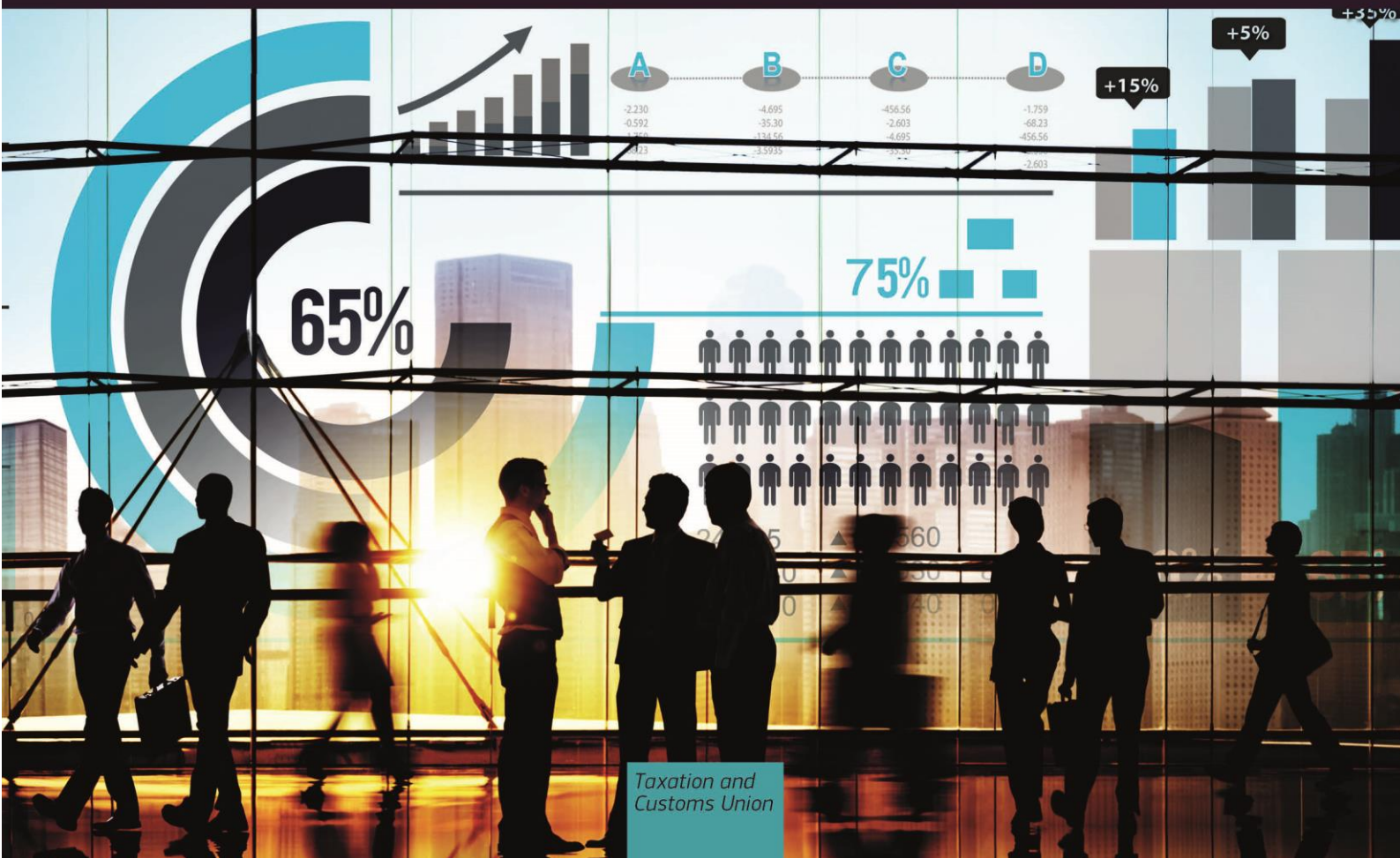




TaxComp^{eu}

EU Tax
Competency
Framework

*Communication Messages
to support Nationalisation
Initiatives*



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EUROPEAN COMMISSION

EU Tax Competency Framework

Communication Messages
to support Nationalisation Initiatives

Directorate-General for Taxation and Customs Union

Introduction

Communication is a key aspect of any change management process. It involves an exchange of ideas and opinions between people within organisations through various mediums. As such, communication is one of the key success factors of any implementation process.

The nationalisation of the TaxComp^{eu} relies heavily on people within the Administrations who are affected by the implementation themselves and extend their cooperation and support to make implementing the framework on a national level possible. Without the involvement and motivation of key stakeholders within national Administrations, success in nationalising the TaxComp^{eu} will be heavily jeopardised.

Stakeholder involvement and commitment throughout the entire CFW implementation process is very important in achieving significant results. For this reason, the messages below aim at providing you – the TaxComp^{eu} evangelists – with the necessary language to create awareness of and stimulate anticipation for the process of national alignment to this pan-European initiative. The messages provide information on the purpose and objectives of developing the TaxComp^{eu} initiative. They answer the how, what, when and why of change from the people's perspective.

To help support TaxComp^{eu} implementation, the present document includes major communication arguments for leadership, HR departments and executives, Tax Administration employees and other general audiences.

Audience: Leadership

State of Play	Significant differences exist in the way Member States approach, handle and make decisions on national Tax policy. The EU and Member States share similar challenges. To meet and defy the challenges, we need to focus on our shared values and commitments.
Vision	To devise a capacity building framework, that once placed at the core of EU HR Management, will act as our common language to people training and performance management. It will render knowledge, high delivery of standards and transparency.
Impact	The TaxComp ^{eu} is a pan-European project. Member States' participation in the implementation process will promote national administration presence within the sphere of the EU.
Harmonisation & Quality	The TaxComp ^{eu} promotes harmonisation of national Tax practices through the creation of a common language with respect to people and performance development (shared by Member States, the EU and organisations) by delivering consistent quality standards and providing uniform application of regulations and initiatives.
Modernisation, Quality & EU Leverage	The TaxComp ^{eu} offers high-impact, high-influence people management practices at national level, while providing the blueprint for prime public sector services across EU Tax Administrations.
European Impact	Nationalisation of the TaxComp ^{eu} ensures an overall improvement in the EU Tax operating model. Moreover, it facilitates the implementation and adoption of new EU Taxation measures.
Strategic Management & Workforce Planning	The TaxComp ^{eu} allows for the identification and documentation of workforce statistics. For example, it contains role descriptions for all the roles in Tax Administration. These role descriptions can be used to monitor which skills are present in the Administration. Furthermore, it enables the strategic management of Tax Administrations to proactively mitigate the risks related to pending retirement waves, as well as make future financial projections and arrive at strategic decisions regarding tailored competency-based recruiting and filling knowledge and skills gaps precisely in line with national needs/needs forecasts.
Financial Benefits	Nationalising the TaxComp ^{eu} creates significant cost efficiencies by holistically catering for EU HR needs.

<p>Delivery Results</p>	<p>Research shows that results-oriented organisations with clear objectives are drawn to competency-based people management practices because of the measurable impact they produce in the workplace. A meta-analysis of competency-based talent management practices recorded a median 63% reduction in turnover, 19% improvement in employee performance, and 12.5% increase in sales and profits.</p>
<p>Voluntary & Flexible</p>	<p>Full or partial incorporation of TaxComp^{eu} into national HR practices is a voluntary process, depending on the needs and challenges that each Member State currently faces. The framework and relevant toolbox offer extensive flexibility to adapt to national requirements. Moreover, expert consultant support in implementation is provided on an EU level during the implementation support cycle.</p>

Audience: Human Resources

<p>Optimise HR Practices</p>	<p>Placed at the heart of HR management, the TaxComp^{eu} facilitates optimisation of staff management and people development practices by providing the backbone on which all HR functions operate.</p>
<p>Focus on People and the Future</p>	<p>The TaxComp^{eu} provides the tools and methodology to achieve a well-trained, high-performing Tax workforce equipped to face future challenges.</p>
<p>Transparency</p>	<p>The TaxComp^{eu} provides a pioneering, transparent common structure for career development, where each employee easily becomes aware of the required competencies that lead to role progression among the three Career Paths, as well as the way to expand on them through training and performance management.</p>
<p>Identify Competency Gaps</p>	<p>The TaxComp^{eu} enables the identification of current or future main knowledge and skill gaps. Based on this information, training can be organised more effectively, and be better targeted to relevant individuals and roles.</p>
<p>Training Management</p>	<p>The TaxComp^{eu} provides the structure to achieve improved learning and development by addressing EU Taxation training needs 'as a whole', thus creating the space for shared training best practices across the EU. Moreover, nationalising the TaxComp^{eu} creates significant cost efficiencies by holistically catering for EU HR needs through administering common e-learning training, standardising module content and creating pool capacity of EU training providers.</p>
<p>CFW Applications within HR in a Nutshell</p>	<p>Besides training management, it is a tool that when placed at the centre of national HR management, can ensure standardised, enhanced performance, strengthen individual, team and organisational effectiveness, and create the career structures to attract, develop and retain high-performing employees. In short, the TaxComp^{eu} provides:</p> <ul style="list-style-type: none"> • an agreed training curriculum (linked to each role's competency profile); • clear, distinguishable career paths and requirements for career progression; • a structure to build appraisal systems for enhanced performance and aid the recruiting process; • the foundation to create compensation and benefits schemes; • the basis for future cost projections and needs analysis. <p>In short, the TaxComp^{eu} provides insight into the talent and competencies (what?) your Administration needs to recruit, when, in what numbers, how much it will cost, and how HR will continue to support talent development (career paths, performance, training) in order to bring about the professional and leadership skills important for the Administration.</p>

Recruitment Process	<p>The TaxComp^{eu} can offer significant value during recruitment, since it defines job-specific, tax-related competencies that can be leveraged to strengthen the selection processes. This way, hiring decisions are based on the closeness of fit between an applicant's qualifications and the required role skillset.</p>
Onboarding	<p>Onboarding success lies in how well new hires become acclimated to their new role and how fast they grow from new hire to productive hire. A competency-based approach to onboarding ensures this happens by creating a competency onboarding map of the skills, knowledge and abilities required to perform well in the role. As a result, a learning path emerges.</p>
Succession Planning	<p>Competency-based HR gives employees a clear view of what's necessary to be considered for management roles and gets more employees on the path to leadership sooner. Communicating what leaders look like in the organisation through competencies is one of the first steps in creating a successful succession plan.</p>
Network	<p>The TaxComp^{eu} provides opportunities to participate and share within an extended EU network of exchange and cross-border synergies, thus fulfilling the vision of learning by working together.</p>

Audience: Employees

Clear Performance Expectations

A competency-based management system sets clear performance expectations, enabling you to make **better decisions** and **work more effectively**. The TaxComp^{eu} offers a **reference resource** for day-to-day requirements.

Increase Engagement and Satisfaction

It gives an insight into the overall strategy of your team, department and organisation, leading to greater **engagement, motivation** and **job satisfaction**.

Learn New Job Skills

A competency-based management system provides clear direction for learning new job skills. In other words, the TaxComp^{eu} enables you to be **proactive** beyond your role, by **acquiring additional competencies** that are valued by the organisation.

Competitive Training Programmes

A competency-based management system offers you a competitive training programme, **analysing your strengths** and pinpointing **specific areas for improvement**. This means that by undertaking competency-based training, you see results fast while you also work on developing your personal learning path.

Transparency

Provides a mechanism for recognising employees' abilities and ensuring that individual professional development and training milestones **are recorded and acknowledged** by the organisation.

Audience: General

Tax-specific	The TaxComp ^{eu} is composed of a set of methodologies and tools designed specifically for the EU Tax Administrations. The framework places tax-specific competency areas at the core of HR management for all Tax organisations. It constitutes a training and performance management blueprint for improved and harmonised tax performance across the EU .
Evolution Within the Tax Domain	Data protection, the fight against fraud, e-commerce, customer-oriented focus, digitalisation of processes and many other similar areas are increasingly becoming more important. The extent to which EU Tax Administrations are equipped with the skills, knowledge and behaviours required to tackle these evolutions in Taxation, will be a key driver of their overall performance in the coming years.
Need To Do More With Less	Tax Administrations are shrinking in terms of workforce. Nevertheless, the same amount of work needs to be performed, and at times this may impose significant organisational challenges. Often, these changes highlight the importance of linking the correct people, knowledge and skills to the most appropriate roles in the Administration. The TaxComp ^{eu} provides the basis on which people decisions can be made to create resource efficiencies .
Aligned To CustComp^{eu}	The TaxComp^{eu} is twin in structure, methodology and toolbox to the CustComp^{eu} , however different in tax-specific content. The two frameworks aim at working synergistically to become one common European language for people management practices.

