



HM Revenue  
& Customs

## ESTATES DIRECTORATE

Operational Contract Manager

### CANDIDATE PACK





Thank you for your **interest**  
in this role in HM Revenue &  
Customs



### Biography

Peter Grant was appointed as Director of Estates Transformation at HM Revenue & Customs in October 2015 and brings with him a wealth of experience from the private sector.

He is leading the transformation of the office portfolio across HMRC, with the aim of delivering more efficient and innovative workspaces in fewer but better locations. Creating new large offices, which reflect the needs of a modern organisation, will enable people to work differently and provide career progression opportunities for HMRC colleagues.

Peter is an accomplished Property and Business Director with an extensive breadth of achievements for FTSE100, Private Equity Owned and SME's within retail, business and professional services across all stages of the property lifecycle. When asked about his move from the private to the public sector Peter said: "The attraction was the nature and scale; this transformation programme is undoubtedly ground breaking, challenging and highly stimulating – there really isn't anything happening in real estate at the national level of this scale".

I'm delighted you are considering this role in HMRC. Our 'Building Our Future Locations' Programme is at the leading edge of the Government Hubs Programme. The success of this programme will not only deliver substantial savings but also improve the quality of service that HMRC provide. The transformation process involved is one of the largest Estates change projects undertaken in any UK Government department, and one that offers many exciting opportunities to all those involved. This is indeed a unique opportunity to help create a lasting legacy for all those who work within HMRC.

As a senior leader within the Estates Transformation Directorate, you will play a substantial role in the programme to deliver the UK's largest office transformation. Our ambitious plans to relocate a workforce of almost 60,000 people into newly developed and innovative workplaces is already underway, and our first completed development has received recognition as a BCO award finalist, but there remains a substantial task ahead. As a key member of the delivery team your contribution to the BoFL Programme is essential and will provide you with the opportunity to make a difference, be the best that you can be and help create a legacy. Thank you for your interest and taking the time to learn more about this opportunity, I look forward to receiving your application

Peter Grant

Director, Estates Transformation

## HMRC Overview

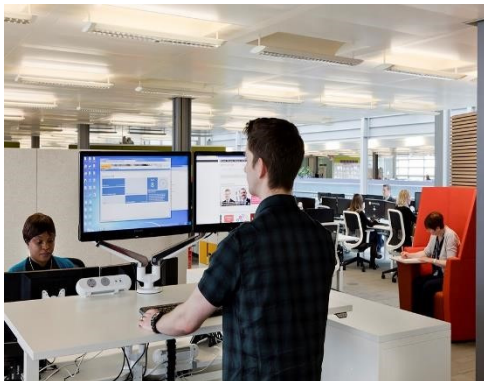
HMRC is transforming into a modern tax authority, equipped for the future needs of customers. This means it will become a smaller, more digital and more highly-skilled organisation, and bringing people together in 13 large Regional Centres. Estates is a key enabler of HM Revenue and Customs strategy.

This transformation includes redesigning our processes around our customers, creating great online services, and making better use of the data we have to change the way we do our compliance work. It is also about making HMRC a great place to work by investing in your skills and career development, creating modern, collaborative working environments and offering more rewarding and interesting work.



Our Regional Centres will make it far easier for us to invest in people's skills and career development, to work more collaboratively and to offer more rewarding and interesting work.

They will be home to multiple lines of business and professions, and have a balance of operational delivery and compliance and tax professional roles.



Our three largest groups – Customer Compliance, Customer Services and Customer Strategy & Tax Design will have a presence in all our Regional Centres, although the size of teams will vary considerably between centres. They will also all have roles from our corporate and strategic functions, for example, policy, HR, project management, finance and communications - although the size and make-up of teams will vary across each Regional Centre.

You will be working with colleagues who reflect our values. People who are **professional**, confident and expert in running HMRC, striving for clarity, consistency and excellence in our work. Colleagues who act with **integrity**, have high ethical standards and are honest, fair, and even-handed in our treatment of others. We show **respect**, empowering and trusting our colleagues and customers to do the right thing remaining friendly, courteous, inclusive and considerate. And we are **innovative**, we champion new and different ways of working to adapt and move with the times, having the courage and tenacity to challenge how things are done, committed to continuous improvement and to developing ourselves.

Estates is a key enabler of HM Revenue and Customs strategy.



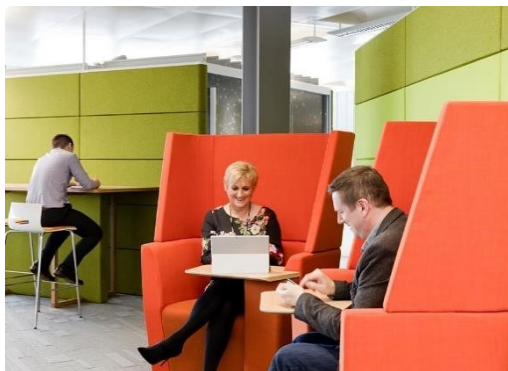
## Estates Overview

### Estates Vision

*"To become the best Estates department in Government, providing first class buildings and excellent services for our customers."*



Estates is at the forefront of delivering the biggest property programme in the UK. We are the leading edge of Government property transformation. This is a once in a lifetime opportunity to be a part of this and you will make a significant difference. We are going to spend £450 million over 5 years for this transformation.



The purpose of Estates is to provide HMRC with an estate which is the right size and shape to meet both the current and future needs of our customers in HMRCs business areas.

We will spend £300 million per year to support working environments in which our customers want to work, providing high quality, easy to use services and facilities.

We will be recruiting Property Specialists, Project Managers, Facilities Managers, and Engineers. We also need people with expertise in a wide range of services, from security, furniture and mail. We will recruit people to support our people, manage our data and lead our communications.

Estates Directorate is committed to building the professionalism of our staff, providing clear and defined career pathways enabling focused learning and development across several specialist areas.

All our roles within Estates are linked to the Property Profession. The majority of roles will include technical competencies from the Government Property Profession Framework.

### The Role

This role is part of the Transformation Department of the Estates Directorate. The team is an important part of the 'Building Our Future Locations' transformation programme in HMRC. The activity also encompasses Phase 1 of the Government Hubs Programme.



This candidate pack will provide a breakdown of the specific roles/responsibilities for the Operational Contract Manager (Grade 7) role.

You can also find out further information about HM Revenue and Customs on our website – [www.gov.uk/HMRC](http://www.gov.uk/HMRC)

You will also find us on Facebook – [facebook.com/HMRC](https://facebook.com/HMRC), Twitter - [@HMRCgovuk](https://twitter.com/HMRCgovuk) and LinkedIn – [linkedin.com/company/hm-revenue-&-customs](https://linkedin.com/company/hm-revenue-&-customs)

## **Job Details**

The following sections will provide the detailed breakdown of the role to support your application.

<b>Role Title</b>	Operational Contract Manager
<b>Location</b>	Nottingham, Leeds or Birmingham
<b>Grade</b>	Grade 7
<b>Salary</b>	£48,868 - £55,950  Please note: Successful candidates are normally appointed to the minimum of the pay range. However for candidates with skills, proven experience and qualifications maybe considered for higher starting pay up to a maximum of £52,777. Please see attachments if transferring from within HMRC or from another Other Government Department for further information on terms and conditions and pay.
<b>Working Pattern</b>	This is a full time post. Alternative working patterns may be able to be accommodated but you must contact the vacancy holder to discuss.
<b>Primary Profession</b>	Property, Construction

### **Overview of the Business Area**

This role is a part of the Transformation Department of the Estates Directorate. The team is an important part of *Building our Future Locations*, a key transformation programme within HMRC.

*Building our Future Locations* is responsible for transforming HMRC's Estate, migrating from 170 offices into a much smaller network of Regional Centres and Specialist Sites.

The Project also encompasses Phase 1 of the Government Hubs Project

## Overview of the Business Area

The Operational Contract Manager supports the Construction & Fit Out Function within Estates Transformation in delivering the Contract Management of service providers to Construction activity and will provide expert advice to ensure a quality service and excellent value for money for HMRC.

This role is accountable to the Programme Project Board, Estates Executive Board and the Hubs Work Stream Board

## Responsibilities / Tasks

- Deliver the operational contract management post contract award through to completion on all contracts related to the construction of Phase 1 Government Hubs (as specified) for Construction and Fit-Out.
- Ensure Compliance with Contract and with internal governance.
- Co-ordination, monitoring and management of orders and variations to contracts liaising with stakeholders across the programme, Commercial and Finance Directorates.
- Monitoring of performance through review of MI and KPI reports; taking action and/or escalation as appropriate.
- Resolve supplier contract issues and where appropriate escalate to Commercial Contract Management team to achieve resolution.
- Lead in scheduling, conducting and recording Contract Review meetings with suppliers reviewing delivery against the requirements of the contract and the service and customer experience provided.
- Deliver invoice assurance liaising with stakeholders, highlighting and reporting variances, preparing summary to senior management to enable approvals or necessary action to be taken to support prompt and accurate payment.

## PROJECTS

- Ensure Design team requirements match framework goods and services
- Commission products off Commercial Framework by creating project specific specification
- Lead on the co-ordination of finalising, placing and monitoring of orders,
- Escalation point for delivery and installation issues.
- Liaison with suppliers, project and design consultants; and stakeholders across the programme, HMRC and OGDs as appropriate.
- Check delivery and installation against order; snagging lists compiled as appropriate by design and acted upon by contractor.
- Handover to business as usual post construction to Estates Services for relevant contracts; liaising with key stakeholders to ensure smooth transition and knowledge transfer on goods and services
- Be an active member of relevant best practice initiatives for the Government Hubs Fit Out Framework and any other relevant frameworks.

### **Desirable Skills for the Role**

- Knowledge and understanding of Public Contract Regulations and different forms of contract used for construction, goods and services.
- Experience of working across a large organisation with multiple stakeholders
- Understanding of project management methodologies

### **Essential Skills, Knowledge and Experience for the Role**

- Working in a multidisciplinary project team and building strong relationships across team/business area/ departmental/ boundaries
- Forming effective relationships with internal stakeholders. Evidence of effective team engagement and stakeholder management.
- Demonstrable track record of success in Contract Management of multimillion £ product and services contracts.
- Commercial understanding with experience of enhancing and delivering value and continuous improvement.
- Understanding of requirements for operational contract management methods and delivery of comprehensive reporting to senior management boards.

### **Management of People**

No direct line management, but will be responsible for matrix communication management between team members including external consultants.

### **Key Interactions**

- Director Estates Transformation
- Deputy Director Construction and Fit Out
- Senior Construction Project Manager G6
- Hubs Project Leads
- Estates Services
- ICT Project Manager
- Programme Management Office
- Business Partners – Commercial, Finance
- Strategic Delivery Partner
- External Consultants
- Other Government Departments

### **Performance Metrics**

- Departmental strategic objectives
- Estates Performance Hub & metrics
- Adherence to HMRC Leadership Behaviours
- Personal role objectives

### **Mandatory Academic / Professional Qualifications**

Degree qualified or equivalent in Project Management/Commercial Management or construction related discipline

### **Desirable Qualifications**

- Possession of or working towards recognised Commercial Management / Project Management / Contract Management qualification such as MAPM or other relevant qualification or equivalent proven practical experience
- CSCS Card

### **Memberships**

Full member of relevant professional body or working towards.

### **Learning Requirements**

HMRC mandatory training must be completed



## How to Apply

If you have any other questions about this position, for an informal and confidential discussion please contact Ray Williamson or Mike Orr at Aspen People on 0141 212 7555.

To apply - please supply the following:

- A comprehensive CV setting out your career history, with responsibilities and achievements.
- A statement supporting your suitability against the key requirements (if you wish, this can be in the body of the email)
- Please provide details of your current remuneration package (and band if you are an internal candidate from within the Civil Service).
- A completed Diversity Monitoring Form - All monitoring data will be treated in the strictest confidence and will not affect your application in any way. The monitoring form is available for download via the microsite [www.aspenpeople.co.uk/HMRC](http://www.aspenpeople.co.uk/HMRC)
- If applying under the Guaranteed Interview Scheme (GIS), please complete and submit this form with your application. The GIS form is available for download via the microsite [www.aspenpeople.co.uk/HMRC](http://www.aspenpeople.co.uk/HMRC)

Applicants will be shortlisted for interview by matching the details given on their CV and supporting statement against the job description. We would therefore ask applicants to provide clear evidence to show how your experience, skills and knowledge match those requirements.

### **Interview**

The interview process will assess skills, knowledge and experience, and will consist of a selection of competency style questions.

**Presentation:** You will be asked to prepare a brief presentation which will be scored alongside the competency 'Delivering Value for Money'. You will be given time immediately ahead of the interview to prepare a maximum 10 minutes discussion on the topic. The panel will be looking for candidates who demonstrate a commitment and enthusiasm to the project and an understanding of the challenge ahead. Slides will not be necessary but the candidate may bring notes to refer to.

**Competency questions** – Competencies relate to whether applicants have the skills to carry out specific tasks by asking for examples of their experience. The following techniques/models may be useful when thinking through responses for interview and demonstrating capability.

An example of a competency question would be;

'Tell me about a time when you've had to deal with a difficult customer requirement.'

The competencies to be tested for this role are:

- Competency 1 Leading and Communicating
- Competency 2 Making Effective Decisions
- Competency 3 Delivering Value for Money
- Competency 4 GPP – Senior Practitioner level – Professional/Technical Expertise
- Competency 5 GPP – Senior Practitioner level – Interpretation and Analysis of Data to Inform Decision Making

## **Indicative Timeline**

### **Advert Closing Date**

Closing date – Monday 2<sup>nd</sup> July 2018

### **Application review dates**

We aim to review applications within one week of the advert closing.

Week Commencing	9 <sup>th</sup> July 2018
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### **Interview Dates (if required)**

Interviews will be scheduled immediately following the application reviews if required.

Week Commencing	9th July 2018
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### **Expenses**

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

### **Note**

Candidates are asked to note the above timetable, which may be subject to change through the recruitment and selection process.