



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

**David I. Fisher, Carol H.
Shattuck, Francis J. Walsh**



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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.

Managing the Corporate Tax Function David I. Fisher, Carol H. Shattuck, Francis J. Walsh, 1971 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.

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, managing risks to corporation tax revenues, measuring and managing performance, staff skills, and resourcing.

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

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