



Managing the Tax Function

*Jim Quinn & Diana Stevens of
the TaxGroup™*

Managing the Tax Function

"Managing the tax function in today's complex and changing environment requires more than filing returns and dealing with audits. Tax management must achieve the company's tax savings and compliance objectives in a resource-constrained environment. Managing the tax function is a more sophisticated process, and goal setting and evaluation of professional tax staff are parts of this process. The use of consultants and the role of outsourcing are also part of the equation."¹

While the above statement was made in 1998 it is truer today than it was then. In today's work environment the work force is leaner than perhaps at any time in history. This necessitates working smarter. Managing the tax function is a balancing act. It requires the ability to prioritize work, the ability to manage the workload with limited resources and the ability to communicate vertically as well as horizontally throughout the organization.

THE TAX FUNCTION IS STRATEGIC

1. The Evolution of the Tax Function

The Tax Function in the corporate world today has evolved from being viewed as primarily a compliance function to being considered an integral part of the "Team". As part of this evolution process the composition of the corporate tax department has changed from people involved only in the preparation of tax returns to people involved in all aspects of planning. Tax no longer stays at home but rather is out selling its services to the operating groups within an organization.

2. What Management Expects

As management's perception of the tax function has changed so have their expectations for that function. While the qualities of tax people are described more fully later in this paper management has come to expect tax people to have the communication skills and networking contacts to get the job done and to make tax understandable. As tax has become strategic there is a need for someone with finance and accounting skills to complement their tax skills. Management wants results and the results must be practical and understandable. Management does not want to hear the section of the Act or the court cases that are relevant and they do not want to hear that something cannot be done. Rather it is incumbent on the tax function to determine how some project is to be done.

3. Tax is Strategic

Tax has become a strategic part of the corporate world. The companies that treat tax as a strategic function are reaping the benefits. When tax considerations are brought to the forefront of corporate strategy the company is able to capitalize on value opportunities that are often not available further down the development road. Tax strategizing will also allow the company to minimize its exposures to unforeseen tax liabilities. In short, a well-managed tax function should be viewed as a significant value contributor rather than as an overhead group that merely completes the dirty deed of filing tax returns.

GOAL SETTING AND PERFORMANCE MEASURES

Perhaps the single most important way that a tax function can demonstrate its strategic nature is to have clear, concise and measurable goals. By aligning these goals with the corporate goals it ensures that the tax function is in sync with the corporation. Goal setting also serves to keep the members of a tax group on the same page.

Managing The Company Tax Function

Jean-Louis Barsoux, Rosemary Stewart



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Managing the Company Tax Function Arnold J. Olenick, 1976-01-01 **Tax Function Effectiveness** Tony Elgood, Tony Fulton, Mark Schutzman, 2008 CCH's new Tax Function Effectiveness addresses the unique challenges of tax function departments. The tax function's objectives should themselves be driven by what is happening in the business and the wider business and regulatory environment. Tax Risk Management Anuschka Bakker, Sander Kloosterhof, 2010 In response to a number of large corporate failures risk management has recently become a major consideration for most organizations. At the same time taxation has been recognized as an area having its own unique risk profiles. This book provides a practical guide for those working in today's ever-changing corporate environment. It contains an introduction to tax risk management and discussions on the tax control framework that allow corporate tax departments to identify and manage companies' tax-related risks. The book also includes country chapters which provide practical examples of the development and application of tax control frameworks. *Risk Management* Walter V. "Bud" Haslett, Jr., 2010-09-28 Key readings in risk management from CFA Institute, the preeminent organization representing financial analysts. Risk management may have been the single most important topic in finance over the past two decades. To appreciate its complexity one must understand the art as well as the science behind it. *Risk Management Foundations for a Changing Financial World* provides investment professionals with a solid framework for understanding the theory, philosophy and development of the practice of risk management by outlining the evolution of risk management and how the discipline has adapted to address the future of managing risk. Covering the full range of risk management issues including firm portfolio and credit risk management. Examining the various aspects of measuring risk and the practical aspects of managing risk. Including key writings from leading risk management practitioners and academics such as Andrew Lo, Robert Merton, John Bogle and Richard Bookstaber. For financial analysts, money managers and others in the finance industry, this book offers an in-depth understanding of the critical topics and issues in risk management that are most important to today's investment professionals. *Advanced Topics in Applied Operations Management* Yair Holtzman, 2012-03-16 The chapters in *Advanced Topics in Applied Operations Management* creatively demonstrate a valuable connection among operations strategy, operations management, operations research and various departments, systems and practices throughout an organization. The authors show how mathematical tools and process improvements can be applied effectively in unique measures to other functions. The book provides examples that illustrate the challenges confronting firms competing in today's demanding environment, bridging the gap between theory and practice by analyzing real situations. *Management of large business corporation tax* Great Britain: National Audit Office, 2007-07-25 The Large Business Service of HM Customs provides greater certainty for businesses over tax due. Adopt an efficient risk-based approach to dealing with tax matters. Benefit businesses that engage in low-risk behaviour. Resolve issues speedily. This report considers the Department's progress and specifically covers the administration of large business corporation tax.

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Managing the Corporate Tax Function David I. Fisher,Carol H. Shattuck,Francis J. Walsh,1971 The Complete CFO Handbook Frank J. Fabozzi,Pamela Peterson Drake,Ralph S. Polimeni,2008-02-04 This must have reference covers all of the major areas of cost accounting and analysis including product costing relevant costs cost volume analysis performance evaluation transfer pricing and capital budgeting Includes methods of reorganizing classifying allocating aggregating and reporting actual costs and comparing them with standard costs Equips experienced cost accountants with a reference tool and students with a thorough textbook Provides numerous examples succinct language chapter review glossary and appendices Includes an abundance of exercises many of which are based on exam questions from the CPA and CMA exams

Tax Compliance and Risk Management Piotr Karwat,Katarzyna Kimla-Walenda,Aleksander Werner,2023-11-23 The concept of tax compliance is as old as the tax itself but staying compliant with tax regulations has become increasingly demanding A changing tax regulatory environment resulting from regulatory actions of the OECD the European Union and national governments poses many problems for tax compliance awareness This book explores various approaches to improving tax compliance Starting with the procedures and processes that are at the centre of the debate it includes the level of tax position security obtained as a result of cooperation between tax administration and an organisation ending with tax compliance requirements imposed by one sided action of tax administration Offering an experience and evidence based analysis of how tax compliance influences an organisation s tax and financial position the issues are examined from both a theoretical and a practical perspective using empirical research and case studies with an international dimension for illustration Emphasising a holistic approach to tax compliance and its role in tax risk management within an organisation this study offers a framework for making the challenging task of tax compliance and risk management more effective and more efficient Exploring tax compliance focusing on the tax world after the BEPS project and anti tax evasion and anti tax avoidance regulatory actions undertaken by the European Union and OECD the book has a practical focus on tax system

design within the organisation and will be of interest to students researchers and practitioners working in the areas of tax law and tax compliance Chapter 13 and Summary of this book are freely available as a downloadable Open Access PDF at <http://www.taylorfrancis.com> under a Creative Commons Attribution Non Commercial No Derivatives CC BY NC ND 4.0 license

Justice, Equality and Tax Law Nevla Čičin-Šain, Mario Riedl, 2022-10-05 An in depth analysis of the specific aspects of justice equality and tax law Justice Equality and Tax Law is a topic that is both old and new at the same time Even if the society changes the demands that tax needs to be just and equal seem to be immutable What changes of course is the perception of the content of those demands International taxation post BEPS has been fraught with new challenges that warranted urgent responses These challenges were mainly provoked by the unprecedented rise of the digital economy which truly marked a change in the way business is conducted how value is created and how goods and services are produced and consumed Digitalization in turn had repercussions on all aspects of taxation direct taxation indirect taxation and even tax procedures For instance the quest for more justice and equality in profit taxes was the reason why in October 2021 a historical deal based on a two pillar solution to address the tax challenges arising from the digitalization of the economy was negotiated within the OECD G20 Inclusive Framework on Base Erosion and Profit Shifting and agreed upon by 137 member countries It was also the motive behind the shift from a typical vendor collection model to an intermediary collection model supported by centralized registration points in indirect taxes notably the VAT GST Abundant data from the European Union or the OECD signaled an ever increasing gap between expected VAT revenues and VAT actually collected making it obvious that the classical system of VAT GST collection was unable to respond to challenges posed by the digital economy Therefore new solutions based on the participation of digital platforms as intermediaries had been introduced Finally new technologies such as blockchain paved new avenues in enhancing tax compliance In this context this volume entitled Justice Equality and Tax Law contains not only a selection of the best master s theses of the full time LL M programme in 2021/2022 but also represents an in depth analysis of various aspects of this evergreen topic

The Role of Organisational Change Management in Offshore Outsourcing of Information Technology Services T. R. Ramanathan, 2009-03 This research study seeks to understand the nature of organisational change with respect to offshore outsourcing of information technology services in a multinational pharmaceutical company and to examine the effectiveness of approaches used to manage this change so that lessons may be drawn from these experiences Despite the abundant literature on effective organisational change management the key factors that need to be managed properly at different stages of the offshore outsourcing process are not well understood The research adopts a processual view to paint a broad picture of the issues involved in these different stages A generic process model of change based on the review of the change literature was first developed to represent how change was intended to occur This model focuses on the following four stages in the change process context diagnosis and planning implementation and institutionalisation The research employs an interpretive case study approach

and draws on fieldwork from three independent information systems departments cases of the company where offshore outsourcing programmes were implemented Qualitative data from semi structured interviews direct observation and document analysis are analysed by applying the generic process model to produce a detailed account of the way in which change was managed in the case organisations The findings reveal that a combination of contextual factors both external and internal to the company influenced the adoption and use of offshore outsourcing in the case organisations Externally the economic forces were found to be the main catalyst for the change while internally the role of the executive leadership and the lack of internal resources further explain the motivations behind the adoption of offshore outsourcing The study illustrates that achieving successful outcomes from offshore outsourcing activities critically depends on the organisation adequately addressing a number of factors such as conveying a sense of urgency developing and communicating the vision identifying the benefits of change and how they will be delivered generating short term wins providing education and training developing a fit between the change and organisational culture etc throughout the change process The findings also highlight the effects of offshore outsourcing on the case organisations including change in job roles and responsibilities and organisational learning activities that enable corrective actions to improve change management efforts An important contribution of this research is the development of a model providing a more comprehensive understanding of the change process associated with the implementation of offshore IT outsourcing Recommendations for policy makers and change managers to improve change management practice based on the research findings as well as recommendations for further research form a significant part of the conclusions

CPA's Guide to Management Letter Comments Bert L. Swain, 2007-11 Developed through 20 years of experience in auditing practice for clients in a broad spectrum of industries and up to date through SAS 112 the CPA's Guide to Management Letter Comments provides literally hundreds of management comment examples for numerous situations that are encountered by real firms working with real clients Beginning with an example of the actual opening paragraph of a management letter this compendium continues through all critical areas encountered during an audit and ends with suggested closing paragraphs so that even a first time management letter preparer can produce a high quality final product like a well seasoned auditor

Managing International Trade Risk Mark Rowbotham, 2025-05-14 This book provides readers with an authoritative guide to measure quantify and address customs VAT and international trade risk especially with a view to maximising the efficiency of both trade practice and the governance and collection of national revenue associated with the regulation and control of cross border trade Delivering expert insight into the rationale behind customs investigations *Managing International Trade Risk* defines trader risk in terms of international trade and customs and VAT compliance and highlights the pitfalls in conducting international trade and customs management practices and procedures Offering a guide to dealing with customs issues that ensures correct and accurate compliance is the priority when it comes to dealing with imports and exports it offers solutions in terms of trader

knowledge of customs procedures coupled with the knowledge to avoid problems concerning customs and VAT compliance issues and regulations This text is written for customs and VAT practitioners lawyers policy makers industry and financial professionals international trade tax and finance scholars lecturers quasi government organisations and Government departments Treasury Tax as well as Chambers of Commerce It will be of interest to all involved in the process of international trade customs and VAT

Management Accounting Australian Chartered Accountants' Research Society. New South Wales Division,1966

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The Diversity of Management Jean-Louis Barsoux,Rosemary Stewart,2016-07-27 Twelve lively accounts are given based on searching interviews of very different kinds of managerial jobs They paint a picture of what the job is like the work that the individual does and how he or she feels about it The jobs are compared and lessons are drawn for career guidance selection and management development as well as how far managerial skills are transferable The accounts can also be used as case studies and questions are provided for students

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