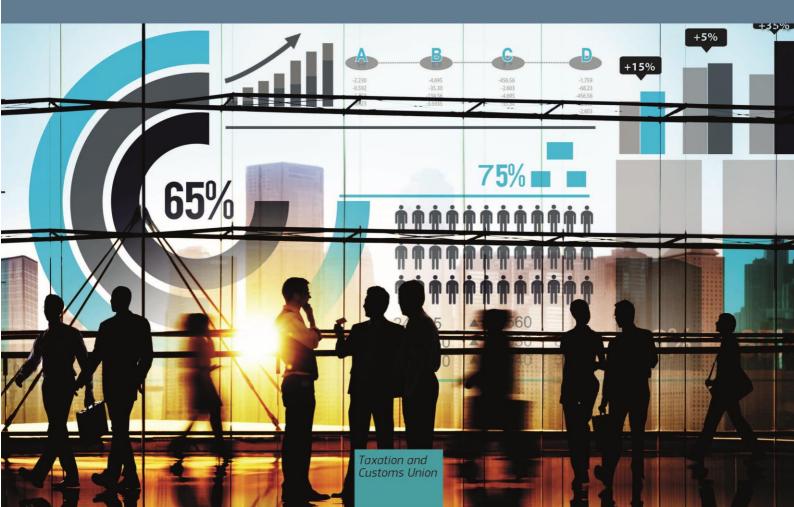


TaxComp^{eu}

EU Tax Competency Framework

Role Descriptions – Tax Collection



TAX COLLECTION

Scope

Tax Collection relates to the process of revenue collection, **covering the full suite of direct and indirect taxation** (Income tax, Corporate tax, Capital gain tax, VAT, Excise duty, etc.), as well as the necessary measures against those not claiming tax returns on time and/or paying taxes when due. Moreover, it is responsible for verifying the accuracy and completeness of taxpayer-reported information and tax obligations. This unit performs tax gap analysis over time to provide valuable insight that informs policy and compliance strategies, and helps revenue authorities understand the scale of noncompliance and emerging risks.

Depending on national legislation, Tax Collection may assume some or all of the following missions:

- **State financing**: Contributing to the smooth functioning of the state's financing system.
- Efficient tax collection and optimal recovery of debts: Guaranteeing optimal tax collection, tax recovery, taking / assuming specific actions against debtors and overseeing debt settlements and insolvency.
- **Repayment to individuals and enterprises:** Guaranteeing accurate and effective repayment of credits to taxpayers and the fair treatment of individuals and enterprises.
- Allocation of income to the federal state and other authorities, including the EU: Managing revenue collected in the spirit of transparency and professionalism, and ensuring it is allocated to the federal state and other authorities, including the EU, accordingly.

Depending on national legislation and organisational design, the main department responsibilities include some, most or all of the following:

- developing comprehensive and integrated revenue collection strategies, policies and systems;
- safeguarding taxpayers' rights and ensuring appropriate checks and balances are in place when Administrations exercise tax powers;
- billing and collection of all taxes and other state revenues, including personal income tax (PIT), value-added tax (VAT) and excise, corporate income tax (CIT), social security contributions, national insurance contributions, capital gains tax, inheritance tax, property tax, petroleum revenue tax, etc.;
- processing tax issues with large taxpayers, enterprises and taxpayers of great wealth;
- debt management enforcement (offset tax debts against other tax overpayments, formulate payment arrangements, grant payment extensions, remit interest and penalties, take other enforcement actions (e.g. legal seizure of property), etc.);

- dispute settlement and resolution (in and out of court), appeal and review processes, transfer and acceptance of tax balances in the case of taxpayer's liquidation or bankruptcy;
- taking appropriate provisions to ensure legal security to taxpayers, respect private, family and privacy rights according to the General Data Protection Regulation, the Convention on the Protection of Human Rights and Fundamental Freedoms and other relevant rulings;
- verification of taxpayer information, including sharing information with other institutions (e.g. banks), and providing international assistance, particularly Assistance in Collection Articles in agreements between jurisdictions;
- handling outstanding payments and returns;
- identifying unrecognisable or erroneous payments and making appropriate attraction or redirection of payments;
- internal exchange of experience as well as collaboration on national level with relevant stakeholders within the scope of the domain.

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

Roles covered within the **Tax Collection** functional domain:

TaxComp ^{eu} Role Description - Senior Manager in Tax Collection				
Section 1: Organisational Information				
Senior Manager				
Functional Domain: Tax Collection				
ection 2: Scope of the Role				

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.

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.

Section 3: Responsibilities within the scope of the domain

Depending on national legislation and organisational design, the person holding the role (and the team[s] under his/her management) will be involved in some or most of the following duties of the Tax Collection functional domain:

- developing comprehensive and integrated revenue collection strategies, policies and systems;
- safeguarding taxpayers' rights and ensuring appropriate checks and balances are in place when Administrations exercise tax powers;
- billing and collection of all taxes and other state revenues, including personal income tax (PIT), value-added tax (VAT) and excise, corporate income tax (CIT), social security contributions, national insurance contributions, capital gains tax, inheritance tax, property tax, petroleum revenue tax, etc.;
- processing tax issues with large taxpayers, enterprises and taxpayers of great wealth;
- debt management enforcement (offset tax debts against other tax overpayments, formulate payment arrangements, grant payment extensions, remit interest and penalties, take other enforcement actions (e.g. legal seizure of property), etc.);
- dispute settlement and resolution (in and out of court), appeal and review processes, transfer and acceptance of tax balances in the case of taxpayer's liquidation or bankruptcy;
- taking appropriate provisions to ensure legal security to taxpayers, respect private, family and privacy rights according to the General Data Protection Regulation, the Convention on the Protection of Human Rights and Fundamental Freedoms and other relevant rulings;
- verification of taxpayer information, including sharing information with other institutions (e.g. banks), and providing international assistance, particularly Assistance in Collection Articles in agreements between jurisdictions;
- handling outstanding payments and returns;
- identifying unrecognisable or erroneous payments and making appropriate attraction or redirection of payments;
- internal exchange of experience as well as collaboration on national level with relevant stakeholders within the scope of the domain.

Section 4: Role responsibilities within the scope of the domain

The main responsibilities of a Senior Manager role within Tax Collection 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.

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:

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.

Sectio	Section 5: Role Specific Competency Profile							
Professional Competencies		Proficiency Level	Operational Competencies F		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	OC2	Tax Legislation	2	MC2	People Management	3
PC4	Decision Making	4	OC3	Taxpayer Compliance	1	MC3	Conflict Management	3
PC5	Problem Solving	3	OC5	Tax Collection	2	MC4	Negotiating	4
PC6	Analytical Thinking	3	OC7	Tax Enforcement	2	MC6	Communication Management	4
PC11	Technological Ability	2	OC9	Exchange of Information	1	MC7	Change Management	4
PC13	Data Protection	2	OC11	Risk Management and Analysis	1	MC8	Managerial Courage	4
PC17	Dealing with Operational Risk	2	OC14	Taxpayer Services Processing	1	MC9	Emerging Tax Trends	2
PC18	Professional Networking	2		Large Business Taxpayers		MC10	Strategy Design	4
PC20	Intercultural Relations	2	OC15	and High Wealth Individuals processing	1	MC11	Political Awareness	4
PC21	English as a f Foreign Language	2	OC16	Taxation of New Emerging Businesses and Digital	1	MC12	Mentoring / Coaching	2
PC22	Customer Focus	1		Economy		MC14	Visionary Leadership	4
						MC15	Strategic Agility	4
						MC16	Innovation	3
						MC17	Entrepreneurship	2

	TaxComp ^{eu} Role Description - Middle Manager in Tax Collection
Section 1: Organisational	
Role Title:	Middle Manager in Tax Collection
Level:	Middle Manager
Functional Domain:	Tax Collection
Section 2: Scope of the Ro	le
_	le typically leads and steers multiple teams. Often, but not necessarily, there is an intermediate management layer that eam (Line Management). In some cases, a Middle Manager is the link between the Senior Management and the Line
Section 3: Responsibilities	s within the scope of the domain
involved in some or most	gislation and organisational design, the person holding the role (and the team[s] under his/her management) will be of the following duties of the Tax Collection functional domain:
 safeguarding taxpayers' billing and collection of a tax (CIT), social security co processing tax issues wite debt management enforeremit interest and penaltie dispute settlement and taxpayer's liquidation or be taking appropriate provi Protection Regulation, the verification of taxpayer i particularly Assistance in C handling outstanding pa identifying unrecognisate 	sions to ensure legal security to taxpayers, respect private, family and privacy rights according to the General Data Convention on the Protection of Human Rights and Fundamental Freedoms and other relevant rulings; nformation, including sharing information with other institutions (e.g. banks), and providing international assistance, Collection Articles in agreements between jurisdictions;
Section 4: Role responsibi	lities within the scope of the domain
The main responsibilities performance of the dep Strategic/Senior Manager High Integrity, Data Secu Professional Development	of a Middle Manager role within Tax Collection are focused on guaranteeing the overall coordination, cooperation and artment and ensuring a high level follow up of the operational performance by acting as the link between the ment and the Line Management with his/her operational teams based on the Tax Core Values which are Strong Ethics and wity Focus, Customer Service Orientation, Operational Excellence, Public Service Commitment, Continual Learning and , Spirit of European Collaboration.
following requirements:	
He/she is responsible for of ensuring effective two-wa 2. Maximising compliance 3. Ensuring and following 1 4. Reporting performance 5. Ensuring the developme 6. Providing support and n how to achieve them. 7. Ensuring that team mer 8. Capturing ideas and sug implementing the best pro 9. Acting as the reference	point for complex / innovative cases within his/her area of expertise.
10. Ensuring effective coo	peration 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.

Sectio	ection 5: Role Specific Competency Profile							
	Professional Competencies	Proficiency Level		Operational Competencies	Proficiency Level	м	anagement Competencies	Proficiency Level
PC1	Drive for Results	4	0C1	Tax Business Understanding	3	MC1	Act as a Role Model	4
PC3	Oral and Written Communication	3	OC2	Tax Legislation	3	MC2	People Management	4
PC4	Decision Making	4	0C3	Taxpayer Compliance	2	MC3	Conflict Management	3
PC5	Problem Solving	3	OC5	Tax Collection	3	MC4	Negotiating	4
PC6	Analytical Thinking	3	0C7	Tax Enforcement	3	MC5	Project Management	2
PC11	Technological Ability	2	OC9	Exchange of Information	2	MC6	Communication Management	4
PC13	Data Protection	2	OC11	Risk Management and Analysis	2	MC7	Change Management	3
PC17	Dealing with Operational Risk	2	OC14	Taxpayer Services Processing	2	MC8	Managerial Courage	3
PC18	Professional Networking	2		Large Business Taxpayers and		MC9	Emerging Tax Trends	2
PC20	Intercultural Relations	2	OC15	High Wealth Individuals processing	2	MC10	Strategy Design	3
PC21	English as a foreign language	2		Taxation of New Emerging		MC11	Political Awareness	3
PC22	Customer Focus	1	OC16	Businesses and Digital Economy	2	MC12	Mentoring / Coaching	3
						MC13	Process Management	2
						MC14	Visionary Leadership	3
						MC15	Strategic Agility	3
						MC16	Innovation	2
						MC17	Entrepreneurship	3

TaxComp ^{eu} Role Description - Line Manager in Tax Collection	
Section 1: Organisational Information	
Role Title: Line Manager in Tax Collection	
Level: Line Manager	
Functional Domain: Tax Collection	
Section 2: Scope of the Role	
A Line Management role typically leads (an) operational team(s). The team members do not fulfil an offici Manager is the link between Middle Management and the Tax Officers of his/her team(s).	al management role themselves. A Line
Section 3: Responsibilities within the scope of the domain	
Depending on national legislation and organisational design, the person holding the role (and the team involved in some or most of the following duties of the Tax Collection functional domain:	[s] under his/her management) will be
 developing comprehensive and integrated revenue collection strategies, policies and systems; safeguarding taxpayers' rights and ensuring appropriate checks and balances are in place when Administr billing and collection of all taxes and other state revenues, including personal income tax (PIT), value-adde income tax (CIT), social security contributions, national insurance contributions, capital gains tax, inheritance tax, etc.; processing tax issues with large taxpayers, enterprises and taxpayers of great wealth; 	ed tax (VAT) and excise, corporate
 debt management enforcement (offset tax debts against other tax overpayments, formulate payment arrivemit interest and penalties, take other enforcement actions (e.g. legal seizure of property), etc.); dispute settlement and resolution (in and out of court), appeal and review processes, transfer and acceptataxpayer's liquidation or bankruptcy; 	
 taking appropriate provisions to ensure legal security to taxpayers, respect private, family and privacy righ Protection Regulation, the Convention on the Protection of Human Rights and Fundamental Freedoms and verification of taxpayer information, including sharing information with other institutions (e.g. banks), and particularly Assistance in Collection Articles in agreements between jurisdictions; handling outstanding payments and returns; 	other relevant rulings;
 identifying unrecognisable or erroneous payments and making appropriate attraction or redirection of pa internal exchange of experience as well as collaboration on national level with relevant stakeholders with 	
Section 4: Role responsibilities within the scope of the domain	
The main responsibilities of a Line Manager role within Tax Collection are focused on guaranteeing a god teams under his/her supervision, ensuring the realisation of the operational objectives and closely follow the Tax Core Values which are Strong Ethics and High Integrity, Data Security Focus, Customer Service Ori Service Commitment, Continual Learning and Professional Development, Spirit of European Collaboration. In the context of the above-mentioned functional domain duties (Section 3), a person operating in the following requirements:	ving up on their performance based on entation, Operational Excellence, Public
 Ensuring the realisation of the operational objectives based on the guidelines received from his/her Middle feedback of his/her operational team(s) and share this feedback with his/her upper management, particula Directly managing a team of operational roles. Maximising his/her team's performance through efficient organisation and delegation of the work. Mentoring team members regarding their professional development by setting clear performance goals at 5. Supporting and developing team members and ensuring that they continue to develop strong technical k Providing flexibility and adequate conditions to team members to maximise efficiency. Ensuring that team members operate and communicate with appropriate political and socioeconomic aw Verifying the quantity and quality of the work products delivered by his/her team. Reporting performance and progress related to operational objectives to his/her Middle Manager. Capturing ideas and suggestions for potential process improvements to increase operational efficiency at 1. Acting as the reference point for complex / innovative cases within his/her area of expertise. 	rly with the Middle Management. and measures on how to achieve them. nowledge. vareness and sensitivity. and evaluate the suggestions.
 12. Ensuring effective cooperation with other departments within the Tax Administration and outside the A 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. 	aministration.

ection 5: Role Specific Competency Profile							
Professional Competencies	Proficiency Level	0	Operational Competencies	Proficiency Level	м	anagement 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	OC2	Tax Legislation	3	MC2	People Management	4
PC4 Decision Making	4	OC3	Taxpayer Compliance	2	MC3	Conflict Management	3
PC5 Problem Solving	3	OC5	Tax Collection	3	MC4	Negotiating	3
PC6 Analytical Thinking	3	0C7	Tax Enforcement	3	MC5	Project Management	3
PC11 Technological Ability	3	OC9	Exchange of Information	2	MC6	Communication Management	3
PC13 Data Protection	2	OC11	Risk Management and Analysis	2	MC7	Change Management	2
PC17 Dealing with Operational Risk	3	OC14	Taxpayer Services Processing	2	MC8	Managerial Courage	2
PC18 Professional Networking	2		Large Business Taxpayers and		MC9	Emerging Tax Trends	2
PC20 Intercultural Relations	2	OC15	High Wealth Individuals processing	2	MC10	Strategy Design	2
PC21 English as a Foreign Language	2		Taxation of New Emerging		MC12	Mentoring / Coaching	3
PC22 Customer Focus	2	OC16	Businesses and Digital Economy	2	MC13	Process Management	3
					MC16	Innovation	2
					MC17	Entrepreneurship	3

	TaxComp ^{eu} Role Description - Senior Expert in Tax Collection
Section 1: Organisational Informa	tion
Role Title:	Senior Expert in Tax Collection
Level:	Senior Expert
Functional Domain:	Tax Collection
Section 2: Scope of the Role	
and in-depth knowledge in this an other Tax employees and for con expertise as compared to that of E	
Section 3: Responsibilities within	the scope of the domain
of the Tax Collection functional do	n and organisational design, the person holding the role will be involved in some or most of the following duties omain: integrated revenue collection strategies, policies and systems;
 safeguarding taxpayers' rights ar billing and collection of all taxes income tax (CIT), social security co tax, etc.; processing tax issues with large to debt management enforcement remit interest and penalties, take 	nd ensuring appropriate checks and balances are in place when Administrations exercise tax powers; and other state revenues, including personal income tax (PIT), value-added tax (VAT) and excise, corporate ontributions, national insurance contributions, capital gains tax, inheritance tax, property tax, petroleum revenue taxpayers, enterprises and taxpayers of great wealth; (offset tax debts against other tax overpayments, formulate payment arrangements, grant payment extensions, other enforcement actions (e.g. legal seizure of property), etc.); on (in and out of court), appeal and review processes, transfer and acceptance of tax balances in the case of
Protection Regulation, the Conven • verification of taxpayer informat particularly Assistance in Collectio • handling outstanding payments • identifying unrecognisable or error	ensure legal security to taxpayers, respect private, family and privacy rights according to the General Data ntion on the Protection of Human Rights and Fundamental Freedoms and other relevant rulings; cion, including sharing information with other institutions (e.g. banks), and providing international assistance, n Articles in agreements between jurisdictions; and returns; roneous payments and making appropriate attraction or redirection of payments; as well as collaboration on national level with relevant stakeholders within the scope of the domain.
Section 4: Role responsibilities wi	thin the scope of the domain
in tax areas relevant to his/her utilising his/her knowledge and ex Service Orientation, Operational Collaboration.	or Expert role within Tax Collection are focused on developing and applying extensive knowledge and expertise department and guaranteeing department effectiveness by acting as a consultant in solving complex cases aperience based on the Tax Core Values which are Strong Ethics and High Integrity, Data Security Focus, Customer Excellence, Public Service Commitment, Continual Learning and Professional Development, Spirit of European
In the context of the above-ment requirements:	tioned functional domain duties (Section 3), a person operating in this role is responsible to fulfil the following
 Potentially assisting in policy de Responding to queries related to Organising own work within his, Building and maintaining very go the Tax Administration. 	technical, expert knowledge on a personal level and on a continuous basis. velopment when related to his or her specific expertise. o complex or unclear cases for specific activities. /her field of responsibility, thereby maximising own performance accordingly. ood working relationships and communicating proactively with his/her stakeholders and other departments within d communicating effectively with appropriate political and socioeconomic awareness and sensitivity. oducts in a timely manner.
8. Reporting status and relevant di 9. Communicating suggestions and 10. Helping others build strong tec 11. Building a strong network and 12. Sharing knowledge and expert 13. Providing mentoring and/or tra	ifficulties or issues to his or her manager in a proactive and timely manner. d potential process improvements regarding procedures to his or her manager to increase operational efficiency. chnical expert knowledge and providing support in solving complex / innovative cases. effectively cooperating with other individuals and departments.

fora. 15. Ensuring dialogue with relevant national, EU and international authorities and institutions, whenever required.

Section	on 5: Role Specific Competency P	rofile						
	Professional Competencies	Proficiency Level		Operational Competencies	Proficiency Level	м	anagement Competencies	Proficiency Level
PC1	Drive for Results	3	0C1	Tax Business Understanding	4	MC4	Negotiating	3
PC3	Oral and Written Communication	4	OC2	Tax Legislation	3	MC5	Project Management	3
PC4	Decision Making	3	OC3	Taxpayer Compliance	3	MC6	Communication Management	3
PC5	Problem Solving	3	OC5	Tax Collection	4	MC9	Emerging Tax Trends	3
PC6	Analytical Thinking	4	OC7	Tax Enforcement	4	MC12	Mentoring / Coaching	2
PC7	Adaptability to Change	2	OC9	Exchange of Information	3	MC13	Process Management	3
PC9	Coping with Stress	2	OC11	Risk Management and Analysis	3			
PC10	Knowledge/Experience Sharing	4	OC14	Taxpayer Services Processing	3			
PC11	Technological Ability	3		Large Business Taxpayers and				
PC12	Interpersonal Relations	2	OC15	High Wealth Individuals processing	3			
PC13	Data Protection	2		Taxation of New Emerging				
PC14	Handling Conflict	2	OC16	Businesses and Digital Economy	3			
PC16	Data Management	3						
PC17	Dealing with Operational Risk	3						
PC18	Professional Networking	3						
PC19	Working Virtually	2						
PC20	Intercultural Relations	2						
PC21	English as a Foreign Language	2						
PC22	Customer Focus	2						

	TaxComp ^{eu} Role Description - Expert in Tax Collection
Section 1: Organisational	Information
Role Title:	Expert in Tax Collection
.evel:	Expert
unctional Domain:	Tax Collection
Section 2: Scope of the Re	ble
role requires that the pe	specialised in a certain domain, thus building substantial working experience and in-depth knowledge in this area. Th rson holding it acts as an internal consultant working on a case-by-case basis for enquiries related to his/her specifi specific level of expertise in a field compared to Senior Tax Officers.
Section 3: Responsibilitie	s within the scope of the domain
	rights and ensuring appropriate checks and balances are in place when Administrations exercise tax powers;
ncome tax (CIT), social se ax, etc.; • processing tax issues wi	all taxes and other state revenues, including personal income tax (PIT), value-added tax (VAT) and excise, corporate curity contributions, national insurance contributions, capital gains tax, inheritance tax, property tax, petroleum revenue th large taxpayers, enterprises and taxpayers of great wealth;
income tax (CIT), social se tax, etc.; • processing tax issues wi • debt management enfo remit interest and penalti • dispute settlement and	all taxes and other state revenues, including personal income tax (PIT), value-added tax (VAT) and excise, corporate curity contributions, national insurance contributions, capital gains tax, inheritance tax, property tax, petroleum revenue th large taxpayers, enterprises and taxpayers of great wealth; recement (offset tax debts against other tax overpayments, formulate payment arrangements, grant payment extensions es, take other enforcement actions (e.g. legal seizure of property), etc.); resolution (in and out of court), appeal and review processes, transfer and acceptance of tax balances in the case of
income tax (CIT), social set tax, etc.; • processing tax issues wi • debt management enforemit interest and penalti • dispute settlement and taxpayer's liquidation or to • taking appropriate prover Protection Regulation, the • verification of taxpayer particularly Assistance in to • handling outstanding pa • identifying unrecognisal	all taxes and other state revenues, including personal income tax (PIT), value-added tax (VAT) and excise, corporate curity contributions, national insurance contributions, capital gains tax, inheritance tax, property tax, petroleum revenue th large taxpayers, enterprises and taxpayers of great wealth; recement (offset tax debts against other tax overpayments, formulate payment arrangements, grant payment extensions es, take other enforcement actions (e.g. legal seizure of property), etc.); resolution (in and out of court), appeal and review processes, transfer and acceptance of tax balances in the case of pankruptcy; sions to ensure legal security to taxpayers, respect private, family and privacy rights according to the General Data e Convention on the Protection of Human Rights and Fundamental Freedoms and other relevant rulings; nformation, including sharing information with other institutions (e.g. banks), and providing international assistance, Collection Articles in agreements between jurisdictions;

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:

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 their his/her of responsibility, thereby maximising own performance accordingly.

Excellence, Public Service Commitment, Continual Learning and Professional Development, Spirit of European Collaboration.

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.

Section 5: Role Specific Competency	ection 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	OC2	Tax Legislation	3	MC5 Project Management	2
PC3 Oral and Written Communication	3	0C3	Taxpayer Compliance	2	MC6 Communication Management	2
PC4 Decision Making	3	OC5	Tax Collection	3	MC9 Emerging Tax Trends	2
PC5 Problem Solving	3	0C7	Tax Enforcement	3	MC13 Process Management	2
PC6 Analytical Thinking	3	OC9	Exchange of Information	2		
PC7 Adaptability to Change	2	OC11	Risk Management and Analysis	2		
PC9 Coping with Stress	2	OC14	Taxpayer Services Processing	2		
PC10 Knowledge/Experience Sharing	3		Large Business Taxpayers and			
PC11 Technological Ability	3	OC15	High Wealth Individuals processing	2		
PC12 Interpersonal Relations	2	OC16	Taxation of New Emerging	2		
PC13 Data Protection	2	0010	Businesses and Digital Economy	2		
PC14 Handling Conflict	2					
PC16 Data Management	2					
PC17 Dealing with Operational Risk	2					
PC18 Professional Networking	2					
PC19 Working Virtually	2					
PC20 Intercultural Relations	2					
PC21 English as a Foreign Language	2					
PC22 Customer Focus	2					

	TaxComp ^{eu} Role Description - Senior Tax Officer in Tax Collection					
Section 1: Organisational Information						
Role Title:	Senior Tax Officer in Tax Collection					
Level:	Senior Tax Officer					
Functional Domain:	Tax Collection					
Section 2: Scope of the Bole						

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.

Section 3: Responsibilities within the scope of the domain

Depending on national legislation and organisational design, the person holding the role will be involved in some or most of the following duties of the Tax Collection functional domain:

developing comprehensive and integrated revenue collection strategies, policies and systems;

safeguarding taxpayers' rights and ensuring appropriate checks and balances are in place when Administrations exercise tax powers;

• billing and collection of all taxes and other state revenues, including personal income tax (PIT), value-added tax (VAT) and excise, corporate income tax (CIT), social security contributions, national insurance contributions, capital gains tax, inheritance tax, property tax, petroleum revenue tax, etc.;

• processing tax issues with large taxpayers, enterprises and taxpayers of great wealth;

 debt management enforcement (offset tax debts against other tax overpayments, formulate payment arrangements, grant payment extensions, remit interest and penalties, take other enforcement actions (e.g. legal seizure of property), etc.);

• dispute settlement and resolution (in and out of court), appeal and review processes, transfer and acceptance of tax balances in the case of taxpaver's liquidation or bankruptcy:

- taking appropriate provisions to ensure legal security to taxpayers, respect private, family and privacy rights according to the General Data Protection Regulation, the Convention on the Protection of Human Rights and Fundamental Freedoms and other relevant rulings;
- verification of taxpayer information, including sharing information with other institutions (e.g. banks), and providing international assistance, particularly Assistance in Collection Articles in agreements between jurisdictions;

handling outstanding payments and returns;

- identifying unrecognisable or erroneous payments and making appropriate attraction or redirection of payments;
- internal exchange of experience as well as collaboration on national level with relevant stakeholders within the scope of the domain.

Section 4: Role responsibilities within the scope of the domain

The main responsibilities of a Senior Tax Officer role within Tax Collection 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.

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:

- 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.

Sectio	on 5: Role Specific Competency Pro	file					
	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	OC2	Tax Legislation	2		
PC3	Oral and Written Communication	3	OC3	Taxpayer Compliance	2		
PC4	Decision Making	3	OC5	Tax Collection	3		
PC5	Problem Solving	2	0C7	Tax Enforcement	3		
PC6	Analytical Thinking	3	OC9	Exchange of Information	2		
PC7	Adaptability to Change	2	OC11	Risk Management and Analysis	2		
PC8	Time Management	2	OC14	Taxpayer Services Processing	2		
PC9	Coping with Stress	2		Large Business Taxpayers and			
PC10	Knowledge/Experience Sharing	2	OC15	High Wealth Individuals processing	2		
PC11	Technological Ability	3		Taxation of New Emerging			
PC12	Interpersonal Relations	2	OC16	Businesses and Digital Economy	2		
PC13	Data Protection	2					
PC14	Handling Conflict	2					
PC15	Processing Information	2					
PC16	Data Management	2					
PC18	Professional Networking	2					
PC19	Working Virtually	1					
PC20	Intercultural Relations	2					
PC21	English as a Foreign Language	2					
PC22	Customer Focus	3					

	TaxComp ^{eu} Role Description - Tax Officer in Tax Collection
Section 1: Organisation	al Information
Role Title:	Tax Officer in Tax Collection
Level:	Tax Officer
Functional Domain:	Tax Collection
Section 2: Scope of the	r Role
	cally involved in the day-to-day Tax operational activities. The role requires that the person holding it be responsible for as occasionally work in teams. In such cases, the role assumes the additional responsibility of ensuring the success of the
Section 3: Responsibilit	es within the scope of the domain
duties of the Tax Collect • developing comprehen • safeguarding taxpayer • billing and collection o income tax (CIT), social s revenue tax, etc.; • processing tax issues v • debt management enf extensions, remit intere: • dispute settlement and taxpayer's liquidation or • taking appropriate pro Protection Regulation, tl • verification of taxpaye particularly Assistance ir • handling outstanding p • identifying unrecognis	hisive and integrated revenue collection strategies, policies and systems; s' rights and ensuring appropriate checks and balances are in place when Administrations exercise tax powers; f all taxes and other state revenues, including personal income tax (PIT), value-added tax (VAT) and excise, corporate security contributions, national insurance contributions, capital gains tax, inheritance tax, property tax, petroleum with large taxpayers, enterprises and taxpayers of great wealth; orcement (offset tax debts against other tax overpayments, formulate payment arrangements, grant payment st and penalties, take other enforcement actions (e.g. legal seizure of property), etc.); d resolution (in and out of court), appeal and review processes, transfer and acceptance of tax balances in the case of bankruptcy; visions to ensure legal security to taxpayers, respect private, family and privacy rights according to the General Data the Convention on the Protection of Human Rights and Fundamental Freedoms and other relevant rulings; r information, including sharing information with other institutions (e.g. banks), and providing international assistance, n Collection Articles in agreements between jurisdictions;
Section 4: Role respons	bilities within the scope of the domain
objectives of the opera Ethics and High Integri Learning and Profession In the context of the a following requirements	s of a Tax Officer role within Tax Collection are focused on maximising his/her own performance in order to reach the tional team . The role is expected to deliver on relevant responsibilities based on the Tax Core Values which are Strong ty, Data Security Focus, Customer Service Orientation, Operational Excellence, Public Service Commitment, Continual al Development, Spirit of European Collaboration. bove-mentioned functional domain duties (Section 3), a person operating in this role is responsible for fulfilling the thereby maximising own performance accordingly.

- Developing strong technical knowledge on a personal level and on a continuous basis.
- 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.

Secti	on 5: Role Specific Competency P	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	OC2 Tax Legislation	2		
PC3	Oral and Written Communication	2	OC3 Taxpayer Compliance	2		
PC4	Decision Making	2	OC5 Tax Collection	2		
PC5	Problem Solving	2	OC7 Tax Enforcement	2		
PC6	Analytical Thinking	2	OC9 Exchange of Information	1		
PC7	Adaptability to Change	2	OC11 Risk Management and Analysis	2		
PC8	Time Management	2	OC14 Taxpayer Services Processing	2		
PC9	Coping with Stress	2	Large Business Taxpayers and			
PC10	Knowledge/Experience Sharing	2	OC15 High Wealth Individuals processing	2		
PC11	Technological Ability	2	Taxation of New Emerging	2		
PC12	Interpersonal Relations	2	Businesses and Digital Economy	Z		
PC13	Data Protection	2				
PC14	Handling Conflict	2				
PC15	Processing Information	2				
PC16	Data Management	2				
PC19	Working Virtually	1				
PC20	Intercultural Relations	2				
PC21	English as a Foreign Language	2				
PC22	Customer Focus	3				

		Тах	Comp ^{eu} Ro	le Description - Tax Officer Trainee	e in Tax Colle	ction	
Sect	ion 1: Organisational Info	ormation					
Role	Title:	Tax Officer Tr	rainee in Ta	ax Collection			
Leve	l:	Tax Officer Tr	rainee				
Func	tional Domain:	Tax Collection	n				
Secti	ion 2: Scope of the Role						
	x Officer Trainee role can responsible for individua			r supervision and will typically shad	dow a Tax Of	ficer. The person holding the ro	le cannot be
Secti	ion 3: Responsibilities wi	ithin the scop	e of the do	main			
 dutie de saf bill incourreve pro del extention distribution taxpation 	es of the Tax Collection for veloping comprehensive a eguarding taxpayers' righ ing and collection of all ta me tax (CIT), social securi nue tax, etc.; ocessing tax issues with la bt management enforcen nsions, remit interest and pute settlement and resc ayer's liquidation or bank king appropriate provisior	and integrated hts and ensuri axes and othe ity contributio arge taxpayers ment (offset ta d penalties, ta olution (in and kruptcy;	d revenue o ing appropr er state revo ons, nationa s, enterpris ax debts ag ke other er d out of cou	al design, the person holding the collection strategies, policies and sy riate checks and balances are in pla enues, including personal income ta al insurance contributions, capital g es and taxpayers of great wealth; ainst other tax overpayments, form forcement actions (e.g. legal seizur urt), appeal and review processes, t y to taxpayers, respect private, fam	vstems; ce when Adm ax (PIT), value ains tax, inhe nulate payme re of propert ransfer and a	ninistrations exercise tax power e-added tax (VAT) and excise, co ritance tax, property tax, petro nt arrangements, grant paymer y), etc.); cceptance of tax balances in the	s; prporate leum nt e case of
Prote • ver parti • har • ide • int	rification of taxpayer info icularly Assistance in Colle ndling outstanding payme entifying unrecognisable of	ormation, inclu ection Articles ents and retur or erroneous p ence as well a	uding sharir s in agreem rns; payments a s collabora	ion of Human Rights and Fundamer ng information with other institutio lents between jurisdictions; and making appropriate attraction of tion on national level with relevant	ntal Freedom ns (e.g. bank pr redirection	s and other relevant rulings; s), and providing international a of payments;	assistance,
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