

**POST DESCRIPTION**

**1 Ministry/Department: Ministry of Revenue & Customs/ Revenue Office**

**2 Job Title:** *Senior Assistant DCEO, Returns and Debt Collection Section, Tax Operational Division*

**3 Band: G**

**Post Number:**

**Location:** *Nuku'alofa*

**Job Objectives**

Responsible to the Deputy CEO of Tax Operational Division in terms of providing efficient tax services in

1. Managing and control tax arrears
2. Managing and perform returns management
3. Overseeing all tax accounts of taxpayers and the reconciliation process
4. Performing the consultative roles of the Head of Unit by providing templates, acceptable practices, advice, strategy and direction for the unit
5. Performing the managerial aspect of the unit by optimizing and maximizing the outputs of the unit strategically to meet and exceed the annual target of the unit

**Key Accountabilities:**

- Assess and manage debt management process
- Assess and manage the appropriate strategies for effective debt collection management
- Manage and endorse tax clearance process for tax arrears
- Manage and oversee high-profile tax payer management
- Coached and manage staff of the Unit

**Duties**

**Key Result Areas (KPA) Performance Indicators**

**Job Description**

- Administer, lead, manage and supervise all the Ministry's taxation collections process for all current tax and tax arrears
- Advising CEO and Minister on all tax issues pertinent to all returns and arrears and the Taxation collection of the Ministry
- Responsible for the domestic tax collection, performance and administration
- Reviewing, monitoring and continuous improvement of tax administration collections and policies
- Reviewing, monitoring and continuous improvement of the tax structure and tax services regulatory policies to meet the revenue needs of Government and the public interest
- Development and review process for the Returns & Debt Collection Division's Corporate Plan, Annual Plan, Budgeting, Monitor & Evaluation and the Annual Management Plan
- Manage all correspondence ensuring customers receive proper notice of the Ministry's decisions
- Improving the understanding of compliance risks through increased intelligence and more targeted compliance activities
- Improving our client's services through streamlining our processes, to make it easy for customers to meet their obligations, and more cost effective for the Government to administer the law
- Managing relationships through greater visibility in the community

*Performance measurement for a KRA e.g 100% accuracy, 100% timeliness, 100% compliance with policy*

- *Corporate plan and Annual Management Plan*
- *Work Plan produced in a timely manner*
- *Annual Budget*
- *Report on the achievement of planned objectives (90% - 100%)*
- *Efficient team work and achieving outcomes as specified in the Annual Management Plan*
- *100% Adherence to the Act, Regulation and policies*
- *Tax Administration traffic lights diagnostic green*

	<b>Duties</b>	<b>Key Result Areas (KPA) Performance Indicators</b>
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5.1	<p><b>Planning and Supervision</b></p> <ul style="list-style-type: none"> <li>• Design, develop and revise the objectives of the Unit</li> <li>• Assess and manage the development of the Unit's work breakdown structure (WBS) and Annual Management Plan (AMP) for the Unit</li> <li>• Design and develop the unit annual work plan</li> <li>• Facilitate the development of the Annual Management Plan, Corporate Plan (CP) and Monitoring &amp; Evaluation (M&amp;E) for the Ministry.</li> <li>• Compile weekly report of the Unit and present at HOD's meeting</li> <li>• Design the Unit Staff's Job Description (JD)</li> <li>• Design and conduct training for tax payers' awareness program and staff when needed</li> <li>• Monitor and ensure that the activities and outputs set out in both plans are achieved</li> <li>• Review both plans on semi-annual basis</li> <li>• Provide weekly Work-plan, assign and disseminate RMS cases to all division staff's work</li> <li>• Ensure adherence to all taxation regulations and policies</li> <li>• Prepare weekly/monthly reports and plans</li> <li>• Identify people operating outside the system</li> <li>• Plan and assign project to improve voluntary compliance in both lodgement and payment</li> <li>• Plan efficient and effective strategies on recovery of returns, debts &amp; arrears</li> <li>• Contribute to establishing and implementing procedures, standards, targets and new initiatives.</li> <li>• Establish risk, compliance and other strategic management techniques for the compliance team;</li> <li>• Establish a strategic compliance monitoring system;</li> <li>• Plan &amp; conduct training programs including programs in the selection and conduct of returns &amp; Debts recovery</li> <li>• Undertake capacity building within the Ministry to design and improve the level of understanding of compliance strategies and recovery techniques;</li> <li>• Develop and implement the divisions annual estimates and review the ministry's corporate plan and annual management plans that are pertinent to the Division</li> <li>• Revise Monitor &amp; Evaluation (M&amp;E) framework</li> </ul> <p><b>Tax Advisory and Education</b></p> <ul style="list-style-type: none"> <li>• Advise and consult Taxpayers of all their tax obligations and responsibility</li> <li>• Provide tax information to taxpayers as required from time to time including individual account details</li> <li>• Provide training on Government's Tax System</li> <li>• Visit and meet with taxpayers on a regular basis</li> <li>• Build relationships and interact with clients to provide excellent consulting and expertise on tax obligations.</li> <li>• Strong communication and presentation skills</li> <li>• Build excellent relationships with customers and other divisions</li> <li>• Consult in resolving customer discrepancies and short payments</li> </ul>	<ul style="list-style-type: none"> <li>➤ 90% -100% compliance with our Corporate plan and AMP</li> <li>➤ 90% -100% ensure adherence to the work plan</li> <li>➤ Compliance improvement strategies completed annually</li> <li>➤ Report on the achievement of planned objectives</li> <li>➤ Well organized Team according to AMP</li> <li>➤ 100% Adherence to the Act, Regulation and policies</li> <li>➤ 90% - 100% timeliness and accuracy of information provided</li> <li>➤ Provide training and tax advisory from risk analysis of outstanding debts and returns.</li> <li>➤ Weekly &amp; monthly reports</li> <li>➤ No of training conducted</li> <li>➤ No of taxpayers visited and attended</li> <li>➤ Customer feedback &amp; satisfaction</li> <li>➤ WBS ready and submit to Head of Unit in January</li> <li>➤ Report contains all works for the week</li> <li>➤ JDs are reflective of the relevant activities of staff and in line with the Corporate Plan</li> <li>➤ Training and awareness program are conducted as per schedule</li> </ul> <ul style="list-style-type: none"> <li>➤ 90% -100% timeliness and accuracy of information provided</li> <li>➤ Provide training and tax advisory from risk analysis of IT and High Profile return once in a quarter</li> <li>➤ No of training conducted</li> <li>➤ No of Taxpayers complaints</li> <li>➤ No of taxpayers visited and attended</li> <li>➤ Customer feedback &amp; satisfaction</li> </ul>
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	<b>Duties</b>	<b>Key Result Areas (KPA) Performance Indicators</b>
5.2	<p><b>Organising Management</b></p> <ul style="list-style-type: none"> <li>• Allocate staff workload and tasks</li> <li>• Create &amp; assign RMS cases to individual staff</li> <li>• Prioritising management decisions for staff execution</li> <li>• Categorising Taxpayers appointments and requests</li> <li>• Schedule meetings, appointments and site visits</li> <li>• monitor staff performance</li> <li>• Motivate and counsel staff</li> <li>• prepare weekly unit meeting</li> <li>• Conduct monthly divisional meeting</li> <li>• Provide technical support and advice on management.</li> <li>• Perform taxation collections for complex and sensitive taxpayers accounts due</li> <li>• Maintain bad debt and bad debt recovery record</li> <li>• Advise management on innovative issues raised</li> <li>• Allocate staff to working team to maximum their ability for tax services</li> <li>• Review and endorse the Notice of Assessments for debt collections and default assessments for non-filing</li> <li>• Timely provision of information requested by tax payers</li> <li>• Monitor and assess bad debt recovery process</li> <li>• Oversee and endorse all negotiations of debt payments and assessments</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Timely respond for all communication</i></li> <li>➤ <i>Weekly meetings conducted and attended</i></li> <li>➤ <i>Ensure messages are communicated from and to the senior management</i></li> <li>➤ <i>Prepare report for Weekly and Monthly meeting</i></li> <li>➤ <i>All activities are optimized to maximize the unit's output with respect to annual target</i></li> <li>➤ <i>SOPs are relevant and up-to-date to ensure the effectiveness and efficiency of the debt recovery process</i></li> <li>➤ <i>Adhere to Project Management Process Framework (PMPF)</i></li> <li>➤ <i>Information are provided within 2 working days directed otherwise</i></li> <li>➤ <i>Training are conducted as per schedule with relevant materials</i></li> <li>➤ <i>Expected tasks are completed in time and satisfy relevant KPIs</i></li> <li>➤ <i>Bad debts are thoroughly analyzed to determine the probability of recovery</i></li> </ul>
5.3	<p><b>Leading</b></p> <ul style="list-style-type: none"> <li>• Motivating as part of capacity building, mentor the senior member of the RADC for eventual succession to the leadership role</li> <li>• Lead and conduct taxation recovery cases</li> <li>• Assist with and guide staff in collections efforts</li> <li>• Drive continuous collection process improvements</li> <li>• Advise CEO on tax regulatory policies and strategy for implementing the Government's objectives with respect to efficient and effective collection of revenue</li> <li>• Monitor and assess the compliance behavior of the unit with relevant Acts, Regulations, Policies and SOPs</li> <li>• Understand, supports and promotes the Ministry's vision and mission to the Unit staff</li> <li>• Motivate and inspire team members to meet or at best exceed KPI</li> <li>• Manage and monitor the Unit in performing the debt recovery processes and implementing complimentary strategic approaches</li> <li>• Display compatible work ethics with the Ministry core values and vision</li> <li>• Create a culture of high performance in the unit with relevant norms and acceptable practices</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Weekly &amp; monthly meetings conducted or attended.</i></li> <li>➤ <i>Mentor junior/senior staff</i></li> <li>➤ <i>Identify and address training and other development needs</i></li> <li>➤ <i>All task performances are in compliance with the tax legal framework</i></li> <li>➤ <i>Unit staff understood the contribution of their job objectives to achieving the Ministry's vision</i></li> <li>➤ <i>Meet or exceed KPI</i></li> <li>➤ <i>Debts are collected in a timely manner and arrears are reduced or improved in terms of collection</i></li> <li>➤ <i>Business visits are planned and conducted accordingly</i></li> <li>➤ <i>Task performances and management of staff unit reflect the cores values of the Ministry and vision</i></li> <li>➤ <i>Staffs are well motivated and conduct themselves with high level of professionalism and consistently achieve targets regarding performance.</i></li> </ul>

5.4	<p><b>Controlling</b></p> <ul style="list-style-type: none"> <li>• Prepare and execute RADC's Monitoring &amp; Evaluating (M&amp;E) framework</li> <li>• Manage and assess staff performance</li> <li>• Manage the Division's budget allocation efficiently and effectively</li> <li>• Negotiate payment programs with non-compliance customers to improve lodgement &amp; payments</li> <li>• Ensure compliance to all revenue regulation and policies at all times</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Fortnightly report risk analysis/account analysis of outstanding debts and returns to DCEO</i></li> <li>➤ <i>Review outcomes for accuracy and technical accuracy</i></li> <li>➤ <i>Weekly reporting to Supervisor</i></li> <li>➤ <i>Fortnight report risk analysis/account analysis of outstanding debts and returns to Supervisor</i></li> <li>➤ <i>Review outcomes for accuracy and technical accuracy</i></li> </ul>
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6.1	<p><b>Technical</b></p> <ul style="list-style-type: none"> <li>• Perform the probability bounds analysis (PBA) to determine the likely hood of recovery of proposed bad debts</li> <li>• Lead and control the performance of the technical analysis of multi-national companies and public enterprises' outstanding debts, modes of payment and financial capabilities of each entity to pay the optimal amount by way of installments or in full</li> <li>• Design and develop the appropriate strategy to manage and collect and tax debts on time including the recoveries of arrears</li> <li>• Assess and endorse the relevant aspects and processes of the tax clearance</li> <li>• Access records of payments at the cash register to ensure the accuracy of taxpayers' accounts in the system</li> <li>• Assess and check all taxpayers' accounts to ensure the accuracy of payment allocation and also manage tax credits</li> <li>• Oversee and manage all projects of the Unit</li> <li>• Prepare Project Progress report and submit to Project manager/Policy and Planning Unit</li> <li>• Assist legal division with objection assessment</li> <li>• Design and compile detail report with weekly collection of debt recovered and the traffic light report for the unit</li> </ul> <p><i>Revenue collection services</i></p> <ul style="list-style-type: none"> <li>• Lead and manage the Division in all areas related to tax-type returns &amp; debts collections</li> <li>• Lead and manage the Division in all areas related to High-Profile taxpayers accounts collections</li> <li>• Work in consultation with all the other Divisions to achieve the Ministry vision in all revenue collections</li> <li>• Ongoing update of process and procedures</li> </ul> <p><i>Taxation Special Projects</i></p> <ul style="list-style-type: none"> <li>• Conduct risk management profiling of all taxpayers</li> <li>• Lead and develop special projects required from time to time on tax projects to strengthen revenue services from returns &amp; debts</li> <li>• Be able to assist in any team of the Division</li> </ul> <p><i>Risks, Returns &amp; Debts Profiling</i></p> <ul style="list-style-type: none"> <li>• Supervise and check profiling of risk taxpayers</li> <li>• Review taxpayers outstanding and submit recommendation to management</li> <li>• Identify and mitigate any tax risks</li> <li>• Provide technical support and advice on management.</li> <li>• Improve systems and procedures and initiate corrective actions</li> <li>• Analyse non-compliance accounts and report on high-risk accounts including recommendations for resolution</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Timely analysis of results provided</i></li> <li>➤ <i>Approval of recommendations</i></li> <li>➤ <i>No. Taxpayer advise and consult</i></li> <li>➤ <i>Revenue targets are met as per Budget</i></li> <li>➤ <i>Returns &amp; Tax recovery are met as per AMP</i></li> <li>➤ <i>80% Continuous improvement in taxpayers recovery compliance</i></li> <li>➤ <i>100% Improvement in processes and procedures</i></li> <li>➤ <i>No. of consultations with other divisions</i></li> <li>➤ <i>No. of regulation and policies reviewed</i></li> <li>➤ <i>No. of recommendations approved</i></li> <li>➤ <i>No. of consultations conducted and feedback received</i></li> <li>➤ <i>No. of projects proposed and carried out</i></li> <li>➤ <i>Result of projects approved and impact on revenue collection</i></li> <li>➤ <i>Conducting the qualitative analysis of the PBA to justify the acceptance or rejection of proposed bad debts</i></li> <li>➤ <i>The analysis of each entity's financial statements are comprehensive to determine to optimal amount to pay</i></li> <li>➤ <i>Debt collection strategies are reasonable and comply with the tax legislation</i></li> <li>➤ <i>All relevant accounts are monitored to reflect right debt status of all tax payers</i></li> <li>➤ <i>Accounts of each taxpayer are reconciled with all payments on a daily basis</i></li> <li>➤ <i>All payments and credits are properly transferred and allocated to all relevant account</i></li> <li>➤ <i>Adhere to PMPF and prepared on time to meet annual target submit on time</i></li> <li>➤ <i>Requested information and clarifications are provided on time</i></li> <li>➤ <i>Weekly collections and forecast collection are recorded in details. Traffic light report contains all tasks of the unit with challenges and their respective remedies</i></li> </ul>
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	<b>Duties</b>	<b>Key Result Areas (KPA) Performance Indicators</b>
6.2	<b>Executing Extension, Instalment and Waiver Requests</b> <ul style="list-style-type: none"> <li>• Identify requests TIN and respective taxpayers accounts</li> <li>• Create and disseminate recovery cases to Staff in RMS system</li> <li>• Verify staff physical memo against RMS systems records</li> <li>• Verify individual cases current compliance history and provide recommendation to DCEO</li> <li>• Ensure adherence to policies, laws and regulations</li> <li>• Validate Instalment arrangement to be within the current financial year except for exceptional circumstances.</li> <li>• Validate Returns Extension request to be within the one month and not continuously requests except for exceptional circumstances.</li> <li>• Confirm Penalties waiver requests as per internal policy for percentage remission except for exceptional circumstances.</li> <li>• Ensure consistence and fairness to other compliance taxpayers to have a fair level playing field.</li> <li>• Negotiate payment programs with non-compliance customers for improvement lodgement &amp; payments</li> <li>• Response on a timely manner and ensure that all correspondences are noted in RMS.</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Recommendation to Supervisor and CEO</i></li> <li>➤ <i>90% - 100% Timeliness according to Annual Management Plan</i></li> <li>➤ <i>90% - 100% accuracy</i></li> <li>➤ <i>No of applications processed</i></li> <li>➤ <i>Revenue and arrears collected</i></li> <li>➤ <i>90% -100% accuracy of recommendation to Supervisor and CEO</i></li> <li>➤ <i>90% -100% Timeliness according to AMP</i></li> <li>➤ <i>90% -100% Completeness of checking and verifying of all outstanding</i></li> <li>➤ <i>Customer feedback</i></li> <li>➤ <i>100% Adherence to the Act, Regulation and policies</i></li> <li>➤ <i>90% -100% accuracy</i></li> <li>➤ <i>No of applications acted upon.</i></li> <li>➤ <i>Arrears collected</i></li> </ul>
6.3	<b>Lead &amp; Conduct Investigations</b> <ul style="list-style-type: none"> <li>• Lead and conduct investigations of taxpayers as required</li> <li>• Review taxpayers returns lodgement history</li> <li>• Review taxpayers arrears payments schedules</li> <li>• Analysis taxpayers compliance trends</li> <li>• Seek third-party information for High-Profile taxpayers</li> <li>• Update and make recommendations to DCEO</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>100% Adherence to tax policies and Regulation</i></li> <li>➤ <i>Recommendations approved by DCEO</i></li> <li>➤ <i>No. of Taxpayers investigated</i></li> </ul>
6.4	<b>Monitoring Transfer Files</b> <ul style="list-style-type: none"> <li>• Approve transfer files to legal division for non-payment and non-lodgement recovery and legal action</li> <li>• Approve transfer files to Audit for further investigation and assess</li> <li>• Approve transfer files to Risk Management Unit if taxpayers identified in suspicious activities in returns &amp; debts.</li> <li>• Identify accounts requiring legal action on bad debts to be written off</li> <li>• Verified taxpayers files for PA and filing in Processing Unit</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Approved files to Transfer to BTI, Audit Team and Legal division</i></li> <li>➤ <i>Number of files transferred</i></li> </ul>
6.5	<b>Reports of Returns &amp; Debts</b> <ul style="list-style-type: none"> <li>• Compile all reports of debts for all tax types as reported from each member of the division</li> <li>• Submit report and recommendation to DCEO and management</li> <li>• Aging of returns &amp; debts and approximation of their collectability for DCEO and CEO</li> <li>• Monitor the movements of debts between divisions eg Audits, RMU &amp; Legal division</li> <li>• Prepare annual report of returns &amp; Debts for the Division</li> <li>• Prepare quarterly/annual report on progress of revenue collection</li> <li>• Report on any matters related to returns &amp; debts for compliance improvement strategy</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>90% - 100% Accuracy of Information collected</i></li> <li>➤ <i>Amounts of arrears collected</i></li> <li>➤ <i>Report to DCEO</i></li> </ul>





	<b>Duties</b>	<b>Key Result Areas (KPA) Performance Indicators</b>
6.6	<b>Verifying Cashier's daily revenue collections</b> <ul style="list-style-type: none"> <li>Verify Officers that check daily the cashier's work before reporting to Accounts Unit</li> <li>Ensure compliance with regulation and policies</li> <li>Identify arrears payments and correct any wrong receipts or payments.</li> <li>Provide routines for Officers back -up for cashier on due date and when absent.</li> <li>Approved daily collections as per verified</li> </ul>	<ul style="list-style-type: none"> <li>➤ 90% - 100% accuracy of receipting payments</li> <li>➤ 90% - 100% Timeliness</li> <li>➤ 100% Adherence to the Act, Regulation and policies</li> <li>➤ Prepare daily report of all payments received to DCEO.</li> </ul>
6.7	<b>Monitoring Returns Non-lodgement and tax payments</b> <ul style="list-style-type: none"> <li>Disseminate and categorize from RMS and any referral from other divisions to follow up any outstanding returns or debts.</li> <li>Sign demand letters by Officers to send with 14 days for taxpayers to response, lodge or pay (if any).</li> <li>Signed delivery book of two copies to the driver and file the signed copy once return with the driver.</li> <li>Monitor Officers who follow up if still non-compliance after the 14 days by phone or email or visits before recommending for DCEO's approval to refer to legal action.</li> <li>Ensure adherence to laws, regulations and the manual process.</li> </ul>	<ul style="list-style-type: none"> <li>➤ 90% - 100% Timeliness</li> <li>➤ No. of Income Tax Return default after the due date</li> <li>➤ 90% - 100% completeness of assessment before delivered</li> <li>➤ 100% Adherence to the Act, Regulation and policies</li> </ul>
6.8	<b>Data Analysis and information referrals</b> <ul style="list-style-type: none"> <li>Lead &amp; conduct regular analysis and interpretation of returns, debts &amp; arrears.</li> <li>Produce error-free accounting reports and present their results in graphs or as directed</li> <li>Conduct presentation to management of returns &amp; debts analysis with recommendations</li> <li>Review and recommend modifications to collection systems (RMS) and procedures</li> <li>Make an appropriate recommendations to DCEO</li> </ul>	<ul style="list-style-type: none"> <li>➤ Prepared a report to HOD and DCEO</li> <li>➤ Data analyses for debts on all tax types by monthly.</li> </ul>
6.9	<b>Revenue Management System (RMS) Reporting</b> <ul style="list-style-type: none"> <li>Manage the RMS regular update basis</li> <li>Verifying adjustments accounts/details of taxpayers in RMS</li> <li>Design and develop reports within RMS as required</li> <li>Reporting of systems errors and staff negligence to IT</li> <li>Produce reports as directed by DCEO and CEO from RMS</li> <li>Analysis and identify risks/problems with RMS.</li> <li>Ensure that staff have the knowledge and skills to fully utilizing the features in RMS</li> <li>Conduct training of Officers for Returns &amp; Debt management in RMS cases, processing and reporting</li> </ul>	<ul style="list-style-type: none"> <li>➤ RMS report and programs developed as required</li> <li>➤ Monthly reports to HOD and TAC</li> <li>➤ Reports to the RMS Administrator</li> <li>➤ Skills and training identified</li> </ul>
6.10	<b>Conduct field trips and site visits</b> <ul style="list-style-type: none"> <li>Conduct field trips and site visits to businesses as required</li> <li>Field trips to community and conduct advises and tax educations</li> <li>Conduct presentations in Ministry's road-shows and awareness outreach programs</li> <li>Attend Talk-shows and TV programs weekly</li> <li>Site visit to high-profile taxpayers investigations</li> <li>Make appropriate updates and recommendations to DCEO</li> </ul>	<ul style="list-style-type: none"> <li>➤ No. of field trips and taxpayers every quarter</li> <li>➤ No. of taxpayers correspondence</li> <li>➤ No. of taxpayers complaints</li> <li>➤ No. of organisations visited</li> <li>➤ No. of taxpayers calls and queries</li> <li>➤ Number of recommendations</li> </ul>
6.11	Other taxation duties that maybe directed by DCEO and CEO from time to time	<ul style="list-style-type: none"> <li>➤ 90% - 100% Timeliness, accuracy and completed</li> </ul>
7	<b>Reports Directly to:</b>	DCEO – Tax Operational Division

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<b>PERSON SPECIFICATION FOR THIS POST</b>		
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8.1	<u>Change and Innovation</u>	<ul style="list-style-type: none"> <li>➤ <i>Stays informed and actively contributes to change initiatives</i></li> <li>➤ <i>Looks for ways to demonstrate innovation and initiative in work area</i></li> <li>➤ <i>Anticipates emerging issues and looks for ways to improve work practices.</i></li> <li>➤ <i>Takes a big-picture view of change and models a positive, constructive approach to managing it</i></li> <li>➤ <i>Focuses on benefits and ways of overcoming obstacles</i></li> </ul>
8.2	<u>Interpersonal Skills</u>	<ul style="list-style-type: none"> <li>➤ <i>Develops and communicates vision and translates these into clear objectives.</i></li> <li>➤ <i>Builds and sustains a motivated team</i></li> <li>➤ <i>Leads by example</i></li> <li>➤ <i>Inspires a shared commitment</i></li> <li>➤ <i>Articulates a clear vision for the future</i></li> <li>➤ <i>Considers the 'big picture' and longer term imperatives</i></li> <li>➤ <i>Empowers others to take responsibility through a deep sense of commitment and ownership</i></li> </ul>
8.3	<u>Integrity / Accountability</u>	<ul style="list-style-type: none"> <li>➤ <i>Seeks to achieve results which are in the best interest of the organisation</i></li> <li>➤ <i>Uses honesty and appropriate disclosure with customers, employees, and management.</i></li> <li>➤ <i>Accepts responsibility and acknowledges problems or mistakes and commits to necessary corrective action.</i></li> <li>➤ <i>Taking personal accountability for all aspects of their work and self-managing to improve their own and team performance</i></li> </ul>
8.4	<u>Results Orientation</u>	<ul style="list-style-type: none"> <li>➤ <i>Delivers high quality results on time.</i></li> <li>➤ <i>Overcomes roadblocks/setbacks to deliver results.</i></li> <li>➤ <i>Identifies problems early and takes appropriate action.</i></li> <li>➤ <i>Thinks outside of the box to achieve the best results for an internal/external customer.</i></li> </ul>
8.5	<u>Teamwork and Collaboration</u>	<ul style="list-style-type: none"> <li>➤ <i>Demonstrates ability to get along with others/is respectful of co-workers and promotes teamwork.</i></li> <li>➤ <i>Takes the initiative to make things better and seeks out/accepts new or additional responsibilities readily.</i></li> <li>➤ <i>Is open with other team members about his/her concerns</i></li> <li>➤ <i>Actively shares information with appropriate people and checks for understanding where required.</i></li> </ul>
8.6	<u>Customer Focus (internal and external)</u>	<ul style="list-style-type: none"> <li>➤ <i>Takes personal responsibility for ensuring any issues raised by customers are responded to promptly;</i></li> <li>➤ <i>Accepts responsibility for mistakes apologizes and makes suitable and timely amends.</i></li> <li>➤ <i>Treats all clients with respect and cultural awareness</i></li> </ul>
8.7	<u>Self Confidence and Assertiveness</u>	<ul style="list-style-type: none"> <li>➤ <i>Displays confidence in interacting with people at all levels of responsibility, and in all parts of the organization.</i></li> <li>➤ <i>Deals constructively with failures and mistakes and addresses conflict directly to resolve issues in a timely fashion.</i></li> </ul>
8.8	<u>Building individual capacity</u>	<ul style="list-style-type: none"> <li>➤ <i>Seeks to continue developing new skills to adapt to a changing environment and for personal/professional growth</i></li> </ul>

8.9	<u>Supports the Organizations Enabling Theme, Outputs and Outcomes</u>	<ul style="list-style-type: none"> <li>➤ Inspires dedication to the organization's shared outputs and values through his/her own visible actions.</li> <li>➤ Shows enthusiasm for organizational initiatives, policies and procedures and helps others accept any changes and remain effective.</li> <li>➤ Embraces and adapts to changing work environment</li> </ul>
9.0	<u>Judgment</u>	<ul style="list-style-type: none"> <li>➤ Approaches a task/problem in a sensible way; gives sound advice and seek assistance if necessary</li> <li>➤ Addresses issues early before they escalate and gets them resolved efficiently with minimum fuss</li> </ul>
9.1	<u>Promotion of equity and equality</u>	<ul style="list-style-type: none"> <li>➤ Actively promotes equity (relating to distribution) and equality (relating to non-discrimination) in relation to gender, culture, disability and other differences</li> <li>➤ Demonstrates an interest in, and seeks opportunities to learn about others, e.g. Pacific island cultures.</li> </ul>
9.2	<u>Management/Supervision (where applicable)</u>	<ul style="list-style-type: none"> <li>➤ Manages resources effectively and efficiently, ensures effective and improved staff performance</li> </ul>
9.3	<u>Leadership (where applicable)</u>	<ul style="list-style-type: none"> <li>➤ Develops and communicates vision and translates these into clear objectives.</li> <li>➤ Builds and sustains a motivated team</li> <li>➤ Leads by example</li> <li>➤ Inspires a shared commitment</li> <li>➤ Articulates a clear vision for the future</li> <li>➤ Considers the 'big picture' and longer term imperatives</li> <li>➤ Empowers others to take responsibility through a deep sense of commitment and ownership</li> </ul>
9.4	<u>Communication and Language Skills:</u>	<ul style="list-style-type: none"> <li>➤ Excellent communication skills: fluent in both Tonga and English languages (written and spoken)</li> <li>➤ Advance professional negotiation skill</li> <li>➤ Display effective presentation skills and highly capable of articulating tax decisions with the supporting legislation</li> </ul>
9.5	<u>Personal Attributes:</u>	<ul style="list-style-type: none"> <li>➤ High say-doer</li> <li>➤ Excellent work ethics</li> <li>➤ Highly committed, self- motivated and mentally and physically proactive</li> <li>➤ Ability to develop, maintain and manage professional relationship with others</li> </ul>
9.6	<u>Special Skills and knowledge:</u>	<ul style="list-style-type: none"> <li>➤ Advance knowledge in debt collection and management field</li> <li>➤ Highly knowledgeable in tax legislations, regulation and policies</li> <li>➤ Deep understanding of the Tongan cultural and behavior with relevant business background</li> <li>➤ In-depth investigation and analytical skills</li> <li>➤ Strong attention to details</li> <li>➤ Innovative and critical thinking skills</li> </ul>

9.7	<u>Entry Requirements:</u>	<ul style="list-style-type: none"> <li>• Master's Degree with at least 2 years' experience in a similar role OR at least 4 years relevant working experience</li> <li>• Post Graduate Diploma with at least 3 years' experience in a similar role OR at least 5 years' relevant working experience</li> <li>• Bachelor degree with at least 5 years' experience in a similar role or at least 8 years' relevant working experience</li> </ul> <p><u>Qualifications acceptable for this role must be in Tax Law, Accounting, Finance, Business Studies, Auditing, Economics, Public Policy, Management, Information Systems, Business Administration, or Commerce from a recognised educational institution.</u></p>
10	<b>ENDORSEMENT WITH NAME, SIGNATURE AND DATE</b>	
11.1	<u>Senior Assistant Deputy CEO</u>	<b>Name:</b> VACANT <b>Sign:</b> ..... <b>Date :</b> .....
11.2	<u>DCEO – Tax Operational Division</u>	<b>Name:</b> Tevita Heimuli <b>Sign:</b> ..... <b>Date :</b> .....
11.3	<u>Chief Executive Officer for Revenue</u>	<b>Name:</b> Kelemete Vahe <b>Sign:</b> ..... <b>Date :</b> .....