, manage trader issues and tackle compliance”.



Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Why choose a career in Customs?

What is Customs?

HMRC is the UK's Customs Authority, this means we are responsible for managing customs policy and processes, including IT to support goods movements, trader issues while moving goods and compliance at both prior to and after goods are moved. HMRC works in close partnership with but works in partnership with Department for Business and Trade – to set the tariffs and support international trade by UK industry, HM Treasury - on the fiscal implications and Home Office – Border Force – on compliance at the border.

While customs is about raising revenue, it is also a key means of implementing government policy. Customs duties are applied to goods being imported, duties are a way that countries preserve and protect domestic markets and suppliers. Goods moving internationally need Customs declarations to track what goods are moved and where and Safety & Security declarations to protect from imports of goods which may cause harm.

What does Customs work look like?

- Working with government partners and industry to develop new policies to facilitate goods moving as quickly and safely as possible.
- Dealing direct with traders who move goods, helping them with queries and issues during the movement of those goods internationally
- Working with stakeholders, gathering insight and consulting with trade specialist and other partners on changes to policy
- Continual improvement on guidance and support for customers to help them understand how to move goods easily.
- Managing compliance issues, across revenue and safety of goods moving into the UK.
- Working with international partners, maintaining the UK reputation on a global stage

Key Skills

- Strategic and operational leadership
- Analytical thinking and problem solving
- Communication and stakeholder engagement
- Technical and policy expertise
- Governance and risk management
- Digital and data proficiency
- Customer service and professionalism
- Change and continuous improvement



Why choose a career in Customs?

What sort of people are we looking for?

In Customs, we want people willing to learn who value public service and customer care who are able to explain things clearly and professionally whether to colleagues, customers or senior leaders.

Working within a team, we need you to collaborate well with others, feel comfortable with change, resilient when under pressure and contribute to shared goals.

Working with data, we want people who are curious, analytical, and enjoy solving problems making decisions based on the evidence.

How can we help you grow and develop?

Customs offers a wide range of roles where you can grow, lead, and make a real impact from frontline operations to strategic leadership.

Working in Customs will provide you with:

- Clear career progression.
- Leadership opportunities.
- Exposure to a diverse range of work.
- A culture of continuous learning and development.
- Fully supportive environment

What are the “take away” skills we’ll help you develop?

- Analytical thinking.
- Communication and Influencing.
- Leadership.
- Digital and Data Literacy.
- Strategic Thinking



Customs Officer Assistant

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The Customs Officer Assistant provides essential administrative and operational support within customs teams.

This role involves processing routine casework, maintaining accurate records, and supporting compliance activities.

It is an entry-level position within HMRC's compliance and enforcement functions, requiring attention to detail, effective communication, and a willingness to learn.

Duties & Responsibilities may include:

Administrative Support

- Data entry, filing, and handling routine correspondence.
- Preparing and maintaining case files and internal records.

Operational Assistance

- Supporting frontline officers with basic research and initial enquiries.
- Performing routine compliance checks following set procedures.

Communication and Liaison

- Liaising with internal teams and external customers to exchange standard information.
- Acting as a key customer liaison point with strong customer service skills.

Workload Management

- Managing workload effectively based on priorities and deadlines.
- Escalating issues or risks to senior colleagues when necessary.

Problem Solving

- Resolving routine issues using guidance, experience, or support from senior staff.

Core capabilities may include:

Technical Skills

- Basic IT literacy (e.g., Microsoft Office).
- Understanding and applying procedures and instructions accurately.

Communication

- Clear, courteous, and professional verbal and written communication.

Organisational Skills

- Strong time management and ability to prioritise tasks.
- Accuracy and attention to detail.

Behavioural Competencies

- Collaboration and teamwork.
- Customer service orientation.
- Willingness to learn and follow guidance.
- Embodying HMRC values and contributing corporately.

Leadership (Developmental)

- Demonstrating leadership behaviours appropriate to grade.
- Considering personal development in leadership skills.



Customs Officer

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The Customs Officer plays a key role in supporting operational delivery and ensuring compliance with UK customs laws.

Officers at this level conduct reviews, gather and analyse data, engage with customers and stakeholders, and contribute to resolving compliance issues.

They work with a degree of independence, applying judgment and analytical skills, and may support senior officers or manage discrete areas of work.

Duties & Responsibilities may include:

Operational and Compliance Work

- Conduct routine checks and reviews of customs declarations and documentation.
- Gather and analyse information to support compliance decisions and investigations.
- Make fact-based decisions and, where necessary, defend those decisions on behalf of HMRC.

Customer and Stakeholder Engagement

- Engage with customers to clarify requirements and obtain necessary information.
- Communicate effectively across various channels with internal and external stakeholders.

Case and Data Management

- Maintain accurate records and update internal systems with case progress and outcomes.
- Work within established procedures and service-level agreements to ensure consistent delivery.

Decision-Making and Problem Solving

- Use analytical skills to interpret rules, identify issues, and propose solutions.
- Apply discretion and judgment in assessing compliance and escalating risks appropriately.

Support and Coordination

- Provide support to senior officers (SO, Grade 7+) or manage discrete tasks independently.
- Contribute to continuous improvement and understand how their work fits into the wider organisational goals.

Core capabilities may include:

Analytical and Decision-Making

- Strong analytical thinking and attention to detail.
- Ability to interpret and apply complex rules and guidance.
- Problem-solving using past experience, rules, and precedents.

Communication and Engagement

- Effective written and verbal communication with a range of stakeholders.
- Strong customer service orientation and professional engagement.

Digital and Technical Proficiency

- Competence in digital tools and case management systems.
- Accurate data entry and information handling.

Organisational Awareness

- Understanding of how their role contributes to broader departmental objectives.
- Ability to support strategic decision-making and continuous improvement.

Leadership and Behaviour

- Demonstrates leadership behaviours and embodies HMRC values.
- Takes corporate responsibility and contributes to team and organisational goals.
- May support leadership without direct line management responsibilities.



Customs Officer Manager

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The Customs Officer Manager is responsible for leading a defined area of operational or compliance work, managing teams or acting as a subject matter expert.

They are accountable for complex casework, decision-making, and contributing to strategic planning.

This role involves independent engagement with stakeholders, mentoring junior staff, and driving continuous improvement within their area of responsibility.

Duties & Responsibilities may include:

Operational and Compliance Leadership

- Manage a portfolio of complex operational or compliance cases.
- Lead a small team or act as a technical/policy lead in a defined area.
- Handle complex queries and make evidence-based decisions within legal and procedural frameworks.

Strategic and Project Work

- Contribute to operational planning, process improvement, and project delivery.
- Support senior leaders (SO, G7, G6) through coordination, briefing, and technical input.
- Represent the team in cross-functional forums and working groups.

Team and Capability Development

- Plan and prioritise workloads for self and team.
- Coach, mentor, and line manage junior colleagues.
- Build inclusive, high-performing teams and foster a culture of continuous learning.

Stakeholder Engagement

- Communicate effectively with internal and external stakeholders.
- Provide advice and recommendations based on research and operational insight.
- Influence outcomes and represent policy positions where applicable.

Policy and Technical Support (where applicable)

- Coordinate policy work strands and provide briefings.
- Undertake research and represent the team's policy positions accurately.

Core capabilities may include:

Leadership and Management

- Ability to lead and empower teams, manage performance, and build inclusive environments.
- Skilled in managing people, finance, and other resources.

Analytical and Decision-Making

- Strong analytical skills and sound judgment in resolving complex issues.
- Ability to identify risks, inefficiencies, and propose improvements.

Communication and Influence

- Effective communicator across all levels, both internally and externally.
- Skilled in presenting information clearly and influencing decisions.

Strategic and Organisational Awareness

- Understands how their work contributes to wider HMRC and Customs Policy & Strategy objectives.
- Contributes to strategic direction and continuous improvement.

Policy and Technical Expertise (where applicable)

- Strong factual understanding of policy areas.
- Capable of providing written and verbal briefings and supporting policy development.



Customs Senior Officer

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The Senior Customs Officer leads complex operational and policy workstreams, manages high-risk compliance cases, and plays a pivotal role in setting strategic direction within their area.

They are responsible for leading teams, developing junior staff, and ensuring delivery aligns with national priorities and legal frameworks.

Our senior officers act with a high degree of autonomy and represent their teams across HMRC and with external stakeholders.

Duties & Responsibilities may include:

Strategic and Operational Leadership

- Develop and implement operational strategies and delivery plans.
- Lead planning, coordination, and oversight of casework or policy activity.
- Manage complex or high-risk customs cases, including enforcement liaison.

Team and People Management

- Provide leadership, coaching, and oversight to delivery teams.
- Empower staff, build engaged teams, and foster a culture of innovation and knowledge sharing.
- Set direction for junior colleagues and support their development.

Stakeholder Engagement and Representation

- Engage independently with senior internal and external stakeholders.
- Represent the team or area in internal and cross-departmental forums.
- Lead stakeholder engagement across operational and policy functions.

Policy and Technical Expertise

- Lead on discrete policy areas or act as deputy policy lead.
- Develop policy positions and provide high-quality written and verbal briefings.
- Maintain strong technical knowledge of customs legislation and procedures.

Governance and Risk Management

- Ensure compliance with statutory and internal guidance.
- Identify and address legal, reputational, or operational risks.
- Contribute to performance reporting and strategic planning.

Core capabilities may include:

Leadership and Management

- Proven ability to lead teams, manage performance, and drive delivery.
- Skilled in setting direction and influencing across teams and directorates.

Analytical and Strategic Thinking

- Strong analytical and problem-solving skills.
- Ability to develop and implement strategic plans and policy recommendations.

Communication and Influence

- Excellent interpersonal, communication, and negotiation skills.
- Capable of delivering high-quality briefings and advice to senior leadership.

Technical and Policy Expertise

- In-depth understanding of customs legislation, policy development, and delivery environments.
- Ability to represent and advocate for policy positions effectively.

Risk and Resource Management

- Experience in managing complex risks and ensuring quality assurance.
- Effective resource planning and prioritisation to meet objectives.



Customs Lead (G7)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The Customs Lead (G7) is a senior leader responsible for setting strategic direction, leading significant areas of customs operations or policy, and ensuring alignment with HMRC's compliance and transformation objectives.

G7's act with high autonomy, provide visible leadership, and influence decision-making across HMRC, other government departments, and international partners.

They are accountable for complex decision-making, stakeholder engagement, and the development of their teams and policy areas.

Duties & Responsibilities may include:

Strategic Leadership and Direction

- Set and lead the strategic direction for a significant area of customs work.
- Develop and implement operational or policy strategies aligned with national priorities.
- Act as a senior decision-maker on complex compliance cases or policy development.

Team and Capability Development

- Lead and empower teams, fostering inclusive, innovative, and high-performing environments.
- Shape the professional development of staff and contribute to the wider customs and tax profession.

- Act as a role model and build leadership capability across the directorate.

Stakeholder Engagement and Representation

- Lead engagement with senior stakeholders across HMRC, other government departments and external partners.
- Represent HMRC in cross-government or international forums.
- Build and maintain strategic partnerships to support delivery and influence policy.

Policy and Operational Delivery

- Own or co-own end-to-end policy development and delivery, including legislation and stakeholder consultation.
- Ensure operationalisation of policy meets intended objectives through collaboration with delivery partners.
- Drive continuous improvement and innovation in delivery and policy design.

Governance and Risk Management

- Ensure robust governance, assurance, and compliance across areas of responsibility.
- Balance strategic planning with operational delivery and future workforce needs.
- Champion diversity, inclusion, and wellbeing within teams.

Core capabilities may include:

Strategic and Visible Leadership

- Ability to lead with vision, influence across boundaries, and act as a senior role model.
- Empower teams and foster a culture of challenge, innovation, and collaboration.

Policy and Technical Expertise

- Deep knowledge of customs legislation, policy development, and operational delivery.
- Skilled in co-designing policy with technical and delivery teams.

Analytical and Decision-Making

- Strong analytical skills and sound judgment in high-stakes decision-making.
- Ability to evaluate data and evidence to inform strategic choices.

Communication and Influence

- Excellent communication skills, including briefing Ministers, senior civil servants and senior stakeholders.
- Skilled in stakeholder engagement and partnership management.

Governance and Change Leadership

- Experience in managing risk, assurance, and governance frameworks.
- Proven ability to lead change and drive continuous improvement.



Head of Customs (G6)

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

The Head of Customs is a senior strategic leader responsible for overseeing the most significant and complex areas of customs operations, policy, or compliance within HMRC.

This role involves setting strategic direction, leading large or high-profile teams, and ensuring alignment with departmental and cross-government priorities.

G6's act with high autonomy, influence national and international customs policy, and represent HMRC at the highest levels.

Duties & Responsibilities may include:

Strategic Leadership and Direction

- Set and lead the strategic direction for major operational, policy, or compliance areas.
- Develop innovative solutions to complex, high-impact problems.
- Lead and embed corporate objectives across Customs Policy & Strategy and Borders & Trade.

Operational and Policy Oversight

- Oversee delivery of complex casework, strategic initiatives, or high-profile policy areas.
- Own end-to-end policy development, including legislation, stakeholder engagement, and delivery planning.

- Ensure customs policies are operationalised effectively in collaboration with internal and external partners.

Stakeholder Engagement and Representation

- Build and maintain strategic partnerships across HMRC, HM Treasury, other government departments and international bodies.
- Represent Customs Policy & Trade and HMRC in cross-government forums and advocate for the directorate's interests.
- Influence sector-wide developments in customs capability and compliance.

Team and Capability Development

- Lead and manage multiple teams or large-scale functions.
- Empower staff, build inclusive and high-performing teams, and foster a culture of innovation and continuous improvement.
- Shape the professional development of the customs and tax profession.

Governance and Risk Management

- Ensure robust governance, assurance, and compliance across all areas of responsibility.
- Champion diversity, inclusion, and wellbeing.
- Provide high-quality advice and briefings to Ministers, senior civil servants and other senior stakeholders.

Core capabilities may include:

Strategic and Visible Leadership

- Demonstrated ability to lead at scale, influence across government, and act as a senior role model.
- Active participation in the G6 leadership community to shape and deliver strategic objectives.

Policy and Technical Expertise

- Deep subject matter expertise in customs legislation, policy development, and operational delivery.
- Skilled in co-designing and delivering policy with technical and delivery partners.

Analytical and Decision-Making

- Ability to make informed decisions on complex and sensitive issues with wide-reaching impact.
- Strong analytical skills and judgment in high-stakes environments.

Communication and Influence

- Excellent communication and stakeholder engagement skills.
- Capable of delivering specialist advice and briefings to Ministers and senior leadership.

Governance and Change Leadership

- Proven ability to lead change, manage risk, and ensure effective governance.
- Experience in driving innovation and continuous improvement across large functions.



Tax Policy

Role profiles / further material pending



CCG Audit

“Working in Audit provides the opportunity to deliver independent, objective assurance of external customer tax related governance and processes, sharing your insight and expertise to help identify irregularities and prevent non-compliant behaviour”.



Why choose a career in Audit?

What is Audit?

Audit provides objective assurance of external customers' systems and data.

Audit supports HMRC compliance activity by examining data processing and reporting within sophisticated business systems, and by assessing the credibility, integrity and reliability of that data (this includes but is not limited to financial data). This information helps Civil Compliance colleagues to make fair and lawful decisions, assuring the principle of "right tax at the right time".

What does Audit work look like?

This will depend on whether your role is focused on accessing, analysing and understanding customers' systems and data (Audit and Analysis), providing strategy and structures (Technical Support, Strategy and Coordination), or enabling the professional and effective delivery of audit work (Audit Management).

Audit work is varied, spanning a large range of customers and tax regimes. Depending on your role, you may accompany Compliance Caseworkers on their visits or visit taxpayer premises with other auditors. There will always be something new to learn as technological change drives innovation.

Key Skills

- Information handling and data security
- Strong computer literacy to handle a range of relevant software including customer systems and data analysis tools.
- Attention to detail and critical thinking.
- Analysing and interrogating a range of information from multiple sources.
- Explaining complex technical information to a non-technical audience, both verbally and in writing.
- Learning and adapting to constantly evolving technology.
- Interpersonal skills to handle challenge and conflict.
- Building professional relationships and collaborating.
- Commercial awareness, risk management and an understanding of control activities.



Why choose a career in Audit?

What sort of people are we looking for?

We're looking for individuals who are curious and adaptable, who will thrive in an area of work where change is fast paced. People who enjoy the challenge of finding innovative solutions to address new problems.

People who have a good level of computer literacy, who can confidently handle unfamiliar software and have an interest in solving IT issues.

People who can think critically, considering a range of information to make logical conclusions. People who can explain complicated, technical information, breaking it down clearly for a non-technical audience.

How can we help you grow and develop?

All new audit trainees will be placed on the audit learning routeway, which may take up to 18-months to complete and will include Audit specific training and a comprehensive and in-depth assurance framework.

This training will continue with regime specific specialisms.

Should you desire to progress further, we are committed to supporting your personal and professional development.

What are the “take away” skills we’ll help you develop?

- Data analysis and interrogation.
- Writing comprehensive briefings and reports.
- Confidence to constructively challenge, even when under pressure to ignore or concede.
- Teamwork and collaboration, working effectively with colleagues including senior leaders.
- Customer service for both internal and external customers, including handling challenging conversations.
- Computer literacy, with experience using a large range of systems and software including data analysis tools, and the ability to navigate unfamiliar software.



Audit & Analysis Overview

“You provide independent, objective assurance of external customer tax-related governance, systems and processes to add value to HMRC compliance activities. Visiting customers is likely to be part of your work.”

Auditor roles involve providing objective assurance of the tax-related governance, systems and processes of external customers to help identify irregularities and non-compliant behaviour that may present compliance risks.

Auditors will provide support to compliance colleagues by collecting, analysing and interrogating information from customers’ data and systems to establish robust audit trails from the point of transaction through to its declaration to HMRC. They will produce clear, accurate summaries and reports that support lawful and proportionate decision-making.

People in this role will need to explain technical information to both customers and colleagues. They will think critically and analytically, reviewing large amounts of information. Data security and the lawful handling of information, including adherence to GDPR requirements, are integral to this role.



Auditor - Officer

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will objectively assure the processes and data extracted from business systems of external customers. You will analyse and evaluate datasets and basic accounting systems, performing audit tests using approved tools. You will work on your own cases and may support Auditor Higher Officers with in-depth analysis of more complex systems and data.

You will be developing your audit expertise, building an understanding of how businesses work across different tax regimes.

Duties & Responsibilities may include:

- Visiting taxpayer premises when required, effectively and appropriately acting as an Authorised Person under Section 114.
- Facilitating the safe and secure collection, transfer, analysis and evaluation of data.
- Interviewing customers and their representatives virtually and/or face-to-face.
- Identifying and documenting systems and audit trails, including details of the different software used by the customer.
- Analysing data to test the accuracy of customers' financial accounting and tax liabilities.
- Being aware how to correctly apply suitable audit tools, techniques and systems.
- Providing audit support and advice to compliance colleagues, updating them on progress and risks.
- Preparing evidence and reports for compliance colleagues to support their delivery of HMRC compliance activities.
- Ensuring timely case/task progression, escalating issues promptly, seeking advice and guidance when appropriate.
- Identifying innovative smarter ways of working and contributing to problem solving activities.
- Supporting peers across the team and directorate, sharing knowledge and best practice.
- Acting as Single Point of Contact/Power User within the team for relevant IT services.
- Handling information in line with GDPR and departmental policy, maintaining data security standards at all times.

Core capabilities may include:

- Communicating technical information through effective discussions and written reports.
- Strong computer literacy - handling unfamiliar software and solving relevant IT issues.
- Attention to detail - reviewing and validating information, figures and calculations thoroughly to draw clear, concise conclusions.
- Organised and methodical, managing and prioritising workload effectively while maintaining robust audit trails.
- Analytical and critical thinking - integrating, questioning and evaluating a range of information from multiple sources to form reasoned opinions.
- Curiosity and a learning mindset, being adaptable and open to change as technology evolves.
- Developing customer facing skills, including handling conflict and difficult conversations.



Auditor – Higher Officer

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will lead on in-depth analysis, interrogation and evaluation of datasets and sophisticated accounting systems of external customers, highlighting any risks to data credibility to enable compliance colleagues to identify and address irregularities and non-compliant behaviour. You will mentor and coach Auditor Officers and trainees with the more complex and technical aspects of their role.

You will actively contribute to the delivery of business and compliance plans, supporting strategic risk-driven work from a cross-tax perspective.

Duties & Responsibilities may include:

Providing audit support and advice to compliance colleagues, interrogating data to uncover error, provide evidence of avoidance or evasion, or assurance of compliance.

Maintaining an audit trail and creating reports documenting work done, findings, conclusions and recommendations.

Collecting, transferring, analysing and evaluating customer data using approved digital tools and methods.

- Analysing customers' systems, processes and organisational structures to identify tax risks and weaknesses and assess overall risk maturity.
- Facilitating collaborative team working, guiding and supporting Auditor Officers and trainees.
- Contributing to development of internal guidance and audit training.
- Continuously developing audit expertise, understanding and applying legislation, guidance and procedures.
- Actively raising the profile and reputation of the team and audit community.
- Striving for continuous improvement, establishing innovative audit techniques and best practice.
- Preparing witness statements and giving evidence at civil tribunal and/or criminal court when required.
- Visiting taxpayer premises when required, effectively and appropriately acting as an Authorised Person under Section 114.
- Handling information in line with GDPR and departmental policy, maintaining data security standards at all times.

Core capabilities may include:

- Working with minimal supervision and handling uncertain situations where guidance is not available.
- Explaining complex technical information to a range of audiences, through robust discussions and written reports.
- Strong computer literacy – adapting to handle unfamiliar software and solve relevant IT issues at short notice.
- Attention to detail - reviewing and validating information, figures and calculations thoroughly to draw clear, concise conclusions.
- Organised and methodical, balancing multiple priorities and cases simultaneously while maintaining robust audit trails.
- Analytical and critical thinking - integrating, questioning and evaluating a range of information from multiple sources to form reasoned opinions.
- Thinking ahead to recognise and anticipate inherent strengths and weaknesses within systems and processes.
- Curiosity and a learning mindset, being adaptable and open to change as technology evolves.
- Developing customer facing skills, including handling conflict and difficult conversations.



Government Tax Profession

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[Home](#)[< Back](#)

Auditor – Senior Officer

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will deliver strategic cross-tax systems and data audits for complex customers through a collaborative compliance approach. You will lead and direct complex audit cases, presenting trends, outliers and anomalies in data to enable compliance colleagues to identify and address irregularities and non-compliant behaviour. You will collaborate with colleagues from diverse business areas to identify, manage and mitigate inherent risks within customers' systems and processes.

You will be a leader and role model, working, coaching and mentoring at scale, collaborating with senior colleagues to build and maintain the highest professional and technical standards within the team. You will be increasing your audit expertise, with a deep understanding of governance and risk management concepts, including how to apply these across multiple organisational structures and complex cases.

Duties & Responsibilities may include:

- Coordinating and progressing a portfolio of the more complex audit cases, delivering quality solutions within agreed timescales.
- Providing caseworkers with targeted support on systems, processes and data risk reviews.
- Analysing customer systems, processes and organisational structures to identify and assess tax risks, governance and risk management maturity.
- Conducting systems walkthroughs, and interviews with customers at all organisational levels.
- Visiting taxpayer premises when required, effectively and appropriately acting as an Authorised Person under Section 114.
- Building the capability and capacity of the Audit team, coaching, mentoring and conducting management assurance reviews.
- Supporting design and delivery of audit training and capability building initiatives.
- Collaborating across audit to deliver priorities and projects, escalating when new, emerging work is identified.
- Developing and presenting audit responses to assess priority risks and recommend appropriate follow-up action.
- Reviewing operational processes and casework to identify and address risks to productivity and performance.
- Maintaining professional knowledge, keeping up to date with changes in legislation, guidance and technology.
- Contributing to a culture of innovation, proactively establishing new techniques and best practice.
- Handling information in line with GDPR and departmental policy, maintaining data security standards at all times.

Core capabilities may include:

- Strong written and verbal skills to document and explain technically complex information and recommendations.
- Confidently handling conflict and difficult conversations, often on complex matters.
- Building professional relationships and presenting information to colleagues across all levels of seniority.
- Working with minimal supervision and handling uncertain situations where guidance is not available.
- Strong computer literacy – using data analysis tools and programming languages, handling unfamiliar software and solving relevant IT issues.
- Curiosity and a learning mindset, highly adaptable and open to change in a constantly developing work area.
- Proactive and solution-oriented, recognising and anticipating inherent strengths and weaknesses within systems and processes to prevent future problems.
- Attention to detail - reviewing and validating information, figures and calculations thoroughly to draw clear, concise conclusions.
- Organised and methodical, balancing multiple priorities and cases simultaneously while maintaining robust audit trails.
- Analytical and critical thinking - integrating, questioning and evaluating a range of information from multiple sources to form reasoned opinions.
- Positively engaging with change, helping colleagues understand and handle the reasons for, and effects of, change.



Auditor – Grade 7

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will be a technical consultant and leader shaping, driving and delivering audit strategy and leading the most complex, challenging or high-profile audit cases. You will champion and role-model audit expectations and standards, collaborating with peers across the audit community to support delivery of business and compliance plans, meeting evolving technology requirements.

You will be a senior technical expert providing advice, coaching and mentoring, building capability across the region/directorate, applying horizon scanning and strategic thinking to recognise and meet future capability needs. You will encourage a culture of collaboration and problem-solving across the audit community, working closely with senior leaders and the wider audit community to resolve cross-functional challenges and drive a joined-up approach to audit.

Duties & Responsibilities may include:

- Acting as the technical audit authority and escalation point within your region/area.
- Leading on work priorities and shaping the regional approach to mandatory work.
- Implementing projects, ensuring project resource allocation does not impact delivery of priority audit work.
- Contributing to strategy development, ensuring that priorities and projects are delivered.
- Leading systems and data audits for the largest, most complex or high profile customers.
- Championing audit standards and professional expectations, ensuring practices are robust, proportionate and deliver compliance priorities.
- Strengthening risk management knowledge and practices, upskilling Auditors to develop understanding of organisational risk maturity.
- Supporting Caseworkers with presentation of cases at governance panels.
- Recognising and escalating training needs, developing and leading quality improvement initiatives across the directorate.
- Working with peers to deliver a quality assurance programme on all audit work, identifying gaps and implementing corrective actions.
- Fostering a culture of innovation and continuous improvement, championing the development of innovative and future-focused audit techniques.
- Developing your audit expertise to meet future needs of the business.
- Representing your region/directorate in strategic discussions with specialist teams and senior stakeholders.
- Handling information in line with GDPR and departmental policy, maintaining data security standards at all times.

Core capabilities may include:

- Expert at communicating technically complex information and difficult messages to diverse audiences.
- Setting direction and building trust through honest, confident and consistent communication.
- Confidently handling conflict and difficult conversations, often on complex matters.
- Dealing with ambiguity, making sound decisions where there may be conflicting or incomplete information.
- Visibly role modelling HMRC values and setting the right tone.
- Strong computer literacy – using data analysis tools and programming languages, handling unfamiliar software and solving relevant IT issues.
- Curiosity and a learning mindset, highly adaptable and open to change as work and priorities evolve.
- Proactive and solution-oriented, recognising and anticipating inherent strengths and weaknesses within systems and processes.
- Horizon-scanning and strategic thinking to divert risks and anticipate and meet future capability needs.
- Attention to detail - reviewing and validating information, figures and calculations thoroughly to draw clear, concise conclusions.
- Organised and methodical, balancing conflicting priorities effectively while not compromising on professionalism or quality.
- Analytical and critical thinking - integrating, questioning and evaluating a range of information from multiple sources to form reasoned opinions.
- Leading change, providing support and clarity.



Audit Management Overview

“You lead and manage audit professionals, including trainees. You may be responsible for people management, work management, learning and development, (routeway) assessment and assurance.”

Audit Manager roles involve leadership and line management of audit professionals.

Audit Managers will manage the day-to-day activities of their team, providing support, guidance and advice. They will be responsible for their team’s professionalism and quality of work, ensuring that policy and standards are followed and applied lawfully and fairly. These roles may involve matrix management.

People in this role will need to build strong relationships and communicate well with others, managing challenge and difficult conversations in a constructive and reasonable manner. They will empower their staff, building a positive culture of inclusion, trust and accountability.



Audit Manager – Senior Officer

Role Summary:

At this level you will oversee the day-to-day operations of your team (which may include managers at HO grade and below). You will work collaboratively with the wider leadership community to deliver joined up outcomes that benefit your directorate as a whole.

You will champion inclusion, creating a culture of respect and trust. You will build capability and engage with your team as a visible and active leader. You will support HO/O Managers within your team, acting as a sounding board on difficult management issues. You will manage change, working as part of a dynamic leadership team to help others respond to change and uncertainty, being forward looking and developing your team to meet future needs.

You will collaborate with other managers to plan workflow across the section to meet challenging deadlines, identify efficiencies and deliver business objectives. You will be accountable for your team's business results, measuring performance and conducting risk-based management assurance.

Duties & Responsibilities may include:

- Leading an environment where team working, personal responsibility and ownership of learning, coaching and mentoring are core elements of how we work.
- Analysing resource and capacity variations across your team and region and adjusting resourcing accordingly.
- Briefing senior leaders when required, providing accurate data to Business Unit Heads (BUHs), Assistant Directors (ADs) and Deputy Directors (DDs).
- Monitoring operational targets and business priorities, updating business plans when circumstances change.
- Facilitating continuous development of staff via personal development plans, ensuring colleagues have the right training, skills and tools to meet their full potential.
- Identifying learning gaps and proactively sourcing training for individuals, managers and the wider team.
- Championing continuous improvement principles to improve business processes and delivery.
- Maintaining an awareness of all cases and projects within your team, considering the complexity of work and reallocating (to O/HOs) as appropriate.
- Identifying, managing and monitoring risks, leading discussions with your team and other stakeholders to minimise tax risks.
- Regularly reviewing your team's performance, completing real time risk-based assurance, progress checks and authorisations.
- Supporting your team through change, providing clarity of purpose and direction.
- Deputising for Grade 7 BUH, other senior leaders and Audit Managers where necessary.
- Supporting delivery of compliance and customer satisfaction business objectives, putting the customer at the heart of everything we do.

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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- Fostering a team culture of wellbeing, empowerment and trust.
- Carrying out HR and management responsibilities, and checks, ensuring all records are up to date.
- Supporting managers within your management span, ensuring that HR policies, processes and guidance are applied fairly and consistently.

Core capabilities may include:

- Being a good listener, empathetic and aware of the impact you have on others.
- Good analytical skills and strong decision-making ability.
- Resilient - balancing conflicting priorities and expectations of senior managers, with confidence to challenge when appropriate.
- Proactive and solution-oriented mindset, anticipating and preventing future problems to meet challenging business needs.
- Confidence dealing with challenge and ambiguity.
- Self-motivated - working in a fast-paced environment under your own initiative.
- Owning and managing change – supporting others through uncertainty, adapting to changing priorities and ways of working.
- Strong verbal and written communication skills – sharing messages thoughtfully and considering the impact on your audience.
- Inspiring and empowering your team, building a culture of trust and respect.
- Seeking and sharing feedback - recognising and valuing diverse perspectives.



Audit Manager – Grade 7

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will be a Business Unit Head (BUH) or Senior Lead, building capable, confident operational units to deliver HMRC's strategic objectives. This role encompasses both strategic leadership and line management of staff (including audit managers).

You will hold accountability for the performance of your team and delivery of key targets and operational results in a fast-paced and highly technical environment. You will influence the future direction of compliance in HMRC, seeking opinions on policy and plans to provide an operational view to policy considerations. You will develop your team to meet future needs, delivering an innovative vision, a more flexible structure and a customer-centric approach.

You will act as a mentor and sounding board for your team and other managers, capitalising on leadership strengths to motivate and encourage development and professionalism from all teams. You will measure performance, communicate purpose and champion inclusion and innovation. You will lead colleagues through operational restructure and transition, acting professionally and with integrity in times of uncertainty.

Duties & Responsibilities may include:

- Building, leading and developing teams, ensuring colleagues receive the appropriate support to reach their full potential.
- Creating a team ethos which values personal responsibility, experience, skills and development.
- Responsibility and accountability for operational delivery and resource planning.
- Balancing conflicting needs and expectations of senior staff.
- Understanding compliance strategy and risks, conducting risk-based management assurance.
- Supporting your Deputy Director and leadership team to deliver on their accountabilities, deputising for senior leaders when needed.
- Being a communication channel between staff and senior leaders to escalate and discuss ideas and concerns.
- Actively contributing to Senior Leadership Team discussions on performance, resources and strategy.
- Leading and managing project activities for specific local issues/initiatives.
- Owning and initiating change within your region, supporting staff through workforce changes.
- Maintaining an overarching awareness of how each manager within your team manages their own team and caseloads.
- Delivering timely and consistent messages to everyone within your sphere of influence.
- Identifying and managing operational risks and issues to assure delivery of targets and Key Performance Indicators.

- Carrying out HR and management responsibilities, ensuring records are up to date.
- Sponsoring new ways of working, seeking opportunities to improve business processes and delivery.
- Promoting wellbeing and inclusion, taking prompt action to address concerns.

Core capabilities may include:

- Active listening and emotional intelligence - being empathetic and aware of your impact on others.
- Building strong stakeholder networks, collaborating to deliver collective benefits and efficiencies.
- Handling confrontation and difficult conversations, welcoming diverse views and challenge.
- Applying innovative thinking to solve complex and sensitive issues.
- Proficiency to manage fundamental changes in the organisation through building capability and engagement.
- Confidently role modelling HMRC values, inspiring and empowering others.
- Expert communicator - influencing, negotiating and persuading senior leaders and Deputy Directors.
- Self-awareness and resilience – working in a complex and fast-paced environment with an exceptionally high level of scrutiny.
- Handling ambiguity with self-motivation and resourcefulness.
- Making sound decisions and being accountable for them.
- Balancing conflicting priorities and expectation.



Audit Manager – Grade 6

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will be an integral member of the Senior Leadership Team, sharing corporate responsibility for operational delivery, continuous improvement, strategic oversight and business planning. You will build high-performing operational units, leading and managing a team of auditors. This role may also incorporate peer management of G6 auditors/managers.

You will develop and implement the correct frameworks to enable your team to operate effectively, delivering an innovative vision, a more flexible structure, and a customer-centric approach. You will provide your team with tactical, technical and strategic support and leadership for some of the most complex, high risk and often high-profile cases or projects in HMRC. You will hold accountability for effective risk management and corporate governance of your region or function, influencing the strategic direction of compliance in HMRC.

You will build a positive and inclusive environment for colleague engagement and continuous improvement, motivating others to drive change that adds real value. You will use a coaching and empowering leadership style to develop your people, creating a culture where we can retain, support and develop talent across the organisation.

Duties & Responsibilities may include:

- Being an active and visible member of the Senior Leadership Team.
- Ensuring delivery of HMRC's operational commitments and key business objectives.
- Developing and implementing business plans and strategies to help deliver the department's strategic objectives.
- Leading the delivery of a programme of enhanced, regime-specific activity.
- Assuring the quality, pace and governance of work carried out across the team.
- Providing advice and assurance to Grade 7 staff on their portfolio commitments, ensuring both operational focus and strategic thinking.
- Horizon-scanning to anticipate future capability needs and proactively address these.
- Collaborating with stakeholders to develop sustainable pipelines of case work.
- Holding or sharing responsibility for recruitment, working with business partners to ensure that your region/function is appropriately resourced.
- Driving the concept of regional restructuring as a flexible resource pool where resources are prioritised to meet Tactical Delivery Plan objectives.
- Facilitating early notice of potential problems by ensuring staff have opportunities to escalate and discuss concerns.
- Working with matrix managers to ensure there are clear standards and expectations in place for managing performance, ensuring timely and quality outcomes.
- Carrying out HR and management responsibilities including supporting managers within your team.
- Supporting your team through case governance procedures, including attendance at case governance boards where required.

Core capabilities may include:

- Strategic planning and horizon-scanning to anticipate and meet future needs.
- Negotiating, presenting and constructively influencing a range of stakeholders.
- Strong leadership skills – being a visible, transparent and active local leader, role modelling HMRC values in a way that builds our regional communities.
- Being available and approachable, demonstrating strong people skills and emotional intelligence.
- Expert communicator – setting clear direction, building trust. Delivering difficult messages to diverse audiences with empathy and clarity.
- Resilience to deliver under pressure, balancing a range of conflicting priorities and expectations under an exceptionally high level of scrutiny.
- Delegating and assigning work effectively to deliver high volumes of work within challenging timeframes.
- Building excellent stakeholder networks, collaborating to overcome challenges.
- Agile thinking to resolve highly complex and sensitive issues with no recognised standard solutions.
- Exercising judgement, considering practical and operational impacts.
- Inspiring and empowering others, being a positive influence on staff at all levels.
- Leading change and nurturing continuous improvement.



Technical Support, Strategy and Coordination Overview

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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“Using your professional knowledge, you build expertise across the audit function. You ensure that strategic frameworks, tools, policies and products are in place to support delivery of audit activities. You may represent audit across CCG and HMRC, sharing operational insights and expertise.”

Technical Coordinator roles involve coordinating delivery of the audit function, shaping the technical and strategic approach to effectively deliver directorate and HMRC priorities and leading complex and high-risk work.

Technical Advisors will provide high quality guidance and technical and strategic advice, supporting colleagues working on complex or challenging work and contributing to the development of new policies, strategies and processes. They will build the professionalism and reputation of the audit community, collaborating and coordinating effectively with colleagues to ensure audit work supports compliance operational objectives.

People in this role will need to have in-depth audit expertise, with the ability to explain complicated information and legislation in a straightforward and understandable way. They will take a holistic approach to planning, being strategic and forward thinking, developing audit capability to meet future needs.



Audit Technical Coordinator – Senior Officer

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will use your audit expertise and insight to support strategic planning, policy development and audit professionalism. You will support senior leaders to achieve operational objectives, ensuring audit activity is technically robust, customer focused and aligned to HMRC and directorate priorities.

You will champion a joined-up approach to project planning, engaging with stakeholders across HMRC to design and deliver complex, wider scoped programmes and projects that support the delivery of business and compliance plans. You will participate in initiatives to develop the operating model for all customers and improve ways of working, identifying and scoping ideas to improve productivity and performance.

As a trusted technical lead and role model, you will provide clear advice and direction to Auditors, Caseworkers and Senior Leaders. You will represent audit at governance and leadership forums to provide a practical operational viewpoint in policy discussions. You will build capability across the team and audit community, embedding best practice and strengthening audit standards through quality assurance, targeted learning and coaching.

Duties & Responsibilities may include:

- Collating, summarising and reporting statistical information on the programme of activities for Audit Leads and senior stakeholders.
- Analysing technical risks, impacts and opportunities, proposing and initiating projects to address these.
- Driving continuous improvement, exploring opportunities offered by new technologies to enhance audit processes.
- Providing sound, clear advice on complex technical submissions from Auditors and Caseworkers.
- Clarifying strategies and plans, highlighting risks, constraints and dependencies to safeguard delivery of core functions.
- Collaborating with colleagues to plan and allocate resources to priority work, ensuring delivery of targets.
- Supporting large and complex projects and audit cases involving complex data analysis requirements and/or detailed legislation and policy requirements.
- Establishing and strengthening relationships with key stakeholders, raising the profile of audit and its enabling role within HMRC.
- Acting as subject matter expert to feed insights into policy and legislation teams.
- Creating and maintaining high quality, customer-focused guidance.
- Supporting senior leaders through analysis, briefing, reporting and escalation of complex or high profile technical issues via appropriate governance routes.
- Directing and undertaking quality assurance activity to identify development needs, promote good practice and strengthen quality and consistency.
- Building capability across the audit community through knowledge-sharing, coaching and mentoring.
- Overseeing audit learning programmes, managing commercial contracts and working with external providers to deliver high-quality learning.

Core capabilities may include:

- Strong communication skills, presenting and having robust conversations with non-technical audiences including senior leaders.
- Negotiation and handling challenge, seeking constructive outcomes in discussions and considering different opinions.
- Navigating ambiguity, anticipating unknowns and creating adaptive action plans that enable progress in uncertain situations.
- Critical thinking and decision making, using sound judgement, evidence and knowledge to form reasoned conclusions.
- Attention to detail - thoroughly reviewing complex information, figures and calculations.
- Adapting quickly to changing technologies, priorities, legislation and business needs.
- Demonstrating leadership skills - coaching, mentoring and encouraging a culture of empowerment and trust.
- Horizon-scanning - anticipating and preventing future problems, building capability to meet future needs of the business.
- Analysing risks - understanding potential impacts, ensuring relevant issues are escalated and fed into strategy and big picture considerations.
- Collaboration and building stakeholder relationships, co-ordinating activity to enable effective team working and support peers.
- Writing briefings and reports – researching, analysing, and explaining complex information in a simplified format.
- Positively engaging with change, helping colleagues understand and handle the reasons for, and effects of, change.



Audit Technical Coordinator – Grade 7

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary:

At this level you will be a senior technical consultant and leader within audit, shaping strategy to ensure audit work supports delivery of compliance priorities and HMRC strategic aims. You will apply deep professional knowledge to ensure that robust frameworks, tools, policies and approaches are in place to enable high quality audit delivery.

You will lead complex and wider-scoped projects and portfolios, providing technical and strategic advice and direction. You will support and challenge Deputy Directors to deliver operational objectives and customer satisfaction, acting as a senior stakeholder in initiatives to develop the operating model. You will provide a practical, operational viewpoint to policy discussions and represent audit in technical forums and HMRC-wide governance panels, presenting at meetings and leading discussions as required.

You will drive collaboration across local and national teams, case consultants and other stakeholders to ensure HMRC has a consistent approach to audit and data analysis. You will champion audit capability and professional standards, embedding a culture of innovation, empowerment and trust.

Duties & Responsibilities may include:

- Ensuring processes and guidance are aligned with customer strategy and Spending Review objectives.
- Identifying resources needed to deliver strategic plans and balancing competing demands across the highest risk areas.
- Developing a comprehensive ongoing strategy for risk management, reviewing effectiveness regularly.
- Leading and sponsoring initiatives to improve audit processes within your sphere of responsibility.
- Confidently leading change, fostering a culture of innovation.
- Providing specialist advice on sensitive and complex cases and targeted support on information gathering and analysis.
- Programme managing individual projects, with responsibility for delivery and accuracy of outcomes, data and stats.
- Owning some riskier, challenging and/or complex enquiries, delivering robust recommendations which support technical principles.
- Overseeing audit learning programmes, authorising commercial contracts.
- Understanding impacts and opportunities of emerging technology to anticipate and incorporate future training needs into learning bid.
- Working holistically to identify, monitor and address a wide range of technical risks and issues (including conceptual risks).
- Gathering and using information to inform Deputy Directors on performance and the directorate picture of risk.
- Coordinating data input into business plans, monitoring progress against objectives and providing information for quarterly performance reporting.
- Using legislative, policy and operational insight to anticipate emerging threats and opportunities.
- Clarifying strategies and plans, providing a clear sense of direction and purpose to the wider team.

Core capabilities may include:

- Building excellent stakeholder networks, using these to overcome challenges and ensure a joined-up approach.
- Nurturing capability - coaching and mentoring, guiding colleagues through complex problems.
- Highly adaptable – applying strategic thinking and horizon scanning to navigate ambiguity, creating adaptive action plans that enable progress in uncertain situations.
- Expert at communicating technically complex information and difficult messages to diverse audiences both verbally and in writing.
- Negotiating and using persuasive language to engage with senior stakeholders on areas of technical complexity.
- Providing and responding to challenge constructively, seeking productive outcomes in discussions.
- Resilience to work at pace and deliver under pressure, balancing competing demands from senior stakeholders.
- Analytical and critical thinking - reviewing complex information thoroughly to form reasoned opinions.
- Strategic leadership and planning, applying programme and project management disciplines to make clear plans for service delivery.
- Making sound decisions and being accountable for them.
- Providing leadership - inspiring a culture of empowerment and trust.
- Big picture thinking – applying a deep understanding of how your role supports both organisational and wider public needs to highlight strategic issues.
- Leading change, providing support and clarity.



Government Finance Function Tax Roles

Tax (Government Finance Function)



“Working in tax as part of the Government Finance Function offers a unique opportunity to shape, influence and deliver tax services at the heart of government.

You may work as part of the Tax Centre of Excellence which is a central resource for government which provides an expert tax advice service which drives tax compliance, efficiency and consistency across government.

Or you could choose a career in a departmental tax team, assuring statutory declarations, providing tax advice to ensure tax is considered at an early stage, supporting understanding and provide advice on best practice.

Joanna Turner

Deputy Director, Tax Centre of Excellence



Why choose a tax career in the Government Finance Function?

A tax career in the Government Finance Function

There are many opportunities available for a tax career in the Government Finance Function (GFF), either as part of a government tax team or within the Tax Centre of Excellence (Tax CoE).

Working as part of a government tax team, you'll provide expert, professional tax advice and services to your organisation. Your responsibilities will include ensuring the timely and accurate completion of statutory tax returns, identifying key tax risks and deliver actions to address, mitigate and manage them, and build tax knowledge and capability while promoting best practice.

The Tax CoE is a central government resource established to deliver tax services across government. Our vision is to build an expert tax professional community and provide specialist support that drives tax compliance, efficiency, and consistency across government. We do this by giving expert timely advice, delivering regular upskilling events and publishing guidance on our [Tax CoE website](#). We develop and share best practice and regularly engage the sector, including key stakeholders such as government tax teams, HMRC, HM Treasury and the Finance HR and Commercial communities, to understand and lead on supporting cross sector tax compliance.

What does a role in tax as part of the Government Finance Function look like?

- Deliver expert and timely tax advice.
- Prepare and review data for statutory tax returns and ensure timely and accurate submissions.
- Identify tax risks and areas of non-compliance and deliver actions to address these including stakeholder engagement, best practice guidance and upskilling.
- Lead teams and manage tax-related projects including driving continuous improvements and simplifying tax processes to support compliance.
- Assess tax liabilities through contract reviews, support audits, and maintain assurance records to evidence tax compliance.
- Build and manage relationships with internal and external stakeholders, including networks and communities.
- Influence and support tax strategy and policy across government organisations.
- Shape and deliver cross-government tax capability and transformation initiatives.
- Develop and maintain professional tax knowledge and qualifications.

Key Skills

- Working knowledge of applying tax legislation and delivering tax compliance.
- Ability to analyse data and provide evidence-based tax advice.
- Skilled in managing and delivering tax-related projects.
- Effective stakeholder engagement across departments and external bodies.
- Clear and confident communication, including presenting complex information.
- Leadership and team management to drive performance and continuous improvement.
- Strategic thinking to shape tax policy and influence decision-making.
- Problem-solving to identify issues and implement practical solutions.
- Assurance and risk management to maintain compliance and control.
- Commitment to continuous learning and professional development.



Why choose a tax career in the Government Finance Function?

What sort of people are we looking for?

People who apply for roles in tax within a government tax team or the Tax Centre of Excellence (Tax CoE), are typically those with a background or interest in tax, finance, or accounting.

They are analytical thinkers who enjoy working with data and solving complex problems.

These roles attract individuals who are confident communicators, capable of explaining technical issues clearly and engaging with a wide range of stakeholders.

Applicants often have leadership potential or experience and are motivated by opportunities to improve processes and drive change.

We want people who value continuous learning, are committed to professional development, and are keen to contribute to public sector financial strategy and compliance.

Strategic thinking, collaboration, and a proactive mindset are key traits that help candidates thrive in these roles.

How can we help you grow and develop?

- Exposure to complex work
- Cross-team collaboration
- Strategic thinking exposure
- Professional community engagement
- Leadership development
- Upskilling opportunities
- Continuous improvement culture
- Recognition and role modelling
- Mentoring and coaching

Useful Links

[Tax CoE website](#)

[Tax CoE Operating Model](#)

[Government Finance Function Career Framework - Tax](#)

[Government Finance Function Skills Capture Tool](#)

[Chartered Tax Advisor \(CTA\)](#)

[Association of Taxation Technicians \(ATT\)](#)

What are the “take away” skills we’ll help you develop?

- Deep understanding of tax legislation, processes, and compliance across the public sector.
- Ability to analyse financial data and provide evidence-based tax advice.
- Experience in leading and managing tax-related projects and teams.
- Strong stakeholder engagement and relationship-building skills.
- Clear and effective communication of complex tax issues.
- Strategic thinking and the ability to influence and shape tax policy and direction.
- Problem-solving and decision-making in complex tax scenarios.
- Driving improvement and innovation across tax processes.
- Leadership and mentoring to support team development and cohesion.
- Ongoing professional growth through qualifications and cross-government collaboration, and the sharing of your knowledge, skills, and experience with others.



Tax Officer

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary

As a Tax Officer (Executive Officer grade), you will support the delivery of statutory returns, including data maintenance and reviews. You will also respond to queries and assist team members with more complex enquiries and contract reviews. In carrying out this role, you will also be expected to build and maintain effective stakeholder relationships.

Entry Route

These roles are suitable for staff who have the relevant transferable knowledge and skills from either within or outside tax or finance, have an interest in tax, and are considering a career in the tax profession.

Staff in these roles typically move into other Executive Officer positions within tax or finance, or progress to Higher Executive Officer roles, either in tax or finance.

Qualifications

Recommended:

- Fully or part qualified with [CTA/CCAB/ATT](#) or equivalent with post qualification experience OR working towards qualification and experience
- And / or qualified by experience in line with the [Government Tax Professional definition](#).

Duties and Responsibilities may include:

Tax Advice & Services

- Provide data to support statutory returns.
- Answer queries from internal stakeholders and escalate complex queries when appropriate.
- Review contracts to support senior members of the tax team.

Assurance & Continuous Improvement

- Maintain and perform data reviews of assurance records such as logs.

Relationship Management

- Build stakeholder engagement and relationships in own area of work.

Continuing Professional Development

- Develop a working knowledge and experience of tax / VAT for the public sector.

Core capabilities include:

- Good customer service skills and ability to engage with stakeholders effectively.
- Good communication skills and ability to work with team effectively to ensure delivery of outputs.
- Good organisational skills and the ability to deliver and manage competing priorities.
- Strong attention to detail and excellent record keeping skills.

Resources

Details of how to gain a finance or tax qualification through an apprenticeship can be found at the following links:

- [Learning about Civil Service apprenticeships](#)
- [Finance Apprenticeship offered across the Government Finance Function](#)

Link to our Government Finance Function Apprenticeship Network:

- [The Apprenticeship Network](#)



Tax Advisor

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary

As a Tax Advisor (Higher Executive Officer grade), you will provide specialist support across a range of tax matters, including assurance activities, statutory returns, contract reviews and the provision of tax advice.

You will work closely with stakeholders, support upskilling through guidance and training, and help to drive forward best practice and continuous improvements in tax processes.

Entry Route

These roles are suitable for staff who have the relevant transferable knowledge and skills from either within or outside tax or finance, have an interest in tax, and are considering a career in the tax profession.

Staff in these roles typically move into other Higher Executive Officer roles across tax and finance, or progress to Senior Executive Officer, either in tax or finance.

Qualifications

Recommended:

- Fully or part qualified with [CTA/CCAB/ATT](#) or equivalent with post qualification experience OR working towards qualification and experience
- And / or qualified by experience in line with the [Government Tax Professional definition](#).

Duties & Responsibilities may include:

Tax Advice & Services

- Prepare, provide and review data to support statutory returns.
- Liaise with internal and external stakeholders to answer queries and to verify/update finance reports.
- Review contracts to determine tax liability.

Assurance & Continuous Improvement

- Manage and assure logs and other assurance records. Help Identify and implement improvements.
- Support the delivery of upskilling through guidance and training to help drive best practice and continuous improvements.

Relationship Management

- Engage across the organisation to build and maintain relationships across key stakeholders, pro-actively engaging to support tax / VAT compliance.

Continuing Professional Development

- Maintain and develop strong working knowledge and experience of tax / VAT for the public sector.
- Working knowledge of finance and government.

Core capabilities include:

- Good customer service skills and ability to engage with stakeholders effectively
- Good communication skills and ability to work with their team effectively to ensure delivery of outputs
- Good organisational skills and the ability to deliver and manage competing priorities
- Strong attention to detail and excellent record keeping skills

Resources

Details of how to gain a finance or tax qualification through an apprenticeship can be found at the following links:

- [Learning about Civil Service apprenticeships](#)
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Link to our Government Finance Function Apprenticeship Network:

- [The Apprenticeship Network](#)



Tax Manager

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary

As a Tax Manager (Senior Executive Officer grade), you will lead and co-ordinate work on tax-related projects within your own team and across wider stakeholder groups. You will also lead on a range of tax activities, including the submissions of accurate and timely statutory returns, the identification and mitigation of tax risks, the development of guidance and upskilling support, and the provision of advice on complex tax queries and contract reviews.

You will engage proactively with stakeholders to build strong, constructive relationships and drive an effective tax strategy. This includes identifying opportunities and implementing change to improve processes.

Entry Route

These roles are suitable for staff with the required tax knowledge, skills and experience gained within tax or finance.

Staff in these roles typically move into other Senior Executive Officer roles in tax or finance, or progress to Grade 7 roles, either in tax or finance.

Qualifications

Recommended:

- Fully or part qualified with [CTA/CCAB/ATT](#) or equivalent with post qualification experience OR working towards qualification and experience
- And / or qualified by experience in line with the [Government Tax Professional definition](#).



Government Tax Profession

Duties & Responsibilities may include:

Tax Management & Leadership

- Lead and coordinate project groups for individual tax projects, actively fostering effective collaboration within own team and across wider stakeholder groups.
- Proactively support other stakeholder projects to ensure tax is considered at an early stage, support understanding and provide advice on best practice processes to deliver tax compliant outcomes.
- Role model the leadership behaviours embodied in the [Civil Service Leadership Statement](#).

Tax Advice & Services

- Lead the submission of accurate and timely statutory returns; prepare, provide and review data and analysis to support the statutory return and quality assurance process.
- Review queries and contracts to determine tax liability, provide high quality evidence-based tax advice and assist auditors in discussions of tax treatments.

Assurance & Continuous Improvement

- Lead on the analysis of data and identify areas of non-compliance and take appropriate remedial action.
- Identify areas of improvement and simplify processes to make more effective.
- Proactively engage in continuous improvement activities and projects through stakeholder engagement, training and guidance including best practice.

Relationship Management

- Build and maintain strong working relationships with internal/external stakeholders to drive effective tax strategy.

Continuing Professional Development

- Maintain and develop strong professional and specialist working knowledge and experience of tax / VAT for the public sector.
- Working knowledge of finance and government.

Core capabilities include:

- Effective communication skills including documentation and design and delivery of presentations.
- Effective relationship management skills to work with? both internal and external stakeholders.
- Excellent project management skills including time prioritisation approach to work flexibly and adapt to changing priorities whilst adhering to strict deadlines.
- Excellent people management skills with previous direct line management experience, where appropriate for role.
- Problem solving ability, working with others to collaboratively identify problems, provide solutions and implement them.

Resources

Details of how to gain a finance or tax qualification through an apprenticeship can be found at the following links: [Learning about Civil Service apprenticeships](#) and [Finance Apprenticeship offered across the Government Finance Function](#).

Link to our Government Finance Function Apprenticeship Network:

- [The Apprenticeship Network](#)

Home

< Back

Tax Lead

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary

As a Tax Lead (Grade 7) you will be responsible for leading a team of tax professionals, delivering expert tax advice and services and acting as the primary lead on tax-related projects with stakeholders including those across government. You will build strong relationships and drive an effective tax strategy, manage risk, and oversee tax compliance and assurance. You also hold responsibility for the submission and approval of statutory returns.

As a champion for change, you will deliver continuous improvement and contribute to wider transformation initiatives. A key aspect of the role is establishing and maintaining effective working relationships with a diverse range of stakeholders across your organisation and across government, including the wider finance function, and other professions and business areas.

Entry Route

These roles are suitable for staff with the required tax knowledge, skills and experience gained within tax or finance.

Staff in these roles typically move into other Grade 7 roles across tax or finance, or progress to Grade 6 roles, either in tax or finance.

Qualifications

Recommended:

- Fully qualified with [CTA/CCAB/ATT](#) or equivalent with post qualification experience
- And / or qualified by experience in line with the [Government Tax Professional definition](#).



Government Tax Profession

Duties & Responsibilities may include:

Tax Management & Leadership

- Responsible for leading a team of tax professionals delivering a range of tax activities, including assessing and mitigating tax risk, and seeking the opportunity to work with tax professionals beyond own organisation.
- Lead an organisation's tax management, compliance and assurance projects and activities. Carefully managing complex, sensitive and challenging tax issues.
- Role model the leadership behaviours embodied in the [Civil Service Leadership Statement](#).

Tax Advice & Services

- Responsible for the submission of accurate and timely statutory returns.
- Review complex queries/contracts to determine tax liability, provision of complex high-quality evidence-based tax advice and the agreement of tax treatment with colleagues/auditors.
- As Tax / VAT lead, responsible for ensuring professional and expert services are delivered, prioritising and deploying resources to ensure service standards are delivered.

Assurance & Continuous Improvement

- Lead and deliver continuous improvement and ensure robust processes/controls operate to give assurance on tax compliance.
- Identify innovative/creative ideas and solutions, including digital where appropriate.

Relationship Management

- Build and maintain business relationships with senior internal/external stakeholders to drive efficient tax strategy and influence positive results.
- Bring together views, and needs of stakeholders to gain a broader understanding of the tax issues surrounding policies and activities.

OFFICIAL

Continuing Professional Development

- Maintain and develop strong professional and expert working knowledge and experience of all taxes relevant to the public sector.
- Working knowledge of finance and government.

Core capabilities include:

- Expert communication and presentation skills and able to communicate at all levels and areas of expertise.
- Excellent relationship management skills to build collaborative relationships with a range of people and teams, being able to manage conflict effectively.
- Highly developed project management, planning and organisational skills in a tax /finance environment, including experience of delivery and meeting tight deadlines.
- Leadership skills of leading a team with excellent people management skills with the ability to promote team cohesion, adapt to changes and improvements.
- Strong influencing skills with a focus on leading and actioning continuous improvement, identifying innovative/ creative ideas and solutions, including digital where appropriate.
- Excellent strategic analysis and insight skills with long term objectives in mind underpinned by tactical action planning driven by data and stakeholder feedback.

Resources

Details of how to gain a finance or tax qualification through an apprenticeship can be found at the following links: [Learning about Civil Service apprenticeships](#) and [Finance Apprenticeship offered across the Government Finance Function](#).

Link to our Government Finance Function Apprenticeship Network: [The Apprenticeship Network](#)

Home

< Back

Head of Tax

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary

As Head of Tax (Grade 6) you will provide strategic leadership and management of tax professionals, ensuring the high-quality delivery of tax services through effective prioritisation, continuous improvements, resource deployment, and delivery through others. You will balance organisational requirements with wider cross-government tax objectives and needs.

You will oversee the organisation's tax management and corporate tax services, ensuring that the right tax is paid at the right time and that tax risks are identified, assessed, and managed appropriately. Having a wider strategic cross government role, you will shape and influence cross-government tax advisory services, strengthen tax capability, and help to build a strong tax community across government.

With a deep understanding of both your own organisation and the wider government tax landscape, you will play a strategic role in developing and maintaining strong partnerships, managing tax risks, and promoting tax compliance.

Entry Route

These roles are suitable for staff with the required tax knowledge, skills and experience gained within tax or finance.

Staff in this role typically move into other Grade 6 roles in tax or finance, or progress to Tax Deputy Director, wider tax or finance Deputy Director roles, or other Senior Civil Servant positions.

Qualifications

Recommended:

- Fully qualified with [CTA/CCAB/ATT](#) or equivalent with post qualification experience
- And / or qualified by experience in line with the [Government Tax Professional definition](#).



Government Tax Profession

Duties & Responsibilities may include:

Tax Management & Leadership

- Leadership and management of tax professionals, effectively delivering through others and prioritising and deploying resources to ensure professional delivery of tax services across own organisation whilst balancing the need to deliver on wider cross government tax objectives and needs.
- Overall responsibility for an organisation's tax management and delivery of corporate tax services ensuring that the right amount of tax is paid at the right time and any risks are identified and appropriately managed.
- Having a wider strategic role in shaping the delivery of cross government tax advisory services and improving tax capability.
- Role model the leadership behaviours embodied in the [Civil Service Leadership Statement](#).

Tax Advice & Services

- Deep understanding of both own organisation and wider government sector business drivers, including attitudes to task risk and compliance, influencing thinking and approach to tax.
- Demonstrates subject matter expertise as well as broad knowledge of other relevant tax areas.
- Leading and supporting on complex and challenging areas of tax / VAT, engaging with stakeholders across the public sector to support compliance across government.

Assurance & Continuous Improvement

- Drive and direct continuous improvement activity to optimise tax management in line with Tax Global Principles and best practice.
- Deliver a high quality, efficient and cost-effective tax service by considering a broad range of methods for delivery.
- Strategic role and cross sector lead on upstream compliance.
- Leading, delivering and supporting cross government activities, including increasing capabilities.

Relationship Management

- Create and maintain strategic partnerships and relationships with other Government Department tax teams, and key external stakeholders, building a tax community across government sector and raising awareness of key tax issues.

Continuing Professional Development

- Maintain and develop strong professional and expert working knowledge and experience of all taxes relevant to the public sector.
- Working knowledge of Finance and government.

Core capabilities include:

- Expert communication skills which can break down complex and abstract concepts using a range of communications methods across different audiences; such as other professions, backgrounds and areas of expertise.
- Advanced relationship management and stakeholder engagement skills to understand the needs, priorities and motivations of others, building and nurturing strategic partnerships.
- Strong influencing skills with a focus on leading and actioning continuous improvement, identifying innovative/ creative ideas and solutions, including digital where appropriate.
- Excellent strategic analysis and insight skills with long term objectives in mind underpinned by tactical action planning driven by data and stakeholder feedback.
- Leadership and people management skills to deliver change and transformation both in their team as well as the wider organisation, including celebration and recognition building team morale and belonging.

Resources

Details of how to gain a finance or tax qualification through an apprenticeship can be found at the following links: [Learning about Civil Service apprenticeships](#) and [Finance Apprenticeship offered across the Government Finance Function](#).

Link to our Government Finance Function Apprenticeship Network:

[The Apprenticeship Network](#)

Home

< Back

Tax Centre of Excellence Deputy Director

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
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Role Summary

As the Tax Centre of Excellence (Tax CoE Deputy Director (Senior Civil Servant - SCS1) you are the senior leader responsible for all tax matters in your organisation, and you hold overall accountability for the Tax CoE effective delivery of tax advice and services across government. You will provide strategic leadership of people, finances, and resources, ensuring delivery is aligned to a clear vision that supports the needs and priorities of government finance.

You will work collaboratively with senior leaders across government, building strategic partnerships with key stakeholders such as HMRC, HM Treasury and the Government Finance Function. You will ensure a proactive approach to tax risk, deploying tax capability and resources effectively and efficiently to support government in meeting its tax obligations.

You will lead continuous improvement and transformation in tax, ensuring approaches remain future-focused and innovative, and provide clear leadership and direction on all tax-related matters.

Entry Route

This role is suitable for staff with the required tax knowledge, skills and experience gained within tax or finance.

Staff in this role typically move into other SCS roles in tax or finance, or progress to SCS2 roles.

Qualifications

Recommended:

- Fully qualified with [CTA/CCAB/ATT](#) or equivalent with post qualification experience
- And / or qualified by experience in line with the [Government Tax Professional definition](#).



Government Tax Profession

Duties & Responsibilities may include:

Tax Management & Leadership

- Deliver through the management of people, finances and other resources against a vision that is fit for purpose and supports the needs of government finance.
- Uses customer insight to drive high quality, efficient and cost-effective service delivery.
- Operating strategically in tax, focusing on long-term strategic decision making, evaluating and managing risks that may impact successful delivery of cross government professional tax advisory services, best practice tax management and capability across own organisation and government more widely.
- Role model the leadership behaviours embodied in the [Civil Service Leadership Statement](#).

Tax Advice & Services

- Widely recognised as an expert tax professional demonstrating deep technical knowledge and is comfortable assuring and appraising tax decisions i.e. at senior boards.

Assurance & Continuous Improvement

- Influence and inform government bodies and senior decision makers on best practice tax management strategies.
- Drives continuous business improvement in tax profession ways of working, leading and supporting change across the public sector and broad range of stakeholder groups.

Relationship Management

- Build strategic partnerships with key stakeholders across government such as HMRC, leveraging strong relationships across teams, departments and HMRC to support and endorse decisions taken at speed.
- Uses tax knowledge, skills and experience to manage risk to resource, ensuring own organisation and partners are resourced with the right people with the right skills to deliver strategic aims and objectives.

Continuing Professional Development

- Maintain and develop strong working knowledge and experience of all taxes relevant to the public sector. Carries credibility at senior levels both internally and externally.
- Working knowledge of finance and government.

Core capabilities include:

- Strong leadership as a credible and authentic leader with the ability to engage and motivate teams, even in times of ambiguity and uncertainty.
- Organisational development skills to develop the tax capabilities across government, playing a lead role in the wider strategic objectives.
- Expert Communication, collaboration and engagement skills to formulate, articulate, lead, and successfully deliver cross-cutting strategies, policies and transformation programmes in a complex central government environment.
- Advanced relationship management and stakeholder engagement skills to understand the needs, priorities and motivations of others, building and nurturing strategic partnerships.
- Negotiation and Influencing skills to advise and persuade at senior levels in the organisation and across government using a variety of communication and engagement skills.
- Excellent strategic analysis and insight skills with long term objectives in mind underpinned by tactical action planning driven by data and stakeholder feedback.

Home

< Back

OFFICIAL

Government Finance Function

Case Studies

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
--------------	-----------------	---------------------------------	--------------	---------------

My Civil Service Career Journey

Leann
Grade 7 Tax Lead
Tax Centre of Excellence

I joined the Civil Service in 2001 as an Administrative Officer at DWP, encouraged by a Jobcentre adviser who believed in me. Over 14 years, I progressed to Executive Officer and discovered a passion for compliance, legislation, and stakeholder engagement.

In 2014, I moved to HMRC as a Large Business Employers Duties Tax Specialist, completing the Employer Duties training pathway and achieving my AAT Level 4 Tax Professional Qualification. Seven years later, I joined the Department for Transport as a Tax Compliance Manager, gaining expertise in VAT compliance and broadening my understanding and practical experience of tax working in the tax function of a government department.

Today, I'm proud to work at the Tax Centre of Excellence in a role that inspires me as I deliver tax advice and services across government. My journey has been shaped by incredible mentors and the opportunities the Civil Service offers. One conversation in 2001 changed my life and every promotion reminds me of the impact we can have on others.



Government Tax Profession

My Civil Service Career Journey

Carrie
Grade 7 Tax Lead
Home Office – Tax Team

I began my Civil Service career in 2020 as a Financial Accountant for the Office for Nuclear Regulation (ONR). Prior to joining ONR, I worked in private practice as a qualified ACCA accountant, managing accounts and tax affairs for small limited companies, partnerships and sole traders. This experience provided me with a strong foundation in financial and tax principles.

At ONR, a significant part of my role involved tax-related responsibilities. I was accountable for submitting various tax returns for the organisation, advising on the tax implications of expense and benefits policies, and conducting assurance activities. These duties required me to develop a close working relationship with the Tax Centre of Excellence (Tax CoE), which became instrumental in shaping my career.

In 2022, I seized the opportunity to progress by joining the Customer Engagement Team within the Tax CoE. In this role, I delivered several cross-government training sessions on diverse tax topics, whilst expanding my technical knowledge to support public sector organisations with tax compliance. My work focused on providing technical guidance and promoting best practice across government departments.

Further advancement came in 2024 when I was appointed Tax Manager for the Home Office, continuing my involvement with the Tax CoE. In this capacity, I apply my expertise and experience to ensure tax compliance within the organisation, working as part of an internal tax team to manage complex compliance requirements effectively.

Reflecting on my career, I feel fortunate for the opportunities I've had within the Civil Service. Although my professional background is rooted in accountancy, the transition to a tax-focused role was seamless, thanks to the broad tax knowledge I acquired in private practice. This adaptability has been key to my ongoing success and professional growth.

Government Finance Function

Case Studies

Introduction	Career Pathways	Knowledge Skills and Behaviours	Job Families	Role Profiles
--------------	-----------------	---------------------------------	--------------	---------------

My Civil Service Career Journey

Shannon
SEO Tax Manager
DWP – Tax Team

I started my journey with the Civil Service in 2019 when I accepted an EO Compliance Caseworker role with HMRC, in the Individuals and Small Business Compliance area. Here, I developed and became a HEO Compliance Caseworker. Prior to joining HMRC, I thought I had a good understanding of what tax was. I quickly learned that there was much more than income tax and National Insurance Contributions!

After working on various projects, I joined the Tax Centre of Excellence (Tax CoE) and moved to DWP in 2022 as a SEO Tax Advisor. Working in a large business was a stark difference to assessing individuals' tax returns and I learnt a lot about the finance function. After being in my role for a year, I decided to undertake a Level 7 finance qualification. This was an opportunity that had not been available to me in my other roles, and I am currently studying for CIMA.

One of the things that I like the most about working in the Tax CoE is that everyone is very knowledgeable about what they do.



Government Tax Profession

My Civil Service Career Journey

Paul Campbell
SEO Tax Manager
Ministry of Justice- Tax Team

I began my Civil Service career in 2015 as a Caseworker in HM Revenue & Customs. I started as an Executive Officer in Counter-Avoidance, tackling mass-marketed tax avoidance schemes, which looked to exploit loopholes in Capital Gains Tax legislation; this was followed by a sideways move into the team focusing on Income Tax schemes.

In 2016, I joined the Public Bodies Group as a HEO Tax Specialist, working on VAT compliance. This included desk-based intervention, on-premises visits, and the design and implementation of a one-to-many compliance project.

In 2019, I moved sideways into a Policy Advisor role within the Tax Professionalism and Assurance Team. This role was focused on delivering the long-term vision for the Tax Profession and included work to differentiate EO and HEO roles and redesigning the Tax Professional Career Framework for HMRC.

In 2021, I joined the Ministry of Justice (MoJ) as a SEO Tax Specialist, working primarily on VAT. This included improving the VAT return process, increasing the standard of compliance within business areas, and supporting the design of the new ERP system. I have also delivered cross-government tax training and departmental specific advice as part of the Tax Centre of Excellence. The MoJ also supported me to gain my ACCA Chartered Accountancy Qualification.

I have been very fortunate to experience a real breadth of opportunities within the Civil Service. I particularly enjoy applying the complexities of legislation, guidance and caselaw to real-life issues, supporting and advising colleagues across the department, and wider government, helping to deliver for the public.



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Any enquiries regarding this publication should be sent to: governmenttaxprofession@hmrc.gov.uk

Career Framework

V1.0