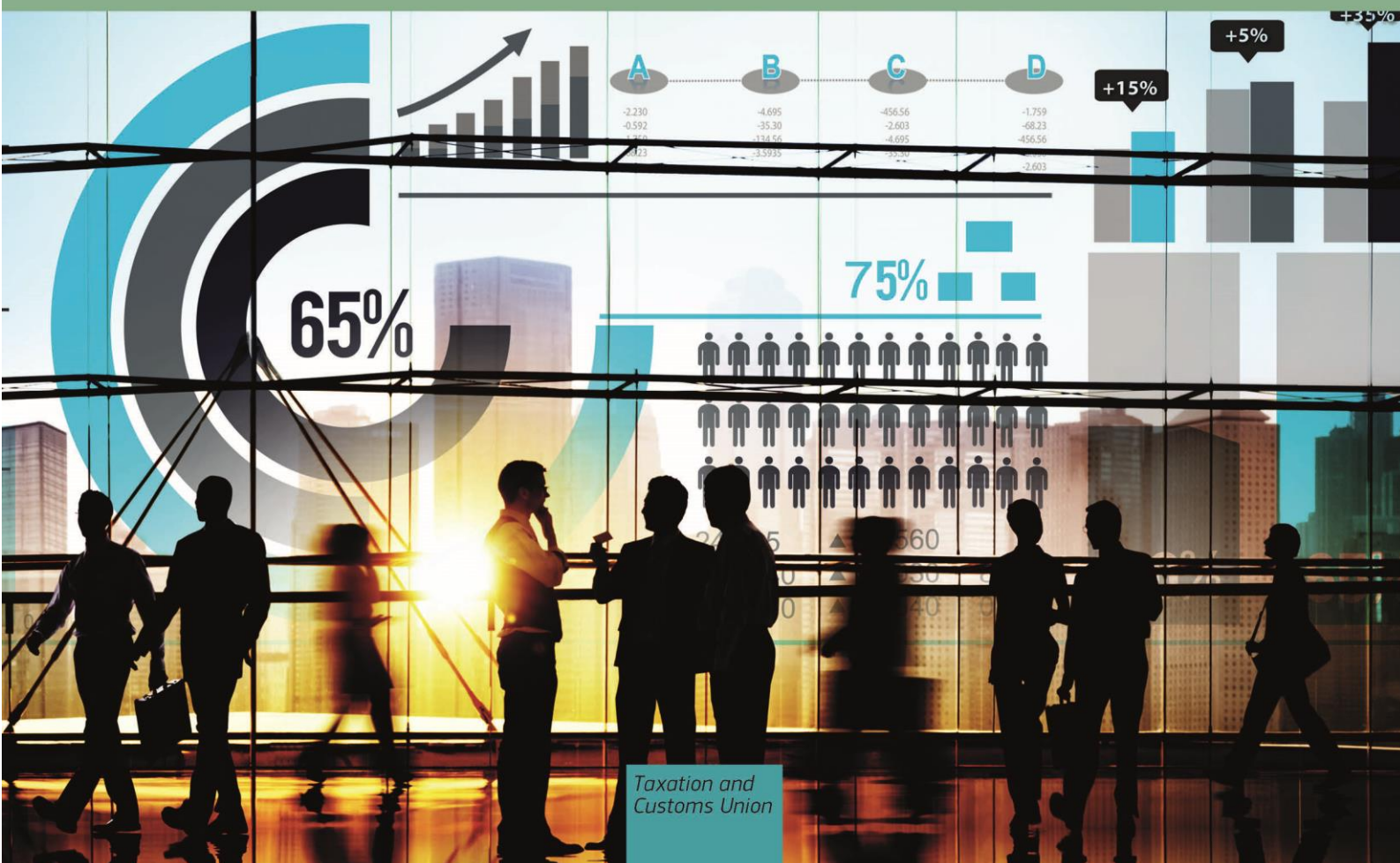




TaxComp^{eu}

EU Tax Competency Framework

*Role Descriptions –
Supportive Functions*



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EUROPEAN COMMISSION

EU Tax Competency Framework

Role Descriptions – Supportive Functions

DIRECTORATE-GENERAL FOR TAXATION AND CUSTOMS UNION

SUPPORTIVE FUNCTIONS

Scope

Ancillary (supporting) activities carried out by the Administration in order to facilitate Tax Administrations and employees during the overall execution of core activities. The tasks and outputs of support functions are not themselves directly related to tax core activities and processes, however promote their unobscured actualisation and, as such, are considered essential in the day-to-day operations of the Tax Administration.

Main Supportive Functions include:

- **HRM:** dealing with issues relating to employees, such as the performance management process, staffing and recruitment, compliance with labour law, provision of temporary personnel, payroll management, succession and workforce planning, as well as health and safety and medical services.
- **Training Management:** handling the full cycle of training activities, from training needs analysis to the design of the Administration's training plan, the development of individual training paths, devising relevant training material and overlooking/organising the facilitation of training programmes (e.g. classroom teaching, e-learning and webinars, on-the-job learning, mentorship schemes, etc.), with the aim of improving individual and group performance and achieving the strategic goals of the Administration.
- **Information and Communication Technology (ICT) services:** information technology (IT) services and telecommunication (IT services including IT strategic planning, IT project management and related business analysis, data management, hardware and software management and consultancy, customised software data, processing and database services, maintenance and repair, web hosting, as well as other computer-related and information services, IT solutions testing services, IT Helpdesk).

Depending on the national Administration structure, other support services might include: Internal Audit, Logistics and Facility Management, Accounting and Finance, Public Relations, Press and Communications, Reporting and Statistics, Project Management, Planning, etc.

Roles covered within the **Supportive Functions** functional domain:

| Management Roles: | Expert Roles: | Operational Roles: |
|--------------------------|----------------------|---------------------------|
| Senior Manager | Senior Expert | Senior Tax Officer |
| Middle Manager | Expert | Tax Officer |
| Line Manager | | Tax Officer Trainee |

Special note:

*The specific competencies and proficiency levels assigned to people working in a certain supportive function **will differ depending on the nature of the supportive function**. In the roles described in this document, the main focus was on the element of delivering support. The below Operational Competency Profiles should be viewed as incomplete,*

requiring the addition of specific-to-the-function operational competencies (e.g. Human Resources, ICT, Budgetary & Financial Management, Statistics, Logistics, Data Analytics, Training Management, Internal Audit, etc.).

TaxComp^{eu} - Role Descriptions: Supportive Functions

| TaxComp ^{eu} Role Description - Senior Manager in a Supportive Function | |
|---|---|
| Section 1: Organisational Information | |
| Role Title: | Senior Manager in a Supportive Function |
| Level: | Senior Manager |
| Functional Domain: | Supportive Function (i.e. Human Resources Management, Training Management, Information and Communication Technology (ICT) services) |
| Section 2: Scope of the Role | |
| <p>A Senior Management role typically leads a part of the organisation in line with the policies and strategies as set out and approved of by the strategic management. The role requires that the person holding it will focus on guaranteeing the overall coordination, cooperation and performance of his/her part of the organisation.</p> <p>Compared to middle management, there is relatively less focus on operational planning, coordination and team management. There is relatively more focus on maintaining a dashboard of the performance of the different sections of the part of the organisation he/she is managing. The role is also responsible for adjusting/refining actions to improve performance, as well as contributing to the development of the strategic objectives of the organisation.</p> | |
| Section 3: Responsibilities within the scope of the relevant domain | |
| <p>Ancillary (supporting) activities carried out by the Administration in order to facilitate Tax Administrations and employees during the overall execution of core activities. The tasks and outputs of support functions are not themselves directly related to tax core activities and processes, however promote their unobscured actualisation and, as such, are considered essential in the day-to-day operations of the Tax Administration.</p> <p>Main Supportive Functions include:</p> <ul style="list-style-type: none"> • Human Resources Management • Training Management • Information and Communication Technology (ICT) services <p>Depending on the national Administration structure, other support services might include: Internal Audit, Logistics and Facility Management, Accounting and Finance, Public Relations, Press and Communications, Reporting and Statistics, Project Management, Planning, etc.</p> | |
| Section 4: Role responsibilities within the scope of the relevant domain | |
| <p><i>The main responsibilities of a Senior Manager role within Supportive Functions are focused on guaranteeing the overall coordination, cooperation and performance of the department based on the Tax Core Values which are Strong Ethics and High Integrity, Data Security Focus, Customer Service Orientation, Operational Excellence, Public Service Commitment, Continual Learning and Professional Development, Spirit of European Collaboration.</i></p> <p>In the context of the above-mentioned functional domain duties (Section 3), a person operating in this role is responsible for fulfilling the following requirements:</p> <ol style="list-style-type: none"> 1. Translating the strategic guidelines and objectives received from strategic management into tactical guidelines and objectives specific for his/her department or tax region. He/she is responsible for clearly communicating these measures and objectives to his/her Middle Manager(s) and ensuring effective two-way communication with lower levels to capture feedback. 2. Maximising compliance by managing the activities in line with the overall department's approach. 3. Ensuring and following up periodically on overall performance and tracking progress to meet strategic objectives. 4. Reporting performance and progress to his or her Senior Manager, who will usually be at the strategic management level. 5. Ensuring ongoing professional development for his/her team(s). 6. Ensuring that team members operate and communicate with appropriate political and socioeconomic awareness and sensitivity. 7. Capturing ideas and suggestions for potential process improvements to increase operational efficiency, evaluating the suggestions and implementing the best process improvements. 8. Acting as the reference point for complex / innovative cases within his/her area of expertise. 9. Ensuring effective cooperation and communication with other departments and proactively interacting with the key stakeholders of each department. 10. Potentially assisting in the development of national strategies where relevant to his/her department. 11. Building a network with other tax managers and employees within the EU Member States Tax Administrations, assisting and participating in international tax fora and related project groups. | |

TaxComp^{eu} - Role Descriptions: Supportive Functions

| Section 5: Role Specific Competency Profile | | | | | | | | |
|---|--------------------------------|-------------------|--|----------------------------|-------------------|---|--------------------------|-------------------|
| Professional Competencies | | Proficiency Level | Operational Competencies * | | Proficiency Level | Management Competencies * | | Proficiency Level |
| PC1 | Drive for Results | 4 | OC1 | Tax Business Understanding | 3 | MC1 | Act as a Role Model | 4 |
| PC3 | Oral and Written Communication | 3 | | | | MC2 | People Management | 3 |
| PC4 | Decision Making | 4 | | | | MC3 | Conflict Management | 3 |
| PC5 | Problem Solving | 3 | | | | MC4 | Negotiating | 4 |
| PC6 | Analytical Thinking | 3 | | | | MC6 | Communication Management | 4 |
| PC11 | Technological Ability | 2 | | | | MC7 | Change Management | 4 |
| PC13 | Data Protection | 2 | | | | MC8 | Managerial Courage | 4 |
| PC17 | Dealing with Operational Risk | 2 | | | | MC9 | Emerging Tax Trends | 2 |
| PC18 | Professional Networking | 2 | | | | MC10 | Strategy Design | 4 |
| PC21 | English as a Foreign Language | 2 | | | | MC11 | Political Awareness | 4 |
| | | | | | | MC12 | Mentoring / Coaching | 2 |
| | | | | | | MC14 | Visionary Leadership | 4 |
| | | | | | | MC15 | Strategic Agility | 4 |
| | | | | | | MC16 | Innovation | 3 |
| | | | | | | MC17 | Entrepreneurship | 2 |
| | | | * Depending on the functional domains the role supervises, additional Operational Competencies can/should be included in the profile | | | * Depending on the functional domains the role supervises, additional Management Competencies can/should be included in the profile | | |

TaxComp^{eu} - Role Descriptions: Supportive Functions

| TaxComp ^{eu} Role Description - Middle Manager in a Supportive Function | |
|---|---|
| Section 1: Organisational Information | |
| Role Title: | Middle Manager in a Supportive Function |
| Level: | Middle Manager |
| Functional Domain: | Supportive Function (i.e. Human Resources Management, Training Management, Information and Communication Technology (ICT) services) |
| Section 2: Scope of the Role | |
| A Middle Management role typically leads and steers multiple teams. Often, but not necessarily, there is an intermediate management layer that manages each separate team (Line Management). In some cases, a Middle Manager is the link between the Senior Management and the Line Management. | |
| Section 3: Responsibilities within the scope of the relevant domain | |
| <p>Ancillary (supporting) activities carried out by the Administration in order to facilitate Tax Administrations and employees during the overall execution of core activities. The tasks and outputs of support functions are not themselves directly related to tax core activities and processes, however promote their unobscured actualisation and, as such, are considered essential in the day-to-day operations of the Tax Administration.</p> <p>Main Supportive Functions include:</p> <ul style="list-style-type: none"> • Human Resources Management • Training Management • Information and Communication Technology (ICT) services <p><i>Depending on the national Administration structure, other support services might include: Internal Audit, Logistics and Facility Management, Accounting and Finance, Public Relations, Press and Communications, Reporting and Statistics, Project Management, Planning, etc.</i></p> | |
| Section 4: Role responsibilities within the scope of the relevant domain | |
| <p><i>The main responsibilities of a Middle Manager role within Supportive Functions are focused on guaranteeing the overall coordination, cooperation and performance of the department and ensuring a high level follow up of the operational performance by acting as the link between the Strategic/Senior Management and the Line Management with his/her operational teams based on the Tax Core Values which are Strong Ethics and High Integrity, Data Security Focus, Customer Service Orientation, Operational Excellence, Public Service Commitment, Continual Learning and Professional Development, Spirit of European Collaboration.</i></p> <p><i>In the context of the above-mentioned functional domain duties (Section 3), a person operating in this role is responsible for fulfilling the following requirements:</i></p> <ol style="list-style-type: none"> 1. Translating the tactical guidelines and objectives received from his/her Senior Manager into more tangible operational objectives and measures. He/she is responsible for clearly communicating these measures and objectives to his/her Line Manager(s) leading the operational team(s) and ensuring effective two-way communication with lower levels to capture their feedback. 2. Maximising compliance by managing the activities in line with the overall department's approach. 3. Ensuring and following up periodically on overall performance and tracking progress to meet strategic objectives. 4. Reporting performance and progress to his/her Senior Manager (e.g. the Regional Director and National Office). 5. Ensuring the development of strong operational knowledge for his/her team(s). 6. Providing support and mentoring to team members regarding their professional development by setting clear performance goals and measures on how to achieve them. 7. Ensuring that team members operate and communicate with appropriate political and socioeconomic awareness and sensitivity. 8. Capturing ideas and suggestions for potential process improvements to increase operational efficiency, evaluating the suggestions and implementing the best process improvements. 9. Acting as the reference point for complex / innovative cases within his/her area of expertise. 10. Ensuring effective cooperation and communication with other departments and proactively interacting with key stakeholders. 11. Building a network with other tax managers and employees within the EU and participating in international project groups and tax fora. | |

TaxComp^{eu} - Role Descriptions: Supportive Functions

| Section 5: Role Specific Competency Profile | | | | | | | | |
|---|--------------------------------|-------------------|--|----------------------------|-------------------|---|--------------------------|-------------------|
| Professional Competencies | | Proficiency Level | Operational Competencies * | | Proficiency Level | Management Competencies * | | Proficiency Level |
| PC1 | Drive for Results | 4 | OC1 | Tax Business Understanding | 3 | MC1 | Act as a Role Model | 4 |
| PC3 | Oral and Written Communication | 3 | | | | MC2 | People Management | 4 |
| PC4 | Decision Making | 4 | | | | MC3 | Conflict Management | 3 |
| PC5 | Problem Solving | 3 | | | | MC4 | Negotiating | 4 |
| PC6 | Analytical Thinking | 3 | | | | MC5 | Project Management | 2 |
| PC11 | Technological Ability | 2 | | | | MC6 | Communication Management | 4 |
| PC13 | Data Protection | 2 | | | | MC7 | Change Management | 3 |
| PC17 | Dealing with Operational Risk | 2 | | | | MC8 | Managerial Courage | 3 |
| PC18 | Professional Networking | 2 | | | | MC9 | Emerging Tax Trends | 2 |
| PC21 | English as a Foreign Language | 2 | | | | MC10 | Strategy Design | 3 |
| | | | | | | MC11 | Political Awareness | 3 |
| | | | | | | MC12 | Mentoring / Coaching | 3 |
| | | | | | | MC13 | Process Management | 2 |
| | | | | | | MC14 | Visionary Leadership | 3 |
| | | | | | | MC15 | Strategic Agility | 3 |
| | | | | | | MC16 | Innovation | 2 |
| | | | | | | MC17 | Entrepreneurship | 3 |
| | | | * Depending on the functional domain within which the role operates, additional Operational Competencies can/should be included in the profile | | | * Depending on the functional domain within which the role operates, additional Management Competencies can/should be included in the profile | | |

TaxComp^{eu} - Role Descriptions: Supportive Functions

| TaxComp ^{eu} Role Description - Line Manager in a Supportive Function | |
|--|---|
| Section 1: Organisational Information | |
| Role Title: | Line Manager in a Supportive Function |
| Level: | Line Manager |
| Functional Domain: | Supportive Function (i.e. Human Resources Management, Training Management, Information and Communication Technology (ICT) services) |
| Section 2: Scope of the Role | |
| A Line Management role typically leads (an) operational team(s). The team members do not fulfil an official management role themselves. A Line Manager is the link between Middle Management and the Tax Officers of his/her team(s). | |
| Section 3: Responsibilities within the scope of the relevant domain | |
| <p>Ancillary (supporting) activities carried out by the Administration in order to facilitate Tax Administrations and employees during the overall execution of core activities. The tasks and outputs of support functions are not themselves directly related to tax core activities and processes, however promote their unobscured actualisation and, as such, are considered essential in the day-to-day operations of the Tax Administration.</p> <p>Main Supportive Functions include:</p> <ul style="list-style-type: none"> • Human Resources Management • Training Management • Information and Communication Technology (ICT) services <p><i>Depending on the national Administration structure, other support services might include: Internal Audit, Logistics and Facility Management, Accounting and Finance, Public Relations, Press and Communications, Reporting and Statistics, Project Management, Planning, etc.</i></p> | |
| Section 4: Role responsibilities within the scope of the relevant domain | |
| <p><i>The main responsibilities of a Line Manager role within Supportive Functions are focused on guaranteeing a good cooperation among the operational teams under his/her supervision, ensuring the realisation of the operational objectives and closely following up on their performance based on the Tax Core Values which are Strong Ethics and High Integrity, Data Security Focus, Customer Service Orientation, Operational Excellence, Public Service Commitment, Continual Learning and Professional Development, Spirit of European Collaboration.</i></p> <p><i>In the context of the above-mentioned functional domain duties (Section 3), a person operating in this role is responsible for fulfilling the following requirements:</i></p> <ol style="list-style-type: none"> 1. Ensuring the realisation of the operational objectives based on the guidelines received from his/her Middle Manager. He/she will also capture feedback of his/her operational team(s) and share this feedback with his/her upper management, particularly with the Middle Management. 2. Directly managing a team of operational roles. 3. Maximising his/her team's performance through efficient organisation and delegation of the work. 4. Mentoring team members regarding their professional development by setting clear performance goals and measures on how to achieve them. 5. Supporting and developing team members and ensuring that they continue to develop strong technical knowledge. 6. Providing flexibility and adequate conditions to team members to maximise efficiency. 7. Ensuring that team members operate and communicate with appropriate political and socioeconomic awareness and sensitivity. 8. Verifying the quantity and quality of the work products delivered by his/her team. 9. Reporting performance and progress related to operational objectives to his/her Middle Manager. 10. Capturing ideas and suggestions for potential process improvements to increase operational efficiency and evaluate the suggestions. 11. Acting as the reference point for complex / innovative cases within his/her area of expertise. 12. Ensuring effective cooperation with other departments within the Tax Administration and outside the Administration. 13. Offering first-line support regarding special cases for his/her team members. 14. Building a network with other tax managers and employees within the EU. | |

TaxComp^{eu} - Role Descriptions: Supportive Functions

| Section 5: Role Specific Competency Profile | | | | | |
|---|-------------------|---|-------------------|--|-------------------|
| Professional Competencies | Proficiency Level | Operational Competencies * | Proficiency Level | Management Competencies * | Proficiency Level |
| PC1 Drive for Results | 4 | OC1 Tax Business Understanding | 3 | MC1 Act as a Role Model | 3 |
| PC3 Oral and Written Communication | 3 | | | MC2 People Management | 4 |
| PC4 Decision Making | 4 | | | MC3 Conflict Management | 3 |
| PC5 Problem Solving | 3 | | | MC4 Negotiating | 3 |
| PC6 Analytical Thinking | 3 | | | MC5 Project Management | 3 |
| PC11 Technological Ability | 3 | | | MC6 Communication Management | 3 |
| PC13 Data Protection | 2 | | | MC7 Change Management | 2 |
| PC17 Dealing with Operational Risk | 3 | | | MC8 Managerial Courage | 2 |
| PC18 Professional Networking | 2 | | | MC9 Emerging Tax Trends | 2 |
| PC21 English as a Foreign Language | 2 | | | MC10 Strategy Design | 2 |
| | | | | MC12 Mentoring / Coaching | 3 |
| | | | | MC13 Process Management | 3 |
| | | | | MC16 Innovation | 2 |
| | | | | MC17 Entrepreneurship | 3 |
| | | <i>* Depending on the functional domain within which the role operates, additional Operational Competencies can/should be included in the profile</i> | | <i>* Depending on the functional domain within which the role operates, additional Management Competencies can/should be included in the profile</i> | |

TaxComp^{eu} - Role Descriptions: Supportive Functions

| TaxComp ^{eu} Role Description - Senior Expert in a Supportive Function | |
|---|---|
| Section 1: Organisational Information | |
| Role Title: | Senior Expert in a Supportive Function |
| Level: | Senior Expert |
| Functional Domain: | Supportive Function (i.e. Human Resources Management, Training Management, Information and Communication Technology (ICT) services) |
| Section 2: Scope of the Role | |
| <p>A Senior Expert role has typically specialised extensively in a certain domain, which in most cases is the result of substantial working experience and in-depth knowledge in this area. The role requires that the person holding it acts as an internal consultant on a daily basis for questions of other Tax employees and for complex enquiries and cases related to his/her specific expertise. Senior Experts have a relatively higher level of expertise as compared to that of Experts.</p> | |
| Section 3: Responsibilities within the scope of the relevant domain | |
| <p>Ancillary (supporting) activities carried out by the Administration in order to facilitate Tax Administrations and employees during the overall execution of core activities. The tasks and outputs of support functions are not themselves directly related to tax core activities and processes, however promote their unobscured actualisation and, as such, are considered essential in the day-to-day operations of the Tax Administration.</p> <p>Main Supportive Functions include:</p> <ul style="list-style-type: none"> • Human Resources Management • Training Management • Information and Communication Technology (ICT) services <p><i>Depending on the national Administration structure, other support services might include: Internal Audit, Logistics and Facility Management, Accounting and Finance, Public Relations, Press and Communications, Reporting and Statistics, Project Management, Planning, etc.</i></p> | |
| Section 4: Role responsibilities within the scope of the relevant domain | |
| <p><i>The main responsibilities of a Senior Expert role within Supportive Functions are focused on developing and applying extensive knowledge and expertise in tax areas relevant to his/her department and guaranteeing department effectiveness by acting as a consultant in solving complex cases utilising his/her knowledge and experience based on the Tax Core Values which are Strong Ethics and High Integrity, Data Security Focus, Customer Service Orientation, Operational Excellence, Public Service Commitment, Continual Learning and Professional Development, Spirit of European Collaboration.</i></p> <p><i>In the context of the above-mentioned functional domain duties (Section 3), a person operating in this role is responsible for fulfilling the following requirements:</i></p> <ol style="list-style-type: none"> 1. Developing strong and focused technical, expert knowledge on a personal level and on a continuous basis. 2. Potentially assisting in policy development when related to his or her specific expertise. 3. Responding to queries related to complex or unclear cases for specific activities. 4. Organising own work within his/her field of responsibility, thereby maximising own performance accordingly. 5. Building and maintaining very good working relationships and communicating proactively with his/her stakeholders and other departments within the Tax Administration. 6. Understanding, cooperating and communicating effectively with appropriate political and socioeconomic awareness and sensitivity. 7. Delivering high-quality work products in a timely manner. 8. Reporting status and relevant difficulties or issues to his or her manager in a proactive and timely manner. 9. Communicating suggestions and potential process improvements regarding procedures to his or her manager to increase operational efficiency. 10. Helping others build strong technical expert knowledge and providing support in solving complex / innovative cases. 11. Building a strong network and effectively cooperating with other individuals and departments. 12. Sharing knowledge and expertise whenever required. 13. Providing mentoring and/or training for other tax employees in their specific domain. 14. Building a network with other tax experts and employees within the EU and assisting and participating in international project groups and tax fora. 15. Ensuring dialogue with relevant national, EU and international authorities and institutions, whenever required. | |

TaxComp^{eu} - Role Descriptions: Supportive Functions

| Section 5: Role Specific Competency Profile | | | | | | | | |
|---|--------------------------------|-------------------|--|----------------------------|-------------------|---|--------------------------|-------------------|
| Professional Competencies | | Proficiency Level | Operational Competencies * | | Proficiency Level | Management Competencies * | | Proficiency Level |
| PC1 | Drive for Results | 3 | OC1 | Tax Business Understanding | 4 | MC4 | Negotiating | 3 |
| PC3 | Oral and Written Communication | 4 | | | | MC5 | Project Management | 3 |
| PC4 | Decision Making | 3 | | | | MC6 | Communication Management | 3 |
| PC5 | Problem Solving | 3 | | | | MC9 | Emerging Tax Trends | 3 |
| PC6 | Analytical Thinking | 4 | | | | MC12 | Mentoring / Coaching | 2 |
| PC7 | Adaptability to Change | 2 | | | | MC13 | Process Management | 3 |
| PC9 | Coping with Stress | 2 | | | | | | |
| PC10 | Knowledge/Experience Sharing | 4 | | | | | | |
| PC11 | Technological Ability | 3 | | | | | | |
| PC12 | Interpersonal Relations | 2 | | | | | | |
| PC13 | Data Protection | 2 | | | | | | |
| PC14 | Handling Conflict | 2 | | | | | | |
| PC16 | Data Management | 3 | | | | | | |
| PC17 | Dealing with Operational Risk | 3 | * Depending on the functional domain within which the role operates, additional Operational Competencies can/should be included in the profile | | | * Depending on the functional domain within which the role operates, additional Management Competencies can/should be included in the profile | | |
| PC18 | Professional Networking | 3 | | | | | | |
| PC19 | Working Virtually | 2 | | | | | | |
| PC21 | English as a Foreign Language | 2 | | | | | | |

TaxComp^{eu} - Role Descriptions: Supportive Functions

| TaxComp ^{eu} Role Description - Expert in a Supportive Function | |
|--|---|
| Section 1: Organisational Information | |
| Role Title: | Expert in a Supportive Function |
| Level: | Expert |
| Functional Domain: | Supportive Function (i.e. Human Resources Management, Training Management, Information and Communication Technology (ICT) services) |
| Section 2: Scope of the Role | |
| <p>An Expert role is typically specialised in a certain domain, thus building substantial working experience and in-depth knowledge in this area. The role requires that the person holding it acts as an internal consultant working on a case-by-case basis for enquiries related to his/her specific expertise. Experts have a specific level of expertise in a field compared to Senior tax officers.</p> | |
| Section 3: Responsibilities within the scope of the relevant domain | |
| <p>Ancillary (supporting) activities carried out by the Administration in order to facilitate Tax Administrations and employees during the overall execution of core activities. The tasks and outputs of support functions are not themselves directly related to tax core activities and processes, however promote their unobscured actualisation and, as such, are considered essential in the day-to-day operations of the Tax Administration.</p> <p>Main Supportive Functions include:</p> <ul style="list-style-type: none"> • Human Resources Management • Training Management • Information and Communication Technology (ICT) services <p><i>Depending on the national Administration structure, other support services might include: Internal Audit, Logistics and Facility Management, Accounting and Finance, Public Relations, Press and Communications, Reporting and Statistics, Project Management, Planning, etc.</i></p> | |
| Section 4: Role responsibilities within the scope of the relevant domain | |
| <p><i>The main responsibilities of an Expert role within Supportive Functions are focused on developing knowledge and expertise in tax areas relevant to his/her department and guaranteeing department effectiveness by acting as a consultant in solving specific cases utilising his/her knowledge based on the Tax Core Values which are Strong Ethics and High Integrity, Data Security Focus, Customer Service Orientation, Operational Excellence, Public Service Commitment, Continual Learning and Professional Development, Spirit of European Collaboration.</i></p> <p><i>In the context of the above-mentioned functional domain duties (Section 3), a person operating in this role is responsible for fulfilling the following requirements:</i></p> <ol style="list-style-type: none"> 1. Developing strong and focused technical, expert knowledge on a personal level and on a continuous basis. 2. Responding to queries related to complex or unclear cases for specific activities. 3. Organising own work within his/her field of responsibility, thereby maximising own performance accordingly. 4. Building and maintaining very good working relationships and communicating proactively with his/her stakeholders and other departments within the Tax Administration. 5. Understanding, cooperating and communicating effectively with appropriate political awareness and sensitivity. 6. Delivering high-quality work products in a timely manner. 7. Reporting status and relevant difficulties or issues to his/her manager in a proactive and timely manner. 8. Communicating suggestions and potential process improvements regarding procedures to his/her manager to increase operational efficiency. 9. Helping others build strong technical expert knowledge and providing support in solving complex cases. 10. Building a strong network and effectively cooperating with other individuals and departments. 11. Sharing knowledge and expertise whenever required. 12. Building a network with other tax experts and employees within the EU; 13. Assisting and participating in international project groups, whenever required. 14. Ensuring dialogue with relevant national, EU and international authorities and institutions. | |

TaxComp^{eu} - Role Descriptions: Supportive Functions

| Section 5: Role Specific Competency Profile | | | | | | | | |
|---|--------------------------------|-------------------|--|----------------------------|-------------------|---|--------------------------|-------------------|
| Professional Competencies | | Proficiency Level | Operational Competencies * | | Proficiency Level | Management Competencies * | | Proficiency Level |
| PC1 | Drive for Results | 3 | OC1 | Tax Business Understanding | 3 | MC4 | Negotiating | 2 |
| PC2 | Teamwork | 2 | | | | MC5 | Project Management | 2 |
| PC3 | Oral and Written Communication | 3 | | | | MC6 | Communication Management | 2 |
| PC4 | Decision Making | 3 | | | | MC9 | Emerging Tax Trends | 2 |
| PC5 | Problem Solving | 3 | | | | MC13 | Process Management | 2 |
| PC6 | Analytical Thinking | 3 | | | | | | |
| PC7 | Adaptability to Change | 2 | | | | | | |
| PC9 | Coping with Stress | 2 | | | | | | |
| PC10 | Knowledge/Experience Sharing | 3 | | | | | | |
| PC11 | Technological Ability | 3 | | | | | | |
| PC12 | Interpersonal Relations | 2 | | | | | | |
| PC13 | Data Protection | 2 | | | | | | |
| PC14 | Handling Conflict | 2 | | | | | | |
| PC16 | Data Management | 2 | | | | | | |
| PC17 | Dealing with Operational Risk | 2 | * Depending on the functional domain within which the role operates, additional Operational Competencies can/should be included in the profile | | | * Depending on the functional domain within which the role operates, additional Management Competencies can/should be included in the profile | | |
| PC18 | Professional Networking | 2 | | | | | | |
| PC19 | Working Virtually | 2 | | | | | | |
| PC21 | English as a Foreign Language | 2 | | | | | | |

TaxComp^{eu} - Role Descriptions: Supportive Functions

| TaxComp ^{eu} Role Description - Senior Tax Officer in a Supportive Function | |
|---|---|
| Section 1: Organisational Information | |
| Role Title: | Senior Tax Officer in a Supportive Function |
| Level: | Senior Tax Officer |
| Functional Domain: | Supportive Function (i.e. Human Resources Management, Training Management, Information and Communication Technology (ICT) services) |
| Section 2: Scope of the Role | |
| <p>A Senior Tax Officer role is involved in the day-to-day operational Tax activities. The role requires that the person holding it has received all required training, has successfully passed all appropriate tests and has accumulated an adequate level of experience which allows him/her to take on extra responsibilities.</p> | |
| Section 3: Responsibilities within the scope of the relevant domain | |
| <p>Ancillary (supporting) activities carried out by the Administration in order to facilitate Tax Administrations and employees during the overall execution of core activities. The tasks and outputs of support functions are not themselves directly related to tax core activities and processes, however promote their unobscured actualisation and, as such, are considered essential in the day-to-day operations of the Tax Administration.</p> <p>Main Supportive Functions include:</p> <ul style="list-style-type: none"> • Human Resources Management • Training Management • Information and Communication Technology (ICT) services <p><i>Depending on the national Administration structure, other support services might include: Internal Audit, Logistics and Facility Management, Accounting and Finance, Public Relations, Press and Communications, Reporting and Statistics, Project Management, Planning, etc.</i></p> | |
| Section 4: Role responsibilities within the scope of the relevant domain | |
| <p><i>The main responsibilities of a Senior Tax Officer role within Supportive Functions are focused on maximising his/her own performance and supporting his/her Line Management in order to reach the objectives of the operational team. The role is expected to deliver relevant responsibilities based on the Tax Core Values which are Strong Ethics and High Integrity, Data Security Focus, Customer Service Orientation, Operational Excellence, Public Service Commitment, Continual Learning and Professional Development, Spirit of European Collaboration.</i></p> <p><i>In the context of the above-mentioned functional domain duties (Section 3), a person operating in this role is responsible for fulfilling the following requirements:</i></p> <ol style="list-style-type: none"> 1. Demonstrating strong technical knowledge on a personal level and on a continuous basis regarding tax activities and procedures. 2. Successfully handling complex and challenging cases within his/her department. 3. Organising own work, thereby maximising own performance accordingly. 4. Supporting other team members, officers and trainees to perform their tasks. 5. Delivering high-quality work products. 6. Acting as a point of reference for complex issues within his/her area of expertise. 7. Building and maintaining good working relationships within the team and department, as well as with clients. 8. Building a network with other Tax Officers within the organisation. 9. Reporting status and relevant difficulties or issues to his/her manager in a proactive and timely manner. 10. Communicating suggestions and potential process improvements regarding specific procedures and processes to his/her manager to increase operational efficiency. 11. Operating and communicating effectively and with appropriate political awareness and sensitivity with all relevant stakeholders. 12. Effectively cooperating with other individuals and departments, both at a national and international level, sharing knowledge and expertise whenever required. | |

TaxComp^{eu} - Role Descriptions: Supportive Functions

| Section 5: Role Specific Competency Profile | | | | | | | |
|---|--------------------------------|-------------------|---|----------------------------|-------------------|-------------------------|-------------------|
| Professional Competencies | | Proficiency Level | Operational Competencies * | | Proficiency Level | Management Competencies | Proficiency Level |
| PC1 | Drive for Results | 3 | OC1 | Tax Business Understanding | 2 | | |
| PC2 | Teamwork | 2 | | | | | |
| PC3 | Oral and Written Communication | 3 | | | | | |
| PC4 | Decision Making | 3 | | | | | |
| PC5 | Problem Solving | 2 | | | | | |
| PC6 | Analytical Thinking | 3 | | | | | |
| PC7 | Adaptability to Change | 2 | | | | | |
| PC8 | Time Management | 2 | | | | | |
| PC9 | Coping with Stress | 2 | | | | | |
| PC10 | Knowledge/Experience Sharing | 2 | | | | | |
| PC11 | Technological Ability | 3 | | | | | |
| PC12 | Interpersonal Relations | 2 | | | | | |
| PC13 | Data Protection | 2 | | | | | |
| PC14 | Handling Conflict | 2 | | | | | |
| PC15 | Processing Information | 2 | | | | | |
| PC16 | Data Management | 2 | <i>* Depending on the functional domain within which the role operates, additional Operational Competencies can/should be included in the profile</i> | | | | |
| PC18 | Professional Networking | 2 | | | | | |
| PC19 | Working Virtually | 1 | | | | | |
| PC21 | English as a Foreign Language | 2 | | | | | |

| TaxComp^{eu} Role Description - Tax Officer in a Supportive Function | |
|--|---|
| Section 1: Organisational Information | |
| Role Title: | Tax Officer in a Supportive Function |
| Level: | Tax Officer |
| Functional Domain: | Supportive Function (i.e. Human Resources Management, Training Management, Information and Communication Technology (ICT) services) |
| Section 2: Scope of the Role | |
| <p>A Tax Officer role is typically involved in the day-to-day Tax operational activities. The role requires that the person holding it be responsible for their own work as well as occasionally work in teams. In such cases, the role assumes the additional responsibility of ensuring the success of the team outcome.</p> | |
| Section 3: Responsibilities within the scope of the relevant domain | |
| <p>Ancillary (supporting) activities carried out by the Administration in order to facilitate Tax Administrations and employees during the overall execution of core activities. The tasks and outputs of support functions are not themselves directly related to tax core activities and processes, however promote their unobscured actualisation and, as such, are considered essential in the day-to-day operations of the Tax Administration.</p> <p>Main Supportive Functions include:</p> <ul style="list-style-type: none"> • Human Resources Management • Training Management • Information and Communication Technology (ICT) services <p><i>Depending on the national Administration structure, other support services might include: Internal Audit, Logistics and Facility Management, Accounting and Finance, Public Relations, Press and Communications, Reporting and Statistics, Project Management, Planning, etc.</i></p> | |
| Section 4: Role responsibilities within the scope of the relevant domain | |
| <p><i>The main responsibilities of a Senior Tax Officer role within Supportive Functions are focused on maximising his/her own performance and supporting his/her Line Management in order to reach the objectives of the operational team. The role is expected to deliver relevant responsibilities based on the Tax Core Values which are Strong Ethics and High Integrity, Data Security Focus, Customer Service Orientation, Operational Excellence, Public Service Commitment, Continual Learning and Professional Development, Spirit of European Collaboration.</i></p> <p><i>In the context of the above-mentioned functional domain duties (Section 3), a person operating in this role is responsible for fulfilling the following requirements:</i></p> <ol style="list-style-type: none"> 1. Organising own work, thereby maximising own performance accordingly. 2. Developing strong technical knowledge on a personal level and on a continuous basis. 3. Supporting other team members and occasionally developing trainees to perform their tasks. 4. Operating and communicating effectively and with appropriate political awareness and sensitivity with all relevant stakeholders. 5. Delivering high-quality work products. 6. Building and maintaining good working relationships within the team and department, as well as with clients. 7. Reporting status and relevant difficulties or issues to his/her manager in a proactive and timely manner. 8. Communicating suggestions and potential process improvements regarding specific procedures to his/her manager to increase operational efficiency. 9. Effectively cooperating with others, sharing knowledge and expertise whenever required. 10. Building a network with other tax officers within the Tax Administration, as well as at international level. | |

TaxComp^{eu} - Role Descriptions: Supportive Functions

| Section 5: Role Specific Competency Profile | | | | | | | |
|---|--------------------------------|-------------------|--|----------------------------|-------------------|-------------------------|-------------------|
| Professional Competencies | | Proficiency Level | Operational Competencies * | | Proficiency Level | Management Competencies | Proficiency Level |
| PC1 | Drive for Results | 2 | OC1 | Tax Business Understanding | 2 | | |
| PC2 | Teamwork | 2 | | | | | |
| PC3 | Oral and Written Communication | 2 | | | | | |
| PC4 | Decision Making | 2 | | | | | |
| PC5 | Problem Solving | 2 | | | | | |
| PC6 | Analytical Thinking | 2 | | | | | |
| PC7 | Adaptability to Change | 2 | | | | | |
| PC8 | Time Management | 2 | | | | | |
| PC9 | Coping with Stress | 2 | | | | | |
| PC10 | Knowledge/Experience Sharing | 2 | | | | | |
| PC11 | Technological Ability | 2 | | | | | |
| PC12 | Interpersonal Relations | 2 | | | | | |
| PC13 | Data Protection | 2 | | | | | |
| PC14 | Handling Conflict | 2 | | | | | |
| PC15 | Processing Information | 2 | * Depending on the functional domain within which the role operates, additional Operational Competencies can/should be included in the profile | | | | |
| PC16 | Data Management | 2 | | | | | |
| PC19 | Working Virtually | 1 | | | | | |
| PC21 | English as a Foreign Language | 2 | | | | | |

TaxComp^{eu} - Role Descriptions: Supportive Functions

| TaxComp ^{eu} Role Description - Tax Officer Trainee in a Supportive Function | | | | | |
|---|---|--------------------------------|-------------------|-------------------------|-------------------|
| Section 1: Organisational Information | | | | | |
| Role Title: | Tax Officer Trainee in a Supportive Function | | | | |
| Level: | Tax Officer Trainee | | | | |
| Functional Domain: | Supportive Function (i.e. Human Resources Management, Training Management, Information and Communication Technology (ICT) services) | | | | |
| Section 2: Scope of the Role | | | | | |
| A Tax Officer Trainee role can perform activities under supervision and will typically shadow a Tax Officer. The person holding the role cannot be held responsible for individual actions taken. | | | | | |
| Section 3: Responsibilities within the scope of the relevant domain | | | | | |
| Ancillary (supporting) activities carried out by the Administration in order to facilitate Tax Administrations and employees during the overall execution of core activities. The tasks and outputs of support functions are not themselves directly related to tax core activities and processes, however promote their unobscured actualisation and, as such, are considered essential in the day-to-day operations of the Tax Administration. | | | | | |
| Main Supportive Functions include: | | | | | |
| <ul style="list-style-type: none"> • Human Resources Management • Training Management • Information and Communication Technology (ICT) services | | | | | |
| <i>Depending on the national Administration structure, other support services might include: Internal Audit, Logistics and Facility Management, Accounting and Finance, Public Relations, Press and Communications, Reporting and Statistics, Project Management, Planning, etc.</i> | | | | | |
| Section 4: Role responsibilities within the scope of the relevant domain | | | | | |
| <i>The main responsibilities of a Tax Officer Trainee role within Supportive Functions are focused on absorbing knowledge from his/her Tax Officer colleagues and building a network with other Tax Officers within the Administration. The role is expected to perform these activities based on the Tax Core Values which are Strong Ethics and High Integrity, Data Security Focus, Customer Service Orientation, Operational Excellence, Public Service Commitment, Continual Learning and Professional Development, Spirit of European Collaboration.</i> | | | | | |
| Section 5: Role Specific Competency Profile | | | | | |
| Professional Competencies | Proficiency Level | Operational Competencies | Proficiency Level | Management Competencies | Proficiency Level |
| PC1 Drive for Results | 1 | OC1 Tax Business Understanding | 1 | | |
| PC3 Oral and Written Communication | 1 | | | | |
| PC4 Decision Making | 1 | | | | |
| PC6 Analytical Thinking | 1 | | | | |
| PC11 Technological Ability | 1 | | | | |
| PC13 Data Protection | 1 | | | | |
| PC21 English as a Foreign Language | 1 | | | | |

