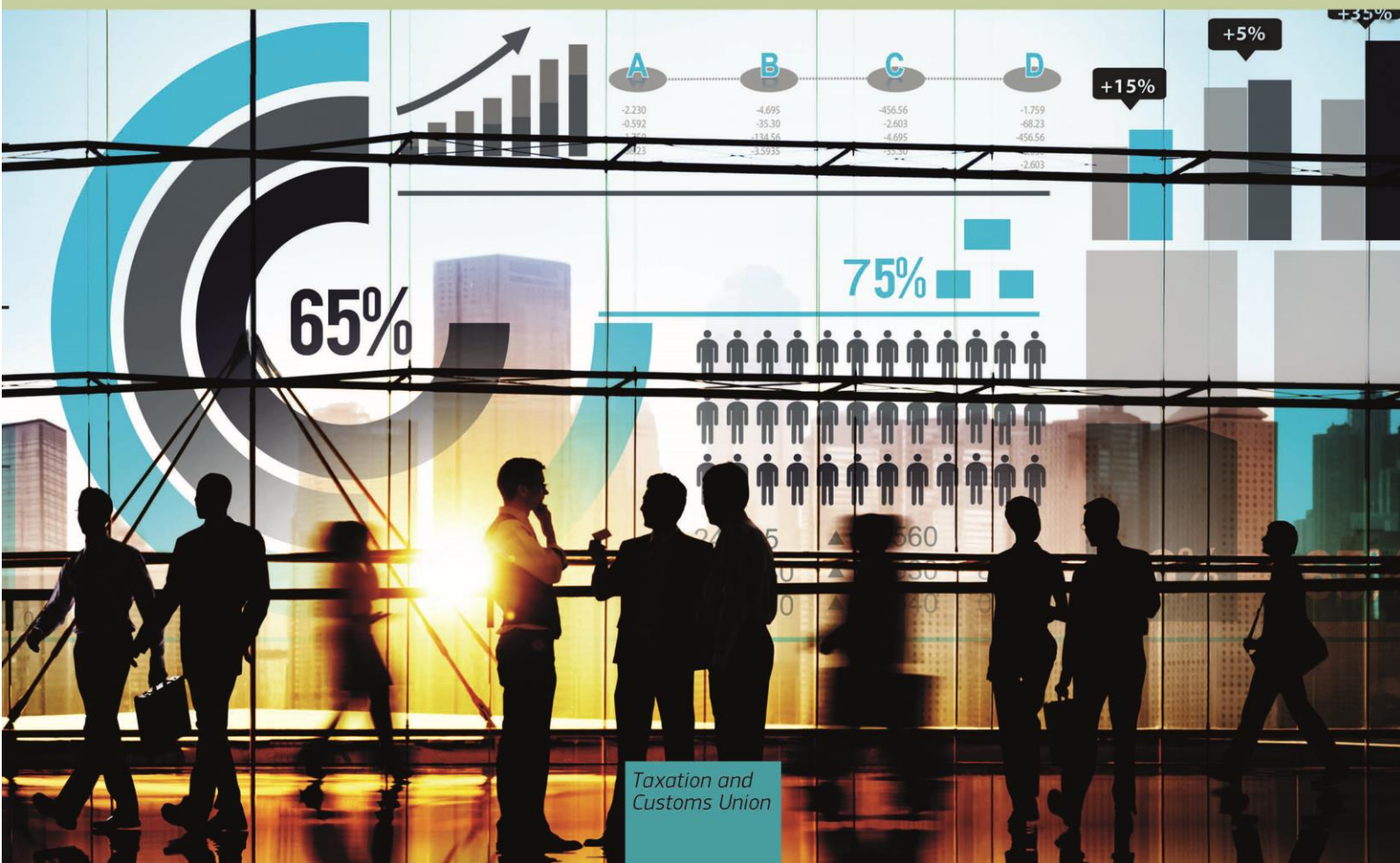




# TaxComp<sup>eu</sup>

## EU Tax Competency Framework

*Role Descriptions –  
Cross Functional*



Taxation and  
Customs Union

## **CROSS FUNCTIONAL**

### Scope

Cross functional roles are roles that are horizontally organised across the different functional domains within the Tax Administration. People within this domain are responsible for the coordination of the different functional domains across the organisation at a national or regional level. In general, we will find these roles at the Senior and Strategic Management level.

Roles covered within the "Cross Functional" functional domain:

- Director General / High Level Strategic Manager
- Assistant Director/ Director of a Tax Region

**TaxComp<sup>eu</sup> Role Description - Director General / High Level Strategic Manager**

**Section 1: Organisational Information**

<b>Role Title:</b>	Director General / High Level Strategic Manager
<b>Level:</b>	Director General / High Level Strategic Manager
<b>Functional Domain:</b>	Cross functional

**Section 2: Scope of the Role**

A Director General / High Level Strategic Manager role typically leads and steers the Tax Administration. The role has ultimate responsibility to decide on the strategic direction and implementation of strategic initiatives within the Tax Administration. The role will typically be responsible for the coordination of the different functional domains across the organisation (at a national or regional level) as well as for delivering strategic initiatives and the overall mandates of the Tax Administration.

**Section 3: Role responsibilities within the scope of the domain(s)**

*The main responsibilities of a Director General / High Level Strategic Manager with a cross functional role are focused on the **development of a general vision and strategy that applies to the entire Tax Administration and the coordination of the different functional domains across the organisation in alignment with this vision and strategy.** The cornerstones of this vision and strategy are 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 scope of this role, a person operating in this role is responsible for fulfilling the following requirements:**

1. Developing and disseminating a compelling short- and long-term tax vision and strategy for the Tax Administration and linking clear objectives to them.
2. Steering the Tax Administration in line with the agreed tax vision and strategy.
3. Following up on the progress related to the achievement of the strategic objectives and discussing potential corrective action when required with the appropriate Senior Managers.
4. Demonstrating charismatic behaviour and acting as a role model at all times.
5. Ensuring excellent communication, using the appropriate political awareness and sensitivity, both top-down and bottom-up.
6. Capturing reflections and suggestions for potential improvements communicated through the management chain, evaluating the suggestions and implementing the best process improvements.
7. Acting as the reference point for complex / innovative cases within the Tax Administration.
8. Building and maintaining a national and international network with a focus on maximising collaborations and identifying mutual benefits.
9. Ensuring an ongoing professional development and following up on the current and future trends in tax and what they mean for the Tax Administration.

**Section 4: Role Specific Competency Profile**

<b>Professional Competencies</b>	<i>Proficiency Level</i>	<b>Operational Competencies *</b>	<i>Proficiency Level</i>	<b>Management Competencies</b>	<i>Proficiency Level</i>
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	2	MC3 Conflict Management	3
PC5 Problem Solving	3	OC6 Tax Policy and Governance	2	MC4 Negotiating	4
PC6 Analytical Thinking	3	OC10 International Tax Affairs	2	MC6 Communication Management	4
PC11 Technological Ability	2	OC16 Taxation of the New Emerging Businesses and Digital Economy	1	MC7 Change Management	4
PC13 Data Protection	2			MC8 Managerial Courage	4
PC17 Dealing with Operational Risk	2			MC9 Emerging Tax Trends	2
PC18 Professional Networking	2			MC10 Strategy Design	4
PC21 English as a Foreign Language	2			MC11 Political Awareness	4
<b>Professional Competencies</b>	<i>Proficiency</i>	<b>Operational Competencies *</b>	<i>Proficiency</i>	<b>Management Competencies</b>	<i>Proficiency</i>

	Level		Level		Level	
				MC12	Mentoring / Coaching	2
		* Depending on the functional domains the role supervises, additional Operational Competencies can be included in the profile		MC14	Visionary Leadership	4
				MC15	Strategic Agility	4
				MC16	Innovation	3
				MC17	Entrepreneurship	2

TaxComp <sup>eu</sup> Role Description - Assistant Director (at national level) with a cross functional role								
<b>Section 1: Organisational Information</b>								
<b>Role Title:</b>	Assistant Director (at national level) with a cross functional role							
<b>Level:</b>	Assistant Director (at national level) / Director of a Tax Region							
<b>Functional Domain:</b>	Cross functional							
<b>Section 2: Scope of the Role</b>								
<p>An Assistant Director (at national level) with a cross functional role typically leads a part of the organisation or a tax region in line with the policies and strategies as set out and approved of by the strategic management. The role will typically be responsible for the coordination of the different functional domains under his/her responsibility across the organisation at a national and/or regional level. Compared to functional Senior Management roles, 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 functions of the part of the organisation the role 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>								
<b>Section 3: Role responsibilities within the scope of the domain(s)</b>								
<p><i>The main responsibilities of a Senior Manager role within a cross function are focused on <b>guaranteeing the overall coordination, cooperation and performance of the department</b> 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><b><i>In the context of the scope of this role, a person operating in this role is responsible for fulfilling the following requirements:</i></b></p> <ol style="list-style-type: none"> <li>1. Translating the strategic guidelines and objectives received from strategic management into tactical guidelines and objectives specific for the departments or tax region under his/her responsibility. He/she is responsible for clearly communicating these measures and objectives to the functional leaders (Senior Manager(s)) and ensuring effective two-way communication with lower levels to capture feedback.</li> <li>2. Maximising business compliance by managing the activities within their part of the organisation and/or tax region.</li> <li>3. Ensuring and following up periodically on overall performance and tracking progress to meet strategic objectives and discussing potential corrective action when required.</li> <li>4. Reporting performance and progress to his/her manager, who will usually be at the strategic management level (in a cross functional role, this is typically the Director General level).</li> <li>5. Ensuring ongoing professional development, both on a personal level and for his/her team(s).</li> <li>6. Ensuring excellent communication, using the appropriate political awareness and sensitivity.</li> <li>7. Capturing reflections and suggestions for potential process improvements communicated through the management chain, evaluating the suggestions and implementing the best process improvements.</li> <li>8. Ensuring effective cooperation and communication with other departments and proactively managing the key stakeholders of each department.</li> <li>9. Building and assisting in the development of national strategies.</li> <li>10. Acting as the reference point for complex / innovative cases that impact the operations and performance of the part of the organisation he/she leads and/or the tax region.</li> <li>11. Building a network with other tax managers and employees within the EU Member States Tax Administrations, and assisting and participating in international tax fora and related project groups.</li> <li>12. Maintaining a national and international network with a focus on maximising collaboration and identifying mutual benefits.</li> </ol>								
<b>Section 4: Role Specific Competency Profile</b>								
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	2	MC3	Conflict Management	3
PC5	Problem Solving	3	OC6	Tax Policy and Governance	2	MC4	Negotiating	4
PC6	Analytical Thinking	3	OC10	International Tax Affairs	2	MC6	Communication Management	4

Professional Competencies		Proficiency Level	Operational Competencies *	Proficiency Level	Management Competencies	Proficiency Level	
PC11	Technological Ability	2	OC16 Taxation of the New Emerging Businesses and Digital Economy	1	MC7	Change Management	4
PC13	Data Protection	2			MC8	Managerial Courage	4
PC17	Dealing with Operational Risk	2			MC9	Emerging Tax Trends	2
PC18	Professional Networking	2			MC10	Strategy Design	4
PC21	English as a Foreign Language	2			MC11	Political Awareness	4
					MC12	Mentoring / Coaching	2
			* Depending on the functional domains the role supervises, additional Operational Competencies can be included in the profile		MC14	Visionary Leadership	4
				MC15	Strategic Agility	4	
				MC16	Innovation	3	
				MC17	Entrepreneurship	2	

