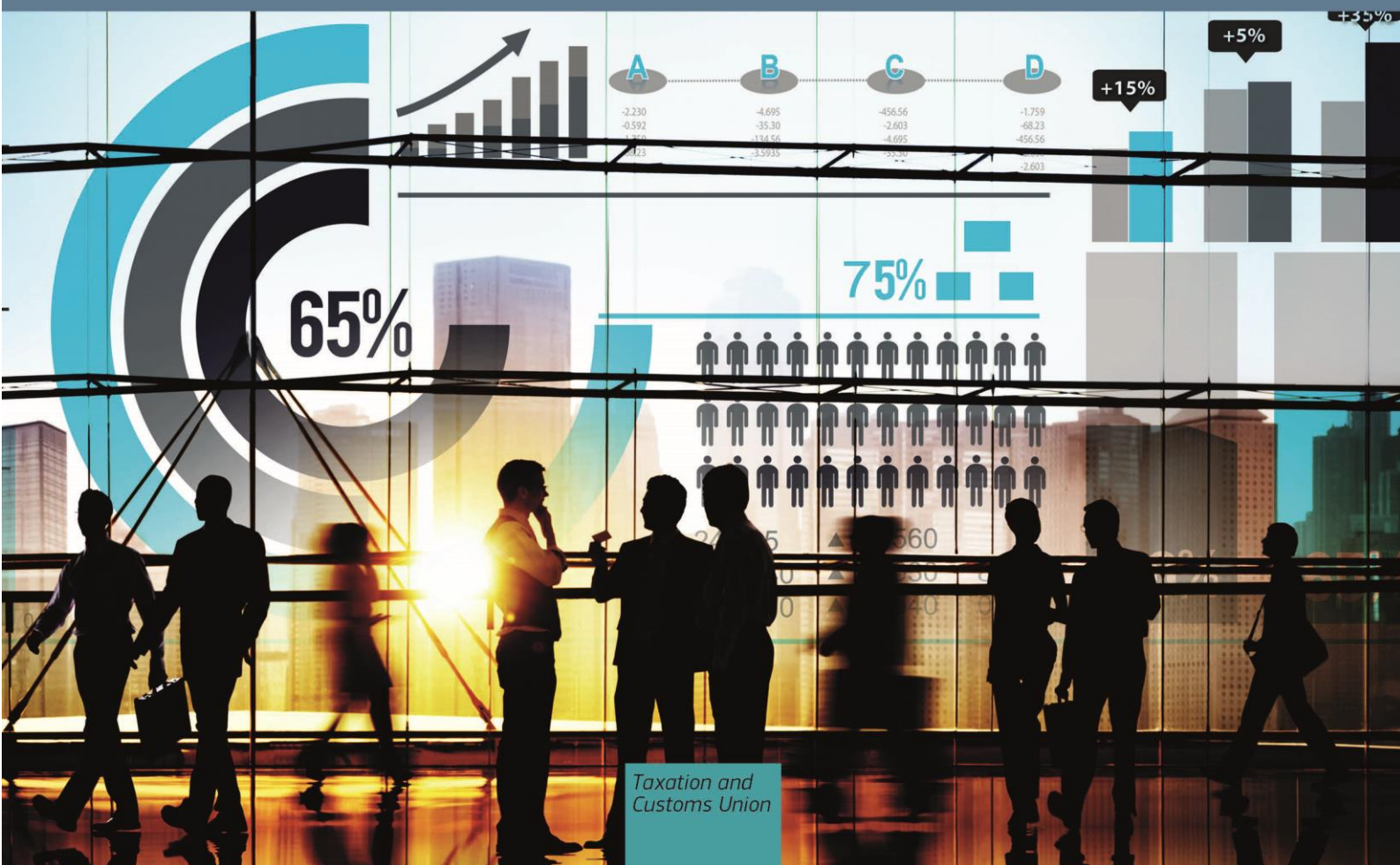




TaxComp^{eu}

EU Tax Competency Framework

*Role Descriptions –
Tax Collection*



Taxation and
Customs Union

EUROPE DIRECT is a service to help you find answers
to your questions about the European Union.

Freephone number (*):

00 800 6 7 8 9 10 11

(*) The information given is free, as are most calls

More information on the European Union is available on the internet (<http://europa.eu>).

Luxembourg: Publications Office of the European Union, 2019
© European Union, 2019

Reuse is authorised provided the source is acknowledged.

The reuse policy of European Commission documents is regulated by Decision
2011/833/EU (OJ L 330, 14.12.2011, p.39).

PDF ISBN 978-92-76-11846-6 doi:10.2778/86204 KP-02-19-827-EN-N

Images source: © Shutterstock, 2019

EUROPEAN COMMISSION

EU Tax Competency Framework

Role Descriptions – Tax Collection

Directorate-General for Taxation and Customs Union

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 non-compliance 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

TaxComp^{eu} - Role Descriptions: Tax Collection

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.

Roles covered within the **Tax Collection** 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

TaxComp^{eu} - Role Descriptions: Tax Collection

TaxComp ^{eu} Role Description - Senior Manager in Tax Collection	
Section 1: Organisational Information	
Role Title:	Senior Manager in Tax Collection
Level:	Senior Manager
Functional Domain:	Tax Collection
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 domain	
<p><i>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:</i></p> <ul style="list-style-type: none"> • 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	
<p><i>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.</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 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. 	

TaxComp^{eu} - Role Descriptions: Tax Collection

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.

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	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	OC15	Large Business Taxpayers and High Wealth Individuals processing	1	MC10	Strategy Design	4
PC20	Intercultural Relations	2				MC11	Political Awareness	4
PC21	English as a Foreign Language	2	OC16	Taxation of New Emerging Businesses and Digital Economy	1	MC12	Mentoring / Coaching	2
PC22	Customer Focus	1				MC14	Visionary Leadership	4
						MC15	Strategic Agility	4
						MC16	Innovation	3
						MC17	Entrepreneurship	2

TaxComp^{eu} - Role Descriptions: Tax Collection

TaxComp ^{eu} Role Description - Middle Manager in Tax Collection	
Section 1: Organisational Information	
Role Title:	Middle Manager in Tax Collection
Level:	Middle Manager
Functional Domain:	Tax Collection
Section 2: Scope of the Role	
<p>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.</p>	
Section 3: Responsibilities within the scope of the domain	
<p><i>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:</i></p> <ul style="list-style-type: none"> • 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	
<p><i>The main responsibilities of a Middle Manager role within Tax Collection 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: Tax Collection

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	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	4	
PC6 Analytical Thinking	3	OC7 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	OC15 Large Business Taxpayers and High Wealth Individuals processing	2	MC9 Emerging Tax Trends	2	
PC20 Intercultural Relations	2			MC10 Strategy Design	3	
PC21 English as a Foreign language	2	OC16 Taxation of New Emerging Businesses and Digital Economy	2	MC11 Political Awareness	3	
PC22 Customer Focus	1			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 Descriptions: Tax Collection

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	
<p>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).</p>	
Section 3: Responsibilities within the scope of the domain	
<p><i>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:</i></p> <ul style="list-style-type: none"> • 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	
<p><i>The main responsibilities of a Line Manager role within Tax Collection 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: Tax Collection

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	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	OC7 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	OC15 Large Business Taxpayers and High Wealth Individuals processing	2	MC9 Emerging Tax Trends	2	
PC20 Intercultural Relations	2			MC10 Strategy Design	2	
PC21 English as a Foreign Language	2	OC16 Taxation of New Emerging Businesses and Digital Economy	2	MC12 Mentoring / Coaching	3	
PC22 Customer Focus	2			MC13 Process Management	3	
				MC16 Innovation	2	
				MC17 Entrepreneurship	3	

TaxComp^{eu} - Role Descriptions: Tax Collection

TaxComp ^{eu} Role Description - Senior Expert in Tax Collection	
Section 1: Organisational Information	
Role Title:	Senior Expert in Tax Collection
Level:	Senior Expert
Functional Domain:	Tax Collection
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 domain	
<p><i>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:</i></p> <ul style="list-style-type: none"> • 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	
<p><i>The main responsibilities of a Senior Expert role within Tax Collection 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 to fulfil 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 	

TaxComp^{eu} - Role Descriptions: Tax Collection

fora.

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

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	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	OC15 Large Business Taxpayers and High Wealth Individuals processing	3		
PC12 Interpersonal Relations	2				
PC13 Data Protection	2	OC16 Taxation of New Emerging Businesses and Digital Economy	3		
PC14 Handling Conflict	2				
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 Descriptions: Tax Collection

TaxComp^{eu} Role Description - Expert in Tax Collection

Section 1: Organisational Information

Role Title: Expert in Tax Collection

Level: Expert

Functional Domain: Tax Collection

Section 2: Scope of the Role

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.

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 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 an Expert role within Tax Collection 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.*

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.
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: Tax Collection

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	OC2 Tax Legislation	3	MC5 Project Management	2	
PC3 Oral and Written Communication	3	OC3 Taxpayer Compliance	2	MC6 Communication Management	2	
PC4 Decision Making	3	OC5 Tax Collection	3	MC9 Emerging Tax Trends	2	
PC5 Problem Solving	3	OC7 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	OC15 Large Business Taxpayers and High Wealth Individuals processing	2			
PC11 Technological Ability	3					
PC12 Interpersonal Relations	2	OC16 Taxation of New Emerging Businesses and Digital Economy	2			
PC13 Data Protection	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 Descriptions: Tax Collection

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 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 domain	
<p><i>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:</i></p> <ul style="list-style-type: none"> • 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	
<p><i>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.</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: Tax Collection

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	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	OC7	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	OC15	Large Business Taxpayers and High Wealth Individuals processing	2		
PC10	Knowledge/Experience Sharing	2					
PC11	Technological Ability	3	OC16	Taxation of New Emerging Businesses and Digital Economy	2		
PC12	Interpersonal Relations	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 Descriptions: Tax Collection

TaxComp ^{eu} Role Description - Tax Officer in Tax Collection	
Section 1: Organisational Information	
Role Title:	Tax Officer in Tax Collection
Level:	Tax Officer
Functional Domain:	Tax Collection
Section 2: Scope of the Role	
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.	
Section 3: Responsibilities within the scope of the domain	
<p><i>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:</i></p> <ul style="list-style-type: none"> • 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	
<p><i>The main responsibilities of a Tax Officer role within Tax Collection are focused on maximising his/her own performance in order to reach the objectives of the operational team. The role is expected to deliver on 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: Tax Collection

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	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	OC15 Large Business Taxpayers and High Wealth Individuals processing	2		
PC10 Knowledge/Experience Sharing	2				
PC11 Technological Ability	2	OC16 Taxation of New Emerging Businesses and Digital Economy	2		
PC12 Interpersonal Relations	2				
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				

TaxComp^{eu} - Role Descriptions: Tax Collection

TaxComp ^{eu} Role Description - Tax Officer Trainee in Tax Collection					
Section 1: Organisational Information					
Role Title:	Tax Officer Trainee in Tax Collection				
Level:	Tax Officer Trainee				
Functional Domain:	Tax Collection				
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 domain					
<p><i>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:</i></p> <ul style="list-style-type: none"> • 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					
<p><i>The main responsibilities of a Tax Officer Trainee role within Tax Collection 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></p>					
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	OC2 Tax Legislation	1		
PC4 Decision Making	1	OC5 Tax Collection	1		
PC6 Analytical Thinking	1	OC7 Tax Enforcement	1		
PC11 Technological Ability	1				
PC13 Data Protection	1				
PC20 Intercultural Relations	1				
PC21 English as a Foreign Language	1				
PC22 Customer Focus	1				

