



Managing the Tax Function

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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

Kathleen Armour



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